



**Waverley Borough Council**  
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To: All Members and Substitute Members of  
the Overview & Scrutiny Committee -  
Housing  
(Other Members for Information)

Cc: Portfolio Holder for Housing

When calling please ask for:

Fiona Cameron, Democratic Services  
Officer

**Policy & Governance**

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Calls may be recorded for training or monitoring

Date: 19 January 2018

**Membership of the Overview & Scrutiny Committee - Housing**

Cllr John Ward (Chairman)  
Cllr Pat Frost (Vice Chairman)  
Cllr Carole Cockburn  
Cllr Patricia Ellis  
Cllr Michael Goodridge

Cllr Tony Gordon-Smith  
Cllr Denise Le Gal  
Cllr Richard Seaborne  
Cllr Liz Townsend

**Co-opted Members from the Tenants' Panel**

Miss Brenda Greenslade

Mr Adrian Waller

**Substitutes**

Cllr Maurice Byham  
Cllr Mike Band  
Cllr John Williamson

Cllr Jerry Hyman  
Mr Terry Daubney

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - HOUSING will be held as follows:

DATE: TUESDAY, 30 JANUARY 2018

TIME: 7.00 PM

PLACE: COMMITTEE ROOM 1, COUNCIL OFFICES, THE BURYS,  
GODALMING

The Agenda for the Meeting is set out below.

**Members who are unable to attend this meeting must submit apologies by the end of Tuesday 23 January 2018 to enable a substitute to be arranged, if applicable.**

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance



INVESTOR IN PEOPLE

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## **Waverley Corporate Plan 2016-2019**

### **Priority 1: Customer Service**

*We will strive to deliver excellent , accessible services which meet the needs of our residents.*

### **Priority 2: Community Wellbeing**

*We will support the wellbeing and vitality of our communities.*

### **Priority 3: Environment**

*We will strive to protect and enhance the environment of Waverley.*

### **Priority 4: Value for Money**

*We will continue to provide excellent value for money that reflects the needs of our residents.*

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### **Good scrutiny:**

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
- provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;
- is led by 'independent minded governors' who take ownership of the scrutiny process; and,
- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.

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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. MINUTES (Pages 7 - 16)

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 14 November 2017 are attached, and Members are asked to confirm them as a correct record.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTES

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Tuesday 23 January 2018 to enable a substitute to be arranged, if applicable.

3. DECLARATIONS OF INTERESTS

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

4. QUESTIONS BY MEMBERS OF THE PUBLIC

The Chairman to respond to any written questions received from members of the public in accordance with Procedure Rule 10.

5. HOUSING REVENUE ACCOUNT BUSINESS PLAN, REVENUE BUDGET AND CAPITAL PROGRAMME 2018/19 (Pages 17 - 32)

This report advises Members of the latest position regarding the Housing Revenue Account (HRA) for 2018/19 and the updated 30-year Business Plan and seeks approval of the 2018/19 budget.

The Housing Overview and Scrutiny Committee is requested to consider the proposals identified within this report and make any observations for consideration by the Executive.

### **Recommendation**

It is recommended that the Housing Overview and Scrutiny Committee considers the proposals set out in the report and makes any comments or observations to the Executive.

6. MEDIUM TERM FINANCIAL PLAN 2018/19 - 2020/21 AND GENERAL FUND BUDGET 2018/19 (Pages 33 - 78)

This report outlines the latest General Fund Budget position for 2018/19. Members are reminded of the need to achieve savings throughout the three-year period covered by the Medium Term Financial Plan. Information is provided on the details of the provisional Local Government Finance Settlement 2018/19 and the Council's financial position following this.

Each Overview and Scrutiny Committee is requested, in the light of the significant budget shortfall in the medium term, to consider all of the proposals identified in this report and make any observations for consideration by the Executive.

### **Recommendation**

It is recommended that the Overview and Scrutiny Committee

1. in the light of the significant budget shortfall, considers the proposals to balance Waverley's General Fund budget in 2018/19 as set out in this report and makes any observations to pass to the Executive; and
2. considers the draft capital programme and fees and charges and passes any comments and observations to the Executive.

### 7. HOUSING SERVICE PLAN 2018 - 21 (Pages 79 - 84)

This report presents the draft service plan objectives for the Housing Service in 2018/19 and through to 2021. The service plan sets new initiatives and reiterates the team's commitment to continuous improvement in service delivery. The Committee have an opportunity to discuss the objectives and to make observations to the Executive.

### **Recommendation**

It is recommended that the Housing Overview & Scrutiny Committee:

1. Considers the draft Service Plans for 2018/19 and makes any observations to the Executive; and
2. Recommends that the Service Plans for 2018/19 are reviewed by the Heads of Services once the new Corporate Strategy is agreed.

### 8. WAVERLEY DRAFT HOUSING STRATEGY 2018 - 2023: STRATEGIC HOUSING AND DELIVERY (Pages 85 - 104)

This report introduces the document, 'Housing Need and Local Affordability Analysis', which is the background to the draft Housing Strategy for Waverley. The proposed Housing Strategy will set out our priorities and goals for the next 5 years. Views and comments are sought from the Housing Overview and Scrutiny Committee, as part of the consultation and development of the Strategy.

### **Recommendation**

The Housing Overview and Scrutiny Committee is asked to consider and comment on the document, 'Housing Need and Local Affordability Analysis' and approve the appointment of members of the group to scrutinize the draft Housing Strategy.

9. TENANCY AGREEMENT REVIEW (Pages 105 - 108)

To inform the committee of the progress regarding the review of the tenancy agreement for Waverley tenants. The tenancy agreement is the contract between all tenants and the Council stating the roles and responsibilities of each party. The need to review the tenancy agreement was identified as an action in the Housing Service Plan 2017/18.

**Recommendation**

It is recommended that the Committee notes the revised project plan, and receives a report and recommendations at the March 2018 meeting, following the formal consultation with tenants.

10. HOUSING MAINTENANCE CONTRACTS PROCUREMENT UPDATE (Pages 109 - 116)

To advise the committee of the progress made against the project plan to procure a range of repairs and maintenance contracts for April 2019.

**Recommendation**

The Committee are asked to scrutinise the progress against the project plan and make any observations to the Executive.

11. OCKFORD RIDGE REGENERATION PROJECT - UPDATE (Pages 117 - 122)

To receive an update on the Ockford Ridge housing redevelopment.

**Recommendation**

To note the report.

12. COMMITTEE WORK PROGRAMME (Pages 123 - 138)

The Housing Overview & Scrutiny Committee, is responsible for managing its work programme. The work programme (attached) takes account of items identified on the latest Executive Forward Programme (Annexe 2) as due to come forward for decision.

A Scrutiny Tracker has been produced to assist the Committee in monitoring the recommendations that have been agreed at its meetings. The Tracker details the latest position on the implementation of these recommendations and is attached as Part C of the work programme.

**Recommendation**

The Committee is invited to consider the work programme and make any comments and/or amendments they consider necessary, including suggestions for any additional topics it may wish to add to the work programme.

13. EXCLUSION OF PRESS AND PUBLIC

To consider, if necessary, the following recommendation on 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).

14. 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 need to be considered in Exempt session.

**Officer contacts:**

**Yasmine Makin, Graduate Management Trainee**

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - HOUSING  
- 14 NOVEMBER 2017

(To be read in conjunction with the Agenda for the Meeting)

**Present**

Waverley Borough Council

Cllr Pat Frost (Vice Chairman)  
Cllr Carole Cockburn  
Cllr Patricia Ellis  
Cllr Michael Goodridge  
Cllr Tony Gordon-Smith  
Cllr Denise Le Gal  
Cllr Richard Seaborne  
Cllr Liz Townsend

For the Tenants' Panel

Mr Adrian Waller (Co-Optee)

**Apologies**

Cllr John Ward and Miss Brenda Greenslade

**Also Present**

Councillor Carole King

22. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 19 September 2017 were confirmed as a correct record and signed.

23. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 2.)

Apologies for absence were received from Cllr John Ward and Miss Brenda Greenslade.

24. DECLARATIONS OF INTERESTS (Agenda item 3.)

There were no declarations in relation to items on the agenda.

25. QUESTIONS BY MEMBERS OF THE PUBLIC (Agenda item 4.)

There were none.

26. INTRODUCTION TO PRIVATE SECTOR HOUSING (Agenda item 5.)

Simon Brisk, Private Sector Housing Manager, gave a presentation to the Committee which introduced the functions and responsibilities of the Private Sector Housing team.

Simon informed Members that he is a qualified Environmental Health Officer (EHO), and his team comprised one other full-time EHO and an administrator. There was a vacancy for a part-time EHO. The team also included a Care & Repair Officer who was part of the Guildford & Waverley Care and Repair, which is a shared Home Improvement Agency based at Guildford Borough Council's offices.

The team dealt with a wide range of private owners and occupiers, including homeowners, private tenants, Housing Association tenants, landlords, and gypsies and travellers. The main area of work was in relation to housing complaints, and approximately one-third of private rented properties were sub-standard. The number of private rented properties in Waverley had doubled over the last 10 years, with a corresponding increase in complaints. Typically complaints related to health and safety issues, including damp, cold, mould, over-crowding, fire and electrical safety, and risk of trips and falls. Over-crowding was also becoming more common, caused by landlords over-letting, or tenants sub-letting.

The Council had a range of enforcement and other powers it could use in response to complaints including Improvement Notices, Prohibition Orders, Emergency Remedial Action, Demolition and Management Orders. There were also powers under the Smoke and Carbon Monoxide alarm Regulations.

The Council also had powers to address complaints of illegal evictions or harassment by landlords. These allowed the Council to prevent an eviction happening or to reinstate the tenant's position post-eviction. The Council had powers to prosecute landlords who abused their position.

There were around 500 properties in Waverley classed as Houses in Multiple Occupation (HMOs) of which 40 met the requirement to be licensed by the Council. The criteria for licensing were due to change (removing the requirement for licensed HMOs to be 3 or more storeys) which could increase the number of HMOs to be licensed. Licensing allowed the Council to set conditions on the maximum number of occupants, fire precautions, and other amenities.

The Council was also required to license all caravan sites with a valid planning permission. The Licence allowed control of conditions on fire precautions, health and safety, drainage, access and other amenities. The Council could prosecute for failure to obtain a site licence, or non-compliance with licence conditions. There were currently 39 licensed caravan sites in Waverley, including four large mobile home sites and sites for individual traveller families.

A little-known duty of the Council was to arrange public health funerals, in the absence of anyone else being available or able to do so. Last year, the Council had arranged seven funerals at an overall cost of £4,500. The Council had a first claim on the estate of the deceased to recover funeral costs.

A major part of the work of the Private Sector Housing team was management of various grants for home improvements. The Disabled Facilities Grant was a mandatory grant for disabled adaptations which was available to owner-occupiers, private and housing association tenants, and landlords. Applications were means-tested and there was a £30,000 limit. Around 40 grants were completed each year. Works reduced admissions to hospitals or care homes and saved on care costs at



home. Safe and Warm Grants were discretionary grants provided by Waverley for works including heating, insulation, security or removal of housing hazards, and were available to disabled, elderly or low income households. A significant increase in the amount of funding from the government via the Better Care Fund had led to a review of the criteria for grant awards to enable better use of the funds. This was explained in the following agenda item on the Home Improvement Policy.

The Chairman thanked Simon Brisk for his very informative presentation, and the Committee agreed that the Private Sector Housing team should have much higher visibility in the community. In response to questions, Members noted that:

- student accommodation such as halls of residence or boarding school dormitories were exempt from HMO regulations.
- use of enforcement powers rarely resulted in Waverley taking landlords to court, and the issue of formal Notices usually resulted in the required action being taken. Whilst it was good that the powers were effective, a successful prosecution would provide the opportunity for positive publicity of the functions and powers that Waverley had in relation to private sector housing.
- the Guildford & Waverley Home Improvement Agency was currently funded by Surrey County Council (SCC) and through fee income. Funding from SCC would be reducing in 2018/19 and the shortfall would be funded from Waverley's Better Care Fund allocation.

In conclusion, the Committee agreed that private sector housing was an important part of the housing supply for the borough, and provided options for people presenting to the Council as homeless. The Private Sector Housing team ensured that the supply of housing was fit for purpose.

27. REVISED PRIVATE SECTOR HOME IMPROVEMENT POLICY (Agenda item 6.)

Simon Brisk, the Private Sector Housing Manager, introduced the report which set out the proposed changes to the Home Improvement Policy. The current policy had been approved in 2013. Until recently, Waverley had received around £250,000 of government funding a year for Aids & Adaptations, and typically had spent around £400,000 a year. In 2015, government funding for this work was replaced by the Better Care Fund, and the funding allocation to Waverley and other Surrey boroughs and districts was significantly increased: in 2017/18 Waverley had received £640,000. The increased level of funding was expected to continue at least until 2020.

In 2016/17, Surrey County Council (SCC) and the Surrey boroughs and districts jointly commissioned an independent review of how to make best use of the increase in the Better Care Fund award in relation to home adaptations. The recommendations included dispensing with means testing for simple adaptations, providing "Relocation Grants" to help people move to somewhere more suitable and providing "Prevention Grants" for minor works to reduce care packages, hospital/care home admissions and bed-blocking.

Some of the recommendations had already been implemented at Waverley, but revisions to the Home Improvement Policy were needed to implement the full range of recommendations. Processes had been revised to speed up grant approvals,

including extra funding to pay for private Occupational Therapist (OT) assessments rather than waiting for SCC OT assessments. Removing means testing for minor adaptations and enabling works to be carried out as quickly as possible would have a big impact on people's quality of life.

Cllr Frost was particularly pleased to hear that private OT assessments were being obtained to reduce the time it took for residents to get suitable adaptations to their homes. Cllr Gordon-Smith asked if the Relocation Grant could assist people who were downsizing, without any specific need for disabled adaptations. This would potentially release family homes in the general housing market. In response, officers advised that whilst the EasyMove scheme had helped Waverley tenants downsize, particularly where they were over-occupying, it was not a good use of resources to try to provide and subsidise a similar facility for general market housing.

Cllr Seaborne welcomed the general approach set out in the policy, and the revisions that would make it easier to help residents needing home adaptations. He was disappointed that there had not been an opportunity for Members to have more meaningful input to the review of the Home Improvement Policy. He felt that the Policy Statement needed to emphasise the enabling role of the Council, rather than the mechanism of awarding grants; he also suggested the version number of the Policy be included on the front page, and that the procedure for reporting back to Members should be documented within the Policy.

Cllr Frost suggested that Cllr Seaborne follow-up with Officers off-line on any detailed points that he had, but reminded Officers generally that Members wished to have the opportunity to contribute to the review of policies before they were finalised.

The Housing O&S Committee supported the proposals to relax some of the constraints on allocation of grant funding in order to widen the type of assistance available and increase the number of vulnerable residents eligible to apply for help to remain living safely and independently in their own homes.

The Committee noted that it was proposed to extend eligible works under the Safe & Warm Grant to include re-wiring, asbestos removal, and removal of hoarding. The Committee suggested that works might also be included to address flooding, damp and mould, as these could have serious impacts on health.

The Committee agreed to recommend that the Executive adopts the revised Home Improvement Policy, subject to eligible works under the Safe & Warm Grant also including works to address flooding, damp and mould.

## 28. HOMELESSNESS REDUCTION ACT 2017 (Agenda item 7.)

Mike Rivers, the Housing Needs Manager, updated the Committee on the implications of the Homelessness Reduction Act 2017 and the steps being taken by to ensure that the Council fulfilled its duties under the new legislation.

Waverley had an outstanding record in preventing homelessness, and the success of the Council in fulfilling statutory homelessness responsibilities had been

recognised by an independent peer review. There were no Waverley households currently in temporary accommodation.

The Homelessness Reduction Act 2017 would come into effect in April 2018 and was the most significant change in homelessness legislation for 40 years. The main aim of the legislation was to broaden the scope of prevention services to all household groups presenting as homeless, not just those with children or significant medical needs. The case management process would also become much more intensive than currently, and data recording and reporting requirements would be increased.

Similar legislation introduced in Wales in 2015 had resulted in a significant increase in councils' case management and administrative work in relation to homelessness. Some Surrey local authorities were already recruiting to increase capacity in anticipation of higher workloads. Waverley had reviewed staffing in the Housing Options team in February 2017 and increased capacity slightly in anticipation of the new legislation. However, until the Code of Guidance was published and the legislation implemented it was unclear what sort of extra staff resources would be needed.

The Committee noted the implications of the new legislation, and was pleased to see that Waverley was liaising with colleagues from other Surrey boroughs and districts, Surrey County Council, and voluntary organisations, to identify opportunities to meet the requirements of the Act. It was also noted that Waverley was involved in piloting a new IT package that would support the new reporting requirements.

The Committee was reminded that the definition of 'homeless' was having no legal right to accommodation, and this included rough sleepers. The duties of the local authority were to prevent homelessness where possible, and the relief of homelessness. A personalised action plan would have to be drawn up for each case, and applicants would have statutory rights of review of the decisions made by councils during the prevention and relief processes.

One of the biggest challenges would be finding suitable supported accommodation for people with mental health or other specific needs. Surrey County Council had reduced the amount of funding for supported housing, and whilst the Government was consulting on new proposals for funding supported housing the new model would not come into effect until April 2020.

The Committee thanked Mike Rivers for his update on Waverley's preparation for the implementation of the new legislation, and noted that Waverley's Homelessness Strategy was being updated and would be brought to the Committee in the New Year. The Committee requested a verbal update at each meeting on the impact of the new legislation.

29. HOUSING SERVICE PLAN 2017/18 - MID-YEAR REPORT (Agenda item 8.)

Annalisa Howson, Service Development Manager, introduced the report that informed the Committee of progress against the 2017/18 Housing Service Plan.

The Committee noted that good progress was being made on all the objectives, and items that were still in progress were on the Committee's work programme to be reported in January and March 2018.

30. CUSTOMER SERVICE PROJECT - HOUSING (Agenda item 9.)

Annalisa Howson, Service Development Manager, referred to the Service Plan 2017/18 objective of Improving Customer Service in Housing. There were five strands of work in the action plan:

- Identify key transactional services to be delivered online
- Create online forms and workflow
- Publicise and refer tenants to online services
- Implement new call handling telephone system
- Increase texting services

Good progress had been made on identifying services that could be delivered online; four online forms had gone live and another six were in testing and would be live by the end of the year. The forms were easy to complete, formatted for mobile devices and used customer-friendly language.

The development of a digital platform for tenants responded to younger tenants' wish to be able to 'self-serve' in some of their interactions with the Council. Phase one was focused on providing information on rent accounts, and Phase two would focus on repairs and maintenance. Tenants had been informed about the new ways of contacting the Council at the open meeting in July, in the summer edition of Homes and People, and at every routine contact. The message would be reinforced on a regular basis.

New telephone call management software had been installed which provided improved management information about the performance of the call handling team, and the number of lost calls had decreased significantly. More use was being made of texting to keep tenants updated of contractor appointments, and also missed rent payments and other bespoke messages.

To support the vision of a streamlined customer service operation, and ensure value for money and quality of service, the staffing structure in Housing had been reviewed and some key changes implemented, including moving Tenancy & Estates Co-ordinators into the Customer Service team.

Whilst Members recognised the need to develop facilities for online reporting and transactions, they were concerned that older tenants may be left out or receive an inferior service. Officers emphasised that the digital interfaces were additional to traditional methods of contacting the Council. As well as meeting the expectations of younger tenants, it meant that more time was available for staff to help more vulnerable tenants.

The Housing Overview & Scrutiny Committee was pleased to see the good progress being made on Service Plan objectives to improve customer service in Housing. However, the Committee was frustrated that the interface between Orchard and Agresso had still not been fully implemented, and this meant that

Housing customer service officers were wasting time by having to authorise invoices separately in Orchard and Agresso when they could be focussed on customer-facing services.

The Housing Overview & Scrutiny Committee agreed to recommend to the Executive that the Orchard – Agresso interface is expedited as a matter of high priority, to release staff resources from unnecessary invoice administration, and to ensure that Waverley’s management accounts accurately reflect order commitments.

31. HOUSING SERVICE PERFORMANCE MANAGEMENT REPORT - QUARTER 2 2017/18 (Agenda item 10.)

The Housing Overview & Scrutiny Committee reviewed performance management indicators for the Housing Service for Quarter 2, 2017/18 and was pleased to see the good performance overall. In particular, the Committee congratulated Officers for getting the void re-let performance back on track in the second quarter.

The Committee noted that rent collection was slightly below target due the number of rent accounts in credit. Waverley’s rent arrears amounted to less than 1% of the rent roll which was one of the best performances in the country. However, the Committee was concerned about the impact of the roll-out of Universal Credit on rent collection, and felt that it was important that rent arrears were monitored as part of the suite of performance management indicators, as well as rent collection.

The Committee noted that Officers worked closely with Waverley Citizen Advice on debt management, but they were also exploring how best to mitigate the risk of Universal Credit and take a more sophisticated approach to the management of rent accounts. Specialist software had been identified that would enable proactive management of rent accounts and reduce the risk of arrears increasing, and this would be bid for in the 2018/19 budget process.

The Housing Overview & Scrutiny agreed to recommend to the Executive that funding is prioritised in the 2018/19 budget for specialist rent management software to support officers maintain Waverley’s good performance on rent collection, bearing in mind that rental income drives the Housing Revenue Account Business Plan. Officers were asked to include data on rent arrears in future performance reporting.

32. FUTURE OF WAVERLEY'S SHELTERED HOUSING SCHEMES (Agenda item 11.)

Hugh Wagstaff, Head of Housing Operations, briefed the Committee on plans to develop the Sheltered Housing Service in response to the withdrawal of Housing Related Support funding by Surrey County Council (SCC).

The Committee had been informed in January 2017 that SCC had given notice that Housing Related Support funding for older people would be withdrawn from April 2018. This funding had been used by Waverley to part-fund the Sheltered Scheme Managers and enabled them to provide a range of support services to Scheme tenants.

The feedback from residents during the County Council's consultation in the summer had confirmed how much they valued the presence of the Scheme Manager, and retaining an on-site manager for each scheme had been a priority in developing proposals. Besides the support role, Scheme Managers also managed their building including health and safety issues, and managed the tenancies of residents. Whilst it was not possible to avoid the legal constraints on the Housing Revenue Account being used to fund 'support and care', the role of the Scheme Managers could be developed in such a way as to ensure that they continued to operate from each of the Sheltered Housing Schemes.

The key objectives for the Sheltered Housing service going forward had been defined as:

- To retain a manager presence on site to:
  - reduce the impacts of social isolation for our tenants.
  - help to ensure the safety of tenants and help them live independently.
  - ensure that the building management and maintenance is effectively managed.
  - enable tenancy sign-ups and management are dealt with efficiently.
- To promote 'Good Neighbour' schemes, encouraging tenants to support one another.
- To develop the managers' role to include:
  - marketing the Schemes to potential tenants.
  - promoting the Schemes as a community hub, to maximise the use of the communal areas, develop links with community groups and parish councils, and become a source of income.

This work could be funded from the HRA, and there would be a growth bid in the 2018/19 budget of £150 -170k, to offset the transfer of costs from the General Fund. The Committee noted that it was proposed to re-brand the service, as Senior Living Schemes; and to declassify the two Extra Care schemes.

The Housing Overview & Scrutiny Committee supported the proposed development of the service to address the cut in funding from Surrey County Council, and the necessary growth bid within the HRA. The proposed re-branding was supported in principle, although it was suggested that a more 'homely' alternative to *Schemes* would make them sound more attractive to prospective tenants.

The Committee suggested that all Members be advised of the dates and times of consultation meetings to be held at each of the Sheltered Housing Schemes, so that they could attend and provide reassurance to residents of Waverley's commitment to the sheltered housing service.

### 33. OCKFORD RIDGE REGENERATION PROJECT (Agenda item 12.)

Andrew Smith, Head of Strategic Housing and Delivery, updated the Committee on progress on the Ockford Ridge Regeneration project.

Work was progressing on a number of fronts, including the first phase of refurbishment, construction on Site D, procurement and appointment of contractors

for disconnection and demolition works on Site A, and submission of the Reserved Matters planning application for Site B. It was now anticipated that funding would be available to complete the redevelopment of Site C, the final part of the regeneration, and proposals would be worked up following completion of the site assembly.

Cllr Frost expressed her disappointment at the delay in starting the Committee's review of the Housing Design Standards, which was intended to inform the architect's designs for Site C.

Cllr Seaborne noted that £240,000 of the budget for Site A had been rescheduled into 2018/19, and the Committee was advised that there had been a delay due to the timing of carrying out bat surveys. The overall budget had been agreed and the formal rescheduling of budget ensured that it remained available for when it was needed. In addition, Officers were confident that the budgets for Phase 1 and Phase 2 of the refurbishment would be spent in full.

Cllr Seaborne asked if a simple Gantt chart for the overall project could be included in the next update, to see whether the project was on-time.

34. COMMITTEE WORK PROGRAMME (Agenda item 13.)

Alex Sargeson, Scrutiny Officer, updated the Committee on the items on their Work Programme for the meetings in January and March 2018:

The items currently heading to the January 2018 Committee were:

- Tenancy Agreement Review (next stage in process)
- Housing Strategy 2018-22 (draft strategy)
- Housing Maintenance Contracts Procurement update
- Service Plan 2018-21 (3 yr Service plan)
- Homelessness Prevention Strategy
- Ockford Ridge Regeneration Project update

And to March 2018 Committee:

- Review of age-related properties
- Final report back on Review of Design Standards
- Government proposals on housing related support funding
- Q3 Performance Reporting
- Ockford Ridge Regeneration Project update

In response to Officers, the Committee agreed to move the Homelessness Prevention Strategy from January to March, and to add the Tenant Involvement Progress Report to the programme for the March meeting.

**The meeting commenced at 7.00 pm and concluded at 9.10 pm)**

**Chairman**

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## WAVERLEY BOROUGH COUNCIL

### HOUSING OVERVIEW AND SCRUTINY COMMITTEE

30 JANUARY 2018

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#### Title:

#### **HOUSING REVENUE ACCOUNT BUSINESS PLAN, REVENUE BUDGET AND CAPITAL PROGRAMME 2018/19**

**[Portfolio Holders: Cllrs Carole King and Ged Hall]**

**[Wards Affected: All]**

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#### Summary and purpose:

This report advises Members of the latest position regarding the Housing Revenue Account (HRA) for 2018/19 and the updated 30-year Business Plan and seeks approval of the 2018/19 budget.

The Housing Overview and Scrutiny Committee is requested to consider the proposals identified within this report and make any observations for consideration by the Executive.

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#### 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. The Council must set a balanced HRA budget.

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#### 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 three-year Capital Programmes. The Business Plan is

underpinned by the Council's Medium Term Financial Plan and provides the resources to fund the 30-year maintenance forecast and deliver proposals for building new affordable homes and investment in stock remodelling.

2. This report contains the following Annexes:

Annexe 1 – Revised HRA Business Plan - 2018/19 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 2017/18, is attached at Annexe 1. There has been rigorous scrutiny of HRA budgets throughout 2017 by officers and the Housing and Finance portfolio holders. The measures agreed by Council in 2017 balanced the Business 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 expected to be from 2019/20.
- Welfare reforms including Universal Credit

### **Rents**

5. Prior to 2016/17 the Council followed a rent setting policy that supported 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 2018/19 must be set at 1% below its 17/18 level. The Business Plan includes a return to rent increases from 2020/21.

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 2018/19 and the heating reimbursement charge by the same amount in line with previous energy increases.

### **Fees and Charges**

8. 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 2018/19 Capital Programme**

9. The draft Capital Programmes at Annexe 3 shows the proposals estimated to be spent in 2018/19 and the following years on each of the three elements to the capital programme.
10. 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.

### **Financing**

11. The financial model in Waverley's HRA 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. The table at Annexe 4 shows that latest capital expenditure plans are affordable in the medium term. Waverley has spent £21million on building new homes in the last 3 years and has a number of further schemes committed and in the pipeline. It is expected that the balance of capital resources shown in Annexe 4 will be utilised in the next 3-7 years as these schemes are delivered.
12. In 2012 Waverley had to take out £189m of borrowing (in addition to the existing £3m) to transfer the HRA to the new 'self financing' basis. The HRA began making repayments of external debt principal in 2017/18. This is now scheduled to continue each year throughout the life of the Business Plan. As the total debt reduces each year this enables the HRA to reborrow to finance Capital expenditure if necessary, up to the statutory cap level of £192m. Whilst there is no need to borrow additional sums in the medium term as sufficient resources are available to meet the capital programme expenditure, a delegation is sought to enable borrowing to be undertaken, if needed and if the conditions are favourable, to ensure flexibility in the HRA business plan.

### **Local Government Act 2003 – Financial Administration**

14. 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**

#### **Robustness of Estimates**

15. 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.
16. The Council's Medium Term Financial Plan, together with information presented at the Annual Member Finance Briefings and subsequent reports demonstrate the financial challenges to Waverley Borough Council and Landlord Service in the future.
17. In view of the level of awareness amongst Members and the action taken to produce the Council's budget in 2018/19, the S.151 Officer is satisfied with the robustness of the estimates presented.

#### **b) Adequacy of reserves**

18. 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. Plans for investment of balances in existing and new build properties are being drawn up to ensure the reserves are fully utilised.

#### **c) Budget Monitoring**

19. 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 2017/18 shows that the HRA is staying within budget on capital and revenue overall.

### **Conclusion**

The Executive, after considering comments from the Overview and Scrutiny Committee, will be invited to make the following recommendations to the Council, that:

1. the rent level of Council dwellings be reduced by 1% from the 2017/18 level with effect from April 2018 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 2018;
3. the service charge in sheltered accommodation be increased by 50p/week from 7 April 2018;

4. the recharge for energy costs in sheltered accommodation (as appropriate) be increased by 50p/week from April 2018;
5. the revised HRA Business Plan for 2018/19 to 2020/21 as set out at Annexe 1 be approved;
6. the fees and charges be agreed as set out in Annexe 2;
7. the 2018/19 Housing Revenue Account Capital Programmes as shown at Annexe 3 be approved;
8. the financing of the capital programmes be approved in line with the resources shown in Annexe 4; and
9. authority be delegated to the Strategic Director and Head of Housing Operations in consultation with the Portfolio Holders for Housing and Finance to undertake external borrowing and/or internal borrowing transactions to ensure flexibility in HRA Business Plan resources to meet future capital expenditure needs.

### **Recommendation**

It is recommended that the Housing Overview and Scrutiny Committee considers the proposals set out in the report and makes any comments or observations to the Executive.

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### **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 - Proposed Budget 18/19 - Overview

	Approved Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21
<b>Income</b>	<b>(30,014,580)</b>	<b>(29,401,330)</b>	<b>(29,709,920)</b>	<b>(29,952,700)</b>
1 Net Dwelling Rent	(28,685,340)	(28,220,390)	(28,494,970)	(28,737,570)
2 Net Garage/Other Rent	(234,300)	(263,380)	(273,820)	(274,020)
3 Service Charges	(312,000)	(312,560)	(322,890)	(322,880)
4 Costs Recovered	(269,340)	(295,100)	(305,430)	(305,430)
5 Other income	(353,600)	(135,100)	(138,010)	(138,000)
6 Interest Receipts	(160,000)	(174,800)	(174,800)	(174,800)
<b>Expenditure</b>	<b>22,380,930</b>	<b>22,401,330</b>	<b>22,709,920</b>	<b>22,952,700</b>
7 Housing Management	1,100,250	1,016,880	1,035,550	1,035,710
8 Housing Management - Staffing	2,819,977	2,819,980	2,819,980	2,819,980
9 Housing Management - Recharges	1,327,039	1,345,370	1,392,460	1,392,550
10 Housing Management - Non Distributed Costs	611,220	626,240	648,160	648,160
Total Housing Management	5,858,486	5,808,470	5,896,150	5,896,400
11 Housing Maintenance	5,466,180	5,315,140	5,501,170	5,501,190
12 Other costs	735,395	599,730	620,720	620,720
13 Debt Interest	5,802,050	5,745,840	5,676,050	5,591,180
14 Principal Repayment	3,487,000	3,708,000	4,223,000	4,303,000
15 Contingency (High Value Asset Levy, unexpected costs, etc.)	1,031,819	1,224,150	792,830	1,040,210
<b>Contributions to Reserves</b>	<b>7,633,650</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>
16 Contribution to New Build	3,000,000	3,000,000	3,000,000	3,000,000
17 Contribution to Core Capital	4,633,650	4,000,000	4,000,000	4,000,000

### Explanaton of Major Variances

5 - Other Income - £178,000 Supporting People funding withdrawn by Surrey County Council

12 - Other Costs - Contribution to Flooding Wall was a single year budget requirement in 2017/18

**Fees and Charges**  
**2018/2019**



## Housing Services

### Schedule of Fees and Charges for 2018/2019

	Unit of Charge	VAT Indicator	Existing Charge	Proposed Charge	% Increase
			£	£	
<b>Housing Revenue Account</b>					
<b>Supervision and Management Special</b>					
Guest Rooms - E P Units - Single	Per Night	OS	16.00	<b>17.00</b>	6.3% }
Guest Rooms - E P Units - Double	Per Night	OS	21.00	<b>22.00</b>	4.8% }
Community Rooms - Residents	Session	OE	16.00	<b>20.00</b>	25.0% }
Community Rooms - Non Resident	Session	OE	34.00	<b>35.00</b>	2.9% }
<b>Leaseholder Charges</b>					
<b>The following charges replace the flat rate charge currently in place</b>					
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	26.00	<b>27.00</b>	3.8%
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	23.50	<b>24.50</b>	4.3%
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	26.00	<b>27.00</b>	3.8%
Service charge invoicing and supporting documentation non-shared ownership.	Quarterly	OO	2.50	<b>3.50</b>	40.0%
Service charge invoicing and supporting documentation non-shared ownership.	Annual	OO	11.00	<b>12.00</b>	9.1%
Service charge invoicing and supporting documentation shared ownership.		OO	26.00	<b>27.00</b>	3.8%
Consent to alter		OS	56.00	<b>57.00</b>	1.8%
Retrospective/ Complex consent to alter		OS	76.00	<b>77.00</b>	1.3%
Consent to underlet		OS	31.00	<b>32.00</b>	3.2%
Consent to keep pets		OS	31.00	<b>32.00</b>	3.2%

**Housing Services**  
**Schedule of Fees and Charges for 2018/2019**

	Unit of Charge	VAT Indicator	Existing Charge	Proposed Charge	% Increase
			£	£	
Letter to lenders and other third parties		OS	26.00	<b>27.00</b>	3.8%
Reminder in relation to arrears with full printout of account		OE	26.00	<b>27.00</b>	3.8%
Section 20 management		OE	36.00	<b>37.00</b>	2.8%
Obtaining Land Registry document as requested by leaseholder		OS	11.00	<b>12.00</b>	9.1% Plus Land Registry cost
Provision of duplicate invoices		OS	2.50	<b>3.00</b>	20.0%
Contacting or responding to you in relation to a problem with your flat. Non-complex replies by email will be free		OS	5.50	<b>6.00</b>	9.1%
Written contact and liaison with you in relation to statutory requirements, such as fire and asbestos risk assessments		OE	2.50	<b>3.00</b>	20.0%
Leasehold enquiry responses		OS	235.00	<b>240.00</b>	2.1%
Leasehold (with sinking fund) enquiry responses		OS	247.00	<b>250.00</b>	1.2%
Preliminary telephone advice for non-complex issues relating to your leasehold property			<b>FREE</b>	<b>FREE</b>	
Changing leaseholder records, leaseholder responsible for advising changes in writing			<b>FREE</b>	<b>FREE</b>	

## HRA Core Capital Programme

Projects	2018/19	2019/20	2020/21
Aids and Adaptations	303,000	300,000	300,000
Asbestos Removal	100,000	150,000	150,000
Community Room Improvements	50,000	-	-
Domestic Heating Upgrade	250,000	250,000	250,000
Electrical Upgrades Project	300,000	300,000	300,000
Energy Initiative Project	10,000	10,000	10,000
Estate Grounds Improvements Works	10,000	10,000	10,000
External Wall Finish and Chimneys	150,000	250,000	250,000
Fire Risk Assessment Remedial Works	20,000	20,000	20,000
Flat Block Communal Area Upgrade	40,000	40,000	40,000
Garage Refurbishment	70,000	25,000	25,000
Internal Remodelling of Flats	350,000	250,000	250,000
Moat Lodge Sheltered Unit Electrical Rewiring	50,000	-	-
Paths and Car Parking Scheme Improvement	140,000	50,000	50,000
Planned Kitchen Installations	-	500,000	500,000
Pro-active Tree and Hedge Works	25,000	25,000	25,000
Professional Fees	50,000	50,000	50,000
Riverside Court Shelter Unit Communal Boiler Upgrade	200,000	-	-
Roof Covering Project	800,000	650,000	650,000
Roofline And Surface Water Renovation	150,000	150,000	150,000
Structural Works	150,000	160,000	160,000
Void and "One off" Bathroom installations	50,000	50,000	50,000
Void and "One Off" Kitchen Installations	200,000	200,000	200,000
Void Tree Management	5,000	5,000	5,000
Windows and Doors Replacement	720,000	300,000	300,000
<b>Sub Total</b>	<b>4,193,000</b>	<b>3,745,000</b>	<b>3,745,000</b>
Staff Allocation	613,660	613,660	613,660
<b>Total Programme</b>	<b>4,806,660</b>	<b>4,358,660</b>	<b>4,358,660</b>

## Draft IT Capital Programme for 2018/19 funded from the Housing Revenue Account (HRA):

Projects	2018/19
	£
Home Monitoring Smart Thermostat	25,000
Development and Upgrade of Housing Management Database (Orchard)	40,000
Texting Development to increase the range of communication methods	15,000
Digital Platform Development to increase and improve self service	15,000
<b>Total Spend</b>	<b>95,000</b>

## HRA New Affordable Homes Capital Programme

<b>Project</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Nursery Hill	71,000	-	-
Ockford Ridge Site A	434,733	1,201,702	4,405,263
Ockford Ridge Site C	8,945	60,980	104,012
Ockford Ridge Site D	581,187	107,048	-
Pre Development Budget	82,300	82,300	82,300
Sherrydon	21,000	-	-
Wey Court	504,260	-	-
<b>Sub Total</b>	<b>1,703,425</b>	<b>1,452,030</b>	<b>4,591,575</b>
Staff Allocation	408,930	408,930	408,930
<b>Total Programme</b>	<b>2,112,355</b>	<b>1,860,960</b>	<b>5,000,505</b>

**HRA Stock Remodelling Capital Programme**

<b>Project</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Community Rooms	378,000	-	-
Ockford Ridge Refurbishment - Phase 3	485,000	-	-
Ockford Ridge Refurbishment - Future phases	-	4,432,570	-
<b>Total Programme</b>	<b>863,000</b>	<b>4,432,570</b>	<b>-</b>

## HRA Capital Programme Financing Summary

	2018/19 £	2019/20 £	2020/21 £
<b>Capital Spend</b>			
Core Capital Programme	4,806,660	4,358,660	4,358,660
New Build Capital Programme	2,112,355	1,860,960	5,000,505
Stock Improvement Programme	863,000	4,432,570	-
Approved Rescheduling from 2017/18	6,887,530	682,569	
<b>Total Spend</b>	<b>14,669,545</b>	<b>11,334,759</b>	<b>9,359,165</b>
<b>Resources</b>			
Estimated Balance carried forward	33,729,830	26,560,285	22,725,526
Capital Receipts Received in year	500,000	500,000	500,000
Core Capital Contribution from Revenue	4,000,000	4,000,000	4,000,000
New Homes Contribution from Revenue	3,000,000	3,000,000	3,000,000
<b>Total Resources</b>	<b>41,229,830</b>	<b>34,060,285</b>	<b>30,225,526</b>
<b>Balance of Capital Resources</b>	<b>26,560,285</b>	<b>22,725,526</b>	<b>20,866,361</b>

<b>Schedule of Reserves and Balances - Actual and Projected</b>										
<b>Housing Revenue Account</b>	31/03/18	2018/19			2019/20			2020/21		
	Estimated Balance £'000	In £'000	Out £'000	Balance £'000	In £'000	Out £'000	Balance £'000	In £'000	Out £'000	Balance £'000
<b>Revenue Reserves</b>										
Working Balance	2,000			2,000			2,000			2,000
Stock condition survey programme		100								
Universal credit impact provision	1,000		-35	965			965			965
<b>Total Revenue Reserves</b>	<b>3,000</b>	<b>100</b>	<b>-35</b>	<b>2,965</b>	<b>0</b>	<b>0</b>	<b>2,965</b>	<b>0</b>	<b>0</b>	<b>2,965</b>
<b>Capital Reserves</b>										
Major Repairs Reserve	2,439	6,352	-7,259	1,533	6,352	-6,711	1,174	6,352	-6,711	815
Capital Receipts	15,195	500	-3,770	11,925	500	-2,369	10,056	500	-2,501	8,055
New Affordable Homes	10,197	3,000	-3,770	9,427	3,000	-931	11,496	3,000	-2,500	11,996
Stock Remodelling	5,899		-2,223	3,676		-3,676	-0			-0
Flood prevention wall - Godalming	105			105		-105	0			0
<b>Total Capital Reserves</b>	<b>33,836</b>	<b>9,852</b>	<b>-17,022</b>	<b>26,666</b>	<b>9,852</b>	<b>-13,792</b>	<b>22,726</b>	<b>9,852</b>	<b>-11,712</b>	<b>20,866</b>
	0									
<b>Housing Revenue Account Total</b>	<b>36,836</b>	<b>9,952</b>	<b>-17,057</b>	<b>29,631</b>	<b>9,852</b>	<b>-13,792</b>	<b>25,691</b>	<b>9,852</b>	<b>-11,712</b>	<b>23,831</b>

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## WAVERLEY BOROUGH COUNCIL

### HOUSING OVERVIEW AND SCRUTINY COMMITTEE

30 JANUARY 2018

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**Title:**

**MEDIUM TERM FINANCIAL PLAN 2018/19 – 2020/21  
GENERAL FUND BUDGET 2018/19**

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

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**Summary and purpose:**

This report outlines the latest General Fund Budget position for 2018/19. Members are reminded of the need to achieve savings throughout the three-year period covered by the Medium Term Financial Plan. Information is provided on the details of the provisional Local Government Finance Settlement 2018/19 and the Council's financial position following this.

Each Overview and Scrutiny Committee is requested, in the light of the significant budget shortfall in the medium term, to consider all of the proposals identified in this report and make any observations for consideration by the Executive.

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**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 has been carried out to ensure there are no adverse equality implications arising from the proposed changes to the budget.

**Resource/Value for Money implications:**

All decisions made with regard to the budget will impact on Waverley's resources. Full details are included in this report.

**Legal implications:**

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

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## **Introduction General Fund Revenue**

1. This report presents the Council's Medium Term Financial Plan and the latest position on the 2018/19 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 – draft General Fund Budget Summary
  - Annexe 2 – summary of key variations from 2017/18 Budget including income, savings and growth proposals
  - Annexe 3 – draft fees and charges for 2018/19
  - Annexe 4 – schedule of reserves and balances
  - Annexe 5 – draft capital programme.

## **General Fund Background**

3. A series of budget briefings were held in October 2017 for all members of the Council which set out the key aims of the Finance Plan and the issues and risks for the next three years. Significant savings will be required over the next three years in view of ongoing Government Grant reductions and other financial pressures. The Financial Plan approved in July 2017 forecast a budget shortfall of £2.7m for the period 2018/2019 to 2020/2021. The latest projection as set out in Annexe 2 is a shortfall of £3.2m, the increase being mainly due to higher estimated inflation cost.

## **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 2018/19 on top of the very substantial reductions already made. The Revenue Support Grant for Waverley is zero in 2018/19. Waverley's grant has reduced dramatically over the last 6-years from £3.8m in 2012/13.

## **New Homes Bonus**

5. The Finance Plan 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 22 December 2017. The new proposals keep the 2017/18 NHB bonus payment at the expected level of £1.9m, but reduce the 18/19 figure by £620,000 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 Plan continues Waverley's prudent policy of New Homes Bonus being earmarked to be used for property investment and '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 ability to generate income from investing this money.

### **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 2018/19 where appropriate. Details of the proposed changes to fees and charges from 1 April 2018 are included at Annexe 3. The Government increased statutory planning fees by 20% in January 2018. The Building Control service is delivered in a competitive market that requires the fees to be negotiated. This year to enable the service to be commercially responsive, Council is requested to approve delegation for agreeing fees to the Strategic Director/Chief Finance Officer and Planning Portfolio Holder.

### **Inflation**

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

### **Pay Award**

9. The cost of the staff 2% pay award agreed from 1 April 2018 is included in the Budget proposals. This award was agreed for 2018/19 following 1% in 2017/18 and 1% in 2016/17. (While Waverley is not a council in the 'national pay settlement' it may be noted that the draft national settlement is also 2%). The total cost is £330,000 split £250,000 to the General and £80,000 to the HRA budget.

### **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 £1m and, as explained above; the New Homes Bonus of £1.9m is currently identified to be earmarked in the property investment fund.

### **2018/19 Draft Revenue Budget**

11. The General Fund Summary is shown at Annexe 1. The current budget shortfall is £0.79m which compares to a shortfall projected in the Financial Plan of £0.86m. 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 2018/19

draft budget compared to 2017/18 base budget which total £0.8m is included at Annexe 2. The budget position is summarised in the table below.

Income and funding	Expenditure and transfers to earmarked reserves
£59.4m	£60.2m
Budget shortfall = £0.8million	

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 2 and are subject to consideration by Members. The main changes since the Financial Plan projection in July 2017 are:

- Negotiated transition relief in SCC's waste funding reduction
- Income achieved from property acquisitions
- Proposed council tax increase
- Package of income and cost saving proposals identified during budget challenge process

### **Medium Term Financial Plan**

13. As referred to above, the Financial Plan identifies budget pressures in each of the next three financial years, 2018/19 to 2020/21. Beyond this period, there is significant uncertainty around business rate and new homes bonus funding. Whilst the focus of this report is balancing the 2018/19 budget, the budget challenge process identified a range of solutions to the medium term problem. Officers will be developing proposals over the year to achieve further cost savings and additional income with reports back to Members in due course.

14. Annexe 2 shows that in 2019/2020 the Government intend to apply a 'negative grant' of some £800,000 pa to Waverley. The Government has indicated that this is a necessary step in balancing their national local government funding given the proposed changes to business rate framework. A number of Surrey councils are also expecting to be in a similar position. Following the Chancellor's budget in November 2017, the Government announced that it would review its position on negative grant and consult in the Spring 2018. Waverley will continue to put its case across to the Government to reverse this policy.

15. Waverley's budget strategy is to address the budget shortfall in the medium term in the following ways:

- Achieve cost savings from better procurement of supplies and services.
- Deliver increased income from property, including new acquisitions and investment in existing assets.
- New and increased income from fees and charges.
- Cost savings from increased efficiency including customer service initiatives and invest to save projects.
- Work with the Government to eliminate or reduce the impact of the negative grant on the Council.

- Use Waverley's successful participation in the Government's business rates pilot to achieve the best funding outcome for this Council and for Surrey.
  - If necessary, approve a Council tax increase each year up to the maximum allowable by the Government.
16. Annexe 2 sets targets for each of these themes over the next three years. Head of Service will be required to identify specific actions and proposals to achieve these targets. These proposals are subject to consideration by all Overview and Scrutiny Committees and consultations will be undertaken as appropriate throughout the year before being submitted to Council for approval.

### **Local Government Act 2003 – Financial Administration**

17. 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.**
18. 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 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**
19. 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 Plan, together with information presented to members at the October briefings and subsequent reports, demonstrates the financial challenges to Waverley in the future.
20. The key Financial Plan issues for the General Fund include:
- Move from positive to negative Revenue Support Grant.
  - Increased risk from changes in business rate income due to downward valuations and loss of businesses in the Borough;
  - Major contract renewals in 2019 – Waste, recycling, grounds maintenance, street cleaning etc.
  - Future of business rate and new homes bonus funding; and
  - Rising inflation and low interest rates.
21. 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
22. In view of the level of awareness amongst Members and the action taken to produce Waverley's Budget in 2018/19, 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**

23. Waverley maintains a number of reserves, which are detailed in the Financial Plan. Waverley aims to maintain a prudent level of balances to support revenue spending and finance unforeseen events. The major reserves for General Fund purposes are the General Fund Working Balance, the Revenue Reserve Fund and the Property Investment Fund.
24. The Financial Plan explains the purpose of each fund. The General Fund balance supports fluctuations in normal business, e.g. 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 and one-off costs and the property fund is to finance property investment/acquisition opportunities. It is essential that adequate balances are available to meet these and unforeseen costs.
25. The General Fund Working Balance and the Revenue Reserve Fund for the four year period is shown on Annexe 4, along with other key balances. It is the view of the Strategic Director/Section 151 Officer 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.
26. 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**

27. 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 2017/18 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**

28. 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 Plan 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**

29. 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 2018/19, the relevant basic amount of council tax of an authority is excessive if it is more than 2.99% above the 2017/18 amount.
30. It is recommended that, given the significant projected budget shortfall in 2018/19 and subsequent years, Waverley's council tax is increased by the maximum allowed in 2018/19. This would generate an additional £280,000 income.
31. In the Chancellor's budget in November 2017, the Government announced its intention to allow councils to increase the council tax premium applied to long term empty properties in their areas from 50% to 100%. Waverley currently applies the 50% premium as the Council considered it to be an important measure to encourage owners of empty homes to bring them back into use.
32. There are currently 110 long term empty homes in the Borough. It is proposed to increase Waverley's premium to 100% at the earliest opportunity once the Government has published the necessary regulations and given authority.

### **Council Tax Support Scheme**

33. The Council Tax Support Scheme, which replaced council tax benefit on 1st April 2013, is reviewed annually. A range of assistance was introduced by Waverley to assist claimants and these schemes are actively promoted. A hardship fund was created to support claimants and the qualifying criteria revised to encourage take up. Discretionary Housing Payments are also available, and Waverley's "Don't Lose Your Home" officer and the Family Support team are proactively supporting households that are most affected by welfare reforms. Experience shows that the current Council Tax Support Scheme remains successful as evidenced by the gradual reduction in the number of claimants and the consistently low take up of discretionary support. It is, therefore, recommended that the current scheme remains unchanged for 2018/19.

### **General Fund Capital**

34. Each year, the Council reviews its three-year Capital Programme and agrees the budgets 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 Plan

35. The proposed 2018/19 Capital Programme amounts to £2million as shown at Annexe 5 to this report.
36. The Annexe also presents the proposed financing, which shows significant external funding of over £0.8m, £1.0m coming from Waverley's own resources in the Revenue Reserve Fund and £0.2m from Waverley's other resources.
37. Certain capital schemes as identified by an asterisk 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 Strategic Director/Chief Finance Officer in conjunction with the Finance Portfolio Holder.

### **Conclusion**

38. The Executive, after considering any comments from the four Overview and Scrutiny Committees, will be invited to make the following recommendations to the Council, to:
  1. agree a 2.99% increase in Waverley's element of Council Tax for 2018/2019;
  2. agree Waverley's council tax premium for long-term empty properties be increased to 100% at the earliest opportunity;
  3. agree to make no change to the Council's existing Council tax support scheme;
  4. implement the income and cost saving proposals as shown at Annexe 2, including any staffing changes;
  5. implement the growth proposals as shown at Annexe 2, including any staffing changes;
  6. approve the changes to Fees and Charges as shown at Annexe 3;
  7. approve the delegation for agreeing Building Control fees to the Strategic Director/Chief Finance Officer and Planning Portfolio Holder;
  8. approve the General Fund Budget for 2018/19, incorporating the above changes and the staff pay award;
  9. agree that the Executive carries out a review of the Medium Term Financial Plan and General Fund Budget in the Summer 2018 and takes any appropriate action in the light of the position at that time;



10. approve the 2018/19 General Fund Capital Programme and financing proposals as shown at Annexe 5; and
11. agree that the budgets for capital schemes marked with an asterisk on the schedules be approved, but spending on these projects to be subject to the agreement of the Strategic Director/Chief Finance Officer and Finance Portfolio Holder or the Executive, if appropriate.

### **Recommendation**

It is recommended that the Overview and Scrutiny Committee

1. in the light of the significant budget shortfall, considers the proposals to balance Waverley's General Fund budget in 2018/19 as set out in this report and makes any observations to pass to the Executive; and
2. considers the draft capital programme and fees and charges and passes any comments and observations to the Executive.

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### **Background Papers**

Provisional Local Government Finance Settlement 2018/19; Financial Plan 2017/18 – 2020/21; Revenue Budget 2017/18.

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## General Fund Revenue Account

### Details

**2017-18  
Budget**

**2018-19  
Budget**

## Budget Summary 2018/2019

	£	£
Community	3,018,540	<b>3,005,690</b>
Customer and Corporate Services	(775,740)	<b>(820,210)</b>
Environmental Services	925,470	<b>1,203,110</b>
Finance	1,369,470	<b>1,481,360</b>
General Fund Housing	989,440	<b>995,090</b>
Planning	1,939,990	<b>2,091,700</b>
Policy and Governance	2,694,050	<b>2,832,100</b>
Staff Vacancy Savings	(200,000)	<b>(200,000)</b>
Inflation Provision - non pay	200,000	<b>200,000</b>
	<b>10,161,220</b>	<b>10,788,840</b>
<b>Movement in Reserves - Contribution (from)/to:</b>		
Revenue Contribution to Capital Programme	990,580	<b>1,000,000</b>
New Homes Bonus to invest to save reserve	1,854,000	<b>1,230,640</b>
Local Plan - contribution to reserve	80,000	<b>80,000</b>
Borough Election reserve	20,000	<b>20,000</b>
Insurance reserve	5,000	<b>5,000</b>
Business Rates Equalisation Reserve	290,200	<b>290,200</b>
<b>Income, savings and growth proposals - Annexe 2</b>		<b>(510,060)</b>
<b>Waverley Spending Requirement</b>	<b>13,401,000</b>	<b>12,904,620</b>
<b>Financed by :-</b>		
Council Tax	9,334,000	<b>9,395,980</b>
<b>Council Tax Increase of 2.99%</b>		<b>278,000</b>
Revenue Support Grant	60,000	<b>0</b>
Retained Business Rates	1,870,000	<b>1,926,390</b>
Business rates in excess of Government Baseline	131,000	<b>73,610</b>
New Homes Bonus	1,854,000	<b>1,230,640</b>
Transition Grant	152,000	<b>0</b>
<b>Total</b>	<b>13,401,000</b>	<b>12,904,620</b>

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<b>Latest Budget position</b>	2018/2019	2019/2020	2020/2021	Total over 3-years
	Change from 2017/2018 Base	Change from 2018/2019 Base	Change from 2019/2020 Base	Change from 2017/2018 Base
	£000	£000	£000	£000
<b>Changes from previous year's budget</b>				
Inflation - including pay	450	480	500	1,430
Waste funding SCC reduction	50	210	290	550
Government grant reduction RSG	60			60
Government grant reduction transitional grant	150			150
Negative Government Grant		800		800
Housing benefit admin grant		50	50	100
Grounds maintenance SCC funding	70			70
Council tax growth	-40	-50	-50	-140
Information governance	50			50
Other budget adjustments		80	80	160
Local plan top-up		-80		-80
<b>Budget Shortfall</b>	<b>790</b>	<b>1,490</b>	<b>870</b>	<b>3,150</b>
less - Council tax increase of 2.99%	-280	-270	-270	-820
<b>Net budget shortfall after assumed council tax increase</b>	<b>510</b>	<b>1,220</b>	<b>600</b>	<b>2,330</b>

<b>Addressing the Budget Shortfall</b>				
Procurement saving target (not main service contracts)	-40	-50	-50	-140
Property income target (net of costs/financing/provision) based on £30m spend over period - WBC owned and new property	-250	-300	-300	-850
New/increased income - target		-870	-250	-1,120
Efficiency/customer service/invest to save - target saving				-220
Total of items below				-220
		<b>-1,220</b>	<b>-600</b>	<b>-2,330</b>
<b>Budget Challenge - Finance</b>				
Town and Parish grants - continue policy of annual reduction	-20			
Systems thinking review of benefits - staff saving	-70			
<b>Budget Challenge - Environment</b>				
End car park check in/check out trial	-2			
Increase Garden Waste Subscriptions by £5 from 1/4/18	-65			
Increase bulky waste charges	-1			
Shoe recycling	-2			
Snnoxhall Fields car park management	-15			
<b>Budget Challenge - Leisure and Community</b>				
Growth bid - Community safety - additional resource	20			
Growth bid - Economic development - £35,000 in 2019/20	0			
Growth bid - Health and wellbeing - £5,000	5			
Leisure centres - additional profit share	-50			
Income from live streaming - ballet and opera	-5			
<b>Budget Challenge - Planning</b>				
Discretionary Charging	-29			
Building Control Fee increase	-50			
Street Naming and Numbering Fee - net income	-20			
New CIL role - funded from CIL receipts	0			
Growth Bid - IT software roll out staffing support - one off cost	60			
Increase in statutory planning fees + 20%	-240			
One-off scanning resource to clear backlog*	20			
Improvement Plan roles *	110			
Compliance Officer *	40			
Appeals/Discharge of conditions officers *	60			
Create Local Plan Team Leader *	10			
* funded from 20% fee planning fee increase				
<b>Budget Challenge - Governance</b>				
One off cost - budget community engagement in 18/19	20			
Growth bid - WW1 Centenary - one off cost £1,000	1			
Growth bid - SE Charter for Member development - £3,000	3			
<b>Total budget proposals</b>	<b>-510</b>			

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**Fees and Charges  
2018/2019**

## Elections

### Schedule of Fees and Charges for 2018/2019

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	<b>Proposed Charge £</b>	% Increase
<b>Register of Electors</b>				<b>These are Statutory Charges</b>	
1	Electronic Data Per 1,000 names or part thereof on each register	OO	20.00	<b>20.00</b>	0.0%
		OO	1.50	<b>1.50</b>	0.0% (A flat rate fee is charged plus a charge per 1,000 names on each register.)
2	Paper Data Per 1,000 names or part thereof on each register	OO	10.00	<b>10.00</b>	0.0%
		OO	5.00	<b>5.00</b>	0.0%

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



**Policy & Governance**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	<b>Proposed Charge £</b>	% Increase	
<b>Democratic Representation</b>						
<u>Annual Charges for supply of Committee Agendas</u>						
1	Meetings of Full Council	Per Copy	OZ	44.00	<b>45.00</b>	2.3%
2	Area Planning Committees (All)	Per Copy	OZ	101.00	<b>104.00</b>	3.0%
3	Individual Area Planning Committee	Per Copy	OZ	34.00	<b>35.00</b>	2.9%
4	Executive	Per Copy	OZ	67.00	<b>69.00</b>	3.0%
5	Others	Per Copy	OZ	34.00	<b>35.00</b>	2.9%
<u>Other Charges</u>						
6	Photocopying (A4/A3) (Print Room Only)	Per Copy	OS	0.20	<b>0.20</b>	0.0%
7	Copies of Committee Documents (including webcasts on DVD)	Per Copy	OS	9.00	<b>9.00</b>	0.0%

**Policy & Governance**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	
<b>Land Charges</b>						
1	LLC1 Official Search	Per Search	OO	42.00	<b>43.00</b>	2.4%
2	LLC1 additional parcel of land	Per Parcel	OO	5.00	<b>5.00</b>	
3	Con29 (inc SCC)	Per Search	OS	237.60	<b>245.00</b>	3.1%
4	Full Land Charges Search (inc. SCC)	Per Search	OS	272.00	<b>288.00</b>	5.9%
Printed Part II						
5	- Enquiries Con29O listed	per Enquiry	OS	18.00	<b>18.00</b>	0.0%
	- Each additional enquiry with Con 29	per Enquiry	OS	26.40	<b>27.60</b>	4.5%
6	- Each Additional Enquiry	per Enquiry	OO	22.00	<b>23.00</b>	4.5%
7	Search single part of Register	per Enquiry	OO	4.00	<b>4.00</b>	0.0%
8	Con 29	per Question	OS	3.00	<b>3.00</b>	0.0%
9	Search and Photocopying Legal Agreements, Searches etc.	Minimum Charge based upon 15-minute unit	OS	10.00	<b>10.00</b>	0.0%
10	Search and Photocopying A1 Plans/ Dyeline Copies	Per Copy	OS	10.00	<b>10.00</b>	0.0%

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

**Policy & Governance**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	<b>Proposed Charge £</b>	% Increase	
<b>Legal Expenses</b>						
1	Data Protection Subject Access	Per Enquiry	OO	10.00	<b>10.00</b>	0.0%
2	Freedom of Information/ Environmental Information Regulations	Per Enquiry	OO	By Arrangement		
3	Proof of Life Certificates		OO	37.00	<b>38.00</b>	2.7%
Vat Indicator: OS = Standard OE = Exempt OZ = Zero Rated OO = Outside Scope						

**Policy and Governance**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	
<b>Licences</b>						
1	Breeding Establishments	Annual	OO	290.00	<b>300.00</b>	3.4%
2	Riding Establishments - 1 to 8 Horses	Annual	OO	300.00	<b>310.00</b>	3.3%
3	Riding Establishments - 9 to 15 Horses	Annual	OO	450.00	<b>460.00</b>	2.2%
4	Riding Establishments - Over 15 Horses	Annual	OO	600.00	<b>620.00</b>	3.3%
5	Animal Boarding Establishments					
	a) Non-home Boarding	Annual	OO	270.00	<b>280.00</b>	3.7%
	b) Home Boarding	Annual	OO	190.00	<b>200.00</b>	5.3%
6	Dangerous Wild Animals	2-yearly	OO	200.00	<b>210.00</b>	5.0%
7	Zoos (2016/2017 -3 year licence)	4-yearly	OO	1,100.00	<b>1,100.00</b>	33.3%
8	Pet Shops	Annual	OO	210.00	<b>220.00</b>	4.8%
9	Cosmetic Piercing, Electrolysis, Acupuncture	per premise	OO	190.00	<b>200.00</b>	5.3%
10	Cosmetic Piercing, Electrolysis, Acupuncture	per person combined fee for premises and personal licence	OO	190.00	<b>200.00</b>	5.3%
11	Cosmetic Piercing, Electrolysis, Acupuncture	per premises and personal licence	OO	280.00	<b>290.00</b>	3.6%
12	Tattooing	per premise	OO	210.00	<b>220.00</b>	4.8%
13	Tattooing	per person combined fee for premises and personal licence	OO	210.00	<b>220.00</b>	4.8%
14	Tattooing	per premises and personal licence	OO	300.00	<b>310.00</b>	3.3%
15	Semi-permanent skin colouring	per premises	OO	210.00	<b>220.00</b>	4.8%
16	Semi-permanent skin colouring	per person combined fee for premises and personal licence	OO	210.00	<b>220.00</b>	4.8%
17	Semi-permanent skin colouring	per premises and personal licence	OO	300.00	<b>310.00</b>	3.3%
18	Street Trading					
	a) Sole Trader	Annual	OO	280.00	<b>290.00</b>	3.6%
	b) Schedule 2 event - up to 50 traders	Annual	OO	290.00	<b>300.00</b>	3.4%
	c) Schedule 2 event - 51 or more traders	Annual	OO	220.00	<b>230.00</b>	4.5%
	d) Schedule 2 event - up to 50 traders	Single Event	OO	140.00	<b>140.00</b>	0.0%
	e) Schedule 2 event - 51 or more traders	Single Event	OO	150.00	<b>150.00</b>	0.0%

**Policy and Governance**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase
19	Scrap Metal Dealers Licence				
	a) Site - new application		460.00	<b>470.00</b>	2.2%
	b) Site - renewal		260.00	<b>270.00</b>	3.8%
	c) Site to collectors - variation		400.00	<b>410.00</b>	2.5%
	d) Collectors - new application		420.00	<b>430.00</b>	2.4%
	e) Collectors - renewal		220.00	<b>230.00</b>	4.5%
	f) Collectors to Site - variation		460.00	<b>470.00</b>	2.2%
20	Hackney Carriage - Vehicles (not adapted) *				
	- less than 5 years old	Annual	284.00	<b>284.00</b>	0.0%
	- 5 years old and over - first 6 months		284.00	<b>284.00</b>	0.0%
	- 5 years old and over - second 6 months		82.00	<b>82.00</b>	0.0%
21	Hackney Carriage - Vehicles (adapted) *				
	- under 5 years old	Annual	102.00	<b>102.00</b>	0.0%
	- 5 years old and over - first 6 months		102.00	<b>102.00</b>	0.0%
	- 5 years old and over - second 6 months		82.00	<b>82.00</b>	0.0%
22	Missed Appointments (Vehicle Test)	Per Test	70.00	<b>70.00</b>	0.0%
23	Re-testing of vehicles following failure	Per Test	70.00	<b>70.00</b>	0.0%
24	Private Hire - Operators - renewal (5 vehicles and less)	5 years	125.00	<b>125.00</b>	0.0%
	Private Hire - Operators - renewal (more than 5 vehicles)	5 years	171.00	<b>171.00</b>	0.0%
	Private Hire - New Operators (5 vehicles and less)	5 years	146.00	<b>146.00</b>	0.0%
	Private Hire - New Operators (more than 5 vehicles)	5 years	192.00	<b>192.00</b>	0.0%
	Private Hire - New Operators (5 vehicles and less)	5 years	215.00	<b>215.00</b>	0.0%
	Private Hire -New Operators (more than 5 vehicles)	5 years	261.00	<b>261.00</b>	0.0%
25	Private Hire - Vehicles (not adapted) *	Annual			
	- under 5 years old	Annual	284.00	<b>284.00</b>	0.0%
	- 5 years and over - first 6 months		281.00	<b>281.00</b>	0.0%
	- 5 years and over - second 6 months		82.00	<b>82.00</b>	0.0%
26	Private Hire - Vehicles (adapted) *				
	- under 5 years old	Annual	102.00	<b>102.00</b>	0.0%
	- 5 years and over - first 6 months		102.00	<b>102.00</b>	0.0%
	- 5 years and over - second 6 months		82.00	<b>82.00</b>	0.0%
27	Hackney carriage / private hire - New driver	3 years	262.00	<b>262.00</b>	0.0%
	Hackney carriage / private hire licence renewal	3 years	170.00	<b>170.00</b>	0.0%
	Hackney carriage / private hire - New driver	1 year	108.00	<b>108.00</b>	0.0%
	Hackney carriage / private hire licence renewal	1 year	69.00	<b>69.00</b>	0.0%
28	Private Hire only - New driver	3 years	262.00	<b>262.00</b>	0.0%

**Policy and Governance**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Proposed Charge	% Increase	
			£	£		
	Private Hire only licence renewal	3 years	170.00	<b>170.00</b>	0.0%	
	Private Hire only- New driver	1 year	108.00	<b>108.00</b>	0.0%	
	Private Hire only licence renewal	1 year	69.00	<b>69.00</b>	0.0%	
29	Knowledge test	Per Test	OO	70.00	<b>70.00</b>	0.0%
30	Resit / non-attendance fee for Knowledge test	Per Test	OO	70.00	<b>70.00</b>	0.0%
31	Surrender and replacement of Hackney Carriage / Private Hire Licence		OO	82.00	<b>82.00</b>	0.0%
32	6 Month test (vehicles over 5 years)	Per Test	OO	83.00	<b>83.00</b>	0.0%
Hackney Carriage and Private Hire						

**Policy and Governance**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.		Unit of Charge	VAT Indicator	Existing Charge	Proposed Charge	% Increase
				£	£	
33	- Replacement plate bracket		OS	10.00	<b>10.00</b>	0.0%
34	- New/Replacement plate & window disc		OS	20.00	<b>20.00</b>	0.0%
	- Replacement lanyard		OS	1.00	<b>1.00</b>	0.0%
	- Replacement driver's badge			10.00	<b>10.00</b>	0.0%
	- Change of address		OS	10.00	<b>10.00</b>	0.0%
35	New Plate / Licence for seating alteration		OO	20.00	<b>20.00</b>	0.0%
38	Transfer of P/H to H/C (new badge, knowledge test and admin)		OO	90.00	<b>90.00</b>	0.0%
39	Gambling Act 2005 - Including lotteries, permits, premises, etc	Various		Please see website for individual fees		
<b>Licensing Act 2003</b>						
40	- Personal	New	OO	37.00	<b>37.00</b>	0.0%
41	- Premises	Initial/Variation	OO	Various depending on rateable value		
42	- Premises: Sex Establishment	from -according to RV	OO	4,690.00	<b>4,690.00</b>	0.0%
43	- Premises	Annual Fee	OO			
44	- Premises	DPS Variations, etc	OO	23.00	<b>23.00</b>	0.0%
45	- Temporary Event Notice	Per Event	OO	21.00	<b>21.00</b>	0.0%
Search and Photocopying						
46	Copies of documents (general)	First page £1.00 20p per sheet thereafter	OS	1.00	<b>1.00</b>	0.0%
47	Data Barring Service (previously CRB)	Per Applicant	OO	50.00	<b>50.00</b>	0.0%

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

**Policy and Governance**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	<b>Proposed Charge £</b>	
<b>Corporate Management</b>					
1	Sale of Annual Financial Report	Per Copy	OZ	10.00	<b>10.00</b>
2	Sale of Annual Budget	Per Copy	OZ	10.00	<b>10.00</b>

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                           OZ = Zero Rated  
                           OO = Outside Scope



**Planning Service**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Charge £	% Increase
<b>Planning</b>					
1	Various	OO	Various		
Statutory Planning Application Fees statutory fee increase of 20% applied from January 2018					
<b>Other Discretionary Planning Fees</b>					
2	Per Annum	OZ	120.00	<b>200.00</b>	66.7%
<u>Search and Photocopying</u>					
3	First page £1.00 20p/sheet thereafter	OS	1.00	<b>1.00</b>	0.0%
4		OO	6.00	<b>10.00</b>	66.7%
5	Per Copy	OS	6.00	<b>20.00</b>	233.3%
6	Minimum Charge	OS	30.00	<b>30.00</b>	0.0%
7	Per Property (Minimum Charge)	OO	500.00	<b>500.00</b>	0.0%
<b>Pre-Application Charges</b> <i>(charges shown inclusive of VAT)</i>					
8	Planning Surgeries -Householder	OS	60.00	<b>60.00</b>	0.0%
9	-Householder	OS	95.00	<b>95.00</b>	0.0%
10	-One dwelling & other development	OS	200.00	<b>200.00</b>	0.0%
	-2-5 dwellings	OS	500.00	<b>500.00</b>	0.0%
	-6-10 dwellings	OS	900.00	<b>900.00</b>	0.0%
	-10-25 dwellings	OS	2,500.00	<b>2,500.00</b>	0.0%
	-26+ dwellings	OS	5,000.00	<b>5,000.00</b>	0.0%
	100-500 dwellings	OS		<b>7,500.00</b>	
	500+ dwellings	OS		<b>10,000.00</b>	
11a	Commercial Floor space ≤150m2	OS	0.00	<b>200.00</b>	0.0%
	- 150m2 - 500m2	OS	500.00	<b>500.00</b>	0.0%
	- 501m2 - 1,000m2	OS	2,500.00	<b>2,500.00</b>	0.0%
	- 1,000+ m2	OS	3,500.00	<b>3,500.00</b>	0.0%
11b	Other developmen Change of Use non-commercial, equine, commercial		200.00	<b>200.00</b>	0.0%
12	Development Control Consultative Forum	OS	4,000.00	<b>5,000.00</b>	25.0%
13	Research Fee	OS	50.00	<b>100.00</b>	100.0%
14	Validation Checks	OS	45.00	<b>50.00</b>	11.1%

**Planning Service**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Charge £	% Increase
15	Listed Building & Conservation Area Advice	OS	150.00	<b>200.00</b>	33.3%
16	Tree Advice	OS	35.00	<b>40.00</b>	14.3%

**Planning Service**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	<b>Charge</b> £	% Increase
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**Other Planning Services**

17	Waverley Borough Local Plan				
	- Waverley residents & organisations	Per Copy	OZ	35.00	<b>40.00</b> 14.3%
	- Non-Waverley residents & organisations	Per Copy	OZ	50.00	<b>60.00</b> 20.0%
18	Local Plan - Maps				
	- Waverley residents & organisations	Per Copy	OZ	20.00	<b>25.00</b> 25.0%
	- Non-Waverley residents & organisations	Per Copy	OZ	30.00	<b>40.00</b> 33.3%

**House Name Changes Street Naming and Numbering)**

19	House Name Change	per House	OS	40.00	<b>see below</b> 0.0%
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Property name additions/amendments

Rename a road	<b>300.00</b>
Rename a property	<b>100.00</b>

Numbering of new properties

Plots

First plot of any new development	<b>200.00</b>
Additional plots 2 to 20	<b>40.00</b>
Additional plots 21 and above	<b>30.00</b>

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**Customer and Corporate Services**  
**Schedule of Fees and Charges 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase
<b>Property and Development Services</b>					
<b>Surveyor's Fees</b>					
1	Request from owners/occupiers to purchase additional land	Per Request	OS	350.00	<b>500.00</b> 42.9%
2	Request from owners/occupiers for the grant of a permanent easement	Per Request	OS	350.00	<b>500.00</b> 42.9%
3	Request for access/drainage rights	Per Request	OS	350.00	<b>500.00</b> 42.9%
4	Request for assignment of leases (where lease allows)	Per Request	OS	<b>see below</b>	
	Residential Premises		OS	160.00	<b>250.00</b> 56.3%
	Commercial Tenancies		OS	365.00	<b>600.00</b> 64.4%
5	Request for landlord's consent for change of use/sub-letting/alterations etc. (where lease allows)	Per Request	OS	<b>see below</b>	
	Residential Premises		OS	160.00	<b>250.00</b> 56.3%
	Commercial Tenancies		OS	365.00	<b>600.00</b> 64.4%
6	Grant of licence to use land or accessway	Per Request	OS	170.00	<b>250.00</b> 47.1%
7	Request for a tenant's reference	Per Request	OS	115.00	<b>150.00</b> 30.4%
8	Discharge of a covenant	Per Request	OS	325.00	<b>450.00</b> 38.5%
9	Request for Wayleave	Per Request	OS	170.00	<b>300.00</b> 76.5%
10	Grant/renewal of lease (where appropriate)	Per Request	OS	<b>see below</b>	
	Commercial		OS	365.00	<b>500.00</b> 37.0%
	Non-Commerical		OS	160.00	<b>250.00</b> 56.3%

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\*Charges above to individuals and organisations are on a cost recovery basis and increases move Waverley's charges more in line with other Local Authorities

**Finance**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	<b>Proposed Charge £</b>	% Increase
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**Cost of Collection**

**Summons Costs**

1	Council Tax				
	Per Summons				
	on issue of summons	OO	105.00	<b>105.00</b>	0.0%
	on granting of liability order (further charge)	OO	3.00	<b>3.00</b>	0.0%
2	Business Rates				
	Per Summons				
	on issue of summons	OO	130.00	<b>130.00</b>	0.0%
	on granting of liability order (further charge)	OO	3.00	<b>3.00</b>	0.0%

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**Community Services**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes		
<b>Event and Filming Administration Fees</b>								
<b>Administration Fees</b>								
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	<b>52.00</b>	4.0%		
2	Commercial Event / Filming Admin Fee	Per Event	OS	100.00	<b>103.00</b>	3.0%		
3	Town & parish Council fee per annum for organising events on WBC land to cover admin required	Per Annum	OS	100.00	<b>103.00</b>	3.0%		
<b>Events</b>								
4	Fairs - Operational day	Day	OE	600.00	<b>619.00</b>	3.2% } plus 500 refundable deposit		
5	Fairs - Setting up / down	Day	OE	155.00	<b>160.00</b>	3.2% }		
6	Small Fetes / Village Shows	Day	OE	100.00	<b>103.00</b>	3.0% } plus 200 refundable deposit		
	Large Fetes / Village Shows	Day	OE	150.00	<b>155.00</b>	3.3% } plus 200 refundable deposit		
7	Car Boot Sales	Day	OE	200.00	<b>206.00</b>	3.0% } plus 500 refundable deposit		
8	Caravan Rallies - Per Unit	Night	OS	8.00	<b>8.00</b>	0.0%		
9	Tilford Camp Site - Per Head	Night	OS	5.00	<b>5.00</b>	0.0%		
10	Grazing Rights					<b>By Negotiation</b>		
11	Frensham Common	Parking	Car / Day	OS	4.00	<b>4.00</b>	0.0% }	
			Coach / Day	OS	16.00	<b>16.00</b>	0.0% }	
			Motor Homes / Day	OS	8.00	<b>8.00</b>	0.0% }	
			Horse box / Day	OS	12.00	<b>12.00</b>	0.0% }	
12	Balloon launches	per launch	OE	75.00	<b>77.00</b>	2.7%		
		Annual fee	OE	1,000.00	<b>1,031.00</b>	3.1%	Exclusive right per site	
13	Allotments	5 rod plot	per plot	OE	60.00	<b>62.00</b>	3.3%	To be aligned with FTC charges
		10 rod plot	per plot	OE	120.00	<b>124.00</b>	3.3%	To be aligned with FTC charges
14	Forest Schools	Session	OE	35.00	<b>36.00</b>	2.9%		
15	Professional Dog Walking	Session	OE	15.00	<b>15.00</b>	0.0%		
		Annual licence	OE	150.00	<b>155.00</b>	3.3%	1 person with 4 dogs on WBC sites	
16	Bonfires	Event	OE	102.00	<b>105.00</b>	2.9%	) plus 500 refundable deposit	
17	Ice Cream Vans	6 months	OE	1,550.00	<b>1,598.00</b>	3.1%	) plus 500 refundable deposit	
		one off's	OE	50.00	<b>52.00</b>	4.0%		
18	Mobile Catering	per month	OE	510.00	<b>526.00</b>	3.1%	) plus 500 refundable deposit	
19	Bouncy Castle (use of land)	Session	OE	51.00	<b>53.00</b>	3.9%		
20	Blessings (eg Frensham Pond)	Event	OS	50.00	<b>52.00</b>	4.0%		
21	Wedding Events on Open Spaces		OS	150.00	<b>155.00</b>	3.3%	) plus 200 refundable deposit	
22	Farnham Castle use of Farnham park for extra parking for castle events		OS	1,000.00	<b>1,031.00</b>	3.1%	annual fee	
23	Officer call outs for site visits / meetings / utility meetings	Hour	OE	110.00	<b>113.00</b>	2.7%		
<b>Still Photography</b>								
24	Advertising	Per Day	OS		<b>By Negotiation</b>	}		
		(or part thereof)	OS		<b>By Negotiation</b>	}		
25	Books or Magazines				<b>By Negotiation</b>	}		
<b>Filming</b>								
26	Feature film or Advertising film	Per Day	OS		<b>By Negotiation</b>	}		
		(or	OS		<b>By Negotiation</b>	}		
27	Set up and clear up days				<b>By Negotiation</b>	}		

**Community Services**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	<b>Proposed Charge £</b>	% Increase	Explanatory Notes
28	Television Drama or Comedy part thereof)	OS		<b>By Negotiation</b>	}	
29	Small scale filming	OS	<b>51.00</b>	<b>By Negotiation</b>	}	
30	Individual Educational/Student requests	OS		<b>Free</b>	}	
	University of creative arts - student filming requests	Annual fee OS	500.00	<b>1,000.00</b>	100.0%	}
<b>Music</b>						
31	Recording or video	Per Day (or part thereof)	OS	<b>By Negotiation</b>	}	

**Community Services**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes
<b>Recreational Open Space</b>						
<b>Football</b>						
<b>With Pavilion</b>						
1	Full size pitch U15 - over 18's, 11v11	Match	82.00	<b>84.00</b>	2.4% }	
2	Full size pitch U13 - U14, 11v11	Match	51.00	<b>52.00</b>	2.0% }	
3	Junior pitch U11-U12's, 9v9	Match	43.00	<b>44.00</b>	0.0% }	
4	Colleges/Businesses Seniors	Match	94.00	<b>96.00</b>	2.1% }	
}						
<b>Without Pavilion</b>						
5	Full size pitch U15 - over 18's, 11v11	Match	70.00	<b>71.00</b>	1.4% }	
6	Full size pitch U13 - U14, 11v11	Match	41.00	<b>42.00</b>	2.4% }	
7	Junior pitch U11-U12's, 9v9	Match	37.00	<b>38.00</b>	2.7% }	
8	Mini pitch U7-U10, 5v5 ad 7v7	Match	34.00	<b>35.00</b>	2.9% }	
9	Colleges/Businesses Seniors	Match	82.00	<b>84.00</b>	2.4% }	
}						
<b>Rugby</b>						
10	Seniors	Match	82.00	<b>84.00</b>	2.4% }	
11	Mini Rugby	Match	41.00	<b>42.00</b>	2.4% }	
12	Junior (u18)	Match	50.00	<b>51.00</b>	2.0% }	
13	Colleges/Businesses Seniors	Match	94.00	<b>96.00</b>	2.1% }	
}						
<b>Training</b>						
14	Football - no pitch use	Session	25.00	<b>25.00</b>	0.0%	
15	Rugby - no pitch use	Session	27.00	<b>27.00</b>	0.0%	
16	Football - pitch use	Session	70.00	<b>70.00</b>	0.0%	
17	Rugby - pitch use	Session	82.00	<b>82.00</b>	0.0%	
}						
<b>Cricket - with pavilion</b>						
18	Seniors	Match	93.00	<b>95.00</b>	2.2% }	
19	Seniors (artificial wicket)	Match	79.00	<b>81.00</b>	2.5% }	
20	Colts	Match	39.00	<b>40.00</b>	2.6% }	
21	Colts (artificial wicket)	Match	34.00	<b>35.00</b>	2.9% }	
22	Colleges/Businesses Seniors	Match	102.00	<b>102.00</b>	0.0% }	
}						
<b>Cricket - without pavilion</b>						
23	Seniors	Match	77.00	<b>79.00</b>	2.6% }	
24	Seniors (artificial wicket)	Match	64.00	<b>65.00</b>	1.6% }	
25	Colts	Match	35.00	<b>36.00</b>	2.9% }	
26	Colts (artificial wicket)	Match	30.00	<b>31.00</b>	3.3% }	
27	Colleges/Businesses Seniors	Match	90.00	<b>92.00</b>	2.2% }	
28	Broadwater Changing rooms	Match	18.00	<b>18.00</b>	0.0%	eg FCC cricket matches
}						
Note:						
VAT is not chargeable on certain block/seasonal bookings of sports facilities.						
<b>Tennis</b>						
29	Seniors Per Court	Hour	8.00	<b>8.00</b>	0.0% }	
30	Juniors Per Court (Up to 6pm Monday to Friday)	Hour	5.00	<b>6.00</b>	20.0% }	
31	Colleges/Businesses Seniors	Hour	10.00	<b>10.00</b>	0.0%	
}						
<b>Bowls Club</b>						
32	Per Green	Year	6,000.00	<b>7,000.00</b>	16.7%	
}						
<b>Athletics</b>						
33	Athletics at Woolmer Hill Sports Ground, Haslemere	Year	708.00	<b>730.00</b>	3.1%	Artificial track provided and maintained by Athletics Club



**Community Services**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes
<b>Outdoor Keep Fit Groups</b>						
34	One off use	Session	OS	11.00	<b>11.00</b>	0.0%
35	Once a week, 1-2-1 tuition	Annual Charge	OS	51.00	<b>52.00</b>	2.0%
36	Multiple sessions each week, 1-2-1 tuition	Annual Charge	OS	102.00	<b>104.00</b>	2.0%
37	Once a week, group tuition	Annual Charge	OS	102.00	<b>104.00</b>	2.0%
38	Multiple sessions each week, group tuition	Annual Charge	OS	204.00	<b>208.00</b>	2.0%
Outdoor Fitness Camp Note:						
39	Reinstatement fees may be charges if damaged is caused by training on the sports pitches.	Per Incident				<b>Dependent on amount of litter/damage</b>
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				<b>Dependent on amount of litter/damage</b>

**Community Services**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes
<b>Sunvale Cemetery, Haslemere</b>						
<b>Interment Fees - Earth Grave</b>						
1	First Burial in Grave Space - 8ft )	OO	816.00	<b>841.00</b>	3.1%	
2	Subsequent Burials )	OO	714.00	<b>736.00</b>	3.1%	
3	Child - 0-16 years ) per Grave	OO	No Charge	<b>No Charge</b>		
4	Ashes )	OO	357.00	<b>368.00</b>	3.1%	
5	Ashes - Child 0-16 years )	OO	No Charge	<b>No Charge</b>		
6	Non-Residents of the Parish )	OO		Fees + 100%		
<b>Exclusive Right of Burial Purchase of Grave Space</b>						
7	Earth Grave )	OO	1,500.00	<b>1,547.00</b>	3.1%	
8	Earth Grave - child 0-16 years )	OO	510.00	<b>526.00</b>	3.1%	
9	Cremation Section )	OO	510.00	<b>526.00</b>	3.1%	
10	Non-Residents of the Parish )	OO		Fees + 100%		
11	Transfer of exclusive grant of right of burial )	OO	60.00	<b>62.00</b>	3.3%	
<b>Memorial Rights (Grave Space must be purchased)</b>						
12	Head Stone (maximum height 5') )	OO	150.00	<b>155.00</b>	3.3%	
13	Kerb Stone (maximum 7'x 3'6") ) cross or other monument not over ) 2' high x 1'6" )	OO	204.00	<b>210.00</b>	2.9%	
14	Added Inscription after first )	OO	102.00	<b>105.00</b>	2.9%	
15	Non-Residents of the Parish )	OO		Fees + 100%		
<b>Administration</b>						
16	Discretionary Fee	OO	60.00	<b>62.00</b>	3.3%	To be charged where excessive time spent and no other fee charged.

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**Community Services**  
**Schedule of Fees and Charges 2018/2019**

Ref. No.		Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase		
<b>Borough Hall, Godalming</b>								
<b>Casual Use</b>								
<b>Main Hall</b>								
1	Monday - Friday	9am - 6pm	Per Hour	OE	44.00	<b>45.00</b>	2.3%	
2	Monday - Thursday	6pm - Midnight	Per Hour	OE	52.00	<b>54.00</b>	3.8%	
<b>Court Room</b>								
3	Monday - Friday	9am - 6pm	Per Hour	OE	35.00	<b>36.00</b>	2.9%	
4	Monday - Thursday	6pm - Midnight	Per Hour	OE	44.00	<b>45.00</b>	2.3%	
<b>Borough Hall Complex - Block Bookings</b>								
5	Monday - Thursday		Per Day	OE	200.00	<b>200.00</b>	0.0%	
<b>Borough Hall Complex</b>								
6	Friday	4pm - 6pm	Per Hour	OE	49.00	<b>51.00</b>	4.1%	
7		6pm - 2am	Per Hour	OE	59.00	<b>61.00</b>	3.4%	
8	Saturday	9am - 6pm	Per Hour	OE	49.00	<b>51.00</b>	4.1%	
9	Childrens Party	2:30pm - 5.30pm	Per Hour	OE	39.00	<b>40.00</b>	2.6%	New charge excludes Bar
10		6pm - 2am	Per Hour	OE	59.00	<b>61.00</b>	3.4%	
11	Sunday	9am - 1pm	Per Hour	OE	49.00	<b>51.00</b>	4.1%	
12		1pm - 6pm	Per Hour	OE	49.00	<b>51.00</b>	4.1%	
13	Childrens Party	2:30pm - 5.30pm	Per Hour	OE	39.00	<b>40.00</b>	2.6%	New charge excludes Bar
14		6pm - 2am	Per Hour	OE	59.00	<b>61.00</b>	3.4%	
<b>Extra Staff Member</b> (Tiered seating, bar staff, support)								
15		9am - 6pm	Per Hour	OE	15.00	<b>15.00</b>	0.0%	New charges reflect pay levels and customer resistance.
16		6pm - midnight	Per Hour	OE	17.00	<b>17.00</b>	0.0%	
17		Midnight - 2am	Per Hour	OE	23.00	<b>24.00</b>	4.3%	
18		10pm - 2am	Set Rate	OE	78.00	<b>80.00</b>	2.6%	
<b>Other</b>								
19	Kitchen		Per Session		67.00	<b>69.00</b>	3.0%	
20	Mobile ovens				34.00	<b>35.00</b>	2.9%	
21	Tiered seating				105.00	<b>105.00</b>	0.0%	

## Community Services

### Schedule of Fees and Charges 2018/2019

Ref. No.		Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase
<b>Regular Use</b>						
<b>Main Hall</b>						
22	Monday - Friday	9am - 6pm	Per Hour	OE	15.00	<b>15.00</b> 0.0%
23	Monday - Thursday	6pm - Midnight 1 Hour	Per Hour	OE	24.00	<b>25.00</b> 4.2%
24	Monday - Thursday	6pm - Midnight 2 Hours	Per Hour	OE	22.00	<b>23.00</b> 4.5%
25	Monday - Thursday	6pm - Midnight 3 Hours	Per Hour	OE	20.00	<b>21.00</b> 5.0%
<b>Court Room/Bar</b>						
26	Monday - Friday	9am - 6pm	Per Hour	OE	12.00	<b>12.00</b> 0.0%
27	Monday - Thursday	6pm - Midnight 1 Hour	Per Hour	OE	17.00	<b>17.00</b> 0.0%
	Monday - Thursday	6pm - Midnight 2 Hours	Per Hour	OE	16.00	<b>16.00</b> 0.0%
	Monday - Thursday	6pm - Midnight 3 Hours	Per Hour	OE	15.00	<b>15.00</b> 0.0%
<b>Borough Hall Complex - Block Bookings</b>						
28	Monday - Friday		Per Day	OE	68.00	<b>68.00</b> 0.0%
<b>Borough Hall Complex</b>						
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

<b>Cinema</b>						
34	Adult			OS	7.50	<b>7.50</b> 0.0%
35	Senior			OS	6.50	<b>6.50</b> 0.0%
36	Child			OS	3.50	<b>3.50</b> 0.0%
37	Student			OS	6.50	<b>6.50</b> 0.0%
38	Sat Childrens Film			OS	3.00	<b>3.00</b> 0.0%
39	Group (10 or more)			OS	6.00	<b>6.00</b> 0.0%
Vat Indicator: OS = Standard OE = Exempt OZ = Zero Rated OO = Outside Scope						

**Community Services**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	<b>Proposed Charge £</b>	
<b>Careline</b>					
1	- Careline Customers: (£4.40 plus vat)	Per Week	OS	5.28	<b>5.28</b> } Additional fee of £2 per additional invoice generated } for new customers not } paying by Direct Debit
2	- Housing Associations	Contracts and pricing individually agreed			

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

**Environment Services**  
**Schedule of Fees and Charges 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase	
<b>Special Refuse Collection</b>						
<b>Standard Charge</b>						
1	1 Item	Per Visit	OO	<b>43.00</b>	<b>44.00</b>	2.3%
2	2 Items	Per Visit	OO	<b>51.00</b>	<b>52.00</b>	2.0%
3	3 Items	Per Visit	OO	<b>59.00</b>	<b>60.00</b>	1.7%
4	4 Items	Per Visit	OO	<b>67.00</b>	<b>68.00</b>	1.5%
5	5 Items	Per Visit	OO	<b>75.00</b>	<b>76.00</b>	1.3%
6	6 - 9 Items	Per Visit	OO	<b>90.00</b>	<b>94.00</b>	4.4%

Standard charges are designed to achieve overall full recovery of the cost of the service to the Council.

**Reduced Charge**

1	1 Item	Per Visit	OO	<b>22.00</b>	<b>22.00</b>	0.0%
2	2 Items	Per Visit	OO	<b>26.00</b>	<b>26.00</b>	0.0%
3	3 Items	Per Visit	OO	<b>30.00</b>	<b>30.00</b>	0.0%
4	4 Items	Per Visit	OO	<b>34.00</b>	<b>34.00</b>	0.0%
5	5 Items	Per Visit	OO	<b>38.00</b>	<b>38.00</b>	0.0%
6	6 - 9 Items	Per Visit	OO	<b>45.00</b>	<b>47.00</b>	4.4%
1	<b>Cancellation Fee</b>		OO	<b>10.00</b>	<b>10.00</b>	0.0%

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

**Waste Recycling**

1	<b>Green Waste Collection</b>					
	Standard Charge:					
	1 bin	per Annum	OO	<b>55.00</b>	<b>60.00</b>	9.1%
	Purchase of bin	per Item	OO	<b>20.00</b>	<b>20.00</b>	0.0%

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

**Environment Services**  
**Schedule of Fees and Charges 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase	
<b>Environmental Health</b>						
<b>Food</b>						
1	Surrender Certificates for Unfit Food	OS	170.00	175.00	2.9%	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	170.00	175.00	2.9%	
3	Statement of Fact	OS	170.00	175.00	2.9%	
<b>Private Water Supply</b>						
1	Risk Assessments		160.00	165.00	3.1%	Subject to a statutory maximum of £500 per risk assessment
	+ Per Hour		55.60	56.70	2.0%	
2	Sampling		58.00	60.00	3.4%	Subject to a statutory maximum of £100 per visit
	Per Hour		50.66	51.70	2.1%	
3	Investigations		58.00	60.00	3.4%	Subject to a statutory maximum of £100 per investigation
4	Authorisations		100.00	100.00	0.0%	Subject to a statutory maximum of £100 per authorisation granted
	+ Per Hour		50.66	51.70	2.1%	
5	Analysis		20.00	21.00	5.0%	Subject to statutory maxima: £25 for Regulation 10 analyses £100 for check monitoring analyses £500 for audit monitoring analyses
			+ laboratory fees			

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

**Environment Services**  
**Schedule of Fees and Charges 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase		
<b>Animal Control</b>							
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	70.00	70.00	0.0%	Rodent treatments are for a
3	Domestic - Call out		OS	35.00	35.00	0.0%	single domestic property,
4	Reduced Charge *		OS	35.00	35.00	0.0%	including immediate gardens
5	Reduced Charge Call out *		OS	17.50	17.50	0.0%	and grounds, occupied by
6	Commercial	Per Hour	OS	70.00	70.00	0.0%	one family.
7	Commercial - Call out		OS	35.00	35.00	0.0%	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.
<u>Wasps</u>							
8	Domestic	Per Visit	OS	60.00	62.00	3.3%	Additional nests at the same
9	Domestic - Call out		OS	30.00	30.00	0.0%	time, +50% for each nest
10	Reduced Charge *	Per Visit	OS	30.00	30.00	0.0%	
11	Reduced Charge Call out *		OS	15.00	15.00	0.0%	
12	Commercial	Per Hour	OS	60.00	62.00	3.3%	
13	Commercial - Call out		OS	30.00	30.00	0.0%	
<u>Casual Treatments / Other Insects</u> (Including Fleas)							
14	Fleas	Per Visit	OS	75.00	75.00	0.0%	Charges are for up to a
15	Reduced charge*	Per Visit	OS	37.50	37.50	0.0%	standard 3 bedroom house.
16	Bed Bugs	Per Visit	OS	75.00	75.00	0.0%	Additional rooms are
17	Reduced charge*	Per Visit	OS	37.50	37.50	0.0%	charged at £17.50 each.
18	Cockroaches	Per Visit	OS	75.00	75.00	0.0%	
19	Reduced charge*	Per Visit	OS	37.50	37.50	0.0%	
20	Cluster Flies	Per Visit	OS	104.00	104.00	0.0%	
21	Reduced charge*	Per Visit	OS	52.00	54.00	3.8%	
22	Carpet Moths	Per Visit	OS	104.00	104.00	0.0%	
23	Reduced charge*	Per Visit	OS	52.00	54.00	3.8%	
24	Advice visits or callout charge for missed appointments	Per Visit	OS	35.00	35.00	0.0%	
25	Pharaoh's Ants	Per Visit	OS	Price subject to survey			
<u>Squirrels</u>							
26	Squirrels		OS	115.00	118.00	2.6%	

\* 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.

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



**Environment Services**  
**Schedule of Fees and Charges 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase
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**Housing Services**  
**Schedule of Fees and Charges for 2018/2019**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge  £	Charge  £	% Increase
<b>General Fund Housing</b>					
<b>Houses in Multiple Occupation (HMO)</b>					
1	Five yearly - per property (new application)	OO	565.00	<b>575.00</b>	1.8%
2	Five yearly - per property (renewal)	OO	495.00	<b>505.00</b>	2.0%
<b>Caravan Site Licence Fees</b>					
3	Site Licence Applications	OO			
	No. of pitches 1 - 5		460.00	<b>469.00</b>	2.0%
	6 - 24		483.00	<b>492.00</b>	1.9%
	25 - 99		528.00	<b>538.00</b>	1.9%
4	Site Licence Variations	OO			
	No. of pitches 1 - 5		296.00	<b>303.00</b>	2.4%
	6 - 24		308.00	<b>315.00</b>	2.3%
	25 - 99		330.00	<b>338.00</b>	2.4%
	Licence Transfer All			<b>140.00</b>	
	Annual Fee 1 - 5			<b>55.00</b>	
	6 - 24			<b>110.00</b>	
	25 - 99			<b>220.00</b>	
5	<b>Property Inspections</b>				
	Property Inspections for Immigration/ Foreign Office/Visa Application purposes	OS	160.00	<b>160.00</b>	0.0%
1	Officer time for works in default (Subject to Statutory maximum charge of £300 )	Per Hour OO	60.00	<b>60.00</b>	0.0%
2	Officer time for Housing Act enforcement (Subject to Statutory maximum charge of £300 )	Per Hour OO	60.00	<b>60.00</b>	0.0%

Schedule of Reserves and Balances - Projected										
General Fund	2017/18	2018/19			2019/20			2020/21		
	Estimated balance @ 1/4/18  £'000	In  £'000	Out  £'000	Balance  £'000	In  £'000	Out  £'000	Balance  £'000	In  £'000	Out  £'000	Balance  £'000
<b><i>Revenue</i></b>										
<b>General Fund Working Balance</b>	3,200			3,200			3,200			3,200
<b><i>Capital</i></b>										
<b>Non-Earmarked Capital Reserves</b>										
Revenue Reserve Fund	0	1,000	(1,000)	0	900	(900)	0	900	(900)	0
General Fund Capital Receipts	0	500	?	500	500	?	1,000	500	?	1,500
Investment Advisory Board (incl NHB)	0	1,230	?	1,230	1,000	?	2,230	500	?	2,730
	0	2,730	(1,000)	1,730	2,400	(900)	3,230	1,900	(900)	4,230
<b>Earmarked Reserves</b>										
Potential SANG site acquisitions	1,000			1,000		(1,000)	0			0
	1,000	0	0	1,000	0	(1,000)	0	0	0	0
<b>General Fund Total</b>	<b>4,200</b>	<b>2,730</b>	<b>(1,000)</b>	<b>5,930</b>	<b>2,400</b>	<b>(1,900)</b>	<b>6,430</b>	<b>1,900</b>	<b>(900)</b>	<b>7,430</b>

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## Draft Capital Programme 2018/19

	2018/19 Proposed Programme	Revenue Reserve Fund	Repairs & Renewals Fund	New Homes Bonus invest to save	S106 Funding received	Capital Receipts	External Funding
Aarons Hill Skatepark	15,000	11,030			3,970		
Broadwater Park	35,000	35,000					
Greenspaces, DDA and Sports Facility Improvements	45,000	37,220			7,780		
Higher Level Stewardship Partnership Working with Natural England	165,000	85,000					80,000
Pavilions - Improving Energy efficiency and condition	25,000	25,000					
Playground Asset Repairs Replacement	25,000	16,690			8,310		
Ranger Vehicle Replacement Programme	30,000	-	27,500			2,500	
Programme to Protect Public Parks and Spaces	45,000	45,000					
The Edge Leisure Centre - ATP Carpet Replacement	130,000	130,000					
Leisure Centre capital spend - increase in addition to £150k base budget	125,300	125,300					
Bus Shelter Replacement Programme	20,000	20,000					
Civica W2 Document Disposal module	23,000	23,000					
Employee Services Scanning of Files	21,000	21,000					
Forms Integration with bank end systems	15,000	15,000					
Forward Programme/Legislative Changes	10,000	10,000					
Infrastructure Upgrades	30,000	30,000					
Mobile Working	17,000	17,000					
Northgate Ilap upgrade to Engage	5,000	5,000					
Server room refurbishment	30,000	30,000					
Upgrade to Office 2016/365	5,000	5,000					
Farnham Museum front Elevation Brickwork Repairs *	90,000	90,000					
Pool Car Replacement * (bid £35,000)	0	-					
Car Park rolling programme	187,000	187,000					
Waste and Recycling container replacement including Garden Waste	90,000	27,500			500		62,000
Wey Hill Car Park	200,000	-		200,000			
Disabled Facilities Grant	600,000	-					600,000
Warm Homes Project (Safe and Warm Grants)	40,000	-					40,000
Roll out of annual canvass 2018 using tablets	8,750	8,750					
	<b>2,032,050</b>	<b>999,490</b>	<b>27,500</b>	<b>200,000</b>	<b>20,560</b>	<b>2,500</b>	<b>782,000</b>

\* Approved in principle but subject to further business case before proceeding

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## WAVERLEY BOROUGH COUNCIL

### HOUSING OVERVIEW & SCRUTINY COMMITTEE

30 JANUARY 2018

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**Title:**

**HOUSING SERVICE PLAN 2018/19**

**[Portfolio Holder: Cllr King]**

**[Wards Affected: all]**

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**Summary and purpose:**

This report presents the draft service plan objectives for the Housing Service in 2018/19 and through to 2021. The service plan sets new initiatives and reiterates the team's commitment to continuous improvement in service delivery. The Committee have an opportunity to discuss the objectives and to make observations to the Executive.

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**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.

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**Introduction**

1. Each year Service Plans are produced in order to deliver the Council's service objectives. Heads of Service work with Portfolio Holders to set out the service objectives for the coming year. Service Plans provide an important element of the Council's overall Performance Management Framework by linking Corporate Strategy objectives through service plan actions into individual performance targets.
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. This year the Service Plans are being presented in full to each of the Overview and Scrutiny Committees and the timescale for each Plan will reflect a three year budgeting cycle. A new report structure is being introduced which will link each of the outcomes to a specific theme from the new Corporate Strategy, underpinned by a list of actions required to achieve each outcome. Whilst Heads of Service have used the draft Corporate Strategy as a basis for their plans, any revisions to the Strategy

agreed by the Executive in February will need to be reflected in the appropriate Service Plan after this time.

3. The Housing Service Plan identifies the top priorities for service. Business as usual activities are not reflected within the plan but are identified and monitored through the key performance indicators.

### **Objectives**

4. The housing team completed a SWOT analysis to identify areas for improvement to inform the service plan. The draft service plan focusses on three areas of work:
  - improving service delivery
  - reviewing services to maximise productivity, and
  - implementing new initiatives
5. The plan builds upon the work successfully achieved in 2017/18 and acknowledges future changes in funding and legislation. Please refer to Annexe One for full details of the 13 objectives.

### **Conclusion**

6. The draft housing service plan reflects the corporate priorities, housing conditions and customer needs to improve service delivery across all housing functions. The plan is challenging yet achievable to ensure continuous improvement of services.

### **Recommendation**

It is recommended that the Housing Overview & Scrutiny Committee:

1. Considers the draft Service Plans for 2018/19 and makes any observations to the Executive; and
2. Recommends that the Service Plans for 2018/19 are reviewed by the Heads of Services once the new Corporate Strategy is agreed.

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### **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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### **CONTACT OFFICER:**

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**E-mail:** annalisa.howson@waverley.gov.uk



<b>Service</b>	Housing  (Family Support; Service Improvement; Property Services; Rent Accounts; Sheltered Housing; Tenancy and Estates; Housing Development; Housing Enabling; Housing Options; Private Sector Housing)	<b>Portfolio Holder</b>	<b>Cllr Carole King</b>
<b>Head of Service</b>	Andrew Smith and Hugh Wagstaff		
<b>Strategic Director</b>	Annie Righton		

<b>Strategic Theme</b>	People , Prosperity				
<b>Outcome</b>	<b>Ref No</b>	<b>Action(s)</b>	<b>By When?</b>	<b>Lead Officer</b>	<b>Resource Needed/ implications</b>
<b>5% decrease in phone contact by 2020</b>	H 1.1	Create digital business evolution model	October 2018	Annalisa Howson	IT development budget agreed and new post developed
<b>2% increase in overall customer satisfaction by 2020 (to 85%)</b>	H 1.2	Select and mobilise new repair and maintenance contracts and demobilise current contracts	Autumn / Winter 2018/9	Heather Rigg	Procurement Consultants budget agreed

<b>Strategic Theme</b>	People, Prosperity				
<b>Outcome</b>	<b>Ref No</b>	<b>Action(s)</b>	<b>By When?</b>	<b>Lead Officer</b>	<b>Resource Needed/ implications</b>
<b>Assess impact of initiatives, recommend future efficiencies, maintain rental income and improve service delivery.</b>	H 2.1	Review Housing Revenue Account (HRA) Business Plan to reflect rent setting and funding changes	October 2018	Hugh Wagstaff	vacant Housing Accountant post to be filled
	H 2.2	Review restructured Customer Service Team (CST) and develop phase two of strategy	December 2018	Heather Rigg	tbc

<b>Increase other income and increase customer satisfaction</b>	H 2.3	Develop business case for providing funding and management service for private landlords	October 2018	Michael Rivers	Within current resources
	H 2.4	Review future of Family Support Team	November 2018	Julie Shaw	Within current resources
	H 2.5	Review Choice based Lettings service	March 2019	Andrew Smith	Within current resources
	H 2.6	Review future Care and Repair Agency due to reducing Better Care fund 2020	July 2019	Simon Brisk	Within current resources

<b>Strategic Theme</b>	People, Prosperity, Place				
<b>Outcome</b>	<b>Ref No</b>	<b>Action(s)</b>	<b>By When?</b>	<b>Lead Officer</b>	<b>Resource Needed/ implications</b>
<b>Maximise supply of affordable homes. Develop four new schemes with new development models by 2021</b>  <b>Improve condition of private sector homes</b>  <b>Increase tenant knowledge and engagement with service</b>  <b>Prevent homelessness maintain target, eight households in temporary accommodation</b>	H 3.1	Implement Housing Strategy Action Plan 2018/2023 <i>Inc. developing Housing Association (HA) partnerships and an affordable housing awareness campaign to town and parish councils</i>	March 2019	Alice Lean	Within current resources
	H 3.2	Implement the new Housing and Planning Act powers for Private Sector Housing	September 2018	Simon Brisk	Within current resources
	3.3	Implement Survey of Tenants and Residents (STAR) improvement plan to improve tenant satisfaction with services	March 2018	Annalisa Howson	Within current resources
	3.4	Implement and review the Sheltered Housing Service delivery following withdrawal of Housing Related Support	January 2019	David Brown	Within current resources
	3.6	Implement Homelessness Strategy and adopt measures to address Homelessness Reduction Act and including engagement with HAs and statutory agencies	May 2018	Michael Rivers	Budgets agreed

**Equalities & Diversity Checklist**

Will any proposals in this Service Plan require an Equality Impact Assessment?

*Yes service reviews subject to EqIA*

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## WAVERLEY BOROUGH COUNCIL

### HOUSING OVERVIEW & SCRUTINY COMMITTEE

30 JANUARY 2018

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**Title:**

**WAVERLEY DRAFT HOUSING STRATEGY- 2018-2023  
STRATEGIC HOUSING AND DELIVERY**

**[Portfolio Holder: Cllr Carole King]  
[Wards Affected: All]**

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**Summary and purpose:**

This report introduces the document, 'Housing Need and Local Affordability Analysis', which is the background to the draft Housing Strategy for Waverley. The proposed Housing Strategy will set out our priorities and goals for the next 5 years. Views and comments are sought from the Housing Overview and Scrutiny Committee, as part of the consultation and development of the Strategy.

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

This report relates to the Council's Community Wellbeing priority.

**Financial Implications:**

Any additional costs are set out in the action plan.

**Legal Implications:**

There are no direct legal implications arising from this report.

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**Introduction**

1. This draft strategy sets out goals and proposes an action plan for the council's Strategic Housing and Delivery services for the next 5 years. The document, 'Housing Need and Local Affordability Analysis' gives a detailed picture of the affordability problem that affects the Borough and highlights the urgent need for a strategic approach to meet housing need.
2. The Council's Strategic Housing and Delivery services comprises of:
  - a. Housing Strategy and Enabling
  - b. Housing Delivery of council new build affordable housing
  - c. Housing Needs
  - d. Private Sector Housing

**The Strategy**

3. This draft strategy sets out our Strategic Housing and Delivery objectives for the next five years. It sets the scene for affordable housing, by placing the strategy in the

context of current policy and practice as well as providing an overview of current funding.

4. Consultation has been carried out via Waverley Homes and People, Making Waves and Survey Monkey. Additionally, officers have met with our Housing Association partners to collect data about the main issues affecting affordable housing delivery in the borough.
5. As a result of this consultation, the overarching goal for every Waverley resident to have a decent, sustainable and affordable HOME is proposed, to be achieved under the following objectives:
  - a. To increase the delivery of high quality, affordable HOUSING
  - b. To OPTIMISE social and economic well being
  - c. To MAKE best use of existing homes
  - d. To ENGAGE with partners to achieve our joint aims.
6. A draft SMART action plan sets out how these goals can be achieved. A SMART action plan is Specific, Measurable, Agreed, Realistic and Time Bound.
7. The strategy will be reviewed and action plans updated on an annual basis.
8. Members of the Committee will receive a brief presentation on the background document to the Strategy: 'Housing Need and Local Affordability Analysis', as well an introduction to the proposed Strategy's five goals.
9. The full draft Strategy will be scrutinised by members of the Committee and a report and final draft Strategy presented to the Housing Overview and Scrutiny Committee in March.

### **Recommendation**

The Housing Overview and Scrutiny Committee is asked to consider and comment on the document, 'Housing Need and Local Affordability Analysis' and approve the appointment of members of the group to scrutinize the draft Housing Strategy.

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### **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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# Housing Need and Local Affordability Analysis

*December 2017*



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## Headline Information



A family seeking to buy an average home in Waverley would now require an income of over £113,000 to afford a mortgage on an average property in Waverley, making home ownership unavailable for many



Work is no guarantee that local people will be able to pay all their housing costs  
28% of Waverley's Housing Benefit claimants are in work



The cost of renting privately is becoming less affordable with average monthly rents now standing at £1,050 in Waverley  
This means local people spend 42% of their income on rent



## 1. Overview of the Borough

Waverley is an affluent Borough in the South West corner of Surrey, the area has high demand for housing, high house prices and above average incomes.

The Borough covers 133 square miles and is predominantly rural, with most of the population living in four main urban settlements (Godalming, Farnham, Cranleigh and Haslemere) surrounded by villages set amongst the countryside and attractive natural landscape.

61% of the land in Waverley Borough is Metropolitan Green Belt land. In addition to this 92% of the land in Waverley borough is rural and the majority of this countryside are designated areas of Outstanding natural beauty (ANOB), nature reserves and/or Areas of Great Landscape Value (AGLV).

Waverley is one of the least deprived areas in the whole of Britain. Rural as well as urban areas of Waverley however are deprived in terms of barriers to housing only because of lack of affordability. Some rural villages suffer from a lack of services including public transport, supermarkets, schools and healthcare. There are pockets of relative deprivation which remain a challenge in Waverley.



69% of Waverley's population lives within one of the four main settlements: Farnham 39,000, Godalming 22,000, Haslemere 17,000 and Cranleigh 11,000.

## 2. Demographics

The population in Waverley is over 123,300, this is set to increase by around 5% during the lifetime of this strategy<sup>1</sup>.

Waverley has an ageing population, 19.5% of the population is over 65<sup>2</sup> and this is set to increase, having implications for resident's independence, housing, longer term care services and community safety.

There is less ethnic diversity in Waverley than the Surrey average, 95% of Waverley residents described themselves as white in the 2011 census. The Surrey average is 90% and the England average 85%<sup>3</sup>.

## 3. Local Housing Stock

There are currently 52,734 homes in Waverley<sup>4</sup>. The majority of people own their homes and a significant number live in rented homes<sup>5</sup>.

The housing stock in Waverley is largely made up of detached and semi-detached housing with less small unit accommodation.

Waverley has the highest proportion of detached housing in the Housing Market Area of over 41%. Nearly 31% of homes in Waverley have 4 or more bedrooms. The majority of homes in Waverley are

<sup>1</sup> [ONS Population estimates 2015](#)

<sup>2</sup> [2011 Census data: table PP01UK](#)

<sup>3</sup> 2011 Census data

<sup>4</sup> Information supplied by WBC council tax department

<sup>5</sup> Tenure information from 2011 census data

currently under-occupied (76.7%), having more than one extra bedroom than required. Overcrowding is an issue for 2.5% of Waverley households.

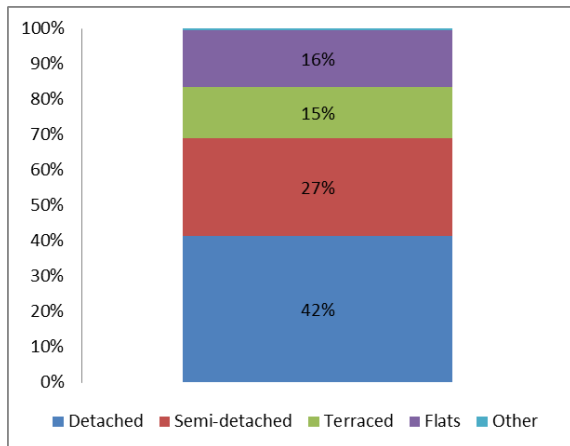


Figure 1: Profile of stock, by type<sup>6</sup>

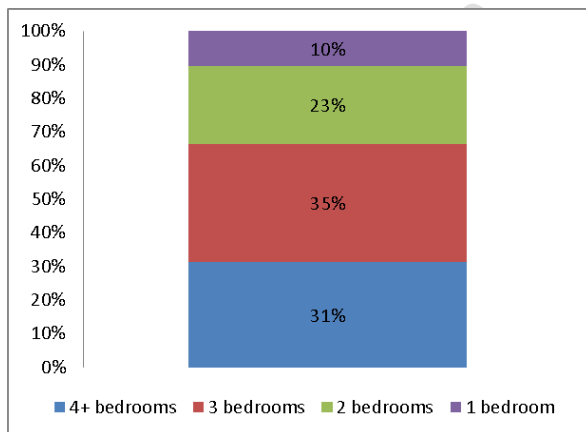


Figure 2; Profile of stock by number of bedrooms<sup>7</sup>

Unoccupied empty or second homes are an issue in Waverley with 4.5% of homes in the Borough having no permanent residents.

The population of over 65s is set to increase. Many older households will remain in their current homes but some may wish to downsize or will require specialist housing or support, for example because of dementia or mobility problems. There is likely to be more demand for sheltered housing, extra care and care home spaces in the future.

<sup>6</sup> Census data 2011

<sup>7</sup> 2011 census data and referred to in SHMA para 3.11

Within Waverley home ownership is around 73.7% with 11.3% renting privately and 12.4% living in social rented housing. The remaining 2.7% were living rent free or in shared ownership accommodation.

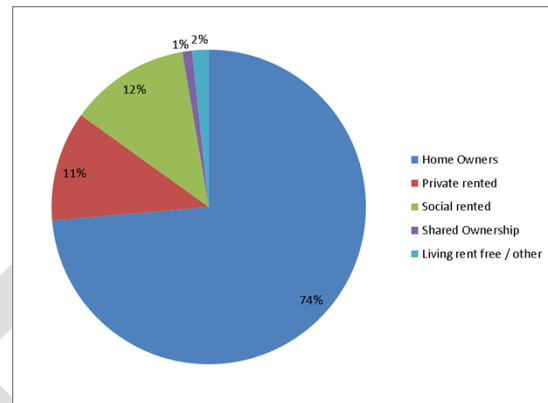


Figure 3: Tenure in Waverley (Census, 2011)

#### 4. What is affordable housing?

The need for affordable, well designed, accessible and sustainable homes affects every community in the UK, with 98% of Councils having identified the need for affordable homes in their local authorities as 'severe or moderate'. According to the LGA, 'there is a [housing] crisis because housing is unavailable, unaffordable and is not appropriate for everyone that needs it.'

What is actually affordable to any one household will depend on their income and housing requirements. A well established rule of thumb is that housing costs should take up no more than a third of household income to be considered 'affordable in this sense'. Earnings have not kept up with increases in house prices; with average house prices in England having risen three times as much as

house prices between 2002 and 2016 .A lack of affordable housing in the context of high house prices continues to be a key issue across the south east and in Surrey, with house prices nearly 12 times local incomes in Waverley. In 2016 house prices in Waverley were 78% above the average for England and well above the average for the South East.

Although mortgage rates are at a record low, raising a sufficient deposit is the most significant barrier to first time buyers. We know that it would take a low to middle income household 22 years to save for a typical first time buyer deposit. However, just over half of all low to middle income households make no savings at all . An income of £113,203 would be required to purchase an averagely priced property in Waverley but we know people who work in Waverley have an average income of £23,000pa as opposed to people who live in Waverley who have an average income of £30,000pa .

Initiatives such as the Government’s Starter Homes Initiative to buy cannot solve the challenge alone. Simply building Starter Homes will not remove the affordability problem. To purchase them is still beyond the budget of many buyers and will not help meet the shortfall in affordable homes to rent. Renting is still an important option for many and many Councils’ are keen to ensure that there is an appropriate mix of affordable housing to both buy and rent.

## 5. The National Housing Affordability Crisis

Due to pressures in affordability a significant number of households in England cannot afford market housing without support.

The average annual full-time earnings of people working in the lowest-paid occupations range from £17,665<sup>8</sup> to £18,462 in the elementary occupations<sup>9</sup> This is about £10,000 less than the national full-time median of £28,213.

These inequalities in earnings have important implications for the affordability of housing, especially at times when house prices and private rents have been increasing rapidly.

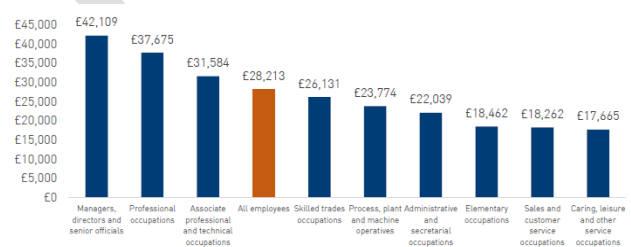


Figure 4: Annual gross median pay for full time employees by occupational group in England

People in lower-paid occupations are particularly affected by the affordability crisis, having seen housing costs drifting away from their earnings more than any other occupational group.

The pressure is particularly felt in areas of higher housing costs like Waverley, both in terms of private renting and access to home-ownership.

<sup>8</sup> Care, leisure and other service occupations

<sup>9</sup> [NHF Briefing: How affordable is housing for people in lower-income occupations](#)

## a. Affordability of Home Ownership in England

Earnings have not kept up with increases in house prices - while earnings have increased by 38% between 2002 and 2016, house prices have risen by 120% over the same period. In fact, average house prices in England have increased more than three times as much as average earnings over this time period.

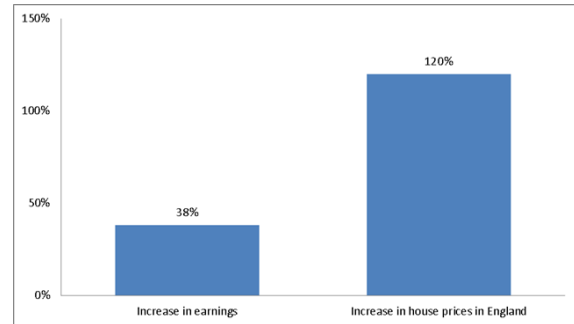


Figure 5: Increase in median full time earnings and median house prices (nominal) between 2002 and 2016<sup>10</sup>

Those affected most by high housing costs are those on the lowest incomes working in service, care and leisure occupations including sales, customer services and elementary occupations which include cleaning workers and assistants in food preparation.

The average house in England now costs 12.3 times the median annual earnings of a worker of the 'caring, leisure and other service occupations' and the ratio is almost equally high for 'sales and customer service occupations' (11.9) and for 'elementary occupations' (11.8). This is more than four additional annual full-time salaries compared to the national average, which stands at a ratio of 7.7.

Of course, what is actually affordable to any one household will depend on their income and housing requirements. A well-established rule of thumb is that housing costs should take up no more than a third of household income to be considered 'affordable' in this sense<sup>11</sup>.

<sup>10</sup> ASHE and ONS Land Registry 2016. link: [http://s3-eu-west-1.amazonaws.com/pub.housing.org.uk/Low\\_income\\_occupations\\_and\\_housing\\_costs\\_incl\\_case\\_studies\\_without.pdf](http://s3-eu-west-1.amazonaws.com/pub.housing.org.uk/Low_income_occupations_and_housing_costs_incl_case_studies_without.pdf)

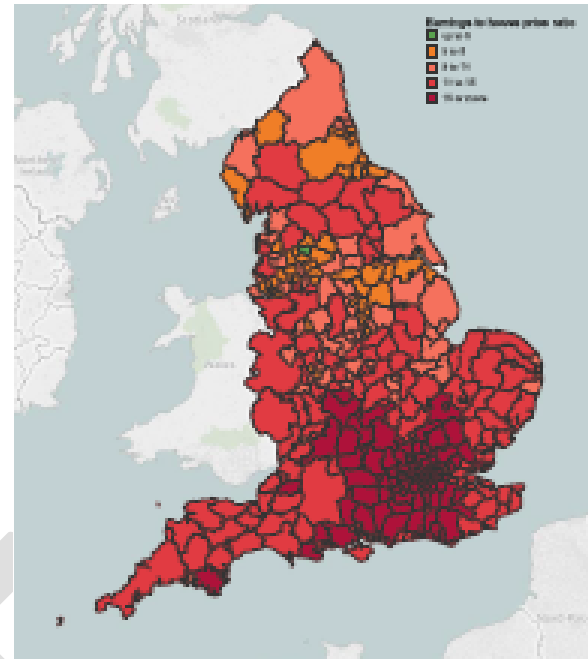
<sup>11</sup><http://www.resolutionfoundation.org/app/uploads/2014/08/Home-Truths.pdf>

Workers in lower paid occupations struggle or find it impossible to afford to buy a market sale home, not to speak of saving enough for a deposit that are usually necessary to pay upfront. A typical worker in the ‘caring, leisure and other service sector occupations’ would be required to spend more than 16 times their annual full-time earnings to buy a home in the South East.

Occupation	Earnings to house price ratio in South East England
Managers, directors and senior officials	6.6
Professional Occupations	7.4
Associate professional and technical occupations	8.7
Skilled trades occupations	10.4
Process, plant and machine operatives	11.3
Administrative and secretarial occupations	12.8
Elementary occupations	14.8
Sales and customer services	15.6
Caring, leisure and other service occupations	16.1

Figure 6: Earnings to house price ratios in South East England<sup>12</sup>

Access to home-ownership is increasingly dependent on access to family or inherited wealth, thereby increasing the gap between those able and those unable to draw on such resources.



Source: ASHF 2016 and ONS Local Authority 2016 based on regional full-time earnings and new build affordability.

Figure 7: Earnings to house price ratios for workers in the caring, leisure and other service occupations<sup>13</sup>

Across England as a whole, new build homes are 25% more expensive even than second hand homes<sup>14</sup>. This may be due partly to factors like size, location and energy efficiency, but it leaves new build homes as unaffordable to 88% of working families who rent privately. Even with Help to Buy these properties are unaffordable to 83% of working families who rent privately<sup>15</sup>.

The large deposits required to access homeownership are a further barrier, we know that it would take a low to middle income household 22 years to save for a typical first time buyer deposit. However, just over half of all low to middle income households make no savings at all.<sup>16</sup>

There are also a significant number of mortgage holders across Britain who currently face relatively low ongoing costs but who are vulnerable to a future interest

<sup>13</sup> National Housing Federation

<sup>14</sup> Shelter: New Civic Housing 2017

<sup>15</sup> National Housing Federation

<sup>16</sup> Resolution foundation (Squeezed Britain 2013)

<sup>12</sup> National Housing Federation

rate rise and may find themselves under extreme financial pressure to keep up with repayments<sup>17</sup>.

Understanding the links between a changing labour market and housing costs is crucial, especially in terms of the social and economic consequences of unaffordable housing.

A [recent report by the Social Mobility Commission](#) has highlighted that we are increasingly faced with a polarised labour market with, on the one hand, jobs that still offer decent career prospects and stability, and on the other hand, a growing number of workers in low-paid jobs with little opportunity for experiencing any sort of upward mobility or substantial increase in earnings over the course of their working lives.

With housing usually being the largest item of expenditure in a household's budget, the decoupling of housing costs from earnings has had the most far-reaching consequences for those at the bottom of the earnings curve. Expensive, insecure or bad-quality housing can be an inhibitor to social mobility as high housing costs eat away disposable income, leaving less resources to actively engage in one's future. High housing costs can also create a disincentive for people from moving to areas with better job opportunities, creating or exacerbating regional economic imbalances and inequalities.

Crucially, given the importance of the service-sector industries for the regional and local economies of all parts of England it is important that people working in lower-paid occupations have access to affordable and secure housing, both in terms of their own futures but also in terms of creating sustainable communities. Social housing plays a vital role in this

context and is able to contribute much needed solutions to the affordability crisis we are facing.

Affordable housing options are of particular importance in a context of increasingly polarised labour markets, with [a growing number of people facing low-paid and insecure jobs](#). The security of an affordable social home can provide a vital anchor of stability to these people's lives. As such, housing associations are key to the economy too. Without the affordable homes provided by housing associations, be they for rent or ownership, economies like London but also many other areas with high housing costs would struggle to maintain or attract the workers that keep cities, towns and villages up and running.

## b. Affordability of private renting in England

The median private sector rent in England is £650 per month. In London the median rent stands at £1,452, rents are also above the national average in the South East at £845.

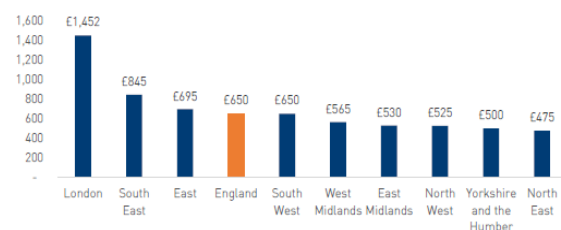


Figure 8: Median monthly private sector rents by region

As figure 8 shows<sup>18</sup>, regional variations in private rents are large and variations at local authority level can be even bigger. This however does not mean that individuals or households in regions with below average rent levels do not struggle with housing costs.

<sup>17</sup> [Resolution foundation Home Truths, 2013](#)

<sup>18</sup> Figure from NHF report. Source: Valuation Office Agency, Private sector rents, VOA 2016

Rent levels also need to be looked at in relation to earnings. As shown previously, earnings vary significantly not only geographically but, crucially, by different occupational groups, which impacts on affordability levels.

Looking at rent levels in relation to median incomes in different occupational groups shows that there are some groups whose rent levels make up large proportions of their earnings, regardless of where they live.

Occupation	Earnings to private sector rent ratio in South East England
Managers, directors and senior officials	0.24
Professional Occupations	0.26
Associate professional and technical occupations	0.31
Skilled trades occupations	0.37
Process, plant and machine operatives	0.40
Administrative and secretarial occupations	0.45
Elementary occupations	0.53
Sales and customer services	0.55
Caring, leisure and other service occupations	0.57

Figure 9: Earnings to private sector rent ratios in South East England <sup>19</sup>

<sup>19</sup> NHE, 2017

The three occupational groups with the lowest median earnings (caring and leisure, sales and service, elementary occupations) are required to spend high proportions of their earnings on rent payments across all nine English regions. The typical (median) rent of a worker in all three occupational groups takes up 40% or more of their earnings in the majority of local authorities in London and the South East.

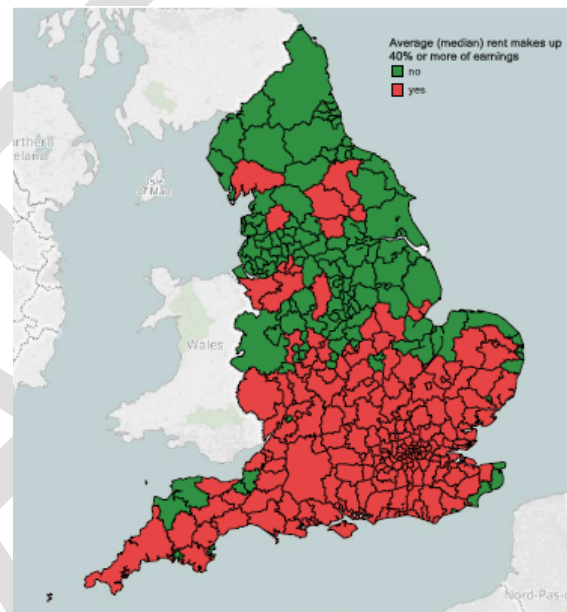


Figure 10: Local Authorities where the median rent takes up 40% or more of the earnings of workers in the care, leisure and other service occupations <sup>20</sup>

Privately renting is often the only option for those with median or below median incomes and certain parts of the private rented sector are badly run and poor quality, few landlords offer long term security for families<sup>21</sup>.

High housing costs are adding pressure to family budgets that are already struggling to keep up with the costs of living. Many low to middle income families are faced with the choice of forgoing other essentials in order to pay for housing or living in

<sup>20</sup> Figure 10, NHE, 2017

<sup>21</sup> Resolution foundation home truths

overcrowded conditions to reduce their housing costs<sup>22</sup>.

In recognition of these issues, the Chancellor announced a £125 million increase in the targeted affordability funding available to assist in high rent pressure areas, while retaining the local housing allowance freeze in the November 2017 Budget.

## 6. Affordability in Waverley

Waverley is an affluent area with low unemployment of 2.9%<sup>23</sup> when compared to the national average of 5.1%. Most residents enjoy an above average life expectancy and there are low levels of crime. Waverley has a highly qualified population and 43% of those in employment commute out of the borough to work, many to access higher paying jobs in London. A significant number of workers from outside the Borough also commute into Waverley.

The borough has a higher than average level of economic activity and is one of the least deprived areas in England. The attractiveness of the Borough is reflected in its average house prices which are significantly higher than the national average and among the highest in Surrey.

High property prices in Waverley are pricing out workers such as nurses, teachers and care workers. As a result, some employers are finding it difficult to recruit. It is vital to Waverley's prosperity that it continues to deliver high quality health, educational, care and security services. The high cost of living in Waverley is not matched by the typical pay offered by these types of local jobs, particularly those in key service sectors.

It is important for the local economy that affordable housing options are available for low and middle income workers to live and work in Waverley. This will ensure the continued provision of key services and enable these workers to set roots in the Borough,

become an integrated part of the communities they serve and reduce the staff turnover levels in key service sectors and reduce pressure on local transport infrastructure.

Local employers in Waverley have reported problems recruiting and retaining staff especially lower paid workers in care homes, due to high local housing costs

The number of jobs available in the borough reached 54,000 in 2015<sup>24</sup> across a wide range of industry sectors, with the majority of jobs being in the professional and service sectors as well as health and education. The ratio of jobs to working age people is 0.95 in the borough which demonstrates a high labour demand.

Despite the general prosperity, there are pockets of deprivation in rural as well as urban areas of Waverley. The impact of relative deprivation can be exacerbated in an affluent area such as Waverley in terms of barriers to housing due to lack of affordability. Some rural villages suffer from a lack of key services including supermarkets, banks, schools and healthcare. In parts of the Borough, public transport infrastructure is either lacking or stretched in terms of capacity which again greatly exacerbates any deprivation.

### a. Incomes in Waverley

People working in the borough earn nearly £7,000 less per year than those residing in the borough, those living in the borough and working elsewhere are often London commuters with higher salaries.

There is a 44% difference between the lower quartile incomes of those living in Waverley and those working in Waverley and commuting in.<sup>25</sup>

	Waverley Workplace	Waverley Resident
Median income	£22,797	£29,770
Lower quartile income	£11,991	£17,368

Figure 11: Comparison of Incomes in Waverley 2016

<sup>22</sup> Resolution foundation home truths

<sup>23</sup> ONS, NOMIS model based estimates

<sup>24</sup> Nomis Labour Market Profile - Waverley

<sup>25</sup> ONS data ASHE 2016 tables 7 and 8



The average median annual earnings of those living in Waverley in 2016 was £29,770<sup>26</sup> and for those working in Waverley but commuting in from outside the Borough median earnings in 2016 were £22,797<sup>27</sup>.<sup>28</sup>

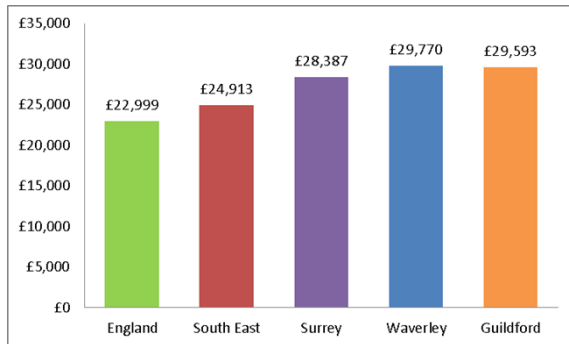


Figure 12: Median salaries by area 2016

[Household formation rates for 25-34 year olds have reduced significantly since 2001](#). Younger families in Waverley are often unable to move out of their parent's homes or shared accommodation.

### b. Affordability of Home Ownership in Waverley Borough

In 2016 house prices in Waverley were 78% above the average for England and well above the average for the South East.

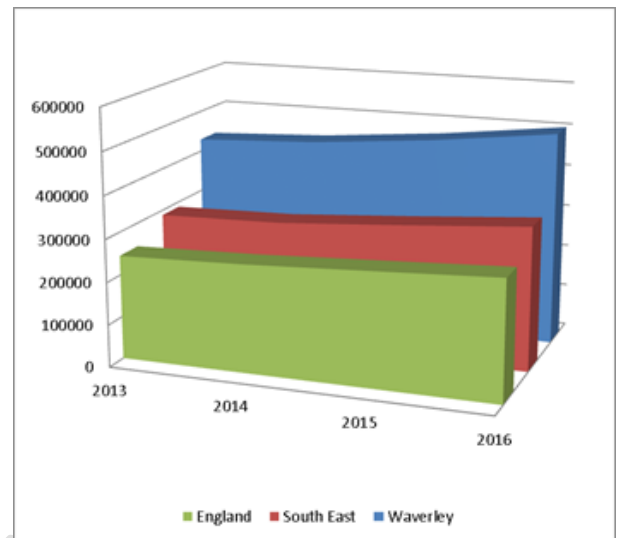


Figure 13: Average house prices in Waverley

The comparison of average (mean) house prices in the table below shows an average home in Waverley costs £503,125<sup>29</sup>, Waverley is one of the most expensive places to buy a home in Surrey. Surrey's prices are already far above the regional South East average.

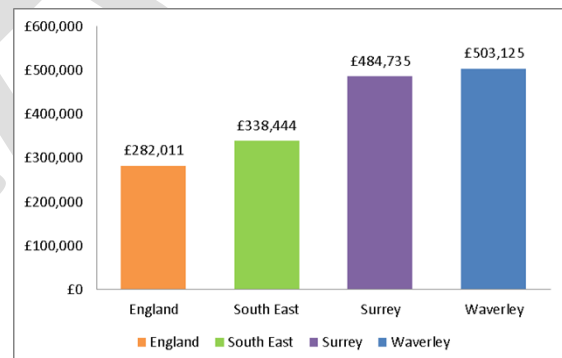


Figure 14: Average (mean) house prices 2016<sup>30</sup>

The income to house price ratio in Waverley is 16.9 (based on average figures), however house prices vary considerably across the borough.

Homes in rural villages in Waverley are particularly expensive, typically rural house prices are 26% higher than urban areas and [annual earnings in rural areas are on average £7,200 lower](#).

<sup>26</sup> Median earnings taken from [ONS data 2016 table 8.1a](#)

<sup>27</sup> Median earnings for those working in Waverley taken from [ONS data 2016 table 7.1a](#)

<sup>28</sup> Median earnings taken from [ONS data 2016 table 8.1a](#)

<sup>29</sup> Office for National Statistics (ONS), small area statistics

<sup>30</sup> Office for National Statistics (ONS), price paid data

Emerging households will either require substantial deposits or salaries if they wish to own a home in Waverley. Using the above figures an income of £113,203 is required for a 90% mortgage on an average property .

Total cost	£503,125
Deposit required	£50,312
Mortgage per month	£2148
Income required	£113,203
Based on a 90% mortgage, 3% interest rate and lending at 4 x income.	

Figure 15: Average housing costs in Waverley

Lower quartile prices give an indication of what it would cost a family in Waverley to buy their first home.

Lower Quartile house Purchase <sup>31</sup>	Total	Deposit	Mortgage per month <sup>32</sup>
Lower Quartile Flat	£191,000	£19,100	£815
Lower Quartile terrace	£288,000	£28,800	£1,230
Lower Quartile semi-detached	£360,000	£36,600	£1,534
Lower quartile detached	£518,500	£51,850	£2,213

Figure 16: cost of purchasing a home in Waverley

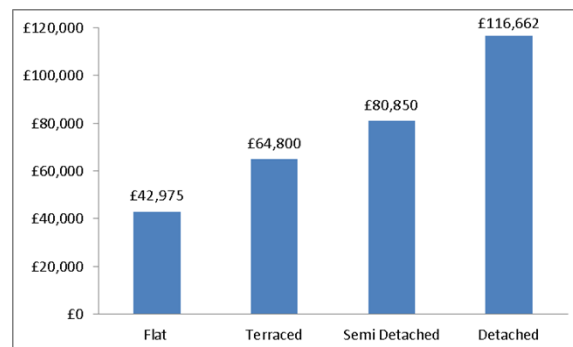


Figure 17: Income required to purchase a lower quartile home in Waverley (based on 90% mortgage)

When these high property prices are looked at alongside the income data, it becomes clear that access to homeownership for people on medium and low incomes is not possible.

Even those households with above average incomes in Waverley can also find that their access to homeownership is severely restricted with a household income of over £80,000 along with a deposit of over £36,000 required to purchase a lower quartile semi-detached home in Waverley.

### c. Affordability of Shared Ownership in Waverley

Shared Ownership provides opportunities for people who cannot afford open market housing to access the housing ladder and build a share in the equity on the property.

With house prices being so high the actual level that people may be able to afford to buy into may be as low as 25%. However, even a 25% share plus rent can be too expensive for some people on medium and low incomes.

Problems may occur on re-sale, where a homeowner has stair cased up. The re-sale price may be too high for those looking to purchase, or because the income levels for this tenure type is currently capped at £80,000, those who may be able to afford it may be earning in excess of this amount. Not all lenders

<sup>31</sup> ONS dataset: <https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/lowerquartilehousepriceforationalandsubnationalgeographiesquarterlyrollingyearhpsadatataset15>

<sup>32</sup> Using mortgage calculator available on the Money Advice Service ([www.moneyadviceservice.org.uk](http://www.moneyadviceservice.org.uk)).

allow shared ownership mortgages and housing associations or house builders will often have special arrangements with a particular mortgage lender.

Despite its limitations, Shared ownership often works out cheaper than privately renting and a smaller deposit is needed.

A household is considered able to afford to buy a home if it costs 3.5 times the gross household income for a single earner household, or three times the household income for dual income households<sup>33</sup>.

Potential shared ownership costs below have been calculated based on shared ownership properties currently for sale in Surrey:

Based on these examples and given that the median salary for those living in Waverley is £29,770 then Shared Ownership may be a viable option for some Waverley households, subject to them being able to secure a mortgage and having the appropriate deposit.

<b>Typical shared ownership property example: 1 bedroom flat 25% share<sup>34</sup></b>	
Total	£205,000
Mortgage	£48,688
Deposit	£2,563
Monthly mortgage cost (at 3% interest)	£231
Rent & service charge	£429
Total monthly cost	£660
Minimum income	£26,000

<b>Typical shared ownership property example: 2 bedroom flat 25% share<sup>35</sup></b>	
Total	£285,000
Mortgage	£67,688
Deposit	£3,563
Monthly mortgage cost (at 3% interest)	£338
Rent & service charge	£580
Total monthly cost	£918
Minimum income	£35,000

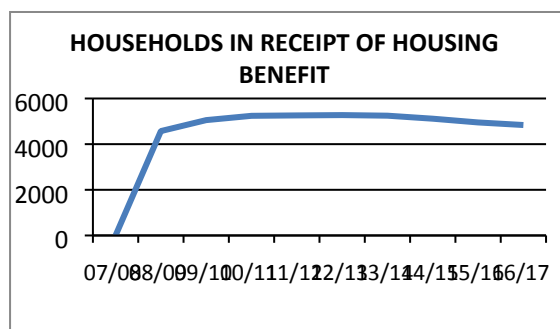
<sup>33</sup> Cambridge Centre for Housing and Planning Research 2009

<sup>34</sup> Based on a [1 bedroom shared ownership flat in Surrey](#).

<sup>35</sup> Based on a [2 bedroom shared ownership flat in Surrey](#).

## d. Affordability of Private Renting in Waverley

Work is no guarantee that people can afford the cost of renting, 21% of Waverley's housing benefit claimants are in employment<sup>36</sup>. A comparison of income and rents shows that 42% of before tax income goes on rent in Waverley<sup>37</sup>.



Median monthly private sector rent in Waverley 2015/16 was £1,050<sup>38</sup>.

	Private rent £pcm	LHA <sup>39 40p</sup> cm	SHORTFALL pcm
1 BED	£790	£739.57	£50.43
2 BED	£1,050	966.16	£83.84
3 BED	£1350	£1,161.46	£188.54
4 BED	£2250	£1,495.41	£754.59

Figure 18: Private sector renting compared to maximum housing benefit (LHA)

The shortfall is the amount of money a family would have to find per calendar month (on average) from their personal income after any assistance from housing benefit has been paid.

<sup>36</sup> 1038 households contain 1 or more adults in employment out of 4830 households in receipt of housing benefit, 2017

<sup>37</sup> £29,614,522 HB expenditure 2016-17

<sup>38</sup> Valuation Office Agency: Private rental market summary statistics – October 2015-September 2016

<sup>39</sup> Valuation Office Agency: Private rental market summary statistics – October 2015-September 2016

<sup>40</sup> There are 3 different LHA rates in Waverley. I have used the one that covers the majority of Waverley Borough in this table.

[Historically the guide to what is affordable rent has been 35% of a household's net income](#). The push towards 'affordable rents' (80% of open market rents) means some households could potentially be looking to spend over £14,000pa on an 'affordable rent' property in Waverley. The average social rent is around £8,000 per annum.

This may be further complicated by restrictions to the housing register eligibility criteria where those with a gross income of over £60,000 or savings or assets in excess of £30,000 will not qualify. Whilst this is considered a healthy income, it may not be enough to buy a property in Waverley and a larger family on this income may still struggle to privately rent in Waverley.

## 7. Housing Need in Waverley

There are currently 6424 affordable homes in Waverley<sup>41</sup>. These include social rented, affordable rented and shared ownership homes owned by the council and housing associations.

There were 1500 households on Waverley housing list as at 1 April 2017. In total 274 households secured affordable rented accommodation in 2016/17 through the council's housing list<sup>42</sup>.

The households who secured affordable rented accommodation in 2016/17 waited over 4 years on average before being offered affordable rented accommodation. Those requiring a 3 bedroom property waited longest, over 5 years on average<sup>43</sup>.

255 local households are currently waiting

<sup>41</sup> 2017 RP stock data and 2017 WBC stock data.

<sup>42</sup> [RE statistics for housing strategy.msg](#)

<sup>43</sup> [Waiting Days by Band and Beds 2013 to 2017.pdf](#)

for a shared ownership property in Waverley.

In 2015 there were 374 ‘concealed households’ in Waverley .These are households within a household and are often young families living with parents and unable to form a household of their own due to high housing costs.73% of these concealed households cited unaffordability of housing as the reason for their housing situation<sup>44</sup>.

The need for affordable housing for those who cannot afford to obtain housing on the open market is considerable.

Waverley’s Housing Options team received contact from over 879 households regarding homelessness last year. On average 574 homelessness preventions are achieved by Waverley’s Housing Options team each year<sup>45</sup> and 530 new applications to the housing register are processed.

There are 370 second homes in Waverley, the highest rate in Surrey. Waverley has 468 long term empty homes, the second highest rate in Surrey.

## 7. Affordable Housing Development in Waverley

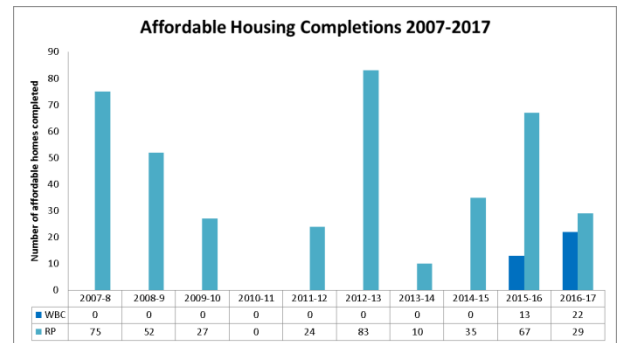


Figure 19: Affordable homes completed in Waverley 2007-2017

<sup>44</sup> West Surrey SHMA 2015 [Strategic Housing Market Assessment Waverley Update \(2015\)](#)

<sup>45</sup> Housing Options data from housing Options ‘All in Housing’ presentation May 2017

## 8. Future Housing Need in Waverley (based on SHMA)

Waverley has a 5 year housing shortfall of 1,564 homes, the second highest in Surrey\*5 year housing shortfall 2011-2015 (taken from NHF report)

### The Strategic Housing Market Assessment (SHMA) 2015

The SHMA is an assessment of current and future housing need in the borough based on current statistics and projections. The latest SHMA was produced in 2015 and informs the calculation of the number of new houses needed for the lifetime of the local plan.

The SHMA showed a need for 493 dwellings<sup>46</sup> per annum in Waverley.<sup>47</sup>

### Projected growth and future housing need

Initial Assessment of Annual Need for Housing based on Economic Forecasts

	Waverley
Annual Growth in Jobs	99-120
Annual Housing Need	319-334

Table: Conclusions on Objectively-Assessed Housing Need by Authority<sup>48</sup>

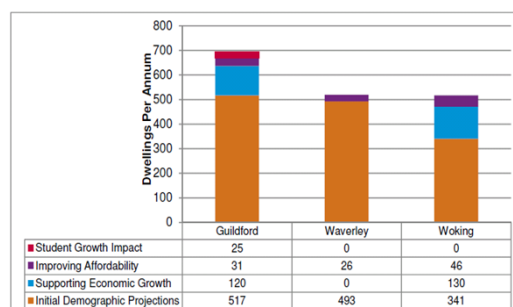


Table 8: Estimated Current Need

Area	In unsuitable housing (taken forward for affordability test)	% Unable to Afford	Revised Gross Need (including Affordability)
Godalming	284	55.0%	156
Farnham	424	55.6%	236
Haslemere	171	43.6%	74
Cranleigh	152	58.6%	89
Rest of Borough	276	62.4%	172
Waverley	1,307	55.7%	727

Source: CLG Live Tales, Census (2011), data modelling and affordability analysis

Table 12: Estimated level of Housing Need (2013-33)

	Per annum	20-years
Backlog need	36	727
Newly forming households	374	7,482
Existing households falling into need	89	1,773
Total Gross Need	499	9,982
Supply	185	3,700
Net Need	314	6,282

Source: Census (2011)/CORE/Projection Modelling and affordability analysis

Table 13: Estimated Level of Housing Need (per annum)

Area	Backlog need	Newly forming households	Existing households falling into need	Total Need	Supply	Net Need
Godalming	8	72	19	99	37	62
Farnham	12	129	28	169	58	111
Haslemere	4	40	11	55	30	25
Cranleigh	4	40	11	55	22	33
Rest of Borough	9	93	21	122	39	83
Waverley	36	374	89	499	185	314

Source: Census (2011)/CORE/Projection Modelling and affordability analysis

### Future of housing for Older people in Waverley

Within Waverley it is expected that a growing older population may result in an increase in the number of people with dementia by around 1,800 between 2013-31, and growth in the number of persons with mobility problems of over 3,500<sup>49</sup>

Some older households will require specialist housing solutions. The SHMA identifies a need for over 3,950 additional specialist units of housing for older people between 2013-33, including sheltered and

<sup>46</sup> SHMA 2015 Paragraph 2.5

<sup>47</sup> Please use supporting text for all of the following from [http://www.waverley.gov.uk/downloads/file/4973/west\\_surrey\\_shma\\_2015\\_summary\\_-\\_december\\_2015](http://www.waverley.gov.uk/downloads/file/4973/west_surrey_shma_2015_summary_-_december_2015)

<sup>48</sup> SHMA 2015

<sup>49</sup> West Surrey SHMA 2015

extra care homes across the West Surrey Housing Market Area (HMA) with 1,700 of those required in Waverley.

**Figure x: Need for Specialist Housing for Older Persons, 2013-33<sup>50</sup>**

2013-33	Market	Affordable	Total
Guildford	1,136	198	1,334
Waverley	1,442	260	1,703
Woking	962	-44	918
HMA	3,540	414	3995

In addition, the SHMA indicates a need for 1,031 bed spaces in care homes of which 396 in Waverley. This does not form part of the household population and so is separate to the need identified for housing (and is not considered within the conclusions on overall housing need identified above).

**Suggested Future Housing Mix for Waverley**

In the SHMA the best mix of housing to meet future need in Waverley in terms of size and tenure is suggested.

**Figure x: Need for Different Sizes of Homes - Waverley<sup>51</sup>**

	1 bedroom	2 bedroom	3 bedroom	4+ bedrooms
Market	9.3%	32.1%	38.2%	20.4%
Affordable	47.3%	29.2%	21.9%	1.7%

**Figure x: Mix of Affordable Housing Needed<sup>52</sup>**

	Intermediate	Social / Affordable Rent
Guildford	29%	71%

Waverley	32%	68%
Woking	26%	74%
West Surrey HMA	29%	71%

Table 14: Estimated Size of Dwellings Needed 2013 to 2033 – Affordable Housing

Size	2013	2033	Additional households 2013-2033	% of additional households
1 bedroom	2,399	4,040	1,641	47.3%
2 bedrooms	1,926	2,939	1,013	29.2%
3 bedrooms	1,880	2,641	760	21.9%
4+ bedrooms	134	191	57	1.7%
Total	6,339	9,811	3,472	100.0%

Source: Housing Market Model

Table 15: Estimated Need by Number of Bedrooms (2013 to 2033) – Affordable Sector

Area	1 bedroom	2 bedrooms	3 bedrooms	4+ bedrooms
Godalming	41.4%	34.7%	22.4%	1.5%
Farnham	45.0%	28.7%	24.3%	1.9%
Haslemere	51.6%	26.9%	19.9%	1.6%
Cranleigh	52.0%	27.9%	18.5%	1.6%
Rest of Borough	50.3%	26.9%	21.4%	1.5%
Waverley	47.3%	29.2%	21.9%	1.7%

Source: Housing Market Model

Table 16: Estimated level of Housing Need (per annum) by type of affordable housing

Area	Intermediate			Social/affordable rented			% Intermediate
	Total need	Supply	Net need	Total need	Supply	Net need	
Godalming	22	3	19	77	31	46	29.5%
Farnham	39	5	34	130	46	83	29.2%
Haslemere	16	2	14	39	21	17	44.3%
Cranleigh	12	2	10	43	17	26	27.8%
Rest of Borough	25	4	21	97	32	65	24.8%
Waverley	114	15	99	385	148	237	29.4%

Source: Housing Needs Analysis (includes student supply)

<sup>50</sup>West Surrey SHMA 2015

<sup>51</sup> West Surrey SHMA 2015

<sup>52</sup> West Surrey SHMA 2015

## 7. Additional Resources / possible additions

### Appendix 1 HOUSING

STRATEGY.docx is a Waverley version of APPENDIX 1; OVERVIEW AND STATISTICAL PROFILE OF THE BOROUGH FROM GUILDFORD HOUSING STRATEGY

Housing options preparing for the Homelessness Reduction Act 2017 and Preparation for Homelessness Strategy 2018-2023.

Waverley 'Ageing Well Strategy' (2015-18)

Waverley Economic Strategy 2015-2020

### Private rental market summary

Rental price index shows prices increasing:

<https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/indexofprivatehousingrentalprices/jan2017#links-to-related-statistics>

UK house price index:

<http://landregistry.data.gov.uk/app/ukhpi>

Average price change for a property in South East England for the year to December 2016 was 8.5%

<https://www.gov.uk/government/publications/uk-house-price-index-summary-december-2016/uk-house-price-index-summary-december-2016>

[http://england.shelter.org.uk/\\_data/assets/pdf\\_file/0006/1348233/2017\\_03\\_02\\_New\\_Civic\\_Housebuilding\\_Manifesto.pdf](http://england.shelter.org.uk/_data/assets/pdf_file/0006/1348233/2017_03_02_New_Civic_Housebuilding_Manifesto.pdf)

[https://civichousebuilding.org/wp-content/uploads/2017/03/NCH\\_Policy\\_Report.pdf](https://civichousebuilding.org/wp-content/uploads/2017/03/NCH_Policy_Report.pdf)

35% housing costs

- <https://www.theguardian.com/money/2015/jul/16/tenants-in-england-spend-half-their-pay-on-rent>
- <http://www.resolutionfoundation.org/app/uploads/2014/08/Home-Truths.pdf>

Waverley report on housing and its effect on local economy:

[Impact of housing costs and affordability on local businesses.pdf](#)



## WAVERLEY BOROUGH COUNCIL

### HOUSING OVERVIEW & SCRUTINY COMMITTEE

30 JANUARY 2018

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**Title:**

**TENANCY AGREEMENT REVIEW**

[Portfolio Holder: Carole King]

[Wards Affected: All]

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**Summary and purpose:**

To inform the committee of the progress regarding the review of the tenancy agreement for Waverley tenants. The tenancy agreement is the contract between all tenants and the Council stating the roles and responsibilities of each party. The need to review the tenancy agreement was identified as an action in the Housing Service Plan 2017/18.

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

This report supports the priorities of Customer Service, Community Well-being and Value for Money

**Financial Implications:**

There are no further perceived financial implications. Work on the consultation stage will be made within current budgets and resources.

**Legal Implications:**

Internal and external legal advice has been sought in order to ensure that the tenancy agreement is brought up-to-date in order that it accords with all relevant legislation and policy, while at the same time providing the robustness and flexibility required by the Housing service.

Legal advice has been sought on required formal consultation timescales.

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**Introduction**

The Council has approximately 5000 tenancies. The tenancy agreement is the contract between each tenant(s) and the Council stating the roles and responsibilities of each party. Each party can hold the other to account for non compliance with the agreement. Failure to adhere to the tenancy agreement can result in warning letters, legal notices, fines and ultimately possession. A tenancy agreement must comply with housing legislation and fair contract rules.

**Why Review the tenancy agreement ?**

1. The Tenancy and Estates team are have undertaken a review of all processes; this is to ensure we are providing the best service, not only to our customers, but to the wider community. In order to implement updated procedures it is essential that the tenancy agreement is robust and clearly sets out Waverley Borough Council's

position when managing tenancies. It also ensures the team are able to take effective action when addressing tenancy breaches.

2. The current tenancy agreement is, considered by officers to be, too prescriptive in places which has made it difficult for officers to take appropriate enforcement action in some cases. In particular issues have related to:
  - Succession of tenancy
  - Unreported absence from the property
  - Convictions not in the locality of the dwelling
  - Repairs and recharges
  - Keeping of animals including cats and dogs
3. The agreement also needs updating to reflect the withdrawal of Supporting People funding.

### **Progress**

4. All relevant internal stakeholders have been consulted and have submitted feedback on elements of the current agreement which have had some logistical or financial impact on the service they provide to our customers. Information on updates required due to legal or policy changes have also been included. Overall there was a positive response to the review with no challenges to the overall proposed changes as the general perception is the agreement will provide more clarity around tenant and landlord obligations. Specific issues which were raised and have been considered for inclusion in addition to the initial matters set out in the July report are as follows:
  - Repairs responsibility
  - Out of date terminology
  - Recharges
  - Management of trees and shrubs
5. The Tenancy and Estates team continue to review their processes but many have now been updated and are embedded in the team, providing consistent and accurate information to our tenants. Training is being rolled out to the new customer service team, to ensure continuity across the wider housing operations service. This progress will be shared with our customers as part of our formal consultation process, to demonstrate how service will be improved for individuals and the wider community with more robust procedures to back up the tenancy.
6. Further to the Housing Overview and Scrutiny Committee recommendation for an explanatory text to be produced alongside the agreement this has been a priority consideration when looking at the potential composition and layout of the new agreement. A number of examples from other housing providers have been reviewed and sample agreements will be produced and shared with customers as part of the consultation meetings
7. The tenant panel have been involved in the informal consultation and the matter was discussed at their AGM on 14 September 2017. No resistance was expressed from those in attendance at the meeting and the review was welcomed by a number of tenants who stated they were in agreement with a more robust approach to dealing with issues of recharging and tackling Anti – Social Behaviour.

8. There has been a slight delay in the formal consultation process, due to the operational housing re-structure, which has impacted directly on the Tenancy and Estates team in the past few months with the amalgamation of the Co-ordinators with the Customer Service team, and the introduction of a new Team Leader post.

### **Legal Advice**

9. The legal team have instructed that a formal consultation period of 8 weeks is required followed by the service of a 'Notice of Variation' to all tenants setting out the changes, their effect and the date on which they will apply. There is then a 4 week period to consider any responses. The formal consultation period will start on Monday 15 January.

### **Project Plan**

10. The Project Plan has been updated to reflect the changes to the process. The roll out of the new agreement will be delayed for 2 weeks at the beginning of April.

May to Sept 17	To scope review to ensure agreement reflects recent legislation regarding <ul style="list-style-type: none"> <li>• Localism</li> <li>• Housing and Planning Act</li> <li>• Equality Act</li> <li>• Unfair terms</li> </ul>
Sept to Jan 18	To hold informal Consultation
Jan 18	To update the Housing Overview & Scrutiny Committee on progress
Jan 18 to Mar 18	Statutory Consultation with tenants
Mar 18	To make recommendations to Housing Overview & Scrutiny Committee on outcomes of consultation
April 18	Implementation of new tenancy agreement

### **Conclusion**

The review of the agreement is progressing and the response so far has been positive from stakeholders and customers. The new agreement will be ready for rollout at the beginning of April as anticipated by the Housing operational team.

### **Recommendation**

It is recommended that the Committee notes the revised project plan, and receives a report and recommendations at the March 2018 meeting, following the formal consultation with tenants.

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### **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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## WAVERLEY BOROUGH COUNCIL

### HOUSING OVERVIEW & SCRUTINY COMMITTEE

30 JANUARY 2018

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#### Title:

#### **REPAIRS AND MAINTENANCE PROCUREMENT PROJECT UPDATE**

**[Portfolio Holder: Cllr Carole King]**

**[Wards Affected: all]**

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#### Summary and purpose:

To advise the committee of the progress made against the project plan to procure a range of repairs and maintenance contracts for April 2019.

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

The report predominately relates to the priorities of Customer Service and Value for Money however elements also support Community Wellbeing and Environment,

#### Financial Implications:

The project has been included in the budget process and resourced accordingly. Efficiencies are being sought through the procurement.

#### Legal Implications:

The Legal Services Team are represented on the project team to ensure all legal procedures and processes are followed correctly, including the OJEU process and completion of new contracts. External specialist legal advice will be sought where necessary.

---

#### Introduction

1. Members will recall that the current contracts are due to end Spring 2019 or extend for a further seven years. After a detailed options appraisal recommendations were made to the Executive
2. In April 2017 the Executive agreed the new procurement project for the repairs and maintenance service. The project was split into three elements:
  - responsive repairs and voids
  - planned works (two lots - kitchen and bathrooms, windows and doors), and
  - building works framework for a range of minor contracts (four lots - redecoration, roofing, drainage and general building work)

#### Progress to date

3. The Housing Service appointed Faithorn Farrell Timms consultants (FFT) to provide support and expert advice for the procurement project. A cross service

Project Team and Governance Board were also created to implement and monitor the project including risks and communications.

4. The project has been progressing well with key events completed during 2017.

Key event	Project timeline	Completed	Comments
Prior Information Notice issued	May	May	Over 50 expressions of interest in market testing
Soft Market testing	May/June	May/June	Tenant, staff and potential contractors views gained to inform documents
Document development	June/July	September	Slight delay but no impact overall project timeline. Slippage time was built into the project plan.
SQ evaluation	October	November	Responsive repairs and voids - 14 applications nine invitations to tender  Planned works Lot 1 (kitchen and bathrooms) - 18 applications six invitations to tender  Planned works Lot 2 (windows and doors) - 10 applications five invitations to tender  Framework (four lots) - 23 submissions 19 invitations to tender
Tender invitation	November	December	Additional time built in to response date for Christmas period
Tender evaluation	December to February		Dates booked: w/c 22 January w/c 12 February and w/c 26 February Tenant volunteers invited to assess tenant engagement questions

### **Next Steps**

5. The project team will focus on the tender evaluation over the next three months to ensure the comprehensive assessment of all applications.
6. The Head of Housing and Portfolio Holder for Housing have delegated authority to select the contractors. Planned works and framework contractors will be selected in

June. Following interviews and negotiation with responsive repairs and voids contractors the main contractor will be selected in July 2018.

7. This provides a significant mobilisation period to set up the contract arrangements before the contracts commencement in April 2019.
8. High level project timeframes can be found at Annexe One for the Responsive repairs and voids procurement and Annexe Two the planned and framework.

### **Conclusion**

The Project team and FFT have successfully kept to the project plan achieving all key project milestones. The team are well placed to commence the evaluation of tenders.

### **Recommendation**

The Committee are asked to scrutinise the progress against the project plan and make any observations to the Executive.

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### **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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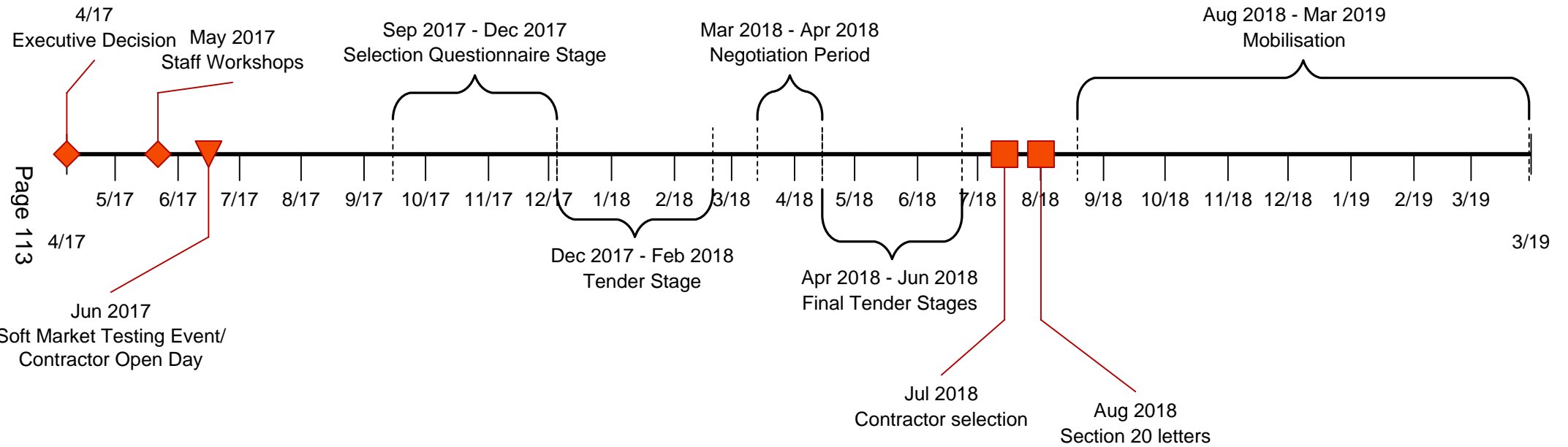
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23 Nov 2017

# Project Timeline

Competitive Procedure with Negotiation



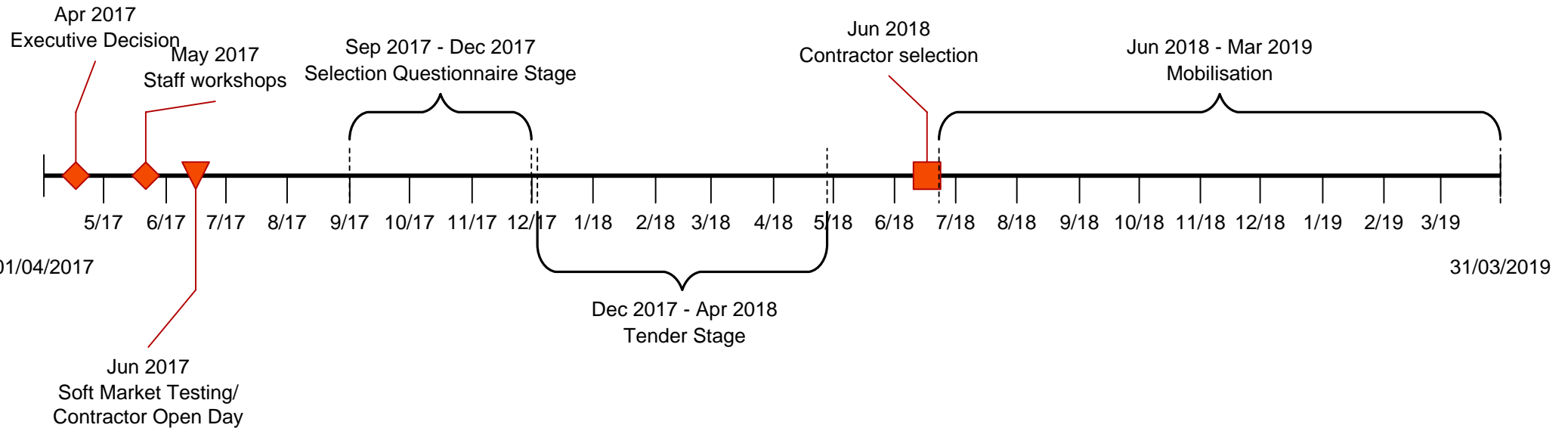
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23 Nov 2017

Internal timeline

# Project Timeline

Restricted Process



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## WAVERLEY BOROUGH COUNCIL

### HOUSING OVERVIEW & SCRUTINY COMMITTEE

30 JANUARY 2018

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**Title:**

**OCKFORD RIDGE UPDATE**

**[Portfolio Holder: Cllr Carole King]**

**[Wards Affected: Godalming Central and Ockford]**

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**Project overview**

101 new homes – demolition of 65 homes – net gain of 36

**Site A:** 37 new homes

**Site B:** 17 new homes

**Site C:** 31 new homes

**Site D:** 16 new homes

**New build:** £15,688,357

**Refurbishment:** £7,011,704

Existing risks are managed in accordance with the defined risk mitigation (action) plan that forms part of the Risk Register.

**Site A**

Bat licence application has been submitted and determination is awaited from Natural England.

Perimeter fencing / hoarding works have commenced and will take approximately 3 weeks to complete.

Soft stripping and site hoarding have commenced on 127 and 128 Ockford Ridge as part of a future redevelopment site. These works reduce the risk of trespass and further dangers to children entering the site.

***Procurement***

Party Wall Surveyor tender Returns received and being assessed for an appointment at the end of the month.

Service disconnection and diversion works has been tendered. Returns due back on 2 February 2018. Works to start in February 2018 for approximately 20 weeks

Invitation to tender for CDM and Principal Designer role for the demolition and disconnection works has been published. Returns have been received and an update will be given at the meeting.

Invitation to tender tree and vegetation removal has been published with returns back on 15 January. Works have commenced.

Utility undertakers have been paid and disconnections have commenced.

The tender pack for the procurement of the main build contractor is being prepared and the initial step to issue an Invitation to Tender will be published in the Official Journal of the European Union.

## **Site B**

Reserved matters were approved by the central planning committee on 29 November 2017, for appearance, landscaping, layout and scale. Legal Services now instructed to assist with an application for a stopping up order of the existing public highway, under section 247 of the Town and Country Planning Act 1990, to enable construction of the new homes. Discussion will continue with Surrey County Council, as to what areas of the development site they are prepared to adopt in future, with the objective of limiting the council's maintenance requirements.

Following the indicative financial appraisal for Site B (included in the Housing Delivery Board papers in November 2017) and presentation by Andrew Markham, New Business Manager SDS at the Housing Delivery Board in December a review is underway of some of the default assumptions/costs currently used.

Subject to approval of the changes being proposed by the development team, the financial appraisal will be issued and be submitted with a report for budget approval at a future meeting of the Executive.

There may be an opportunity to apply for grant funding from the HCA Affordable Homes Delivery Plan 2016-21 to subsidise delivery of this scheme, again dependant on the outcome of review of the default assumptions.

It should be noted that the construction programme is reliant on the progress and completion of site D by August 2018 and site A by September 2020, allowing the majority of tenants to decant permanently – or temporarily to these sites. A timetable for site B cannot be produced, until such time as there is more certainty over progress – particularly

site A, to allow a project plan to be produced. Work will continue in the background to complete the financial appraisal, obtain budget approval and stopping order in preparation for action.

Decanting strategy continues to be worked on by the Tenant Liaison Officer.

### **Site C**

Tenders have been received for an architect to submit an outline planning application. An update will be given at the meeting. The proposals for Site C will be considered by the sub group of the Housing Overview and Scrutiny Committee who are reviewing the current Waverley Design Standard Guidelines.

### **Site D**

W. Stirland is progressing with the building works. However, there remains a 9 week delay in the programme. The contractor expects to catch the time up and handover remains the end of March.

Roofing to plots 7 – 16 (flats) now closed in. The roof to houses 1 & 2 complete and external cladding awaited on the front elevation and to the side cheeks. The houses (plots 1 – 6) have windows installed with first fix now progressing (i.e. electrics).

An allocation panel has met and allocated properties according to the Ockford Ridge Allocation Policy. These allocations include residents who had to move on a temporary basis. All houses and all the ground floor flats have been allocated but tenants have not been notified yet.

The first floor flats will be advertised in the Ockford Ridge newsletter due out mid-January with a closing date end of January for expressions of interest. Any flats not allocated through the Ockford Ridge Allocation Policy will be advertised on the Home Choice website and allocated by the Home Choice team.

Home Choice will also complete the formal offer process and correspondence with tenants.

### **Refurbishment**

Works are progressing well. However, engagement with owner occupiers to conclude party wall matters was more complex than initially expected but have concluded with all except one owner occupier who has appointed their own party wall surveyor. Our party wall surveyor is working with that owner occupier and a signed agreement is imminent.

This has impacted on progress but TCL Group are opening up properties scheduled later in the programme and have not advised a change in completion at this stage.

Electricity meters have been relocated onto an external wall at three of the properties. This is to improve kitchen layout and meter accessibility.

Three properties in the programme were void so these are scheduled later in the programme as their completion will not affect the return of decant tenants to their refurbished homes.

### **Community consultation**

The January 'My Ockford Ridge' newsletter has been despatched, and an open event to update local residents on progress has been arranged for 15 March.

---

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2017/18 Housing Delivery Board

Cost Code	Project	Current Budget 2017/18	Total Spend & Committed	Forecast Outturn	Budget Remaining	Reschedule	Saving / (Overspend)	2018/19 Revised Estimate	2019/20 Revised Estimate	2020/21 Revised Estimate
<b>New Affordable Homes Projects</b>										
<b>COMMITTED DEVELOPMENT SCHEMES</b>										
K5407	Ockford Ridge - utility contingency	418,275	73,345	218,275	144,930	200,000		1,000,000		
K5407	Ockford Ridge - Show homes	12,150	0	12,150	12,150					
K5425	Ockford Ridge - Site A	388,440	103,099	288,440	185,341	100,000		3,279,473	1,201,702	4,405,263
K5428	Ockford Ridge - Site D	2,900,000	1,359,677	2,900,000	1,540,323			581,187	107,048	
<b>OTHER SCHEMES IDENTIFIED BUT NOT APPROVED*</b>										
K5426	Ockford Ridge - Site B	60,398	40,249	60,398	20,149					
K5427	Ockford Ridge - Site C	80,504	3,206	30,504	27,298	50,000		8,945	60,980	104,012
<b>LAND AND ASSET PURCHASE</b>										
K5000	Buy Backs	560,369	552,686	560,369	7,683					
<b>Total New Affordable Homes Projects</b>		<b>4,420,136</b>	<b>2,132,262</b>	<b>4,070,136</b>	<b>1,937,874</b>	<b>350,000</b>	<b>0</b>	<b>4,869,605</b>	<b>1,369,730</b>	<b>4,509,275</b>

2017/18 Housing Delivery Board

Cost Code	Project	Current Budget 2017/18	Total Spend & Committed	Forecast Outturn	Budget Remaining	Reschedule	Saving / (Overspend)	2018/19 Revised Estimate	2019/20 Revised Estimate	2020/21 Revised Estimate
<b>Stock Remodelling</b>										
<b>COMMITTED DEVELOPMENT SCHEMES</b>										
	Ockford Ridge Refurbishment - pilot	155,368	0	25,368	25,368		130,000			
K5016	Ockford Ridge Refurbishment - Phase 1	750,839	18,830	650,839	632,009		100,000			
K5017	Ockford Ridge Refurbishment - Phase 2 - external works	1,187,928	89,242	117,928	28,686	1,070,000				
	Ockford Ridge Refurbishment - Phase 3	0	0	0	0			485,000		
	Ockford Ridge Refurbishment - Future phases	0	0	0	0				4,432,570	
<b>Total Stock Remodelling</b>		<b>2,094,135</b>	<b>108,072</b>	<b>794,135</b>	<b>686,063</b>	<b>1,070,000</b>	<b>230,000</b>	<b>485,000</b>	<b>4,432,570</b>	<b>-</b>

## **INTRODUCTION TO WAVERLEY BOROUGH COUNCIL**

### **OVERVIEW AND SCRUTINY WORK PROGRAMME**

The programme is designed to assist the Council in achieving its corporate priorities by ensuring topics add value to the Council's objectives, are strategic in outlook, are timed to optimise scrutiny input and reflect the concerns of Waverley residents and council members. The programme is indicative and is open to being amended with the agreement of the Chair with whom the item is concerned. The work programme consists of three sections:-

- Section A – Lists items for Overview and Scrutiny consideration. It is not expected that the committee cover all items listed on the work programme and some items will be carried over into the following municipal year. In-depth scrutiny review topics for consideration by the respective Committee will also be listed in this section.
- Section B – Lists live in-depth scrutiny task and finish groups, including objectives, key issues and progress.
- Section C – Lists the Scrutiny tracker of recommendations for the municipal year.

**Section A**

**Work programme 2017-18**

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)	Priority
<b>Ockford Ridge</b>	To scrutinise the development and refurbishment programme; and monitor the delivery of the project.	Louisa Blundell	<i>Standing item</i>		High
<b>Performance management report</b>	To receive and scrutinise the performance information: <ul style="list-style-type: none"> <li>• Q1 – September</li> <li>• Q2 – November: Use H5 rent debit collection to lead into discussion about the potential impact of Universal Credit on rent collection.</li> <li>• Q3 – March 2018.</li> </ul>		Quarterly		
<b>Housing strategy 2018-2022</b>	To receive and scrutinise the draft housing strategy.		January 2018	February 2018	High
<b>Housing maintenance contract procurement</b>	Monitor the progress of the housing maintenance contract procurement.		January 2018	February 2018	High
<b>Tenancy Agreement Review</b>	To receive information regarding the next stage pre consultation (January 2018).		January 2018	February 2018	

Housing Overview and Scrutiny Committee

<b>Service plans</b>	<ul style="list-style-type: none"> <li>New Service plans for 2018-19 (January 2018). Including the HRA Business plan – to review delivery of programme in light of legislative changes to rent payments and considering rising value of land for commercial use.</li> <li>Annual outturn report (June 2018)</li> </ul>		January 2018	February 2018 (HRA Business Plan)	
<b>Tenant involvement progress report</b>	To receive information on recent tenant involvement activities and successes and to consider future opportunities.		March 2018		
<b>Homelessness prevention strategy (Homelessness Reduction Act 2017)</b>	For officers to keep the committee up to date with the impact of the legislation once in force, particularly on the Council's housing strategy.		March 2018	February 2018	High
<b>Housing design standards in-depth review</b>	Receive final report of working group.		March 2018		
<b>Housing related support white paper</b>			March 2018		
<b>Review of Age-related properties</b>			March 2018		
<b>Future of Sheltered Housing Scheme</b>	Consider government proposals on Housing related support funding.		March 2018		High
<b>Impact of Universal Credit on rent arrears</b>	Examine the implications of Universal Credit on the Council's finances (HRA) and on tenants - how and when to collect rent and the level of support some tenants will need to make the transition to a single, direct monthly payment.		March 2018		High

Housing Overview and Scrutiny Committee

<b>Affordable housing</b>	Consider the extent to which housing association partners are delivering housing objectives in terms of meeting and matching need following comments made from the strategic review that there needs to be balanced communities who can afford to live here and work locally.		TBC		High
<b>Responsibility as a social landlord and duty of care in the area of tenants' mental health</b>	To receive report/presentation on housing related outcomes of Health Inequalities review (Community Wellbeing OS) to understand Housing's influence on this area.		TBC		Low
<b>Changes to housing benefit</b>	Consider the impact of changes to housing benefit entitlement introduced in April 2017 on Waverley tenants with two or more children.		TBC		
<b>Customer Service Project – Housing Pilot Scheme</b>	Report back on monitoring of the project.		TBC		High
<b>Private sector housing</b>	Additional strands of PSH for consideration: <ul style="list-style-type: none"> <li>• Review the enforcement of standards and compliance on private landlords (governance and regulations); and</li> <li>• Houses in multiple occupations: to scrutinise the Council's approach to enforcing standards of HMOs across the Borough in light of the anticipated legislative changes requiring 1 &amp; 2 storey HMOs to obtain a license.</li> </ul>		TBC		High

**Section B**

**In-depth scrutiny reviews 2017-18**

Subject	Objective	Key issues	Lead officer	Progress
<p><b>1. Review of Housing Design Standards</b></p>	<p>To provide members with an overview of the Design Standards and Specifications adopted in 2014 for new council homes and outline a proposal for review of these standards by the committee both in context of 'Site C' at Ockford Ridge and other future council housing developments.</p>	<ul style="list-style-type: none"> <li>• Changes by the Government to the Code for Sustainable Homes</li> <li>• Distinguishing between the legally binding nationally described standards and the optional requirements / recommendations for Local Housing Authorities (building regulations)</li> <li>• Whether current internal design standards (e.g. internal layout, storage space and room layout, including loft storage capacity) meet the needs of tenants and if not to identify which aspects can be improved</li> <li>• Health and safety</li> </ul>	<p>Louisa Blundell</p>	<p>The task and finish group has met twice, including one site visit, and expects to have several more sessions.</p>

Section C

Scrutiny tracker 2017-18

Housing Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
4 July 2017	1. Tenancy Agreement review	<b>OUTCOME:</b> For an explanatory text to be produced alongside the tenancy agreement so tenants are clear on what they are being consulted and signing up to.	An item on the tenancy agreement review is due to come back to committee January 2018.	January 2018
	2. Response to recommendations from the Waverley Scrutiny Group's report on Voids	<b>OUTCOME:</b> The recommendations from the Waverley Scrutiny group and performance on voids re-lets are monitored by the committee.	The Housing team have noted the Scrutiny Group's recommendations and will follow the action plan. Void performance will continue to be monitored through performance reports.	For an update on progress to be brought to committee within the cycle.
	3. Ockford Ridge Regeneration Project	<b>OUTCOME:</b> For a site visit to be arranged to Ockford Ridge followed by an informal discussion to inform potential in-depth review topics.	Site visit attended (01/08/17) and review on housing design standards started. See section B.	See section B.

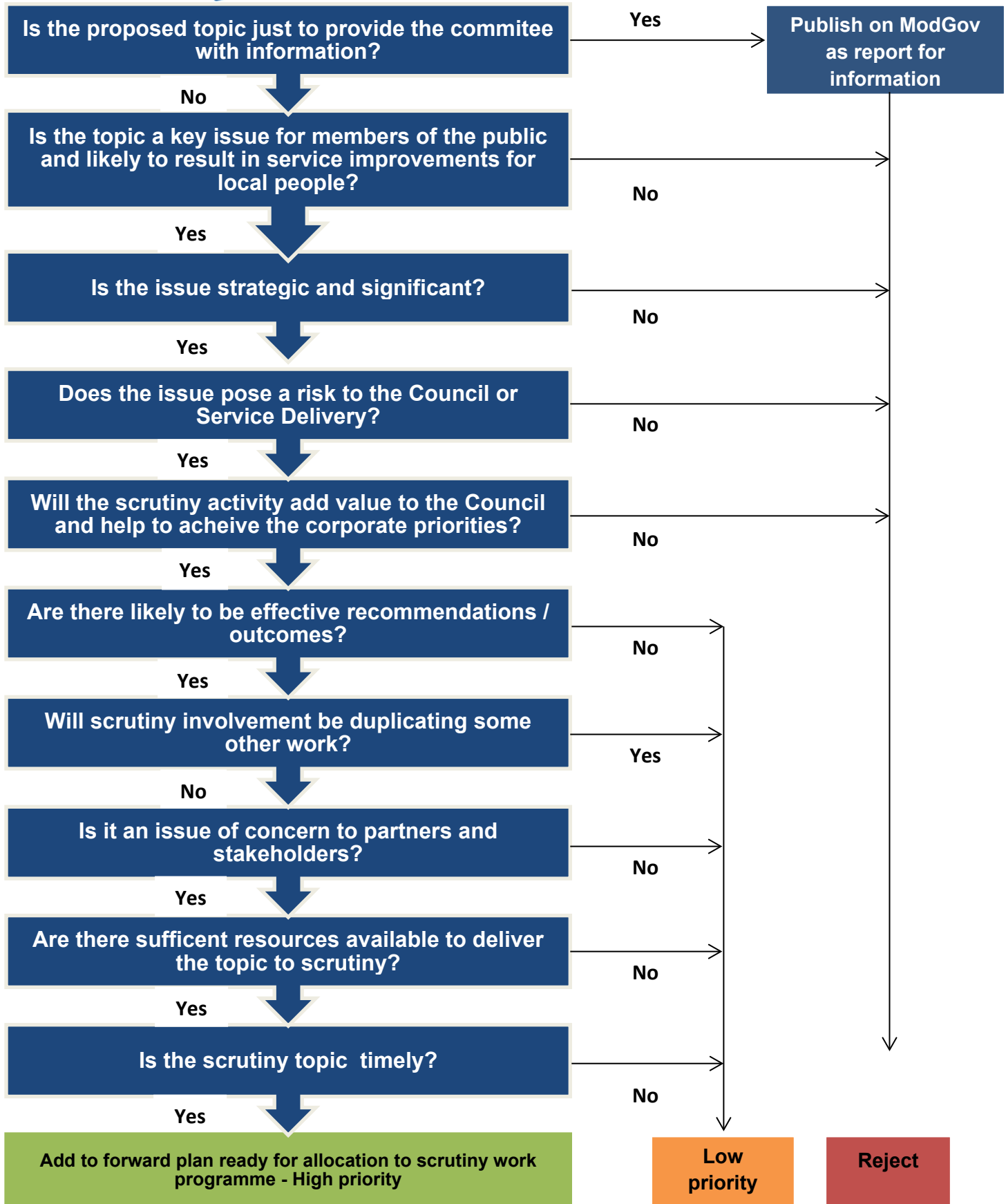


Housing Overview and Scrutiny Committee

Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
19 September 2017	1. Performance Management Report Q1 2017/18	<b>OUTCOME:</b> the committee suggested the performance reports could show split of time between contractor and Waverley during the re-let period and provide an indication of the size of the properties re-let.	Housing officers do record this information and current performance shows no significant correlations. Officers will include in performance reports when relevant.	
	2. Sheltered Housing Service and Housing Related Support.	<b>RECOMMENDATION:</b> <ul style="list-style-type: none"> <li>• That the Leader writes to all Surrey MPs, the Prime Minister and Minister for the Department of Communities and Local Government to express concerns about the impact of cuts by SCC in Housing Related Support funding; and include the Tenants' Panel report on the impact of the withdrawal of Housing Related Support for older people.</li> <li>• As part of this letter to press the Government to bring forward the long-awaited Green Paper on the future funding of supported housing.</li> </ul>	The Leader wrote to the PM, Secretary of State for Communities and Local Government, Guildford MP and South-West Surrey MP and Leader of SCC. Response received from Leader of SCC.	Letter was sent 16 October 2017.
	3. Review of Housing Design Standard	<b>OUTCOME:</b> the Committee agreed for a scope and timetable for the review to be prepared by the Scrutiny Policy Officer in liaison with Housing Development Officers.	Scope has been prepared, agreed and the review started. See section B.	See section B.

Housing Overview and Scrutiny Committee

Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
14 November 2017	1. Revised Private Sector Home Improvement Policy	<b>RECOMMENDATION:</b> that the Executive adopts the revised Home Improvement Policy, subject to eligible works under Safe and Warm grant also including works to address flooding, damp and mould.	The Home Improvement Policy was adopted by Executive.	Adopted by Executive 28 November 2017.
	2. Customer Service Project	<b>RECOMMENDATION:</b> that the Executive agree for the Orchard-Agresso interface be expedited as a matter of high priority.	The Executive agreed to expedite the Orchard-Agresso interface as a matter of high priority.	Agreed at 28 November 2017 Executive. Go-live date for interface is Monday 29 January.
	3. Housing Service Performance Management Report, Q2 2017/18	<b>RECOMMENDATION:</b> that funding is prioritised in the 2018/19 budget for specialist rent management software to support officers to maintain Waverley's good performance on rent collection.	The Executive agreed for funding to be prioritised in the 2018/19 budget for specialist rent management software. Budget is in process of approval with provision made for rent management software.	Agreed at 28 November 2017, included in 2018/19 budget.
		<b>RECOMMENDATION:</b> For officers to include data on rent arrears in future performance reporting.	Service Improvement Officer will bring data on rent arrears in next performance report (Q3, March committee).	March 2018 committee.



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**Waverley Borough Council  
Key Decisions and Forward Programme**

This Forward Programme sets out the decisions which the Executive expects to take over forthcoming months and identifies those which are key decisions.

**A key decision** is a decision to be taken by the Executive which (1) is likely to result in the local authority incurring expenditure or making savings of above £100,000 and/or (2) is significant in terms of its effects on communities living or working in an area comprising two or more wards.

Please direct any enquiries about the Forward Programme to the Democratic Services Manager, Emma McQuillan, at the Council Offices on 01483 523351 or email [committees@waverley.gov.uk](mailto:committees@waverley.gov.uk).

**Executive Forward Programme for the period 1 January 2018 onwards**

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
<b>POLICY AND GOVERNANCE, HUMAN RESOURCES, BRIGHTWELLS AND LEP - CLLR JULIA POTTS (LEADER)</b>						
Brightwells [E3]	To bring forward matters when necessary	Executive	No	Potentially each meeting	Kelvin Mills, Head of Communities and Major Projects	VFM and CS/Environme
Performance Management	Quarterly combined performance report	Executive	No	February 2018	Louise Norie, Corporate Policy Manager	All
Corporate Strategy	To adopt the Strategy	Executive	Yes	February 2018	Louise Norie, Corporate Policy Manager	ALL
<b>CUSTOMER AND CORPORATE SERVICES - CLLR TOM MARTIN (DEPUTY LEADER)</b>						
Property Acquisitions	To bring forward opportunities for approval as they arise	Executive	No	Potentially each meeting	David Allum, Head of Customer and Corporate Services	VFM and CS

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Property Investment Strategy	To adopt the Strategy	Executive, Council	Yes	April 2018	Graeme Clark, Strategic Director	VFM AND CS
<b>PLANNING - CLLR CHRIS STOREY</b>						
Local Plan Part I	For adoption	Executive, Council	Yes	January 2018	Graham Parrott, Planning Policy Manager	Environment
Local Plan Part II - Preferred options Consultation	For approval	Executive, Council	Yes	February 2018	Graham Parrott, Planning Policy Manager	Environment
<b>ECONOMIC DEVELOPMENT - CLLR JIM EDWARDS</b>						
Economic Development Strategy	For approval	Executive, Council	Yes	April 2018	Kelvin Mills – Head of Community Services and Major Projects	VFM and CS
Funding for Voluntary Sector Organisations 2018/19	For agreement	Executive, Council	No	February 2018	Katie Webb, Community Services Manager	COMMUNITY WELLBEING
<b>COMMUNITY SERVICES AND COMMUNITY SAFETY - CLLR KEVIN DEANUS</b>						
'Prevent' Counter-Terrorism Strategy	To agree a Strategy and Action Plan	Executive	No	January 2018	Katie Webb, Community Services Manager	Community Wellbeing

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Joint Enforcement Team (JET) Initiative	To agree next steps	Executive	No	February 2018	Richard Homewood, Head of Environmental Services	Environment
<b>ENVIRONMENT - CLLR ANDREW BOLTON</b>						
Waste and Recycling, Street Cleaning and Grounds Maintenance Contracts	Recommendations on delivery	Executive	Yes	6 Feb 2018	Richard Homewood, Head of Environmental Services	ENVIRONMENT
<b>HEALTH, WELLBEING AND CULTURE - CLLR JENNY ELSE</b>						
Leisure Feasibility Study	For approval	Executive	No	February 2018	Fotini Vickers/Tamsin MacLeod – Leisure Contracts Manager	Community Wellbeing
Leisure Centre Management - O&S Review	To receive a progress update after 6 months	Executive	No	February 2018	Kelvin Mills, Head of Communities and Major Projects	Community Wellbeing
<b>FINANCE - CLLR GED HALL</b>						
Budget Management [E3]	Potential for seeking approval for budget variations	Executive	Yes	Potentially each meeting	Peter Vickers, Head of Finance	VFM and CS
<b>HOUSING - CLLR CAROLE KING</b>						

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Housing Delivery Board [E3]	Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough	Executive	Yes	Potentially each meeting	Andrew Smith, Head of Strategic Housing Delivery	Housing
Partnership with Developers or Housing Associations for new Affordable Homes	Give consideration to matters as they arise to assist in the delivery of affordable homes in the Borough	Executive	No	Potentially each meeting	Andrew Smith, Head of Strategic Housing Delivery	Housing
Implementing requirements of the Housing and Planning Act 2016	Decisions to implement changes resulting from the Act	Executive	Yes	February 2018	Andrew Smith, Head of Strategic Housing Delivery	Housing
Homelessness Reduction Bill	To agree a response and budget/grant allocations	Executive	No	February 2018	Andrew Smith, Head of Strategic Housing Delivery	Housing
HRA Business Plan Review	To review the business plan as part of the budget process	Executive	No	February 2018	Andrew Smith, Head of Strategic Housing Delivery, Hugh Wagstaff, Head of Housing Operations	Housing
Housing Maintenance Contract Procurement [E3]	To report back on the progress of the project	Executive	No	January 2018	Hugh Wagstaff, Head of Housing Operations	Housing



<b>TOPIC</b>	<b>DECISION</b>	<b>DECISION TAKER</b>	<b>KEY</b>	<b>ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION</b>	<b>CONTACT OFFICER</b>	<b>O &amp; S</b>
Review Tenancy Agreements	To receive an update report	Executive	No	February 2018	Hugh Wagstaff, Head of Housing Operations	Housing
Housing Strategy	To adopt the strategy	Executive, Council	No	February 2018	Hugh Wagstaff, Head of Housing Operations	Housing
Asset Management Strategy [E3]	To adopt the strategy	Council, Executive	No	February 2018	Hugh Wagstaff, Head of Housing Operations	Housing

### Background Information

The agenda for each Executive meeting will be published at least 5 working days before the meeting and will be available for inspection at the Council Offices and on the Council's Website ([www.waverley.gov.uk](http://www.waverley.gov.uk)). This programme gives at least 28 days notice of items before they are considered at a meeting of the Executive and consultation will be undertaken with relevant interested parties and stakeholders where necessary.

**Exempt Information** - whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals such as requests for early or flexible retirements and property matters relating to individual transactions. These may relate to key and non-key decisions. If they are not key decisions, 28 days notice of the likely intention to consider the item in exempt needs to be given.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

[E1 – Information relating to any individual; E2 – Information which is likely to reveal the identity of an individual; E3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); E5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings; E7 – Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime].