

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Community Wellbeing
(Other Members for Information)

When calling please ask for:
Ema Dearsley, Democratic Services Officer

Policy and Governance

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Calls may be recorded for training or monitoring

Date: 12 January 2018

Membership of the Overview & Scrutiny Committee - Community Wellbeing

Cllr Andy MacLeod (Chairman)	Cllr Denis Leigh
Cllr Liz Wheatley (Vice Chairman)	Cllr Sam Pritchard
Cllr Val Henry	Cllr Bob Upton
Cllr Mike Hodge	Cllr Ross Welland

Substitutes

Cllr Patricia Ellis	Cllr John Williamson
Cllr Nabeel Nasir	Cllr Jerry Hyman

Dear Councillor

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

DATE: TUESDAY, 23 JANUARY 2018

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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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.

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 - 10)

To confirm the Minutes of the Meeting held on 20 November.

2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

3. **DECLARATIONS OF INTERESTS**

To receive 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 FROM 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. **BUDGET 2018/19 AND MEDIUM TERM FINANCIAL PLAN** (Pages 11 - 56)

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.**

6. **SERVICE LEVEL AGREEMENTS - REPORT OF INFORMAL WORKING GROUP** (Pages 57 - 66)

The Council currently operates a Service Level Agreement funding arrangement with 12 voluntary sector organisations. All Agreements expire on

31 March 2018 and organisations will sign new three year Agreements for 1 April 2018 to 31 March 2021. The purpose of this report is to consider the proposed levels of Service Level Agreement funding to the voluntary sector organisations, taking into account the observations made by the Community Wellbeing Sub-group, and to pass comments on the proposed funding levels to the Executive.

The report proposes to continue to protect the Council's overall level of discretionary funding allocated at £687,105 to the voluntary sector despite significant reductions in Waverley's government funding.

Recommendation

It is recommended that the Overview and Scrutiny Committee considers the funding proposals for the Service Level Agreements to voluntary organisations and, after taking account of the comments of the Sub-group, passes observations (if any) to the Executive on the level of funding for each organisation.

7. SERVICE PLANS 2018/19 (Pages 67 - 76)

This report presents the draft Service Plans for the new financial year 2018-2019 for the service areas under the remit of this Committee.

Members will receive short presentations from each Head of Service regarding the main features and priorities of their plan and are asked to make any observations on the plans to the Executive.

Recommendation

It is recommended that the Community Wellbeing Overview & Scrutiny Committee:

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

8. PERFORMANCE MANAGEMENT REPORT QUARTER 2, 2017/18 (JULY - SEPTEMBER 2017) (Pages 77 - 86)

The report provides an analysis of the Council's performance in the second quarter of 2017/18 in the service area of Community Services. Annexe 1 to the report details performance against key indicators.

Recommendation

It is recommended that the Community Wellbeing Overview & Scrutiny Committee:

1. **Considers the performance figures for Quarter 2 and agrees any observations or recommendations about the performance and progress towards target it wishes to make to the Executive.**
2. **Considers the change of target for the indicator CS2 (the number of visits to Farnham Leisure Centre), and makes its recommendations to the Executive.**
3. **Agrees a review of Leisure Centre indicators.**

9. WAVERLEY BOROUGH COUNCIL PREVENT STRATEGY (Pages 87 - 108)

This report proposes the adoption of a new Prevent Policy, in line with the recently adopted Safeguarding Policy for Children and Adults at Risk. The Policy summarises the Council's Prevent responsibilities and provides an overview on the delivery of Prevent in Waverley and Surrey.

Recommendation

That the Community Wellbeing Overview and Scrutiny Committee scrutinise the proposed Prevent Policy and Implementation Plan and recommends their adoption to the Executive.

10. UPDATE FROM THE HEALTH INEQUALITIES WORKING GROUP

To receive an update from the Chairman of the Health Inequalities Working Group.

11. COMMITTEE WORK PROGRAMME (Pages 109 - 126)

The Community and Wellbeing Overview and Scrutiny Committee, is responsible for managing its work programme.

The work programme (attached) includes items discussed at the O&S Co-ordinating Board and 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

Members are invited to consider their work programme and make any comments and/or amendments they consider necessary, including suggestions for any additional topics that the Committee may wish to add to its work programme.

12. EXCLUSION OF PRESS AND PUBLIC

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

Recommendation

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be specified at the meeting).

Officer contacts:

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 20 NOVEMBER 2017

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

Present

Cllr Andy MacLeod (Chairman)	Cllr Sam Pritchard
Cllr Liz Wheatley (Vice Chairman)	Cllr Bob Upton
Cllr Val Henry	Cllr Ross Welland
Cllr Mike Hodge	

Apologies

Cllr Denis Leigh

21. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 12 September 2017 were confirmed as a correct record and signed.

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

Apologies for absence were received from Councillor Denis Leigh.

23. DECLARATIONS OF INTERESTS (Agenda item 3.)

There were no declarations of interests in connection with items on the agenda.

24. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 4.)

There were no questions from Members of the Public.

25. WAVERLEY TRAINING SERVICES (Agenda item 7.)

The Committee received a presentation from Kelvin Mills, the Head of Communities and Adele O'Sullivan, the Centre Manager for Waverley Training Services on the main risks associated with the delivery of Waverley Training Services and the mitigations that had been put in place. The slides are attached to these minutes.

The Committee was provided with some background to the Service which was currently based at the Pump House in Farnham and would shortly be moving to the new Farnham Memorial Hall. Members were advised that the Service provided apprenticeships, study programmes, privately funded qualifications and was the lead provider for a number of sub-contracted provision.

The Committee was advised about the Apprenticeship Levy which was a tax on all large UK employers with a pay bill of over £3million per annum. They were required to pay 0.5% of their annual payroll into the levy and these funds could be used to

pay for new apprenticeships. The Levy was part of the Government's plan to increase the quantity and quality of Apprenticeships and came into effect in April 2017. Funds could only be used towards the costs of apprenticeship training. They could not be used on other associated costs such as apprentice wages, travel and subsidiary costs or the costs of setting up an apprenticeship programme.

The Committee was presented with the performance statistics for 2016/17 and it was noted that they were attracting more apprentices and the total number on the study programme had also increased. However, the latest ofsted report had indicated that there were areas that needed to be improved and, consequently, they needed to make some changes. A new Business Plan would be put in place and a new marketing and communication plan to further improve its image and get more people using the Services it offered. It was a period of big change for the Service. **It was agreed that there should be put in place improved communication of the role of the service with key stakeholders and promotion in the community of the service's benefits for young people and would like to see the business plan at its next meeting.**

26. WORK PROGRAMME (Agenda item 5.)

The Work Programme was received and noted.

27. UPDATE ON HEALTH INEQUALITIES TASK GROUP (Agenda item 8.)

The Chairman provided the Committee with an update on the Health Inequalities Working Group which had recently met to hear evidence from a range of witnesses about the impact that negative life style behaviours, e.g. smoking, alcohol consumption, drug misuse and obesity, had on health, wellbeing and life expectancy. The group also discussed what successful prevention looked like and how this could be applied in policy at a local level. The next meeting would take place in January and a report would come back to the Committee in March.

28. EXCLUSION OF PRESS AND PUBLIC (Agenda item)

At 8.10 pm it was

RESOLVED 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 item 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 item, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

29. FEASIBILITY STUDY (Agenda item 6.)

The Committee received a presentation from Kelvin Mills, the Head of Communities on the leisure feasibility report which had recently been completed. The presentation outlined future options for the Council's Leisure facilities and officers would work with Town and Parish Councils to develop these options further.

The meeting commenced at 7.00 pm and concluded at 9.10 pm

Chairman

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WAVERLEY BOROUGH COUNCIL

COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE – 23 JANUARY 2018

EXECUTIVE – 6 FEBRUARY 2018

Title:

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

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

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.

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.

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.

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

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Latest Budget position	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
Changes from previous year's budget				
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
Budget Shortfall	790	1,490	870	3,150
less - Council tax increase of 2.99%	-280	-270	-270	-820
Net budget shortfall after assumed council tax increase	510	1,220	600	2,330

Addressing the Budget Shortfall				
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
		-1,220	-600	-2,330
Budget Challenge - Finance				
Town and Parish grants - continue policy of annual reduction	-20			
Systems thinking review of benefits - staff saving	-70			
Budget Challenge - Environment				
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			
Snoxhall Fields car park management	-15			
Budget Challenge - Leisure and Community				
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			
Budget Challenge - Planning				
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			
<i>* funded from 20% fee planning fee increase</i>				
Budget Challenge - Governance				
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			
Total budget proposals	-510			

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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 £	Proposed Charge £	% Increase
Register of Electors				These are Statutory Charges	
1	Electronic Data Per 1,000 names or part thereof on each register	OO	20.00	20.00	0.0%
		OO	1.50	1.50	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	10.00	0.0%
		OO	5.00	5.00	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 £	Proposed Charge £	% Increase	
Democratic Representation						
<u>Annual Charges for supply of Committee Agendas</u>						
1	Meetings of Full Council	Per Copy	OZ	44.00	45.00	2.3%
2	Area Planning Committees (All)	Per Copy	OZ	101.00	104.00	3.0%
3	Individual Area Planning Committee	Per Copy	OZ	34.00	35.00	2.9%
4	Executive	Per Copy	OZ	67.00	69.00	3.0%
5	Others	Per Copy	OZ	34.00	35.00	2.9%
<u>Other Charges</u>						
6	Photocopying (A4/A3) (Print Room Only)	Per Copy	OS	0.20	0.20	0.0%
7	Copies of Committee Documents (including webcasts on DVD)	Per Copy	OS	9.00	9.00	0.0%

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

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

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

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	
Legal Expenses						
1	Data Protection Subject Access	Per Enquiry	OO	10.00	10.00	0.0%
2	Freedom of Information/ Environmental Information Regulations	Per Enquiry	OO	By Arrangement		
3	Proof of Life Certificates		OO	37.00	38.00	2.7%

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

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	
Licences						
1	Breeding Establishments	Annual	OO	290.00	300.00	3.4%
2	Riding Establishments - 1 to 8 Horses	Annual	OO	300.00	310.00	3.3%
3	Riding Establishments - 9 to 15 Horses	Annual	OO	450.00	460.00	2.2%
4	Riding Establishments - Over 15 Horses	Annual	OO	600.00	620.00	3.3%
5	Animal Boarding Establishments					
	a) Non-home Boarding	Annual	OO	270.00	280.00	3.7%
	b) Home Boarding	Annual	OO	190.00	200.00	5.3%
6	Dangerous Wild Animals	2-yearly	OO	200.00	210.00	5.0%
7	Zoos (2016/2017 -3 year licence)	4-yearly	OO	1,100.00	1,100.00	33.3%
8	Pet Shops	Annual	OO	210.00	220.00	4.8%
9	Cosmetic Piercing, Electrolysis, Acupuncture	per premise	OO	190.00	200.00	5.3%
10	Cosmetic Piercing, Electrolysis, Acupuncture	per person combined fee for premises and personal licence	OO	190.00	200.00	5.3%
11	Cosmetic Piercing, Electrolysis, Acupuncture	per premises and personal licence	OO	280.00	290.00	3.6%
12	Tattooing	per premise	OO	210.00	220.00	4.8%
13	Tattooing	per person combined fee for premises and personal licence	OO	210.00	220.00	4.8%
14	Tattooing	per premises and personal licence	OO	300.00	310.00	3.3%
15	Semi-permanent skin colouring	per premises	OO	210.00	220.00	4.8%
16	Semi-permanent skin colouring	per person combined fee for premises and personal licence	OO	210.00	220.00	4.8%
17	Semi-permanent skin colouring	per premises and personal licence	OO	300.00	310.00	3.3%
18	Street Trading					
	a) Sole Trader	Annual	OO	280.00	290.00	3.6%
	b) Schedule 2 event - up to 50 traders	Annual	OO	290.00	300.00	3.4%
	c) Schedule 2 event - 51 or more traders	Annual	OO	220.00	230.00	4.5%
	d) Schedule 2 event - up to 50 traders	Single Event	OO	140.00	140.00	0.0%
	e) Schedule 2 event - 51 or more traders	Single Event	OO	150.00	150.00	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	470.00	2.2%
	b) Site - renewal		260.00	270.00	3.8%
	c) Site to collectors - variation		400.00	410.00	2.5%
	d) Collectors - new application		420.00	430.00	2.4%
	e) Collectors - renewal		220.00	230.00	4.5%
	f) Collectors to Site - variation		460.00	470.00	2.2%
20	Hackney Carriage - Vehicles (not adapted) *				
	- less than 5 years old	Annual	284.00	284.00	0.0%
	- 5 years old and over - first 6 months		284.00	284.00	0.0%
	- 5 years old and over - second 6 months		82.00	82.00	0.0%
21	Hackney Carriage - Vehicles (adapted) *				
	- under 5 years old	Annual	102.00	102.00	0.0%
	- 5 years old and over - first 6 months		102.00	102.00	0.0%
	- 5 years old and over - second 6 months		82.00	82.00	0.0%
22	Missed Appointments (Vehicle Test)	Per Test	70.00	70.00	0.0%
23	Re-testing of vehicles following failure	Per Test	70.00	70.00	0.0%
24	Private Hire - Operators - renewal (5 vehicles and less)	5 years	125.00	125.00	0.0%
	Private Hire - Operators - renewal (more than 5 vehicles)	5 years	171.00	171.00	0.0%
	Private Hire - New Operators (5 vehicles and less)	5 years	146.00	146.00	0.0%
	Private Hire - New Operators (more than 5 vehicles)	5 years	192.00	192.00	0.0%
	Private Hire - New Operators (5 vehicles and less)	5 years	215.00	215.00	0.0%
	Private Hire -New Operators (more than 5 vehicles)	5 years	261.00	261.00	0.0%
25	Private Hire - Vehicles (not adapted) *	Annual			
	- under 5 years old	Annual	284.00	284.00	0.0%
	- 5 years and over - first 6 months		281.00	281.00	0.0%
	- 5 years and over - second 6 months		82.00	82.00	0.0%
26	Private Hire - Vehicles (adapted) *				
	- under 5 years old	Annual	102.00	102.00	0.0%
	- 5 years and over - first 6 months		102.00	102.00	0.0%
	- 5 years and over - second 6 months		82.00	82.00	0.0%
27	Hackney carriage / private hire - New driver	3 years	262.00	262.00	0.0%
	Hackney carriage / private hire licence renewal	3 years	170.00	170.00	0.0%
	Hackney carriage / private hire - New driver	1 year	108.00	108.00	0.0%
	Hackney carriage / private hire licence renewal	1 year	69.00	69.00	0.0%
28	Private Hire only - New driver	3 years	262.00	262.00	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	170.00	0.0%	
	Private Hire only- New driver	1 year	108.00	108.00	0.0%	
	Private Hire only licence renewal	1 year	69.00	69.00	0.0%	
29	Knowledge test	Per Test	OO	70.00	70.00	0.0%
30	Resit / non-attendance fee for Knowledge test	Per Test	OO	70.00	70.00	0.0%
31	Surrender and replacement of Hackney Carriage / Private Hire Licence		OO	82.00	82.00	0.0%
32	6 Month test (vehicles over 5 years)	Per Test	OO	83.00	83.00	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	10.00	0.0%
34	- New/Replacement plate & window disc		OS	20.00	20.00	0.0%
	- Replacement lanyard		OS	1.00	1.00	0.0%
	- Replacement driver's badge			10.00	10.00	0.0%
	- Change of address		OS	10.00	10.00	0.0%
35	New Plate / Licence for seating alteration		OO	20.00	20.00	0.0%
38	Transfer of P/H to H/C (new badge, knowledge test and admin)		OO	90.00	90.00	0.0%
39	Gambling Act 2005 - Including lotteries, permits, premises, etc	Various		Please see website for individual fees		
Licensing Act 2003						
40	- Personal	New	OO	37.00	37.00	0.0%
41	- Premises	Initial/Variation	OO	Various depending on rateable value		
42	- Premises: Sex Establishment	from -according to RV	OO	4,690.00	4,690.00	0.0%
43	- Premises	Annual Fee	OO			
44	- Premises	DPS Variations, etc	OO	23.00	23.00	0.0%
45	- Temporary Event Notice	Per Event	OO	21.00	21.00	0.0%
Search and Photocopying						
46	Copies of documents (general)	First page £1.00 20p per sheet thereafter	OS	1.00	1.00	0.0%
47	Data Barring Service (previously CRB)	Per Applicant	OO	50.00	50.00	0.0%

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

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Planning Service
Schedule of Fees and Charges for 2018/2019

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Charge £	% Increase
Planning					
1	Various	OO	Various		
Statutory Planning Application Fees statutory fee increase of 20% applied from January 2018					
Other Discretionary Planning Fees					
2	Per Annum	OZ	120.00	200.00	66.7%
<u>Search and Photocopying</u>					
3	First page £1.00 20p/sheet thereafter	OS	1.00	1.00	0.0%
4		OO	6.00	10.00	66.7%
5	Per Copy	OS	6.00	20.00	233.3%
6	Minimum Charge	OS	30.00	30.00	0.0%
7	Per Property (Minimum Charge)	OO	500.00	500.00	0.0%
Pre-Application Charges <i>(charges shown inclusive of VAT)</i>					
8	Planning Surgeries -Householder	OS	60.00	60.00	0.0%
9	-Householder	OS	95.00	95.00	0.0%
10	-One dwelling & other development	OS	200.00	200.00	0.0%
	-2-5 dwellings	OS	500.00	500.00	0.0%
	-6-10 dwellings	OS	900.00	900.00	0.0%
	-10-25 dwellings	OS	2,500.00	2,500.00	0.0%
	-26+ dwellings	OS	5,000.00	5,000.00	0.0%
	100-500 dwellings	OS		7,500.00	
	500+ dwellings	OS		10,000.00	
11a	Commercial Floor space ≤150m2	OS	0.00	200.00	0.0%
	- 150m2 - 500m2	OS	500.00	500.00	0.0%
	- 501m2 - 1,000m2	OS	2,500.00	2,500.00	0.0%
	- 1,000+ m2	OS	3,500.00	3,500.00	0.0%
11b	Other developmen Change of Use non-commercial, equine, commercial		200.00	200.00	0.0%
12	Development Control Consultative Forum	OS	4,000.00	5,000.00	25.0%
13	Research Fee	OS	50.00	100.00	100.0%
14	Validation Checks	OS	45.00	50.00	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	200.00	33.3%
16	Tree Advice	OS	35.00	40.00	14.3%

Planning Service
Schedule of Fees and Charges for 2018/2019

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Charge £	% Increase
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Other Planning Services

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

House Name Changes Street Naming and Numbering)

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

Rename a road	300.00
Rename a property	100.00

Numbering of new properties

Plots

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

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OO = Outside Scope

Customer and Corporate Services

Schedule of Fees and Charges 2018/2019

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

Summons Costs

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

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Community Services
Schedule of Fees and Charges for 2018/2019

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

Community Services
Schedule of Fees and Charges for 2018/2019

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase	Explanatory Notes
Recreational Open Space						
Football						
With Pavilion						
1	Full size pitch U15 - over 18's, 11v11	Match	OS	82.00	84.00	2.4% }
2	Full size pitch U13 - U14, 11v11	Match	OS	51.00	52.00	2.0% }
3	Junior pitch U11-U12's, 9v9	Match	OS	43.00	44.00	0.0% }
4	Colleges/Businesses Seniors	Match	OS	94.00	96.00	2.1% }
Without Pavilion						
5	Full size pitch U15 - over 18's, 11v11	Match	OS	70.00	71.00	1.4% }
6	Full size pitch U13 - U14, 11v11	Match	OS	41.00	42.00	2.4% }
7	Junior pitch U11-U12's, 9v9	Match	OS	37.00	38.00	2.7% }
8	Mini pitch U7-U10, 5v5 ad 7v7	Match	OS	34.00	35.00	2.9% }
9	Colleges/Businesses Seniors	Match	OS	82.00	84.00	2.4% }
Rugby						
10	Seniors	Match	OS	82.00	84.00	2.4% }
11	Mini Rugby	Match	OS	41.00	42.00	2.4% }
12	Junior (u18)	Match	OS	50.00	51.00	2.0% }
13	Colleges/Businesses Seniors	Match	OS	94.00	96.00	2.1% }
Training						
14	Football - no pitch use	Session	OS	25.00	25.00	0.0% }
15	Rugby - no pitch use	Session	OS	27.00	27.00	0.0% }
16	Football - pitch use	Session	OS	70.00	70.00	0.0% }
17	Rugby - pitch use	Session	OS	82.00	82.00	0.0% }
Cricket - with pavilion						
18	Seniors	Match	OS	93.00	95.00	2.2% }
19	Seniors (artificial wicket)	Match	OS	79.00	81.00	2.5% }
20	Colts	Match	OS	39.00	40.00	2.6% }
21	Colts (artificial wicket)	Match	OS	34.00	35.00	2.9% }
22	Colleges/Businesses Seniors	Match	OS	102.00	102.00	0.0% }
Cricket - without pavilion						
23	Seniors	Match	OS	77.00	79.00	2.6% }
24	Seniors (artificial wicket)	Match	OS	64.00	65.00	1.6% }
25	Colts	Match	OS	35.00	36.00	2.9% }
26	Colts (artificial wicket)	Match	OS	30.00	31.00	3.3% }
27	Colleges/Businesses Seniors	Match	OS	90.00	92.00	2.2% }
28	Broadwater Changing rooms	Match	OS	18.00	18.00	0.0% eg FCC cricket matches
Note: VAT is not chargeable on certain block/seasonal bookings of sports facilities.						
Tennis						
29	Seniors Per Court	Hour	OS	8.00	8.00	0.0% }
30	Juniors Per Court (Up to 6pm Monday to Friday)	Hour	OS	5.00	6.00	20.0% }
31	Colleges/Businesses Seniors	Hour	OS	10.00	10.00	0.0% }
Bowls Club						
32	Per Green	Year	OE	6,000.00	7,000.00	16.7% }
Athletics						
33	Athletics at Woolmer Hill Sports Ground, Haslemere	Year	OE	708.00	730.00	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
Outdoor Keep Fit Groups						
34	One off use	Session	OS	11.00	11.00	0.0%
35	Once a week, 1-2-1 tuition	Annual Charge	OS	51.00	52.00	2.0%
36	Multiple sessions each week, 1-2-1 tuition	Annual Charge	OS	102.00	104.00	2.0%
37	Once a week, group tuition	Annual Charge	OS	102.00	104.00	2.0%
38	Multiple sessions each week, group tuition	Annual Charge	OS	204.00	208.00	2.0%
Outdoor Fitness Camp Note:						
39	Reinstatement fees may be charges if damaged is caused by training on the sports pitches.	Per Incident				Dependent on amount of litter/damage
40	Littering/Vandalism Charge Should sports clubs/trainers etc litter of damage our facilities, they may be liable for costs associated with rectifying issues	Per Incident				Dependent on amount of litter/damage

Community Services
Schedule of Fees and Charges for 2018/2019

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

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

Community Services
Schedule of Fees and Charges 2018/2019

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

Community Services

Schedule of Fees and Charges 2018/2019

Ref. No.		Unit of Charge	VAT Indicator	Existing Charge £	Proposed Charge £	% Increase
Regular Use						
Main Hall						
22	Monday - Friday	9am - 6pm	Per Hour	OE	15.00	15.00 0.0%
23	Monday - Thursday	6pm - Midnight 1 Hour	Per Hour	OE	24.00	25.00 4.2%
24	Monday - Thursday	6pm - Midnight 2 Hours	Per Hour	OE	22.00	23.00 4.5%
25	Monday - Thursday	6pm - Midnight 3 Hours	Per Hour	OE	20.00	21.00 5.0%
Court Room/Bar						
26	Monday - Friday	9am - 6pm	Per Hour	OE	12.00	12.00 0.0%
27	Monday - Thursday	6pm - Midnight 1 Hour	Per Hour	OE	17.00	17.00 0.0%
	Monday - Thursday	6pm - Midnight 2 Hours	Per Hour	OE	16.00	16.00 0.0%
	Monday - Thursday	6pm - Midnight 3 Hours	Per Hour	OE	15.00	15.00 0.0%
Borough Hall Complex - Block Bookings						
28	Monday - Friday		Per Day	OE	68.00	68.00 0.0%
Borough Hall Complex						
29	Friday, Saturdays & Sundays	Weekly user		OE	20% off	20% off
30		Monthly user		OE	15% off	15% off
31		Occasional (over 4)		OE	10% off	10% off
32		2 bookings per year		OE	5% off	5% off
33		Overnight (no staff)		OE	50% off	50% off

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

Cinema						
34	Adult			OS	7.50	7.50 0.0%
35	Senior			OS	6.50	6.50 0.0%
36	Child			OS	3.50	3.50 0.0%
37	Student			OS	6.50	6.50 0.0%
38	Sat Childrens Film			OS	3.00	3.00 0.0%
39	Group (10 or more)			OS	6.00	6.00 0.0%
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 £	Proposed Charge £	
Careline					
1	- Careline Customers: (£4.40 plus vat)	Per Week	OS	5.28	5.28 } Additional fee of £2 per additional invoice generated } for new customers not } paying by Direct Debit
2	- Housing Associations	Contracts and pricing individually agreed			

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Environment Services
Schedule of Fees and Charges 2018/2019

Ref. No.		Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase	
Special Refuse Collection							
Standard Charge							
1	1 Item	Per Visit	OO	43.00	44.00	2.3%	Standard charges are designed to achieve overall full recovery of the cost of the service to the Council.
2	2 Items	Per Visit	OO	51.00	52.00	2.0%	
3	3 Items	Per Visit	OO	59.00	60.00	1.7%	
4	4 Items	Per Visit	OO	67.00	68.00	1.5%	
5	5 Items	Per Visit	OO	75.00	76.00	1.3%	
6	6 - 9 Items	Per Visit	OO	90.00	94.00	4.4%	

Reduced Charge

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

Waste Recycling

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

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OO = Outside Scope

Environment Services
Schedule of Fees and Charges 2018/2019

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase	
Environmental Health						
Food						
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%	
Private Water Supply						
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			

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Environment Services
Schedule of Fees and Charges 2018/2019

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge £	Charge £	% Increase		
Animal Control							
1	Stray Dogs	Per Occasion	OO	25.00	25.00	0.0%	Statutory fee plus kennelling and vet's costs extra
<u>Rats and Mice</u>							
2	Domestic #	Per Treatment	OS	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.

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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
General Fund Housing					
Houses in Multiple Occupation (HMO)					
1	Five yearly - per property (new application)	OO	565.00	575.00	1.8%
2	Five yearly - per property (renewal)	OO	495.00	505.00	2.0%
Caravan Site Licence Fees					
3	Site Licence Applications	OO			
	No. of pitches 1 - 5		460.00	469.00	2.0%
	6 - 24		483.00	492.00	1.9%
	25 - 99		528.00	538.00	1.9%
4	Site Licence Variations	OO			
	No. of pitches 1 - 5		296.00	303.00	2.4%
	6 - 24		308.00	315.00	2.3%
	25 - 99		330.00	338.00	2.4%
	Licence Transfer All			140.00	
	Annual Fee 1 - 5			55.00	
	6 - 24			110.00	
	25 - 99			220.00	
5	Property Inspections				
	Property Inspections for Immigration/ Foreign Office/Visa Application purposes	OS	160.00	160.00	0.0%
1	Officer time for works in default (Subject to Statutory maximum charge of £300)	Per Hour OO	60.00	60.00	0.0%
2	Officer time for Housing Act enforcement (Subject to Statutory maximum charge of £300)	Per Hour OO	60.00	60.00	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
<i>Revenue</i>										
General Fund Working Balance	3,200			3,200			3,200			3,200
<i>Capital</i>										
Non-Earmarked Capital Reserves										
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
Earmarked Reserves										
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
General Fund Total	4,200	2,730	(1,000)	5,930	2,400	(1,900)	6,430	1,900	(900)	7,430

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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					
	2,032,050	999,490	27,500	200,000	20,560	2,500	782,000

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

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WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW & SCRUTINY COMMITTEE 23 JANUARY 2018

Title:

FUNDING FOR VOLUNTARY SECTOR ORGANISATIONS SERVICE LEVEL AGREEMENTS 2018 TO 2021

**[Portfolio Holder: Cllr Andrew Bolton]
[Wards Affected: All]**

Summary and purpose:

The Council currently operates a Service Level Agreement funding arrangement with 12 voluntary sector organisations. All Agreements expire on 31 March 2018 and organisations will sign new three year Agreements for 1 April 2018 to 31 March 2021. The purpose of this report is to consider the proposed levels of Service Level Agreement funding to the voluntary sector organisations, taking into account the observations made by the Community Wellbeing Sub-group, and to pass comments on the proposed funding levels to the Executive.

The report proposes to continue to protect the Council's overall level of discretionary funding allocated at £687,105 to the voluntary sector despite significant reductions in Waverley's government funding.

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

The Service Level Agreements (SLA) provide funding to 12 voluntary sector organisations that provide high priority services for the benefit of Waverley residents, in partnership with the Council. The services that the partner organisations deliver cut across all corporate objectives. The Council's funding schemes particularly support the health and wellbeing of our residents, particularly meeting the Community Wellbeing corporate priority.

Financial Implications:

The Council's total proposed funding allocated to community organisations in 2018/19 is £687,105 showing the Council's continued commitment to its partnerships with voluntary organisations. This overall budget has been maintained at a similar level over the past 5 years, despite the Council's significant reductions in its government grant. Waverley has continued to receive a cut in its Government Grant in the current year, 2017/18, which reduces to zero in 2018/19. The financial projection in the latest approved medium term financial plan shows a budget shortfall of £2.8m over the next 3 years. Proposals to close the budget gap in 2018/19 are currently being considered by Members but there is still a significant shortfall to address in future years. At this stage however, there are no proposals to reduce the overall funding to the voluntary sector.

Summary of funding proposed for 2018-2021

The Agreements will detail this level of funding per annum for the three-year period of the Agreement; however, individual amounts will be subject to annual review and Council approval in February each year as part of the budget setting process:

	Annual funding proposed (for each of the next 3 years 2018-2021)	Actual funding for 2017/18
Waverley Voluntary Commissioning Partnership	-	£42,770
Service Level Agreements	£687,105	£644,290*
Total funding	£687,105	£687,060

*The Orchard Club saw a reduction of £20,000 in their funding in 2017/18 due to changes in the way they deliver their services under the SLA.

In addition to the above funding, the Council supports these and additional organisations in many other ways including assistance with accessing other sources of funding, one-off capital investment, discretionary rate relief and rent relief.

Legal Implications:

In awarding funding to voluntary organisations, the Council is required to obtain value for money for Borough residents. Having robust funding schemes that are reviewed annually ensures that the Council is consistent in achieving value for money, principles in accounting and any relevant procurement law.

Background

1. The Council has a strong commitment to working with and funding voluntary sector organisations to deliver services to residents. It is pleased to have maintained its overall budget at the same level since 2012/13, despite having to make significant savings on other services. The Council will look to protect funding to the voluntary sector, which supports many of our most vulnerable residents, if at all possible.
2. The Council has previously funded voluntary organisations in three ways: through SLAs, the Waverley Community Partnership annual grant scheme and the Waverley Voluntary Commissioning Partnership in partnership with Surrey County Council Adult Social Care.
3. Following the work of a Grants Review Special Interest Group held in 2011, seven organisations signed three year SLAs as a pilot for this new way of working. In 2015/16 the Council made the decision to move an additional 4 organisations across from the annual grant scheme to three year SLAs and a further 5 organisations to one year Agreements in 2017/18. This means that all SLAs expire on 31 March 2018. Due to this, the Waverley Community Partnership annual grant scheme was suspended for 2017/18 to determine its future. This meant that the Council's primary way of funding voluntary organisations would be SLAs to enable it to closely align funded activities with agreed priorities, deliver more effective partnership working and better outcomes for local communities.

Waverley Voluntary Commissioning Partnership

4. Surrey County Council and Waverley Borough Council have previously jointly funded (on a 50:50 basis) this commissioning scheme with an overall pot of £85,540. Surrey County Council wrote to Waverley in the summer 2017 to inform the Council that due to budget pressures they will be ceasing their contribution (£42,770) from 31 March 2018.
5. At its meeting on 5 September 2017 the Executive agreed to utilise the SLA process to assess how best to allocate the Council's remaining Waverley Voluntary Commissioning Partnership funding of £42,770 with the currently funded organisations. This demonstrated the Council's continued commitment to ensuring that the existing high priority services that this pot funds could continue to support residents, otherwise they would have been at risk.

Service Level Agreements 2018-2021 Review Process

6. The key purposes of the SLAs are as follows:
 - To provide greater accountability for the funding given to voluntary organisations.
 - To ensure the organisations are delivering outcomes that relate to the Council's corporate priorities.
 - To demonstrate outcomes that the organisations are delivering are providing value for money with robust performance measures in place.
 - To build a stronger partnership.
 - To give organisations and the Council the opportunity to budget and plan for the future.
7. At its meeting on 5 September 2017, the Executive agreed the establishment of an Executive Panel to review the current SLAs, in preparation for their renewal for the next three years, 1 April 2018 to 31 March 2021. The Panel proposed allocations for the next three years of the Agreements, with the caveat that funding is subject to annual review through the Council's budget setting process.
8. The Executive Panel, chaired by the Portfolio Holder for Economic Development and Grants supported by the Portfolio Holder for Health, Wellbeing and Culture and the Portfolio Holder for Environment, met on 20 September. Officers from the Communities Team and Finance supported the Executive Panel.
9. In reaching its decision, the Executive Panel reviewed information on each organisation including: a budget forecast for 2017/18, a business plan, key monitoring data, key financial information, a questionnaire completed by the Member Representative where there is one, a questionnaire completed by the organisation, and any relevant issues that the Panel should be aware of.
10. Annexe 1 shows the Panel's proposed allocations for funding and provides notes on the reasons for the proposed grant levels for some organisations where this is considered to be particularly relevant. Information on other discretionary support that the Council provides to partner organisations is detailed in Annexe 2.
11. Overall the Panel felt that all organisations are achieving good outcomes for residents with limited resources. The Panel noted that all organisations are run by volunteer Trustees, are fairly small, and do not have the funding leverage that national and larger

charities may have. It is not unusual for these local charities to need to access their reserves in order to operate.

Citizens Advice Waverley

12. The Panel noted that Citizens Advice Waverley is currently reviewing its business plan as part of its long-term strategy. In particular, it is the only funded organisation that provides an entirely free service to its clients and is required to invest resources to satisfy the needs of its membership to Citizens Advice national, adding pressure to its business model. The Panel felt that the Service Level Agreement should operate as a mechanism for Citizens Advice Waverley to work collaboratively with other bureaux and strengthen its partnership working. This would also enable Citizens Advice Waverley to explore the possibility of streamlining overheads costs and reduce the costs per client. A number of other local Councils are also encouraging their Citizens Advice Bureaus to work in collaboration.
13. Citizens Advice Waverley has a commitment to support clients face to face, which many clients say they prefer. This requires a venue for these meetings to take place. The Panel felt that alternative, more cost-effective venues should be explored such as libraries and community buildings.
14. The Panel felt that there should be a stronger review of CAW's funding throughout the term of their SLA to ensure that the above requirements to explore alternative models of delivery are met.

Services for Older People in Haslemere

15. The Orchard Club currently provides services for older people in Haslemere and surrounding villages. It previously operated out of Haslewey Community Centre under a licence arrangement. The Orchard Club moved its entire operations from Haslewey in December 2016 and now operates under an outreach-type model of service delivery, focussing on supporting more isolated, vulnerable older people to attend meaningful activities.
16. As part of its relocation and reorganisation, the Council has actively supported The Orchard Club to enable them to rent space at the Haslemere locality office for its administrative operations. The Council also provided additional support to enable The Orchard Club to rent space at Rolston House sheltered housing scheme lounge area to operate its Friends social group. In addition, the Council assisted The Orchard Club to establish a lunch club from High Lane Community Centre.
17. The Orchard Club's operations have changed significantly and inevitably it is now a very different to the service that the Council originally agreed to fund through its SLA. In addition, the number of people being supported by the service has reduced. Following agreement with The Orchard Club, the Council released a total of £36,500 for the year 1 April 2017 to 31 March 2018 rather than the original amount allocated of £56,500. The remaining £20,000 was identified as a saving which is now proposed to be built into the base budget for 2018/19.
18. In view of The Orchard Club's significant change in operations and recognising a degree of uncertainty about how these changes might manifest themselves over the coming months, the Executive Panel proposed ring fencing £26,000 during 2018/19

towards funding day centre type services for older people in the Haslemere area, such as those provided by The Orchard Club. That way, whatever The Orchard Club decides to do over the coming months, the money will still remain available to support the needs of older people in Haslemere. The Council continues to support The Orchard club with their plans, and continue to look for every opportunity to develop high quality day centre type services and meaningful activities for older people in the local area.

The Clockhouse

19. The Panel proposed to continue to maintain The Clockhouse's funding towards its core service at the same level, £43,200. In addition, the Panel proposed to ring fence a further £9,800 per year, which will be reviewed annually. This additional funding would be to support The Clockhouse to develop its activities to meet the changing needs of the local community and as part of developing a stronger partnership with the Council based on delivery of agreed outcomes. The Board is working towards taking on the Godalming area Community Meals Service and this additional transitional funding will support the organisation in this work as well.

Overview and Scrutiny Committee, Community Wellbeing Sub-group

20. At its meeting on 12 September 2017 the Community Overview and Scrutiny Community Wellbeing Committee resolved that a Service Level Agreement Group be established to consider the Executive Grants Panel's funding proposals. The Sub-group met on 17 October to make their comments and observations.

21. The Sub-group agreed overall with the Executive Grants Panel's proposed allocations for funding to each organisation and made the following specific observations:

22. Citizens Advice Waverley – agreed that their funding should be reviewed if requirements were not met. Furthermore, Members wanted to see the results of their customer satisfaction surveys.

23. Day Centres – the group noted the proposed increase to The Clockhouse dependent upon outcomes achieved to develop the partnership with the Council to meet its objectives. The group also felt that more meaningful activities should be provided to clients, particularly for people living with dementia.

24. Cranleigh Arts Centre – the group noted that the Arts Centre is a community facility available to all residents living in the borough and communications from the Arts Centre should reach and attract this wider audience. The Sub-group supported the Arts Centre receiving slightly more to support their drive to expand services.

25. The group noted that officers would be working on ensuring that the Agreements were tightly monitored, especially those where there was an expectation to improve service delivery.

Service Level Agreements 2018 - 2021

26. All organisations were informed of their proposed levels of funding in mid-December with the intention that this early indication would support them with their financial planning. It was made clear to the organisations that the proposals are subject to

approval through the Committee process. The Agreements will detail the proposed level of funding per annum for the three year period of the Agreement, however, individual amounts will be subject to annual review and Council approval in February each year as part of the budget setting process

27. At its meeting on 5 September, the Executive approved delegated authority to the Head of Community Services in consultation with the Portfolio Holder for Economic Development and Grants to agree the final service specification for each organisation's SLA.
28. The SLA documents are being prepared and will be ready for signing on 1 April 2018 so that the Council is in a position to release the first funding instalments at the beginning of April. The Service Expectations will be carefully written to ensure that any requirements identified as part of the SLA review process are included and that outcomes and outputs are clear. The Service Specifications and monitoring data may need to be reviewed during the period of the Agreements to ensure they are aligned to the Council's new Corporate Plan, which is scheduled to be taken to full Council in February 2018.

Conclusion

29. The Council chooses to work through the voluntary sector to deliver these discretionary services to our most vulnerable residents including community transport, day centres and arts organisations. This offers excellent value for money. It is, however, important to note that the grants do not fully fund the services that the organisations are expected to deliver, therefore the level of influence the Council has over their delivery can be limited.
30. The SLAs are now the Council's primary way of funding and working in partnership with voluntary organisations delivering identified key services to residents. The Council is aware of how challenging it is for these small charities to run local community services and appreciates the enormous efforts put in by the staff and volunteers. The Council is committed to continuing its partnership with these organisations.

Recommendation

It is recommended that the Overview and Scrutiny Committee considers the funding proposals for the Service Level Agreements to voluntary organisations and, after taking account of the comments of the Sub-group, passes observations (if any) to the Executive on the level of funding for each organisation.

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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Organisation	Current Funding		Proposed Allocations Per Year (for the 3 year period of the SLAs 2018-2021)			
	Current SLA Funding Levels (the amount shown is the funding per year for the 3 year period of the Agreements 2015-2018) (£)	2017/18 Waverley Voluntary Commissioning Partnership Funding Awarded (WVCP) Pooled funds with Surrey CC (50:50 contribution of £42,770) (£)	Notes on the Executive Panel's Comments	Proposed total SLA funding per year for the 3 year period of the Agreements 2018-2021 (£)	Difference in funding compared to total annual funding last year (£)	Notes on the Overview & Scrutiny Community Wellbeing Sub-group's Comments
Age UK Surrey	15,000	11,105	Allocate £11,105 from the WVCP pot to the SLA in future	26,105	0	
Brightwells Gostrey	55,000	17,000	Allocate £17,000 from the WVCP pot to the SLA in future	72,000	0	
Citizens Advice Waverley	210,000	n/a	Require Citizens Advice to look at their business model and work collaboratively with other bureaux to strengthen its partnership working. Require Citizens Advice to explore alternative, more cost effective venues for client meetings. Review funding levels if requirements are not met.	210,000	0	The Sub-Group felt it important that the organisation continued to be supported. They agreed that funding levels should be reviewed if requirements were not met. Members also requested to see the results of customer satisfaction surveys.
Farncombe Day Centre	54,000	9,405	Allocate £9,405 from the WVCP pot to the SLA in future, plus an additional £2,595 = £12,000 in recognition of the more frail older people that the Care Assistants support & pressure on those staff costs.	66,000	2,595	
Cranleigh Arts Centre	19,500	n/a	Proposed an increase to support the Arts Centre's drive to expand services	22,000	2,500	The Sub-Group agreed with the proposed increase in funding and also felt that communications from the Arts Centre should reach and attract an audience across the whole borough.
Farnham Assist	8,000	n/a		8,000	0	
Farnham Maltings	32,490	n/a	Proposed a small increase	33,000	510	The Sub-Group agreed with the proposed increase in funding.
Hoppa	108,000	n/a		108,000	0	
Rowleys Centre for the Community	55,000	n/a		55,000	0	
The Clockhouse	43,200	0	The Panel proposed to maintain the existing SLA funding level of £43,200 and ring-fence a further £9,800 per year, which would be reviewed annually. Release of this additional amount would depend upon outcomes achieved by the Clockhouse to develop the partnership with the Council to meet its objectives.	53,000	9,800	The Sub-Group noted the proposed increased in funding, which would be reviewed annually. They also felt that more meaningful activities should be provided at the Centre, particularly for people living with the onset of dementia.
Services for older people in the Haslemere area (currently provided by The Orchard Club*)	36,500	n/a	The Panel suggested ring fencing £26,000 towards day centre type services for older people in the Haslemere area such as those provided by The Orchard Club. Discussions are underway to consider how day centre type services/meaningful activities for older people may be delivered in the Haslemere area to meet the Council's objectives.	26,000	-10,500	
Voluntary Action South West Surrey	7,600	11,805**	Proposed a small increase	8,000	400	The Sub-Group understood that the organisation provides a valuable service that supports the work of the Council and agreed with the proposed increase.
Haslemere Macular Support Group	n/a	505	n/a	n/a	n/a	
Oakleaf Enterprise	n/a	5,805	n/a	n/a	n/a	
Prosper Communities	n/a	3,005	n/a	n/a	n/a	
SW Surrey Cruse Bereavement Care	n/a	6,000	n/a	n/a	n/a	
The Cellar	n/a	2,505	n/a	n/a	n/a	
Crossways Counselling Service	n/a	6,000	n/a	n/a	n/a	
Challengers	n/a	12,405	n/a	n/a	n/a	
Total	644,290	85,540		687,105	5,305	

The Orchard Club* - note that £20,000 was identified as a saving for 2017/18, which is now built into the base budget for 2018/19 onwards.
 Voluntary Action South West Surrey** - a 5 year Big Lottery grant was secured during the year for the service funding by the WVCP. Therefore some of the WVCP funding will not be claimed in 2017/18.

Existing SLA Funding Levels - The amount shown for each of the organisations is the level of funding for one year only. The organisations received the amounts shown annually over the three year period of their Agreements, 2015-2021.

Proposed SLA Funding Levels - The proposed allocations are the annual amounts over the three year period of the Agreements, 2018-2021. The SLA funding is subject to annual review and Council approval in February each year as part of its budget setting process. Regular monitoring meetings are held with the individual SLA organisations and continued funding levels are dependent upon outcomes delivered by the organisations and performance against the monitoring information required by the Council.

Waverley Voluntary Commissioning Partnership - At its meeting on 5 September 2017, the Executive agreed to utilise the SLA process to assess how best to allocate the Council's remaining Waverley Voluntary Commissioning Partnership Funding of £42,770 with the currently funded organisations following Surrey County Council's withdrawal from the scheme.

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Estimated Overall Discretionary Financial Assistance Provided to Voluntary Organisations During 2017/18

September 2017

Organisation Name	SLA Funding (£)	Waverley Voluntary Commissioning Partnership Funding* (£)	Other ongoing funding			Other One-Off Funding		Notes	Total Estimated Support for 2017/18 (£)
			Discretionary Rate Relief (Value £)	Estimated/Anticipated Other Ongoing Funding (£)	Details of Other Ongoing Funding	Estimated Other One-off funding (£)	Details of Other One-Off Funding		
Organisations funded by a Service Level Agreement arrangement									
Citizens Advice Waverley	210,000		3,117		Discretionary rate relief is for all sites				213,117
Hoppa	108,000					5,000	contribution from Emergency Funding Provision towards new Farnham bus		113,000
The Orchard Club	36,500							The three year SLA Agreement was for £56,500 pa, however this has to date been reduced by £20,000 for 2017/18 as a result of their new model of delivery.	36,500
The Clockhouse	43,200		1,245						44,445
Age Concern Farncombe	54,000	9,405	709	13,815 (actual building costs 2016/17)	Building costs/repairs - the building is owned and maintained by the Council. A total of £10,000 is allocated in the annual budget towards building maintenance for 'day centres' = Age Concern Farncombe and Brightwells Gostrey together. The exact amount awarded to each centre may vary year on year therefore the amount shown in the previous column is for 2016/17 as a guide.			The day centre currently pays an annual service charge of £1,300. Discussions are ongoing with the day centre to draw up a lease so that the centre becomes responsible for more of its costs to operate out of the building. The centre will pay rent, for its gas and electricity and some maintenance costs.	83,016
				4,300 (gas & electricity approx costs)	The figure shown is the approximate amount incurred by the day centre. The day centre's services are intrinsically linked to Bowring House sheltered scheme and the bills received are for the entire building. Therefore the figure shown is calculated using the day centre's square footage occupancy.				
				787	insurance				
Cranleigh Arts Centre	19,500					85,000	Officers are working on an application for S106 funding from two developments, one for £40,000 and one for £45,000 to go to phase 1 of their refurbishment works.		104,500
Farnham Maltings - Outreach	32,490		10,180			541	Towards Craft Town project	The SLA funding contributes specifically towards the Maltings outreach work	56,061
						1,500	Towards Celebrating Age project		
						1,000	towards Spark festival		
						350	funding towards a theatre project but the final figure is yet to be agreed		
						10,000	Contribution from Emergency Funding towards new cinema screen		
Rowleys Centre for the Community	55,000		1,102			4,966	S106 funding towards hairdressing suite		116,068
						50,000	capital funding towards the old Rowland House part of the building, which will be a community hub.		
						5,000	Revenue funding towards the new Meals Service for April to September (may be awarded more during the year)		
Brightwells Gostrey	55,000	17,000	297	10,879 (actual building costs 2016/17)	Building costs - the building is owned and maintained by the Council. A total of £10,000 is allocated in the annual budget towards building maintenance for 'day centres' = Age Concern Farncombe and Brightwells Gostrey together. The exact amount awarded to each centre may vary year on year therefore the amount shown in the previous column is for 2016/17 as a guide.	5,000	Revenue funding towards the new Meals Service for April to September (may be awarded more during the year)	The day centre currently pays an annual service charge of £1,670. The centre will be moving to the new Memorial Hall under a different financial arrangement overall.	108,604
				10,567 (actual gas costs 2016/17)	Gas - a total of £13,720 is allocated in the annual budget towards gas for 'day centres' = Age Concern Farncombe and Brightwells Gostrey together. The bills are charged directly to the Council. The amount paid varies year on year.				
				6,717 (actual electricity costs 2016/17)	Electricity - a total of £9,000 is allocated in the annual budget towards electricity for 'day centres' = Age Concern Farncombe and Brightwells Gostrey together. The bills are charged directly to the Council. The amount paid varies year on year.				
				1,080	legionella control				
				2,064	insurance				

Organisation Name	SLA Funding (£)	Waverley Voluntary Commissioning Partnership Funding*(£)	Other ongoing funding			Other One-Off Funding		Notes	Total Estimated Support for 2017/18
			Discretionary Rate Relief (Value £)	Estimated/Anticipated Other Ongoing Funding (£)	Details of Other Ongoing Funding	Estimated Other One-off funding (£)	Details of Other One-Off Funding		
Organisations funded by a Service Level Agreement arrangement									
Voluntary Action SW Surrey	7,600	11,805							19,405
Age UK Surrey	15,000	11,105							26,105
Farnham Assist	8,000								8,000
Other voluntary organisations funded by the Waverley Voluntary Commissioning Partnership									
Challengers		12,405							12,405
Crossways Counselling		6,000							6,000
Cruse Bereavement Care		6,000							6,000
Haslemere Macular Support Group		505							505
Oakleaf Enterprise		5,805							5,805
Prosper Communities		3,005							3,005
The Cellar		2,505							2,505
Total	644,290	85,540	16,650	50,209			168,357		965,046

* Waverley Voluntary Commissioning Partnership - The amount shown is the funding from the pooled arrangement with Surrey County Council (£42,770 each). Funding is for specific services or activities that meet the health and wellbeing needs of the community. For the SLA organisations, these services and activities are currently outside of the SLA funding service expectations

Other possible sources of funding to voluntary organisations

Arts Partnership Surrey - Waverley contributes £4,000 towards the Partnership and both Cranleigh Arts Centre and Farnham Maltings could benefit from this but as a contractor or venue. Arts Partnership Surrey agrees all funding for this pot.

S106, Planning Infrastructure Contributions - some of the organisations above will have and could benefit from funding towards capital projects using developers contributions.

Direct budgets - some additional voluntary organisations may be funded by direct budgets on an annual basis such as sports organisations through the leisure budgets.

WAVERLEY BOROUGH COUNCIL
COMMUNITY WELLBEING
OVERVIEW AND SCRUTINY COMMITTEE

23 JANUARY 2018

Title:

SERVICE PLANS 2018-19

[Portfolio Holder: All]

[Wards Affected: All]

Summary and purpose:

This report presents the draft Service Plans for the new financial year 2018-2019 for the service areas under the remit of this Committee.

Members will receive short presentations from each Head of Service regarding the main features and priorities of their plan and are asked to make any observations on the plans to the Executive.

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

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

Financial Implications:

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

Legal Implications:

There are no specific legal implications arising from this report.

Background

1. Each year Service Plans are produced in order to deliver the Council's service objectives and to provide an important element of the Council's overall Performance Management Framework. Heads of Service work with Portfolio Holders to set out the service objectives for the coming year.
2. During this meeting, each Head of Service will briefly present the key objectives, features and priorities for their service area and Members will have the opportunity to ask questions and make any observations to be passed on to the Executive.
3. 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.

4. Set out at Annexe 1 are the Service Plans for 2018/19 for Communities & Major Projects and Policy and Governance.

Recommendation

It is recommended that the Community Wellbeing Overview & Scrutiny Committee:

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

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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Service	Communities & Major Projects (Arts; Community Services; Careline; Leisure; Waverley Training Services)	Portfolio Holders	Cllr Julia Potts, Cllr Jenny Else, Cllr Kevin Deanus &
Head of Service	Kelvin Mills		
Strategic Director	Annie Righton		

Strategic Theme	People, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Maximisation in the usage, service offering, and profitability of the leisure centres operated by Places for People (PfP) on behalf of the Council.	CS 1.1	Write and implement new Leisure Policy defining role of Leisure Centres for the Council. Stipulating the priority of the service, financial, and service expectations. Work closely with PfP to increase usage in line with Council expectations.	Dec 2018	Fotini Vickers Kelvin Mills	Leisure Team Democratic Services
	CS 1.2	Renegotiate new leisure management contract thresholds to increase guaranteed return.	Apr – Aug 2018	Tamsin McLeod Kelvin Mills	Leisure Team Finance Legal
	CS 1.3	Increase offering and service provision across the Borough of health & wellbeing classes by 15%.	Apr 2019	Fotini Vickers Kelvin Mills	Leisure Team PfP
	CS 1.4	Implement adopted findings of Feasibility Study looking at investment within the Leisure Stock to achieve a Return of Investment of over 5%. Procure consultant support and assemble PfP team.	Apr 2018 May – June 18	Fotini Vickers Tamsin McLeod Kelvin Mills	Leisure Team Consultant Team Procurement Finance Legal Communications Team

		Design & tender project.	July - Sept 2018		
		Carry out necessary stakeholder engagement to revise the options for Cranleigh Leisure Centre and present options to Council.	Oct 2018 – Jan 19		

Strategic Theme		People, Place and Prosperity			
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Create a new community centre in the Memorial Hall. To improve the health & wellbeing of the residents of Farnham and the surrounding area.	CS 2.1	Complete works and oversee move of Gostrey Centre and Waverley Training Services.	Mar - April 2018	Katie Webb Kelvin Mills	Communities Team
	CS 2.2	Work closely with the Gostrey Centre team and evaluate usage once successfully moved in and fit service to expectation and need.	Mar 2018 – Apr 2019	Katie Webb Jane Todd David Copping	Communities Team
	CS 2.3	Work with the local Surrey County Council Social Services team and the Farnham Clinical Commissioning Group (CCG) to increase awareness of the centre, playing an integral role in the success of the site.	Apr 2018 – Aug 2018	Charlotte Hall David Copping	Communities Team Communications Team
	CS 2.4	Achieve 30% usage occupancy in line with Business Plan. Achieve 40% usage occupancy and generate an operating surplus in line with Business Plan.	Apr 2019 April 2020		
Introduce Live Streaming of National Theatre and Royal Opera productions to Borough Hall to increase usage of the main hall and	CS 2.5	Obtain National Theatre, Royal Opera approval to live stream at the Borough Hall.	Mar 2018	Charlotte Hall Melody Jones	Communities Team Communications Team

serve an identified local need.		Create timetable of live events and write and implement marketing plan to attract audiences.	Feb – Dec 2018		
		Launch new Live Streaming Offer	Apr 2018		

Strategic Theme	People, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Increase number of clients served by Careline, increasing total clients by 5%pa over the next two years.	CS 3.1	Write and Launch Marketing Plan.	June 2018	David Brown Amy Bedrock Kelvin Mills	Careline Team Communications Team
Increase financial performance by 5% pa 2018 -2020.	CS 3.2	Introduce new charging structure to include optional extras to compliment standard offer.	Mar 2018 – Mar 2020		
	CS 3.3	Investigate potential new services that could benefit our client base and increase usage. Launch new services, if identified and felt appropriate.	Mar 2018 – Dec 2018 Jan 2019		

(Actions 3.4 – 3.8 relate to Grounds Maintenance which is under the remit of the Environment O&S Committee)

Strategic Theme	People, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Increase the availability and awareness of the services offered by Waverley Training Services to address the identified need	CS 3.8	Create new Marketing and Business Plans with focused Business Development Programme based upon Public Sector. Grow Waverley Training Services' apprenticeship	Mar 2018 Apr 2018 – September 2020	Adele O Sullivan Kelvin Mills	Communities Communications Finance

<p>within the local area.</p> <p>Helping young people back into education or employment.</p>		numbers by 100% in 2018, and a further 100% in 2019.			
	CS 3.9	<p>Manage Sub-Contractors effectively to deliver contract sum to agreed contractual performance levels.</p> <p>Monthly performance meetings with regular quality assessments of teaching practices and financial and administration audits.</p>	Ongoing	Adele O Sullivan Richard Pepper Sarah French	Communities
	CS 3.10	<p>Monthly meetings covering quality and quantum of delivery of whole service.</p> <p>Ensure contractual performance levels are achieved and intervene where necessary.</p>	Ongoing	Adele O Sullivan Kelvin Mills	Communities Finance
	CS 3.11	<p>Monitor and report monthly to achieve overall attainment and timely performance to contract levels of 80% and 75%.</p> <p>Present to O&S quarterly.</p>	Ongoing	Adele O Sullivan Graham Smith	
	CS 3.12	<p>Implement improved Self Assessment Review.</p> <p>Complete Quality Improvement Plan (QIP) actions</p> <p>Implement Ofsted support observations involving sub-contractors</p> <p>Achieve improved Ofsted grade.</p>	<p>Feb 2018</p> <p>Jan – Apr 2018</p> <p>Jan - Apr 2018</p>	Adele O Sullivan Sarah French Susan Freke	

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Oversee delivery of the Brightwells regeneration	CS 4.1	Create effective Governance Structure to oversee implementation phase of the Brightwells Scheme.	March 2018	Kelvin Mills Adam Holt	Democratic Services Communities Team

scheme.		Support and administer governance process	March 2018 – 2021		
	CS 4.2	Oversee the delivery of the S106 arrangements.	January 2018 – 2021		
	CS 4.3	Act as lead officer on the delivery team for the Council.	Throughout Project		

Strategic Theme	Place, People				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/implications
Create a new Heathland Hub at Frensham Great Pond to promote the biodiversity and the physical importance of this heathland area and better serve the visitors and users of the site.	CS 5.1	Consult with, and design a 'hub' in line with the objectives and architectural demands of the land owner, the National Trust. Present new designs to Executive with cost estimations and project plan to gain authority to proceed.	Feb 2018 March 2018	Kelvin Mills	Communities Team Architect
	CS 5.2	Obtain Commons Consent to build the new 'hub' and improve the functionality of the car park that serves the site.	Apr – Dec 2018		Communities Team Consultant support
	CS 5.3	Submit planning application for scheme. Gain planning approval to proceed.	Aug 2018 Nov – Dec 2018		Communities Team Consultant Support Legal

	CS 5.4	Prepare tender specification and required documentation.	Jan – Mar 19		Communities Team Procurement Legal Finance Consultant Support
		Procure contractor to carry out the work.	Apr – June 19		
		Appoint contractor.	July 2019		
		Contractor begins work onsite.	Sept 2019		

Equalities & Diversity Checklist

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

Page 74

Service	Policy and Governance (Democratic Services; Elections; Legal Services and Land Charges; Corporate Policy; Communications and PR; Licensing)	Portfolio Holders	Cllr Julia Potts – Corporate Strategy / Policy and Governance		
Head of Service	Robin Taylor		Cllr Tom Martin – Communications and PR / Democratic Services		
Strategic Director	Tom Horwood, Chief Executive				

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Business as usual – ensure that during this time of	PG 4.3	Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in	Ongoing	Emma McQuillan /	Existing staff resources, budgets

<p>change that the Policy and Governance service continues to deliver high quality services across all core functions.</p>		<p>Waverley</p> <ul style="list-style-type: none"> • Deliver the planned licensing enforcement and compliance inspection programme, ensuring that results are shared and acted upon. • Continue to improve customer focus across all areas of the council's licensing function. 		<p>Paul Hughes</p>	<p>and IT assets and systems.</p>
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WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW & SCRUTINY COMMITTEE

23 JANUARY 2018

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 2, 2017/18
(JULY – SEPTEMBER 2017)**

**[Portfolio Holders: Cllr Jenny Else,
Cllr Kevin Deanus]
[Wards Affected: All]**

Summary and purpose:

The report provides an analysis of the Council's performance in the second quarter of 2017/18 in the service area of Community Services. Annexe 1 to the report details performance against key indicators.

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

Waverley's Performance Management Framework and the active management of performance information help to ensure that Waverley delivers its Corporate Priorities.

Equality and Diversity Implications:

There are no direct equality and diversity implications in this report. Equality impact assessments are carried out when necessary across the Council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

Resource/Value for Money implications:

There are no resource implications in this report. Active review of Waverley's performance information is an integral part of the corporate performance management process, enabling the Council to improve Value for Money across its services.

Legal Implications:

Some indicators are based on statutory returns which the Council must make to Central Government.

Background

1. At the previous meeting of this Committee on the 27 June 2017 it was agreed that, going forward, performance indicators would be reported on an exception basis only. Therefore this report will only focus on those PIs where performance is above or below target by more than 5% or where those PIs without a target are notable. The graphic trend analysis report is set out at Annexe 1.

Performance in Quarter 2

2. Out of the 6 performance indicators with associated targets, only 1 is off target by more than 5%.

Leisure

3. The only PI which is off target in the second quarter of 2017/18 is CS2 (*the number of visits to Farnham Leisure Centre*), with number of visits falling from 133,357 in Q1 to 129,700 in Q2. The attendance in the second quarter is always lower as can be observed in previous years, however this indicator has been showing a downward trend since July 2016 (Q2 2016/17), with only 1 quarter out of 5 meeting the target of 140,000.

Farnham Leisure Centre has now 17 competitors within a 4 mile radius. This is an unprecedented amount and has grown significantly in the past year. It has an impact on the centre, as residents have more choice and lower cost options including free parking. Due to the changes to the local market, it is proposed to lower the target from 140,000 to 130,000 visits per quarter for this leisure centre starting from Q1 2018/19.

Waverley and Places for People are working in partnership to maximise the use of centre and expand the services. This will include health and well-being initiatives and plans to install a new soft play and indoor climbing provision to upgrade the centre and attract new visitors.

Future Performance Management Reporting

Leisure Indicators review proposal

4. The officers would like to propose a review of the leisure centre indicators, to find a more meaningful way of measuring leisure centre performance. The current method doesn't take into consideration the population size and the number of visitors do not always reflect the overall performance of the centre. If the committee agrees, the officers will conduct a review and prepare a report with the proposed changes that will be presented in March, in time to implement any new indicators for Q1 in 2018/19.

New Performance Indicators

5. The Executive has approved inclusion of new indicators for Careline, Waverley Training Services and Leisure, and they will be included in the quarterly performance reports starting from the next quarter (Q3 2017/18).

Careline

- Total number of clients (data only)
- The number of calls per quarter (data only)
- Critical faults dealt with within 48 hours (target of 95%)

Waverley Training Services

- Apprentice success rate (target of 80%)
- Apprentice timely success rate (gaining qualification in the time expected) (target of 75%)
- Number of apprentices on study programmes (target 7.5 per quarter, 30 per year)

Leisure

- Numbers attending weight management classes or other wellbeing activities (data only)

Recommendation

It is recommended that the Community Wellbeing Overview & Scrutiny Committee:

1. Considers the performance figures for Quarter 2 and agrees any observations or recommendations about the performance and progress towards target it wishes to make to the Executive.
2. Considers the change of target for the indicator CS2 (*the number of visits to Farnham Leisure Centre*), and makes its recommendations to the Executive.
3. Agrees a review of Leisure Centre indicators.

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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E-mail: nora.copping@waverley.gov.uk


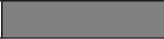

Louise Norie

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Community Wellbeing
O&S Committee
Performance Management Report
Quarter 2, 2017/18
(July – September 2017)

RAG Legend		Graph Lines Legend	
On target	Green	Waverley Outturn 2016/17 (blue line)	
Up to 5% off target	Amber	Waverley Outturn 2015/16 prior year	
More than 5% off target	Red	Waverley Target (black dotted line)	
Data not available	Not available		
Data only/ no target/ not due	No target		

CONTACT OFFICER:

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Email: nora.copping@waverley.gov.uk

Last updated: 12 January 2018

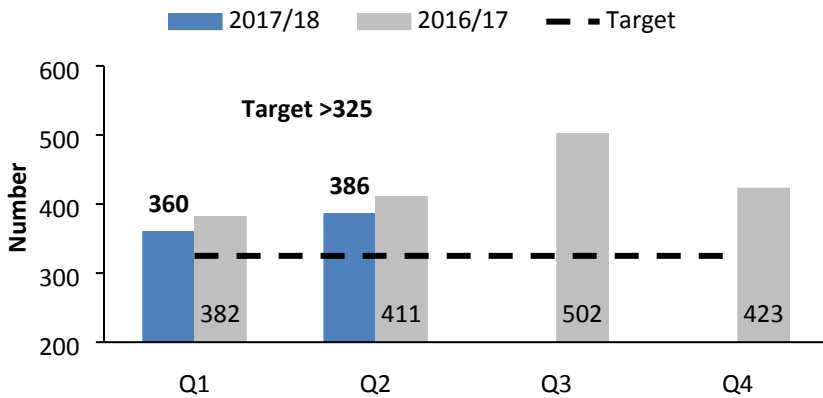
COMMUNITY SERVICES

COMMUNITY SERVICES

CS1: Number of Access to Leisure Cards issued

GREEN

Number of Access to Leisure Cards issued
(higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	360	382	325
Q2	386	411	325
Q3		502	325
Q4		423	325

Comments

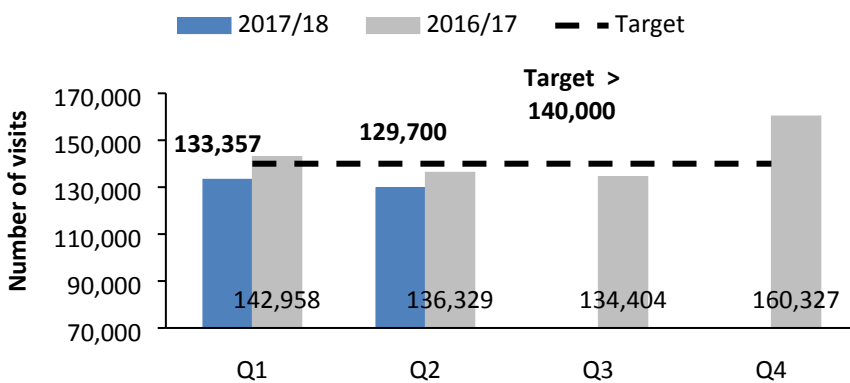
The were 26 more cards issued in the second quarter compared to the preceeding one. The performance exceeds the target by 18.77%.

COMMUNITY SERVICES

CS2: Number of Visits to Farnham Leisure Centre

RED

Number of visits to Farnham Leisure Centre
(higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	133,357	142,958	140,000
Q2	129,700	136,329	140,000
Q3		134,404	140,000
Q4		160,327	140,000

Comments

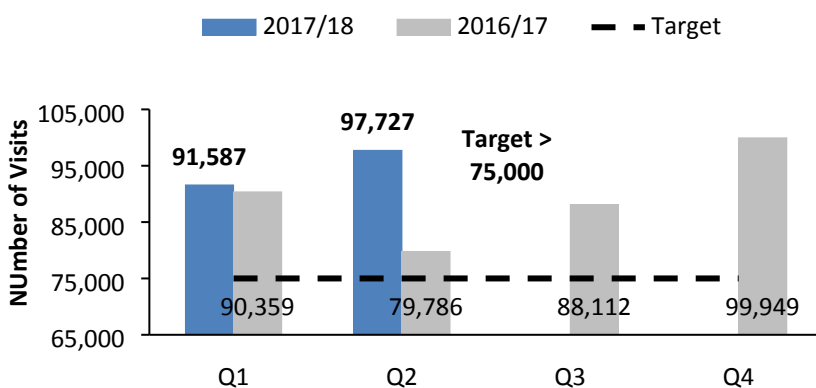
A downward trend continues and the performance is now 7.36% below the target. The revision of the target is recommended (further details in the Covering Report).

COMMUNITY SERVICES

CS3: Number of Visits to Cranleigh Leisure Centre

GREEN

Number of visits to Cranleigh Leisure Centre
(higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	91,587	90,359	75,000
Q2	97,727	79,786	75,000
Q3		88,112	75,000
Q4		99,949	75,000

Comments

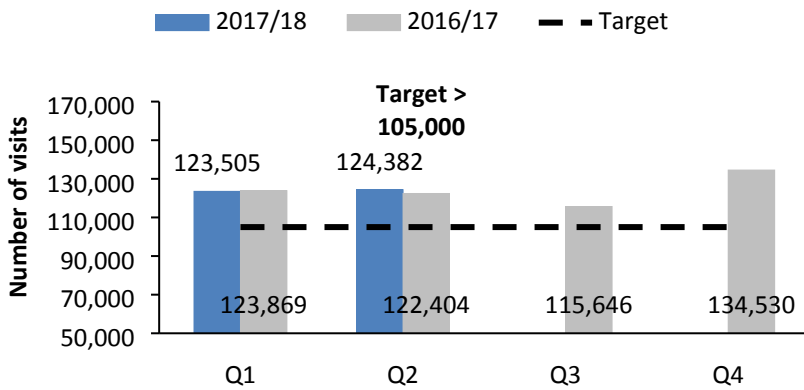
Performance in the second quarter has improved by 6,140 visits and exceeds the target by 30.30%.

COMMUNITY SERVICES

CS4: Number of visits to Haslemere Leisure Centre

GREEN

Number of visits to Haslemere Leisure Centre (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	123,505	123,869	105,000
Q2	124,382	122,404	105,000
Q3		115,646	105,000
Q4		134,530	105,000

Comments

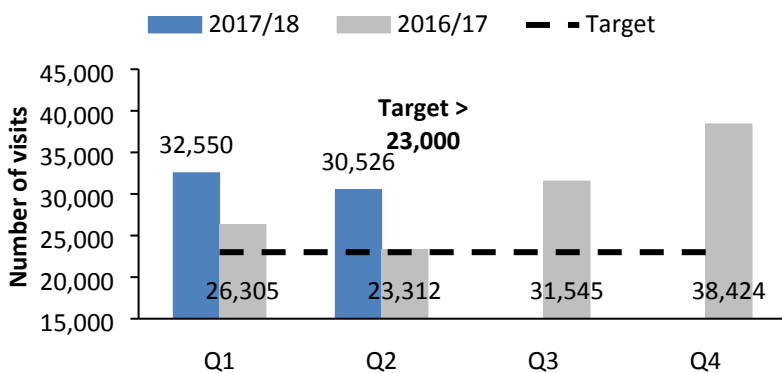
Performance continues to exceed the new increased target (from 92K to 105K) in the second quarter by 18.46% and remains at the same level when compared with the corresponding quarter last year and shows a small improvement over the preceding quarter.

COMMUNITY SERVICES

CS5: Number of Visits to The Edge Leisure Centre

GREEN

Number of visits to the Edge Leisure Centre (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	32,550	26,305	23,000
Q2	30,526	23,312	23,000
Q3		31,545	23,000
Q4		38,424	23,000

Comments

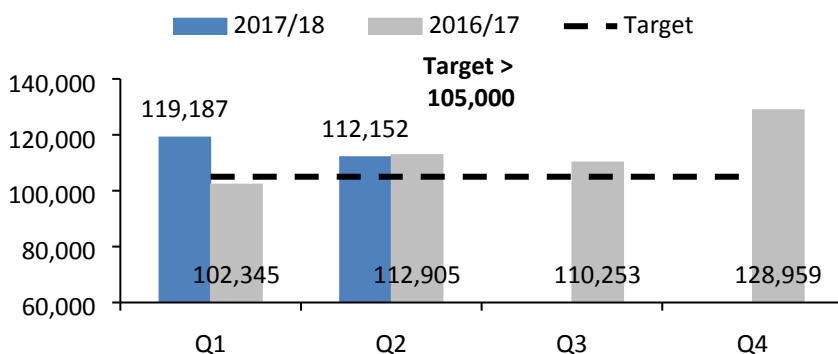
The first quarter performance has dropped slightly, but it still exceeds the target (by 32.72%) and the performance of the corresponding quarter last year (by 30.95%).

COMMUNITY SERVICES

CS6: Number of Visits to Godalming Leisure Centre

GREEN

Number of visits to Godalming Leisure Centre (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	119,187	102,345	105,000
Q2	112,152	112,905	105,000
Q3		110,253	105,000
Q4		128,959	105,000

Comments

Performance has dropped slightly in the second quarter but it still exceeds the new increased target (from 92K to 105K) by 6.81% , and remained on the same level

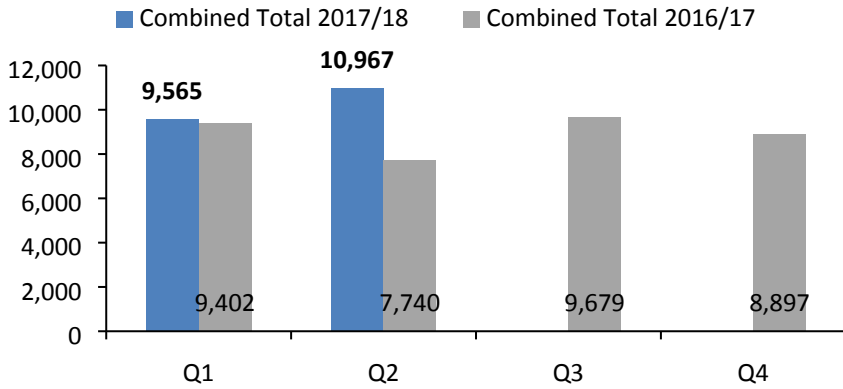
when compared with the corresponding quarter last year.

COMMUNITY SERVICES

CS7: Total number of visits to and use of museums

No target

The number of visits and use of museums - Combined



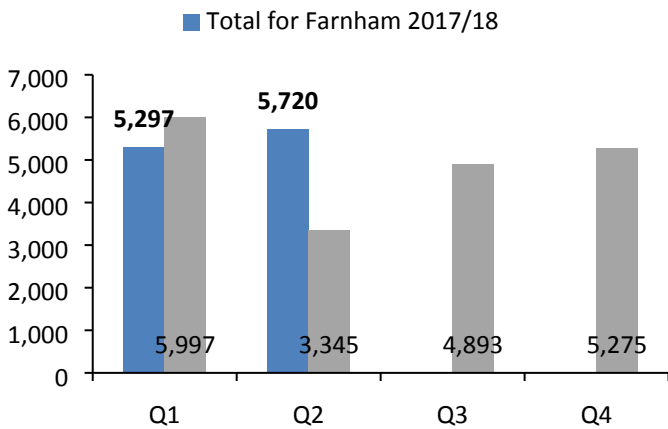
Quarter	Combined Total 2017/18	Combined Total 2016/17
Q1	9,565	9,402
Q2	10,967	7,740
Q3		9,679
Q4		8,897

Comments

The figures for quarter 1 show an improvement of 1402 visits and use from Q1, with an improvement in the number both in Farnham (+423) and Godalming (+9515).

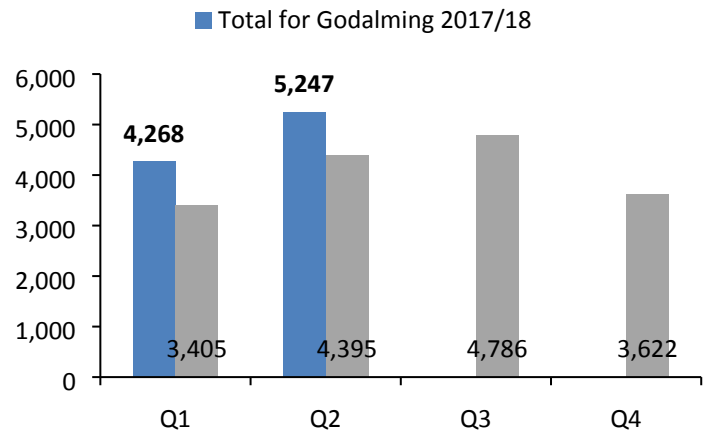
Farnham

The number of visits and use of museums - Farnham



Godalming

The number of visits and use of museums - Godalming

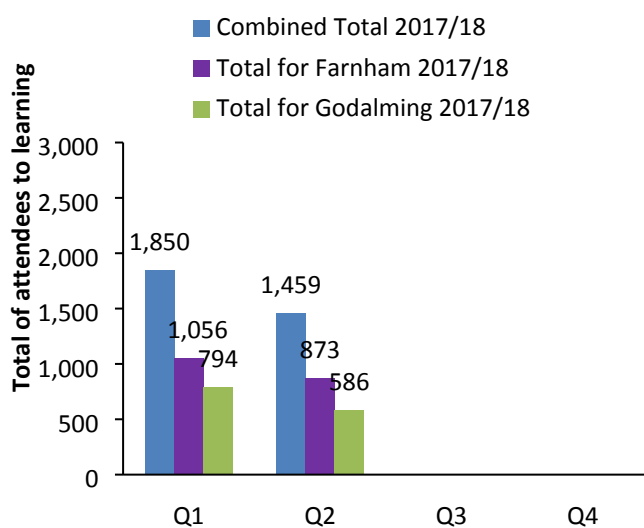


COMMUNITY SERVICES

CS8: Total users of learning activities (number of attendees to on-site and off-site learning activities)

No target

Total attendees to on-site/off-site learning activities



Quarter	Combined Total 2017/18	Total for Farnham 2017/18	Total for Godalming 2017/18
Q1	1,850	1,056	794
Q2	1,459	873	586
Q3			
Q4			

Comments

The total number of learning activities has dropped in the second quarter due to the summer holiday season. Farnham Museum introduced a new one off Bug Hunt event, which was sold out. Also a new pop-up café trial funded by Surrey was a success. The Godalming Museum displayed a few exhibitions which were very successful with the audience, including Godalming Photographic Club, historical postcards of Godalming displayed alongside contemporary drawings of the same view by local artist Stephen Goddard.

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WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW & SCRUTINY – 23 JANUARY 2018

Title:

WAVERLEY BOROUGH COUNCIL - PREVENT STRATEGY

[Cllr Kevin Deanus:]

[All:]

Summary and purpose:

This report proposes the adoption of a new Prevent Policy, in line with the recently adopted Safeguarding Policy for Children and Adults at Risk. The Policy summarises the Council's Prevent responsibilities and provides an overview on the delivery of Prevent in Waverley and Surrey.

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

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

Financial Implications:

There are no financial implications.

Legal Implications:

It is a statutory responsibility for local authorities to have 'due regard to the need to prevent people from being drawn into terrorism' in the exercise of their functions', identified in the Counter Terrorism and Security Act 2015.

1. Background

Prevent is one of four objectives which make up the government's Strategy for countering terrorism, CONTEST, with the others being Pursue, Protect, and Prepare. Prevent is unique in that it is the only element of CONTEST that takes place in the pre-criminal space, prior to any illegal activity taking place. Prevent is also predominantly a safeguarding mechanism, in recognition that radicalisation of vulnerable individuals is comparable to the other forms of harm and abuse considered by the Council's Safeguarding Policy for Children and Adults at Risk.

The Prevent Strategy published by the government in 2011 has three key objectives:

- To respond to the ideological challenge of terrorism and the threat faced from those who promote it.
- To prevent people from being drawn into terrorism, and ensure that they are given the appropriate advice and support.
- To work with sectors and institutions where there are risks of radicalisation which need to be addressed.

The Prevent duty applies to Waverley Borough Council and other agencies working with vulnerable adults, children and young people, where the work is being carried out on

behalf of the Council. The Prevent Implementation Plan (included as an annex within the Prevent Policy) outlines the Council's Prevent duties and lead officers responsible for ensuring that these actions are carried out.

Prior to the 2015 Act, responsibility for Prevent and its delivery largely sat with the Police. In line with the requirements of the 2015 Act, the lead responsibility for Prevent shifted from Surrey Police to Surrey County Council. As the lead agency for Prevent in Surrey, Surrey County Council is responsible for proposing procedures and governance for Surrey's Prevent Strategy. This includes the Channel process, and using multi-agency structures, to co-ordinate Prevent activity across Surrey to develop a joint understanding of threats, vulnerabilities and risks outlined in the Counter Terrorism Local Plan (CTLTP). The Chief Executive at Waverley Borough Council receives a Waverley CTLTP annually, which is incorporated into the Council's Implementation Plan for Prevent.

2. The Policy

The Prevent Policy sets out how the Council will meet its obligations to prevent people from being drawn into terrorism. It applies to staff, agency workers, volunteers, and contractors employed by the Council. It is also applicable to Councillors undertaking official duties on behalf of the Council. The policy complements and supports the Waverley Borough Council Safeguarding Policy for Children and Adults at Risk.

It is vital for successful Safeguarding that the procedures in this Policy are understood and applied consistently at an individual, managerial and organisational level. The essential elements of the Policy are awareness of the Council's responsibilities for Prevent and how to make a referral should a concern be raised. Once the Policy is adopted there will be awareness training for all staff, including how to make a referral if there is a concern.

Recommendation

That the Community Wellbeing Overview and Scrutiny Committee scrutinise the proposed Prevent Policy and Implementation Plan and recommends their adoption to the Executive.

Background Papers

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

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Waverley Borough Council

'PREVENT' Policy

'Working together to prevent extremism'

DRAFT

Contents

To be completed once content agreed and finalised

How to make a referral relating to a vulnerable person at risk of radicalisation

Officers and Members need to refer to Waverley Borough Council's Safeguarding Policy and consult with Prevent/Safeguarding Officers if they have any concerns that someone is vulnerable to radicalisation or being influenced by extremist views.

Referrals should be made without delay where there are concerns about significant harm, to the Police via 101 or the anti-terrorist hotline on 0800 789 321. Prevent/Safeguarding Officers will help you talk to the Police about your concerns. This is about preventing tragedies and not about criminalising people. The most important thing is that help is sought at an early stage.

If there is an imminent risk of harm call 999.

Waverley Borough Council Safeguarding/Prevent officers

Name	Role	Team	Contact details
Andrew Smith (Safeguarding Lead)	Head of Strategic Housing and Delivery	Housing	01483 523096 asmith@waverley.gcsx.gov.uk
Katie Webb	Community Services Manager	Community Services	01483 523340 kwebb@waverley.gcsx.gov.uk
Julie Shaw	Family Support Team Manager	Housing	01483 523245 jshaw@waverley.gcsx.gov.uk
Katrina Burns	Community Safety Officer	Community Services	01483 523156 kburns@waverley.gcsx.gov.uk
Eve Bartlett	Community Safety Officer	Community Services	01483 523513 ebartlett@waverley.gcsx.gov.uk

1. Overview – the national picture

The 'PREVENT' Strategy is one part of the UK counter terrorism strategy, known as 'CONTEST', with the other objectives being **Pursue**, **Protect**, and **Prepare**.

Pursue: to stop terrorist attacks.

Prevent: to stop people becoming terrorists or supporting terrorism.

Protect: to strengthen our protection against a terrorist attack.

Prepare: to mitigate the impact of a terrorist attack.

The Prevent Strategy focuses on early intervention and aims to reduce the likelihood of individuals supporting violent or extremist ideology, or becoming a terrorist. 'Prevent' applies to all forms of extremism, including far right extremism.

The government's Prevent Strategy published in 2011 has three key objectives:

- To respond to the ideological challenge of terrorism and the threat we face from those who promote it.
- To prevent people from being drawn into terrorism, and ensure that they are given appropriate advice and support.
- To work with sectors and institutions where there are risks of radicalisation that we need to address.

Terrorism is not a new phenomenon, with atrocities carried out or planned in the United Kingdom by radicalised groups and individuals for many decades. However, there are two distinct reasons for the establishment of the Prevent Duty, which is becoming an increasingly vital aspect of the National Counter Terrorism Strategy. The threat from international terrorism has increased in recent years, upgraded in August 2014 from 'Substantial' to 'Severe' (meaning that an attack is highly likely), and has been raised 'Critical' (meaning an attack is expected imminently), twice to date during 2017. Furthermore, the threat to Great Britain from Northern Ireland-related terrorism was raised from 'Moderate' to 'Substantial' in May 2016, meaning that an attack is a strong possibility.

The second reason is that the nature of terror related activities, planning and attacks have changed. Terrorists are a product of extremist views, which in modern technological times are more easily disseminated to and accessed by the public than ever before. At present, some of the most prominent sources of extremist view points are from the following:

- Extreme religious fundamentalism
- Northern Ireland-related extremism
- Far-right extremism
- Radical environmentalism
- Violent animal rights activism and extremism

The Prevent Strategy is intended to address the ever evolving threat of radicalisation posed by all types of extremist views. Extreme religious fundamentalism has in particular seen a

recent shift away from the traditional highly organised, large scale attacks in high profile locations, often carried out by large (often overseas) terror organisations. Examples of these include the September 11 2001 attacks in America, and the July 7 2005 attacks in London. Attacks are now more likely to manifest as 'lone-wolf' actions, carried out in isolation by UK residents, often in a location or against a group with which the individual associates, making the attacks much more difficult to anticipate and prevent. Examples of these include the murder of Fusilier Lee Rigby, and marauding terrorist firearms attacks, such as those by Anders Breivik in Norway, and Omar Mateen in the Pulse nightclub in Orlando.

In such 'lone-wolf' attacks, it is often possible for the individual to self-radicalise, and carry the attacks out entirely on their own being merely inspired by larger terror organisations rather than directly involved in them.

This evolved threat brings more focus to the areas of the UK that would traditionally be viewed as 'low risk', requiring a more formal and systematic approach to preventing and preparing for terrorism.

This policy is written according to the stated key elements of the Prevent duty, and the expectations set out to Waverley Borough Council by the Home Office with regards to the duty, in order to ensure that all are being sufficiently addressed.

2. Prevent Duty Legislation

The Counter Terrorism and Security Act (2015), applies the Prevent duty to local authorities, and other agencies working with vulnerable adults, children and young people, where the work is being carried out on behalf of a Local Authority, NHS trusts and NHS Foundation Trusts, Higher and Further Education Establishments, Schools, Prisons and Probation, and the Police.

The Counter Terrorism and Security Act 2015 states that local authorities must, in the exercise of their functions, have 'due regard to the need to prevent people from being drawn into terrorism'.

The statutory guidance (July 2015) identifies two key elements to meeting the Prevent duty:

- An assessment of the risk that goes beyond the Counter Terrorism Local Profiles (CTLP) produced by the police, so that there is demonstrable engagement with partners and those to whom the duty applies. Prevent action plans will need to be developed to address any risks identified for an area.

- The establishment of a Channel Panel so that individuals of potential concern can be referred for appropriate interventions.

Further to the aforementioned key elements, all specified authorities, including Waverley Borough Council, are expected to:

- Provide appropriate training for staff involved in the implementation of this duty, including frontline staff who will need to understand what radicalisation means, how and why individuals may be vulnerable to radicalisation, how to recognise signs of radicalisation, and how to report a potential referral to the Channel Panel.
- Not provide a platform for extremism, through allowing their use of publically owned venues or public resources to disseminate extremist material and views (including via use of the Council's IT resources). Also not to work with organisations who are engaged in any extremist activity or espouse extremist views.
- Maintain appropriate records to demonstrate compliance with their responsibilities and provide reports when requested, as well as having effective information sharing procedures in place that are proportionate and comply with the Data Protection Act 1998.

3. Local Context

3.1 Surrey

Prior to the Counter Terrorism and Security Act 2015, responsibility for Prevent and its delivery largely sat with Surrey Police. In line with the requirements of the 2015 Act, the lead responsibility for Prevent shifted from Surrey Police to Surrey County Council.

As the lead agency for Prevent in Surrey, Surrey County Council is responsible for proposing procedures and governance for Surrey's Prevent Strategy. This includes the Channel process, and using multi-agency structures to co-ordinate Prevent activity across Surrey to develop a joint understanding of threats, vulnerabilities and risks outlined in the Counter Terrorism Local Plan (CTLP).

In July 2017 Surrey's Prevent processes and procedures were reviewed due to increasing referral numbers to Channel, recent terrorist incidents and concerns raised by the South East Counter Terrorism Unit (SECTU). From 6 July 2017 a single Surrey Channel Panel meeting is held monthly on the last Tuesday of each month, consisting of fixed membership from key agencies such as; Children's Services, Adult Social Care, Schools/ Further Education, Public Health, Mental Health Trust, Surrey Police (Prevent lead), Surrey County

Council (Prevent lead), and other professionals will be invited who are or have been in contact with the referred individual.

The CTLP has proposed a number of recommendations which will be managed by the multi-agency Surrey Prevent Executive Board. These are aimed at supporting statutory agencies in meeting the requirements under the Prevent duty. This will ensure that partner agencies and communities across the County are better placed to tackle the threat from extremism and terrorism in all its forms. These include recommendations relating to the identification of vulnerable people and seeking new programmes to support them, a focus on mental health and core statutory services, and a renewed need to consider community tension monitoring and response. Further detail on these can be provided by the Surrey Prevent Executive Board upon request.

3.2 Waverley

The Prevent duty applies to Waverley Borough Council and other agencies working with vulnerable adults, children and young people, where the work is being carried out on behalf of the Council.

2011 census figures show that the population of Waverley is approximately 121,572. Whilst there is diversity present in the Borough (4% non-white), the borough is less diverse than the national picture (14.6% non-white). Among the non-white population, the largest ethnic group is mixed/multiple ethnicities (1.3%), followed by black/African/Caribbean/black British and Indians, both at 0.4%.

The Borough is relatively close to both Heathrow and Gatwick international airports, is intersected by major road infrastructure such as the A3, and has access to rail infrastructure vital for connecting London to the South West of the country. Despite the Borough of Waverley being viewed as a safe place in which to live, work and visit, near universal access to the internet and other technology has made it possible for any individual to be radicalised in any place at any time. It is no longer necessary to travel to a specific location to be exposed to such views and material, therefore a Waverley resident, particularly if already vulnerable, now has a much higher chance than ever to develop extremist views, and indeed act upon them.

The Chief Executive at the Council receives a Waverley CTLP annually. This along with the Surrey CTLP recommendations will be considered annually and incorporated into the Council's Prevent Action and Implementation Plan. This Plan (attached as Annex 1) outlines

the Council's Prevent duties and lead officers responsible for ensuring these actions are carried out.

4. Links to other relevant policies and strategies

4.1 Safeguarding

It is already the safeguarding responsibility (see WBC Safeguarding Policy for Children and Adults at Risk, July 2017) of Waverley Borough Council and Surrey County Council to protect young people and adults at risk from harm, abuse, or exploitation. The Prevent duty extends this responsibility to protect against harm from extremism and radicalisation. The safeguarding emphasis is on supporting vulnerable people, rather than reporting in an investigative sense on those who may have been radicalised. This emphasis on safeguarding the individual at risk should be reflected in all aspects of the Council's Prevent activities.

There is no obvious profile or single indicator of a person likely to become involved in extremism. The process of radicalisation is different for every individual, and the time taken can vary substantially from one case to another. Some instances of radicalisation can take a number of years, whereas others may adopt an extremist ideology in a very short space of time. Vulnerable people can be exposed to the messages of extremist groups by many different means and mediums. These can include (but are not limited to):

- The influence of family members and friends.
- Direct contact with extremist groups and organisations.
- Through the internet and social media – (extremist groups have frequently and very effectively made use of galvanising extremist sympathies through the use of social networking and media sites).

The following are factors to consider when working in a safeguarding environment, particularly in relation to extremism:

- Sense of alienation from wider society
- Lack of engagement with mainstream politics
- Lack of social skills to be able to mix with unfamiliar communities
- Lack of critical thinking to be able to challenge propaganda

Individuals can be drawn towards the process of radicalisation in a number of ways, many of which may overlap. Council staff, volunteers and contractors employed by the Council may

be in a position to identify someone who may be vulnerable to becoming involved in extremism or terrorism. Waverley Borough Council's Prevent Policy will ensure that all staff, volunteers and Councillors are trained to identify a vulnerable person and know how to refer that person for support. A list of potential vulnerabilities is attached as Annex 2.

The **Channel process** is essentially a safeguarding programme aimed at supporting individuals identified as vulnerable to being drawn into violent extremism or terrorist related activity. As with other Safeguarding practices, Channel is reliant on a multi-agency response and multi disciplinary work to minimise and manage the risk to the individual and develop the most appropriate support plan for the individual concerned.

The **Channel Panel** is over seen by the Surrey Prevent Executive Group, with Surrey Police continuing to assess and identify cases which meet the Channel threshold. When a case meets the threshold for Channel, it is referred to the Multi-Agency Safeguarding Hub (MASH) for checks against their records. Annex 3 outlines the basis stages of the Channel process.

If an individual from Waverley is referred to the Surrey Channel Panel, the Prevent Lead for Waverley Borough Council (contacted via the Community Safety Officer) will be invited to provide information on local context and advise on appropriate attendees. Annex 4 shows a table of proposed Channel Panel Members.

4.2 Other CONTEST objectives

The Prepare and Protect strategy aims to mitigate the impact of a terrorist attack that cannot be stopped. This work includes bringing a terrorist attack to an end and increasing resilience and security in order to recover after an attack. Additionally where reasonably practicable Waverley Borough Council through services and partnership bodies will look to advise and/or manage the risks to crowded places and the safeguarding of hazardous materials.

Waverley Borough Council will ensure it has in place Emergency and Business Continuity Plans and that these are exercised to ensure adequate response measures are in place. It will also engage with the Surrey and Sussex Local Resilience Forums to ensure there are partnership plans in place to either prevent or mitigate the impact of any incident on local communities.

4.3 Surrey Multi Agency Information Sharing Protocol

All information sharing should be in line with the agreed set of principles about sharing personal or confidential information through the Surrey Multi-Agency Information Sharing

Protocol (MAISP). The MAISP enables each organisation signed up to the protocol to understand the circumstances in which it should share information and what its responsibilities are. The MAISP has been developed in partnership with Surrey County Council, the Borough and District Councils as well as the Health Services and Surrey Police.

5. Training

It is the responsibility of Waverley Borough Council to ensure that Officers and Members are aware of the Prevent duties upon the Council, know how to recognise indications of vulnerability and radicalisation, and are fully aware of how to refer a potential individual if necessary. This requirement for training is particularly focused upon frontline staff. Within Waverley Borough Council all staff are provided with an E-learning package aimed at general awareness and reporting concerns at work and in their personal lives, known as 'Citizenship' Level and includes a number of Safeguarding topics including Prevent. It is recognised that there are key frontline roles within the Council where a higher level of Safeguarding/ Prevent training is required. This is identified and delivered through the annual Prevent Implementation Plan (Annex 1).

6. Avoiding affiliation with extremist organisations

6.1 WBC owned property

It is possible for members of the public to hire out WBC owned rooms/buildings. All bookings should be subject to the signing of a hire agreement, which includes the provision of the hirer's name, permanent address, and photographic ID.

The following terms and conditions will be imposed on hirers of Council facilities:

- 'The Hirer must not use the premises for any other purposes than the one stated in the booking.'
- 'No internal or external decorations, flags, emblems, or notices shall be displayed without the consent of the Council.'
- 'The hirer must not do or permit any act, matter or thing which would, or might, constitute an illegal or immoral activity whilst on the Borough Council premises.'

6.2 Web Content Filtering

To protect users (both staff and public) of Waverley Borough Council's IT facilities, from terrorist related content, WBC uses filtering products to prohibit access to a number of website types and categories. These include:

- Explicit Violence.

- Extremist Groups.
- Illegal or unethical.
- Malicious websites.
- Weapons (sales).

See <http://www.fortiguard.com/webfilter> for more information about categorisation criteria.

WBC has an Acceptable Use of ICT Policy which protects Waverley ICT services and systems from misuse. Misuse of the e-mail system or internet system (by users working at the Council's offices or designated sites/their home/other off-site locations) constitutes gross misconduct and the Council will take disciplinary action which may result in the offender's dismissal, including summary dismissal in sufficiently serious cases.

The policy applies to all users of Waverley Information and Communication Technology (ICT) equipment and systems and is an addendum to the Staff Code of Conduct. This includes all employees, contractors, IT Software engineers, agency workers, work experience students, volunteers and anyone else accessing Waverley systems.

6.3 Affiliations with contractors and voluntary organisations

Contractors and voluntary organisations who affiliate with WBC must complete a Cabinet Office Standard Supplier questionnaire. Failure to meet set criteria through this questionnaire will result in disqualification from being considered for procurement.

7. Monitoring and Review

The WBC Chief Executive will meet annually with the WBC Prevent Lead to consider the annual CTLP and agree what actions and recommendations need to be fed into the Prevent Action and Implementation Plan. The Plan will be reviewed annually and identified lead officers in the Plan will be required to report on actions to the WBC Chief Executive and WBC Prevent Lead.

The Prevent Lead for WBC will arrange compliance audits annually to ensure that the Council is meeting its statutory Prevent duty.

The Safeguarding Group will monitor Prevent referrals in line with the Council's Safeguarding Policy.

The WBC Chief Executive and Management Board will review the Prevent Action Plan (Annexe 1) every 6 months to ensure implementation.

Annexe 1 – Prevent Implementation Plan

Waverley Borough Council- Prevent Action and Implementation Plan 2017-2018

Sector: Local authorities – Borough / District		2017 - 2018	
Action	Owner	Action implementation	Status
Partnership			
Identify and maintain a Prevent lead to act as a single point of contact on Prevent matters	Chief Executive	Chief Executive identified as overall Prevent Lead for the Council. The Head of Housing Strategy & Delivery will act as a single point of contact for Prevent and Safeguarding.	Green
Prevent to sit as a standing item on local specific community safety boards	Senior Manager, Surrey Community Safety Unit	The Prevent Executive Group reports into the Surrey Community Safety Board. Cllr Kevin Deanus represents the Council at the Community Safety Board.	Green
Attend the county wide, multi agency, Prevent partnership group meetings	Community Safety Officer	One Community Safety Officer attends the Prevent Executive Group on behalf of Waverley, Woking, Surrey Heath and Guildford Borough Councils. Waverley Community Safety Officer attended the meeting on 18/10/17.	Green
Maintain a Prevent action plan to effectively manage local risk, threat and vulnerability	Head of Housing Strategy & Delivery	Prevent included in Safer Waverley Partnership (SWP) Plan 2017-20. Annual Counter Terrorism Local Profile (CTLP) recommendations to be incorporated into this Prevent Action and Implementation plan	Green
Internal and external procedures in place to share information about vulnerable individuals including information sharing agreements.	Head of Housing Strategy & Delivery	This is done by the Surrey Information Sharing Protocol (MAISP) Procedures are outlined in the Waverley Borough Council Prevent Policy, to be agreed by Council early 2018.	Green
Support the Channel process by attending and supporting multi agency Channel panel meetings where relevant	Head of Housing Strategy & Delivery	Surrey Channel Panel meets monthly on the last Tuesday of every month. If Waverley individuals are on the Panel, WBC will be invited to provide local context information and identify attendees .	Green
Ensure involvement of local communities within Prevent and assess local impact of activity on these communities	Surrey Prevent Executive Group	Exploratory work is being carried out by the Surrey Prevent Executive Group.	Amber

Risk assessment			
Support the process of the CTLP including attending multi agency briefings and providing relevant information and input to the process	Chief Executive	Each Chief Executive in Surrey is provided with a restricted CTLP on an annual basis. Arrangements need to be put in place for the Waverley Chief Executive to ensure its contents and recommendations, and are incorporated in the Prevent Implementation and Action Plan.	Amber
Incorporate Prevent duty into local authority led safeguarding policies such as those identifying children at risk	Head of Housing Strategy & Delivery	Prevent incorporated into Waverley Borough Council Safeguarding Policy for Children and Adults at Risk (updated in August 2017). Surrey Police refer all Prevent cases to the MASH. WBC Prevent Policy due to be adopted early 2018.	Green
Staff Training			
Ensure front line staff have a good understanding of Prevent and are able to recognise vulnerabilities.	Head of Policy and Governance/ Head of Housing Strategy & Delivery	All staff to complete Safeguarding e-learning package at 'Citizenship' Level which includes a section on Prevent. Need to establish this as compulsory training (not just for new starters) and monitor as part of corporate training responsibility. All elected members to complete e-learning package and it be incorporated into the new Councillor induction programme. Key frontline staff and Safeguarding/ Prevent Officers/ champions identified in Safeguarding Policy and Prevent Policy to receive higher level training. Suitable training needs to be sourced. Link in with WBC Training and Development Officer.	Amber
Ensure front line staff understand the referral process into Channel and how it manages individuals vulnerable to being drawn into terrorism	Head of Housing Strategy & Delivery	New Safeguarding Policy and Prevent Policy needs to be cascaded to all staff once adopted. Consider all communication methods e.g. compulsory all staff briefings, Backstage etc. Link in with WBC Communications Team.	Amber

Use of Local authority premises			
Ensure publicly used premises are not used by extremist organisations	Head of Communities and Major Projects	Compliance audit to be carried out once a year. Terms and condition to be applied to WBC owned hired facilities.	Red
Ensure organisations working with the local authority are not engaged in extremist activity	Head of Finance	Compliance audit to be carried out and the following to be implemented: Procurers who affiliate with WBC must complete Cabinet Office standard supplier questionnaire. Failure to meet set criteria through this questionnaire results in disqualification from being considered for procurement.	Red
Safety Online			
IT equipment available to the general public should use filtering solutions to limit access to extremist material	Head of Customer and Corporate Services, Waverley Borough Council	Need confirmation this is in place.	Amber
IT policies in place to ensure staff are protected from terrorist related content	Head of Customer and Corporate Services, Waverley Borough Council	As above	Amber
Local authority to host Prevent related material on its public facing website	Head of Policy and Governance	Preventing terrorism page on WBC website. The Surrey Prevent Executive Board are also looking to promote standard information to be included on all organisations websites.	Green

Annex 2 - Spot the signs – taken from Let’s Talk About It (<http://www.ltai.info/>) – working together to prevent terrorism

Individuals can be drawn towards the process of radicalisation in a number of ways, many of which may overlap. When we talk about ‘vulnerability’ or ‘susceptibility’ within this context we mean individuals who, because of their circumstance, experiences or state of mind can be lead towards a terrorist ideology. The following list of potential vulnerabilities is not exhaustive and all or none may be present in individual cases of concern. It is important to stress that there may be no direct evidence of criminal behaviour. Remember that safeguarding vulnerable people from radicalisation is no different to safeguarding them from other forms of potential harm.

SUSCEPTIBILITY TO INDOCTRINATION

People can often become drawn to principles and ideologies held by others and some are particularly susceptible to this type of control.

Such individuals may be lacking moral role models in their lives or experiencing a lack of access to proper education or balanced arguments that can enhance their sensitivity to this form of manipulation.

These ideologies may be shared through local ‘teachers’, national groups and often on the Internet. Individuals are attracted to those with such perceived authority and knowledge through particular methods of indoctrination. Radicalisers use normal social processes of influence when trying to persuade vulnerable people towards their beliefs. There’s no magic formula or secret skill. The difference is they use it to potentially extreme effect.

SOCIAL NETWORKS INVOLVEMENT IN EXTREMISM

We trust those closest to us and can be influenced by those we trust. We tend to share the same beliefs as our peers and often will not question the motives of those we love and respect.

It can be easy to follow the same ideals and it’s comfortable to share the same way of thinking – even when that thinking may be misguided.

For many, friendship networks and gangs are clearly significant in certain areas and for certain groups, particularly young people. There may be reason to believe that people are associating with others known to be involved in extremism - either because they associate directly with known individuals and close friends or because they frequent key locations where these individuals are known to operate.

There may be evidence that a significant person in the individual’s life has extremist views or sympathies and they may be exposed to extremist material through these close connections.

BEING AT A TRANSITIONAL TIME OF LIFE

A transitional stage in life can be anything from moving to a new area or country, ending or starting a new relationship, starting or graduating from college or university, changing jobs, recovering from an illness or a number of other situations which can leave people questioning ‘what’s next?’

Personal crises, significant life events such as loss or bereavement or major situational changes like homelessness or poverty can leave individuals questioning their identity and seeking new meaning.

A NEED FOR IDENTITY, MEANING AND BELONGING

It may be that an individual has encountered peer, social, family or faith group rejection or isolation. They may choose to tackle feelings of resulting low self-esteem or loneliness by exploring new groups and cultures.

They may be searching for answers to questions about identity and faith and experiencing a need to belong and feel a part of something.

Individuals may be distanced from their cultural/religious heritage and feel uncomfortable with their place in the society around them. These individuals may show signs of disassociating from existing friendship group and becoming involved with a new and different group of friends.

BEING INFLUENCED OR CONTROLLED BY A GROUP

Organisations intent on radicalising others can have an incredibly powerful and dominating effect on individuals.

People may choose to follow certain groups to earn credit amongst their peers or with those they perceive to be in an authoritative position/a group leader or head. They may not initially be aware of the group's true intentions or fully understand the extent of the beliefs held.

Leaders and members that hold strong beliefs can use their power and influence to induce guilt, shame and a sense of duty in the wider group. Individuals who show allegiance can be left with feelings of obligation, a need to fit in, a duty to comply or to 'keep the peace' and may have concerns around their own self-perception, worried about what others will think of them if they disagree or fail to conform

OPPORTUNISTIC INVOLVEMENT

People may be presented unexpectedly with an opportunity to become involved with groups or individuals they may not otherwise associate with. They may be taken by surprise by 'psychological hooks' that quickly take hold.

They may see an opportunity to personally benefit from a situation and subsequently and unknowingly be lead down a path of radicalisation that they do not fully appreciate or understand.

During that process people may sometimes pass through a phase of holding extremist but not violent views, before reaching a position where they are prepared to pursue damaging actions.

FEELINGS OF GRIEVANCE AND INJUSTICE

People can often find themselves in situations they perceive as 'unfair'. It is at this point that they may become vulnerable to indoctrination and radicalisation.

Often the most vulnerable are those who perceive discrimination, experience racial or religious harassment, or distrust government. They may have experienced poverty, disadvantage or social exclusion that has left them with a distorted opinion of the world.

They may experience a sense of righteousness, thinking that they know the 'truth' and no one else does. Their truth can become contaminated and based on one-sided information, which, with certain influences can lead them towards a terrorist ideology.

FEELING UNDER THREAT

Individuals may be at risk due to general insecurities or feelings of vulnerability and alienation following recent conflict or absent family relationships.

Those intent on recruiting individuals to extremist activities may target people who have experienced a trauma, particularly any trauma associated with war or sectarian conflict.

RELEVANT MENTAL HEALTH ISSUES

Common forms of mental distress or disorders such as anxiety, depression, Post-Traumatic Stress Disorder (PTSD) and relational or personality problems can leave individuals particularly susceptible to radicalisation.

Perceived 'support' from others can offer a release from inner angst and turmoil. This is why those suffering from mental health issues can be particularly at risk of becoming the victims of radicalisers or groups supporting a terrorist ideology.

Vulnerability to radicalising influences is heightened among young people in particular who may be suffering from long-term, undiagnosed mental health problems.

A DESIRE FOR STATUS

Some individuals might desire greater power and increased standing within their communities due to a lack of identity, a feeling of being lost among the crowd or previous experiences of inadequacy.

People seeking a higher position in life have been found to be at risk of radicalisation because of their search for a more potent identity or a desire to command respect and control others. Individuals can be driven by feelings of unmet aspirations and may spot an opportunity to move up the ranks within their social groups.

A DESIRE FOR EXCITEMENT AND ADVENTURE

Individuals and young people in particular are often influenced by views and opinions provided by online propaganda and can associate opportunities for adventure with potentially dangerous situations.

This desire for risk-taking can be exploited by radicalisers who are intent on recruiting susceptible individuals open to new and exciting opportunities.

A NEED TO DOMINATE AND CONTROL OTHERS

Some individuals may have a natural tendency to want to dominate or rule over others. The process of radicalisation and the journey towards a terrorist ideology can present opportunities for individuals to control and lead others, which can be of great appeal to some.

Such individuals may command respect from others but this is often achieved through manipulation, intimidation or fear. They may attempt to enlist the attendance of others at private group meetings or events at institutions and they are often very vocal about particular ideologies.

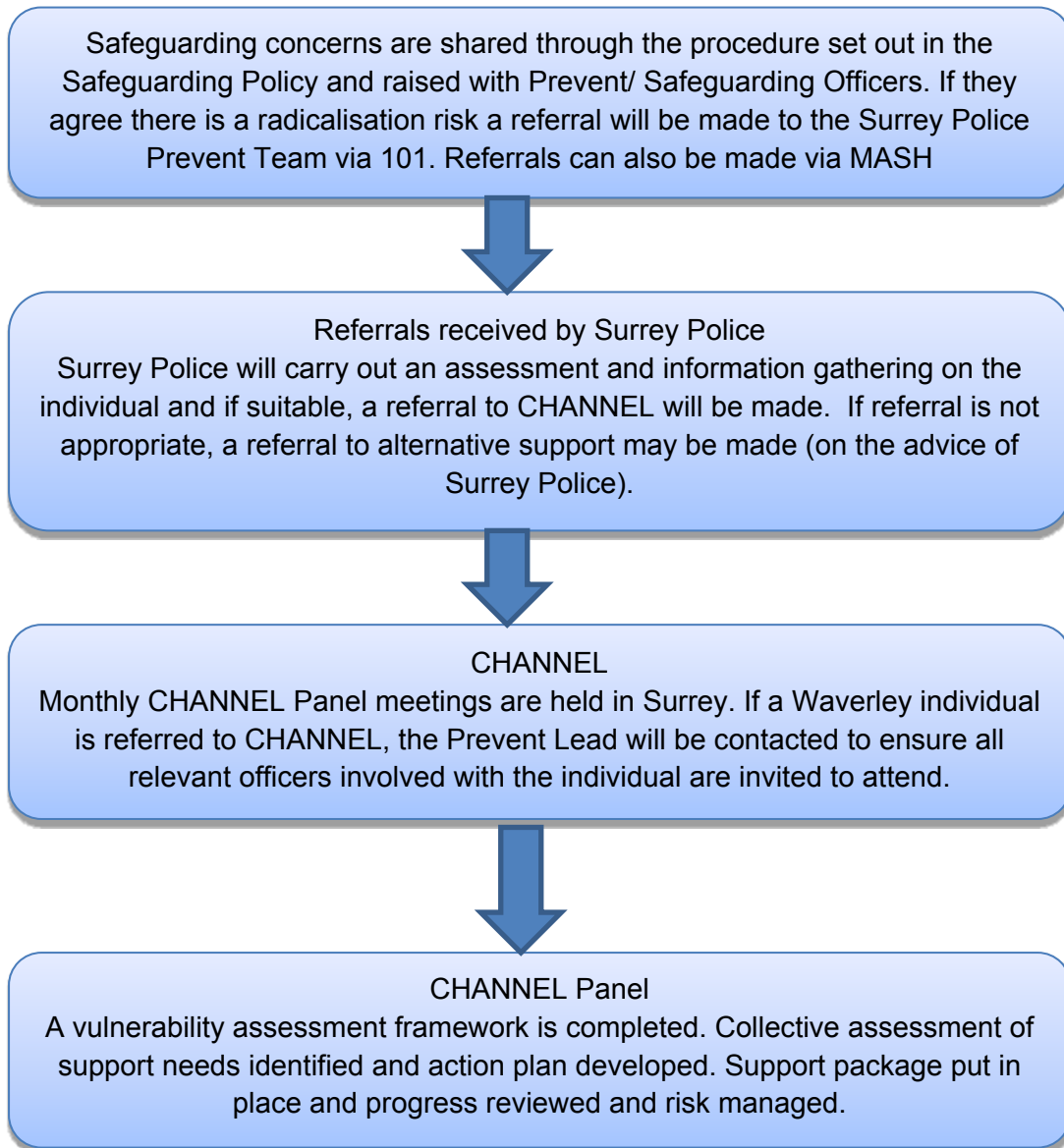
A DESIRE FOR POLITICAL OR MORAL CHANGE

Some people could react strongly to the emotive subject of extremism and terrorism, often with disgust or outrage. In some cases, this can lead to an overwhelming need for change, either political or moral.

Individuals may have been personally affected by international events in areas of conflict and civil unrest, resulting in a noticeable change in behaviour. For some, watching the suffering in places of conflict and believing that they are unable to contribute can create extreme feelings of anger and alienation.

These powerful feelings experienced can leave individuals susceptible to people or groups who may offer an 'answer', a way to step in and actively tackle the problem and a network of others in support – an attractive proposition for some.

Annex 3 – Prevent Referral Flowchart



Annex 4 – Channel Panel Members

Core Members	Attendance depending on circumstance
SCC Safeguarding Children (Partnership Support Manager)	WBC (Safeguarding/ Prevent lead)
SCC Adult Social Care (Head of Adult Safeguarding)	WBC (Housing)
SCC Children School & Families (Education Safeguarding Advisor)	
SCC Children School & Families (Area Head of Children Services)	
SCC Children School & Families (Educational Lead for Vulnerable Learners)	
SCC Children School & Families (Young People & Families Strategic Lead)	
SCC Children School & Families (Principle Manager Safeguarding Children)	
NHS Safeguarding Children (Consultant Nurse)	
Police Counter Terrorism (Prevent Supervisor)	
SCC MASH (Head of MASH)	
SCC MASH (Social Care Lead)	

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Home Office CONTEST Strategy (2011). Online resource available at:

<https://www.gov.uk/government/publications/counter-terrorism-strategy-contest>

Counter Terrorism and Security Act (2015), Online resource available at:

<https://www.gov.uk/government/publications/counter-terrorism-strategy-contest>

Revised Prevent Duty Guidance: for England and Wales (2015), Online resource available at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/445977/3799_Revised_Prevent_Duty_Guidance_England_Wales_V2-Interactive.pdf

<http://www.preventtragedies.co.uk/>

<http://www.ltai.info/spotting-signs/>

Cabinet Office Standard Supplier Questionnaire,

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/558531/PPN_8_16_StandardSQ_Template_v3.pdf

WBC Safeguarding policy

Surrey Multi Agency Sharing Protocol

WBC Acceptable Use IT Policy

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	Earliest date for Executive decision (if applicable)	Priority
Budget	To comment and receive the Budget proposals for 2018/19 and the Medium Term Financial Plan 2018-21.	Graeme Clark/ Peter Vickers	January 2018		High
‘Prevent’ Counter Terrorism Strategy	To scrutinise the proposed strategy and action plan and make any changes / recommendations before going onto the Executive. (Prevent featured briefly in the safeguarding policy).	Kelvin Mills	January 2018	February 2018	High
Service Level Agreements	To receive the report from the informal working group on the SLA agreements scrutinising the Executive preliminary decision.	Kelvin Mills / Katie Webb	January 2018	February 2018	High
Health inequalities scrutiny review update	To receive an update of the working groups review into health inequalities within Waverley.	Cllr Macleod / Alex Sargeson	January 2018		High
Service plans	New Service plans for 2018-19 (January 2018)	Louise Norie /	January 2018		Low

Community Wellbeing Overview and Scrutiny Committee

	Annual outturn report (June 2018)	Nora Copping			
Performance reports	To consider the exceptional performance figures for Q2 and make any observations or recommendations about performance and progress it wishes to make to the Executive. Q1 – September Q2 – January?	Nora Copping	January 2018		Low
Leisure Centre contract management scrutiny review report	Recommendations progress update in 6 months (presented to Executive in July 2017).	Cllr Jenny Else	March 2018	February 2018	Low
Health Inequalities review report	To consider the final outcomes and report of the health inequalities review.	Alex Sargeson	March 2018		
Memorial Hall usage	To track and monitor the usage of the Memorial Hall.	Kelvin Mills	March 2018		
Community Safety Partnership (Safer Waverley)	To evaluate the effectiveness of the partnership and to consider the key issues; and to scrutinise the structural changes of the partnership and the implications and impact on Waverley. (Statutory responsibility to scrutinise the partnership annually).	Kelvin Mills / Katie Webb	June 2018		Low

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Stroke service re-location	Update on the approach that will be taken including the potential impact of ambulance response times in the south and east of the Borough.		TBC		High
Health devolution deal	Key questions include what does this mean for services in Waverley? And what opportunities are there to scrutinise our local health services now that there is a shift towards local accountability for health and social care spending in the region?		TBC		High
Help for disabled and vulnerable adults	To explore the new local arrangements being made by Social Care Services including the MASH to support the needs of local vulnerable people.		TBC		High
Hospital transport provision	To explore whether there is scope to provide a sustainable community hospital transport scheme.		TBC		Low
Local policing	To examine the cutback of neighbourhood policing and the affect on the community.		TBC		Low
Mental Health	To explore how changes in the health system have impacted on mental health services locally. (Mental Health is a priority		TBC		High

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	issue for Waverley: JSNA, Surrey)				
Rural and social isolation	To examine how poor levels of connectivity and social isolation affect both the mental health of residents and the accessibility of health services for older people.		TBC		Low
Services for active & higher needs residents	Explore which services are on offer for older people to keep them in good physical and mental health.		TBC		High
Sustainability & Transformation plans	To consider questions around the impact of national spending reductions in Health on local provision in Waverley.		TBC		High
Waverley Training Services	To receive an update on WTS following. Members should scrutinise both the level of GCSE attainment and the impact of the apprenticeship levy on the service delivery.	Kelvin Mills / Adele O' Sullivan	TBC following next Ofsted report in 2018		High

Section B

In-depth scrutiny reviews 2017-18

Subject	Objective	Key issues	Lead officer	Progress
<p>1. Health inequalities</p>	<ul style="list-style-type: none"> To review a selection of the wider determinants of health as identified by this scope and a selection of lifestyle behaviours to illustrate the impact these factors have in producing both health and mental health inequalities in the Borough. To understand the relationship between the social determinants of health, negative lifestyle behaviours and the spatial environment on health outcomes. To understand how the geography and rural nature of borough affects the health and mental wellbeing of residents and how this impacts access to health and social care services Identify successful approaches to tackling health inequalities across wards by looking at case studies from 	<ul style="list-style-type: none"> To review the reasons for the disparity in life expectancy between the least and most deprived areas within Waverley and between males and females (ref: Public Health profile for Waverley, 2016 & 2017) The factors affecting health and mental health inequalities which includes the social determinants of health, lifestyle factors and access to health and social care services (including the VCS). Bringing explicit attention to the health duties of the Borough Council. Investigating the concept of proportionate universalism and looking at how the Council can apply the concept into policy. 	<p>Anne Righton</p>	<p>Scope agreed at the September 2017 meeting.</p> <p>Task group met once to learn about what Waverley’s non-statutory health duties are and learned about the local health profile of Waverley.</p> <p>Task group met again on 8th November with a view to review health determinants within the ‘local economy and (housing policy and planning policy).</p> <p>Met for a third time on 30th Nov to look at lifestyle behaviors; smoking,</p>

Community Wellbeing Overview and Scrutiny Committee

	<p>other local authorities</p> <ul style="list-style-type: none"> • To consider where direct investment is most needed to reduce immediate health inequalities, including applying proportionate universalism as a concept into policy • To make recommendations to the Executive and partners to reduce health (and mental health) inequalities and improve the lives and health of residents and communities within Waverley • To improve how Waverley Borough Council engages with Public Health and other health partners, such as the Clinical Commissioning Groups (CCG's) and the Sustainable and Transformation Partnership (STP), to tackle health inequalities by highlighting the health duties of the Borough Council through research and evidence of impact. • Work towards developing a local preventative approach to health and mental health in collaboration with Public Health England. 			<p>alcohol, drug misuse and obesity. Group are due to look at Local Plan 2 on 20th December 2017.</p> <p>The group are working to a tight timeframe and will hear all evidence by the end of January 2018. Final report expected to go to committee in March 2018.</p>
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Community Wellbeing Overview and Scrutiny Committee

	In addition to these objectives to examine the family support schemes funding and recommend a way forward.			
2.				

Section C
Scrutiny tracker 2017-18

Community Wellbeing Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
27th June 2017	6. Work programme	OUTCOME: Members agreed to set up a task group on addressing health inequalities in the Borough; Scrutiny Policy Officer to prepare a scope for the next meeting in September 2017	Scope prepared and ready for the September meeting for member's comments and endorsement.	Sep-17
	7. Community Engagement Plan	OUTCOME: To set up a members briefing on the topic; Scrutiny Policy Officer to liaise with the Police lead to arrange a date and inform members of the Community Wellbeing O&S.	Had discussions with the Police and agreed to set up a date in September to hold the briefing - aim is to inform and review the police community engagement plan. Next steps are to set up a meeting date in members diary's and prepare briefing material	Sep-17
	9. Performance Management Report	OUTCOME: To receive performance indicators on an exception basis. Overall members expressed preference to retain the quarterly trend analysis. It was also accepted that the remaining indicators could be circulated to members for information outside of the committee environment.	Completed.	
	10. Leisure Centre Contract Management	OUTCOME: Members agreed and noted the recommendations set out in the Scrutiny	Executive accepted the recommendations	To come back to scrutiny in 6

Community Wellbeing Overview and Scrutiny Committee

	Scrutiny Review report	review report. Needs to come back to O&S for a recommendations update.	contained within the final scrutiny report. Update scheduled in 6 months on progress of recommendations.	months time for a progress update on the recommendations made. (January 2018)
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
12th September 2017	14. In-depth Scrutiny review: Health inequalities	OUTCOME: Members agreed the scope for the scrutiny review into health inequalities within the Borough.	Scrutiny Policy Officer will support the review fully. Task group has met twice and has two more evidence gathering sessions planned with the addition of a conclusions and recommendations meeting.	September 2017 – March 2018.
	15. Performance Management report Q1 2017/18	RECOMMENDATION: Members endorsed the new performance indicators set out in the report.	Completed	
	16. Service Level Agreement	OUTCOME: Members appointed an informal working group for the SLA process.	SLA group has met and final report due to come to the committee in January 2018.	October - November 2017
	17. Public Toilet Closure update	None		Currently approving the leases of public conveniences to

Community Wellbeing Overview and Scrutiny Committee

		Godalming and Haslemere Town Councils.		
	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
30th November 2017	6. Feasibility Study	NB: To follow		
	7. Waverley Training Services	<p>RECOMMENDATION: Members recommended there needed to be improved communication of the role of the service with key stakeholders and promotion in the community of the service's benefits for young people</p> <p>OUTCOME: To receive the Waverley Training Services Business Plan at the next meeting (January 2018) and for an update on WTS following the next inspection from Ofsted in 2018. Update as of 21/12/17 – WTS Business Plan circulated offline for members to view.</p>	Executive agreed to improve communication of the role of WTS with key stakeholders and promotion of the service	
	8. Update on Health Inequalities Task Group	OUTCOME: For Scrutiny Policy Officer to provide an update on the work of the Task Group at every meeting.	Agreed	Standing until competition of scrutiny review

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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.

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
POLICY AND GOVERNANCE, HUMAN RESOURCES, BRIGHTWELLS AND LEP - CLLR JULIA POTTS (LEADER)						
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
CUSTOMER AND CORPORATE SERVICES - CLLR TOM MARTIN (DEPUTY LEADER)						
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
PLANNING - CLLR CHRIS STOREY						
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
ECONOMIC DEVELOPMENT - CLLR JIM EDWARDS						
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
COMMUNITY SERVICES AND COMMUNITY SAFETY - CLLR KEVIN DEANUS						
'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
ENVIRONMENT - CLLR ANDREW BOLTON						
Waste and Recycling, Street Cleaning and Grounds Maintenance Contracts	Recommendation s on delivery	Executive	Yes	6 Feb 2018	Richard Homewood, Head of Environmental Services	ENVIRONMENT
HEALTH, WELLBEING AND CULTURE - CLLR JENNY ELSE						
Leisure Feasibility Study	For approval	Executive	No	February 2018	Fotini Vickers/Tamsi n 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
FINANCE - CLLR GED HALL						
Budget Management [E3]	Potential for seeking approval for budget variations	Executive	Yes	Potentially each meeting	Peter Vickers, Head of Finance	VFM and CS
HOUSING - CLLR CAROLE KING						

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

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
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). 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].