

To: All Members and Substitute Members of
the Joint Overview and Scrutiny
Committee
(Other Members for Information)

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Calls may be recorded for training or monitoring

Date: 6 January 2017

Membership of the Joint Overview and Scrutiny Committee

Cllr John Williamson (Chairman)	Cllr Peter Isherwood
Cllr Jerry Hyman (Vice Chairman)	Cllr Denise Le Gal
Cllr Mike Band	Cllr Denis Leigh
Cllr Maurice Byham	Cllr Andy MacLeod
Cllr Carole Cockburn	Cllr Peter Martin
Cllr Patricia Ellis	Cllr Sam Pritchard
Cllr Mary Foryszewski	Cllr Wyatt Ramsdale
Cllr John Fraser	Cllr David Round
Cllr Pat Frost	Cllr Richard Seaborne
Cllr Michael Goodridge	Cllr Simon Thornton
Cllr Val Henry	Cllr Bob Upton
Cllr Christiaan Hesse	Cllr Ross Welland
Cllr Stephen Hill	Cllr Liz Wheatley
Cllr Nicholas Holder	Cllr Nick Williams
Cllr David Hunter	

Co-opted Members from the Tenants' Panel

Mr Adrian Waller

Mr Alan Binfield

Dear Councillor

A meeting of the JOINT OVERVIEW AND SCRUTINY COMMITTEE will be held as follows:

DATE: MONDAY, 16 JANUARY 2017

TIME: 7.00 PM

PLACE: COUNCIL CHAMBER, COUNCIL OFFICES, THE BURYS,
GODALMING

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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NOTES FOR MEMBERS

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive from Members declarations of interest in relation to any items included on the agenda for this meeting, in accordance with the Waverley Code of Local Government Conduct.

3. QUESTIONS BY MEMBERS OF THE PUBLIC

The Chairman to respond to any questions received from members of the public of which notice has been duly given in accordance with Procedure Rule 10.

The deadline for receipt of written questions for this meeting is 5pm on Monday 9 January 2017.

4. 2017/18 SERVICE PLANS (Pages 7 - 34)

[Wards Affected: All Waverley Wards]
[Portfolio Holder: All Portfolio Holders]

This report presents the draft Service Plan objectives for Council's services for 2017/18. Members will receive short presentations from each Head of Service regarding the main features and priorities of their plan and are asked to make any observations on the plans to the Executive.

Recommendation

The Joint Overview and Scrutiny Committee is requested to consider the draft Service Plan Objectives for 2017/18 and make any observations to the Executive.

5. FINANCIAL STRATEGY 2017/18 - 2019/20, GENERAL FUND BUDGET 2017/18 (Pages 35 - 92)

[Wards Affected: All Waverley Wards]
[Portfolio Holder: Cllr Ged Hall]

This report outlines the latest General Fund Budget position for 2017/18. Members are reminded of the need to achieve savings throughout the four-year period covered by the Financial Strategy. Information is provided on the details of the provisional Local Government Finance Settlement 2017/18 and the Council's financial position following this.

The Joint Overview and Scrutiny Committee is requested, in the light of the significant budget shortfall, to consider the cost savings, income generation and growth proposals identified in this report and make comments to the Executive on their relative priority, and make proposals on how Waverley's Budget can be balanced in 2017/18. The Committee is also requested to consider the draft capital programme and fees and charges schedules and pass comments and observations to the Executive.

Recommendation

The Joint Overview and Scrutiny Committee:

- 1. is requested, in the light of the significant budget shortfall, to consider the cost savings, income generation and growth proposals identified in this report and agree proposals to balance Waverley's General Fund budget in 2017/18 to pass to the Executive;**
- 2. is requested to consider the draft capital programme and fees and charges schedules and pass comments and observations to the Executive.**

6. HOUSING REVENUE ACCOUNT BUSINESS PLAN, REVENUE BUDGET AND CAPITAL PROGRAMME 2017/18 (Pages 93 - 108)

[Wards Affected: All Waverley Wards]

[Portfolio Holder: Cllr Ged Hall and Cllr Carole King]

This report advises Members of the latest position regarding the Housing Revenue Account (HRA) Revenue Estimates for 2017/18 and the updated 30-year Business Plan. The Joint O & S Committee is requested to make comments and observations to the Executive regarding Waverley's HRA budget and Business Plan for 2017/18.

Recommendation

The Joint Overview and Scrutiny Committee:

- 1. is requested to consider the draft HRA Business Plan and pass comments and observations to the Executive;**
- 2. is requested to consider the draft capital programme and fees and charges schedules and pass comments and observations to the Executive.**

7. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation of the motion of the Chairman:-

Recommendation

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of

the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be identified at the meeting).

8. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider any matters relating to aspects of any reports on this agenda which it is felt may need to be considered in Exempt session.

**For further information or assistance, please telephone
Amy McNulty, Democratic Services Officer, on 01483 523492 or by
email at amy.mcnulty@waverley.gov.uk**

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WAVERLEY BOROUGH COUNCIL
JOINT OVERVIEW AND SCRUTINY COMMITTEE
16 JANUARY 2017

Title:

2017/18 SERVICE PLANS

**[Portfolio Holder: All]
[Wards Affected: All]**

Summary and purpose:

This report presents the draft Service Plan objectives for Council's services for 2017/18. Members will receive short presentations from each Head of Service regarding the main features and priorities of their plan and are asked to make any observations on the plans to the Executive.

How this report relates to the Council's Corporate Priorities:

Waverley's performance management framework helps ensure that Waverley delivers against all of its Corporate Priorities. Service Plans form an important part of this, setting out the business priorities for each service for the coming year, and how they help to deliver the Council's priorities.

Financial Implications:

Draft Service Plans were prepared as part of the budget process and any financial implications are included in the draft budget.

Legal Implications:

There are no specific legal implications arising from this report.

Background

1. Each year Service Plans are produced in order to deliver the Council's service objectives and to provide an important element of the Council's overall Performance Management Framework. Heads of Service work with Portfolio Holders to set out the service objectives for the coming year.
2. Last year the January meeting of the Joint Overview and Scrutiny Committees requested a presentation that focused on the top priorities under each service area and this approach is being followed again this year. During the meeting, each Head of Service will briefly present the key objectives, features and priorities and Members will have the opportunity to ask questions and make any observations to be passed on to the Executive.
3. Annexe 1 to this report sets out the top level objectives for 2017/18 for each service area and the associated actions.

4. The plans for each service area are included in the following order:

- Planning (Pages 9 – 13)
- Policy and Governance (Pages 14 – 17)
- Strategic HR (Pages 17 – 18)
- Communities (Pages 18 – 22)
- Housing (Pages 22 – 26)
- Environmental Services (Pages 26 – 29)
- Finance (Pages 29 – 30)
- Customer and Corporate Services (Pages 31 – 33)

Recommendation

The Joint Overview and Scrutiny Committee is requested to consider the draft Service Plan Objectives for 2017/18 and make any observations to the Executive.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

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2017/18 Service Plan Priorities

Service		Planning		Portfolio Holder	Cllr Brian Adams	
Head of Service		Elizabeth Sims				
Director		Paul Wenham				
Priority Objective 1		Increase the supply of housing to meet Waverley's needs including affordable housing				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
P/1.1	To make recommendations on planning applications for housing to secure affordable housing.	In accordance with statutory timescales for determination of planning applications.	Peter Cleveland	Officer time Improved IT system	Community Wellbeing Environment	Affordable housing provided in accordance with Council planning policy on qualifying sites (30%). Evidence of rural exception or cross-subsidy sites approved. Optimum affordable housing on greenfield sites (preferred 40% - Emerging Local Plan 30%). Number of homes granted/allocated sufficient to maintain a five year housing target (rolling target). Performance targets met.
P/1.2	Update planning policy and new sites identified.	Milestones set out in Local Development Scheme	Graham Parrott	Policy development will incur additional costs related primarily to technical evidence, consultation and Part 1 public examination.	Community Wellbeing Environment	Part 1 Local Plan adopted.
P/1.3	Part 1 of Local Plan adopted	September 2017				

	Part 2 of Local Plan.					
P/1.4	Consultation on preferred options and draft policies (Regulation 18)	August/ September 2017		Additional costs for acceleration of Part 2.	Community Wellbeing	Part 2 Local Plan progressed in accordance with Local Development Scheme.
P/1.5	Identifying and assessing issues and options and producing preferred options.	July 2017			Environment	Site Allocations carried out.
P/1.6	Analysis of representations and preparation of pre-submission plan.	March 2018				
P/1.7	Support the preparation of Neighbourhood Plans by Parish Councils:- Farnham, Haslemere, Godalming, Cranleigh, Alfold, Busbridge, Chiddingfold, Dunsfold, Elstead and Weyburn. Ewhurst and Ellens Green, Hascombe. Thursley. Witley	Dependent on timescales of Parish Councils	Graham Parrott	Dependent on number of Neighbourhood Plans instigated by Parish Councils; Government funding available.	Community Wellbeing Environment	100% of Neighbourhood Plans at examination are declared sound and following referenda are made (adopted).
Outcome		Waverley's housing need is met by the provision of new housing.				
Risk of not fulfilling objective		Planning applications refused/dismissed by Council/on appeal. Local Plan found unsound at Examination. Neighbourhood Plans found unsound at Hearing and not supported through referenda.				

Priority Objective 2		Supporting the needs of businesses				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
P/2.1	Update planning policy and new sites identified. Part 1 of Local Plan adopted. Part 2 of Local Plan.	Milestones set out in Local Development Scheme. September 2017	Graham Parrott	Officer time. Policy development will incur additional costs related primarily to technical	Community Wellbeing Environment	Part 1 Local Plan adopted. Part 2 Local Plan progressed in accordance with LDS. Site Allocations carried out. Local Plan employment policies

	<p>Consultation on preferred options and draft policies (Regulation 18).</p> <p>Identifying and assessing issues and options and producing preferred options.</p> <p>Analysis of representations and preparation of pre-submission plan</p>	<p>August/ September 2017</p> <p>July 2017</p> <p>March 2018</p>		<p>evidence, consultation and Part 1 public examination.</p> <p>Additional costs for acceleration of Part 2.</p>		supported through examination.
P/2.2	<p>Ensure the planning process is supportive of local businesses.</p> <p>To make recommendations on planning applications for housing to secure employment space (Classes B1a and b).</p>	In accordance with statutory timescales for determination of planning applications.	Peter Cleveland	Officer time (including Economic Development Team).	Community Wellbeing Environment	Amount of new employment floor space permitted (sq m floor area).
P/2.3	<p>Support the preparation of Neighbourhood Plans to deliver locally led growth:- Farnham, Haslemere, Godalming, Cranleigh, Alfold, Busbridge, Chiddingfold, Dunsfold, Elstead and Weyburn. Ewhurst and Ellens Green, Hascombe. Thursley. Witley</p>	Dependent on timescales of parishes.	Graham Parrott	Dependent on number of Neighbourhood Plans instigated by Parish Councils; Government funding available.	Community Wellbeing Environment	100% of Neighbourhood Plans at examination are declared sound and made (adoption).
Outcome		Waverley's business needs are met by the provision of land and buildings.				
Risk of not fulfilling objective		Planning applications refused/dismissed by Council/on appeal. Local Plan found unsound at Examination. Neighbourhood Plans found unsound at Hearing and not supported through referenda.				

Priority Objective 3		To promote and celebrate excellence in design and improve the public realm				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets

P/3.1	Maintain quality of new development.	Ongoing via planning application process.	Peter Cleveland	Officer time	Community Wellbeing Environment	Good feedback from end users of new development. Review of appeal decisions and performance target met. (No more than 30% appeals allowed of all appeals).
P/3.2	Carry out Conservation Area appraisals (CAA) in accordance with programme. For 2017 : Shepherd and Flock CAA.	In line with Project Plan	Graham Parrott	Officer time (Projects Team Leader on maternity leave)	Community Wellbeing Environment	Number of Conservation Area Reviews completed: One reviewed annually and adopted by Council.
P/3.3	Tree Preservation Orders kept under review.	Ongoing	Andy Clout	Officer time	Community Wellbeing Environment	TPOs review and completions. Target : 10 per year.
P/3.4	Preparation and agreement of Buildings of Local Merit (BLM).	Dependent on timescale of local groups.	Graham Parrott	Officer time and community involvement.	Community Wellbeing Environment	Number of BLMs designated.
Outcome		Waverley's new development exhibits high quality design.				
Risk of not fulfilling objective		Statutory duties and other higher priority work (e.g. major applications) divert officer time away from these non-statutory lower priority areas to mean targets not achieved.				

Priority Objective 4		Put in place adequate infrastructure to support new development				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
P/4.1	Secure adequate infrastructure to support development on applicable applications (in kind or on schemes in excess of 10 dwellings) through legal agreement and legal involvement.	Ongoing via planning application process	Peter Cleveland	Officer time	Community Wellbeing Environment	Evidence of infrastructure delivered on implementation of all planning permissions where infrastructure has been a requirement.

P/4.2	Community Infrastructure Levy (CIL).	Timescales subject to progress on Local Plan.	Graham Parrott	Officer time and some consultants/ examination costs	Community Wellbeing Environment	CIL adopted January 2018. Executive approval to consult on Draft Preliminary Charging Schedule February 2017. Consultation on Draft Charging Schedule carried out June 2017. Submission for Examination September 2017
Outcome		Development is supported by adequate infrastructure.				
Risk of not fulfilling objective		Planning permission refused/dismissed on infrastructure. CIL fails examination.				

Priority Objective 5		Secure resilient Building Control Team				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
P/5.1	Provide a self sufficient statutory Building Control Service.	August 2017	Jane Clement	Officer time.	Community Wellbeing Environment Value for money	Budget will break even March 2018.
P/5.2	Agree a Business Model for delivering a resilient service in the long term.	March 2018	Jane Clement	Officer time Consultation cost for Options Appraisal.	Community Wellbeing Environment Value for money	Strategic outcomes explored May 2017. Identify preferred option and implement.
Outcome		Waverley's Building Control service will demonstrate a budget neutral position.				
Risk of not fulfilling objective		Further loss of market share to Approved Inspectors (income). Resilient future model not agreed by Council.				

Service		Policy and Governance		Portfolio Holder	Cllr Julia Potts - Corporate Strategy, Policy and Governance	
Head of Service		Robin Taylor			Cllr Tom Martin - Democratic Services and Communications and PR	
Director		Paul Wenham				
Priority Objective 1		Make Waverley's service planning, policy development, decision-making and performance management smarter.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
PG/1.1	Refresh and republish Waverley's Corporate Plan, underpinned by SMART targets and actions.	April 2017	Louise Norie	Within existing budget.	ALL	A new Corporate Plan has been published, setting out exactly how the Council's vision and priority objectives will be delivered. All actions and targets in the new plan are Specific, Measurable, Achievable, Realistic, Time-bound ('SMART'). New Corporate Plan agreed at July 2017 Full Council meeting
PG/1.2	Review and update the Council's Constitution and Scheme of Delegation to promote and facilitate swifter and more responsive decision-making at Waverley, without compromising democratic integrity and accountability, transparency or risk management.	Dec 2017	Robin Taylor, Daniel Bainbridge, Emma McQuillan		ALL	Revised Constitution and Scheme of Delegation agreed by December Full Council meeting
PG/1.3	Deliver Waverley's Scrutiny Change programme, putting Scrutiny at the heart of the Council's governance processes and ensuring it makes a real difference.	March 2018	Emma McQuillan, Louise Norie		ALL	New structure of Scrutiny Committees implemented and supported Agreed scrutiny training programme has been delivered. The work of Scrutiny Committees is guided by a robust and focused programme of in depth service reviews and policy development projects, agreed in advance by the coordinating board

Outcome	The council allocates its resources and energies wisely. Plans are evidence-based and well thought through. Straightforward and measurable performance management processes promote democratic accountability.
Risk of not fulfilling objective	If we don't achieve this objective, Waverley's decision-making and service delivery will be slower, of lesser quality and less transparent.

Priority Objective 2		Ensure Policy and Governance front line and support service functions are responsive, value-for-money and customer friendly.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
PG/2.1	Develop and implement phase 2 of Waverley's digital strategy to ensure the Council keeps pace with swiftly changing customer expectations and drives a channel shift to engagement via web and key social media platforms.	March 2018	Michelle Morley	Within existing budget.	Customer Service Value for Money	<p>100% of the Council's online forms have been reviewed, user-tested and updated to ensure they are customer-friendly</p> <p>Failure demand from unnecessary telephone and face-to-face customer engagements is reduced</p> <p>The number of people subscribing to the Council's social media channels is increased by 10%.</p> <p>The needs of those residents and customers who do not wish to access services online continue to be met through non-digital channels (face-to-face and telephone)</p> <p>The Council continues its programme of run usability tests to ensure Waverley's public website is user-friendly and easy to view and navigate on any device (desktop PC, mobile device or tablet).</p>
PG/2.2	Utilise the functionality of our IKEN legal service case management system to provide consistent communication with internal customers and to meet agreed targets for acting on instructions and providing legal advice.	March 2018	Daniel Bainbridge	Within existing budget.	Customer Service Value for Money	<p>Receipt of instructions are acknowledged within 48 hours</p> <p>Internal customers are advised who will provide their legal advice and when</p> <p>Instructions are responded to within the agreed timescales</p>

PG/2.3	Monitor and improve the quality of committee reports, minutes and agendas.	March 2018	Emma McQuillan		Customer Service Value for Money	Number of errors by Democratic Services, Print Room and Post Room decreases.
PG/2.4	Reduce spending on printing committee agenda papers by encouraging greater use of paperless technologies provided by existing software	March 2018	Emma McQuillan		Customer Service Value for Money	The printing budget (which has been reduced) is not overspent at year end. All Executive Members using paperless solutions. Roll out to the wider management group (Waverley Managers Group).
PG/2.5	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by delivering phase 1 of the Licensing Process and Service Re-design programme.	March 2018	Emma McQuillan		Community Wellbeing Customer Service Value for Money	Temporary Event Notice (TEN) application process re-designed and implemented Taxi driver application and processing service re-designed and implemented Vehicle licences process re-designed and implemented Renewals processes (for vehicle and taxi driver) re-designed and implemented Service delivery model re-designed and implemented to focus on self-serve and automation wherever possible.
Outcome		Customer satisfaction improves because processes are cheaper, clearer, simpler and easier to navigate.				
Risk of not fulfilling objective		If we don't achieve this objective, we will get the job done but not in the most efficient way and not in the way that suits our customers best.				

Priority Objective 3		Ensure that all aspects of Waverley's brand are professionally, positively and consistently communicated to residents and customers.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
PG/3.1	Complete, publish and adhere to Communications and PR standards across all channels of	March 2018	Michelle Morley		ALL	Agree, publish and ensure consistent adherence to:

communication and PR, including Waverley's letters, stationery, advertising, publications, uniforms, signs, public notices, web pages, social media content, buildings and vehicle livery and recruitment documentation.					<ul style="list-style-type: none"> • Brand guidelines • Logo Guide Sheet • Communications Handbook • Photography Guide • Social Media Etiquette.
Outcome	Waverley Borough Council is recognised, understood, trusted and respected by those who pay for its services.				
Risk of not fulfilling objective	If we don't achieve this objective, we will fail to promote civic pride in our borough, fail to celebrate what makes Waverley special, and fail to meet high public expectations in respect of customer service.				

Service	Strategic HR				Portfolio Holder	Cllr Julia Potts
Service Manager	Wendy Gane					
Director	Paul Wenham					
Priority Objective 1	To address key staffing gaps in the organisation (e.g. Professional Planning Staff, Surveyors, IT and property related and roles)					
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
SHR/1.1	Support Heads of Service to address all current and emerging recruitment and retention challenges.	Dec 2017	Wendy Gane/Jenny Deaves	Staff time	ALL	A tailored action plan agreed and delivered with the relevant Heads of Service. The optimum recruitment channels for these posts are identified and utilised.
SHR/1.2	Increase Waverley's visibility and attractiveness in the job market as a high quality employer.	Dec 2017	Wendy Gane			All advertised vacancies attract at least 1 high quality applicant.
SHR/1.3	Utilise new electronic channels to communicate the Council's "Offer" and brand to prospective candidates in key skills groups.	Sep 2017	Wendy Gane			

Outcome	All services are fully staffed and the long term use of agency staff is reduced, resulting in lower turnover, improved service delivery and reduction in staff cost.
Risk of not fulfilling objective	More vacancies, higher numbers of agency staff, higher staff turnover, negative impact on service performance

Priority Objective 2		Deliver workforce developments arising from the Strategic Review				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
SHR/2	Support the delivery of the outcomes from the Strategic Review.	June 2017	Wendy Gane		ALL	Managers and staff have the skills necessary to deliver the Council's new agenda.
Outcome		Clear framework to measure managers' ownership and accountability for the delivery of the Council's new agenda.				
Risk of not fulfilling objective		Failing to deliver the opportunities offered by the Strategic Review. Failing to maximise service improvements and accountability.				

Service	Communities	Portfolio Holders	Cllr Julia Potts – Major Projects			
Head of Service	Kelvin Mills		Cllr Kevin Deanus – Parks & Countryside, Community Safety & Waverley			
Director	Damian Roberts		Training Services			
			Cllr Jenny Else – Leisure, Culture & Older People's Services			
			Cllr Andrew Bolton – Economic Development, Grants & Income Generation			
Priority Objective 1		To successfully complete the Memorial Hall refurbishment creating a new multi-use community facility for Farnham and a new home for the Gostrey Centre and Waverley Training Services.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/1.1	Management of Refurbishment project.	Apr – Oct 17	Kelvin Mills	Capital Funds Secured £3m	Customer Service	Weekly project management meetings and monthly progress monitoring against project plan timelines achieved.
C/1.2	Completion of works / snagging.	Sept 17	Katie Webb	External Consultant Support Appointed	Community Wellbeing	Weekly Site Reports completed and monthly financial monitoring reports received.
C/1.3	Internal Fixtures & Fittings installed.	Sept 17				
C/1.4	New Centre opens.	Oct 17				
C/1.5	New users successfully moved into centre.	Oct 17		Contractor Appointed	Value for Money	Works completed on time. Centre opens Oct 17.

Outcome	Gostrey Centre & Waverley Training Services successfully relocated and awareness and usage of the Memorial Hall increases to meet demand and need.
Risk of not fulfilling objective	Community groups do not move and the Memorial Hall remains underused.

Priority Objective 2		To increase Waverley Training Services provision to offer increased apprenticeship opportunities and help young adults into employment or further education.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/2.1	Review the management structure of the Waverley Training Services team.	Jan – Apr 17	Kelvin Mills	Communications Team	Customer Service	Review completed and structure adopted.
C/2.2	Embed new operating processes for Levy Funding Stream.	Feb – May 17	Adele O' Sullivan		Community Wellbeing	New operating processes in place.
C/2.3	Implement new charging structure for employers and sub-contractors.	Apr 17			Value for Money	Business Plan written and adopted by Council.
C/2.4	Write and implement new Business Plan.	Jan – Mar 17				Marketing Plan completed and launched.
C/2.5	Write and implement new marketing plan.	Jan – May 17				Monthly profiling of contract delivery monitored.
C/2.6	Deliver Contract Funding Sum.	Sept 16 – Aug 17				Contract sum delivered
C/2.7	Increase direct delivery maximising income from the apprenticeship levy.	Apr – Aug 17				Direct Delivery increased by 20% compared to last year.
Outcome		Waverley Training services continues to successfully help young people into education and employment fulfilling the national objective of increasing opportunities for this group.				
Risk of not fulfilling objective		Failure to improve operating systems and model will limit the ability to help young people into employment and education.				

Priority Objective 3		Increased use of Waverley's Careline service to help more vulnerable adults in our community				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/3.1	Write and implement new Business Plan to increase use of the service.	Feb – Apr 17	Kelvin Mills	Communications Team	Customer Service	5% increase in client numbers year on year.
C/3.2	Write and implement new marketing plan to raise awareness and increase use of the service.	Mar – May 17	Careline Manager		Community wellbeing	
Outcome		An increased number of vulnerable adults are supported to live independently at home.				
Risk of not fulfilling objective		Failure to market the service could allow market share to be lost to other providers which could affect the viability of the service in the future.				

Priority Objective 4		Maximise the usage and offering provided by our leisure centres by ensuring that residents are happy with the service and facilities offered by Waverley.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/4.1	Implement a more focused, efficient contract management system.	Apr 17	Kelvin Mills	Property Team	Customer Service	Trialling new contract management system Dec 2016.
C/4.2	Work closely with Places for People to ensure their leisure management approach offers a high level of service for our residents and value for money.	Ongoing	Leisure Services Manager	Legal Team External Surveyors	Community Wellbeing Value for Money	
C/4.3	Tender for, and undertake detailed condition and structural surveys of our centres to inform and understand future lifecycle costs.	Apr – June 17				Meet monthly with contractors to evaluate key health & safety, contractual and financial performance.
C/4.4	Procure and undertake detailed feasibility study for further investment in the leisure stock.	Feb – July 17	Kelvin Mills Leisure	Property Team Legal Team	Customer Service	Lifecycle costs clearly identified to feed into feasibility study.

C/4.5	Findings presented to Portfolio Holders for analysis.	Aug 17	Services Manager	External Consultants	Community Wellbeing	Feasibility study completed and options are presented for consideration by Executive.
C/4.6	Options presented for consideration of Executive.	Oct 17			Value for Money	
Outcome	High quality leisure facilities provided for residents which are well managed by our leisure management contractor increasing usage and the health & wellbeing of Waverley's population.					
Risk of not fulfilling objective	<p>Failure to carry out condition/structural surveys will make financial and service planning difficult and could result in the centres having to shut as a consequence of unidentified issues.</p> <p>An inefficient contract management system creates work for staff and increases the chances of poor performance being missed and negatively affecting customer service and therefore usage.</p>					

Priority Objective 5		Regeneration of the East Street area of Farnham through the delivery of the Brightwells Scheme				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/5.1	Enter into Development Agreement with Crest Nicholson.	Mar – Apr 17	Kelvin Mills	Budget secured	Customer Service	Development Agreement signed.
C/5.2	Review pre-commencement planning conditions and create monitoring regime.	May 17	External legal support		Community Wellbeing	Pre-commencement conditions clarified, monitoring process agreed and conditions signed off.
C/5.3	Pre-commencement works start onsite (bat house/ sewage works / bridge construction).	July – Dec 17			Value for Money	Pre-commencement works start onsite.
C/5.4	Site fully hoarded and main scheme starts onsite.	Jan 18				Pre-commencement works completed.
Outcome	Work can start on the Brightwells regeneration scheme creating jobs, 239 new homes and a rejuvenated East Street area.					

Risk of not fulfilling objective	Significant negative impact on available housing in Farnham and on Waverley house building targets overall, placing pressure on other areas of the borough and an important area of Farnham is left undeveloped for a longer period.
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Service	Housing	Portfolio Holder	Cllr Carole King
Head of Service	Andrew Smith and Hugh Wagstaff		
Director	Damian Roberts		

Priority Objective 1	To publish a Housing Strategy 2018 – 2022 to set out how the Council will deliver homes for local people in housing need. (Note: to link with Planning Priority Objective 1: Increase the supply of housing to meet Waverley’s needs including affordable housing)
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Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
H/1.1	To draft a new strategy to include: <ul style="list-style-type: none"> Meeting housing need in the Borough New models of development Response to Housing and Planning Act Response to Homelessness Reduction Act Private rented sector 	March 2018	Andrew Smith	Housing Strategy and Enabling Team	Community Wellbeing	Project plan confirmed by 31 May 2017. At least three models of development identified by September 2017.
H/1.2	To consult with stakeholders	December 2017	Andrew Smith	Consultation costs (revenue £1,000) Communication Team	Community Wellbeing	Facilitate online consultation by 31 December 2017.
H/1.3	Council to adopt strategy	February 2018	Andrew Smith	Committees	Community Wellbeing	Strategy adopted by February 2018.
H/1.4	To publish Housing Strategy online	March 2018	Andrew Smith	Communication Team	Community Wellbeing	Adopted strategy published on Waverley website by 31 March 2018.
Outcome		To have published a Housing Strategy stating how the Council will deliver homes for those in housing need.				

Risk of not fulfilling objective	<p>Increase in homelessness and temporary accommodation costs.</p> <p>Ad hoc development of schemes not maximising potential or value for money.</p> <p>Unsuitable housing portfolio to meet local housing need.</p> <p>Increased unmet need for housing.</p> <p>Failure to meet new legislative requirements could result in legal challenge.</p>
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Priority Objective 2		To review tenancy agreement(s) to ensure effective management of homes and tenancies				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
H/2.1	To identify the issues and/or concerns regarding the current tenancy agreement and review; suggesting improvements to ensure fair, legal and appropriate.	June 2017	Rachel White	Housing Service teams	Customer Care	Issues and/or concerns and mitigations are identified by June 2017.
H/2.2	To scope review to ensure agreement reflects recent legislation regarding: <ul style="list-style-type: none"> • Localism • Housing and Planning Act • Equality Act • Unfair terms 	September 2017	Rachel White	Legal team	Community Wellbeing	Report produced identifying how tenancy agreement meets legislative requirements by 30 September 2017.
H/2.3	To make recommendations to Corporate Overview and Scrutiny Committee on outcomes of reviews.	October 2017	Rachel White	Housing Service		Robust tenancy agreement are in place to effectively manage homes and tenancies.
Outcome		To be able to effectively manage tenancies by having a confirmed, fit for purpose tenancy agreement in place.				
Risk of not fulfilling objective		<p>Tenancy agreement not reflecting statutory changes is at potential risk of legal challenge.</p> <p>Unable to enforce tenancy agreement terms.</p> <p>Not maximising use of social housing by failure to consider change in succession and secure tenancy rules.</p>				

Priority Objective 3		Improve customer service by increasing range of customer contact options. To deliver preferred method of communication through website development, new telephone system for Customer Service Team and expand texting service.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets

H/3.1	Identify key transactional services that can be delivered online.	May 2017	Annalisa Howson	Housing Service teams	Customer Service	Ten service transactions to be developed and project plan by 31 May 2017.
H/3.2	Create online forms and workflow process for identified services.	March 2018	Annalisa Howson	Service Improvement Team, Communication Team and IT	Customer Service	Create at least eight online transaction processes by 31 March 2018
H/3.3	Publicise and refer tenants to online forms.	March 2018	Annalisa Howson	Service Improvement Team, Communication Team and IT	Customer Service	Processes online and advertised through tenant communications (newsletter or rent statement) by 31 March 2018 Increase take up of online options month on month. Increased satisfaction with ease of contact.
H/3.4	Implement new call handling telephone system for Customer Service Team.	March 2018	Tony Johnson	Property Service and IT	Customer Service	Effective management of calls to achieve target of <3% lost calls to provide responsive service. Accurate reporting on number, duration, waiting time and lost calls to facilitate appropriate staffing levels at peak periods. Increased satisfaction with ease of contact.
H/3.5	Increase texting service to range of transactions and promote to tenants.	March 2018	Carl Lewis	Rents and IT	Customer Service	Five new texting service transactions in place. Reducing number of phone calls/. Texting advertised through tenant communications (newsletter or rent statement) by 31 March 2018 Increase take up in texting options month on month Increased satisfaction with ease of contact

Outcome	Increased customer satisfaction.
Risk of not fulfilling objective	Dissatisfaction with service due to limited options for service requests. Increased costs of service demands and personal contact. Dissatisfaction due to difficulties in contacting service. Increased number of missed calls leading to dissatisfaction, reduced reporting of repairs and issues, impacting ability to manage homes (reducing asset value) and tenancies (increased costs if issues are not tackled early)

Priority Objective 4		Implement Executive recommendations regarding the housing maintenance contract procurement to ensure a long term, robust and financially efficient contract				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
H/4.1	Retender OR renegotiate maintenance contracts.	January 2018	Tony Johnson	Resources available in budget	Community Wellbeing	Sealed contract. Contract KPIs achieved.
H/4.2	Meet project milestones.	April 2017- January 2018	Tony Johnson	Resources available in budget	Community Wellbeing	Project milestone targets achieved.
Outcome		To have long term, robust and financially efficient housing maintenance contracts.				
Risk of not fulfilling objective		Expensive, inefficient maintenance service. Tenant dissatisfaction. Increased costs with no added value. Disrepair of homes and reduced value of assets.				

Priority Objective 5		Implement a Vulnerable Persons Resettlement Scheme to assist in the Government's Syrian Refugee Resettlement Programme within Waverley				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
H/5.1	Support the resettlement of five families into Waverley over five years.	31 March 2021	Damian Roberts	Central government funding	Community Wellbeing	At least one family maintaining a tenancy in Private Rented Sector.

H/5.2	Identify and secure suitable accommodation in the Private Rented Sector.	31 March 2018	Michael Rivers	Family Support Team Housing Options Team		Adults of family in employment or training. Children of family in preschool, education or training. Family registered with doctor, dentist and other health professional as required. At least one family integrated to place of work and/or local charities by March 2018.
H/5.3	Resettlement process developed to support work with further families in 2018/19.	31 March 2018	Julie Shaw	Central government Housing Options Team funding Family Support Team	Community Wellbeing	At least one family secured tenancy in Private Rented Sector Handbook developed for Family Support Team to roll out to other families by March 2018.
Outcome		A Vulnerable Persons Resettlement Scheme is established to assist Syrian refugees.				
Risk of not fulfilling objective		Waverley unable to support vulnerable people – complex needs, health needs, social isolation. Reputation risk. Community disharmony.				

Service	Environmental Services		Portfolio Holder	Cllr Jim Edwards		
Head of Service	Richard Homewood					
Director	Damian Roberts					
Priority Objective 1	Implement measures to ensure long term improvements in refuse collection, recycling and street cleansing.					
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
ES/1	Conduct a strategic review of options for the future arrangements for waste, recycling and street cleaning services. Including analysis of implications if	March 2018	Richard Homewood/ Jennifer Carson- Paice	Officer time	Customer Service Environment	Options are considered, developed, costed, appraised and presented to Members by March 2018.

	Waverley Borough Council joined Surrey Waste Partnership joint contract.				Value for Money	
Outcome		Improved, efficient and value for money refuse collection, recycling and street cleansing services				
Risk of not fulfilling objective		Failure to ensure value for money in the provision of waste and street cleansing services. Loss of some control of service if part of joint contract with other local authorities.				

Priority Objective 2		Implement a Joint Enforcement Initiative to deliver reductions in Environmental Crime and Anti-Social Behaviour				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
ES/2	Develop and deliver a Joint Enforcement Initiative to ensure effective partnership working and coordination of action against Environmental Crime and Anti-social behaviour.	April 2017	Jennifer Carson-Paice/ Matt Nicholls	Officer time Potential income from Fixed Penalty Notices	Customer Service Environment Community Well-being	Reduction in incidents of fly-tipping, graffiti, dog fouling and litter. Fixed Penalty Notices issued where evidence is sufficient. Funding from Police and Crime Commissioner fully utilised, including purchasing vehicles and uniforms.
Outcome		Reduced levels of environmental crime and anti-social behaviour within the borough.				
Risk of not fulfilling objective		Increased environmental crime causing damage to the environment and increasing costs for the council. Increased nuisance and adverse impact on the quality of life of residents of the borough				

Priority Objective 3		Invest in a car parking service improvement programme using new technologies to create a modern, cost-effective, customer-friendly and high quality parking service.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
ES/3.1	Upgrade existing payment technology and introduce an expanded range of payment options for customers.	March 2018	Jennifer Carson-Paice/ Matt Nicholls	Officer time Small budget for publicity	Customer Service Value for Money	10%-15% of transactions taking place via Ring-go by March 2018 (Oct 2016: 9%) 20%-30% of income is generated

						through Ring-go. Broader range of payments options trialled and evaluated.. Impact on cash collection reviewed. Virtual Permits evaluated.
ES/3.2	Implement car park improvements identified in year 2 of the new Waverley Borough Council 10-year Car Park Maintenance and Improvement Programme.	March 2018	Jennifer Carson-Paice/ Matt Nicholls	Officer time Capital budget of £376,000 required to deliver all identified projects	Customer Service Value for Money Community Well-being	Identified projects delivered on time and on budget as identified in 10-year Car Parks Asset Management Plan.
Outcome		Increased customer satisfaction and improved customer experience, wider range of payment options available to customers, Increased use of car parks and footfall in town centres.				
Risk of not fulfilling objective		Customer dissatisfaction, increased risk if injury and damage claims. Reduced use of car parks.				

Priority Objective 4		Introduce environmentally sustainable energy resources for Waverley BC				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
ES/4	Develop proposals and programme for installing Photo Voltaic (PV) panels on Waverley Sheltered Housing Units	September 2017	Fotini Vickers	Officer Time Capital Programme funding	Environment Value for money	Proposals for PV arrays evaluated by September 2017. Programme for installation agreed by November 2017. Installation of panels commenced by March 2018.

Outcome	Reduced energy costs and expenditure, income stream generated after payback period.
Risk of not fulfilling objective	Failure to deliver value for money and reduce greenhouse gas emissions.

Service	Finance Portfolio	Portfolio Holder	Cllr Ged Hall
Head of Service	Peter Vickers		
Director	Graeme Clarke		

Priority Objective 1	Complete a process review of the Benefit Service to identify and adopt best practice in response to the increasing demand on the capacity of the service from the government's data matching agenda and Universal Credit.
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Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
F/1.1	Agree a project plan with Rushmoor Council's experienced in house process review team (engaged to provide expert guidance).	End of December 2017	Nicky Harvey	Back fill existing Benefit service staff engaged in the project in order to maintain service capacity	Value for Money	Performance indicator ' <i>time taken to process Housing Benefit and Council Tax Support new claims and changes in circumstances</i> ' consistently remains within target days and at or below previous quarter performance.
F/1.2	Identify team resources and back fill capacity.	End of January 2017			Customer Service	
F/1.3	Implement project plan.	End of December 2017		Expertise and guidance on the review methodology from Rushmoor Council's in house process review team	Community Wellbeing	New information streams are assimilated and targets defined for processing new sources of inbound information. Financial performance is maintained at the current level of achievement and service delivery is contained within existing capacity.
F/1.4	Complete a post implementation review.	End of March 2018		Costs will be contained within existing resources		

Outcome	Increased responsiveness of the Benefit Service and improved capacity to deliver service.
Risk of not fulfilling objective	Increased demand on the team's capacity will adversely impact upon customer and financial performance of the service.

Priority Objective 2		Enhance the Council's financial governance by implementing a single electronic purchase ordering process (a recently procured functionality within the Councils financial system) that will standardise purchasing authorisation, scrutiny and compliance with the Financial Regulations.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
F/2.1	Agree and produce a project implementation plan in consultation with software provider and senior management.	End of March 2017	Systems Accountant	None, budget already in place	Value for Money	All services use Agresso to raise purchase orders.
	Identify project resources and assimilate onto the project working group.	End of March 2017	Head of Finance	Internal resources from Finance team and services, budget already in place	Customer Service	All purchase orders are scrutinised and authorised in line with the requirements of the scheme of delegation and authorised signatories limits with segregation of responsibilities.
	Implement project plan and roll out across the Council.	April – March 2018				
	Set up a Finance systems user group and service champion network.	April 2017	Financial Services Manager	None		Paper and spreadsheet based systems of purchase order record keeping within services are no longer used freeing up service resources.
	Conduct a post implementation review		Systems Accountant	None		All budget holders and managers have a complete real time access to expenditure across the transaction cycle
			Financial Services Manager			
Outcome		Improved financial administration process reducing burden on services.				
Risk of not fulfilling objective		It is not possible to realise service financial administration efficiencies or enable the financial management system to work more effectively for the Council without this process. Financial governance cannot be enhanced efficiently without a single electronic system that enforces the key governance financial checks and balances.				

Service		Customer and Corporate Services			Portfolio Holder	Cllr Tom Martin
Head of Service		David Allum				
Director		Graeme Clark				
Priority Objective 1		Deliver a change programme leading to improved customer satisfaction				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
CCS/1.1	Complete the customer services review, identify the direction of travel required corporately and develop an action plan to respond to the agreed improvements.	June 2017	David Allum	Depending on the review outcomes capital investment will be required. It is anticipated that this will lead to revenue savings.	Customer Service Value for Money	Review completed and action plan agreed. The 2016 Citizens Panel Survey showed that 75% of people scored services at 7 out of 10 or higher. Once any changes are implemented (2018) we should be looking to increase this figure to 80%.
CCS/1.2	Take an active participatory role in the Surrey Customer Care Group.	April 2017	David Allum	Minor revenue costs to host and attend meetings and to participate in shared activity will be required. It is anticipated that these can be met from existing budgets.	Customer Service	Improved service offer to customers leading to a satisfaction figure of 80%. Benefits from learning/networking and potential participation in joint ventures.
CCS/1.3	Effectively lead the internal Foresight Customer Service Group	April 2017	David Allum	Costs will be mainly limited to staff time.	Customer Service	Ongoing engagement and commitment of staff representatives. This will be crucial if change is to be achieved and the target satisfaction level of 80% attained(although this may vary within service specific offers).
Outcome		Increased customer satisfaction ratings.				
Risk of not fulfilling objective		Risks are mainly reputational. Customer Service is a key corporate priority and it is vital that the Council responds to customer aspirations.				

Priority Objective 2		Ensure the Council has an appropriate asset portfolio to provide an ongoing income stream to support and fund activity				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
CCS/2.1	Servicing and advising the Investment Advisory Board and ensure that the objectives and aims of the Board are realised.	The Investment Advisory Board will be fully functional in April 2017	Estates and Valuations Manager	Met by existing budgets except when specialist technical advice is required.	Value for Money	Acquisitions made and revenue generated. The success of the Board will ultimately be judged by the amount of revenue generated. One of the tasks for the Board will be to set targets in this regard.
CCS/2.2	Identify acquisition opportunities leading to economic development opportunities and/or revenue generation.	Assets to be acquired by end of March 2018	Estates and Valuations Manager	Very significant resources will be required. In all cases it will be part of the business case that a suitable yield is realised.	Value for Money	Delivery of successful acquisitions per annum.
CCS/2.3	Ensure the commercial portfolio delivers the maximum return.	To be assessed annually with the assessment due in December 2017	David Allum/ Estates and Valuations Manager	Management of the portfolio can generally be met by existing budgets. There may be some exceptions depending on the numbers and complexity of rent reviews required.	Value for Money	Although ideally we would see income increase year on year there are variables to consider. External market forces can impact on occupancy rates and we are bound by existing leases when it comes to rent reviews and levels. It is important to assess annually what the maximum projected income might be and as the asset base increases so this will increase also.
Outcome		Increased revenue from the portfolio.				
Risk of not fulfilling objective		Income derived from corporate assets can be a key contributor to the Council's overall financial position. If there is a failure to deliver this will increase pressure on existing budgets.				

Priority Objective 3		Maintaining and improving the IT infrastructure, services and systems which support the daily activity of the Council to meet its priorities				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
CCS/3.1	Deliver the 2017/18 Work Programme in line with the targets.	Target dates set out in work programme 2017/2018	Linda Frame/ Martin Wilson	Delivery of the Work Programme will generally be met by existing budgets but individual projects within the work programme may require additional resources as set out within individual business cases	Customer Service Value for Money	Minimum of 90% of projects be delivered on time and within budget.
CCS/3.2	Ensure Public Sector Network (PSN) accreditation is maintained.	In place by April 2017	Linda Frame	Costs of the exercise will be met by existing budgets unless unexpected investment requirements are identified during the process or preparation period.	Customer Service	Accreditation is achieved. The Council cannot continue to transact its business if this is not the case.
CCS/3.3	Successful delivery of the Planning System Project.	In place by December 2017	Linda Frame	The existing system is no longer fit for purpose. There will be a capital cost of £80k and an ongoing revenue cost of £28k.	Customer Service	Outcomes will be reflected by improved service delivery within the Planning Team.
Outcome		The successful performance of the IT infrastructure to ensure uninterrupted use of IT systems.				
Risk of not fulfilling objective		The IT systems are critical to the efficacy of almost all operational activity. We need to maintain optimum service delivery within the budget available to us.				

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WAVERLEY BOROUGH COUNCIL

JOINT OVERVIEW AND SCRUTINY COMMITTEE - 16 JANUARY 2017

Title:

FINANCIAL STRATEGY 2017/18 – 2019/20

GENERAL FUND BUDGET 2017/18

[Wards Affected: All]

[Portfolio Holder: Cllr Ged Hall]

Summary and purpose:

General Fund Revenue

This report outlines the latest General Fund Budget position for 2017/18. Members are reminded of the need to achieve savings throughout the four-year period covered by the Financial Strategy. Information is provided on the details of the provisional Local Government Finance Settlement 2017/18 and the Council's financial position following this.

The Joint Overview and Scrutiny Committee is requested, in the light of the significant budget shortfall, to consider the cost savings, income generation and growth proposals identified in this report and make comments to the Executive on their relative priority, and make proposals on how Waverley's Budget can be balanced in 2017/18. The Committee is also requested to consider the draft capital programme and fees and charges schedules and pass comments and observations to the Executive.

How this report relates to the Council's Corporate Priorities:

The Council could not deliver the Corporate Priorities without a robust Budget-setting process in place and the Capital Programme proposed supports the priorities.

Equality and Diversity Implications:

An Equality Impact Assessment will be carried out to ensure there are no adverse equality implications.

Resource/Value for Money implications:

All decisions made with regard to the Budget will impact on Waverley's resources.

Legal implications:

There are no direct legal implications as a result of the recommendations of this report.

Introduction General Fund Revenue

1. This report presents the Council's Medium Term Financial Strategy and the latest position on the 2017/18 draft General Fund Budget, including an outline of the financial background, key financial and topical issues, and details of Savings and Growth proposals.
2. This report contains the following Annexes:
 - Annexe 1 – Updated Medium Term Financial Strategy
 - Annexe 2 – draft General Fund Budget Summary
 - Annexe 3 – Summary of key variations from 2016/17 Budget
 - Annexe 4 – Income, savings and growth proposals
 - Annexe 5 – draft fees and charges for 2017/18
 - Annexe 6 – Schedule of reserves and balances
 - Annexe 7 – draft capital programme

General Fund Background

3. The Annual Finance Seminar was held on 30 November 2016 for all members of the Council. The seminar set out the key aims of the Finance Strategy and the issues and risks for the next four years. The Medium Term Financial Strategy document has been updated and is shown at [Annexe 1](#). This document will be fully reviewed alongside the consideration of the Strategic Review report in the Spring 2017. Significant savings will be required over the next three years in view of ongoing Government Grant reductions and other financial pressures. The Financial Strategy approved in February 2016 forecast a budget shortfall of £1.3m for 2017/18.

Provisional Local Government Finance Settlement

4. Waverley accepted the Government's offer of locking in to a 4-year settlement in order to get certainty in its medium term financial planning. As expected, a further reduction has been applied to Waverley's grant in 2017/18 on top of the very substantial reductions already made. The overall Revenue Support Grant reduction is £705,000, leaving just £60,000 in 2017/18. Waverley's grant has reduced dramatically over the last 5-years from £3.8m in 2012/13.

New Homes Bonus

5. The Finance Seminar reported that there was considerable uncertainty about the future level of payments to be made under the New Homes Bonus (NHB). The Government announced its future plans for the NHB alongside the draft finance settlement on 15 December. The new proposals keep the 2016/17 NHB bonus payment at the expected level of £2.2m but reduce the 17/18 forecast figure by £650,000 and reduce the forecast figure for the 3-year period 2017-2020 by £3.5million. This is a significant reduction for Waverley and is the result of the Government curtailing payments made in previous years that were promised for 6 years, and from introducing a 'growth threshold' of 0.4% below which NHB is no longer paid.

6. The Financial Strategy currently includes Waverley's policy of New Homes Bonus being earmarked within the Revenue Reserve Fund, to be used for 'Invest-to-Save' schemes, so that the Council does not rely on the New Homes Bonus to support ongoing service provision. Therefore, whilst the reduction in payments to Waverley detailed above will not have a direct impact on services, it does significantly restrict the Council's invest to save funding and will put pressure on the capital programme.

Fees and Charges

7. Fees and charges have been reviewed as part of the budget process. Some fees and charges are statutory but for those determined by Waverley some increases are proposed for 2017/18 where appropriate. Details of the proposed changes to fees and charges from 1 April 2017 are included at Annexe 5. There are proposals for increases to some of Waverley's car park charges detailed in Annexe 4 for members to consider. With regard to the new Farnham Memorial Hall, the proposed charges for the use of this new facility are being developed so are not included in Annexe 5 of this report. In its response to the Government's consultation on the finance settlement, Waverley has asked the Government for freedom to set charges in key statutory areas, including planning with a view to being able to move closer to recovering the true costs of the services.

Inflation

8. The Council's main contracts are indexed to the Consumer Price Index (CPI). An inflationary amount has been assumed for General Fund Budget projections in line with the Government's longer term projections.

Pay Award

9. The cost of any pay award agreed from 1 April 2017 will form part of the Budget proposals to Council in February 2017. The pay award has not yet been agreed so, at this stage, the budget figures presented in this report do not include provision for an increase.

Revenue Contribution to Capital

10. The core funding for the General Fund Capital Programme is from Revenue Contributions via the Revenue Reserve Fund. The Budget proposals include a Contribution to Capital from the Revenue Budget of £0.9m and, as explained above; the New Homes Bonus of £1.9m is currently identified to be earmarked in the Invest to Save Fund.

2017/18 Draft Revenue Estimates

11. The General Fund Summary is shown at Annexe 2. The current budget shortfall is £1.15m which compares to a shortfall projected in the Financial Strategy of £1.3m. The most significant variations included in this figure are government funding cuts, inflation, reduced interest on investments and waste/recycling net costs. A breakdown of the main changes in the 2017/18 draft budget compared to 2016/17 base budget which total £1.16m is included at Annexe 3. The budget position is summarised in the table below.

Income and funding	Expenditure and transfers to earmarked reserves
£59.415m	£60.57m
Budget shortfall = £1.15million	

12. Heads of Service and spending officers have examined operational and staffing budgets in detail and minor changes have been made to detailed budget lines. The Budget Challenge process has identified some proposals for cost savings, additional income and expenditure growth. These proposals are listed in Annexe 4 and are all subject to consideration by Members. These items have not at this stage been included in the detailed budget summary at Annexe 2. Any saving proposal accepted and approved will reduce the budget shortfall and any growth item agreed will increase it.

13. The following table summarises the position:

	£000
Budget shortfall (before pay award)	£1,150
Savings proposals – Annexe 4	(£1,085)
Growth proposals – Annexe 4	£150
Council tax increase @£5 band D	(£268)
Balance to be identified if all of the above agreed	(£53)

14. As referred to above, the Financial Strategy identifies budget pressures in each of the next three financial years, 2017/18 to 2019/20. Beyond this period, there is significant uncertainty around business rate and new homes bonus funding. A number of the savings proposals shown above contribute to future years' shortfalls as well as 2017/18. Whilst the focus of this report is balancing the 17/18 budget, the budget challenge process identified a range of solutions to the medium term problem and officers are proposing to develop projects in the following areas to achieve further savings and efficiency proposals with reports back to Members in due course:

Farnham Museum	To investigate options for the future provision of the Farnham Museum service that are cost effective and meet local needs.
Weyhill Car Park, Haslemere	To review the business case for investing in an improved car park facility and introducing charging.
South Street Car Park, Farnham	To undertake an appraisal of refurbishment options. The Brightwells regeneration scheme will provide significant investment in the South Street car park, however, due to the delayed commencement resulting from the Judicial Review process, it is necessary to progress with additional Waverley funded improvement works given the current poor condition of the car park for users.
The Edge Sport Centre, Haslemere	Identify invest to save options for the future operation and ownership of the Edge Sports Centre in the light of Waverley's recent major investment in the Haslemere Leisure Centre.
Village Way Car Park, Cranleigh	Develop options for improving the Village Way Car Park including increasing car parking capacity.

Local Government Act 2003 – Financial Administration

15. The Local Government Act 2003 formally introduced a number of specific sections covering:

- a. Budget calculations: report on robustness of estimates;**
- b. Adequacy of reserves; and**
- c. Budget monitoring.**

16. The sections were introduced to ensure sound financial management across all local authorities. Waverley's budget has always complied with best financial management practice. Prudent allowance has always been made for risk and uncertainties in budgets. Budgets are monitored by officers on a monthly basis and reported to Members on a monthly basis supplemented by monthly exception reports. Waverley's financial management continues to receive favourable comments from its external auditors.

a. The Robustness of the Estimates

17. Full account has been taken of potential costs and adequate provision has been made. A prudent assessment of income has been undertaken and only income that has a high level of certainty of being received is included within Waverley's budgets. Waverley's Financial Strategy, together with information presented at the Annual Finance Seminar and subsequent reports, demonstrates the financial challenges to Waverley in the future.

18. The key Financial Strategy issues for the General Fund include:

- Removal of Revenue Support Grant.
- Increased risk from changes in business rate income due to downward valuations and loss of businesses in the Borough; and
- Future of business rate and new homes bonus funding.

19. In addition to the detailed scrutiny of the Budget by officers, Councillors have taken the opportunity through the Executive and Overview and Scrutiny process to:

- i. Critically examine budget variations
- ii. Consider the outcome of the budget challenge process and reviewed the higher value proposals coming forward

20. In view of the level of awareness amongst Members and the action taken to produce Waverley's Budget in 2017/18, the Section 151 Officer is satisfied with the robustness of the estimates presented. The Section 151 Officer is confident that overall the Budget is prudent especially in view of the track record of achievement of substantial budgeted savings over the past years.

b. Adequacy of Reserves

21. Waverley maintains a number of reserves, which are detailed in the Financial Strategy. Waverley aims to maintain a prudent level of balances to support revenue spending and finance unforeseen events. The two major reserves for General Fund purposes are the General Fund Working Balance and the

Revenue Reserve Fund.

22. The Financial Strategy explains the purpose of each fund. The General Fund balance supports fluctuations in normal business, eg unexpected changes in inflation or interest rates, higher than anticipated expenditure or loss of income, and spending on unforeseen events. The Revenue Reserve is used to finance capital expenditure (including bridging financing of land purchase as part of the Brightwell's project) and one-off costs. It is essential that adequate balances are available to meet these and unforeseen costs.
23. The General Fund Working Balance and the Revenue Reserve Fund for the four year period is shown on Annexe 6, along with other key balances. It is the view of the Director of Finance and Resources that a level of £3.2m on the General Fund Working Balance, which is effectively 10% of the gross General Fund Budget or equivalent to just over one month's service spending, satisfies the adequacy requirements of the Local Government Act 2003.
24. In the light of the identified future significant pressures, the levels of combined balances as detailed in this report are considered prudent but, in the light of the recent announcement on the cut to Waverley's new homes bonus, there will be significant pressures on the ability to expand capital spending without borrowing.

c. Budget Monitoring

25. It is the view of Waverley's Section 151 Officer that the arrangements for budget monitoring, referred to above, satisfy the requirements of the Local Government Act 2003. Budget Monitoring in 2016/17 shows that the Council has mostly delivered the savings assumed in the Budget and will deliver further savings at the year-end.

Assessment of Key Risks

- 26 The main key risks affecting Waverley's general fund budget in the next few years, which have previously been raised at the Financial Seminar and in The Financial Strategy are:
- The level of Government Grant/Business Rates Income beyond 2018/19 under the new financial regime
 - Continuing levels of fee income
 - Failure to ensure adequate levels of balances to meet known and unforeseen pressures in the future, particularly to fund capital investment and asset maintenance in the light of the significant reduction to new homes bonus payments

Council Tax Levels

27. Under the Local Government Finance Act 1992 each billing authority and precepting authority must determine whether its relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive a referendum must be held in relation to that amount. For 2017/18, the relevant basic amount of council tax of an authority is excessive if it is 2% or £5 more than the 2016/17 amount, whichever is the greater.

28 Waverley's council tax was held at £161.91 for the 6 years between 2010/11 and 2015/16. In the light of the 52% cut to government grant in 2016/17, the Council agreed to increase its proportion of the council tax by £5 for a band D equivalent property. In presenting these significant cuts in grant in 2016/2017, the Government made it clear that it would expect shire district councils to increase their council tax. It is recommended that, given the £1.1m budget shortfall, Waverley's council tax is increased by the maximum allowed £5 per band property in 2017/18. This would generate an additional £268,000 income.

General Fund Capital

29. Each year, the Council reviews its three-year Capital Programme and agrees the provisions to be included within the Budget for the year ahead. The overall parameters for the Capital Programme are set out within the Council's Financial Strategy. The Capital Programme and revenue project proposals for 2017/18, as put forward by the Heads of Service, are presented for consideration.

Draft 2017/2018 Capital Programme

30. The proposed 2017/18 Capital Programme amounts to £3.3million as shown at Annexe 7 to this report. It should be noted that the draft capital programme has been scaled back in the light of the revenue budget pressure and the loss of New Homes Bonus. This scaling back includes the proposed removal of the urgent schemes budget in 2017/18 previously held at £150,000.

31. The Annexe also presents the proposed financing, which shows significant external funding of over £2.2m, £0.9m coming from Waverley's own resources in the Revenue Reserve Fund and £0.2m from Waverley's 'Invest-to-save' fund.

32. Certain capital schemes as identified by an asterisk or a # on the schedule will be included within the overall Programme, but specific approval under delegation will be required before they proceed because further information is needed in support of these schemes. Once Council has approved the Budget, it is proposed that authority to proceed in these cases is delegated to the Director of Finance and Resources in conjunction with the Finance Portfolio Holder.

Proposed Recommendations from Executive to Council

That the Executive, after considering comments from the Joint Overview and Scrutiny Committee, makes the following recommendations to Council, to:

- agree a £5 per band D equivalent increase for Waverley's element of Council Tax for 2017/2018
- implement the savings proposals as shown at Annexe 4, including any staffing changes;
- implement the growth proposals as shown at Annexe 4, including any staffing changes;

- approve the changes to Fees and Charges as shown at Annexe 5 and agree to delegate the setting of charges for the use of the new Memorial Hall to the Director of Operations in consultation with the Leader;
- approve the General Fund Budget for 2017/18, as amended by the above changes;
- approve the updated Financial Strategy, as set out at Annexe 1.
- agree that the Executive carries out a review of the Medium Term Financial Strategy and General Fund Budget in the Spring/Summer 2017 and takes any appropriate action in the light of the position at that time; and
- approves the 2017/18 General Fund Capital Programme and financing proposals totalling £3.3m as shown at Annexe 7;
- agrees that the budgets for capital schemes marked with an asterisk on the schedules be approved, but spending on these projects is subject to the agreement of the Director of Finance and Resources and Finance Portfolio Holder or the Executive if appropriate.

Recommendation

That the Joint Overview and Scrutiny Committee:

- 1) is requested, in the light of the significant budget shortfall, to consider the cost savings, income generation and growth proposals identified in this report and agree proposals to balance Waverley's General Fund budget in 2017/18 to pass to the Executive.
- 2) is requested to consider the draft capital programme and fees and charges schedules and pass comments and observations to the Executive.

Background Papers

Provisional Local Government Finance Settlement 2017/18; Financial Strategy 2016/17 – 2018/19; Revenue Budget 2016/17.

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MEDIUM TERM FINANCIAL STRATEGY

UPDATE – February 2017

**To be revised following agreed action plan
arising from Strategic Review**

2016/17 – 2019/20

FINANCIAL STRATEGY 2016/17 – 2019/20 WAVERLEY BOROUGH COUNCIL

Introduction

The Medium Term Financial Strategy (MTFS) is Waverley's key financial planning document which takes account of all the various factors and influences that may impact on Waverley for the next few years. These factors include economic conditions, Government spending plans, current expenditure patterns, inflation, planned changes to service delivery, changing demand for services, sources of income etc. It also includes an assessment of the risks faced by Waverley.

The MTFS includes a forward look over the next four years to anticipate the spending pressures faced by Waverley. Planning now to meet known changes in the future provides greater opportunity to phase in the impact of the changes. Planning for the future will mean that Waverley can ensure sufficient funds are held in balances to be in a position to react swiftly to changing demands and emergencies as priorities or policy demands changes. Anticipating forward pressures at an early stage, help ensure that limited financial resources are targeted to Waverley's residents' highest priorities.

Purpose

The purpose of this Strategy is to:

- Provide a framework for managing resources in medium term.
- Demonstrate that sufficient resources will be available to meet Waverley's objectives and priorities, particularly in the delivery of value for money.
- Look ahead to the longer term to protect and help plan sustainable services within an extremely challenging external economic and funding environment.
- Strengthen Waverley's financial resilience and manage volatility and risk, including maintaining an adequate level of reserves.
- Secure, maintain and develop Waverley's capital assets consistent with the Asset Management Plan.
- Anticipate financial pressures and identify potential ways to balance Waverley's budget including through efficiency measures and increased income

Delivering The Council's Priorities

The Council's Vision for 2016 -19 is:

To make Waverley a better place to live and work

The role of the council's financial planning process is to support the achievement of Waverley's Strategic Priorities and Corporate Plan.

Waverley has four main priorities that respond to residents' concerns and to ensure the delivery of high quality, cost effective services:

- Customer Service
- Community and Wellbeing
- Environment
- Value for Money

National Context

The problems of demography and caring for an increasing elderly population are well known as are increasing costs of pensions. Further significant reductions in public spending means that this period will continue to be extremely challenging for Waverley. Now, more than ever, Waverley needs to be clear about the priorities and focus on them to guide its decision making process.

Financial Strategy Key Risks

- Continued Government grant cuts – 52% reduction in Revenue Support Grant in 2016/17 and almost complete withdrawal in 2017/18 with negative grant beyond this.
- Funding uncertainty and impact of Comprehensive Spending Review – Waverley's core resource of business rates is being reviewed – early indications are that Waverley's resources will be cut further and additional risk transferred. New Homes Bonus has been significantly reduced under Government reforms
- Government proposals for Housing – 1% rent cut for 4 years and high value forced home sell offs will take £300million from forecast resources.
- How to focus resources on Corporate Plan objectives and priorities without impacting on other services.
- Responding to service demands, residents' and tenants' needs and Government legislation eg Homelessness.
- How to achieve further efficiency gains and generate additional income from grants and charging.

- Government restriction on council tax levels and key income streams.

Financial Projection – General Fund

The latest financial projections for the General Fund are shown in the table below which show a projected accumulative budget shortfall of £3m over the next 3 years after 2016/17.

	Original 2017/2018	Latest 2017/2018	2018/2019	2019/2020	Total over 3-years
	Variance from 2016/2017 Base	Variance from 2016/2017 Base	Variance from 2017/2018 Base	Variance from 2018/2019 Base	Variance from 2016/2017 Base
	£000	£000	£000	£000	£000
External matters:					
Inflation - non-pay	150	50	150	200	400
Pension review	200	32			32
Government grant reduction	760	705	212	800	1,717
Benefit admin grant	50	14	50	50	114
Supporting people return to HRA	50				
Apprenticeship levy	70	70			70
New minimum wage (contractors)	20	20	10	10	40
Waste and recycling	50	104	50	50	204
Surrey County Council reduced waste funding		125			125
Interest on investments		92	100		192
Internal matters:					
16/17 Star Chamber savings not implemented		28			28
New O&S Post		35			35
Business as usual budget realignments		(120)	50	70	
Pay award - £120k per 1%		?	?	?	?
Total budget shortfall (before pay award)	1,350	1,155	622	1,180	2,957

Reserves and Balances

Waverley holds a number of balances and reserves for a range of specific and general purposes. These amounts must be used for their intended purpose and support Waverley's key objectives.

General Fund and HRA Balance – These balances are to cover variations in budgeted income & spending due to:

- Unexpected price increases
- Unbudgeted calls for spending e.g. major one-off inquiry
- Loss of income if offsetting savings can't be found
- Increased demand for services e.g. homelessness

In the light of major changes to the HRA by the Government which have a significant financial impact on Waverley's business plan, a comprehensive review was undertaken in 2016. The Council agreed a range of measures to balance the HRA revenue and capital budgets in the medium term and these have now been incorporated in the Business Plan.

Key policies are as follows:

- General Fund balances will be maintained at a prudent level of at least £ 3.2 million – This represents approximately 10% of running costs.
- The Housing Revenue Account balance will be maintained at a prudent level of at least £2.0 million.
- Business rate equalisation fund to balance the impact of fluctuations and between-year adjustments on the General Fund.
- The Revenue Reserve will be the principal funding source for the General Fund Capital programme, invest to save schemes and one-off items of revenue and capital expenditure.
- No dependency on reserves or one off uncertain funding sources to fund ongoing services.
- New Homes Bonus will be used to fund one off revenue projects and to support invest-to-save projects.
- Implement and maintain Community Infrastructure Levy in conjunction with the new Local Plan to provide capital infrastructure funding.

Key Actions 2017/18

- Continue the budget challenge process and the Foresight Programme to ensure budgets deliver good value for money and are aligned to Corporate Plan priorities.
- Cross cutting efficiency programme to be developed.
- Maximise income from fees and charges and property
- Develop borrowing strategy for General Fund Capital investment.
- Optimising return on cash surplus in times of low interest rates, balancing security, liquidity and return.

- Utilise General Fund and HRA asset strategies including disposals and acquisitions, including the Investment Advisory Board programme.
- Maximise invest to save opportunities to generate income, improve processes and/or make savings.
- Identify further efficiencies under the 'Foresight' Efficiency Plan including from reconfiguring IT systems procurement.
- Assess the benefit of accepting a 4 year grant settlement from Government.
- Secure new funding opportunities to help deliver priority services and projects.
- Model and monitor sensitivities on key budget areas e.g. inflation and interest.
- Rigorously test all capital proposals for relevance, timeliness and deliverability.
- Review procurement methods and contracts to identify efficiencies and cost savings including agency staff.
- Achieve social inclusion and providing accessible, affordable services for the Borough's most vulnerable residents.
- Support Service Managers to manage finances effectively.

Equality Impact Assessment

Waverley's Medium Term Financial Strategy aims to ensure that the Council can deliver all its services and target its resources on priority areas. These priorities were developed having regard to the Council's approved Equality and Diversity policy. This Strategy recognises Waverley's diverse population and its unique geography and is intended to have a positive impact on the most disadvantaged and vulnerable citizens by focusing resources on providing affordable and accessible services throughout the Borough.

Waverley Borough Council		
Ref	2016/2017	2017/2018
No	Actual (1)	Budget (2)
General Fund Revenue Account		
Budget Summary 2017/2018		
1	3,033,820 Community	3,106,767
2	(850,960) Customer and Corporate Services	(728,054)
3	247,080 Electoral Services	256,405
4	1,765,470 Environmental Services	1,653,394
5	1,376,560 Finance	1,371,022
6	929,850 General Fund Housing	981,467
7	1,950,450 Planning	1,979,511
8	2,183,950 Policy and Governance	2,395,746
9	(200,000) Staff Vacancy Savings	(200,000)
	10,436,220	10,816,258
10	120,000 Inflation Provision	190,000
11	10,556,220	11,006,258
Movement in Reserves - Contribution (from)/to:		
12	1,140,000 Revenue Contribution to Capital Programme	990,580
13	2,080,580 New Homes Bonus to invest to save reserve	1,854,000
14	80,000 Local Plan - contribution to reserve	80,000
15	20,000 Borough Election reserve	20,000
16	5,000 Insurance reserve	5,000
17	390,200 Business Rates Equalisation Reserve	390,200
18	Budget shortfall (before pay award)	(1,155,038)
19	14,272,000 Waverley Spending Requirement	13,191,000
Financed by :-		
20	(9,124,000) Council Tax	(9,124,000)
21	(765,000) Revenue Support Grant	(60,000)
22	(1,833,000) Retained Business Rates	(1,833,000)
23	(168,000) Business rates in excess of Government Baseline	(168,000)
24	(2,230,000) New Homes Bonus	(1,854,000)
25	(152,000) Transition Grant	(152,000)
26	(14,272,000) Grand Total	(13,191,000)

Notes:

- 1) The 2017/2018 figures do not include a Council Tax increase at this stage or
- 2) 2017/2018 Council Tax Income figure to be adjusted when Collection Fund estimates are finalised.

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Summary of key variations from 2016/17 budget

2017/2018

Variance from
2016/2017 Base

Ref:	£000
1 Reduction in Revenue Settlement Grant received from government	705
2 Net change in staff salary cost due to increment increases and staff turnover	137
3 Surrey County Council reduced waste funding	125
4 Waste and recycling collection cost increase due to volume	104
5 Waverley Training Services budget alignment based on 2015/16 outturn	100
6 Interest on investments reduced due to decrease in interest rates	92
7 Veolia green waste contract realigned to 16/17 actual cost due to service growth	87
8 Apprenticeship levy introduced by government	70
9 Reduction in Building Control turnover due to approved inspector competition	65
10 Contractual Inflation uplift estimate for external service contracts	50
11 Memorial Hall operating budget for new facility to be offset by income in future years	50
12 New O&S Post approved by Council July 2016 to support the revised O&S structure	35
13 Actuarial triennial valuation of pension fund liability, increased annual contribution	32
14 16/17 Star Chamber savings not implemented	28
15 Decrease in income from Exercise and Mobility now delivered by Places for People	22
16 Impact of new minimum wage (contractors)	20
17 Reduction in Benefit administration grant received annually	14
18 Remove one off Farncome Day Centre from 2016/17 base budget	(13)
19 Additional income from events in the Borough's parks	(34)
20 Careline subscriptions projected volume increase	(112)
21 Car Parking income budget realigned to 2015/16 outturn	(323)
22 Leisure Centre profit share increase due to higher than planned performance	(100)
23 Budget shortfall (before pay award)*	1,155

* Pay Award ~1% = C.£120k on General Fund

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	£'000	Impact Assessment
Increased Income:		
<p>Proposal is to rationalise and simplify the charges in car parks to achieve greater consistency while ensuring that there is sufficient funding available to deliver a four-fold increase in investment in car park improvements to reflect customer feedback. i.e. £430,000 investment in 2017/18 plus the planned upgrading of parking machines across all car parks which will offer more payment options for customers.</p> <p>Increasing the charges in the 9 busiest shoppers' carparks to a minimum of £1 per hour (currently the charge for the first hour is between 90p and 80p). This would apply to:</p> <ul style="list-style-type: none"> • South Street Godalming • Mint Street Godalming • Mill Lane Godalming • Crown Court Godalming • Lower Hart Farnham • Central Farnham • High Street Haslemere • Saturday Only Carpark at the Burys, Godalming (currently 60p) <p>Increase charges in the following three shoppers car parks to a minimum of 80p an hour (the current charge is 60p). This would apply to:</p> <ul style="list-style-type: none"> • Chestnut Avenue Haslemere • Stocklund Square Cranleigh • Village Way Cranleigh <p>In the commuter carparks set the minimum daily charge at £4, which remains below that charged in commuter carparks operated by the train operators. This would impact on one car park.</p>	<p>(450)</p>	<p>The intention is that the charges would not increase again in these car parks until 2019 (subject to any unforeseen circumstances)</p> <p>For 15 car parks, the car parking charges would remain unchanged</p>

	£'000	Impact Assessment
Increased Income:		
Increase Garden Waste Subscription by £10 to £60 per annum	(105)	Growing demand for this service, price increase will ensure service recovers costs
Introduce disabled bay car parking charges	(75)	Charges are to be means tested
Revised Building Control fee model	(69)	Building control fees have not increased for a significant time, the service is required to be cost neutral. Proposal to increase in 2017/2018 based on review of service.
Investment Advisory Board Income	(50)	Commercial property rate of return is higher than projected interest rates on money market investments
Increase Car Parking Season ticket charges by 10%	(30)	Over subscription for season tickets
Careline rate increase	(20)	Increase in client base will support an increase in rates
Introduce additional parking spaces in Meadow car park	(10)	Lorry and coach parking under utilised, will increase car parking capacity
Event Income	(5)	Introduction of an administration fee for event applications
High Lane Lease	(5)	Currently under utilised as a facility.
Potential additional income from property acquisition estimated at £150k	?	Subject to due diligence - will confirm early February
Total Income	(819)	

	£'000	Impact Assessment
Cost Savings:		
Close two public conveniences.	(50)	Possibly let out buildings on a lease and negotiate alternative public use of local establishment facilities.
The Edge leisure centre: half year saving	(40)	Review transfer options now that the Haslemere leisure centre is established
Parks signage - suspend programme in 17/18	(20)	Longer term roll out of signage renewal
Orchard Club service level agreement reduction	(20)	Reduced service subject to agreement
Town and Parish grants reduced annually	(14)	Sufficient notice given, reduction is offset with Council Tax base growth
Alternate weekly garden waste collections from Haslemere and Godalming rather than weekly.	(13)	Alternatives are to subscribe to the green waste service or the County recycling depot.
Business rates equalisation	(100)	Required reserve is based on a risk assessment of change in the overall rateable value of business property
Reduce number of 'Your Waverley' from 3 to 2 per year	(9)	No impact identified, alternative communication available via social media and web site
Total Saving	(266)	
Total Income/savings identified	(1,085)	

Head of Service Growth Proposals for 2017/18	£'000	Head of Service Justification	Officer Proposal
Increase in number of ditches being maintained under contract	50	Additional ditch maintenance identified post	Don't include in current budget and resolve any emergencies if they arise
Proposal is to rationalise and simplify the charges in car parks to achieve greater consistency while ensuring that there is sufficient funding available to deliver a four-	5	The intention is that the charges would not increase again in these car parks until 2019 (subject to any unforeseen circumstances)	Include in 2017/18 budget
1x Planning Technician (aspirational growth to support resilience)	25	Additional staff resource to meet demand and performance targets	Don't include in 2017/18 budget and review in the Spring 2017 following a wider budget review.
1 x Principal Planning Officer (aspirational growth to support resilience)	50	Additional staff resource to meet demand and performance targets	Don't include in 2017/18 budget and review in the Spring 2017 following a wider budget review.
Procurement Resource to be employed - £40,000 to be offset by income and cost savings	0	Coordination of procurment process and challenge spending across all services to generate efficiencies and value for money on current spend.	Include as cost neutral initially and should generate net savings in future years.
Consultancy fees and legal advice for new Building Control model	20	Enable Building Control to respond to external competition and recruitment challenge	Don't include in the budget, either fund in 2016/17 budget or reconsider after the review of the Building Control Service.
Total growth requested	150		

Fees and Charges
2017/2018

Elections

Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £
Register of Electors				These are Statutory Charges
1	Electronic Data Per 1,000 names or part thereof on each register	OO	20.00	20.00
		OO	1.50	1.50 (A flat rate fee is charged plus a charge per 1,000
2	Paper Data Per 1,000 names or part thereof on each register	OO	10.00	10.00 names on each register.)
		OO	5.00	5.00

Vat Indicator: OS = Standard
 OE = Exempt
 OZ = Zero Rated
 OO = Outside Scope

Policy & Governance
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase
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Democratic Representation

Annual Charges for supply of Committee Agendas

1	Meetings of Full Council	Per Copy	OZ	43.00	44.00	2.3%
2	Area Planning Committees (All)	Per Copy	OZ	98.00	101.00	3.1%
3	Individual Area Planning Committee	Per Copy	OZ	33.00	34.00	3.0%
4	Executive	Per Copy	OZ	65.00	67.00	3.1%
5	Others	Per Copy	OZ	33.00	34.00	3.0%

Other Charges

6	Photocopying (A4/A3) (Print Room Only)	Per Copy	OS	0.20	0.20	0.0%
7	Copies of Committee Documents (including webcasts on DVD)	Per Copy	OS	9.00	9.00	0.0%

Policy & Governance
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	
Land Charges						
1	LLC1 Official Search	Per Search	OO	41.00	42.00	2.4%
2	LLC1 additional parcel of land	Per Parcel	OO	5.00	5.00	
3	Con29R (inc SCC)	Per Search	OS	192.00	237.60	23.8%
4	Full Land Charges Search (inc. SCC)	Per Search	OO	233.00	272.00	16.7%
Printed Part II						
5	- Enquiries Con29O listed	per Enquiry	OS	18.00	18.00	0.0%
6	- Each Additional Enquiry	per Enquiry	OO	21.00	22.00	4.8%
7	Search single part of Register	per Enquiry	OO	4.00	4.00	0.0%
8	Con 29R	per Question	OO	3.00	3.00	0.0%
9	Search and Photocopying Legal Agreements, Searches etc.	Minimum Charge based upon 15-minute unit	OS	10.00	10.00	0.0%
10	Search and Photocopying A1 Plans/ Dyeline Copies	Per Copy	OS	10.00	10.00	0.0%

Vat Indicator: OS = Standard
OE = Exempt
OZ = Zero Rated
OO = Outside Scope

Policy & Governance
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase
Legal Expenses					
1	Data Protection Subject Access	Per Enquiry	10.00	10.00	0.0%
2	Freedom of Information/ Environmental Information Regulations	Per Enquiry	By Arrangement		
3	Proof of Life Certificates		36.00	37.00	2.8%

Vat Indicator: OS = Standard
 OE = Exempt
 OZ = Zero Rated
 OO = Outside Scope

Policy and Governance
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £
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Corporate Management

1	Sale of Annual Financial Report	Per Copy	OZ	10.00	10.00
2	Sale of Annual Budget	Per Copy	OZ	10.00	10.00

Vat Indicator: OS = Standard
 OE = Exempt
 OZ = Zero Rated
 OO = Outside Scope

Planning Service
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Charge £	% Increase	
Development Control						
1	Various	OO	Various			
2	Supply of Weekly Lists of Planning Applications	Per Annum	100.00	120.00	20.0%	
<u>Search and Photocopying</u>						
3	Copies of documents (general)	First page £1.00 20p/sheet thereafter	OS	1.00	1.00	0.0%
4	Decision notices and other standard documents		OO	6.00	6.00	0.0%
5	A1 Plans / Dyeline Copies	Per Copy	OS	6.00	6.00	0.0%
6	Requests for information requiring research	Minimum Charge	OS	30.00	30.00	0.0%
7	High Hedges	Per Property (Minimum Charge)	OO	500.00	500.00	0.0%
Pre-Application Charges <i>(charges shown inclusive of VAT)</i>						
8	Planning Surgeries -Householder		OS	50.00	60.00	20.0%
9	-Householder		OS	75.00	95.00	26.7%
10	-One dwelling & other development		OS	150.00	200.00	33.3%
	-2-5 dwellings		OS	450.00	500.00	11.1%
	-6-10 dwellings		OS	800.00	900.00	12.5%
	-10-25 dwellings		OS	1,500.00	2,500.00	66.7%
	-26+ dwellings		OS	3,000.00	5,000.00	66.7%
11	Commercial Floor space					
	- 150m2 - 500m2		OS	450.00	500.00	11.1%
	- 501m2 - 1,000m2		OS	1,500.00	2,500.00	66.7%
	- 1,000+ m2		OS	3,000.00	3,500.00	16.7%
12	Development Control Consultative Forum		OS	4,000.00	4,000.00	0.0%
13	Research Fee		OS	40.00	50.00	25.0%
14	Validation Checks		OS	30.00	45.00	50.0%
15	Listed Building & Conservation Area Advice		OS	100.00	150.00	50.0%
16	Tree Advice		OS	25.00	35.00	40.0%

Planning Service
Schedule of Fees and Charges for 2017/2018

Ref. No.		Unit of Charge	VAT Indicator	Existing Charge	Charge £	% Increase
Other Planning Services						
17	Waverley Borough Local Plan					
	- Waverley residents & organisations	Per Copy	OZ	25.00	35.00	40.0%
	- Non-Waverley residents & organisations	Per Copy	OZ	40.00	50.00	25.0%
18	Local Plan - Maps					
	- Waverley residents & organisations	Per Copy	OZ	15.00	20.00	33.3%
	- Non-Waverley residents & organisations	Per Copy	OZ	25.00	30.00	20.0%
House Name Changes						
19	House Name Change	per House	OS	35.00	40.00	14.3%

Vat Indicator: OS = Standard
 OE = Exempt
 OZ = Zero Rated
 OO = Outside Scope

Planning Service
Schedule of Fees and Charges for 2017/2018

Ref. No.		Unit of Charge	VAT Indicator	Existing Charge	Charge £	% Increase
Building Control						
1	Building Control Fees	Various	OS	Locally determined fees in accordance with LGA Building Regulations Scheme		
2	<u>Search and Photocopying Enquiries</u> (Building Control)	Minimum Charge	OS	40.00	40.00	0.0%
3	Copy Building Control certificate		OO	6.00	6.00	0.0%

Vat Indicator: OS = Standard
 OE = Exempt
 OZ = Zero Rated
 OO = Outside Scope

Customer and Corporate Services
Schedule of Fees and Charges 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase
Property and Development Services					
Surveyor's Fees					
1	Request from owners/occupiers to purchase additional land	Per Request	OS	325.00	350.00 7.7%
2	Request from owners/occupiers for the grant of a permanent easement	Per Request	OS	325.00	350.00 7.7%
3	Request for access/drainage rights	Per Request	OS	325.00	350.00 7.7%
4	Request for assignment of leases (where lease allows)	Per Request	OS	see below	
	Residential Premises		OS	155.00	160.00 3.2%
	Commercial Tenancies		OS	360.00	365.00 1.4%
5	Request for landlord's consent for change of use/sub-letting/alterations etc. (where lease allows)	Per Request	OS	see below	
	Residential Premises		OS	155.00	160.00 3.2%
	Commercial Tenancies		OS	360.00	365.00 1.4%
6	Grant of licence to use land or accessway	Per Request	OS	165.00	170.00 3.0%
7	Request for a tenant's reference	Per Request	OS	110.00	115.00 4.5%
8	Discharge of a covenant	Per Request	OS	320.00	325.00 1.6%
9	Request for Wayleave	Per Request	OS	165.00	170.00 3.0%
10	Grant/renewal of lease (where appropriate)	Per Request	OS	see below	
	Commercial		OS	360.00	365.00 1.4%
	Sports Clubs/Community Groups etc		OS	155.00	160.00 3.2%

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Finance
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase
Cost of Collection					
Summons Costs					
1	Council Tax				
	Per Summons				
	on issue of summons	OO	105.00	105.00	0.0%
	on granting of liability order (further charge)	OO	3.00	3.00	0.0%
2	Business Rates				
	Per Summons				
	on issue of summons	OO	120.00	130.00	8.3%
	on granting of liability order (further charge)	OO	3.00	3.00	0.0%

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Community Services
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes	
Event and Filming Administration Fees							
Administration Fees							
All events and filming request will be subject to an administration charge to cover the costs of event admin, checking of documentation and any site visits required							
1	Local Community / Charity / School Event	Per Event	OS	50.00			
2	Commercial Event / Filming Admin Fee	Per Event	OS	100.00			
3	Town & parish Council fee per annum for organising events on WBC land to cover admin required	Per Annum	OS	100.00			
Events							
4	Fairs - Operational day	Day	OE 556.00	600.00	7.9%	} plus 500 refundable deposit	
5	Fairs - Setting up / down	Day	OE 150.00	155.00	3.3%		
6	Small Fetes / Village Shows	Day	OE 100.00	100.00	0.0%	} plus 200 refundable deposit	
	Large Fetes / Village Shows	Day	OE	150.00			
7	Car Boot Sales	Day	OE 163.00	200.00	22.7%	} plus 500 refundable deposit	
8	Caravan Rallies - Per Unit	Night	OS 8.00	8.00	0.0%		
9	Tilford Camp Site - Per Head	Night	OS 5.00	5.00	0.0%		
10	Grazing Rights			By Negotiation			
11	Frensham Common	Parking	Car / Day	OS 4.00	4.00	0.0%	}
			Coach / Day	OS	16.00		
			Motor Homes / Day	OS	8.00		
			Horse box / Day	OS	12.00		
12	Balloon launches	per launch	OE 71.00	75.00	5.6%	} Exclusive right per site	
		Annual fee	OE		1,000.00		
13	Allotments	5 rod plot	per plot	OE 57.00	60.00	5.3%	
		10 rod plot	per plot	OE 114.00	120.00	5.3%	
14	Forest Schools	Session	OE 30.00	35.00	16.7%		
15	Professional Dog Walking	Session	OE 11.00	15.00	36.4%	} 1 person with 4 dogs on WBC sites	
		Annual licence	OE		150.00		
16	Bonfires	Event	OE 100.00	102.00	2.0%	} plus 500 refundable deposit	
17	Ice Cream Vans	6 months	OE 1,500.00	1,550.00	3.3%	} plus 500 refundable deposit	
		one off's	OE		50.00		
18	Mobile Catering	per month	OE 500.00	510.00	2.0%	} plus 500 refundable deposit	
19	Bouncy Castle (use of land)	Session	OE 50.00	51.00	2.0%		
17	Blessings (eg Frensham Pond)	Event	OS	50.00			
18	Wedding Events on Open Spaces		OS	150.00		} plus 200 refundable deposit	
19	Farnham Castle use of Farnham park for extra parking for castle events		OS	1,000.00			
20	Officer call outs for site visits / meetings / utility meetings	Hour	OE 100.00	110.00	10.0%		
Still Photography							
21	Advertising	Per Day	OS	By Negotiation		}	
22	Books or Magazines	(or part thereof)	OS	By Negotiation			
Filming							
23	Feature film or Advertising film	Per Day	OS	By Negotiation		}	
24	Set up and clear up days	(or	OS	By Negotiation			
25	Television Drama or Comedy	part	OS	By Negotiation		}	

Community Services
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes
26	Small scale filming thereof)	OS	50.00	51.00	2.0%	}
27	Educational/Student requests	OS		Free		}
	University of creative arts - student filming requests	Annual fee OS		500.00		}
	Music					}
28	Recording or video Per Day (or part thereof)	OS		By Negotiation		}

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Community Services
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes
Recreational Open Space						
Football						
With Pavilion						
1	Full size pitch U15 - over 18's, 11v11	Match	OS	80.00	82.00	2.5% }
2	Full size pitch U13 - U14, 11v11	Match	OS	50.00	51.00	2.0% }
3	Junior pitch U11-U12's, 9v9	Match	OS	42.00	43.00	0.0% }
4	Colleges/Businesses Seniors	Match	OS	92.00	94.00	2.2% }
}						
Without Pavilion						
5	Full size pitch U15 - over 18's, 11v11	Match	OS	66.00	70.00	6.1% }
6	Full size pitch U13 - U14, 11v11	Match	OS	40.00	41.00	2.5% }
7	Junior pitch U11-U12's, 9v9	Match	OS	36.00	37.00	2.8% }
8	Mini pitch U7-U10, 5v5 ad 7v7	Match	OS	33.00	34.00	3.0% }
9	Colleges/Businesses Seniors	Match	OS	80.00	82.00	2.5% }
Rugby						
10	Seniors	Match	OS	80.00	82.00	2.5% }
11	Mini Rugby	Match	OS	40.00	41.00	2.5% }
12	Junior (u18)	Match	OS		50.00	
13	Colleges/Businesses Seniors	Match	OS	92.00	94.00	2.2% }
Training						
14	Football - no pitch use	Session	OS		25.00	
15	Rugby - no pitch use	Session	OS		27.00	
16	Football - pitch use	Session	OS		70.00	
17	Rugby - pitch use	Session	OS		82.00	
Cricket - with pavilion						
18	Seniors	Match	OS	91.00	93.00	2.2% }
19	Seniors (artificial wicket)	Match	OS	77.00	79.00	2.6% }
20	Colts	Match	OS	38.00	39.00	2.6% }
21	Colts (artificial wicket)	Match	OS	33.00	34.00	3.0% }
22	Colleges/Businesses Seniors	Match	OS	102.00	102.00	0.0% }
}						
Cricket - without pavilion						
23	Seniors	Match	OS	75.00	77.00	2.7% }
24	Seniors (artificial wicket)	Match	OS	63.00	64.00	1.6% }
25	Colts	Match	OS	34.00	35.00	2.9% }
26	Colts (artificial wicket)	Match	OS	29.00	30.00	3.4% }
27	Colleges/Businesses Seniors	Match	OS	88.00	90.00	2.3% }
28	Broadwater Changing rooms	Match	OS		18.00	eg FCC cricket matches
Note:						
VAT is not chargeable on certain block/seasonal bookings of sports facilities.						
Tennis						
29	Seniors Per Court	Hour	OS	8.00	8.00	0.0% }
30	Juniors Per Court (Up to 6pm Monday to Friday)	Hour	OS	5.00	5.00	0.0% }
31	Colleges/Businesses Seniors	Hour	OS	10.00	10.00	0.0% }
Bowls Club						
32	Per Green	Year	OE	5,000.00	6,000.00	20.0%
Athletics						
33	Athletics at Woolmer Hill Sports Ground, Haslemere	Year	OE	694.00	708.00	2.0% Artificial track provided and maintained by Athletics Club

Community Services
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes
Outdoor Keep Fit Groups						
34	One off use	Session	OS	11.00	11.00	0.0%
35	Once a week, 1-2-1 tuition	Annual Charge	OS	50.00	51.00	2.0%
36	Multiple sessions each week, 1-2-1 tuition	Annual Charge	OS	100.00	102.00	2.0%
37	Once a week, group tuition	Annual Charge	OS	100.00	102.00	2.0%
38	Multiple sessions each week, group tuition	Annual Charge	OS	200.00	204.00	2.0%
Outdoor Fitness Camp Note:						
39	Reinstatement fees may be charged if damaged is caused by training on the sports pitches.	Per Incident			Dependent on amount of litter/damage	
40	Littering/Vandalism Charge Should sports clubs/trainers etc litter or damage our facilities, they may be liable for costs associated with rectifying issues	Per Incident			Dependent on amount of litter/damage	

Community Services
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes
Sunvale Cemetery, Haslemere						
Interment Fees - Earth Grave						
1	First Burial in Grave Space - 8ft)	OO	800.00	816.00	2.0%	
2	Subsequent Burials)	OO	700.00	714.00	2.0%	
3	Child - 0-16 years) per Grave	OO	200.00	No Charge		
4	Ashes)	OO	350.00	357.00	2.0%	
5	Ashes - Child 0-16 years)	OO	0.00	No Charge		
6	Non-Residents of the Parish)	OO		Fees + 100%		
Exclusive Right of Burial						
Purchase of Grave Space						
7	Earth Grave)	OO	1,000.00	1,500.00	50.0%	
8	Earth Grave - child 0-16 years)	OO	500.00	510.00	2.0%	
9	Cremation Section)	OO	500.00	510.00	2.0%	
10	Non-Residents of the Parish)	OO		Fees + 100%		
11	Transfer of exclusive grant of right of burial)	OO	50.00	60.00	20.0%	
Memorial Rights						
(Grave Space must be purchased)						
12	Head Stone (maximum height 5'))	OO	140.00	150.00	7.1%	
13	Kerb Stone (maximum 7'x 3'6")) cross or other monument not over) 2' high x 1'6")	OO	200.00	204.00	2.0%	
14	Added Inscription after first)	OO	100.00	102.00	2.0%	
15	Non-Residents of the Parish)	OO		Fees + 100%		
Administration						
16	Discretionary Fee	OO	53.00	60.00	13.2%	To be charged where excessive time spent and no other fee charged.

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Community Services
Schedule of Fees and Charges 2017/2018

Ref. No.		Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase		
Borough Hall, Godalming								
Casual Use								
Main Hall								
1	Monday - Friday	9am - 6pm	Per Hour	OE	43.00	44.00	2.3%	
2	Monday - Thursday	6pm - Midnight	Per Hour	OE	51.00	52.00	2.0%	
Court Room								
3	Monday - Friday	9am - 6pm	Per Hour	OE	34.00	35.00	2.9%	
4	Monday - Thursday	6pm - Midnight	Per Hour	OE	43.00	44.00	2.3%	
Borough Hall Complex - Block Bookings								
5	Monday - Thursday		Per Day	OE	200.00	200.00	0.0%	
Borough Hall Complex								
6	Friday	4pm - 6pm	Per Hour	OE	48.00	49.00	2.1%	
7		6pm - 2am	Per Hour	OE	57.00	59.00	3.5%	
8	Saturday	9am - 6pm	Per Hour	OE	48.00	49.00	2.1%	
9	Childrens Party	2:30pm - 5.30pm	Per Hour	OE	38.00	39.00	2.6%	New charge excludes Bar
10		6pm - 2am	Per Hour	OE	57.00	59.00	3.5%	
11	Sunday	9am - 1pm	Per Hour	OE	48.00	49.00	2.1%	
12		1pm - 6pm	Per Hour	OE	48.00	49.00	2.1%	
13	Childrens Party	2:30pm - 5.30pm	Per Hour	OE	38.00	39.00	2.6%	New charge excludes Bar
14		6pm - 2am	Per Hour	OE	57.00	59.00	3.5%	
Extra Staff Member (Tiered seating, bar staff, support)								
15		9am - 6pm	Per Hour	OE	15.00	15.00	0.0%	New charges reflect pay levels and customer resistance.
16		6pm - midnight	Per Hour	OE	17.00	17.00	0.0%	
17		Midnight - 2am	Per Hour	OE	22.00	23.00	4.5%	
18		10pm - 2am	Set Rate	OE	76.00	78.00	2.6%	
Other								
19	Kitchen		Per Session		65.00	67.00	3.1%	
20	Mobile ovens				33.00	34.00	3.0%	
21	Tiered seating				105.00	105.00	0.0%	

Community Services
Schedule of Fees and Charges 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase
Regular Use					
Main Hall					
22	Monday - Friday 9am - 6pm	Per Hour	OE	15.00	15.00 0.0%
23	Monday - Thursday 6pm - Midnight 1 Hour	Per Hour	OE	23.00	24.00 4.3%
24	Monday - Thursday 6pm - Midnight 2 Hours	Per Hour	OE	21.00	22.00 4.8%
25	Monday - Thursday 6pm - Midnight 3 Hours	Per Hour	OE	19.00	20.00 5.3%
Court Room/Bar					
26	Monday - Friday 9am - 6pm	Per Hour	OE	12.00	12.00 0.0%
27	Monday - Thursday 6pm - Midnight 1 Hour	Per Hour	OE	17.00	17.00 0.0%
	Monday - Thursday 6pm - Midnight 2 Hours	Per Hour	OE	16.00	16.00 0.0%
	Monday - Thursday 6pm - Midnight 3 Hours	Per Hour	OE	15.00	15.00 0.0%
Borough Hall Complex - Block Bookings					
28	Monday - Friday	Per Day	OE	68.00	68.00 0.0%
Borough Hall Complex					
29	Friday, Saturdays & Sundays	Weekly user	OE	20% off	20% off
30		Monthly user	OE	15% off	15% off
31		Occasional (over 4)	OE	10% off	10% off
32		2 bookings per year	OE	5% off	5% off
33		Overnight (no staff)	OE	50% off	50% off

Notes:

- i) The court room, when used as a bar for social functions, will be closed at 11pm and cleared by 11.30pm.
- ii) The above schedule excludes the Cinema which is shown below.
- iii) Nursery School: to be agreed.
- iv) Cancellation of a Casual Booking will incur a loss of the deposit paid. Cancellation of a booking within 28 days of the booked date will incur total cost of the booking to be levied.
- v) A cash deposit of £1,000 will be secured on any public function and an insurance indemnity of £2,000,000 required. An insurance indemnity certificate of £1,000,000 is required on all bookings.
- vi) A negotiation of rates chargeable can be made in circumstances beneficial to the Council and the client especially on regular use.
- vii) Bar facilities from 7pm - 11pm are part of the bookings for our clients if required. Clients are not allowed to operate their own bar unless special permission and conditions apply
- viii) The premises must be cleared by the client and their guests by midnight.
- ix) Catering for large social functions will not be allowed to be carried out by the client unless special permission and conditions apply.
- x) The Borough Hall complex is a non-smoking area.
- xi) Regular Hirers will be charged for all pre-confirmed dates within the financial year, any cancellations by the Hirer will not be refunded.
- xii) In the event of adverse weather, the Borough Hall Management reserves the right to cancel bookings at short notice
- xiii) Regular Bookings cancelled by Management will be refunded at the end of the financial year

Cinema

34	Adult	OS	7.50	7.50	0.0%
35	Senior	OS	6.50	6.50	0.0%
36	Child	OS	3.50	3.50	0.0%
37	Student	OS	6.50	6.50	0.0%
38	Sat Childrens Film	OS	3.00	3.00	0.0%
39	Group (10 or more)	OS	6.00	6.00	0.0%

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Community Services
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £		
Careline						
1	- Careline Customers: (£4.40 plus vat)	Per Week	OS	5.43	5.43	} Additional fee of £2 per } additional invoice generated } for new customers not } paying by Direct Debit
2	- Housing Associations	Contracts and pricing individually agreed				

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Environment Services
Schedule of Fees and Charges 2017/2018

Ref. No.		Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase	
Special Refuse Collection							
Standard Charge							
1	1 Item	Per Visit	OO	42.00	43.00	2.4%	Standard charges are designed to achieve overall full recovery of the cost of the service to the Council.
2	2 Items	Per Visit	OO	49.00	51.00	4.1%	
3	3 Items	Per Visit	OO	56.00	59.00	5.4%	
4	4 Items	Per Visit	OO	64.00	67.00	4.7%	
5	5 Items	Per Visit	OO	71.00	75.00	5.6%	
6	6 - 9 Items	Per Visit	OO	87.00	90.00	3.4%	

Reduced Charge

1	1 Item	Per Visit	OO	21.00	22.00	4.8%	Reduced charges are based on 50% of the standard charge and apply to persons in receipt of benefit, ie Supplementary Benefit Income Support Housing Benefit Council Tax Support Family Tax Credit
2	2 Items	Per Visit	OO	25.00	26.00	4.0%	
3	3 Items	Per Visit	OO	28.00	30.00	7.1%	
4	4 Items	Per Visit	OO	32.00	34.00	6.3%	
5	5 Items	Per Visit	OO	36.00	38.00	5.6%	
6	6 - 9 Items	Per Visit	OO	44.00	45.00	2.3%	
1	Cancellation Fee		OO	10.00	10.00	0.0%	

Waste Recycling

1 Green Waste Collection

Standard Charge:

1 bin	per Annum	OO	45.00	50.00	11.1%
Purchase of bin	per Item	OO	20.00	20.00	0.0%

Reduced Charge:

2 Sacks	per Annum	OO			#DIV/0!	Reduced charges are based on 50% of the standard charge and apply to persons in receipt of benefit, ie Supplementary Benefit Income Support Housing Benefit Council Tax Support Family Tax Credit
4 Sacks	per Annum	OO			#DIV/0!	

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Environment Services
Schedule of Fees and Charges 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase	
Environmental Health						
Food						
1	Surrender Certificates for Unfit Food	OS	165.00	170.00	3.0%	Food certificates, if only issued by LAs and if required to issue them by statute, are outside the scope of VAT. Food certificates are provided on request to assist with private legal cases, usually in relation to accident investigations.
2	Export Certificates for Food	OS	165.00	170.00	3.0%	
3	Statement of Fact	OS	165.00	170.00	3.0%	
4	Contaminated Land Enquiries	per hour				#DIV/0!
Private Water Supply						
1	Risk Assessments	Per Request + Per Hour	155.00 55.60	160.00 55.60	3.2% 0.0%	Subject to a statutory maximum of £500 per risk assessment
2	Sampling	Per Request	56.00 50.66	58.00 50.66	3.6% 0.0%	
3	Investigations	Per Hour	56.00	58.00	3.6%	Subject to a statutory maximum of £100 per investigation
4	Authorisations	Per Request + Per Hour	100.00 50.66	100.00 50.66	0.0% 0.0%	Subject to a statutory maximum of £100 per authorisation granted
5	Analysis	Per Request	20.00 + laboratory fees	20.00	0.0%	Subject to statutory maxima: £25 for Regulation 10 analyses £100 for check monitoring analyses £500 for audit monitoring analyses

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Environment Services
Schedule of Fees and Charges 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase		
Animal Control							
1	Stray Dogs	Per Occasion	OO	25.00	25.00	0.0%	Statutory fee plus kennelling and vet's costs extra
<u>Rats and Mice</u>							
2	Domestic #	Per Treatment	OS	66.30	70.00	5.6%	Rodent treatments are for a single domestic property, including immediate gardens and grounds, occupied by one family. Additional charges may be made if: the property is occupied by more than one family, or if further visits are required, or if outbuildings, stables or land where domestic pets or livestock are present.
3	Domestic - Call out		OS	33.40	35.00	4.8%	
4	Reduced Charge *		OS	33.40	35.00	4.8%	
5	Reduced Charge Call out *		OS	16.70	17.50	4.8%	
6	Commercial	Per Hour	OS	66.30	70.00	5.6%	
7	Commercial - Call out		OS	33.40	35.00	4.8%	
<u>Wasps</u>							
8	Domestic	Per Visit	OS	58.20	60.00	3.1%	Additional nests at the same time, +50% for each nest
9	Domestic - Call out		OS	27.80	30.00	7.9%	
10	Reduced Charge *	Per Visit	OS	29.30	30.00	2.4%	
11	Reduced Charge Call out *		OS	13.90	15.00	7.9%	
12	Commercial	Per Hour	OS	58.20	60.00	3.1%	
13	Commercial - Call out		OS	27.80	30.00	7.9%	
<u>Casual Treatments / Other Insects</u> (Including Fleas)							
14	Fleas	Per Visit	OS	70.80	75.00	5.9%	Charges are for up to a standard 3 bedroom house. Additional rooms are charged at £17.50 each.
15	Reduced charge*	Per Visit	OS	35.40	37.50	5.9%	
16	Bed Bugs	Per Visit	OS	70.80	75.00	5.9%	
17	Reduced charge*	Per Visit	OS	35.40	37.50	5.9%	
18	Cockroaches	Per Visit	OS	70.80	75.00	5.9%	
19	Reduced charge*	Per Visit	OS	35.40	37.50	5.9%	
20	Cluster Flies	Per Visit	OS	100.20	104.00	3.8%	
21	Reduced charge*	Per Visit	OS	50.10	52.00	3.8%	
22	Carpet Moths	Per Visit	OS	100.20	104.00	3.8%	
23	Reduced charge*	Per Visit	OS	50.10	52.00	3.8%	
24	Advice visits or callout charge for missed appointments	Per Visit	OS	33.40	35.00	4.8%	
25	Pharoah's Ants	Per Visit	OS	Price subject to survey			
<u>Squirrels</u>							
26	Squirrels		OS	111.20	115.00	3.4%	

* The reduced charge will apply to those who can demonstrate to be in receipt of Income Support, Housing Benefit, Council Tax Relief (other than sole occupancy relief) or Disability Working Allowance or Disability Living Allowance.

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Environment Service
Schedule of Fees and Charges For 2017/2018

Ref. No.	Number of Spaces	Unit of Charge	VAT Indicator	2016/2017 Charge £	2017/2018 Charge £	Details
Car Parks						
Cranleigh						
1	Village Way	324	Per hour	OS	0.60	
			All day	OS	4.20	
2	Stocklund Square	231	Per hour	OS	0.60	
Farnham						
3	Central	275	First hour	OS	0.90	
			Up to 2 hours	OS	1.80	
			Up to 3 hours	OS	3.10	
			Per hour thereafter	OS	1.10	
4	Lower Hart	242	First hour	OS	0.90	
			Up to 2 hours	OS	1.80	
			Up to 3 hours	OS	3.30	
			Up to 4 hours	OS	4.40	
			Per hour thereafter	OS	2.20	
5	South Street *	224	Per hour	OS	0.70	* Maximum stay 4 hours
6	Dogflud	215	Per hour	OS	0.60	
7	Waggon Yard	246	Per hour	OS	0.70	
8	Upper Hart	335	Per hour	OS	0.60	
9	St James	83	Up to 2 hours	OS	1.00	
			Over 2 hours	OS	3.50	
10	Riverside 1	59	Up to 2 hours	OS	1.00	
			Over 2 hours	OS	3.50	
11	Riverside 2	100	Up to 2 hours	OS	1.00	
			Over 2 hours	OS	3.50	
12	Leisure Centre	50	Up to 2 hours	OS	0.70	
			Up to 3 hours	OS	1.70	
			Up to 4 hours	OS	3.30	
			Up to 5 hours	OS	4.40	
			Per hour thereafter	OS	2.20	

Environment Service
Schedule of Fees and Charges For 2017/2018

Ref. No.	Number of Spaces	Unit of Charge	VAT Indicator	2016/2017 Charge £	2017/2018 Charge £	Details
Godalming						
13	Crown Court	325	Per hour	OS		
			First hour	OS	0.70	
			Second hour	OS	0.70	
			Third hour	OS	0.60	
			Fourth hour	OS	0.70	
			Per hour thereafter	OS	1.10	
14	South Street	60	First hour	OS	0.90	}
			Up to 2 hours	OS	1.80	}
15	Mint Street	32	Up to 3 hours	OS	3.30	}
			Up to 4 hours	OS	4.40	}
			Per hour thereafter	OS	2.20	}
16	Mill Lane	32	First hour	OS	0.90	
			Up to 2 hours	OS	1.80	
			Up to 3 hours	OS	3.10	
			Per hour thereafter	OS	1.10	
17	Council Offices - Saturday Only	125	Up to 2 hours	OS	1.00	
			Over 2 hours	OS	4.20	
18	Croft Road	60	Per hour	OS	0.60	
19	Queen Street	55	Per hour	OS	0.70	
20	Meadrow, Farncombe	51	Up to 2 hours	OS	0.60	
			Over 2 hours	OS	2.00	
21	North Street, Farncombe	36	Monday-Friday			
			Up to 2 hours	OS	1.00	
			Over 2 hours	OS	5.00	
			Saturday			
			Up to 2 hours	OS	1.00	
			Over 2 hours	OS	1.50	
22	Station Lane, Milford	32	Up to 2 hours	OS	0.10	
			Over 2 hours	OS	1.50	
Haslemere						
23	High Street	151	Per hour	OS		
			First hour	OS	0.90	
			Second hour	OS		
			Up to 2 hours	OS	1.80	
			Third hour	OS		
			Fourth hour	OS		
			Up to 3 hours	OS	3.10	
			Per hour thereafter	OS	1.10	
24	Chestnut Avenue	134	Per hour	OS	0.60	
			All day	OS		}

Environment Service
Schedule of Fees and Charges For 2017/2018

Ref. No.	Number of Spaces	Unit of Charge	VAT Indicator	2016/2017 Charge £	2017/2018 Charge £	Details	
25 Weydown Road	169	Monday - Friday					
		Up to 2 hours	OS	1.00			
		Over 2 hours	OS	5.00			
		Saturday					
		Up to 2 hours	OS	1.00			
		Over 2 hours	OS	3.00			
26 Tanners Lane	50	Up to 2 hours	OS	1.00			
		Over 2 hours	OS	4.20			

Environment Service
Schedule of Fees and Charges For 2017/2018

Ref. No.	Number of Spaces	Unit of Charge	VAT Indicator	2016/2017 Charge £	2017/2018 Charge £	Details
Season Tickets						
<u>Godalming</u>						
27		Crown Court	OS	1,161.00		
28		Croft Road	OS	1,041.00		
29		Queen Street	OS	1,161.00		
30		Meadrow	OS	347.00		
31		North Street	OS	925.00		
32		Station Lane	OS	347.00		
		Station Lane (local employees only)	OS	92.00		
<u>Farnham</u>						
33		Waggon Yard	OS	1,161.00		
34		Upper Hart	OS	1,145.00		
35		Dogflud	OS	1,041.00		
36		St James	OS	809.00		
37		Riverside 1	OS	693.00		
38		Riverside 2	OS	693.00		
<u>Haslemere</u>						
39		Chestnut Avenue	OS	1,041.00		
40		Tanners Lane	OS	809.00		
41		Weydown Road	OS	925.00		
<u>Cranleigh</u>						
42		Stocklund Square	OS	1,041.00		
43		Village Way	OS	809.00		
44		Residents' Parking Season Ticket	Annual	OS	269.00	Includes Saturdays

Note:

Half-yearly season tickets available, subject to 10% addition to cover administration costs etc.

Monthly season tickets available, subject to 15% addition to cover administration costs etc.

Environment Service
Schedule of Fees and Charges For 2017/2018

Ref. No.	Number of Spaces	Unit of Charge	VAT Indicator	2016/2017 Charge £	2017/2018 Charge £	Details
Penalty Charges						
No Ticket Displayed						
45	- If paid within 14 days		OS	25.00		
46	- If paid after 14 days		OS	50.00		
47	- After issue of charge certificate		OS	75.00		
Expired ticket in correct charging period						
48	- If paid within 14 days		OS	25.00		
49	- If paid after 14 days		OS	50.00		
50	- After issue of charge certificate		OS	75.00		
Parked causing an obstruction/parked in a restricted area/ parked in a space designated for disabled people						
51	- If paid within 14 days		OS	35.00		
52	- If paid after 14 days		OS	70.00		
53	- After issue of charge certificate		OS	105.00		
Parked beyond the bay markings/other lower level contraventions						
54	- If paid within 14 days		OS	25.00		
55	- If paid after 14 days		OS	50.00		
56	- After issue of charge certificate		OS	75.00		

Contract Parking

<u>Farnham</u>						
57	R/O Locality Office	Year	OS	1,065.00		Mon to Sat
58	Upper Hart	Year	OS	1,065.00		Mon to Sat

Vat Indicator: OS = Standard
 OE = Exempt
 OZ = Zero Rated
 OS = Outside Scope

Housing Services

Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase	
General Fund Housing						
Houses in Multiple Occupation (HMO)						
1	Five yearly - per property (new application)		560.00	565.00	0.9%	
2	Five yearly - per property (renewal)		405.00	495.00	22.2%	
Caravan Site Licence Fees						
3	Site Licence Applications					
	No. of pitches					
	1 - 5	OO	450.00	460.00	2.2%	
	6 - 24		472.60	483.00	2.2%	
	25 - 99		518.40	528.00	1.9%	
4	Annual Fee					
	No. of pitches					
	1 - 5	OO	50.00	50.00	0.0%	
	6 - 24		100.00	110.00	10.0%	
	25 - 99		200.00	220.00	10.0%	
Property Inspections						
5	Property Inspections for Immigration/ Foreign Office/Visa Application purposes		160.00	160.00	0.0%	This is a non-mandatory service where a report is required to support an application.
6	Officer time for works in default (Subject to Statutory maximum charge of £300)	Per Hour	60.00	60.00	0.0%	Statutory - where notice recipient fails to do the work and the Council does the work and recharges it.
7	Officer time for Housing Act enforcement (Subject to Statutory maximum charge of £300)	Per Hour	60.00	60.00	0.0%	Statutory - where the Council takes enforcement action following a preliminary notice of intent

Schedule of Reserves and Balances - Actual and Projected

General Fund	31/3/2016	2016/17		2017/18			2018/19			2019/20			
	Balance £'000	In £'000	Out £'000	Balance £'000	In £'000	Out £'000	Balance £'000	In £'000	Out £'000	Balance £'000	In £'000	Out £'000	Balance £'000
General Fund Working Balance	3,200			3,200			3,200			3,200			3,200
Non-Earmarked Capital Reserves													
Revenue Reserve Fund (inc NHB) (1)	1,524	3,221	(3,183)	1,562	2,601	(4,163)	0	2,280	(2,280)	0	2,222	(2,222)	0
General Fund Capital Receipts (2)	2,051	330	(2,381)	0	700	(700)	0	?		0	?		0
Investment Advisory Board (3)		2,000	(2,000)	0	1,000	?	1,000	1,000	?	2,000	1,000	?	3,000
	3,575	5,551	(7,564)	1,562	4,301	(4,863)	1,000	3,280	(2,280)	2,000	3,222	(2,222)	3,000
Earmarked Reserves													
Asset Development Reserve	2,000		(2,000)	0			0			0			0
Memorial Hall Reserve (1)	1,300		(700)	600		(600)	0			0			0
Potential SANG site acquisitions	1,000			1,000			1,000		(1,000)	0			0
Renewals Fund (to replace vehicles and equipment)	79		(5)	74		(40)	34			34			34
Insurance Fund (to meet potential historical liabilities)	303			303			303			303			303
Insurance Reserve	188			188			188			188			188
	4,870	0	(2,705)	2,165	0	(640)	1,525	0	(1,000)	525	0	0	525
General Fund Total	11,645	5,551	(10,269)	6,927	4,301	(5,503)	5,725	3,280	(3,280)	5,725	3,222	(2,222)	6,725

1 The Memorial Hall project will need to draw £1.5million from the Revenue Reserve Fund in 2017/18 pending receipt of contributions from CNS and sale proceeds of the Pump House, Farnham.

2 Capital Receipts expected in 2017/18 up to £3million for Brightwells disposal.

3 Takes account of property acquisition in Farnham

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General Fund Capital Programme											
Project Title	2017/18 Programme - Proposed £	2017/18 Funding								2018/19 Estimate £	2019/20 Estimate £
		Revenue Reserve Fund £	Repairs & Renewals Fund £	Housing Revenue Account £	New Homes Bonus £	SANG £	S106 Funding £	Capital Receipts £	External Funding £		
		General Fund Summary									
Urgent Schemes Budget	0	0	0	0	0	0	0	0	0	150,000	150,000
Customer & Corporate Services	201,000	181,000	10,000	0	0	0	0	0	10,000	225,000	0
Community Services	1,962,834	470,422	30,000	10,000	50,000	30,000	86,500	1,175,000	110,911	777,000	397,000
General Fund Housing Services	605,000	0	0	0	0	0	0	0	605,000	400,000	400,000
Environmental Services	499,156	248,156	0	0	203,000	0	0	0	48,000	551,500	290,500
Total	£3,267,990	£899,578	£40,000	£10,000	£253,000	£30,000	£86,500	£1,175,000	£773,911	£2,103,500	£1,237,500

General Fund Capital Programme											
Project Title	2017/18 Programme - Proposed £	2017/18 Funding								2018/19 Estimate £	2019/20 Estimate £
		Revenue Reserve Fund £	Repairs & Renewals Fund £	Housing Revenue Account £	New Homes Bonus £	SANG	S106 Funding £	Capital Receipts	External Funding £		
Customer & Corporate Services											
IT											
Upgrade from Lync 2013 to Skype for business	7,000	7,000									
Desktop and Server upgrade	25,000	25,000									
Forward programme and legislative change	10,000							10,000			
Mobile Working solutions	30,000	30,000									
Network upgrade and Flexible Working	10,000	10,000									
Replacement of Planning, Building Control, Gazetteer and Land Charges Software	79,000	79,000									
Other											
Memorial Hall Generator	30,000	30,000									
Acquisition of Vehicle	10,000		10,000								
Council chamber - upgrade of broadcast equipment										75,000	
Customer Services Project										150,000	
Total Customer and Office Services	£201,000	£181,000	£10,000	£0	£0	£0	£0	£0	£10,000	£225,000	
										£0	

General Fund Capital Programme											
Project Title	2017/18 Programme - Proposed £	2017/18 Funding								2018/19 Estimate £	2019/20 Estimate £
		Revenue Reserve Fund	Repairs & Renewals Fund	Housing Revenue Account	New Homes Bonus	SANG	S106 Funding	Capital Receipts	External Funding		
		£	£	£	£		£		£		
Community Services											
Countryside											
Ranger Vehicle Replacement Programme	30,000		30,000							30,000	30,000
Car park repairs - Commons	12,000						12,000			5,000	5,000
Pond Management - Ongoing restorations	10,000	10,000								12,000	12,000
Farnham Park Golf Club/Café - Sewerage treatment plant upgrade	15,000	15,000									
Ditch Renovation Programme										40,000	
Alderbrook Stream, Guildford Road, Cranleigh - watercourse erosion control measure	100,000	100,000								55,000	
Frensham Common - Site Facilities Re-development project										25,000	
Farnham Park Nadder stream - Bridge replacements	10,800					10,000			800		
Farnham Park - Entrance surface improvements	20,000					20,000					
HLS/Capital Works 2017/18	169,534	90,000							79,534		
Pro Active Woodland Management Works	25,000	25,000									
Control and Management of Oak Processionary Moth and Ash Dieback	49,000	39,000		10,000						50,000	
Recreation											
Broadwater Park Improvement Project	44,500	20,000					24,500			100,000	40,000
Greenspace Infrastructure & DDA Improvements	61,000	32,364							28,636	120,000	120,000
Playground Refurbishments	70,000	68,058							1,942	120,000	120,000
Pavilions - Improving energy efficiency and condition	50,000			50,000						30,000	30,000
Aarons Hill Skate Park Refurbishment	20,000	20,000								150,000	
* (1) Dunsfold Play Area Regeneration scheme	80,000						50,000	30,000			
* (1) Dunsfold Tennis Club Lighting	25,000							25,000			
Other											
* (2) Woolmer Hill School, High Lane, Haslemere & other Weyhill site costs	1,000,000							1,000,000			
* (2) Wey Centre, Haslemere	120,000							120,000			
Court Room Ceiling and Lighting & Refresh low level paintwork	11,000	11,000								0	0
Careline	40,000	40,000								40,000	40,000
Total Community Services	£1,962,834	£470,422	£30,000	£10,000	£50,000	£30,000	£86,500	£1,175,000	£110,911	£777,000	£397,000
1 to be funded from easement capital receipts - subject to receipt											
2 subject to progression of Weyhill scheme, to be funded from capital receipt											
* Project requires delegated approval before work can commence											

General Fund Capital Programme											
Project Title	2017/18 Programme - Proposed £	2017/18 Funding								2018/19 Estimate £	2019/20 Estimate £
		Revenue Reserve Fund £	Repairs & Renewals Fund £	Housing Revenue Account £	New Homes Bonus £	SANG	S106 Funding £	Capital Receipts	External Funding £		
		Environmental Services									
Handheld upgrade for Parking Services	31,156	31,156								0	0
Virtual Permit System for Parking Services										15,000	
Waste and recycling container replacement - Green bins	48,000								48,000		
Car Parking - Funding for Year 3 of Parking Services asset management plan for car parks	420,000	217,000			203,000					406,000	290,500
# Public convenience refurbishment										130,500	
Total Environmental Services	£499,156	£248,156	£0	£0	£203,000	£0	£0	£0	£48,000	£551,500	£290,500

Indicative budget for refurbishment of Crown Court and High Street Haslemere Sites - subject to Council decisions regarding Waverley Borough Council owned public conveniences

General Fund Capital Programme

Project Title	2017/18 Programme - Proposed £	2017/18 Funding								2018/19 Estimate £	2019/20 Estimate £
		Revenue Reserve Fund	Repairs & Renewals Fund	Housing Revenue Account	New Homes Bonus	SANG	S106 Funding	Capital Receipts	External Funding		
		£	£	£	£		£		£		
General Fund Housing Services											
Warm Home Project (Safe and Warm Grants)	50,000								50,000	50,000	50,000
Disabled Facilities Grant (DFG)	555,000								555,000	350,000	350,000
Total GF Housing Services	£605,000	£0	£0	£0	£0	£0	£0	£0	£605,000	£400,000	£400,000

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WAVERLEY BOROUGH COUNCIL

JOINT OVERVIEW AND SCRUTINY COMMITTEE - 16 JANUARY 2017

Title:

HOUSING REVENUE ACCOUNT BUSINESS PLAN, REVENUE BUDGET AND CAPITAL PROGRAMME 2017/18

[Portfolio Holders: Cllr Carole King and Cllr Ged Hall]
[Wards Affected: All]

Summary and purpose:

This report advises Members of the latest position regarding the Housing Revenue Account (HRA) Revenue Estimates for 2017/18 and the updated 30-year Business Plan. The Joint O & S Committee is requested to make comments and observations to the Executive regarding Waverley's HRA budget and Business Plan for 2017/18.

How this report relates to the Council's Corporate Priorities:

Waverley's landlord service deals with the management and maintenance of existing housing stock and delivering affordable housing which helps to improve lives – two of the Council's five corporate priorities. A viable business plan, which takes account of these priorities, needs to be in place to aid delivery of these priorities.

Equality and Diversity Implications:

Providing more and better affordable housing for residents of the Borough in housing need, particularly the more vulnerable in our society.

Resource/Value for Money Implications:

Resource implications are contained throughout the report.

Legal Implications:

There are no direct legal implications as a result of this report.

Introduction

1. This report outlines the draft budgets to be included within the annual review and update of the HRA 30 year Business Plan and the Budget for the year ahead, including the five-year Capital Programmes. The Business Plan is underpinned by the Council's Financial Strategy and provides the resources to fund the 30-year maintenance forecast and fund proposals for building new affordable homes and investment in stock remodelling.

2. This report contains the following Annexes:

Annexe 1 – Revised Business Plan - 2016/17 to 2020/21

Annexe 2 – Housing Fees and Charges

Annexe 3 – Capital Programme comprising

- Housing Core Programme
- New Affordable Homes Programme
- Stock Remodelling Programme

Annexe 4 – HRA Capital Resources summary

Annexe 5 – HRA Reserves Summary

Business Plan

3. The latest projection for the Business Plan for the four years commencing with 2016/17, is attached at Annexe 1. There has been rigorous scrutiny of HRA budgets throughout 2016 by officers and the Housing and Finance portfolio holders and the table at Annexe 1 incorporates the measures approved by Council in December 2016. These measures balance the Plan in the medium term following the major changes introduced by the Government affecting HRA finances.
4. The Government implemented major changes to HRA finances in 2016 which will lose the HRA around £300million over the 30-year life of the Business Plan compared to the previously projected and approved position. The changes are shown below:
 - Rent reductions of 1% per year for 4 years from 2016/17 (incorporated into Annexe 1)
 - Impact of the sale of high value voids – now from 2018/19
 - Welfare reforms including Universal Credit

Rents

5. Prior to 2016/17 the Council followed a rent setting policy that supports Waverley's Business Plan objectives with broad adherence to the Government's social rent policy. This increase was modelled into the business plan but in 2016/17 the government imposed a 1% per year rent reduction for the next four years. Therefore, Waverley's rent level in 2017/2018 must be set at 1% below its 16/17 level.
6. It is proposed to increase all garage rents by 10%, this equates to an increase of approximately one pound for normal garages and a two pound (plus) increase for the garages at Waggon Yard, Farnham, to reflect their prime town centre location.
7. It is proposed that service charges in sheltered accommodation be increased by 50p/week in 2017/18 and the heating reimbursement charge by the same amount in line with previous energy increases.

8. It is proposed that rents for Temporary Accommodation (TA) and Bed and Breakfast be increased in line with Local Housing Allowance rates when these are announced in due course.

Fees and Charges

9. A proposed schedule of charges for various services to leaseholders and shared owners is given in Annexe 2. Whilst the income from fees and charges are already included in the business Plan, Members are required to approve these annually.

Draft 2017/18 Capital Programme

10. The draft Capital Programmes at Annexe 3 shows the proposals estimated to be spent in 2017/18 and the following years on each of the three elements to the capital programme. The Core programme has been scaled back in the light of the funding reductions as approved by Council in December.
11. The 30-year Business Plan also includes a programme to develop new affordable homes and a programme to remodel some of the existing stock. The major project at Ockford Ridge will be a combination of redevelopment and remodelling existing dwellings. Estimates at this stage are on a very broad basis and will be refined as survey work is carried out.

Financing

12. The financial model in Waverley's Business Plan incorporates the transfer to the HRA Revenue Reserve to support capital expenditure. Annexe 4 shows the Capital Programme proposals against the resources available in the next four years. After taking account of the action approved by Council in December 2016, the table at Annexe 4 shows that latest capital expenditure plans are affordable in the medium term.

Local Government Act 2003 – Financial Administration

13. The Local Government Act 2003 formally introduced a number of specific sections covering:

- a. **Budget calculations: report on robustness of estimates;**
- b. **Adequacy of reserves; and**
- c. **Budget monitoring**

a) Robustness of Estimates

14. Full account has been taken of potential costs and adequate provision has been made. A prudent assessment of income has been undertaken and only income that has a high level of certainty of being received is included within the Council's budgets.

15. The Council's Financial Strategy, together with information presented at the Annual Finance Seminar and subsequent reports demonstrate the financial challenges to Waverley Borough Council and Landlord Service in the future.
16. In view of the level of awareness amongst Members and the action taken to produce the Council's budget in 2017/18, the Director of Finance and Resources is satisfied with the robustness of the estimates presented.

b) Adequacy of reserves

17. Adequate reserves are necessary to meet significant cost that could not reasonably have been foreseen in the preparation of the budget. The levels of the HRA working and repairs fund balances have been reviewed and the working balance maintained at £2m. Annexe 5 shows the schedule of HRA balances and reserves.

c) Budget Monitoring

- 18 It is the view of Waverley's Section 151 Officer that the arrangements for budget monitoring, referred to above, satisfy the requirements of the Local Government Act 2003. Budget Monitoring in 2016/17 shows that the HRA is staying within budget on capital and revenue overall.

Proposed Recommendations from Executive to Council

That the Executive, after considering comments from the Joint Overview and Scrutiny Committee, makes the following recommendations to Council, to:

1. the rent level of Council dwellings be reduced by 1% from the 2016/17 level with effect from April 2017 in compliance with the Welfare Reform and Work Act;
2. the weekly charge for garages rented by both Council and non-Council tenants be increased by 10% from April 2017;
3. the service charge in sheltered accommodation be increased by 50p/week from 7 April 2017;
4. the recharge for energy costs in sheltered accommodation (as appropriate) be increased by 50p/week from April 2017;
5. fees and charges increases be agreed as set out in Annexe 2;
6. the 2017/18 Housing Revenue Account Capital Programmes as shown at Annexe 3 be approved;
7. the financing of the capital programmes be approved in line with the resources shown in annexe 4.

Recommendation

That the Joint Overview and Scrutiny Committee:

- 1) is requested to consider the draft HRA Business Plan and pass comments and observations to the Executive;
- 2) is requested to consider the draft capital programme and fees and charges schedules and pass comments and observations to the Executive.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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HRA Business Plan 2017/18

		2016/17	2017/18	2018/19	2019/20
Description		£	£	£	£
Income					
	Net Dwelling Rent	(28,776,990)	(28,685,340)	(28,575,974)	(28,287,942)
	Net Garage/Other Rent	(300,000)	(234,300)	(236,643)	(239,009)
	Service Charges	(295,000)	(312,000)	(312,000)	(312,000)
	Costs Recovered	(269,340)	(269,340)	(269,340)	(269,340)
	Other income	(182,650)	(353,600)	(353,600)	(353,600)
	Interest Receipts	(215,200)	(160,000)	(160,000)	(160,000)
Income Total		(30,039,180)	(30,014,580)	(29,907,557)	(29,621,891)
Costs					
	Housing Management	5,457,530	5,929,485	5,929,485	5,929,485
	Housing Maintenance	4,450,520	5,466,180	5,466,180	5,466,180
	Other costs	652,400	735,395	735,395	735,395
	Debt Interest	5,857,230	5,802,050	5,747,935	5,678,019
	Principal Repayment		3,487,000	3,708,000	4,223,000
	Contingency (High Value Asset Levy, unexpected costs, etc.)		996,820	720,561	989,812
Costs Total		16,417,680	22,416,930	22,307,556	23,021,891
Contributions to Reserves					
	Contribution to Core Capital	6,628,320	4,000,000	4,000,000	3,000,000
	Contribution to Core Capital -Salaries		597,650	600,000	600,000
	Contribution to New Build	7,068,000	3,000,000	3,000,000	3,000,000
	Contribution from/to working balance	(74,820)			
Contributions to Reserves Total		13,621,500	7,597,650	7,600,000	6,600,000
Grand Total		0	0	(0)	(0)

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Housing Services
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Charge	% Increase	
			£	£		
Housing Revenue Account						
Supervision and Management Special						
1	Guest Rooms - E P Units - Single	Per Night	OS	15.00	16.00	6.7% } }
2	Guest Rooms - E P Units - Double	Per Night	OS	20.00	21.00	5.0% } }
3	Community Rooms - Residents	Session	OE	15.00	16.00	6.7% }) Sessions 10am - 1pm }) 2pm - 5pm
4	Community Rooms - Non Resident	Session	OE	33.00	34.00	3.0% }) 7pm - 10pm
Leaseholder Charges						
The following charges replace the flat rate charge currently in place						
5	Annual practical notes and information to leaseholder. Check of leaseholder account to ensure there are no problems and ground rent invoicing with supporting documentation.	Annual	OO	25.00	26.00	4.0%
6	Annual practical notes and information to shared owners. Check of account to ensure there are no problems, check to see if ground rent payable	Annual	OO	22.50	23.50	4.4% No ground rent payable
7	Annual practical notes and information to shared owners. Check of account to ensure there are no problems, check to see if ground rent payable	Annual	OO	25.00	26.00	4.0% Ground Rent payable
8	Service charge invoicing and supporting documentation non-shared ownership.	Quarterly	OO	2.50	2.50	0.0% Only if repairs/maintenance during quarter
9	Service charge invoicing and supporting documentation non-shared ownership.	Annual	OO	10.00	11.00	10.0% Only if repairs/maintenance during year
10	Service charge invoicing and supporting documentation shared ownership.		OO	25.00	26.00	4.0%
11	Consent to alter		OS	55.00	56.00	1.8%
12	Retrospective/ Complex consent to alter		OS	75.00	76.00	1.3%
13	Consent to underlet		OS	30.00	31.00	3.3%
14	Consent to keep pets		OS	30.00	31.00	3.3%

Housing Services
Schedule of Fees and Charges for 2017/2018

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Charge	% Increase
			£	£	
15	Letter to lenders and other third parties	OS	25.00	26.00	4.0%
16	Reminder in relation to arrears with full printout of account	OE	25.00	26.00	4.0%
17	Section 20 management	OE	35.00	36.00	2.9%
18	Obtaining Land Registry document as requested by leaseholder	OS	10.00	11.00	10.0% Plus Land Registry cost
19	Provision of duplicate invoices	OS	2.50	2.50	0.0%
20	Contacting or responding to you in relation to a problem with your flat. Non-complex replies by email will be free	OS	5.50	5.50	0.0%
21	Written contact and liaison with you in relation to statutory requirements, such as fire and asbestos risk assessments	OE	2.50	2.50	0.0%
22	Leasehold enquiry responses	OS	234.00	235.00	0.4%
23	Leasehold (with sinking fund) enquiry responses	OS	246.00	247.00	0.4%
24	Preliminary telephone advice for non-complex issues relating to your leasehold property		FREE	FREE	
25	Changing leaseholder records, leaseholder responsible for advising changes in writing		FREE	FREE	

HRA Core Capital budget			
	2017/18	2018/19	2019/20
	£	£	£
Kitchen & Bathrooms			
Void & One-off Bathrooms	50,000	50,000	50,000
Void & One-off Kitchens	200,000	200,000	200,000
Planned Bathrooms	-	310,000	340,000
Planned Kitchens	-	500,000	500,000
	250,000	1,060,000	1,090,000
Windows & Doors			
Windows & Doors	300,000	300,000	300,000
	300,000	300,000	300,000
Roofing & Associated Works			
Renovation of Drainage	50,000	50,000	50,000
Roofline and Surface Water Renovation (incl. PRE 1945 wks.)	140,000	100,000	100,000
Porches Canopies and Window Head Refurbishment	50,000	50,000	50,000
Roof Covering (incl. PRE 1945 wks.)	390,000	390,000	390,000
	630,000	590,000	590,000
Aids and Adaptions			
Aids and Adaptions	200,000	200,000	200,000
	200,000	200,000	200,000
Structural & Damp works			
Energy Initiatives	50,000	100,000	100,000
Structural Works (incl. PRE 1945 wks.)	180,000	160,000	160,000
Garage Repairs Programme	25,000	25,000	25,000
Extl. Wall finish, Chimney rebuild and finish (incl. PRE 1945 wks.)	230,000	120,000	120,000
Internal Remodelling	440,000	240,000	240,000
	925,000	645,000	645,000
Health & Safety works			
Asbestos Removal (incl. PRE 1945 wks.)	250,000	180,000	180,000
Fire Walls	20,000	20,000	20,000
	270,000	200,000	200,000
Compliance works			
Electrical Upgrade	370,000	344,000	344,000
Lift Refurbishment	86,000	-	-
Communal Gas Heating Replacement	200,000	50,000	20,000
Heating Upgrades	434,000	491,000	491,000
	1,090,000	885,000	855,000
Communal & Estate works			
Removal of Tenants Trees etc. and manage housing woodlands	20,000	10,000	10,000
Car Parking - scheme improvement	135,000	10,000	10,000
Estate Works (incl. PRE 1945 wks.)	40,000	10,000	10,000
Flat Block Communal Area upgrade incl. Doors	40,000	40,000	40,000
	235,000	70,000	70,000
Professional Fees			
Professional Fees	100,000	50,000	50,000
	100,000	50,000	50,000
IT Projects			
Orchard Development	40,000		
Call Management System for Customer Services Team	5,000		
	45,000	45,000	45,000
Target savings		-	1,000,000
Sub Total - Programme	4,045,000	4,045,000	3,045,000
Staff costs	597,650	600,000	600,000
Total Programme	4,642,650	4,645,000	3,645,000

HRA New Build Budget			
	2017/18	2018/19	2019/20
	£	£	£
Staff costs	363,920	400,000	400,000
Pre-development	83,500	83,500	83,500
Committed			
Ockford Ridge - Utility/Highways works		750,000	
Ockford Ridge - Show Homes	12,150		
Ockford Ridge - Site D	1,504,740	1,800,000	152,860
Ockford Ridge - Site A	4,628,440	5,024,080	256,910
Wey Court	2,964,840		
Nursery Hill, Shamley Green	371,030		
75 Sherrydon	347,500		
Total Spend	10,276,120	8,057,580	893,270

HRA Stock Improvement Budget			
	2017/18	2018/19	2019/20
	£	£	£
Former Police Houses	9,000		
Ockford Ridge Refurbishment			3,750,000
Ockford Ridge Refurbishment - Phase 2 - external works	800,000		
Cranleigh Day Centre	50,000		
Total	859,000	-	3,750,000

HRA Capital Programme Financing Summary

	Balances 01/04/2016 £	Forecast Outturn			
		2016/17 £	2017/18 £	2018/19 £	2019/20 £
Capital Spend					
Core Capital Programme		8,515,874	4,045,000	4,045,000	3,045,000
Core Capital Salary Allocation			597,650	600,000	600,000
New Build Capital Programme		9,097,596	10,276,120	8,057,580	893,270
Stock Improvement Programme		2,991,307	859,000	-	3,750,000
Approved Rescheduling from 2016/17			1,075,000		
Total Spend		20,604,777	16,852,770	12,702,580	8,288,270
Current & New Resources					
Balance carried forward		32,630,778	26,975,111	18,264,991	13,707,411
Major Repairs Reserve	2,723,334				
New Homes Reserve	7,380,768				
Stock Improvement Reserve	8,039,028				
Capital Receipts - New Homes	7,003,746				
Capital Receipts - Other	7,483,901				
Capital Receipts Received in year		500,000	500,000	500,000	500,000
HCA Grant - Wey Court		600,000			
HCA Grant - Starter Homes		100,419			
S106 Monies		52,371			
Core Capital Contribution from Revenue		6,628,320	4,000,000	4,000,000	3,000,000
New Homes Contribution from Revenue		7,068,000	3,000,000	3,000,000	3,000,000
Stock Improvement Contribution from Revenue		-			
Core Capital Salary Contribution from Revenue			597,650	600,000	600,000
IT Contribution from Revenue			45,000	45,000	45,000
Total Resources	32,630,778	47,579,888	35,117,761	26,409,991	20,852,411
Balance of Capital Resources	32,630,778	26,975,111	18,264,991	13,707,411	12,564,141

Schedule of Reserves and Balances - Actual and Projected

Housing Revenue Account	31.3.2016	2016/17		2017/18			2018/19			2019/20			
	Balance £'000	In £'000	Out £'000	Balance £'000	In £'000	Out £'000	Balance £'000	In £'000	Out £'000	Balance £'000	In £'000	Out £'000	Balance £'000
Working Balance	2,599		(475)	2,124		(105)	2,019			2,019			2,019
Total Revenue	2,599	0	(475)	2,124	0	(105)	2,019	0	0	2,019	0	0	2,019
Earmarked Capital Reserves													
Revenue Reserve - Core Capital Programme	2,723	6,628	(8,516)	835	4,643	(5,018)	460	4,645	(4,645)	460	3,645	(3,645)	460
Capital Receipts Unapplied	14,488	500	(4,172)	10,816	500	(5,488)	5,828	500	(3,787)	2,541	500	(500)	2,541
New Affordable Homes	7,381	7,068	(4,173)	10,276	3,000	(5,488)	7,788	3,000	(4,271)	6,517	3,000	(393)	9,124
Stock Remodelling	8,039		(2,991)	5,048		(859)	4,189			4,189		(3,750)	439
HCA/External Grants	152	600	(752)	0			0			0			0
Water Charges		400		400		(400)	0			0			0
Total Capital Reserves	32,783	15,196	(20,604)	27,375	8,143	(17,253)	18,265	8,145	(12,703)	13,707	7,145	(8,288)	12,564
Housing Revenue Account Total	35,382	15,196	(21,079)	29,499	8,143	(17,358)	20,284	8,145	(12,703)	15,726	7,145	(8,288)	14,583

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