

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Value for Money & Customer Service
(Other Members for Information)

When calling please ask for:
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Calls may be recorded for training or monitoring

Date: 12 January 2018

Membership of the Overview & Scrutiny Committee - Value for Money & Customer Service

Cllr John Williamson (Chairman)
Cllr Mike Band (Vice Chairman)
Cllr Brian Adams
Cllr Nicholas Holder
Cllr Peter Martin

Cllr Stephen Mulliner
Cllr Nabeel Nasir
Cllr Libby Piper
Cllr David Round

Substitutes

Cllr Liz Townsend
Cllr Richard Seaborne

Cllr Jerry Hyman

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE will be held as follows:

DATE: MONDAY, 22 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 9 - 14)

To confirm the Minutes of the Meeting held on 30 October 2017 (to be laid on the table 30 minutes before the meeting).

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. MEDIUM TERM FINANCIAL PLAN 2018/19 - 2020/21
GENERAL FUND BUDGET 2018/19 (Pages 15 - 60)

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 Value for Money and Customer Service 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. BUDGET STRATEGY WORKING GROUP - SUB GROUP OPTIONS (Pages 61 - 72)

At its 30 October 2017 meeting, the Customer Service and VFM Overview & Scrutiny Committee agreed in principle to establish a Budget Strategy Working Group in order to drive forward the Medium Term Financial Plan (MTFP) initiatives agreed at the July 2017 Executive. This group will drill down into areas identified for detailed examination to make recommendations to the Executive on budget and policy issues that will add more strategic value than focusing on ad hoc service budget scrutiny. Officers were asked to identify specific topics that could be presented to O&S for further investigation. This report sets out those suggested areas to review.

Recommendation

It is recommended that the Value for Money and Customer Service Overview and Scrutiny Committee:

1. **Becomes the coordinating committee for progressing the Budget Strategy Working Group topics;**
2. **Consults with the other O&S committees to agree the membership of the ongoing Budget Strategy Working Group to provide a continuous overview on the development and achievement of Procurement and Establishment savings targets action plans;**
3. **Agrees a sub group work programme to undertake the “Task and Finish” reviews adopted from the suggested topics; and**
4. **Agrees how many subgroups are required and allocate the work to the “Task and Finish” subgroups.**

7. PROPERTY INVESTMENT STRATEGY - VERBAL UPDATE

To receive a verbal update on the progress of the Property Strategy Working Group.

8. CAPITAL EXPENDITURE PROCESS AND MANAGEMENT SCRUTINY REVIEW - VERBAL UPDATE

To receive a verbal update on the progress of the Capital Expenditure Process and Management Scrutiny Review.

9. UNIVERSAL CREDIT (Pages 73 - 76)

To update the Committee on mitigations the Council is making in order to deal with the anticipated challenges of the implementation of Universal Credit.

Recommendation

It is recommended that the Committee notes the mitigations in place and continues to monitor the impact of Universal Credit as it is implemented more fully.

10. BENEFIT SERVICE BUSINESS IMPROVEMENT PROJECT - VERBAL UPDATE

To receive a verbal update from the Head of Finance on the Benefit Service Business Improvement Project.

11. WAVERLEY'S COMPLAINTS HANDLING POLICY AND REVIEW OF COMPLAINTS RECEIVED IN 2016/17 (Pages 77 - 92)

This report proposes changes to the Council's complaints handling policy and the introduction of a new two stage complaints procedure with immediate effect. The report also provides a brief summary of the complaints received by Waverley in 2016/17 and the Council's performance in responding to those complaints.

Recommendation

It is recommended that the Value for Money and Customer Service Overview and Scrutiny Committee considers the new complaints handling policy, at Annexe 1, and the statistical information in the report and passes any comments or observations to the Executive.

12. SERVICE PLANS 2018/19 (Pages 93 - 118)

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 Value for Money and Customer Service 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.**

13. PERFORMANCE MANAGEMENT REPORT QUARTER 2, 2017/18 (JULY - SEPTEMBER 2017) (Pages 119 - 128)

This report provides an analysis of the Council's performance in the second quarter of 2017/18 in the service areas of Finance, Strategic HR and

Complaints. Annexe 1 to the report details performance against key indicators.

Recommendation

It is recommended that the Value for Money & Customer Service Overview and Scrutiny Committee:

- 1. Considers the performance figures for Quarter 2 and agrees any observations or recommendations about performance and progress towards targets it wishes to make to the Executive; and**
- 2. Recommends that the changes highlighted in this report to the complaints indicators are approved by the Executive on adopting the new Complaints Handling Policy.**

14. COMMITTEE WORK PROGRAMME (Pages 129 - 144)

The Value for Money and Customer Service Overview and Scrutiny Committee, is responsible for managing its work programme.

The work programme (attached) includes items agreed at previous meetings 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.

15. EXCLUSION OF PRESS AND PUBLIC

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

Recommendation

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

Officer contacts:

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE - 30 OCTOBER 2017

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

Present

Cllr Mike Band (Vice Chairman)
Cllr Nicholas Holder
Cllr Stephen Mulliner

Cllr Nabeel Nasir
Cllr Jeanette Stennett
Cllr Stewart Stennett

Cllr Jerry Hyman (Substitute)

Apologies

Cllr John Williamson, Cllr Peter Martin and Cllr Libby Piper

Also Present

Councillor Andrew Bolton was present and spoke on Item 5, Universal Credit Update.
Councillor John Gray was also present.

23. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 11 September were confirmed as a correct record and signed subject to the following amendment:

Cllr Holder requested that in the penultimate paragraph of minute item 21 the words 'Town Councils' be changed to 'Town and Parish Councils'.

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

Apologies for absence were received from Councillors John Williamson, Peter Martin and Libby Piper. Cllr Jerry Hyman attended as a substitute.

25. DECLARATIONS OF INTERESTS (Agenda item 3.)

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

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

There were none.

27. UNIVERSAL CREDIT UPDATE (Agenda item 5.)

The Committee received an update on the roll-out of Universal Credit, which would be going live for all new working age applicants from July 2018. Members' main concerns related to how the roll-out would impact on residents, as well as how Waverley would support the transition in terms of staffing and budgets.

The committee was concerned about the potential delay under the new system between a claimant applying and their benefit being paid to them as this had recently been highlighted in the press. Officers advised that there were provisions in

place to assist residents facing hardship, such as being able to request a 50% payment in advance. Members felt that these options needed to be well publicised as they didn't want residents to miss out due to being unaware.

It was noted that under the current plans, only new claimants would go onto Universal Credit and Cllr Mulliner queried when existing claimants would be transferred over. Officers responded that currently there was no date set for this, and that the government still had not set out their plans for pension age claimants. Nevertheless, Graeme Clark, Strategic Director – Finance and Resources, assured members that the council would do all it could to provide transitional support to those who needed it.

There was also some concern about the financial inclusion aspect of Universal Credit, which meant that claimants would have responsibility for paying their own rent rather than it being paid directly to their landlord. This could potentially lead to private landlords being less willing to accept benefit claimants as tenants. Members felt that this new financial responsibility could be difficult for some residents to manage, and that the council needed to support people to prevent them slipping into debt. Graeme Clark responded that the council was monitoring the situation both in terms of itself as a landlord and also to support residents in the private rental sector. The Committee was pleased to hear that the Housing Rents Team and Don't Lose Your Home Officer were preparing to assist residents through the transition, and Members emphasised that the council should promote the message that it is here to help people.

The Committee also noted that the Council was currently in receipt of a grant from DWP to administer housing benefit, and that this would be reduced as more claims were made under Universal Credit. Members acknowledged that the Benefits Team would still endeavour to support residents through the transition, and asked for details of the budget planning that had been done in relation to the ongoing service delivery. Peter Vickers, Head of Finance, agreed to provide this at a future meeting and also informed Members that the Benefits Team had recently undergone a 'systems thinking' review, making the team more flexible and responsive to changes.

The Committee therefore asked officers to bring a report to the next meeting which would clearly set out the measures that Waverley would be putting in place to support residents applying for Universal Credit, as well as a financial model showing how the budget would be managed through the transition period.

28. STRATEGIC REVIEW UPDATE (Agenda item 6.)

The Committee received an update on the progress that had been made with implementing the Strategic Review Action Plan. Members noted that the actions were divided into two main areas; 'Strategic Vision' and 'How the Council Works'. Some good work had been done in relation to how the Council works, but the Committee felt that the strategic direction was still not clear.

Some Members found the Consultants' report confusing and felt that it didn't provide sufficient direction or practical implementation ideas. Additionally, Members felt that several of the actions identified were things that would have been done anyway by the Council. Graeme Clark responded that some of the findings may not

have been directly tailored to a two-tier system, but that the report had given officers a good steer as to what needed to be done.

Members felt that the Council needed to be clear about which direction it would be taking, whether this be through being more commercially focused, developing more partnership working, or generating savings through reducing discretionary services. The Committee agreed that radical changes would be needed in order to address the challenging financial situation facing Waverley. However Cllr Stewart Stennett suggested keeping areas where the Council had more expertise and was wary of relying too heavily on property investment for the solution. Officers reported that the Executive was currently working on its strategic vision, and that this would be presented to Overview and Scrutiny members at a series of workshops in November.

Cllr Mulliner suggested looking at other Councils in similar situations to see if any learning could be gained. Graeme Clark responded that he had looked both within Surrey, and outside to East Hampshire and Chichester so see what approaches were being taken and how this might add value to Waverley.

Some members had further queries relating to some of the specific actions, and Louise Norie, Corporate Policy Manager, invited members to contact her after the meeting with any additional questions.

The Committee concluded that it was disappointing that the strategic proposals were not more developed at this stage, but looked forward to seeing the Executive's proposals in due course. Members also asked for clear timeframes for when the strategic vision would be in place and all actions would be implemented.

29. BUDGET STRATEGY WORKING GROUP PROPOSAL (Agenda item 9.)

Peter Vickers introduced a report outlining proposals to establish a working group to assist with longer term budget issues. He acknowledged that there was no obvious answer to the financial issues facing the Council, and invited members to use their expertise to help Waverley identify the preferred way forward.

Cllr Mulliner asked whether any calculations had been done to estimate the amount of savings that could be delivered by cutting discretionary services. Officers responded that it would be difficult to calculate this, as many statutory and discretionary services were intertwined and the same members of staff often delivered both types of service. Nevertheless, there was a simplistic breakdown of services contained within the budget book and this could be accessed online.

The Committee also discussed the HRA, and Graeme Clark explained that there was a statutory ring fence around this, meaning that it couldn't be used to cross-subsidise the General Fund. The Council continued to build new homes, but the 1% rent cut imposed by government had had a significant impact on the 30 year business plan. Cllr Jeanette Stennett asked how many new homes the council had built; officers didn't have the specific numbers to hand but agreed to circulate these after the meeting.

Members agreed in principle to the establishment of a budget strategy working group. However, as previously noted, the Committee felt that it was important to have sight of the bigger picture, and needed know the strategic direction of the

Council before looking at the budget in more detail. This would enable Overview and Scrutiny to add value by focusing on areas that aligned with strategic priorities, whether this be income generation or efficiencies and savings.

The Committee therefore asked officers to identify specific topics that could be presented to Overview and Scrutiny for further investigation in the context of an overall strategy.

30. CUSTOMER SERVICES REVIEW (Agenda item 7.)

The Committee received an update on the progress that had been made with the customer services review since the last update to Corporate O&S in November 2016. David Allum, Head of Customer and Corporate Services, explained that the ongoing work, led by an organisation-wide officer group covered four key areas.

The first area was the channel shift programme, the aim of which was to move transactional functions to more automated services; a pilot would be taking place in housing. Officers explained that a reduction in face-to-face and telephone contacts would generate savings for the Council, but that these routes would still remain available to those who needed them.

The second was a customer service pilot also taking place in housing, the aim of which was to collect data in order to assess the viability of amalgamating individual contact teams within the service.

The third area related to customer service system technology, the aim of which was to improve the management and effectiveness of customer call groups, such as displaying real time data in terms of caller numbers and waiting times.

The final area covered by the review was the corporate infrastructure, which would involve refreshing all relevant strategies, policies and service standards.

Cllr Holder commented that many organisations used an automated telephone system where callers would select the numbered button on the their phone that corresponded with the service they wished to speak to. Officers responded that due to the wide number of services delivered by the Council, the list of options would be very long. However they noted that around 80% of calls were directed to certain key services, so there was the potential to refine the list, and then have an 'other' option to speak to the switchboard if necessary.

The Committee was generally pleased with the progress of the review, and the potential for savings of £75,000 - £125,000pa to be generated once all of the proposals had been implemented over the next 18 months. However members also emphasised the importance of taking into account the demographics of Waverley, and ensuring that the older, and less IT literate residents of the Borough still had access to key services.

31. BUDGET REVIEW (Agenda item 8.)

The Committee received a document that provided details of the budget spend and income relating to the service areas falling within the remit of Value for Money and Customer Service. Members noted that discussion on this item had been

incorporated into the Budget Strategy Working Group Proposal item above and noted the figures contained in the report for information.

32. COMMITTEE WORK PROGRAMME (Agenda item 10.)

Alex Sargeson, Scrutiny Policy Officer, explained that format of the work programme had been amended to make it more user-friendly. It now presented the items for consideration in chronological order although Alex added that the anticipated committee date was flexible.

The Committee felt that some of the proposed dates may be optimistic, and emphasised the importance of not rushing these pieces of work. As agreed during the meeting, items coming to the January meeting would include an update on Waverley's plans and budget for supporting the roll-out of Universal Credit; details of specific topics that could be considered by a Budget Strategy Working Group; as well as updates from the Property Company and Capital Expenditure Working Groups.

The meeting commenced at 7.00 pm and concluded at 8.49 pm

Chairman

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW AND SCRUTINY COMMITTEE – 22 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 Value for Money and Customer Service 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	OO	10.00	10.00	0.0%
2	Freedom of Information/ Environmental Information Regulations	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 person combined fee for 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 person combined fee for 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 person combined fee for 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	OO	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	OO	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	OO	70.00	70.00	0.0%
23	Re-testing of vehicles following failure	Per Test	OS	70.00	70.00	0.0%
24	Private Hire - Operators - renewal (5 vehicles and less)	5 years	OO	125.00	125.00	0.0%
	Private Hire - Operators - renewal (more than 5 vehicles)	5 years	OO	171.00	171.00	0.0%
	Private Hire - New Operators (5 vehicles and less)	5 years	OO	146.00	146.00	0.0%
	Private Hire - New Operators (more than 5 vehicles)	5 years	OO	192.00	192.00	0.0%
	Private Hire - New Operators (5 vehicles and less)	5 years	OO	215.00	215.00	0.0%
	Private Hire -New Operators (more than 5 vehicles)	5 years	OO	261.00	261.00	0.0%
25	Private Hire - Vehicles (not adapted) *	Annual				
	- under 5 years old	Annual	OO	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	OO	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	70.00	70.00	0.0%
30	Resit / non-attendance fee for Knowledge test	Per Test	70.00	70.00	0.0%
31	Surrender and replacement of Hackney Carriage / Private Hire Licence		82.00	82.00	0.0%
32	6 Month test (vehicles over 5 years)	Per Test	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%

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

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

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

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

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

Planning Service
Schedule of Fees and Charges for 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%

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

*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%

Vat Indicator: OS = Standard
 OE = Exempt
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 OO = Outside Scope

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
28	Television Drama or Comedy part thereof)	OS		By Negotiation		}
29	Small scale filming	OS	51.00	By Negotiation		}
30	Individual Educational/Student requests	OS		Free		}
	University of creative arts - student filming requests	Annual fee OS	500.00	1,000.00	100.0%	}
						}
	Music					}
31	Recording or video Per Day (or part thereof)	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")) cross or other monument not over) 2' high x 1'6")	OO	204.00	210.00	2.9%	
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.

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Community Services
Schedule of Fees and Charges 2018/2019

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

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

Reduced Charge

1	1 Item	Per Visit	OO	22.00	22.00	0.0%
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%

Reduced charges are based on 50% of the standard charge and apply to persons in receipt of benefit, ie Supplementary Benefit, Income Support, Housing Benefit, Council Tax Support, Family Tax Credit

Waste Recycling

1	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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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	In	Out	Balance	In	Out	Balance	In	Out	Balance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'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
O&S - CUSTOMER SERVICE AND VFM
22/01/2018

Title:

BUDGET STRATEGY WORKING GROUP – SUB GROUP OPTIONS

[Portfolio Holder: Cllr Ged Hall]
[Wards Affected: ALL]

Summary and purpose:

At its 30 October 2017 meeting, the Customer Service and VFM Overview & Scrutiny committee agreed in principle to establish a Budget Strategy Working Group in order to drive forward the Medium Term Financial Plan (MTFP) initiatives agreed at the July 2017 Executive. This group will drill down into areas identified for detailed examination to make recommendations to the Executive on budget and policy issues that will add more strategic value than focusing on ad hoc service budget scrutiny. Officers were asked to identify specific topics that could be presented to O&S for further investigation. This report sets out those suggested areas to review.

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

This report supports all the Council's priorities.

Financial Implications:

Detailed within the report.

Legal Implications:

The Council has a legal obligation to set a balanced budget.

Introduction

At the 11 September 2017 meeting, the committee commented that although the Medium Term Financial Plan (MTFP) included a set of initiatives to resolve the projected budget shortfall, these only highlighted the problems facing the Council and didn't necessarily point to the solution. The committee passed comment that in order to address the projected shortfall a radical re-think of how services are delivered is required which also needs to be in the context of a longer term financial strategy, not just limited to the next three years.

At its 30 October 2017 meeting the committee heard that the MTFP included the following schedule of actions to address the projected budget shortfall and were also informed of specific initiatives underpinning these actions:

Key Financial Plan Actions to address the projected budget shortfall

- Continue the budget challenge process to ensure budgets deliver good value for money and are aligned to Corporate Plan priorities.
- Support Service Managers to manage finances effectively.
- Cross service efficiency programme to be developed.
- Maximise invest to save opportunities to generate income, improve processes and/or make savings.
- Review procurement methods and contracts to identify efficiencies and cost savings including agency staff.
- Maximise income from fees and charges and property.
- Secure new funding opportunities to help deliver priority services and projects.
- Model and monitor sensitivities on key budget areas e.g. inflation and interest, council tax and business rates.
- Achieve social inclusion and providing accessible, affordable services for the Borough's most vulnerable residents.
- Optimising return on cash surplus in times of low interest rates, balancing security, liquidity and return.
- Develop Waverley's borrowing strategy further for General Fund Capital to enable more investment.
- Utilise General Fund and HRA asset strategies including disposals and acquisitions, including the Investment Advisory Board programme.
- Rigorously test all capital proposals for relevance, timeliness and deliverability.
- Review the outcome of the Economic Strategy alongside the emerging Local Plan in relation to Waverley's business rate income.

Specific budget strategy themes for addressing the projected budget shortfall as presented in the Member briefings in September 2017:

MTFP savings initiatives over 3 year period 2018-21	£'000
General Fund procurement saving	100
Efficiency savings / customer service	500
Income from fees and charges	300
Net property income after borrowing cost	500
Reduce core capital funding	100
Council tax increase of £5 at band D each year	800
Total initiatives:	2,300
Further savings to be identified	465
Total 3 year budget shortfall:	2,765

The Head of Finance requested that the committee provide valuable strategic oversight capacity to support the delivery of these initiatives, through an O&S Budget Strategy Working Group.

The committee agreed in principle to establish this group with the following terms of reference to oversee the MTFP initiatives and address the problems facing the

Council in the context of its longer term financial strategy by adopting the following terms of reference.

Terms of reference:

- Examine and provide input into the development of projects to deliver the MTFP initiatives
- Help develop a strategy which shifts the emphasis away from a pure 'financial savings targets' towards a wider 'business change' agenda
- Ensure future service reviews and decisions are taken within the widest context of the Council's vision, corporate objectives and MTFP
- Monitor the development and delivery of an action list against objectives relating to income, savings and efficiencies and report progress to the Executive
- Review the process used to translate the implementation of initiatives into the budget

The Head of Finance suggests as a first initiative, that the group undertake a commitment as its core remit to provide a continuous overview on the development and achievement of the Heads of Service action plans to achieve the three year savings targets in respect:

- Efficiency savings / customer service
- General Fund procurement saving

For information (Exempt) Annexe 1 is the establishment base data (Efficiency) and Annexe 2 is the procurement base data used to scope the savings targets.

At the 30 October meeting the committee requested Officers to identify specific topics suitable to form "Task and Finish" sub groups that will enable Members and Officers to work closely together to find wider solutions to the challenges faced including a radical re-think of how services are delivered in the context of a longer term financial strategy, not just over the next three years.

Proposed sub group work streams

The work of the sub groups will achieve maximum value if they strategically support the MTFP initiatives. The best support strategy to adopt is one that investigates the reduction of costs through efficiency measures (doing better) and divesting services (doing less) alongside a transformation programme of "doing things differently" and "doing different things". The objective being to deliver a mix of quick wins whilst working on longer term outcomes.

The following suggested sub group work aligns with the committee's views on future actions and timeframes, and will enable the committee to address all four aspects in the strategy discussed above.

1. Assessment of Council services (what they do and why) and the relationship with statutory, mandatory, political and legal compliance. Are services recovering their costs where ever possible?

The objective is to understand service provision in terms of statutory/mandatory and discretionary and apply this knowledge in a review of fees and charges, including the impact of charging for services.

The definition of statutory/discretionary is difficult to define and apply consistently. Developing an initial short criteria giving clarification of the meaning of statutory/mandatory (i.e. if it is not provided, the Council would be legally challenged) will be useful. Note that whilst some functions are not statutory their removal could have legal risk implications.

The sub group could undertake this task through desk top research with Officers from each service, collating the information in the form of a matrix, identifying where the need for the service is expressed i.e. in statute, Council's constitution, political etc.

Working with Officers, Members could identify and collate the service metrics, identifying the minimum level of service for each area and what element could be considered discretionary. Where there is a statutory requirement, identify how much control the Council has over provision, clarifying whether it is express or implied by statute or constitution etc. Alongside this work, it will be useful to identify discretionary powers available to the Council that are currently not being used, such as running a local lottery and setting up Business Rates Improvement Districts (BIDS) to provide discretionary services.

Using the information available, determine what element of discretionary services are "preventative" in nature (services enabling further demand avoidance to other Council services or other agencies) and identify the impact that removing, reducing or charging would have on the Council's cost of service.

Where service provision is discretionary, challenge the reasons/benefits for the Council. Effectively, determine the Value for Money of these services against the corporate priorities and the Council's responsibilities. What scope is there to re-establish the Council's relationship with the residents of the borough to align with the Council's intended provision?

The Council's scheme of Fees and Charges is not supported by an overarching "Charging Policy Framework" to recover cost of service wherever possible. Developing this document will provide services with clear guidance and consistency as well as an effective charging strategy, including clarity in the circumstances where the Council will provide concessions, subsidies or waive charges.

The outcome of the discretionary/mandatory review of services will facilitate the development of the "Charging Policy Framework" followed by a review of the current approved fees and charges to identify all opportunities for the Council to recover the full cost of service and maximise income.

2. Demand management: who decides the level of service provision, what determines the amount of service capacity and is provision and capacity matched? Where are the opportunities for “channel shift” and improved service efficiency, and where does the Council need to redefine or renew its relationship with citizen’s expectations?

Demand management requires the Council to proactively focus on the needs of the user and not the service. Resource prioritisation is more effective and strategic if the Council knows what services local people really require and focus service delivery on outcomes for clients that are in their best interests.

Business intelligence is key to successful demand management. There is a wealth of information already held across the services and research is needed to identify what information is missing about client’s current and future requirements and expectations. Collectively, this can be used to build up an accurate picture to prioritise future service development and clearly identify outcomes for clients.

Effective control of cost and outcomes requires a clear understanding of what and who decides the level of service provision in each service. Research is required to identify demand on services that may be avoidable or preventable. Access to services should be positioned as a place of last resort for users whose needs cannot be met more effectively at an early stage elsewhere, such as online access to transactional information sharing and signposting clients to receive help in early intervention for debt management.

Investigation is needed to understand how to change the relationship between the Council’s services and the service users to ensure their needs are met in a strategic fashion which brings outcomes to the fore and ensure that costs are minimised and where possible shared between the Council and other stakeholders.

A better understanding of demand management is the key to enabling a radical rethink about how the Council delivers services including partnership working with other local authorities, housing associations, joint venture working and closer working alliances with other agencies and voluntary sector.

Working with Officers, Members could explore ways of seeking to manage demand include reviewing services to establish the opportunities for:

- client self service capabilities – coordinating community activities such as litter picking, woodland projects, easier IT access for transactions and information sharing using smart phone and internet media.
- commissioning service providers on a payment by results basis such as voluntary sector organisations
- standardising and simplifying operational procedures to reduce complexity
- a more holistic perspective to reduce silo service delivery, be more flexible, scalable and respond to changing circumstances
- Where are the opportunities for partnership working with other stakeholders, new alliances and commercially based service delivery models?

3. Where are the opportunities to improve value for money in what is procured and ensure delivery once it is procured? How does the Council ensure project execution is effective and continues to add and realise value during and post implementation?

There is already a strong emphasis on improving procurement at the Council. A procurement specialist has been employed, the Procurement Procedure Rules and Financial Regulations have been re-written, a procurement governance group is operating effectively, and the financial management system “Agresso” has been enhanced with purchase ordering and commitment accounting, the “Intend” procurement web portal is well established. Establishing this sound fit for purpose administration and governance is just the start. Work is now needed on the detail of what is procured, how and why.

Maintaining and realising the value for money secured through effective procurement is equally important to ensure the value chain is not compromised. Effective project execution is a key aspect in ensuring the value added is not compromised in the delivery. How does the Council approach project execution and ensure consistency and where are the opportunities for improvement?

The Council’s General Fund incurs £14m on non salary expenditure. To improve value for money it is important to gain an understanding of the proportion of expenditure that is reactive compared to planned expenditure, the “value added impact” of the expenditure and also the quality of the procurement governance applied.

In addition to direct service provision expenditure, a significant amount of General Fund expenditure is incurred through third parties such as the voluntary sector. The Council provides assistance through direct grant (some under service level agreement), rent reduction grants and business rates relief. The Council does not have an overarching strategy linking this significant expenditure to the Council’s priority outcomes. It is recommended that a review of how value for money and maximising the benefit to the Council is achieved, and to identify how and what the Council can do to assist the voluntary organisations to be more self sufficient and deliver outcomes for clients in line with the Council’s priorities.

4. How can the Council improve its people resource and asset utilisation? What are the benefits to be realised?

The Council’s administrative base for all service delivery is the Burys. Office space, car parking, essential car use allowance and a mileage rate (which is in line with the NJC rates but is significantly above the HMRC rate) are provided to support the traditional model of office based services. The Burys is a valuable asset with on-site staff car parking including the Wharf car park as overspill.

Recruitment for this council (and other Surrey Authorities) of some roles is proving to be challenging due to salary and geographic location. Benchmarking shows some of the professional salaries are below current market alignment and administrative salaries restrict commuting. The Council is responding to these challenges through

benchmarking and the application of market supplements. The Council's current pay structure includes increments on a pay scale which is adjusted annually by any pay award agreed through the JNC.

People's remote working expectations have changed with current technology and most services no longer need office based staff. Whilst the Council promotes a flexible work/life balance through various policies, a remote working performance based culture has been slow to develop.

How can a new culture be created? Funding a different model such as performance management/performance related pay is challenging, how can the pay structure be adapted and funded, what process is needed in the longer term? How do the current policies contribute to the central service based culture, what needs to change to promote a more agile workforce? How much are the current policies costing the Council in overhead and lost development opportunity?

Conclusion

The proposals in this report provide a valuable opportunity for the Value for Money and Customer Service O&S committee to maximise its strategic impact in assisting the Executive to radically re-think how services are delivered and address the projected shortfall in the context of a longer term financial strategy.

Recommendation

It is recommended that the Value for Money and Customer Service Overview and Scrutiny Committee:

1. Becomes the coordinating committee for progressing the Budget Strategy Working Group topics;
2. Consults with the other O&S committees to agree the membership of the ongoing Budget Strategy Working Group to provide a continuous overview on the development and achievement of Procurement and Establishment savings targets action plans;
3. Agrees a sub group work programme to undertake the "Task and Finish" reviews adopted from the suggested topics; and
4. Agrees how many subgroups are required and allocate the work to the "task and Finish" subgroups.

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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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Non salary expenditure budget 2017/18	Community	Customer & Democratic Corporate	Services	Electoral Services	Environmental Services	Finance	General Fund Housing	Planning	Utilities	Grand Total
Exp										
Premises										
Building Repair/Maint Non Contract	60,590	68,250			1,020		0			129,860
Business Rates/Council Tax	57,400	291,620			553,310		0			902,330
Cleaning contracts/agreements	55,320	22,060			1,500		0			78,880
Electricity		0							98,780	98,780
Gas									47,260	47,260
Water/Sewerage charges									29,880	29,880
Legionella Control	16,050	500			0					16,550
Refuse/waste disposal	5,500	5,800		0						11,300
Rent	1,000	3,230	8,600	5,620	0			0		18,450
Rent - Parks	20,000									20,000
Rent - WTS	40,300									40,300
Rent - Kings Road Industrial Estate Haslemere		22,230								22,230
Rent - office accommodation		17,060								17,060
Rent - Refuse Collection Rent					46,000					46,000
Rent - Waste Recycling Rent					33,980					33,980
Rent - Green Waste Recycling					26,980					26,980
Rent - Homeless rent							182,000			182,000
Rent - car parks					22,750					22,750
Supplies & services										
Advertising/publicity/promotions	7,100	0	5,960	440	26,000	1,000	0	22,000		62,500
Contracted services	11,500	8,000	10,720	10,370	20,440	1,500	2,050	1,500		66,080
Contracted services - Audit fees			70,000			80,630				150,630
Contracted services - Land Charges			100,000							100,000
Contracted services - Museum of Farnham	68,760									68,760
Contracted services - Leisure management	267,420									267,420
Contracted services - Nat Asst Act Burials					10,000					10,000
Contracted services - Animal Control					33,990					33,990
Contracted services - Licensing			23,500							23,500
Contracted services - Flood Prevention		30,500								30,500
Contracted services - Development Control								93,500		93,500
Contracted services - Planning Policy								65,000		65,000
Contracted services - Car Parks					352,040					352,040
Contracted services - Bus Shelters		14,030								14,030
Contracted services - Name Plates		14,970								14,970
Contracted services - Careline	45,000									45,000
Contracted services - Payroll, Firstcare, recruitment						50,580				50,580
Equipment/Furniture purchase	47,570	970	2,820	1,510	4,700	0	1,500	450		59,520
Equipment repair	9,000	37,610	0	200		200	0			47,010
Equipment Contract careline	24,500									24,500
Equipment Contract printing		20,000								20,000
Equipment Contract photocopiers		59,220								59,220
Equipment Contract car parks					45,600					45,600
Financial fees	0				0	1,500				1,500
Financial fees - Bank Contract						34,300				34,300
Financial fees - Bank Card handling fees						67,570				67,570

Non salary expenditure budget 2017/18	Community	Customer & Democratic Corporate	Services	Electoral Services	Environmental Services	Finance	General Fund Housing	Planning	Utilities	Grand Total
Financial fees - Bailiff							33,300			33,300
Financial fees - Audit			80,630							80,630
Health and safety/first aid	3,700	750	460		2,600	1,000	1,450	1,500		11,460
Homelessness							20,000			20,000
Items for resale	6,030	99,590	0		15,500			1,370		122,490
Legal fees	1,900	1,000	5,000		1,000	7,850	1,550	58,500		76,800
Meeting expenses	400	0	7,350		0	20	0	0		7,770
Other professional fees	35,000	750	12,000		10,000		0	18,500		76,250
Other supplies & services	49,750	3,400	23,650	12,960	13,350	10,350	1,000	2,500		116,960
Postage	900	140,000	2,030	18,860	2,500	15,760				180,050
Printing			0		8,840	9,290				18,130
Publications/books etc	500	650	18,950	1,700	290	6,260	0	3,250		31,600
Package Software		390,950								390,950
Service Desk/Infrastructure		211,000								211,000
Subscriptions	12,210	1,920	29,560		12,630	8,250	2,710	4,160		71,440
Subsistence/out pocket expense	27,220	80	970	30	260	400	40	2,760		31,760
Telephones - general	14,100	27,090	3,140	0	6,770	0	150			51,250
Telephones - mobiles	5,960	210	490	0	1,380	310	860	900		10,110
Travel payments	53,750	5,950	23,870	2,320	17,470	4,610	760	32,440		141,170
Vehicle running costs	8,090	2,050		2,200	6,000					18,340
WTS Service providers	1,568,290									1,568,290
Grants										
Compensatory grants						57,990				57,990
Council Tax parish grant and hardship relief						48,570				48,570
Grants/donations	808,000				22,210	3,000	2,000	5,980		841,190
Contracts refuse collection										
Environmental Cleaning					1,028,210					1,028,210
Refuse Collection					1,354,200					1,354,200
Special Refuse Collection					31,000					31,000
Contracts Recycling										
Waste Recycling					1,574,000					1,574,000
Green Waste Recycling					521,740					521,740
Contracts Grounds maintenance										
Grounds Maintenance Contract	1,120,920	5,370			11,850					1,138,140
Grounds Maintenance Non Contract	365,000	0			20,000					385,000
Grand Total	4,818,730	1,506,810	429,700	56,210	5,840,110	444,240	216,070	314,310	175,920	13,802,100

WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE – VALUE FOR MONEY AND CUSTOMER SERVICE

22 JANUARY 2018

Title:

UNIVERSAL CREDIT IMPACT MITIGATION UPDATE

[Portfolio Holder: Cllr Ged Hall]

[Wards Affected: All]

Summary and purpose:

To update the committee on mitigations the Council is making in order to deal with the anticipated challenges of the implementation of Universal Credit.

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

Delivery of Universal Credit supports all the Council's priorities.

Equality and Diversity Implications:

This report has been requested by Members to explore the impact on Waverley residents and how any adverse impacts can be mitigated. The equality and diversity implications will be dealt with in the report.

Financial Implications:

Financial implications are addressed in the report.

Legal Implications:

There are no direct legal implications arising out of this report.

1. Background

A report came to the October Value for Money and Customer Service committee detailing the changes to the welfare system in regard to Universal Credit. As a result, members of the committee asked for a brief update on mitigations the Council is making to offset the anticipated challenges.

2. Risks

Most risks relate directly to the change in the way the housing benefit element of the claim is handled. Under the previous system, tenants' housing benefit was paid directly to the Council in their role as landlord on a particular date. Under Universal Credit, the claimant receives the benefit directly.

The potential risks identified in the Universal Credit report that went to committee in October are as follows:

- Potential rent arrears for Waverley tenants who will receive the rent element of UC paid to them rather than direct to Waverley, as it is under the housing benefit scheme.
- Rent arrears for all tenants due to delays in paying UC and paying direct to claimants could increase the number of families presenting as homeless.
- Private landlords may refuse to let properties to families in receipt of UC.
- Delays in payment could increase risk of claimants getting into debt.

3. Mitigations

Discretionary Housing Payments (DHPs)

DHPs can be used to provide support to customers affected by some of the key welfare reforms, including:

- introduction of benefit cap
- introduction of size criteria in social rented sector; reductions in local housing allowance
- assurance and monitoring arrangements regarding DHP expenditure.

The payments provide customers further financial assistance, in addition to any welfare benefits, when a local authority considers that help with housing costs is required. The rules concerning the criteria and when DHPs can be made are set out in Waverley's Discretionary Housing Payment Policy.

Ways of working

- **Closer working relationships between Finance (particularly Benefits) and the Housing service** in the form of meetings/communication to discuss cases with particular focus on discretionary housing payment (DHP) resulting in better coordination of payments with a view to preventing homelessness and supporting tenants into private renting.
- The **rents team will be implementing more sophisticated systems** which use algorithms to predict and prioritise the work of rent accounts officers. This system is proactive and so flags issues before they arise, allowing rent account officers to focus on collecting rent. The team is currently in the process of considering the options and budget has been allocated for this.
- A recent **staff restructure** has been implemented with the effects of UC in mind. With the recent cuts to sheltered housing funding from the government and a reduction in supported housing funding, the Housing Options team has been restructured to allow flexibility and reactive action when the effects of UC are better understood. Rather than create new posts, the team has allowed flexibility to ensure it is able to fill any gaps once UC is more fully implemented.
- Over £1m has been reserved in the Housing budget to mitigate the financial impacts of Universal Credit.

Tenant Communication

- **Shift in focus of Welfare Officer.** The Welfare Officer is now more focused on financial and digital inclusion of tenants, identifying those most at risk of being excluded under UC (for example those without bank accounts and internet). The aim being to mitigate issues before they arise. The Welfare Officer is also attending

'train the trainer' courses as well as courses on UC so she can train her colleagues on the most relevant aspects of UC.

- **Communication with tenants on UC has begun.** Articles in Waverley Homes and People and letter in rent statements aim to pre-empt issues and alert tenants early.
- **A self service portal is being developed so tenants can find out their rent balance** at anytime without having to call the rents team. The system is still in testing but would allow tenants to manage payments and find out their balance. This would mitigate the risk of UC in two ways: 1) tenants will have more direct control of their rent balances, 2) rent accounts officers will spend less time updating tenants with their rent balance and more time collecting rent.
- The team have already introduced **more dates on which tenants can pay by direct debits**, and will continue to do so. Previously there were specific dates tenants paid their rent by direct debit, aligned to the dates on which benefits were paid. Since, however, under UC claimants will be paid at varying times, the team has created more direct debit dates so rent can be paid as close to the date tenants receive UC as possible.

Financial Inclusion

To be financially included is to be able to access the necessary, day-to-day financial services and products, (such as a bank account in order to pay bills). Financially included citizens are more likely to budget effectively and less likely to miss bill payments and get into debt.

The aim of financial inclusion is to:

1. provide advice and support to residents to be financially included
2. prevent people from becoming financially excluded and falling into poverty
3. provide routes out of poverty and break the cycle of financial exclusion
4. collect funds in a fair and firm manner.

Some years ago the Council adopted a Social Inclusion Strategy which included a Financial Inclusion Approach. Waverley's financial inclusion approach is being revisited to reflect the implications of Universal Credit and the Homelessness Reduction Act.

Recommendation

It is recommended that the committee notes the mitigations in place and continues to monitor the impact of Universal Credit as it is implemented more fully.

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

VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW AND SCRUTINY COMMITTEE

22 JANUARY 2018

Title:

**WAVERLEY'S COMPLAINTS HANDLING POLICY AND REVIEW OF COMPLAINTS
RECEIVED IN 2016/17**

**[Portfolio Holder:Councillor Julia Potts]
[Wards Affected:All]**

Summary and purpose:

This report proposes changes to the Council's complaints handling policy and the introduction of a new two stage complaints procedure with immediate effect. The report also provides a brief summary of the complaints received by Waverley in 2016/17 and the Council's performance in responding to those complaints.

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

Investigating complaints provides the Council with an opportunity to keep under review and improve the quality of its services to the community, and is a key part of understanding residents' needs. Lessons learned from complaints help the Council to meet its priorities of delivering excellent customer service, providing value for money and improving community wellbeing.

Equality and Diversity Implications:

Waverley's complaints handling policy helps to ensure that there is no discrimination in the way in which it delivers services in a fair and equal way.

Financial Implications:

Sometimes the appropriate remedy for a complaint will be to offer the complainant compensation and this may be financial. All compensation payments must be authorised by the relevant Head of Service.

Legal Implications:

There are no legal implications associated with the proposals. The Council's complaints handling process is fully consistent with best practice and the most recent guidance from the Local Government and Social Care Ombudsman.

Proposed changes to Waverley's complaints handling policy and procedure

1. Waverley's complaints handling policy has recently been reviewed by the Chief Executive and a new more concise policy is attached at Annexe 1 for the consideration of Members, together with a revised procedure at Annexe 2.
2. The revised policy has the following aims:
 - To improve customer satisfaction
 - To ensure a continuous improvement in services; and
 - To make the best use of limited resources.
3. As Members will know, the Council's complaints procedure currently has three internal levels before referral externally. At Level 1 the complainant can raise their concerns with a member of staff in the service they are complaining about; Level 2 raised the matter with the Head of Service and Level 3 involves a review by the Head of Paid Service. If the complainant remains dissatisfied having completed the complaints procedure they can take their complaint to the Local Government Ombudsman or, if they are concerned about a housing matter, to the Housing Ombudsman Service.
4. Having reviewed the current policy it is proposed that the procedure should be reduced from three to two internal levels before external referral. This will reduce the time spent in dealing with complaints for both the customer and Waverley, thereby making the best use of limited resources. In practice, very few Level 3 judgements have disagreed with Level 2 decisions, and so this third stage may be viewed by the complainant as unnecessary or frustrating.
5. Under the new procedure, it is proposed that Level 1 complaints will be investigated by the appropriate Team Leader or Manager in the Service that is being complained about, and Level 2 complaints will be investigated by the appropriate Head of Service assisted by the Corporate Complaints Officer. Additional training will be given to all staff involved in complaints handling to ensure that the new process is applied effectively and that customers' complaints continue to be investigated as thoroughly and impartially as under the current arrangements.
6. It is suggested that the target time for responding to complaints should remain unchanged, ie 10 working days for Level 1 complaints and 15 working days for Level 2. The final 15 working day period for Level 3 is removed, thereby reducing the amount of time within the internal process before external referral.
7. Most neighbouring councils operate a two-stage formal complaints procedure: Chichester, East Hampshire, Guildford, Hart, Horsham and Rushmoor. Hart's 'step 1' is informal and then has two formal stages. Mole Valley is the only neighbour with three stages.
8. There will be a short period of transition while complaints submitted under the current procedure complete the current three stage procedure, but it is anticipated that the new two stage procedure will be fully in place no later than 31 March 2018.
9. The Chief Executive and Directors will continue to take a close interest in complaints handling through their regular review of corporate performance. During

this period of transition to a new process, they will be seeking additional feedback from the Corporate Complaints Officer and Heads of Service.

Analysis of complaints received and closed by Waverley in in 2016/17

10. At the beginning of January 2017 a new database was introduced to track complaints handling in Waverley. The new database is now working well in terms of tracking complaints, but officers are still developing the reporting templates. This, together with the need to collate information from two different databases for 2016/17, means that the following statistics are more limited than Members have received in previous years. More detailed information will be provided in future years, including the outcome of complaints ie whether complaints were upheld, and lessons learned.

11. The following table shows the number of complaints closed in 2016/17 for each service and at each level.

Service	Level 1	Level 2	Level 3	Total
Communities	6	1	0	7
Elections and special projects	2	1	0	3
Environment	37	12	3	52
Finance	22	4	1	27
Housing Operations	186	47	19	252
Housing Strategy and Delivery	10	6	3	19
Planning	63	45	21	129
Policy and Governance	1	0	1	2
Total	327	116	48	491

It is encouraging to note that 66% of all complaints closed in 2016/17 were resolved at Level 1, and just 10% took their complaint to Level 3.

12. As in previous years Housing received the highest number of complaints followed by Planning. The majority of Housing complaints concerned responsive repairs, whereas in Planning the majority of complaints concerned development control matters.

Waverley's performance in responding to complaints

13. In 2016/17 90.5% of all complaints closed were responded to within the target timescales compared with 81% in 2015/16. This is a significant improvement. The corporate target is currently 95% of all complaints to be responded to within the target timescales.

14. It is proposed that the corporate target remains unchanged for the time being, but is reviewed towards the end of the first year of the new procedure.

Recommendation

It is recommended that the Value for Money and Customer Service Overview and Scrutiny Committee considers the new complaints handling policy, at Annexe 1, and the statistical

information in the report and passes any comments or observations to the Executive.

Background Papers

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

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Complaints handling policy

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<i>Owned by:</i>	<i>Sue Petzold</i>
<i>Created Date:</i>	<i>December 2017</i>
<i>Executive/Council approval date:</i>	
<i>Date for review:</i>	<i>December 2018</i>

Policy Statement

Waverley aims to give excellent service to all its customers and to put things right for the customer when problems arise.

This document sets out Waverley's approach to dealing with customers' complaints, ensuring that complaints are investigated as quickly and efficiently as possible, and that we learn from past events to help improve services for the future.

Complaints handling policy

What is a complaint?

A complaint is an expression of dissatisfaction by a customer about one of our services that requires a response. This could be about:

- A failure or delay in delivering a service
- Providing a poor quality service
- Concern about the attitude or behaviour of a member of our staff
- A failure to follow Council policies or procedures
- Concerns about alleged fraud or corruption

What is not a complaint?

This policy does not cover complaints about matters which are covered by a separate appeal or review procedure, for example:

- Planning appeals
- Benefit appeals
- Council tax or business rates appeals
- Councillor conduct complaints.

Policy aims

1. Improved customer service – at least with the process if not the outcome.

To be achieved by:

- Putting things right for the customer promptly, and if possible putting them back to the position where they were before the problem arose.
- Acknowledging fault where appropriate.
- Dealing with customers' complaints with as little delay as possible.
- Demonstrating listening and empathy for the customer's situation.

2. Continuous improvement in services – of benefit to customers as a whole and the organisation.

To be achieved by:

- Learning from past events including mistakes, taking prompt action to put matters right.
- Where appropriate, revising administrative processes so that services are provided more efficiently.

3. Making the best use of limited resources – of benefit to customers and the organisation.

To be achieved by:

- Reducing the time spent in dealing with complaints, but ensuring a thorough investigation of the issues raised by the complainant.
- Ensuring that all staff handling complaints have the appropriate training.

Principles of Waverley’s complaints handling

Providing an accessible and well-publicised complaints handling procedure

- We will ensure that details of our complaints procedure are published on the Council’s website and are available in printed form for those customers who do not have access to the internet.

Ensuring that our complaints handling procedure is focused on the customer

- We will be flexible in how complaints are received – by phone, letter, email, via the internet or in person.
- We will treat all customers fairly and impartially but will fast-track urgent complaints where appropriate.
- We will be sensitive to customers’ individual needs, empathising with the customer’s situation.
- We will take an objective view of the issues being complained about, to get a clearer understanding of what has caused the complaint.
- We will encourage staff to try to resolve complaints at the earliest opportunity, thereby benefiting the customer and organisation.

Providing clear and timely responses

- We will give the customer clear timescales for acknowledging, investigating and responding to complaints, keeping the customer informed of any delays.

- We will use plain English, addressing all the points raised and will explain why an expected outcome is not achievable.

Providing clear outcomes and where appropriate a remedy

- We will acknowledge if we have been at fault, and will take prompt action to put matters right.
- We will ensure that learning points are acted upon promptly, to achieve continuous service improvement.

Complaints procedure

The Council will publish a clear procedure for dealing with complaints from its customers, and for advising customers how they can take their complaint to the appropriate Ombudsman if necessary.

Author and feedback

The Council welcomes comments and feedback on its policies and procedures. Please contact the Corporate Complaints Officer if you have any comments.

Related Information

Other Related Council Policies/Information

Policy for dealing with unreasonably persistent complaints and unreasonable complainant behaviour.

Other Documents:

Local Government Ombudsman's guidance on complaint handling.
Housing Ombudsman Service guidance on dispute resolution.

Waverley's complaints procedure

Waverley's complaints procedure has two levels:

Level 1

Complaints will initially be investigated by the appropriate Team Leader or Manager in the Service that is being complained about. Level 1 complaints will be acknowledged within 3 working days and responded to within 10 working days.

Level 2

If the customer is unhappy with the response to their Level 1 complaint they can ask the appropriate Head of Service to investigate their concerns under Level 2.

Level 2 complaints will be acknowledged in 3 working days and responded to within 15 working days.

Final stage

If the customer is still unhappy having received a response from the Head of Service, they can raise their concerns with the Local Government and Social Care Ombudsman. If they are a Council tenant or leaseholder and their complaint concerns landlord issues eg responsive repairs, they can ask a 'designated person' (ie an MP, WBC Councillor, or Waverley Designated Tenants Panel) to review their complaint, or wait eight weeks and then make a complaint to the Housing Ombudsman.

Roles and responsibilities

Team Leaders and Managers

Team Leaders and Managers are responsible for ensuring that:

- All complaints are logged by their Service Complaints Administrator
- Wherever possible the complaint is responded to within the target time of 10 working days for Level 1 complaints.
- The response deals with each aspect of the complaint.
- The quality of responses is high, using the Level 1 template and plain English.

Heads of Service

Heads of Service are responsible for ensuring that:

- Responses to Level 2 complaints are comprehensive, impartial and objective, and that any outstanding concerns are addressed in full.
- Learning and improvement from complaints is properly disseminated and implemented within the Service
- Priority is given to those complaints where there is a clear, serious and continuing detrimental effect on the service user or the Service that needs to be addressed promptly

- Staff who deal with Level 1 complaints have the appropriate training to investigate and respond to customer complaints – see annex 2.

Corporate Complaints Officer

The Corporate Complaints Officer is responsible for:

- Managing the Council's complaints handling database and working with Service Complaints Administrators to ensure efficient and timely handling of complaints.
- Keeping under close review all complaints received at Level 2 and providing direct assistance to Heads of Service in the investigation of the more complex Level 2 complaints.
- Providing guidance to staff on good complaints handling, including response templates.
- Investigating complaints referred to the Council by the Local Government and Social Care Ombudsman and the Housing Ombudsman Service.
- Acting as the Council's Link Officer with the two Ombudsman Services.
- Providing statistical information on performance in complaints handling to the Management Board, senior managers and Councillors.

Service Complaints Administrators (SCA)

A list of the SCAs and their deputies is attached as Annex 1.

SCAs are responsible for:

- Logging complaints on the complaints database.
- Acknowledging complaints and confirming to the complainant the name of the investigating officer and the date on which they can expect a response.
- Completing the complaint record once the complaint has been responded to, and recording any lessons learned and action taken as a result.

The complaints database holds the following information:

- contact details for each complainant
- copies of the incoming correspondence and Waverley's response,
- the outcome of the complaint ie whether upheld, partly upheld or not upheld; and
- where appropriate, lessons learned and action taken.

Investigation of complaints

A note on the general principles to be followed when investigating complaints is attached as Annex 2.

Remedies

Appropriate remedies

When a complaint is upheld or partly upheld there needs to be an appropriate remedy, and it may be helpful to ask the complainant how they would like their complaint to be resolved. The Local Government and Social Care Ombudsman advises that: *'As far as possible the complainant should be put in the position he or she would have been in had things not gone wrong'*.

Remedies include:

- An apology.
- An explanation of the way the matter was handled and what went wrong.
- Action by Waverley to make sure that the problem complained about does not happen again which could include a review of policy and procedures, and feedback to the complainant on how their complaint has been used to improve the service.
- A face to face discussion/interview.
- Compensation which may not always be money but could include vouchers or an offer to provide another form of assistance to the complainant.

Grounds for paying financial compensation

There may be circumstances when a customer has grounds for claiming compensation if there is evidence that:

- the Council failed to do something or did something wrong or badly,
- the error or omission amounted to negligence or a failure to meet a legal obligation to the complainant, and
- the complainant suffered financial loss, additional expense or inconvenience as a result.

Arrangements for paying financial compensation

If it is established that liability lies elsewhere e.g. with one of the Council's contractors, they will be asked to pay all or part of the compensation awarded.

Legal and/or insurance advice will be always be sought in any circumstances where the amount of financial compensation being requested exceeds £100.

All compensation payments must be authorised by the relevant Head of Service.

Annex 3 sets out a short check list of the steps to be followed by officers dealing with requests for financial compensation from a complainant.

Dealing with unreasonably persistent and unreasonable complainants

An unreasonably persistent complainant is a person who:

- Repeatedly makes an unreasonable complaint or expects an unrealistic outcome; or

- Makes a reasonable complaint in an unreasonable way (for example by making excessive demands on time and resources of staff, changing the basis of the complaint as the investigation proceeds, refusing to accept that certain issues are not within the scope of our complaints procedure or refusing to accept the Council's response).

This issue is addressed in more detail in the Council's policy on dealing with unreasonably persistent and unreasonable complainants.

Waverley's Service Complaint Administrators

Sharon Bryden – *Housing*

Tracey Langdon – *Planning and Building Control*

Clare Arnold – *Community Services and Leisure and Countryside*

Carolyn Jarvis – Grogan – *Environmental Services and Environmental Health*

Tricia Boxall – *Elections*

Sharon Dunn – *Council Tax, Benefits and Business Rates*

Ema Dearsley – *Democratic Services*

Sue Petzold – *Corporate Complaints Officer*

1. General Principles to be followed in the investigation of complaints

How a complaint is received should not make a difference to how it is investigated, although a written complaint is likely to include more detailed information. Some, or all of the following steps, will need to be taken:

- Establish what issues are being raised by the complainant and the outcome being sought e.g. apology, compensation etc
- Research relevant legislation, policy, procedures
- Establish a chronology of events i.e. who did what and when
- Consult other members of staff as necessary
- Seek legal or insurance advice if necessary

2. Points to bear in mind when preparing a response to complaints received in writing

2.1 Tone and style

Written responses to complainants should be professional but customer friendly. It is important to remember that most complainants will not be familiar with how the Council works and services interact. It is also important to make it clear to the complainant that their complaint is being taken seriously.

2.2 General context

Replies should:

- set the context by re-iterating the nature of the complaint.
- answer all the points of concern raised by the complainant.
- set out briefly, but clearly, any legislation, policy, procedures and good practice issues relevant to the complaint, enclosing any supporting documents where necessary.
- explain any recommendations and remedies arising from the complaint.
- use Plain English, avoiding jargon, technical terms and uncommon abbreviations as much as possible.
- avoid very long paragraphs or sentences. All sentences should be concise and clear.

2.3 Apologising

An apology should always be offered in cases where the Council has made a mistake. However an apology can also be given even if the complaint has not been upheld e.g. *'I am sorry that you have felt the need to complain to the Council'*.

3. Points to bear in mind when responding to complaints made by telephone or in person

Complaints will often be made over the telephone or in person. When receiving such a complaint, every effort should be made to resolve the complaint by:

- actively listening to what the complainant is saying to show the complaint is being taken seriously and providing verbal encouragement e.g. 'Yes', 'No', 'I see'.
- not interrupting and allowing the complainant to air their concerns.
- asking open questions to gain information and get to the root of the problem e.g. how, when, what.
- answering questions as fully as possible and if the answer is not known, promising to find out and call them (back), or write if they prefer, with a deadline by when this will be done.
- providing the member of staff's name who is dealing with the complaint and using the complainant's name (if provided).
- apologising that they felt the need to complain even if it appears the Council is not in the wrong – the complainant's perception may be that it is.
- not blaming the 'system' or another service area – many customers make no distinction between different parts of the Council.
- avoiding reaching any conclusion without all the relevant information.

But remember that the Council does have a Policy on Dignity and Respect at Work, and that officers should not be subjected to unreasonable behaviour.

Steps to be taken when considering whether financial compensation should be paid to a complainant whose complaint has been upheld or partly upheld

All compensation claims should be considered in the first instance under Level 1 of the Council's complaints procedure, and should be logged on the complaints database.

Careful consideration should be given to the following:

- Why is the complainant claiming financial compensation?
- How much compensation has been requested, and is this regarded to be reasonable and/or justified?
- Has the complainant provided evidence eg photos, receipts, costings to support their claim?
- Has the claim been considered by the Council's Legal Service and/or the Council's Insurance Officer, and what are their recommendations?
- Does the claim relate to repairs covered by the Right to Repair legislation (in which case the amount being claimed should not exceed £50)?

All compensation payments must be authorised by the relevant Head of Service

Any compensation paid needs to be consistent with other cases of a similar nature to offer a sense of equity between complainants.

NB These may be occasions when a payment of compensation is made to a customer who is in debt to the Council eg a tenant with rent arrears, a council tax payer whose account is in arrears or a benefit claimant who has not paid back an overpayment of benefit.

In such circumstance it is important that the compensation payment is used to clear any debt that is owed to the Council, and only then will the remaining balance – if any - be paid to the complainant.

WAVERLEY BOROUGH COUNCIL
VALUE FOR MONEY AND CUSTOMER SERVICE
OVERVIEW AND SCRUTINY COMMITTEE

22 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. Heads of Service work with Portfolio Holders to set out the service objectives for the coming year. Service Plans provide an important element of the Council's overall Performance Management Framework by linking Corporate Strategy objectives through service plan actions into individual performance targets.
2. 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 the following service areas under the remit of this committee:

- Customer and Corporate Services
- Finance
- Economic Development (Part of the Community and Major Projects Service Plan)
- Policy and Governance (excluding Licensing)
- Strategic HR

Recommendation

It is recommended that the Value for Money and Customer Service 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	Customer and Corporate (Customer Service; Facilities; IT; Office Support; IT Staff Training; Estates; Property and Engineering)	Portfolio Holder	Cllr Tom Martin
Head of Service	David Allum		
Strategic Director	Graeme Clark		

Strategic Theme	People				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Improve customer outcomes across the organisation. Revising and defining metrics will be part of this process. The key corporate measure currently available is the % of Citizens' Panel respondents who rate services at 7/10 or above. That figure is currently 75% and we would expect that to increase incrementally as improvements are made and changes adopted.	CC 1.1	Establish mechanisms to facilitate the implementation of the outcomes of the Foresight Customer Services Review.	In place by April 2018	David Allum	Staff time only
	CC 1.2	Carry out the execution of the Channel Shift Programme.	By March 2019 it is expected that 75% of the programme will have been delivered	David Allum/Linda Frame	Capital resources of £40k have been secured in year (2017/2018). Ongoing revenue resource is estimated to be £20k pa. Cashable savings are expected to be realised as of 2019/2020 at the very latest.
	CC 1.3	Identify appropriate Customer Service Centre technology to complement the channel shift solution.	By March 2019 it is expected a solution will have been identified and implementation	David Allum/Martin Wilson	Capital and revenue budgets will be required. The business case has yet to be designed but capital resources have been

			programmed		secured for 2018/2019.
	CC 1.4	Review and revise the Corporate Strategy, Service Standards, Policy, Procedures and Performance Management Framework in respect of Customer Services.	September 2019	David Allum	Staff time and existing revenue budgets
	CC 1.5	Review and propose revised arrangements for service delivery from locality offices.	October 2019	David Allum	Staff time. Any proposals will be cost neutral

Strategic Theme	Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/implications
Increase revenue from the commercial portfolio. Defining income is part of the annual budget process. Projections will vary depending on the number of time limited rentals due to expire in the next 12 months.	CC 2.1	Acquire new properties generating revenue to increase overall income. It is expected that at least one property will be acquired every year.	March 2019	Anne Cains	Significant investment will be required which could involve borrowing
	CC 2.2	Effectively manage the commercial portfolio to ensure income levels match or exceed budget targets.	March 2019	Anne Cains	In the main it is staff time that will be involved although some external expertise may needed to be acquired. This will normally be to carry out rent reviews, with the costs funded by any increases achieved.
	CC 2.3	Play an active role in Brightwells Project to ensure structures/arrangements allow the Council to gain the maximum return on its investment.	March 2019	Anne Cains	Staff time

	CC 2.4	Establish, advice and service the Council's Property Company to enable the acquisition of at least one property every two years.	Company to be operative by June 2019	Anne Cains	Staff time and some external expertise will need to be procured also. Once the property is set up this cost will be a component part of the acquisition budget.
	CC 2.5	Agree a future option for the replacement of The Burys	Proposals to be submitted to Members by June 2018	Anne Cains/David Allum	Budget has already been secured for this process.

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/implications
Maintain and improve the IT infrastructure which supports the activity of the Council.	CC 3.1	Ensure Public Services Network (PSN) accreditation is retained	February 2019	Linda Frame	It is expected that existing contingency budgets will be sufficient.
	CC 3.2	Support the Planning Service in the acquisition of a new core system.	June 2019	Linda Frame	A business case has been made securing a capital budget of £80k.
	CC 3.3	Agree a programme for incremental movement to externally based services.	October 2018	Martin Wilson	Business Case not yet developed
	CC 3.4	Ensure systems are in place to minimise service disruption. It is expected that there will no more than two incidents per year having serious operational integrity impact.	March 2019	Martin Wilson/Linda Frame	Contingency capital funding bids of £30k have been made

	CC 3.5	Increase Member and Staff user satisfaction levels from the current ratings of 8.1 (Staff - Service Desk), 8.3 (Staff - services other than Service Desk) and 9 (Members)	October 2018		
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Strategic Theme	Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Generate additional income or efficiencies to contribute to the financial challenges facing the Council.	CC 4.1	Successfully acquire a minimum of one external cleaning contract per year.	March 2019	David Allum	Staff time
	CC 4.2	Recruit a minimum of 20 additional Community Meal customers to increase the Council's profit for the provision of this service.	March 2019	Helen Bower/David Allum	Staff time
	CC 4.3	Increase the number of building projects managed on behalf of other Council Departments to reduce spending on external consultants. Project numbers should increase by at least three year on year.	March 2019	Nick Laker	Staff time
	CC 4.4	Review all existing external contracts regarding post and printing services with the objective of achieving a 5% saving (minimum).	March 2019	Helen Bower	Staff time
	CC 4.5	Review Scanning processes and explore alternative models.	March 2019	Helen Bower	Staff time

Strategic Theme	People, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Effective management of corporate assets. Ensuring all health and safety requirements are met and that risk (including those of	CC 5.1	Ensure the Memorial Hall is equipped as a back up centre for the Council's operations in the event of a business continuity incident	April 2018	Martin Wilson/Nick Laker	Capital resources have been acquired for IT and movement of the generator.

a financial nature) is minimised.	CC 5.2	Maintain the corporate asset database is up to date, accurate and meets all health and safety requirements	April 2018	Nick Laker	Staff time
	CC 5.3	Ensure appropriate inspection and maintenance arrangements are in place to maximise flood prevention.	April 2018	Nick Laker	Staff time and existing revenue budgets
	CC 5.4	Participate and provide technical expertise to projects focused on Leisure Centre upgrades or replacement.	March 2019	Nick Laker	Staff time
	CC 5.5	Ensure all fire risk assessments are carried out to all corporate buildings, including pavilions.	March 2019	Nick Laker	Staff time and existing budgets

Strategic Theme	People, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Provide an effective support infrastructure to Members and Staff delivering services.	CC 6.1	Increase Member and Staff satisfaction levels with the services provided from the performance recorded in 2017. Average rating from Members was 86% and from Staff 85%.	November 2019	David Allum	Staff time
	CC 6.2	Ensure use of web-cast equipment and other Council Chamber facilities are maximised and effective.	April 2018	Steve Holt	Staff time and existing budgets
	CC 6.3	Ensure safety and security arrangements are effective with access to the building limited appropriately.	April 2018	Steve Holt	Staff time
	CC 6.4	Acquire new pool cars to facilitate and improve on existing usage numbers, thereby increasing savings to the Council.	June 2018	Steve Holt	A capital bid for electronic vehicles has been submitted

	CC 6.5	Make significant improvements as regards the cleaning of the The Burys. Increasing staff satisfactions from 70% to at least 75%.	March 2019	Steve Holt	Staff time
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Equalities & Diversity Checklist	
Will any proposals in this Service Plan require an Equality Impact Assessment?	<i>Consider the actions in the Service Plan to decide if any of them need to be tested through an equality impact assessment process. Could you be challenged if you haven't done one?</i>

Service	Finance (Employee Services; Accountancy; Benefits; Exchequer Services; Insurance; Procurement; Revenues)	Portfolio Holder	Cllr Ged Hall (Finance)
Head of Service	Peter Vickers		
Strategic Director	Graeme Clark		

Strategic Theme	People/Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
During the new Housing Benefit (HB) processes rollout, Performance indicators: (1) time taken to process HB and Council Tax Support new claims and (2) changes in circumstances, remain within agreed targets.	F 1.1	Roll out the Systems thinking “Perfect Flow” process redesign across the team.	03/18 to 09/18	Nicky Harvey	No additional resource requirement, project design work completed and team restructure is in place.
HB performance indicators after the roll out period are consistently below previous quarter performance.	F 1.2	Weekly service review of service statistics with the HB team and Head of Finance.	Ongoing	Nicky Harvey	Existing resources and process already in place.
Benefit subsidy financial performance remains within	F 1.3	HB subsidy financial performance will be reviewed monthly to maintain benefit calculation accuracy rate within the Department for Work and Pensions (DWP) Local Authority (LA) 100% subsidy threshold.	Ongoing	Nicky Harvey	Existing resources and process already in place.

<p>Department of Works and Pensions (DWP) Local Authority (LA) Error full subsidy reimbursement threshold.</p> <p>Impact of full Universal Credit rollout on the Council is researched and appropriate actions proposed to Executive via Value for Money (VfM) and Housing Overview and Scrutiny (O&S)</p>	<i>F</i> 1.4	Maintain dialogue with DWP to comply with their requirements for the implementation of Full Universal Credit (UC) (for all new working age claimants) from July 2018.	07/18	Nicky Harvey	The impact of UC on the Housing Benefit (HB) service is contained within the HB team restructure. UC IT requirement already in place through HB service counters and telephones. UC budgeting assistance already in place in the HB team, Don't Loose Your Home service and Citizens' Advice Bureau (CAB).
	<i>F</i> 1.5	Monitor national impact of UC roll out and evaluate implications for residents of the Borough and impact on Council services in collaboration with the Housing Heads of Service to coordinate a corporate action plan.	07/18	Peter Vickers	Heads of Services and Scrutiny Officer time to complete this action.

Strategic Theme		Prosperity			
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Exceed 99% collection for local taxation.	<i>F</i> 2.1	Weekly monitoring of performance statistics review with the Revenues team and the Head of finance	Ongoing	Simon Piper	None – contained within existing team
Limit processing time for incoming Revenues Service correspondence to a maximum of one day from receipt.	<i>F</i> 2.2	Implement a "Systems Thinking" process review in collaboration with neighbouring council's (Rushmoor) expert guidance.	03/19	Peter Vickers	Required resources: Project Lead and back fill for team members co-opted to the project. Expert assistance from Rushmoor already

<p>Minimise all incoming Revenues Service customer contact resulting from the need to request explanation or to follow up non action from Revenues service delay.</p> <p>Develop IT functionality to enable Revenues Service customer self service.</p> <p>All Sundry Debt, HB overpayment, Council Tax and Business Rates exceeding agreed payment terms are being actively recovered or written off if not economical to recover.</p>					secured.
	<i>F</i> 2.3	Collaborate with the Channel Shift initiative to develop customer self service functionality within the Revenues Service.	03/2020	Peter Vickers	Resource requirements to be identified during the action implementation.
	<i>F</i> 2.4	Develop the Corporate Debt Policy to: (1) be proactive in working with residents in the Borough who need assistance to financially cope (2) to develop a single Council strategy to deal with multiple service debts (3) Incorporate new technologies, modern systems, new payments methods and the Council's digital agenda.	03/19	Vicki Basley	None required, Officer time to review and develop the policy.
	<i>F</i> 2.5	<p>A full review of all debt schedules with progress on agreed actions completed monthly with relevant service managers.</p> <p>Appropriate recovery action and follow up of HB Overpayment, Council Tax arrears, Business Rates arrears and Sundry Debt, resulting in every debt being actively managed.</p>	Ongoing Ongoing	Peter Vickers Simon Piper	None Non – existing team capacity

Strategic Theme					
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
<p>All services are supported with proactive financial management and support.</p> <p>Robust budget monitoring</p>	<i>F</i> 3.1	Develop the Budget Planner module in Agresso to enable online budget monitoring with forecast updates actioned by Service managers.	03/19	Walter Stockdale	Existing team resource

<p>arrangements are in place that is commensurate with the size, risk, complexity and volatility associated with particular revenue budgets and capital schemes.</p> <p>An effective process is in place to ensure the Council has a balanced General Fund annual budget and Medium Term Financial Plan.</p>	F 3.2	Deliver financial management seminars to all officers involved in financial administration and budget management. The training must include the Financial Regulations, Procurement Procedure Rules and transactional processes.	03/19	Walter Stockdale	Existing team resource
	F 3.3	Work with the VfM O+S committee to develop sub group "task and finish" budget strategy initiatives to address financial savings at a strategic level.	03/19	Peter Vickers	Existing team resource
	F 3.4	Allocate an establishment and procurement savings targets to Heads of Service to be achieved by 2020/21, and provide Finance team and procurement support to develop detailed action plans to achieve the targets. Targets based on 2017/18 budget.	03/18	Peter Vickers	Existing team resource
	F 3.5	Develop a savings target monitoring process to track progress in delivering savings targets, reporting quarterly to VfM O+S.	03/19	Walter Stockdale	Existing team resource

Equalities & Diversity Checklist

Will any proposals in this Service Plan require an Equality Impact Assessment?	Benefit service redesign has been equality Impact assessed. An assessment will be done for the Revenues Systems Thinking project initiation document.
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Service	Communities & Major Projects (Economic Development)	Portfolio Holders	Cllr Julia Potts, Cllr Jenny Else, Cllr Kevin Deanus & Cllr Jim Edwards
Head of Service	Kelvin Mills		
Strategic Director	Annie Righton		

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Create a culture friendly to businesses within the Borough and positively support those wanting to locate within the Borough, in line with the Council's new Economic Development Strategy.	CS 4.4	Consult and write a new Economic Development Strategy in line with Council's new corporate priorities. Present to Overview and Scrutiny (Value for Money). Adoption of Strategy and accompanying action plan by Executive and Council.	March 2018 April 2018 May 2018	Kelvin Mills	Communities Team Democratic Services Communications Team Consultants
	CS 4.5	Deliver the objectives set out within the economic development action plan working closely with key partners such as local Chamber of Commerce, Town & Parish Councils and large employers within the Borough.	Throughout life of Strategy		
	CS 4.6	Present performance indicators to Overview and Scrutiny annually.	May 2019		

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Service	Policy and Governance (Democratic Services; Elections; Legal Services and Land Charges; Corporate Policy; Communications and PR)	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				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
We are a more capable and confident Council, with: fresh horizons; a new sense of purpose and pace; modernised systems and structures; and the ability to meet future challenges.	PG 1.1	Develop and lead a ‘Fresh horizons’ change and transformation programme for Waverley <ul style="list-style-type: none"> • Refocus the work of Policy and Governance service to be a change hub for the organisation, with a focus on driving forward the Chief Executive’s objectives and supporting Waverley’s strategic development plans and programmes. • Develop and implement staff and elected member learning, development and role fulfilment programmes. • Address staff skills gaps in respect of new strategic directions for Waverley: partnership working; commercialisation; place-shaping; risk management. • Learning from recent success in the systems thinking business change project in the benefits function, rollout a wider programme of systems 	31 March 2019	Robin Taylor Louise Norie	Time and input will be required from a range of staff and elected members. All Policy and Governance Team Managers will contribute towards this important area of work: <ul style="list-style-type: none"> • Louise Norie • Daniel Bainbridge • Emma McQuillan • Michelle Morley • Tracey Stanbridge

		thinking and change and savings proposals based on a genuine analysis of system value and waste.			
PG 1.2		Work with the Standards Panel to continue to monitor the effectiveness of the council's revised scheme of delegation and Constitution to ensure they facilitate quick, transparent, democratic processes.	Ongoing	Robin Taylor Emma McQuillan Daniel Bainbridge	Existing staff resources and budgets.
PG 1.3		Building on the programme of work done in readiness for the implementation of the new General Data Protection Regulations; continue to ensure the council effectively and efficiently manages and governs data.	31 March 2019	Daniel Bainbridge	Growth of £50k included in budget to cover the ongoing costs of this new area of work.
PG 1.4		Review Waverley's Strategic Risk Management processes and culture. <ul style="list-style-type: none"> • • Take account of learning from the Strategic Risk Management Review undertaken by Zurich and identify a risk appetite based on analysis and discussion • Embed that risk appetite in plans; policies; culture; ways of working. 	31 March 2019	Louise Norie	Existing staff resources and budgets.
PG 1.5		Reduce spending on printed committee agenda papers by encouraging greater use of paperless technologies provided by existing software (Democratic Services)	31 March 2019	Emma McQuillan	Existing staff resources, budgets and IT assets and systems.

	PG 1.6	Analyse the business case for a more extensive roll out of the mobile canvasser project that was trialled in 2017 to increase operational efficiencies with immediate effect and longer time financial savings on an invest to save basis.	31 March 2019	Tracey Stanbridge	Bid submitted November 2017 for funds to cover costs of additional tablets and the fees for obtaining and maintenance of the mobile application.
	PG 1.7	Utilise the functionality of our IKEN legal service case management system to provide consistent communication with internal customers and to meet agreed targets for acting on instructions and providing legal advice.	31 March 2019	Daniel Bainbridge	Existing staff resources, budgets and IT assets and systems.
	PG 1.8	Develop the website to become a transactional tool and drive channel shift	31 March 2019	Michelle Morley	Existing staff resources, budgets and IT assets and systems.

Strategic Theme	People, Prosperity, Place				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Waverley's communities see that we are reaching out to them in new ways and doing things differently: more listening, less telling; working with them to prioritise and shape services. The views of residents, businesses and customers	PG 2.1	<p>Increase levels of community engagement, including participatory budgeting:</p> <ul style="list-style-type: none"> • Re-balance programme of public communications activity by reducing information transmission and increasing consultation, dialogue and co-production of services • Pilot new approaches in community budgeting • Develop and implement a strengthened approach to working with Towns and Parishes and Waverley Local Committee 	31 March 2019	Michelle Morley	Growth of £20k included in budget to cover the ongoing costs of these new areas of work.

are hard-wired into service design and strategic development.	<i>PG</i> 2.2	Continue to deliver Waverley's Scrutiny Change programme, putting Scrutiny at the heart of the council's governance processes and ensuring it makes a real difference. <ul style="list-style-type: none"> Review and update processes in line with member and officer feedback and in line with the council's new corporate strategy. 	Ongoing	Emma McQuillan / Louise Norie	Existing staff resources, budgets and IT assets and systems.
	<i>PG</i> 2.3	Run at least two Citizens Panel surveys and use the opinion data arising from them to support decision-making and inform the delivery of communication campaigns, website content and consultation activities.	<i>31 March 2019</i>	Michelle Morley	Existing staff resources, budgets and IT assets and systems.
	<i>PG</i> 2.4	Review / refresh / relaunch Waverley's Communications and PR Strategy.	<i>31 March 2019</i>	Michelle Morley	Existing staff resources, budgets and IT assets and systems.

Strategic Theme	People				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Councillors at Waverley are continually learning and developing the skills, knowledge and experience they need to provide leadership to the council and the communities it serves in rapidly changing times.	<i>PG</i> 3.1	Publicly commit to and work towards the South East Charter for Elected Member Development <ul style="list-style-type: none"> Make a public commitment to achieving charter mark status Establish a member/officer working group to drive forward proposals Undertake a gap analysis Develop and deliver a new programme of Learning and Development 	<i>31 March 2019</i>	Emma McQuillan	Growth of £3k included in budget to cover the ongoing costs of these new areas of work.

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 change that the Policy and Governance service continues to deliver high quality services across all core functions	PG 4.1	Support democratic, transparent, informed and high quality decision-making by Waverley’s Councillors. <ul style="list-style-type: none"> • Provide effective democratic support to all council committees and priority internal working groups. • Provide a targeted programme of councillor training and briefings. • Support the Mayor in their civic and ceremonial duties 	Ongoing	Emma McQuillan	Existing staff resources, budgets and IT assets and systems.
	PG 4.2	Prepare for, organise and conduct all types of elections, polls and referendums held in the Waverley borough. <ul style="list-style-type: none"> • Conduct personal indicator refresh process for absent voters as required by and in accordance with legislation. • Preparation for and conduct of annual canvass 2018 • Administer successful by-elections, neighbourhood planning referendums and business improvement district ballot together with potential community governance reviews as required and in accordance with legislation. • Prepare for all out borough and town/parish elections scheduled for May 2019 	Ongoing	Tracey Stanbridge	Will be resourced in house by elections team within electoral registration budget. Printing for the annual canvass will be outsourced to contractors due to volume within existing registration/IER budget and in accordance with contract in place until 31 December 2019.
	PG 4.3	Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley <ul style="list-style-type: none"> • Deliver the planned licensing enforcement and 	Ongoing	Emma McQuillan / Paul Hughes	Existing staff resources, budgets and IT assets and systems.

(Licensing function is under the remit of Community Wellbeing O&S)

		<p>compliance inspection programme, ensuring that results are shared and acted upon.</p> <ul style="list-style-type: none"> Continue to improve customer focus across all areas of the council's licensing function. 			
<i>PG 4.4</i>	<p>Provide high quality advice to ensure the council acts lawfully and transparently and provide vital information to house and property buyers in Waverley</p> <ul style="list-style-type: none"> Continue to provide dedicated legal advice to support the council's delivery of services and strategic projects. Identify the need for and commission external legal advice and support as required. Provide a timely and effective response to Freedom of Information (FOI) requests Maintain high performance in turning around land charges search requests 	Ongoing	Daniel Bainbridge	Existing staff resources, budgets and IT assets and systems.	
<i>PG 4.5</i>	<p>Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture</p> <ul style="list-style-type: none"> Promote equality and diversity, ensuring that the equality impact of new policies is considered at the right time. Manage the council's Graduate and Apprenticeship programmes. Provide accurate, timely and useful performance information to enable councillors and others to scrutinise council performance and make informed decisions. Ensure customer complaints are dealt with effectively and that the council learns from them. 	Ongoing	Louise Norie	Existing staff resources, budgets and IT assets and systems.	

	PG 4.6	<p>Ensure that information about Waverley's services reaches the right people at the right time in the most accurate, efficient and cost-effective way.</p> <ul style="list-style-type: none"> • Provide accurate, easy-to-read and useful information and news about Waverley Borough Council to all residents and customers using both digital and non-digital channels of communication • Support the delivery of Waverley's service priorities by providing communications and PR advice, expertise and support in respect of major projects and initiatives • Communications and PR staff are ready and prepared to support the council's response in the event of an emergency situation. 	Ongoing	Michelle Morley	Existing staff resources, budgets and IT assets and systems.
	PG 4.7	<p>Maintain high standards of governance and ethical conduct</p> <ul style="list-style-type: none"> • Work effectively with the Council's Standards Panel, members, officers, independent persons, and towns and parishes • Provide advice in respect of conflicts of interests and democratic decision-making • Deal with any complaints made to the Monitoring Officer or questions that arise in line with the Member code of conduct • Provide training on member standards • Manage appointment of and consultation with Independent Persons as part of Surrey Authorities IP consortium • Ensure staff and members' interests are properly recorded. 	Ongoing	Robin Taylor	Existing staff resources, budgets and IT assets and systems.

Equalities & Diversity Checklist

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

- Actions PG1.1 (Fresh horizons change and transformation programme) and PG1.4 (Strategic Risk Management review).

Both may lead to policy change proposals requiring an Equality Impact Assessment.

- Actions PG2.1 (Community Engagement) and PG2.3 (Citizens Panel Surveys).

Care will need to be taken to ensure that, as far as is possible, those engaged represent all sections of Waverley's communities and everyone's voices and perspectives are heard and respected. The council and its contractors will proactively seek the input from individuals and groups whose voice might not otherwise be heard.

- Action PG2.4 (Communications and PR Strategy)

This strategy will need an equality impact assessment.

- Action PG1.8 (Website Development)

The council will continue to undertake regular accessibility testing on its website to ensure that it is open and accessible for everyone, including those with disabilities or other particular needs.

Service	Strategic HR	Portfolio Holder	Cllr Julia Potts
Head of Service	Wendy Gane		
Strategic Director	Tom Horwood		

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Maximise the ability of a cost effective, high performing staff team to deliver the Corporate Strategy. The measurements of success will be: - Increased Service resilience and performance - Increased ability to recruit and retain staff - Reduced turnover in service areas with high turnover. - Reduced agency spend. - High levels of customer, Member and staff satisfaction.	<i>SHR 1.1</i>	Review and develop the People Strategy (previously known as the HR Strategy) to clarify how we will recruit, retain and develop sufficient high quality staff to deliver our Corporate Strategy and meet future challenges.	April 2018	Wendy Gane	Staff time
		Develop a Performance Management Strategy, underpinned by the principles of Investors in People (IIP), to support high quality service delivery.	April – Sept 2018	Wendy Gane	Staff time and training budget
		Review the Skills Gap and Capacity Management Strategy and the Staff Engagement Strategy.			Staff time
	<i>SHR 1.2</i>	Create an effective leadership team and an effective staff team: Support the Senior Management team to carry out a skills audit to identify strengths and gaps to be filled: a) Within the Senior Management Team b) Within the Staff Team as a whole And, develop corporate and personal learning and development solutions to address these.	April – Sept 2018	Wendy Gane	Staff time and training budget

- IIP accreditation	<i>SHR</i> 1.3	Review the culture and behaviours required to achieve the delivery of the Corporate Strategy through a high performing, highly engaged staff team.	April – Sept 2018	Wendy Gane	Staff time and training budget
	<i>SHR</i> 1.4	Review and develop a Pay and Reward scheme that enables us to attract, retain and develop the very best people to deliver the Corporate Strategy. Review and enhance the Council's visibility and attractiveness in the job market as a high quality employer.	April 2018 – Dec 2020 April – June 2018	Wendy Gane Wendy Gane	Staff time and any proposal will be brought to Members. Staff time and procure specialist resource to carry out the review, with budget available during maternity leave of Payroll and Recruitment Manager

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/implications
'Business as usual' item to support organisational and service resilience and continuous improvement.	<i>SHR</i> 2.1	Continue to obtain and analyse high value, high impact benchmarking data linked to recruitment, retention and staff performance for each service area and the organisation as a whole.	On-going	Wendy Gane, + vacant post	Staff time

	<i>SHR</i> 2.2	Continue to address sensitive and challenging employee issues. Sustain and enhance effective employee relations and maintain trusting relationships with Staffside/Union representatives.	On-going	Wendy Gane, Jenny Deaves	Staff time
	<i>SHR</i> 2.3	Continue to review and develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.	On-going	Wendy Gane, Jenny Deaves, + vacant post	Staff time
	<i>SHR</i> 2.4	Continue to support the Council's commitment to Equality, Diversity and Inclusion.	On-going	Wendy Gane, Jenny Deaves	Staff time

Equalities & Diversity Checklist	
Will any proposals in this Service Plan require an Equality Impact Assessment?	

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY & CUSTOMER SERVICE OVERVIEW & SCRUTINY COMMITTEE

22 JANUARY 2018

Title:

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

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

Summary and purpose:

This report provides an analysis of the Council's performance in the second quarter of 2017/18 in the service areas of Finance, Strategic HR and Complaints. 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 26 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

- Out of the 8 performance indicators with associated targets, 6 are within target, 1 is outside by up to 5% and only 1 is off target by more than 5%.

Complaints

- The *total number of complaints received* [M2] in the second quarter has decreased from 165 in Q1 to 111 Q2. The service areas with the largest number of complaints were Housing Operations (41), Environment (25) and Planning with 23 complaints.
- The second quarter has seen only 12 complaints being escalated to the *Level 3 (Executive Director and Ombudsman complaints)* [M1], compared to 21 in the preceding quarter.
- The quantity of complaints dealt with within the target timescale has dropped from 87% in Q1 to 81% in the second quarter, out of 111 complaints received 90 were responded to within the target timescale. From the 21 complaints which missed their target only 3 took longer than 3 weeks and these were more complex cases.

Future Performance Management Reporting

Complaints Handling Policy Changes

- The Corporate Complaints Officer will present a separate report as part of this agenda, which will propose a revised complaints handling policy to reduce the current 3 stage structure to 2 stages. If the changes are endorsed by the committee and approved by the Executive, amendments to the current indicators will be required. The table below presents the proposed changes to the complaints indicators which will be applied from the 1 April 2018, if the revised policy is approved.

Current PI ref.	New PI ref.	PI Description	Proposed Changes
M1	N/A	Number of Level 3 (CEX) and Ombudsman complaints received.	Current - To be discontinued and replaced by new an indicator on Ombudsman complaints received.
	CP2	Number of Ombudsman complaints received	New - This indicator will replace M1 and will show only the number of Ombudsman complaints received
M2	CP1	Total number of complaints received.	Current - No change.
M3	N/A	% of complaints responded to within WBC target times of Level 1 (10 days) and Level 2, 3 (15 days) (higher outturn is better).	Current - To be discontinued and replaced by 2 new indicators (CP3 & CP4) which will show separate response times for Level 1 and Level 2
	CP3	% of complaints responded to within WBC target times of Level 1 (10 days).	New - This indicator replaces M3 and will show % of complaints responded to within the target time for Level 1 complaints only.
	CP4	% of complaints responded to within WBC target times of Level 2 (15 days) (higher outturn is better).	New - This indicator replaces the M3 and will show % of complaints responded to within the target time for Level 2 complaints only.
No change	New		Discontinue

Customer Service Review Update

7. The 'Customer Service Review' update report was presented to the Executive on the 28 November 2018. The first stage of the review is due to be completed in June 2018, and proposes a review of 'Service Standards', 'Performance Management Framework' and the 'Customer Service Strategy'.
8. The Customer Service Foresight Group is working on proposals to reliably and accurately measure customer satisfaction going forward. A list of all customer satisfaction surveys currently run in various areas throughout the Council is being reviewed to ensure consistency of approach and how they can be monitored as part of the council's Performance Management Framework.

Recommendation

It is recommended that the Value for Money & Customer Service Overview and Scrutiny Committee:

1. Considers the performance figures for Quarter 2 and agrees any observations or recommendations about performance and progress towards targets it wishes to make to the Executive.
2. Recommends that the changes highlighted in this report to the complaints indicators are approved by the Executive on adopting the new Complaints Handling Policy.

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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Value for Money & Customer Service
O&S Committee
Performance Management Report
Quarter 2, 2017/18
(July – September 2017)

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

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Final Report date: 08 January 2018

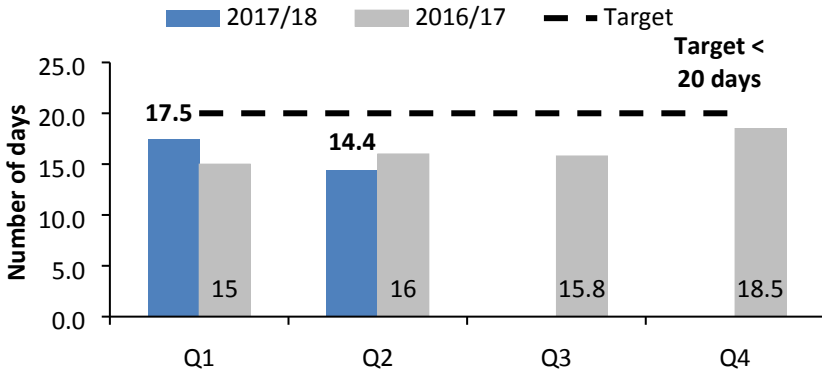
FINANCE

FINANCE

NI 181a Time taken to process Housing Benefit support new claims

GREEN

Time taken to process Housing Benefit (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	17.5	15	20
Q2	14.4	16	20
Q3	-	15.8	20
Q4	-	18.5	20

Comments

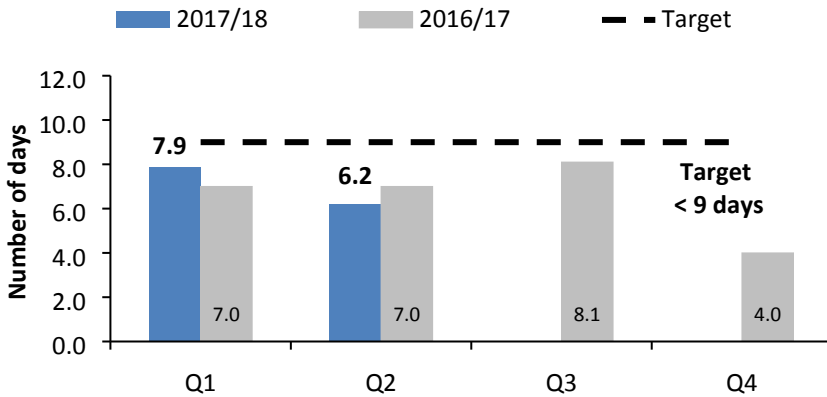
The time taken to process new claims has shortened by 3.1 days in quarter 2, exceeding the target by 28%. This great improvement in performance over the preceding quarter is linked to the process changes implemented as part of the 'Systems thinking' project.

FINANCE

NI 181b Time taken to process Housing Benefit change events

GREEN

Time taken to process HB support change events (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	7.9	7.0	9
Q2	6.2	7.0	9
Q3	-	8.1	9
Q4	-	4.0	9

Comments

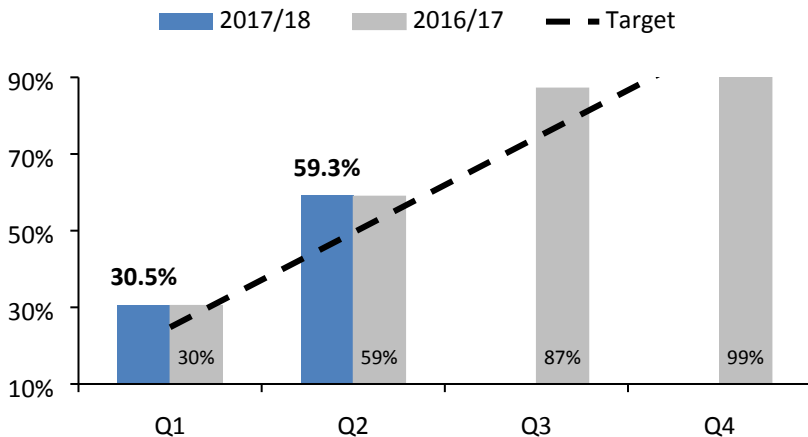
The time taken to process events changes has shortened by 1.7days from the last quarter, exceeding the target by 31.11%. The improvement is linked to the process changes implemented as part of the 'Systems thinking' project.

FINANCE

F1: Percentage of Council Tax collected

GREEN

% of Council Tax collected (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	30.5%	30.5%	24.8%
Q2	59.1%	59.0%	49.5%
Q3	-	87.2%	74.3%
Q4	-	99.0%	99.0%

Comments

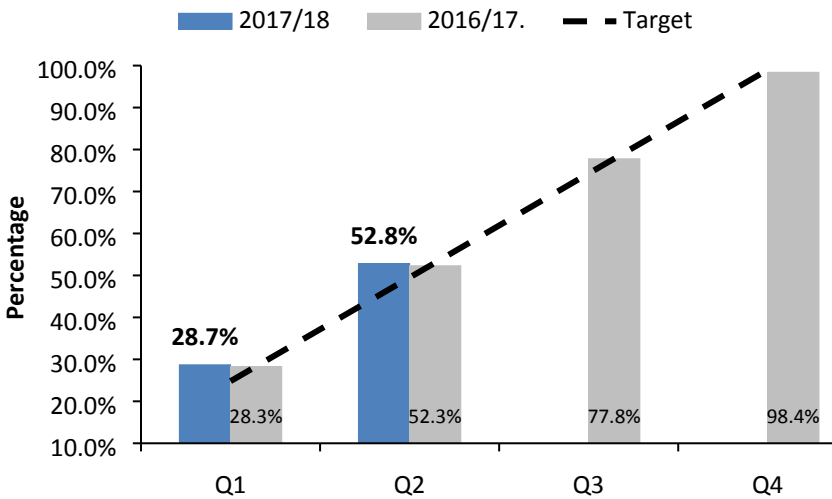
Council Tax collection for the second quarter performed well exceeds the target by 19.39% and is the same level as the corresponding quarter last year.

FINANCE

F2: Percentage of non-domestic rates collected

GREEN

% of non domestic rates collected (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	28.7%	28.3%	24.8%
Q2	52.8%	52.3%	49.5%
Q3	77.8%	77.8%	74.3%
Q4	98.4%	98.4%	99.0%

Comments

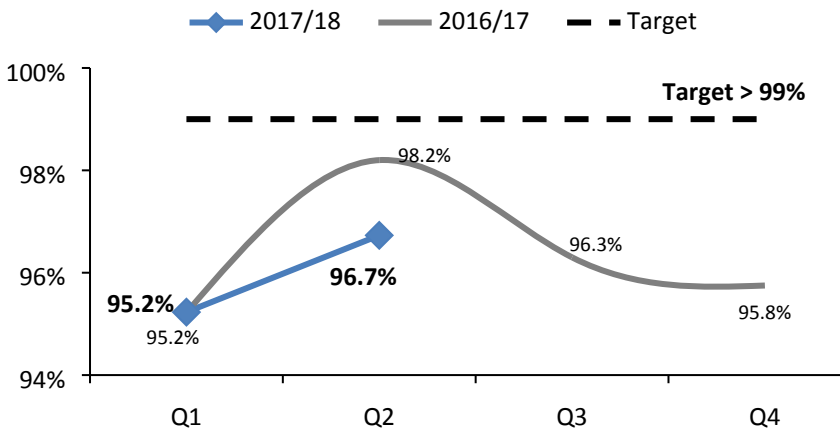
The second quarter collection rates exceeds the target by 6.66% and shows a small improvement when compared with the corresponding quarter last year.

FINANCE

F3: Percentage of invoices paid within 30 days or within supplier payment terms

AMBER

% of invoices paid within 30 days or within supplier payment terms (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	95.2%	95.2%	99%
Q2	96.7%	98.2%	99%
Q3	96.3%	96.3%	99%
Q4	95.8%	95.8%	99%

Comments

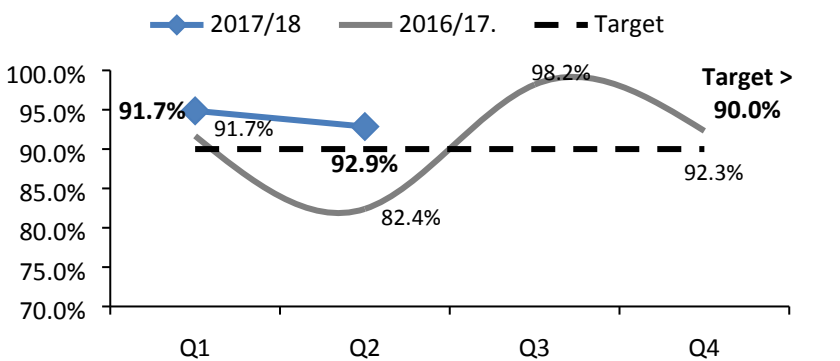
The overall performance in Q2 has improved over the proceeding quarter, however it is still slightly missing the target by 2.32%. Out of 520 total invoices, 503 were paid on time.

FINANCE

F4: Percentage of invoices from small/local businesses paid within 10 days

GREEN

% of invoices from small/ local businesses paid within 10 days (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	94.9%	91.7%	90.0%
Q2	92.9%	82.4%	90.0%
Q3	92.3%	98.2%	90.0%
Q4	92.3%	92.3%	90.0%

Comments

Of the 28 invoices in this category only 2 missed the target. The overall performance has slightly dropped from the previous quarter, but it still exceeded the target by 3.22%.

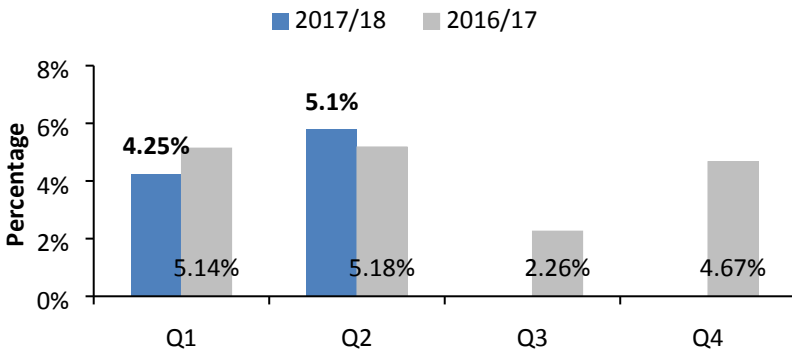
STRATEGIC HR

RESOURCES

HR1: Staff turnover – all leavers as a percentage of the average number of staff in period

No target

Staff turnover - all leavers as a percentage of the average number of staff in a period



Quarter	2017/18	2016/17
Q1	4.25%	5.14%
Q2	5.78%	5.18%
Q3		2.26%
Q4		4.67%

Comments

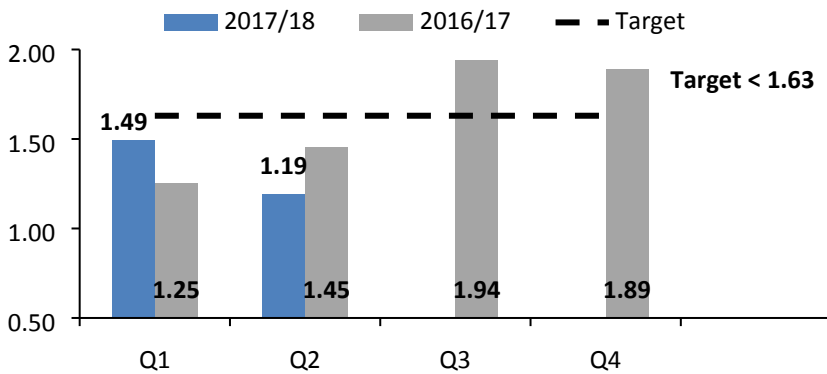
Staff turnover has increased slightly by 1.53% since last quarter, representing 27 members of staff leaving in the quarter and 30 new starters joining in the same period.

RESOURCES

HR2: Average working days lost due to sickness absence per employee

GREEN

Working days lost due to sickness absence (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	1.49	1.25	1.63
Q2	1.19	1.45	1.63
Q3		1.94	1.63
Q4		1.89	1.63

Comments

The target for this indicator has changed starting from Q1 2017-18 from 1.38 to 1.63 lost working days per employee. The average days lost due to sickness has dropped by 0.3 day from the previous quarter, exceeding the target by 26.99%.

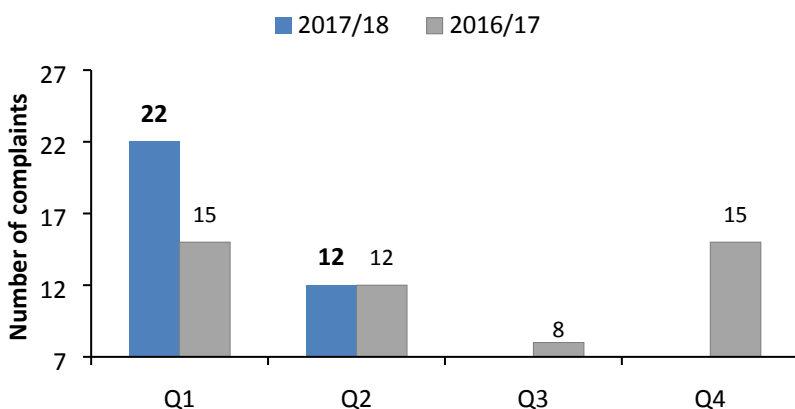
COMPLAINTS

COMPLAINTS

M1: Number of Level 3 (Exec Dir) and Ombudsman Complaints received

No target

Number of Level 3 (CEX) and Ombudsman complaints received



Quarter	2017/18	2016/17
Q1	22	15
Q2	12	12
Q3		8
Q4		15

Comments

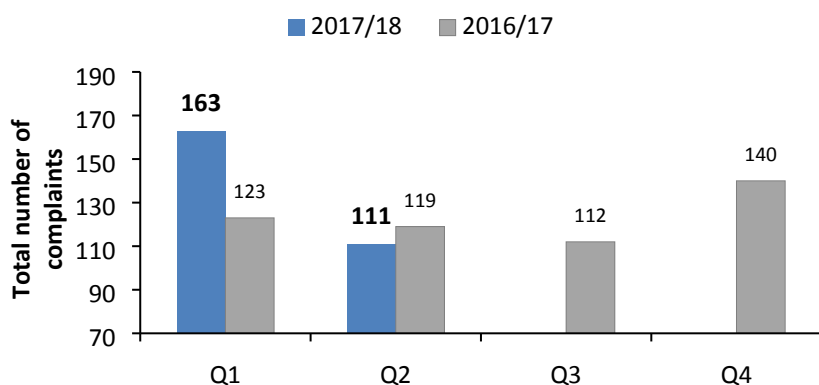
In the second quarter much fewer complaints were escalated to level 3, especially in Planning, which experienced a surge in complaints received in the first quarter, due to the overall householder application increase. This number has now significantly improved with only 4 level 3 complaints received in Q2, compared with 13 received in Q1.

COMPLAINTS

M2: Total number of complaints received

No target

Total number of complaints received



Quarter	2017/18	2016/17
Q1	165	123
Q2	111	119
Q3		112
Q4		140

Comments

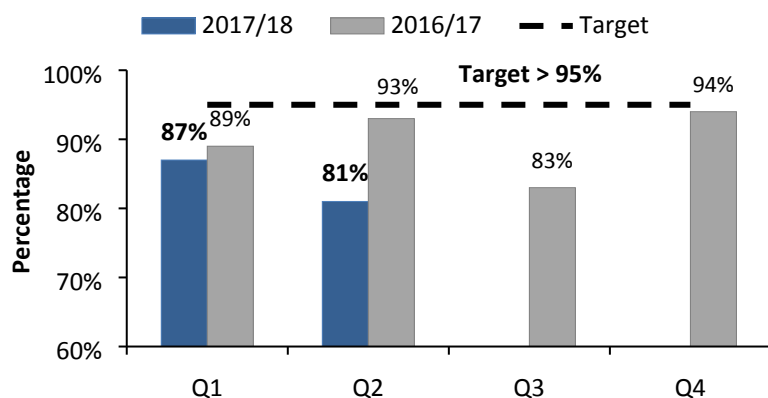
The total number of complaints has dropped by 54 in the second quarter, mainly due to a significant decrease (44) in complaints for Environmental Services (from 69 in Q1 to 25 in Q2).

COMPLAINTS

M3: % of complaints responded to within target times of 10 days Level 1 & 15 days for Level 2 and 3

RED

% of complaints responded to within WBC target times of Level 1 (10 days) and Level 2,3 (15 days) (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	87%	89%	95%
Q2	81%	93%	95%
Q3		83%	95%
Q4		94%	95%

Comments

The performance has dropped by 7.44% from the previous quarter and is now over 14.73% below the target. This is due to a small number of complex level 3 cases which impacted the overall performance.

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INTRODUCTION TO WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY WORK PROGRAMME

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

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

Section A

Work programme 2017-18

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)	Priority
Budget 2018/19 and Medium Term Financial Plan	To receive and consider proposals on the 2018/19 budget and the medium financial plan.	Graeme Clark/ Peter Vickers	January 2018	February 2018	
Budget Strategy working group	To confirm arrangements for working group with regards to members of the group and work-streams for OS committees. (With the purpose of the working group to consider income generation and savings possibilities, bearing in mind changes to new homes bonus and business rates retention.)	Peter Vickers	January 2018		
Universal Credit implications report	To receive an update on mitigations the Council is making to the previously highlighted risks of Universal Credit.	Peter Vickers	January 2018		
Benefit service business improvement project	To receive update on the outcome of the 'systems thinking' review carried out in the benefits area and implications for potential cost savings and customer	Peter Vickers	January 2018		

Value for Money and Customer Service Overview and Scrutiny Committee

	service for other areas of the council. Presentation from officers.				
Complaints handling policy change	To consider the revised complaints handling policy.	Sue Petzold	January 2018	February 2018	
Capital Expenditure Process & Management scrutiny review	Verbal update on working group progress.	Mike Band/ Yasmine Makin	January 2018		
Service plans	Consider the new service plans for 2018-19 (January 2018). Annual outturn report (June 2018).	Louise Norie	January 2018		
Performance reports	Consider the revised performance management report and revised performance figures for Q2 and make any observations or recommendations as appropriate.	Nora Copping	January 2018		
Property Investment Strategy	To consider the strategy and make observations and recommendations to the Executive.	Graeme Clark/ David Allum	March 2018	April 2018	
Economic Development Strategy	To 1) consider the revision of the economic strategy in terms of how the Council will support existing businesses and future economic activity in the borough, and 2) consider future investment proposals and the specific plans	Kelvin Mills	March 2018	March/April 2018	

Value for Money and Customer Service Overview and Scrutiny Committee

	for each of the main settlements in the borough.				
Customer Services review	Having received an update on the progress of the customer services review in October, for officers to update the committee on the latest developments.	David Allum	March 2018		
Business rates Retention	Proposed pilot by Surrey Council.		TBC		High
Changes to housing benefit	Situation report to be issued to members for review when available. Consider the impact of changes to housing benefit entitlement introduced in April 2017 on tenants with two or more children.		TBC		
Welfare reform	Examine the implications of Welfare reform on the Council's finances.		TBC		High
Strategic review	To continue to monitor progress made against strategic review action plan (new strategic vision and modernisation of service delivery).		TBC		High
Universal Credit	To continue to monitor the impact of Universal Credit and review mitigating actions the Council is taking with reference to the below considerations.		March 2018		
Workforce Profile Update	To receive the annual workforce profile report.	Wendy Gane	June 2018		

Section B
Scrutiny reviews 2017-18

Subject	Objective	Key issues	Lead officer	Progress
1. Capital Expenditure Process & Management review task and finish group	To identify and review the reasons for the extent of slippage in the capital programme and make recommendations to ensure the process provides value for money and excellent customer service.	<ul style="list-style-type: none"> • Slippage of items in the capital programme (General Fund & HRA). • Value for money • Budget delivery and project management. • Bidding process and justification 	Graeme Clark and Peter Vickers.	The group has met three times as of 21 December 2017 with two more sessions expected.
2. Property Investment Strategy working group	To contribute to the formulation of a Property Investment Strategy.	<ul style="list-style-type: none"> • In order to scrutinise the development of the property company, firstly contributing to the formulation of the strategy. 	Graeme Clark	A final meeting has been scheduled. Due to some to committee March 2018.
3. Budget Strategy working group	Exercising joint working with fellow O&S committees to consider income generation and savings possibilities, bearing in mind changes to new homes bonus and business rates retention.	<ul style="list-style-type: none"> • Income generation and opportunities for savings. 	Peter Vickers	Appointments will be made at January 2018 committee meeting.

Section C

Scrutiny tracker 2017-18

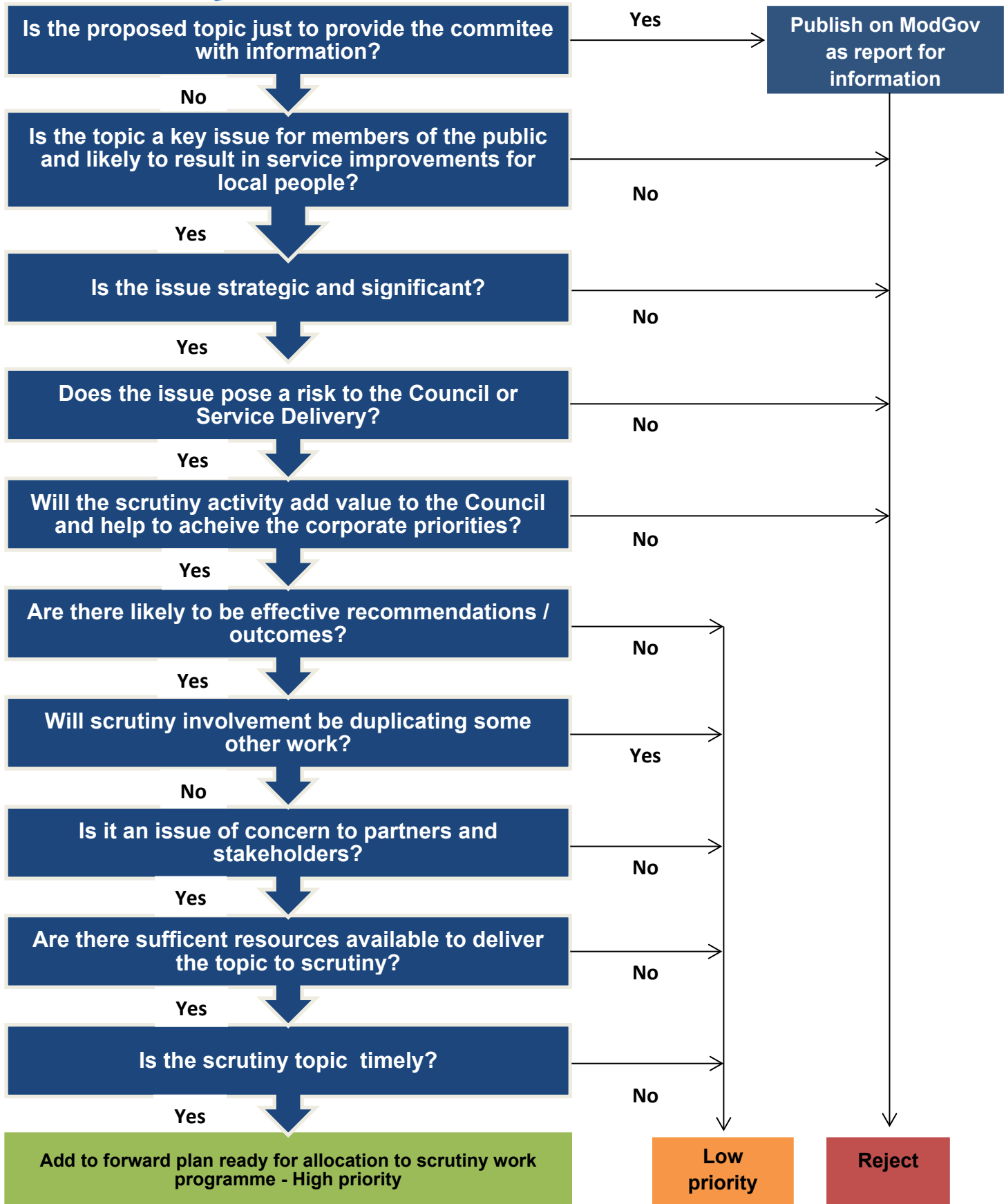
Value for Money and Customer Service Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
26 June 2017	1. Medium Term Financial Plan	OUTCOME: a further investigation is carried out to identify the root causes of slippages within the capital programme.	The Capital Expenditure Review task and finish group has been set up, see section B for details.	See section B.
		RECOMMENDATION: for Executive members to contact local MPs to lobby the negative grant of £800k.		
	2. Creation of a Property Company	OUTCOME: The committee requested to have sight of the precise details of the delegation regarding company structure and governance as well as periodic monitoring reports.	This report came to September committee and resulted in the property investment strategy working group.	Item came to the committee in September 2017.
	3. Performance Management Report	OUTCOME: To receive suggestions from officers for establishing customer satisfaction baseline data.	Update from September committee: work on establishing a customer satisfaction baseline to be postponed until the Council's ongoing review of customer service has been completed.	An update on customer services review is due to come to committee in March 2018.
	5. Building Control Business Plan	OUTCOME: For further options of service delivery to be explored and for a review of the Business Plan to be brought back to the committee in the future.	Added to work programme for March 2018.	

Value for Money and Customer Service Overview and Scrutiny Committee

Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
11 September 2017	1. Creation of a Property Company	OUTCOME: To appoint a working group to work with officers to assess the risks and to ensure checks and balances are in place.	A property working group has been appointed. See section B.	See section B.
	2. In-depth Review – Capital Expenditure	OUTCOME: Review scope agreed and the committee appointed a task group to facilitate the review.	A capital expenditure review task and finish group has been appointed. See section B.	See section B.
	3. General Fund Budget 2017/18 Overview	OUTCOME: For officers to undertake business-planning for discretionary services in order to maximise income generation opportunities.	This work-stream is being incorporated into the budget strategy working group. See section B.	See section B.

Value for Money and Customer Service Overview and Scrutiny Committee

Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
30 October 2017	1. Strategic review update	RECOMMENDATION: Executive be asked to clearly develop and publicise the strategic direction of the Council and include clear timeframes for when the strategic vision will be in place.	Workshops were held in November with the aim of gaining member input on the new corporate strategy. The Corporate Strategy is going to Executive in February 2018.	February 2018 Executive.
	2. Universal Credit update	OUTCOME: for officers to monitor the roll out of Universal Credit across all services for adverse implications on residents of the borough and Council resources.	An update on actions set out in the October report to be brought to the next committee meeting. Monitoring of impact of Universal Credit will be added to work programme.	Next committee meeting in January 2018.
	3. Budget Strategy working group	OUTCOME: the committee agreed to form the working group in principal, informed by the corporate strategy once published.	Appointment to the group is due to come to January 2018 meeting. See section B.	See section B.



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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	Recommendations 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/Tamsin MacLeod – Leisure Contracts Manager	Community Wellbeing
Leisure Centre Management - O&S Review	To receive a progress update after 6 months	Executive	No	February 2018	Kelvin Mills, Head of Communities and Major Projects	Community Wellbeing
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].