

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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**Policy and Governance**

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Date: 15 June 2018

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

Cllr Brian Adams  
Cllr Mike Band  
Cllr Nicholas Holder  
Cllr Stephen Mulliner

Cllr Nabeel Nasir  
Cllr David Round  
Cllr Richard Seaborne  
Cllr Bob Upton  
Vacancy

**Substitutes**

Cllr Liz Townsend

**Members who are unable to attend this meeting must submit apologies by the end of Monday, 18 June 2018 to enable a substitute to be arranged.**

Dear Councillor

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

DATE: MONDAY, 25 JUNE 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.*

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### **Good scrutiny:**

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

## 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. APPOINTMENT OF CHAIRMAN

To confirm the appointment of Cllr Stephen Mulliner as Chairman of the Committee for the 2018/19 Council Year.

2. APPOINTMENT OF VICE CHAIRMAN

To confirm the appointment of Cllr Mike Band as the Vice Chairman of the Committee for the 2018/19 Council Year.

3. MINUTES (Pages 7 - 12)

To confirm the Minutes of the Meeting held on 26 March 2018 (to be laid on the table 30 minutes before the meeting).

4. APOLOGIES FOR ABSENCE AND SUBSTITUTES

To receive apologies for absence and note any substitutions.

**Members who are unable to attend this meeting must submit apologies by the end of Monday 18 June to enable a substitute to be arranged, if applicable.**

5. 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.

6. 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.

7. QUESTIONS FROM MEMBERS

The Chairman to respond to any written questions received from Members in accordance with Procedure Rule 11.

8. NEW ECONOMIC STRATEGY FOR WAVERLEY BOROUGH COUNCIL 2018-2023 (Pages 13 - 88)

The Council's 2016 Strategic Review recommended that the council's Economic Strategy should be updated to ensure it reflected the new realities of

the changing funding climate and set a clear framework for existing and future projects with alignment to all council strategies.

The draft Economic Strategy is the result of extensive engagement with key stakeholders and partners to produce a strategic vision for the borough.

Recommendation

**It is recommended that the VfM and Customer Service Overview & Scrutiny Committee reviews and endorses the proposed strategy six themes and corresponding targets and passes any recommendations and comments on to the Executive and Full Council.**

9. SERVICE PLANS ANNUAL OUTTURN REPORT 2017/18 (Pages 89 - 98)

Service Plans are devised each year in order to deliver the Council's corporate priorities.

This report gives the Committee the opportunity to scrutinise the end of the year outturn for each Service Plan for 2017/18 for the following service areas:

- Finance
- Customer & Corporate Services
- Policy & Governance
- Strategic HR
- Audit

Recommendation

**It is recommended that the Customer Service and Value for Money Overview & Scrutiny Committee considers the progress against actions contained within the Service Plans set out in Annexe 1 to this report and agrees any observations or comments it wishes to make to the Executive.**

10. PERFORMANCE MANAGEMENT REPORT QUARTER 4, 2017/18  
(JANUARY - MARCH 2018) (Pages 99 - 108)

This report provides an analysis of the Council's performance in the fourth quarter of 2017/18 in the service areas of Finance, Strategic HR and Complaints as well as a commentary on the year's outturn. 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 considers the performance figures for Quarter 4 and outturn for 2017/18 and agrees any observations or recommendations about performance and progress towards targets it wishes to make to the Executive.**

11. WORKFORCE PROFILE UPDATE (APRIL 2018) (Pages 109 - 140)

As requested by the Overview and Scrutiny Committee, this report provides

Members with detailed information about the Council's workforce to help assess the staffing resilience in each service area.

Recommendation

**The Value for Money and Customer Service O&S Committee is asked to comment on the analysis set out in this report and identify any further information that they wish to receive regarding staffing resilience in the organisation.**

12. COMMUNITY INFRASTRUCTURE LEVY - GOVERNANCE ARRANGEMENTS (Pages 141 - 152)

The purpose of this report is to set out proposals for the process by which income derived from the Community Infrastructure Levy (CIL) is distributed, including broad criteria to guide the prioritisation of spending. These arrangements seek to ensure that CIL and remaining Planning Infrastructure Contributions (PIC) are used effectively and for the benefit of the community and to meet infrastructure needs arising from new development in the Borough.

Recommendation

**The Overview and Scrutiny Committee is invited to provide feedback to Officers on the proposals and the broad criteria for evaluating bids for CIL funding, and to ask Officers to develop more detailed proposals for the CIL governance framework and criteria which will be brought forward in the Autumn 2018.**

13. BUDGET SHORTFALL COMMITMENTS

The report (to follow) provides an update on the targets set by Heads of Service to meet the budget shortfall as set out the in Budget papers of the January 2018 Committee.

Recommendation

**It is recommended that the Value for Money and Customer Service O&S Committee notes the update and passes any observations to Heads of Service.**

14. COMMITTEE WORK PROGRAMME (Pages 153 - 168)

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

The work programme 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).

16. PROPERTY INVESTMENT STRATEGY MONITORING REPORT (Pages 169 - 170)

To consider the (Exempt) report, attached.

17. BUILDING CONTROL - BUSINESS PLAN UPDATE PAPER (Pages 171 - 180)

To consider the (Exempt) report, attached.

18. ANY OTHER ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

**Officer contacts:**  
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## WAVERLEY BOROUGH COUNCIL

### MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE - 26 MARCH 2018

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

#### **Present**

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

Cllr Stephen Mulliner  
Cllr Nabeel Nasir  
Cllr David Round

Cllr Richard Seaborne (Substitute)

Cllr Jerry Hyman (Substitute)

#### **Apologies**

Cllr Libby Piper

#### **Also Present**

Councillor James Edwards and Councillor John Gray

50. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 22 January 2018 and the Special Meeting held on 19 February 2018 were confirmed as a correct record and signed.

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

Apologies for absence were received from Cllr Libby Piper and there was one vacancy on the Committee. Cllrs Richard Seaborne and Jerry Hyman attended as substitutes.

52. DECLARATIONS OF INTERESTS (Agenda item 3.)

Cllr Mike Band declared a non-pecuniary interest in Item 5, Property Investment Strategy, as he was a member of the Investment Advisory Board.

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

There were no questions from members of the public.

54. PROPERTY INVESTMENT STRATEGY (Agenda item 5.)

The Committee reviewed the Property Investment Strategy which had been refined by the Property Strategy Working Group through several very productive meetings. The Committee thanked the Working Group for its input on producing such a robust document that would give all members of the council confidence to progress with property investments.

Members agreed that the governance structure was very positive and felt that performance monitoring would be key going forward. It was also suggested that the

Strategy be kept under review as some minor changes may be required based on practical experience following implementation.

Cllr Adams noted that income from the New Homes Bonus would be allocated to property investment, and was concerned that this would restrict the usage of the money in the event that it be needed for something else. Officers clarified, however, that while the money would be put into the investment fund, this did not prevent it from being moved if required.

The Committee noted that there was some duplication in the text of the Strategy, and suggested that paragraph 9.5 be removed for clarity. Members also commented that the development of the Strategy had arisen following the initial consideration of setting up a property company, and suggested that this be included in the covering report.

Cllr Hyman highlighted that the proposed delegations to the Executive, to spend £30m over the next three years up to a maximum of £10m per property, would allow for two separate properties at the same location to be purchased for up to £20m. He felt that it was important that all members fully understood that this could be the case.

The Committee endorsed the proposed changes to the Investment Advisory Board membership, and was pleased to note that the IAB would be supported by external professional advisors where appropriate.

55. TREASURY MANAGEMENT FRAMEWORK 2018/19 (Agenda item 6.)

Peter Vickers, Head of Finance, presented the proposed Treasury Management Framework for 2018/19 to the Committee. He explained that there were no significant changes for 2018/19, however a separate Capital Strategy was now also required. This would be developed during 2018/19 following the approval of the Property Investment Strategy and the Treasury Strategy.

There were some minor changes to the Prudential Indicators for 2018/19 to 2020/21. Indicator 3 – Capital financing requirement, had been amended as the council could have increased borrowing going forward and so this had to be included in the indicator. Indicator 5 – Authorised limit for external debt, had also increased from the previous year. Finally, Indicator 10 – Upper limits on investments >364 days, had been increased to £20m. This reflected the fact that property investment could be financed in the short term using cash. Additionally, there were opportunities to put money with other Local Authorities which would secure a better rate of return.

The Committee was pleased to note that the Strategy was underpinned by additional guidance documents that set out the day-to-day processes and delegations for treasury management. Members queried whether these should be included in the Strategy, however officers responded that as these were operational documents, it would not be appropriate to include them in the Strategy.

Members noted that the Annual Treasury Management Investment Strategy set out that every investment would have a ratings check on the day of the investment and queried what the ongoing monitoring process was. Officers explained that they



monitored credit ratings and held regular internal meetings, with periodic reporting to the Executive. Members were pleased to hear this, and suggested that it be made more explicit in the document.

Cllr Seaborne also suggested that there needed to be document control on the annexes and Cllr Hyman had some further queries about the document that he agreed to follow up with Peter Vickers following the meeting.

56. REPORT OF THE CAPITAL EXPENDITURE PROCESS AND MANAGEMENT REVIEW GROUP (Agenda item 7.)

The Committee considered the final report of the Capital Expenditure Process and Management Review Group. Members thanked all officers involved, in particular Yasmine Makin, Scrutiny Support Officer, who had assisted the Working Group with their review. Cllr Band, Chairman of the Working Group, added that the co-operation and openness of officers involved had helped the Group to clearly identify the issues.

The report set out the findings of the review, along with several recommendations while also acknowledging that some improvements had already been made. Cllr Band added that it was not the intention of the review to prevent all slippage, but he was hopeful that the recommendations would help to address the scale of the issue.

Members had some concerns that the level project management skills varied throughout the council. However it was also noted that the high workload on officers could manifest as poor project management when in reality they simply did not have enough time or resources to deliver the project. Members agreed that there needed to be more transparency around project management and the challenges that these projects faced, additionally officers should not be afraid to ask for help if resources are required.

Members felt that the recommendations in the report were very sensible, in particular the multi-year phasing for General Fund budgets going forward, and looked forward to these being put into practice. The Committee therefore endorsed the report and recommendations for submission to the Executive.

57. BUDGET STRATEGY WORKING GROUP (Agenda item 8.)

The Committee considered the scoping document for the Budget Strategy Working Group. Yasmine Makin informed the Committee that she had approached each of the other Overview and Scrutiny Committees to ask for nominations for membership and had received some expressions of interest.

There was also a requirement for the ongoing monitoring of efficiencies that would be delivered by Heads of Service throughout the year. Peter Vickers suggested that it was most appropriate for this to be presented to the main Value for Money and Customer Service O&S Committee on a quarterly basis.

The scoping document set out five proposed work streams for the Working Group, however the intention was to focus on work streams 1 and 2 first. These were looking at the split between statutory and discretionary services from an income generation perspective, and reviewing service demand by conducting a public consultation. Cllr Holder had some concerns about the second work stream, as he

felt that all customers would want all services to be perfect. Officers explained, however, that the purpose of this work would be to identify residents' priorities for services, and that exercises such as baseline budgeting could produce an interesting and informative picture.

Yasmine would be putting together a plan of work for the Group along with Gantt charts and notional dates for a series of meetings. Once the programme of work was set out, the membership of the Group would be confirmed with the Chairmen of other O&S Committees. Cllrs Stephen Mulliner and Nabeel Nasir agreed to participate from the Value for Money and Customer Service O&S Committee.

58. COMMUNITY INFRASTRUCTURE LEVY (CIL) - UPDATE PAPER (Agenda item 9.)

Peter Vickers introduced the update on the Community Infrastructure Levy. The intention was for the Value for Money O&S Committee to take the lead on scrutinising the governance arrangements in relation to CIL. Peter added that there would be the opportunity to learn from nearby Local Authorities who already had a CIL governance framework in place.

Cllr Martin commented that this would be a very interesting piece of work. He was surprised to note that some Parish Councils would be entitled to a 25% share of CIL money when he felt that there could be greater need in other areas.

Cllr Adams noted that CIL would run in parallel with the existing s106 process, and queried whether this would be covered by the same IT system. Officers agreed to clarify this after the meeting.

The Committee agreed to add CIL Governance Arrangements to its work programme with a view to receiving a report at its June meeting.

59. PERFORMANCE MANAGEMENT REPORT QUARTER 3, 2017/18 (OCTOBER - DECEMBER 2017) (Agenda item 10.)

Louise Norie, Corporate Policy Manager, presented the performance management report for Quarter 3 2017/18. The Committee noted that only two indicators were off target by more than 5%. One of these related to invoices paid to small businesses; however the Committee noted that due to the small sample size, any fluctuation in performance had a significant effect on the percentage. Performance in relation to complaints was also still below target; this was due to a small number of more complicated Level 3 complaints which had taken longer to resolve. Nevertheless, the Committee was pleased to note that overall performance on complaints had improved slightly since the last quarter.

The Committee was also pleased to note the excellent performance in the Benefits service following the 'systems thinking' review and looked forward to this being rolled out to other areas of the organisation.

Members expressed some concern over the levels of staff turnover, which was around 5% each quarter, and suggested that this be closely monitored. Louise responded that she attended a Surrey-wide performance monitoring meeting, and noted that this level of turnover was not abnormal across the county. The

Committee acknowledged that some level of turnover was understandable, however remained concerned about a loss of expertise within the organisation. It therefore requested that officers produce an analysis of staff turnover, to include a break down by levels of seniority.

Cllr Adams queried whether the figures included agency staff, however officers responded that these were not included in the data.

The Committee also noted that some areas of the organisation were currently undergoing restructures and suggested that once these had been completed, a benchmarking exercise be undertaken.

Members also asked that in future reports, officers be clear about the calculation used for percentage increases to ensure accuracy and consistency across the indicators.

60. COMMITTEE WORK PROGRAMME (Agenda item 11.)

Yasmine Makin informed the Committee that at the end of the Council year, she would be working with Alex Sargeson, Scrutiny Officer, to reflect on Committee work programming and whether any improvements could be made for the coming year.

Cllr Band commented that it was positive that the Committee could see streams of working drawing to an end and coming off the work programme. He felt that it was important not to be too prescriptive, and to maintain some flexibility in the work programme. Members felt that going forward, the Committee would be able to carry out two reviews, but felt that these should not be in the same service area so as not to put too much pressure on the Head of Service.

**The meeting commenced at 7.00 pm and concluded at 8.36 pm**

**Chairman**

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## WAVERLEY BOROUGH COUNCIL

### VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW & SCRUTINY

COMMITTEE

25 JUNE 2018

EXECUTIVE

10 JULY 2018

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## **NEW ECONOMIC STRATEGY FOR WAVERLEY BOROUGH COUNCIL 2018-2023**

**Portfolio Holder: Cllr Jim Edwards  
Wards Affected: All**

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### **Summary and purpose:**

The Council's 2016 Strategic Review recommended that the council's Economic Strategy should be updated to ensure it reflected the new realities of the changing funding climate and set a clear framework for existing and future projects with alignment to all council strategies.

The draft Economic Strategy is the result of extensive engagement with key stakeholders and partners to produce a strategic vision for the borough.

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

The Corporate Strategy priority themes of People, Place and Prosperity and focus on the prosperity of residents and care for businesses and visitors links neatly with the draft economic strategy.

Within the Corporate Plan priority theme three prosperity clearly identifies the development of an economic development strategy to sit alongside the Local Plan, actions to attract investment in skills and employment for residents, support of our High Streets and employment sites while working closely with key partners and businesses to maximise the opportunities for the all in the borough.

The prosperity goals also aim to create a business friendly-culture in the council to support local businesses to be successful and help those wanting to locate in the borough.

Plans to market the borough as an attractive tourism option to support the local visitor economy reinforce the draft economic strategy targets to support this important sector of the local economy.

### **Equality and Diversity Implications:**

The proposed strategy looks to support economic prosperity for all in the borough and includes targets to assist disadvantaged residents enter the labour market with additional support.

The strategy looks to encourage local corporate social responsibility and creating training and upskilling opportunities for all local residents.

### **Financial Implications:**

Having a strong local economy is an important element supporting Waverley's financial strategy both in terms of council tax and business rate income but also revenue generated locally for the Council and for local businesses. This report also supports Waverley's approach to implementing the Community Infrastructure Levy which should help strengthen the local economy by raising funds from new development and quickly investing this in local infrastructure for the benefit of the local community, both business and residential.

### **Legal Implications:**

Economic Development is not a statutory duty for the Council. However, within the Local Government Act 2000 all local authorities were given the power to safeguard the "economic, social and environmental well-being" of their areas. This was superseded by the general power of competence under the Localism Act 2011 - a power available to local authorities to do "anything that individuals generally may do".

The Strategy will support the preparation and delivery of the employment/economic objectives of the Local Plan, the preparation of which is a statutory requirement, and the Strategy will form part of the Council's formal Budget and Policy Framework.

Article 4 of the Constitution provides that the Economic Strategy is to be adopted by full Council.

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## **1. Background**

1. Following the 2016 Strategic Review recommendations, the economic profile of the borough was assessed and consultations with a number of stakeholders and partners including; the four Waverley Chambers of Commerce, Enterprise First, Waverley Training Services and the University for the Creative Arts took place last year and these have fed into the draft strategy. The Enterprise M3 LEP, Visit Surrey and Surrey Chambers of Commerce were consulted during the work for the last strategy. The strategy has also been circulated internally amongst council colleagues for comment to ensure it takes into account the new adopted Local Plan Part 1 and other key council strategies including the emerging Corporate Strategy, the Cultural Strategy and the Financial Strategy.
2. One of the key recommendations of the Strategic Review was to properly reflect the new realities of the funding climate – the budgetary pressures, changes to business rates etc. and the need to look to alternative income streams. The narrative has also been revised to reflect the changing views on topics such as the visitor economy, the film industry, the importance of maximising the opportunities related to the University for the Creative Arts etc.
3. The new vision for the Council is to create:-

*A great place for local businesses to grow and flourish where our communities have access to local employment and where everyone shares in the economic prosperity.*

4. The strategy has six themes, with corresponding targets and activities to achieve this vision.
  - Sustainable business and employment growth
  - High quality business and employment support
  - Healthy town and village centres
  - A successful visitor economy that's right for Waverley
  - A great place for local higher educational institutions and their students
  - Supporting the right housing developments in the local community
5. Officers have already begun work on the new targets since the summer of 2017 and have made good progress – in areas such as the new look newsletter for businesses, the business survey, a Business Awards event scheduled for October 2018 and the Business Improvement District (BID) project with the chambers.
6. A new full time Economic Development Officer (EDO) was recruited to the team at the end of October 2017 which has enhanced the team's capacity considerably. The Economic Development function now includes two full time EDOs (one dedicated to major projects such as Brightwells) and one part time EDO.
7. The draft strategy is with key stakeholders for comments, to be received by the 26<sup>th</sup> June and which will feed into recommendations for the Executive on 10 July and for the Strategy to be adopted by full Council on 17 July.
8. It is envisaged that the accompanying annual action plan will be a flexible living document that can be adapted depending on local concerns that may arise, to support the five year overarching strategy.

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### **Recommendation**

It is recommended that the Value for Money and Customer Service Overview & Scrutiny Committee reviews and endorses the proposed strategy's six themes and corresponding targets and passes any recommendations and comments on to the Executive and Council.

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### **Background Papers**

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

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### **CONTACT OFFICER:**

**Name:** Catherine Knight/ Gill Dally  
Economic Development Officers

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# Economic Strategy

2018 – 2023





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### Foreword



Waverley's Economic Development Strategy emphasises the important role of economic development and recognises the role of the local economy in shaping the success of Waverley as a "place" and the quality of life experienced by our residents.

The strategy recognises the role of local businesses and how they help shape the character of our towns and add to the attractiveness of the borough. It also identifies the key themes, actions and the long-term vision needed to support the economic needs and vibrancy of the borough.

Waverley has much to celebrate: the borough has excellent links to London, Heathrow Airport and the south coast, good quality housing, a highly skilled working age population and a thriving small business economy.

Work has already started on boosting our economy with the Brightwells Town Centre Regeneration Scheme in Farnham that will create over 800 new jobs, new leisure facilities, retail and restaurant spaces and much needed new housing. Other developments like Dunsfold Park also provide employment space, jobs and homes. The council's purchase of business properties and commercial investment programme will help underpin this strategy.

However, we also face some significant challenges. There is competition for skilled employees, Waverley has some of the highest house prices in Surrey and the high street is being impacted by changes in consumer habits and technology. Many of our residents are commuting out of the borough to work, while local businesses have to recruit from outside of Waverley.

To address these challenges we need to build strong positive partnerships with the private sector and other key stakeholders including the Local Enterprise Partnership, Surrey County Council, national public sector bodies, educational institutions, and training and business support providers.

Investment is a vital component of Waverley's growing economic success; securing the right facilities, developing the right business spaces and ensuring we have the right infrastructure are all vital components. This has to be balanced against the reality that local authority budgets will continue shrink over the coming years and investment needs to be prioritised so we maximise the impact of any interventions.

This plan includes six key priorities we have developed in response to an analysis of evidence about the local economy, the wider regional and national context and Waverley's ambitions for local business and the local economy. It also takes into account new adopted Local Plan Part 1 and other key council strategies including the emerging Corporate Strategy, the Cultural Strategy and the Financial Strategy.

I look forward to working with all of the council's partners and communities to ensure the vision and objectives are a success.

Councillor James Edwards  
Portfolio Holder  
Economic and Community Development

## The consultation process

The draft Economic Strategy is the result of extensive engagement with key stakeholders and partners to produce a strategic vision for the borough.

We would like to hear your feedback on the economic vision:

**A great place for local businesses to grow and flourish where our communities have access to local employment and where everyone shares in the economic prosperity.**

Would also what to hear your views on the six key themes with their corresponding targets.

- **Sustainable business and employment growth**
- **High quality business and employment support**
- **Healthy town and village centres**
- **A successful visitor economy that's right for Waverley**
- **A great place for local higher educational institutions and their students**
- **Supporting the right housing developments in the local community**

Please email: [business.support@waverley.gov.uk](mailto:business.support@waverley.gov.uk)

## About Waverley

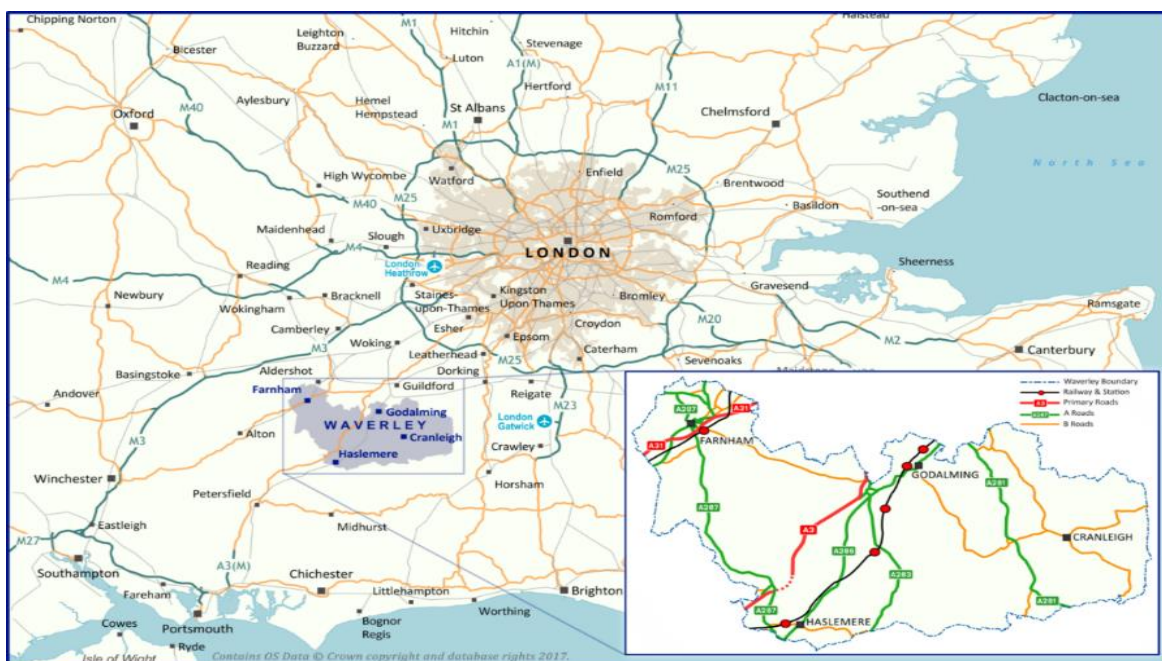


Waverley's economic characteristics reflect the borough's unique location, demographic, enterprise, heritage and landscape character. The borough has a population of approximately 123,300 people and is primarily rural in nature. The majority of the population live in the main urban settlements of Farnham, Godalming, Haslemere and Cranleigh.

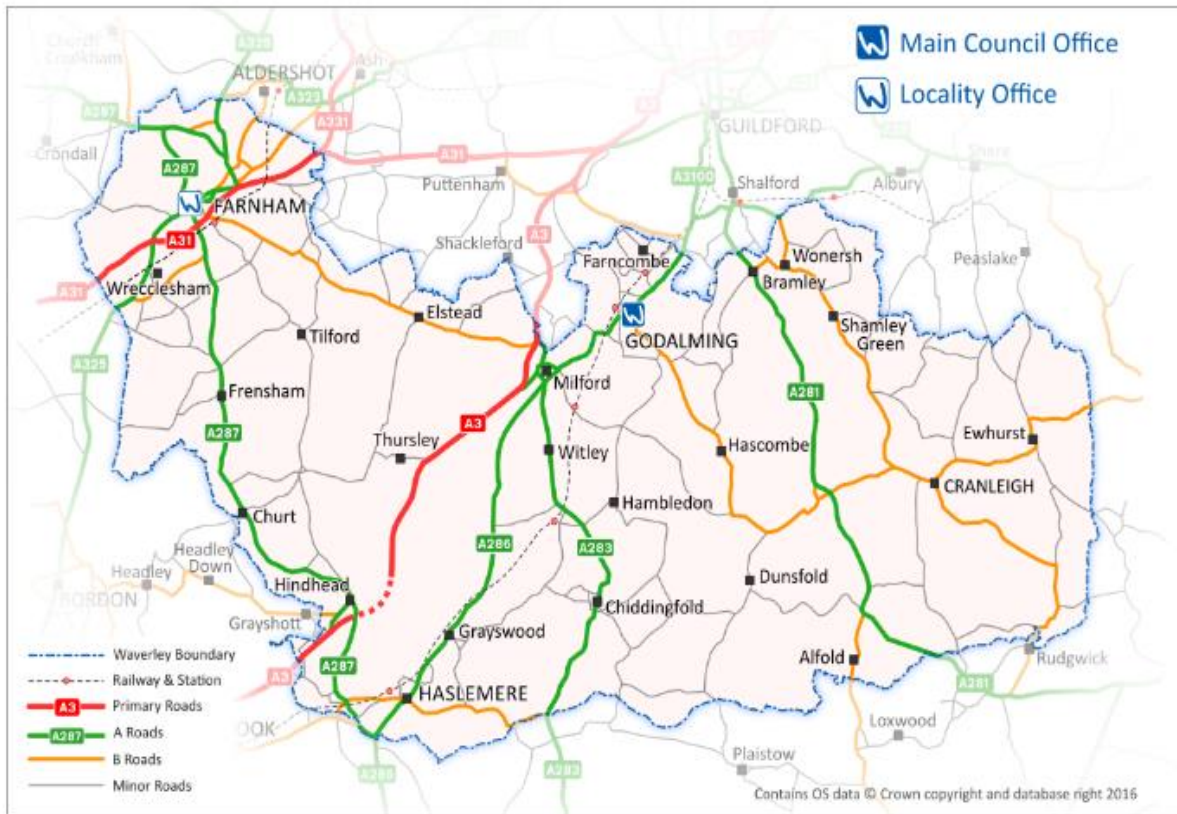
The borough is very fortunate to have a high skilled population and the highest business density in Surrey with 8,200 VAT registered businesses. The majority of these businesses are small: 91% employ fewer than ten people. The borough is also has the highest number of homeworkers in Surrey<sup>1</sup>.

In the UK's Competitiveness Index 2016 Waverley is ranked 39 of 379 local authority areas. Nearby Guildford was ranked 30 and East Hampshire 88 indicating a picture of business success using the following criteria.

- Economic activity rates
- Business start-up rates per 1,000 inhabitants
- Number of business per 1,000 inhabitants
- Proportion of working age population with NVQ Level 4 or above
- Proportion of knowledge-based business



<sup>1</sup> Refer to evidence base for strategy p.46

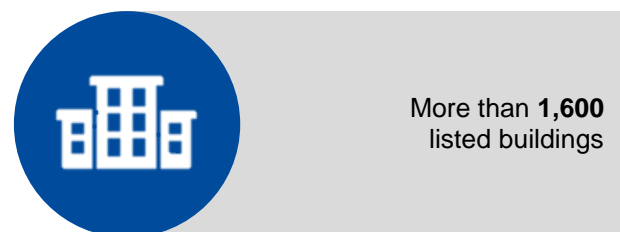
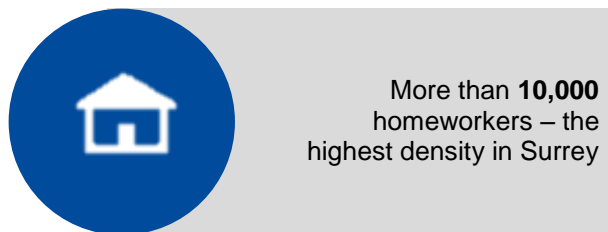
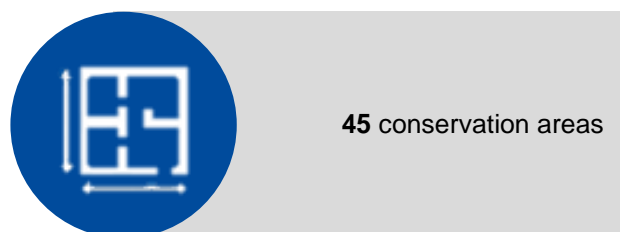
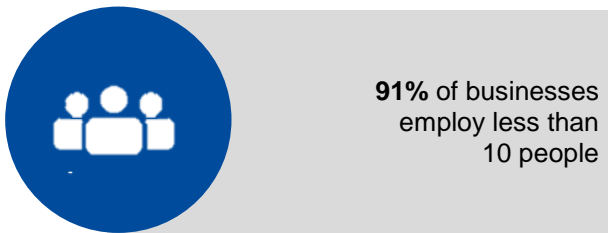
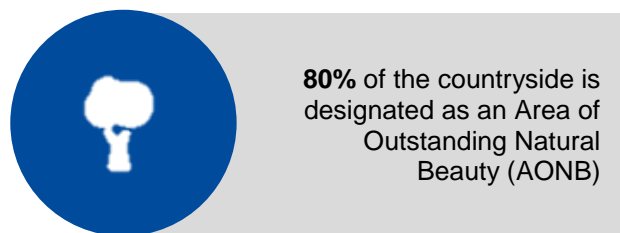
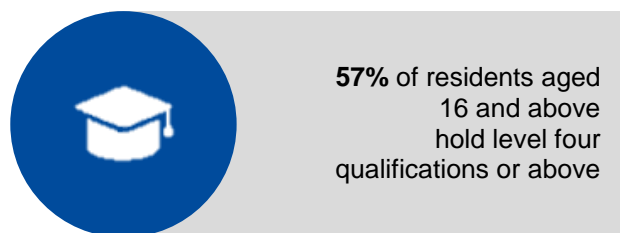
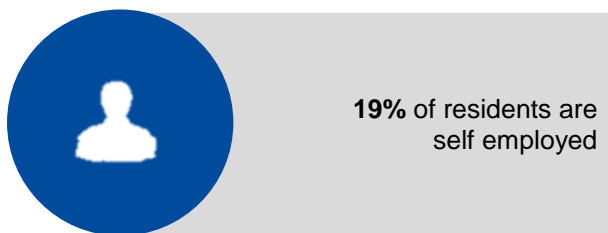
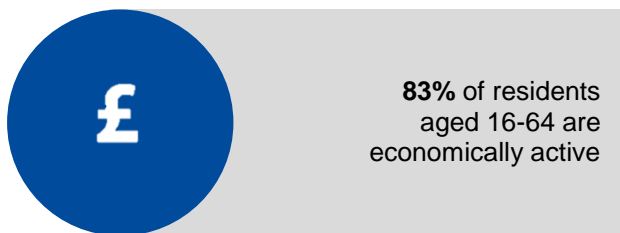


A green and attractive borough, 80% of the countryside is designated as an Area of Outstanding Natural Beauty (AONB) and 61% as Green Belt.

Waverley’s landscape has a distinctive wooded character, 31% of its total area. 11.5% of this is classified as ancient woodland; the highest amount in Surrey.

The borough also has a rich historic heritage with 45 conservation areas and over 1,600 listed buildings.

## Waverley by numbers





## Waverley's economic strengths, weaknesses, opportunities and threats

The development of Waverley's economic strategy has been based on the borough's strengths, weaknesses, opportunities and threats (SWOT). This section presents a SWOT analysis of the borough's economy.

### Economic strengths

- **Diverse economy, a strong SME business base, a highly skilled and qualified population, and low levels of unemployment.**
- **Healthy and attractive town centres** forming the heart of the borough's economy.
- **A strong education sector**, home to an outstanding range of 80 excellent state primary, secondary, special and independent schools (such as Charterhouse and Cranleigh School) that attract pupils and families to the area and support 8,000 jobs (ONS, 2016).
- **Location – good transport links** to London and Portsmouth, access to airports, the A3, M3 and other routes. Proximity to Surrey Hills AONB and the South Downs.
- An **attractive rural nature** with areas of outstanding natural beauty and associated rural attractions. These include the Rural Life Centre (Farnham), Winkworth Arboretum (Godalming), The Sculpture Park (Farnham), Frensham Ponds and Devil's Punchbowl in Hindhead.
- **Strong chambers of commerce**, with the four chambers working together creating a stronger business voice for the area.
- The **University for the Creative Arts (UCA)** and a student population of over 2,000 studying a wide range of creative arts subjects such as fine art, photography, textiles, crafts, film, graphics, journalism and advertising.
- A **historic revival of the arts and crafts movement** with businesses such as pottery, art textiles and glass making. The Farnham Maltings is a successful location for arts and crafts activities, Farnham Pottery a craft educational centre and Farnham promotes itself as England's craft town.
- **Tourist attractions** including **venues** like the Farnham Maltings (a cultural organisation hosting a wide range of creative businesses and events), New Ashgate Gallery (championing artists and affordable art), Cranleigh Arts Centre (a vibrant arts venue), Farnham Castle (a historic setting for events and celebrations) and museums in Haslemere, Farnham and Godalming.
- **Events** close by such as the Farnborough Air Show and Goodwood and events in the borough such as Weyfest, Jalsa Salana, EVRA (European Veterans Rugby Associations) bring visitors to the area and generate business for local accommodation providers.
- **Business and wedding venues/ halls** to hire also bring people into the area. The proximity to the newly opened Farnborough International exhibition centre in Rushmoor provides a great new opportunity for the local service and accommodation sector.

### Economic weakness

- Waverley has several large centres including three towns (Farnham, Haslemere and Godalming) and the large village of Cranleigh. Whilst neighbouring boroughs can concentrate their resources into one location Waverley **has to coordinate its resources across several locations that are under different town council management**. Town councils have an in-depth knowledge of local needs that reflect each settlement's unique role and characteristics but the structure also creates increased bureaucracy and competing/different priorities.
- **Four separate chambers of commerce allow** each chamber to have its fingers on the pulse of the local economy and fully understand the needs of local businesses. However, it also makes economic logistics more difficult in comparison to other neighbouring boroughs that typically have one chamber of commerce.
- The **affordability gap** between local salaries and house prices is high.
- **Weak Broadband infrastructure**, particularly in the rural areas. (This is being addressed by the superfast broadband project that is being lead by the Surrey Economic Partnership.
- In some parts of the borough **transport infrastructure** is either lacking or stretched in terms of capacity, necessitating further investment and improvements.
- Existing **industrial areas are under pressure from housing development** as residential development attracts higher returns for developers compared to commercial uses (also a threat).
- The absence of a major attraction for visitors and competition from other destinations.
- Issues with crowding and traffic, and some **lack of transport infrastructure**, despite proximity to key centres.

## Economic opportunities

- **Ensuring the vitality and viability of Waverley's town centres is important.** The borough's town centres already benefit from a range of retail businesses and tourism attractions that could be protected and enhanced. The council should continue to look at ways to maintain the vibrancy of the town centres and develop initiatives that will encourage more people to visit them.
- **Strengthening business links with the University for the Creative Arts** that could lead to secondment/industry placements and future employment opportunities for local students, helping to develop the creative sector in Waverley.
- Waverley has a high proportion of business start-ups and supports a large concentration of small businesses and home working. Whilst Enterprise First does provide some support (across the Surrey region), there is opportunity for the council to **engage with small businesses better.**
- **Developing the visitor economy** through promotion, events and a collaborative approach with key stakeholders.
- **Diversify hotel activities.** Larger hotels could expand their offering, e.g. hosting an evening restaurant, providing a high quality conferencing facility and enhancing reputation as a wedding location. This could provide local employment opportunities and serve local tourism needs. There is also an identified need for more budget accommodation options such as B&B's and low cost hostels.
- Affordable accommodation for students and essential workers such as nurses, teachers and care workers. There is a need and an opportunity to enhance the well-being of rural communities by **protecting community and social facilities, such as pubs and post offices in rural areas.**
- The **apprenticeship levy** provides an opportunity to develop more apprenticeship opportunities locally and Waverley Training Service is well placed to help local employers to deliver this.
- Identify opportunities to work with neighbouring boroughs and the region on **cross-border solutions.**
- Investment in business premises within the borough
- The **business rates retention pilot scheme** could provide significant opportunity for the local area to benefit directly from rates revenue. This is a further reason for protecting the local business base.

## Economic threats

- The **changing demographic profile** and the **decline in the proportion of residents of working age**.
- **The changing nature of the town centres** through outside influence such as the internet, as a hub for retail to one where food, street markets, entertainment are located. The increase in service industries rather than retail on the high street.
- **High property prices in Waverley**, pricing out some key staff such as nurses, teachers and care workers. As a result, employers are finding it difficult to recruit. In addition to affordable housing options for staff, it is important that there is affordable workspace for smaller businesses in Waverley.
- **Future population and employment growth** (even relatively small levels of growth) will place **further pressure on the borough's existing transport infrastructure**. This necessitates the delivery of transport infrastructure improvements, particularly in areas that are currently lacking or near capacity. E.g. parking.
- Retail is a key sector of Waverley's economy and a key prerequisite to the continued vibrancy of its town centres. **Waverley's high streets** (much like high streets across the country) **face a number of challenges including the continued growth of internet shopping, online banking and high rents**. Recent changes in legislation allow permitted development rights and ease of change of use from retail and office to residential.
- The image and attractiveness of town centres is under threat by **perceptions about a declining mix of independent retailers and the proliferation of certain retailers** (e.g. betting shops, nail bars and charity shops etc.) Currently the town centres appear to be fairing very well compared to the national average.
- Waverley could become a set of **dormitory towns** where proximity to London is the most dominant feature and there is lack of local dynamism and functions.
- **Development may negatively 'spoil' the countryside environment:** the balance is important.
- The UK's decision to leave the **European Union**. The short term uncertainty for businesses to plan and make informed decisions. The potential loss of near European markets and the longer-term consequences to employment, business growth and access to European funds.

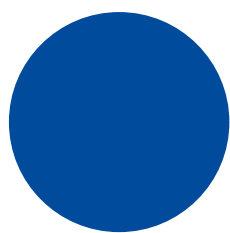
## Waverley's economic vision and themes

Waverley is a highly attractive place to live, work and visit. This is a result of its high quality environment, the unique character of its towns and rural areas, and the borough's balanced levels of housing and employment growth. The council's vision is that Waverley is:

**A great place for local businesses to grow and flourish and where our communities have access to high value local jobs and where everyone shares in the economic prosperity.**

This strategy sets out how this vision will be achieved through six key themes, namely:

- **Sustainable business and employment growth**
- **High quality business and employment support**
- **Healthy town and village centres**
- **A successful visitor economy that's right for Waverley**
- **A great place for local higher educational institutions and their students**
- **Supporting the right housing developments in the local community**



## Theme 1: Sustainable business and employment growth

**Enable sustainable growth that will protect and enhance Waverley's future dynamism and prosperity.**



While other districts face challenges to diversify their economies, Waverley already has a diverse business base with many small and medium sized enterprises operating across a range of industry sectors. This, in combination with the borough's high levels of economic prosperity and low levels of population growth, means there is no strategic need to pursue high levels of growth.

The key attribute for growth is for it to be sustainable. As such, it should reflect sectors that can support the continuing dynamism and

prosperity of the area in the mid to long term, whilst enabling Waverley's attractive character and quality of life to be protected and enhanced. The council will maintain a positive outlook towards exploring opportunities for employment growth in appropriate sectors and locations.

Sectors where demand is expected to grow in Waverley and which the council could actively support and facilitate sustainable growth include:

**E-commerce and the digital economy**, Waverley has a highly skilled population and a campus for creative students including digital and media specialisation. Growth of this sector also reflects wider trends in online sales and lifestyle solutions. Waverley sits adjacent to globally leading centres for 5G communications, software design and computer gaming<sup>2</sup>.

**Creative industries** are a growing area of the local economy and support can capitalise on the presence of the University for the Creative Arts by providing space for students to develop start-up projects that could be a catalyst for Waverley's future dynamism and prosperity (See figure 8).

**Small financial, professional and administrative services** are an existing growth area for the south east. This fits with the themes of specialist and high skilled service provision as well as home-based businesses.

**Green technology** - requirements (including office and research and development space) can be met locally. The area that is already being developed with the growth in green technology firms is Dunsfold Business Park.

**Leisure, food and accommodation services** have grown over the last ten years. This is likely to continue with local market trends and the encouragement of sustainable growth in the visitor and student economy.

<sup>2</sup> The creative industries in Waverley, figure 9

**The visitor economy** is an attractive sector to focus growth with existing and new businesses. A new emphasis to promote Waverley's areas, key events and assets to potential business, trade and leisure visitors.

**Home based business**, for which Waverley already has a strong foundation of enterprising home businesses across a range of services. With the trends in technology and culture fostering more home based work, this could be accommodated for further growth in Waverley with the right level of new residential provision.

Business growth also needs the right skills; the highly skilled workforce in Waverley is an advantage for some sectors. However, it is important that skills of both the workforce and the sector need to be matched and available locally.

### Targets

**A) The council to undertake further investment in business premises in the next five years, in addition to the acquisitions of the Enterprise Centre and Wey Court office buildings in Farnham, and Langham Park in Godalming, exploring the best means to do this to support growth sectors and local business needs. The target will be to aim for a 90% occupancy rate at the council's investment premises within the first year.**

The key here will be in providing modern and fit for purpose premises that match the growth sectors and local demand. Located in areas where businesses can further flourish with the presence of network and knowledge clusters. These hubs may be in:

- further business premises, as the council has recently done in [Farnham and Godalming](#)
- more specific creative sector aligned hub spaces, as set out in the council's Cultural Strategy. The hubs may comprise modern flexible office space, workshop, research and development (R&D), high technology, incubator, network and business café space and, importantly, should be attractive environments for staff and customers as well as the local community. A commercial business hub can support isolated people who are working from home and early stage businesses by providing access to services, meeting rooms and longer-term space for growth outside of the home, as well as regular networking opportunities. This can help support Waverley's role as a small enterprise nurturer. As per the recent investment, this type of space provision also presents Waverley with an opportunity for novel income streams.

**B) Support the increase of apprentices within local business. The council will use its in-house training provider, Waverley Training Services, to place more young people into apprenticeships by promoting the apprenticeships programme with clear details of the benefits for businesses. The council will aim to place 100 apprentices locally each year of the levy and provide information to employers about the benefits of apprenticeships. The council to look at the inclusion of apprentices within outsourced contract providers. In addition, the council will look at how to gain an enhanced income stream by supporting this service and its wider work.**

The increased income scheme opportunity reflects the training services' reach of apprentice placements and business clientele that is much wider than Waverley. Under the new Government Levy, the scheme can also help local people to retrain or upskill as a current employee apprentice, and can place new apprentices within businesses who would

value this. The council can now seek to refresh and expand these services to help support Waverley businesses with current and new staff apprenticeships.

**C) The council will support the sustainable growth of employment in line with the growth identified in the adopted Local Plan. The council will address unemployment by helping people in deprived wards in Waverley into work through supporting initiatives such as the Farnham Job Club and Godalming Opportunities project.**

Although employment levels have been historically high in the borough, it has only experienced modest levels of employment growth mirroring the UK's economic performance. In deprived areas, some residents need extra support to find work.

**D) The council will encourage local businesses to engage in its online tendering processes so that more local businesses are awarded council contracts.**

This initiative will help to ensure local businesses benefit from local project work retaining the benefits within the borough.

**E) Working with local parishes, Surrey Hills AONB, the National Trust, Guildford Borough Council and other partners, the council will support rural businesses and rural projects in the borough.**

Recognising the value of the rural economy to the sustainable economic prosperity of the borough. Balancing the business contribution with the protection of Waverley's natural heritage.

With the National Trust, developing a sustainable Eco build approach and exemplar café building at Frensham Great Pond. Investing parking charges into reducing the running costs of the building to make it financially sustainable.

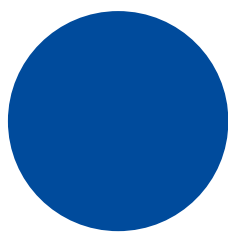
Looking at new approaches to woodland management and business opportunities with Surrey Hills Enterprises. Exploring opportunities with landowners for increased access via "Greenscape" with Natural England.

**F) Supporting SME (small and medium sized enterprise) to flourish and grow**

A key component to the area's economy. The economic development team to provide signposting to free advice and the Enterprise First service. The council to support small businesses through free property searches and to ensure quick payments to its contractors.

The council to create marketing opportunities for local small businesses by providing free networking opportunities and training events and encouraging public relations (PR) through local business awards.





## Theme 2: High quality business and employment support

**Continue to pursue schemes that provide effective and valuable business support.**



Tourism event, Waverley Abbey House

The council has a good track record of supporting local businesses and it is important that we continue to engage with them, understand their needs and offer high quality business support. This includes the offer of free business advice to anyone wishing to start or expand a business in the borough using Enterprise First, the services offered by Waverley Training Services and the job club in Farnham. The council will also support initiatives develop the skills and qualifications of the local workforce.

This will benefit both the local workforce and local businesses, as it will make it easier to recruit locally. This can be provided in-house through Waverley Training Services, alongside their apprenticeship placements.

### Targets

**A) To support the business community and listen to the business voice via increased engagement and providing opportunities for networking, mentoring and partnership working.**

The council to become a Business South champion explore and facilitate connecting business leaders. Launch a pro business message with key sectors and follow up with smaller networking events. Maintain this message with a council leaders “open door” policy for business.

**B) Continue to run and develop its contract with Enterprise First to provide free advice to anyone wishing to start or expand a business in the borough, by providing advice to at least 150 people a year.**

The new contract with Enterprise First covers the period 2017-2020 and includes good quality support and advice tailored to the needs of the business. The contract will be regularly monitored to ensure it provides a high quality service.

**C) Encourage more businesses to locate to Waverley, maintain high occupancy rates and local employment, and utilise the floor space identified as needed in the Local Plan. Monitoring activities such as business birth and death survival rates and understanding why businesses leave. Officers will provide a free business service via Estates Gazette (EG) and produce marketing material to promote the**

**borough and market the borough at external events such as the national MIPIM property event to showcase local commercial opportunities.**

We need to understand when and why some businesses chose to leave the borough. Should Waverley determine whether it could have better met their needs with the right support and development or focus on supporting other small and start-up businesses. This data can be captured and reported annually from a business surveys and interviews.

The annual MIPIM property exhibition showcases commercial opportunities to developers, alongside SCC and all 11 boroughs. Work with SCC on this and other opportunities.

**D) Continue to build effective working relationships with the four chambers of commerce by engaging quarterly with them for focused discussion. The council to support business initiatives.**

The meetings with the chambers will continue to discuss areas of mutual interest and areas where the council is able to influence as well as establish priorities and projects for each town centre.

The council to support financially a feasibility study of a Business Improvement District (BID) for Waverley. This would be a four site BID to bring in additional investment into the town centres.

**E) The council will communicate effectively with businesses.**

Communication with businesses is essential. The council will communicate with businesses using a range of channels including regular e-bulletins/newsletters signposting information on business support services, events and news. We will develop web pages that provide information required by businesses and identify other opportunities to promote business news including social media and printed publications.

Implement a key account management strategy with regular face-to-face meetings with the borough's larger employers (x15) to understand their business needs and support their inward investment.

To build and maintain a business database, General Data Protection Regulation (GDPR) compliant, via council service contacts and networking activities is crucial to achieve successful communication. A pan county and borough Customer Relation Management (CRM) system introduced in 2018 would facilitate this.

**F) The council will undertake a business survey every year to gain insights into business challenges and opportunities.**

An annual online survey will help us understand the needs of businesses, record trends and monitor business issues. The council will use this information to direct annual action plans and target average scores to improve over the next five years compared with the first year of feedback.

**G) Encourage and support entrepreneurship and homeworkers in the borough.**

Given the high proportion of homeworkers in the borough and the large number of micro businesses, the council will look at ways of supporting these businesses such as continued involvement with Surrey County Council's (SCC) superfast broadband initiatives and new projects such as starting an Entrepreneurs Club.

**H) The council will foster effective regional partnerships to encourage business growth and sector support.**

The council will work more closely with partners including the Enterprise M3 LEP to engage in proven business support schemes as joint projects or to gain insight and roll out similar schemes. These may include projects such as Meet the Buyer, Growth Hub, business clinics and Digital High Streets. Contribute to Surrey County Council's Inward Investment Programme and activities.

**I) Working with partner organisations such, as UKTI the council will encourage exports by promoting opportunities.**

The export market is of growing interest to many businesses, particularly in the light of the UK's decision to leave the European Union, and the Council should seek to help them take advantage of any support and opportunities available.

**J) Recruitment is an area where businesses would welcome assistance.<sup>3</sup> Working with partners including Waverley Training Services (WTS) and SCC inward investment team to support the development of employment skills and training of local residents. Signpost employers to recruitment support and opportunities for upskilling existing employees.**

Improve links with local colleges and build links with businesses and education providers. Work on projects with Job Centre Plus, Farnham's Job Club, Godalming's Opportunities Project and Enterprise First to signpost suitable employment support, training and professional development opportunities.

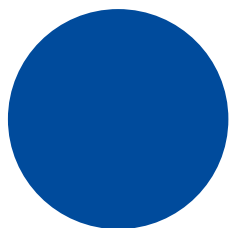
Provide free training opportunities for local employees via the M3 LEP and other organisations.

**K) Promote, encourage and support the business sector working with the local community. Help businesses meet their corporate social responsibility objectives.**

Sponsor the Waverley BIG business awards with a partnership award. Highlight successful partnerships between businesses and not for profit/ charities. Promote volunteering opportunities and voluntary sector initiatives through the work of Voluntary Action South West Surrey and charitable organisations in Waverley.

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<sup>3</sup> Waverley business survey 2018



### Theme 3: Healthy town and village centres

**Protect the character and vitality of the high streets, and enhance the perception of the town centres as destinations.**

The high street forms the visible, perceptible pulse of a prosperous local area and vibrant and community-feel town centres are beneficial for local wellbeing. In being attractive destinations, town centres support social cohesion and engagement between residents and businesses. Part of this protection will involve working with partners to monitor permitted development rights change of use from retail and quality office space to residential.



The Pepperpot, Godalming High Street

As well as having local events and activities which are based near to high streets there may also be an opportunity to develop better orientation serving pedestrians in the town centres and clear and positive signposting of the town centres and cultural venues. These can help maintain their vibrancy and engagement with the local community and visitors.

#### Targets

**A) The council and partners to encourage more people to shop on our high streets by working closely with town councils and partners and investigate starting a network of independent retailers. The council will also continue to offer initiatives such as the ‘Compete on the Street’ customer service programme and explore new initiatives and marketing campaigns such as a ‘Buy Local/Use Local’ scheme with these groups.**

The council will continue to support retail, services and events as the main town centre use and work with the chambers of commerce and town centre businesses to support, develop and implement events and initiatives that will increase footfall numbers and the perception of the centres as destinations. Independent retailers will play an important role here.

**B) The council to support the local economy and engage more closely with businesses through chamber led initiatives such as a Waverley business awards and a Business Improvement District.**

The council will work closely with the chambers of commerce and other partners on joint projects that can support local businesses and increase inward investment in the borough most effectively.

**C) The council to provide a long term tailored parking strategy for each town centre in order to maximise the use of existing parking capacity and provide additional capacity where needed and practicable. To explore the best way to achieve this (i.e. with multi-level and/or underground parking extensions for current car parks and charging banding).**

The chambers of commerce have raised parking issues consistently, where a lack of capacity affects the ability of locals and those from a wider area to use the different high streets, with long run potential damage to footfall. The chambers have raised the need for additional space and low prices to help support the workings of the town centres. The council can also consider how to help integrate car parks within the local environment and avoid damaging the local character, such as through the right landscaping.

**D) The council to work closely with local town and parish councils to identify key areas of activity and support.**

Promote local and partner events to increase footfall and dwell time. Support initiatives such as local markets to generate additional footfall to the town centres where applicable.

Facilitating best practice, partnership working with chambers and local businesses, monitor changes in the high street effectively and share business intelligence.

Ensure outsourced contracts and devolved contracts provide opportunities to create cleaner and healthier centres.

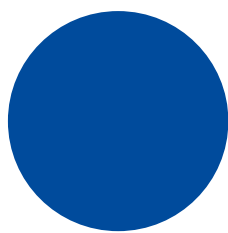
Identify potential funding opportunities where suitable.

**E) The council to work with local town and parish councils and chambers to monitor and safeguard the loss of key office and retail sites via permitted development rights.**

The council to monitor permitted development rights and look at how an article four direction could benefit the local area.

**F) The Brightwells regeneration project in Farnham is a clear example of the benefits of investing in one of our town centres. Encouraging new businesses, providing jobs, leisure opportunities and much needed affordable and open market housing. The council to maximise the potential benefits of the project for the residents of Waverley.**

The council to work closely with the developer of the project to encourage support of local initiatives, employment opportunities for local people and ensure the increased vitality of the wider area.



## Theme 4: Encourage the visitor economy in a way that fits Waverley

**Develop the visitor economy in a sustainable way that brings prosperity to businesses and local diversity.**



Waverley has the potential to explore further the benefits of a strong visitor economy, including through forging stronger links with key industry bodies, VisitEngland (VE), VisitBritain (VB), Tourism South East (TSE) and Visit Surrey, to raise awareness of the area as a destination, to maximise additional promotion for Waverley, including local events and activities in the towns and villages. The focus will be on attracting high yield visitors (business, overnight visitors) to support local business and employment.

Behind the scenes tour at Dunsfold Park. Part of English Tourism week

Providing events, cultural activities, eateries and attractions for residents and Visiting Friends and Relatives (VFR) during their leisure time. As today's consumers are increasingly tech savvy customers, they are looking for interactive experiences and expect the sector to embrace technology.

### Targets

**A) Work with tourism organisations (VE/VB/TSE/Visit Surrey/ the National Trust) to promote Waverley both as a leisure and business visit destination and to increase the number of overnight stays.**

Waverley has outstanding natural assets that can support a visitor economy action plan. Assets include its position as a gateway to the South Downs, the Surrey Hills and the Olympic Box Hill, Leith Hill and Pitch Hill cycle route. Further, Waverley's own offerings comprise museums, art centres, heritage sites and the market and craft towns. Events within Waverley can appeal to visitors and the local market. From gin, food or walking festivals, craft months to walking tree trails, cycling routes and following in the footsteps of famous locals. Waverley will be supportive of new, sustainable products into the market.

More research into key markets and targeted joint marketing activities with partners would lead to improved promotion of the area and the experiences that can be enjoyed. Digital marketing activities would form a key part of this marketing strategy. The rural economy would also be promoted, through supporting arts and crafts fairs, farmers' markets, small businesses and protecting community and social facilities such as pubs and post offices in rural areas, to benefit local people in the borough.

The Council can encourage the right type of inward investment to attract visitors. Hotels are one type of investment, and the proposals for Lythe Hill Hotel are an example of good inward investment to support visitors. Four/five star hotel properties provide more job

opportunities as they have a higher staff/ guest ratio. There is further opportunity offered by other hotel developments to provide facilities for events and functions i.e. weddings and business conferences. These can support the local economy as well as increase the demand for overnight stays. The council to monitor hotel development and the loss of visitor accommodation.

### **B) Waverley to lead discussions on the Downs Links footpath/ cycle route with other stakeholders.**

A lot more can be done to improve signposting on the Downs Link to/ from local villages and enhance the quality of its surface. This would attract a wider range of family day trippers. As identified in consultations, the Downs Link is a hugely under resourced asset: there are examples throughout the UK of expired rail routes which have been developed into tourist attractions and sustainable travel routes. Cranleigh Chamber of Commerce has recently commissioned Sustrans to carry out a corridor assessment of the Downs Link between Cranleigh and Guildford paid for by local businesses and the Chamber. The council could help take this forward with associated partners and seek to work with local authorities such as Guildford and Horsham on developing the Downs Link.

In parallel the council to work to support the Wey & Arun Canal Trust project to restore local canals as a nature park.

### **C) The council to help develop support and opportunities for the tourism industry and start a performing venues working group with interested stakeholders.**



Cranleigh Arts Centre

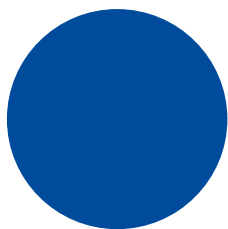
The support of small day festivals and events in towns and villages are also part of the local offering. These can be agreed through events plans that bring together the town councils, chambers, cultural venues and voluntary organisations. The right organisational and financial responsibility, guidance and collaboration can ensure the success of these and enable effective contribution from the local stakeholders. Good arts and cultural events of all types attract people.

Art, crafts, literature and local produce events could be a good focus. This will help protect and further enhance the identity of Waverley's market and craft towns, and as destinations offering both culture and beautiful natural environments.

### **D) The council to encourage appropriate filming opportunities and work with local landowners to create the right planning permissions for their sites.**

Filming offers a potential income stream and local employment support for Waverley. (£42,000 per day to the local area for big feature films, £19,000 for TV, Creative England).

To encourage and facilitate this in the future and to ensure environmental impacts are considered the council will formulate codes of practice for filming. We will work to streamline applications with internal departments (planning and licensing) and establish with key landowners a working group. There will also be a need to buy in support from Creative England to find and promote Waverley locations for filming.



## Theme 5: Develop the links with local higher educational institutions

**Utilise the potential of the University of Creative Arts (UCA) in developing the local creative sector, look to provide the accommodation, and services that students want and need.**

The UCA could become the nucleus of a 'creative hub' for a variety of arts and skills to attract creative people to settle in the borough and give rise to a creative community. This community would represent collaboration and start-ups as well as reinforcing town branding and local spending patterns.

Beyond the UCA courses, the council can attract and support people to stay locally by putting in place the right support for creative start-ups. An aim in the Cultural Strategy is to work with strategic partners and internal council teams to look at the opportunities for affordable studio and incubator spaces and enable more graduates to develop their creative careers in Waverley.

### Targets

**A) The council and partners to identify where current or new space can be provided for creative business, workshop, studio, exhibition, incubator and other uses. The success of this can be measured by an increase in the number of graduates staying locally after completing their studies over the next five years.**

There may be opportunities to engage with students and graduates by offering local work and exhibition space, supporting more local placements and involving students in local arts events and retailing activities. Most courses involve a form of work placement and whilst the UCA has various national and international partners, there is interest in good local opportunities for placement and learning or more informally showcasing of work and collaboration with other cultural venues. There is mutual benefit in forging links between the UCA, local cultural venues, social organisations (like Enterprise First and the Arts Council) and local business – namely, sharing knowledge, skills, placements and start-up and employment opportunities.

Business South provides a good networking catalyst to support the creative industries.

**B) The council to identify opportunities and help UCA deliver more student accommodation, working with WBC Housing and property teams.**

Waverley needs to discuss and understand the local consensus of whether to embrace the student body further and to what level. It is a delicate issue where some locals will not be in favour. The council can help to address and respect any such concerns, whilst making the discussion more balanced through telling the story of the benefits of accommodating and engaging a young, dynamic segment of the population. Brightwells and its retail and entertainment offer will enhance the attractiveness of Farnham to students. Beyond this, there are other student life offerings that the borough may support through provision of accommodation. This can bring support business growth and the retail sector. However, there are reasonable concerns with, for example, night-time venue development. Any accommodation and supporting development needs to be well thought out, including

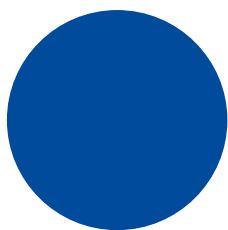


consideration of how accommodation will incorporate the use of private landlords, and locations of new supporting development.

A good example is the Epsom UCA campus. Epsom is a picturesque market town with a community feel and good proximity to London. It now has 1,500 students at its campus and has witnessed the development of a local art scene along with new bars and restaurants.

**c) The council with Waverley Training Services (WTS) to develop links between local colleges and local employers.**

Providing employment ready skills for local residents and recruitment support for local businesses with apprentices.



## Theme 6: Support the right housing developments in the local community

**It is important that Waverley is able to provide affordable housing for employees and ensure the workplaces of others who commute in are accessible through travel routes and car parking space.**



Riverside development

These key services are vital to the continued functioning and prosperity of the borough and its economy. The Economic Strategy (as informed by the Strategic Housing Market Study) has also noted the importance of housing availability for first time buyers and young families, students, new graduates and potential start-up business, and for the retirement market.

### Targets

**A) The council to seek to deliver the new home requirement set out in the adopted Local Plan.**

The adopted Local Plan 2018 requires 590 new homes a year, as also set out in the adopted Local Plan, in the borough over the period 2013-2032.

**B) The council to explore supporting infrastructure opportunities, including working with M3 LEP partners; maximising Waverley's membership of M3 LEP and to discuss opportunities to improve infrastructure. The council and its partners to work alongside neighbouring authorities on transport LEP bids covering the Enterprise Growth Fund.**

Waverley does not have the level of responsibility or funding for transport infrastructure. However, the council will seek to work in partnership with those that do, including Surrey County Council, Enterprise M3 LEP, the Department for Transport and MPs to communicate its needs and influence decisions.

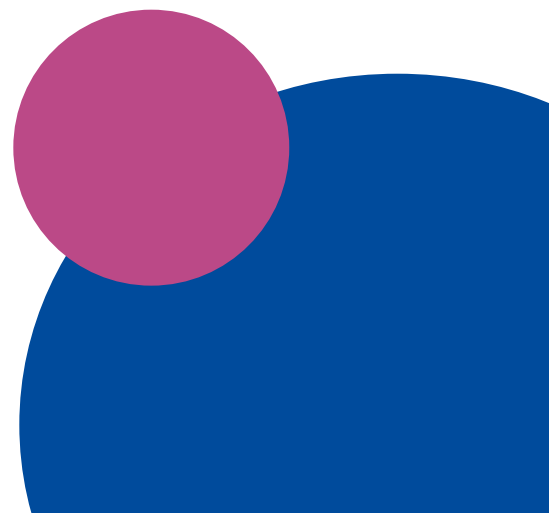
Infrastructure investment is important to the area, especially with the target for thousands of new homes in the area as detailed by the Local Plan. One area to consider is the bus network in and out of Waverley. This may require collaboration with neighbouring authorities. Without effective transport infrastructure, there will be constraints on commuters, the movements of goods and services by businesses and the inflow of visitors, which would have a negative impact on the local economy and quality of life.

**C) Economic development to liaise with planning and other partners and monitor the impact of permitted development rights and the change of use from office and retail to residential.**

To support and maintain quality employment stock and ensure affordable housing provision compliance.

**D) The council will contribute to local service supply consultations. (i.e. bus services, pay phones, ticket office closures, post office closures, cash point access and others).**

To safeguard and monitor community assets, providing information for the public domain.



## Overall

A priority for the council is to continue to **safeguard and enhance the borough's attractive character and high quality of life**. High levels of housing or employment growth would threaten Waverley's character and unique characteristics and would ultimately damage its economy.

The council will enhance its successful approach of supporting modest levels of employment growth in appropriate locations and without compromising what makes Waverley special. The council will **make best use of its existing supply of employment land to accommodate small levels of employment growth in key growth sectors, and look to develop specific and fit for purpose business premises** to achieve a balance between population and employment growth.

The council has an excellent record of **engaging with local businesses and offering business support**. It will continue to do so, helping business start-ups and supporting existing businesses.

A key factor for any successful, modern economy is the provision of **high quality infrastructure**. The council will continue working with its partners (including the Local Enterprise Partnership and the private sector) to maintain and improve the borough's infrastructure, especially in terms of **transport**.

We have considered the targets as those that are achievable and in areas that the council can influence. The targets can inform a set of projects that relate to one another and measurement of progress over the next five years. The table below sets out the themed targets and measures and notes the role of the council and others in achieving the targets.



## Waverley's Economic Strategy Action Plan 2018-2023

TARGETS	ACTIVITY	LEAD	Page No.
<b>1.Sustainable quality business and employment growth</b>			
A. Invest in new commercial premises, and other investment projects alongside The Enterprise Centre and Wey Court, Farnham and Langham Park, Godalming.	<p>Identify suitable sites. Once purchased, monitor occupancy and aim for at least a 90% occupancy rate.</p> <p>Explore opportunities to work in partnership with the private sector e.g. consider hotel/leisure development partnership opportunities etc.</p>	Investment Board	15
B. Place more young people into apprenticeships	<p>Waverley Training Services to place at least 100 apprentices in local placements a year</p> <p>Work with WTS to promote the benefits of apprenticeships to employers.</p>	WTS/Economic Development team	15
C. Address unemployment by helping people in deprived wards in Waverley into work	<p>Promote and support the Farnham Job Club, run by GATE. Assist GATE to find sustainable funding and support development of the new job club location in the town centre. Work with JCP/WTS on events to promote the club to residents e.g. Universal Credit sessions</p> <p>Support employment initiatives elsewhere in the borough e.g. the Opportunities Project at Ockford Ridge for single parents.</p>	Economic Development team	15
D. More local businesses awarded council contracts	<p>Undertake direct marketing exercise with local businesses, encouraging them to register with council's e-tendering system.</p> <p>Signpost to procurement training in Surrey.</p>	Economic Development team	16

<p>E. Support the rural economy</p>	<p>Working with parishes and key partners such as Guildford Borough Council, Wey &amp; Arun Canal Trust and the Surrey Hills ANOB to communicate business support opportunities.</p> <p>With the National Trust, create an ecobuild café at Frensham Great Pond. Look at new approaches to woodland management to create business opportunities.</p> <p>Work with local landowners and Natural England to increase access.</p>	<p>All. Economic development/ parks &amp; countryside.</p>	<p>16</p>
<p>F. Supporting (small and medium sized) SME businesses</p>	<p>Offer free commercial property searches for businesses and signposting to free advice from the Enterprise First service and other partners.</p> <p>Increase partnership working with the Federation of small businesses.</p> <p>Provide a range of free training events with the M3 LEP and growth hub in key areas. One to one business clinics, cyber security and GDPR.</p> <p>Provide free visitor economy networking opportunities.</p> <p>Sponsor and promote business involvement of Waverley's BIG business awards in 2018.</p> <p>Create marketing opportunities for local small businesses by providing free networking opportunities, training events and generating PR via local business awards.</p> <p>Work with Business South membership to provide business opportunities between local and strategic businesses of all sizes.</p>	<p>Economic Development team</p>	<p>16</p>

TARGETS	ACTIVITY	LEAD	PAGE NO.
<b>2. High quality business and employment support</b>			
A. Support the business community in Waverley and listen to the business voice via increased engagement. Provide opportunities for networking, mentoring and partnership working.	Join Business South to launch a pro business voice and open door policy.	Waverley leadership team	18
B. Support businesses to set up in the borough.	With Enterprise First to signpost business advice.  Support and monitor the contract with Enterprise First through quarterly meetings and marketing campaigns.  Promote "Starting your business in Waverley" book.	Economic Development team	18
C. Encourage more businesses to locate in the borough and find out why some leave.	Over the next five years monitor survival rates of Waverley businesses and establish reasons for those leaving.  Produce new business marketing material on and off line – to encourage more businesses to locate in Waverley's towns and villages.  Work with business rates colleagues to establish evidence base.	Economic Development team	18
D. Build effective working relationships with the four chambers of commerce.  The council to support business initiatives where appropriate.	Meet the four chambers of commerce at least three times a year to discuss projects of mutual interest  The council to join Surrey Chamber of Commerce to further support the business and chamber communities in Waverley.	Economic Development team	19



<p>E. Communicate effectively with businesses</p>	<p>Communicate effectively with local businesses using the most appropriate channels.</p> <p>Refresh the monthly business e-newsletter. Highlight key developments, news and new businesses in the area. Calendar training opportunities and events. Signpost to partner opportunities. Increase circulation within GDPR regulations.</p> <p>Restructure and refresh the business pages on the website.</p> <p>Establish key account management meetings with local businesses.</p> <p>Use local businesses as ambassadors for key council business support messages.</p> <p>Create a communications protocol with partners, SCC and DTI.</p> <p>Work with the four chambers to raise awareness of the council's services for business.</p> <p>Build a database of intelligence, local businesses and their business issues.</p> <p>Undertake business exit surveys when possible.</p>	<p>Economic Development/communications team</p>	<p>19</p>
<p>F. Monitor/respond to local business opinion</p>	<p>Carry out a business survey every two years of local businesses and respond to any issues or concerns.</p>	<p>Economic Development team</p>	<p>19</p>
<p>G. Encourage entrepreneurship and homeworkers.</p>	<p>Given the high proportion of homeworking in the borough, consider starting an Entrepreneurs Club to inspire and develop new ideas and nurture start ups Support local initiatives such as the Haslemere Business Centre.</p>	<p>Economic Development team</p>	<p>19</p>

<p>H. Foster effective regional partnerships to encourage business growth and sectoral support</p>	<p>Continue membership of the Enterprise M3 LEP and closer working, taking part in relevant joint activities, funding opportunities etc.</p> <p>2018/19 become a 'Champion' of Business South to help support key businesses and create networking opportunities.</p> <p>Investigate business sectors where there is scope for growth and collaboration, including local clusters e.g. creative, health and IT</p>	<p>All</p>	<p>19</p>
<p>I. Encourage exports</p>	<p>Working with partner organisations such as Surrey Chamber of Commerce, UKTI/ DTI to promote and encourage the opportunities available through the export markets</p>	<p>All</p>	<p>20</p>
<p>J. With partners, develop employment skills offer to residents and recruitment support initiatives.</p>	<p>Develop links with local colleges and Job Centre Plus.</p> <p>Work to promote and support Farnham's job club and Godalming's Opportunities Project.</p> <p>Provide recruitment events looking at key areas such as branding your business for recruitment success and the future of employment with artificial intelligence and robots for local employers.</p>	<p>Economic development team/ Waverley Training Services</p>	<p>20</p>
<p>K. Promote, encourage and support the business sector working with the local community. Help businesses meet their corporate social responsibility objectives.</p>	<p>Be principal sponsor of the Waverley BIG business awards with a partnership award.</p> <p>Highlight successful partnerships between businesses and not for profit/ charities in e-newsletters.</p> <p>Promote volunteering opportunities and voluntary sector initiatives through the work of VASWS and</p>	<p>Economic development team.</p>	<p>20</p>

	charitable organisations in Waverley.  Provide information on supporting your local community and volunteering on the business pages of the Waverley website.		
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TARGETS	ACTIVITY	LEAD	PAGE NO.
<b>3. Healthy town centres</b>			
A. Encourage people to shop on our high streets	Continuing with 'Compete on the Street' customer service retail programme and other initiatives Godalming 2018, Farnham 2018, Haslemere 2019.  Independent retailer marketing campaign using UCA recent graduates to create voxpops.	Economic Development team	21
B. Support the local economy and engage with businesses	Support the introduction of a Waverley business awards event. Working group established with four chambers and WBC.  Support business community to look into feasibility of a four site Business Improvement District (BID) project. Funding to support feasibility study of £15,000 provided by WBC. Chambers/ businesses to drive forward with project.  Attend business networking events to promote council's business support service and develop database.	Economic Development team	22
C. Improve parking for local shoppers in Waverley with a tailored parking strategy for each town centre.	The council to provide a long term parking strategy for each town centre in order to maximise the use of existing parking capacity and provide additional	Environmental Services	22

	<p>capacity where needed and practicable. Working with chambers and town councils.</p> <p>To explore the best way to achieve this (i.e. with multi-level and/or underground parking extensions for current car parks and charging banding).</p> <p>Reinvest parking revenue in business environmental issues. Ie. Trade bins.</p>		
D. Work closely with town and parish councils to identify key areas of activity.	<p>Build effective relationships with the four town councils and partners to explore joint projects to support the high streets and increase footfall including:</p> <ul style="list-style-type: none"> <li>- Promote events</li> <li>- support local markets</li> <li>- facilitate partnership working and best practice with chambers and councils</li> <li>- monitor changes</li> <li>- ensure external contracts work for all</li> <li>- identify funding opportunities</li> </ul>	Economic Development team / procurement/ parks & countryside team	23
E) The council to work with local town and parish councils and chambers to monitor and safeguard the loss of key office and retail sites via permitted development rights.	<p>The council to monitor how an article four direction could benefit the local area.</p> <p>A pilot direction four direction to be put in place in Beacon Hill.</p>	Planning with Economic Development team support.	23
F) The council to maximise the potential benefits of the Brightwells regeneration project for the residents of Waverley.	<p>The council to work closely with the developer of the project to encourage support of local initiatives and sponsor local events.</p> <p>Working with the developer, its tenants and Waverley Training Services to create employment opportunities and matching skill sets.</p>	Economic development team/ Waverley Training Services/ arts and culture team/ Crest Nicholson.	23

Support the effective use of the developers' financial contributions towards infrastructure and public art.

TARGETS	ACTIVITY	LEAD	PAGE No.
<b>4. Encourage the visitor economy in a way that fits Waverley</b>			
<p>A. Promote Waverley as a visitor destination and increase the number of hotel beds/stays therefore the value of the sector.</p>	<p>Work with Visit England/ Visit Britain/ Tourism South East/ Visit Surrey/ National Trust to promote the borough and increase the number of visitor overnights and value of the visitor economy to local businesses.</p> <p>Support, as appropriate, hotel establishment and refurbishment.</p> <p>Working with partners to create targeted marketing for the area.</p> <p>Sector action plan.</p> <p><b>1- Business support</b></p> <ul style="list-style-type: none"> <li>-start business forum meetings, first January 2018</li> <li>- business consultation</li> <li>-establish baseline statistics</li> <li>- engage with departments i.e. culture, communications, planning</li> <li>- marketing activities with partners to key markets. Business/ UK leisure/ VFR/ residents/ film map.</li> </ul> <p><b>2- Product development</b></p> <ul style="list-style-type: none"> <li>- Work with markets</li> <li>- Rivers/ waterways support. i.e. Arun</li> </ul>	Economic Development team	23

	<p>canal.</p> <ul style="list-style-type: none"> <li>- Healthy living</li> </ul> <p><b>3- Enterprise and employment</b></p> <ul style="list-style-type: none"> <li>- Product knowledge training</li> <li>- Familiarisation visits</li> <li>- Encourage Welcome Host training</li> <li>- Support food hygiene courses</li> <li>- Improve profile of working in tourism</li> </ul> <p><b>4- Visitor management</b></p> <ul style="list-style-type: none"> <li>- Contact all local TIC/ information centres</li> <li>- Working with Guildford TIC on best practice</li> <li>- Promote public transport</li> <li>- Support cycling/ walking initiatives and schemes.</li> </ul>		
B. Lead discussions on the Downs Link	Work with planning colleagues and interested parties to explore possibility of Downs Link project	Economic Development	24
C. Promote and create opportunities for the tourism industry, local town events and activities.	<p>Work with the town councils/ communications to promote events and activities.</p> <p>Co-ordinate annual events' calendar across the borough.</p> <p>Create communication plans for activities i.e. business awards.</p> <p>Form a performing venues working group to provide an environment to share best practice.</p>	All	24
D. Make Waverley the first choice for filming in the county. Supporting local creative	Formulate filming codes of practice for the district and establish a working group with key	Economic Development team	25

<p>industries and employment.</p>	<p>landowners.</p> <p>Paper to management board and executive for partnership costs for Creative England package.</p> <p>Raise awareness of the economic value, jobs and benefit of filming to the local area per day of filming using Creative England data.</p> <p>Assisting the Forestry Commission with suitable planning application for filming March 2019.</p> <p>Working in partnership with Creative England market locations.</p>		
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TARGETS	ACTIVITY	LEAD	PAGE NO.
<b>5.Develop links with higher educational institutions</b>			
A. Establish more suitable premises for local work and exhibition space	Identify suitable premises for creative use for people across the borough, but particularly UCA students and organisations to work with the UCA.	Head of Service/ Planning/ Economic Development team	26
B. Help UCA find local student accommodation	Identify potential sites for student accommodation.	Head of Service/Planning/Economic Development team	26
C. The council, with Waverley Training Services, to develop links between local colleges and local employers.	Attend career fairs, raise awareness of employment skills training available and apprenticeship, options for employer.  Sign-post businesses to local collages and encourage support via work experience and other initiatives.	Economic development team and Waverley Training Services.	26



TARGETS	ACTIVITY	LEAD	PAGE NO.
<b>6.Support the right housing development</b>			
A. Increase number of affordable homes built over the next ten years	Support the recommendations of the Strategic Housing Market Assessment through the planning process to ensure that affordable homes are built.	Housing	27
B. Explore new infrastructure projects	Submit regular infrastructure proposals through the LEP.	Housing/Planning/ Economic Development team	27
C. Monitor permitted development rights	To support and maintain quality employment stock.	Economic development team with planning.	27
D. The council to contribute to consultations on all forms of local service supply. i.e. Bus services, pay phones, ticket office closures, post office closures, cash points and others.	To record community asset stock. Liaise with town and parish councils.  Provide mapping of these assets online.	Economic development/ IT	28



## A place-based partnership approach

Key employers (including businesses and educational institutions) and the private sector (e.g. developers) have an important role to play in investing in the local economy, safeguarding existing jobs, creating new employment opportunities and delivering jobs and prosperity in the borough. The council has a crucial role to play in supporting and developing business partnerships, engaging with local businesses, understanding their problems and working with them to find efficient solutions. It will use its planning policies to support the continued prosperity of the borough and maximise its network of partnerships to influence strategic decisions (such as securing investment in local infrastructure improvements).

For the Economic Strategy to remain relevant over time, it must be organic and evolving. This document does not seek to give all the answers or detail all the specific and correct initiatives and actions that need to be delivered over the period to 2023 and beyond. Rather, it sets the starting targets and proposed action, for an ongoing process of: a) honest dialogue and open exchange of ideas between all parties interested in the continued prosperity of the borough; b) identifying and monitoring local challenges and opportunities; c) taking forward ideas which will protect the longer term dynamism and prosperity of Waverley in a collaborative and positive way; and d) paying due consideration to the protection of Waverley's environment and character, with its place shaping aspirations to support key sites of interest in key town centres and rural areas. Making Waverley ***a great place for local, sustainable, businesses to grow and flourish, where our communities have access to quality local employment and where everyone share in the economic prosperity.***

The next step will be for the council to engage with local residents, businesses and key partners, within the borough and externally, to take forward the priorities and actions contained in this strategy. The strategy will be updated on a regular basis to reflect the key messages emerging from the consultation process, changing economic circumstances and progress made on the targets.

## How we will measure progress

The success of the Economic Strategy will be measured through a range of quantitative and qualitative indicators, as identified alongside the targets.

This strategy has incorporated two key new aspects of progress measurement:

- a series of targets that will bring focus and provide a clear pathway of action and measures for progress towards, and success meeting, Waverley’s economic vision
- the use of business communication and monitoring through Waverley’s database and annual surveys, the chamber of commerce meetings and business feedback

The council will maintain a live document of the targets, the owners and progress being made on them. The Economic Strategy measures include:

<b>Waverley general use indicators</b>
• Town centre vacancy rates
• High street unit mix
• Employment rates
• Economic activity levels
<b>Target measures for each theme:</b>
<b>Theme 1: Sustainable business and employment growth</b>
• Investment in business premises
• Employment numbers in specific sectors for growth
• The unit take up in new business premises
• Number of apprentices in local businesses
• Local bus services
<b>Theme 2: High quality business and employment support</b>
• Business surveys on the level of support and challenges/opportunities

<ul style="list-style-type: none"> <li>• Business start-up and survival rates</li> </ul>
<ul style="list-style-type: none"> <li>• Insight into factors for business relocations/close downs</li> </ul>
<ul style="list-style-type: none"> <li>• Joint Chamber of Commerce meetings every quarter</li> </ul>
<p><b>Theme 3: Healthy town and village centres</b></p>
<ul style="list-style-type: none"> <li>• New tailor-made car parking strategy for each town centre</li> </ul>
<ul style="list-style-type: none"> <li>• Joint town council meetings every quarter</li> </ul>
<ul style="list-style-type: none"> <li>• Town centre vacancy and unit mix (as above)</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor of permitted development right change</li> </ul>
<p><b>Theme 4: A successful visitor economy that's right for Waverley</b></p>
<ul style="list-style-type: none"> <li>• Visitor stays at local hotels and at sample of local cultural venues</li> </ul>
<ul style="list-style-type: none"> <li>• Value of the visitor economy to local business/ employment figures</li> </ul>
<ul style="list-style-type: none"> <li>• Number of local industry events and marketing activities through the calendar</li> </ul>
<ul style="list-style-type: none"> <li>• Inward investment to the area from filming</li> </ul>
<p><b>Theme 5: A great place for local higher educational institutions and their students</b></p>
<ul style="list-style-type: none"> <li>• Level of graduates staying and working in Waverley</li> </ul>
<ul style="list-style-type: none"> <li>• Level of local work and exhibition space</li> </ul>
<ul style="list-style-type: none"> <li>• Student accommodation</li> </ul>
<p><b>Theme 6: Supporting the right housing developments in the local community.</b></p>
<ul style="list-style-type: none"> <li>• Number of affordable new homes over the next ten years</li> </ul>
<ul style="list-style-type: none"> <li>• Investment in the infrastructure needed to support these homes</li> <li>• (E.g. transport, high speed fibre broadband, parks, leisure, health etc.)</li> </ul>

It should be noted that a range of external factors, including the state of the national and global economy, could affect the success of the strategy. Therefore, the evaluation of the success of the strategy will be undertaken with regard to that context.

The council will prepare annual reports on the borough's economy that shows progress on the targets and a report back on business feedback (of any close down or relocation case studies from the business support survey).

The council will undertake an interim evaluation of its Economic Strategy in two-three years' time, and a final evaluation at the end of the strategy period. The findings of the evaluations will be used to learn lessons about what has worked well and what could be improved, make adjustments to the strategy and inform the future economic plans of the council. The annual action plan to support the Strategy will be a living document that can be flexible to local concerns that arise.

## Evidence base behind the strategy

### Waverley's economy

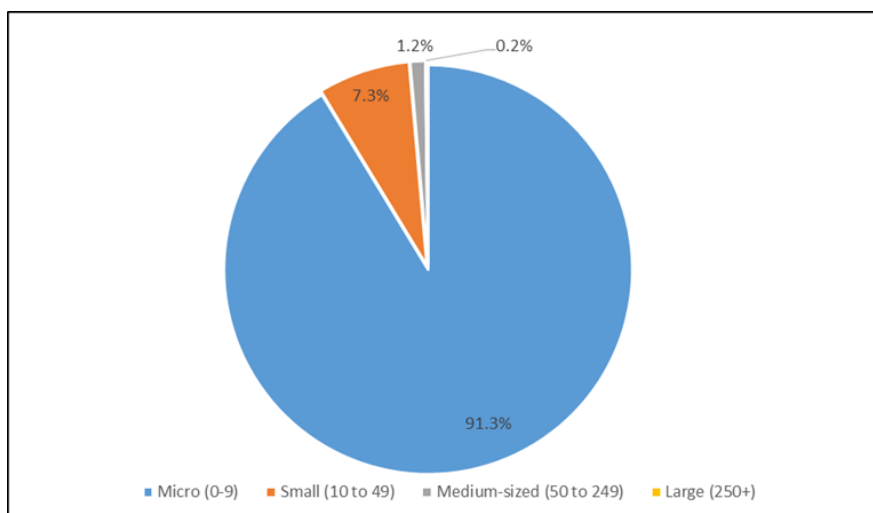
#### High business density

Waverley has one of the highest business densities in Surrey with 8,200 VAT registered enterprises in the borough (Source: IDBR/ONS 2017) and 9,025 local units. Experian's business data set reflects this total with a count of 8,994. There are 4081 Waverley businesses currently paying NNDR (business rates) suggesting that many local businesses are in the knowledge economy, operating from home and utilising latest technologies to maintain a small physical footprint.

#### Dominance of micro businesses

Waverley's business base is dominated by small and medium sized enterprises. Approximately 91% of Waverley's businesses are micro businesses employing fewer than 10 people. This is higher than the national average of 88%. At the same time, the borough has only 15 large enterprises employing 250 or more people (figure 1).

**Figure 1: Waverley enterprises by number of employees (Source: IDBR/ONS 2017)**



Even with the dominance of smaller businesses the total business turnover in Waverley is £8,120,000, the highest in Surrey (source: ONS 2016).

This picture is supported by the birth and death of businesses in the borough in recent years - see figures 4 and 5 below.

**Figure 4: Waverley count of births of new enterprises (source: ONS 2016)**

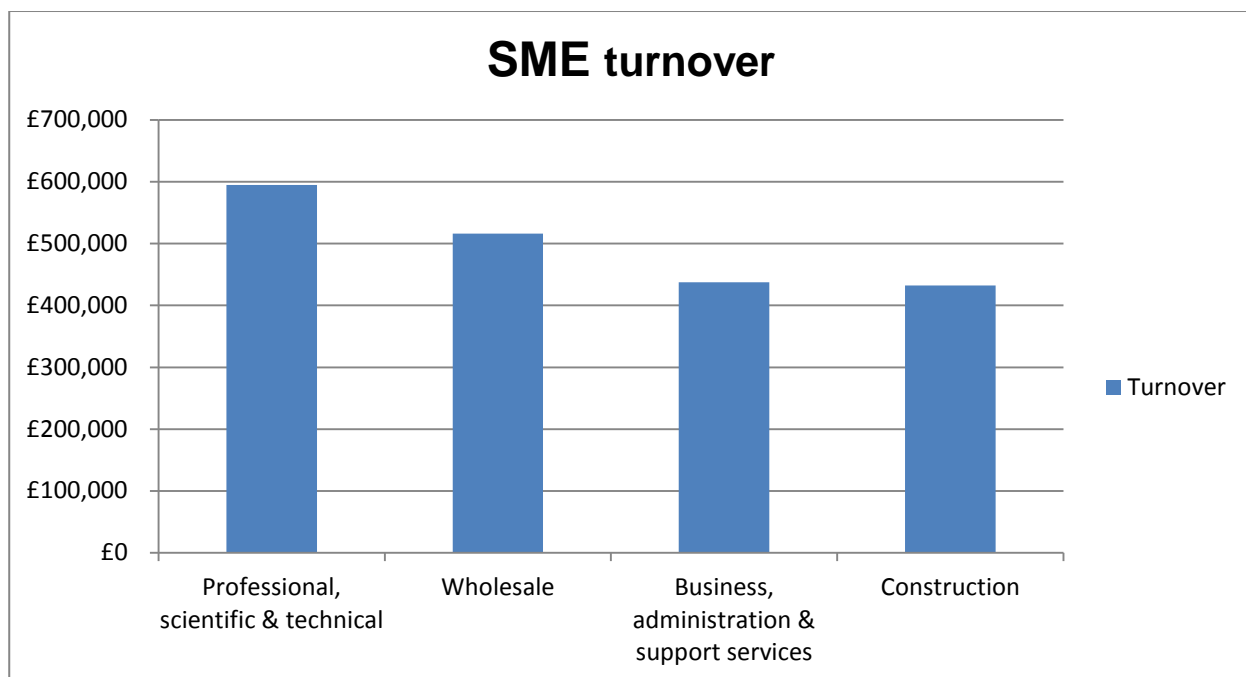
COUNT OF BIRTHS OF NEW ENTERPRISES for 2010 to 2014					
	2010	2011	2012	2013	2014
<b>UNITED KINGDOM</b>	<b>235,145</b>	<b>261,370</b>	<b>269,565</b>	<b>346,485</b>	<b>350,585</b>
<b>ENGLAND</b>	<b>207,520</b>	<b>232,460</b>	<b>239,975</b>	<b>308,770</b>	<b>313,200</b>
Surrey County	6,180	7,150	7,180	8,375	8,400
<b>Waverley</b>	<b>800</b>	<b>960</b>	<b>1,060</b>	<b>1,010</b>	<b>960</b>
Elmbridge	895	980	975	1,235	1,255
Epsom and Ewell	355	375	360	505	490

Guildford	685	735	785	845	890
Mole Valley	475	510	550	605	560
Reigate and Banstead	700	730	690	900	975
Runnymede	400	465	490	530	500
Spelthorne	450	695	665	825	820
Surrey Heath	475	590	555	610	615
Tandridge	470	490	485	615	590
Woking	475	620	565	695	745

**Figure 5: Waverley count of deaths of enterprises (source ONS 2016)**

<b>COUNT OF DEATHS OF ENTERPRISES for 2010 to 2014</b>					
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>UNITED KINGDOM</b>	<b>248,595</b>	<b>229,525</b>	<b>252,400</b>	<b>237,235</b>	<b>246,480</b>
<b>ENGLAND</b>	<b>219,030</b>	<b>202,365</b>	<b>221,780</b>	<b>209,215</b>	<b>217,930</b>
Surrey County	6,160	5,710	6,535	5,970	5,730
<b>Waverley</b>	<b>825</b>	<b>845</b>	<b>1,195</b>	<b>920</b>	<b>690</b>
Elmbridge	820	820	850	820	845
Epsom and Ewell	335	305	320	330	350
Guildford	720	620	725	670	625
Mole Valley	460	435	465	465	435
Reigate and Banstead	680	605	685	615	630
Runnymede	425	385	410	425	355
Spelthorne	510	390	445	400	505
Surrey Heath	455	460	485	460	420
Tandridge	435	405	455	415	400
Woking	495	440	500	450	475

**Figure 6: SME business turnover (Source: The state of small businesses, Sage and Nesta 2018)**



### High proportion of young businesses

The borough has a higher than average proportion of younger businesses, with 17% of businesses being less than two years old and 53% of businesses in Waverley being up to 10 years old (compared to the national average of 35%).

Analysis of Waverley’s businesses, using Experian’s database, shows the high proportion of businesses at low turnover bands with 25% below £90K and 64% at the two lower bands (under £400K), confirming that small, and often young, businesses are the lifeblood of Waverley’s economy (figure 4).

### Rural workplace numbers

A significant number of jobs in Waverley are based in rural businesses, 26% (source ONS BRES 2011). These are traditional land based industries and retail and increasingly non-traditional, creative, visitor attraction and knowledge based. Broadband connectivity is vital for these businesses.

### Main employment sectors

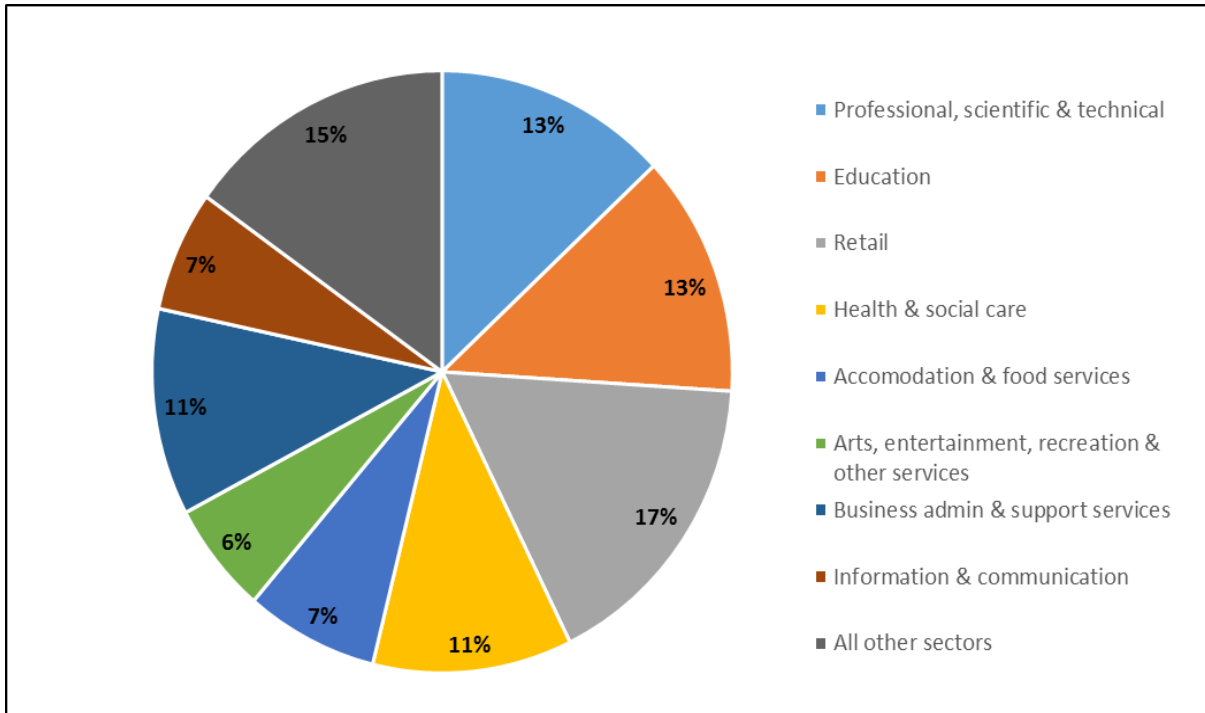
The main business sectors in Waverley are:

- Professional, scientific and technical
- Education
- Retail
- Health

These four sectors account for approximately half of all jobs in the Borough



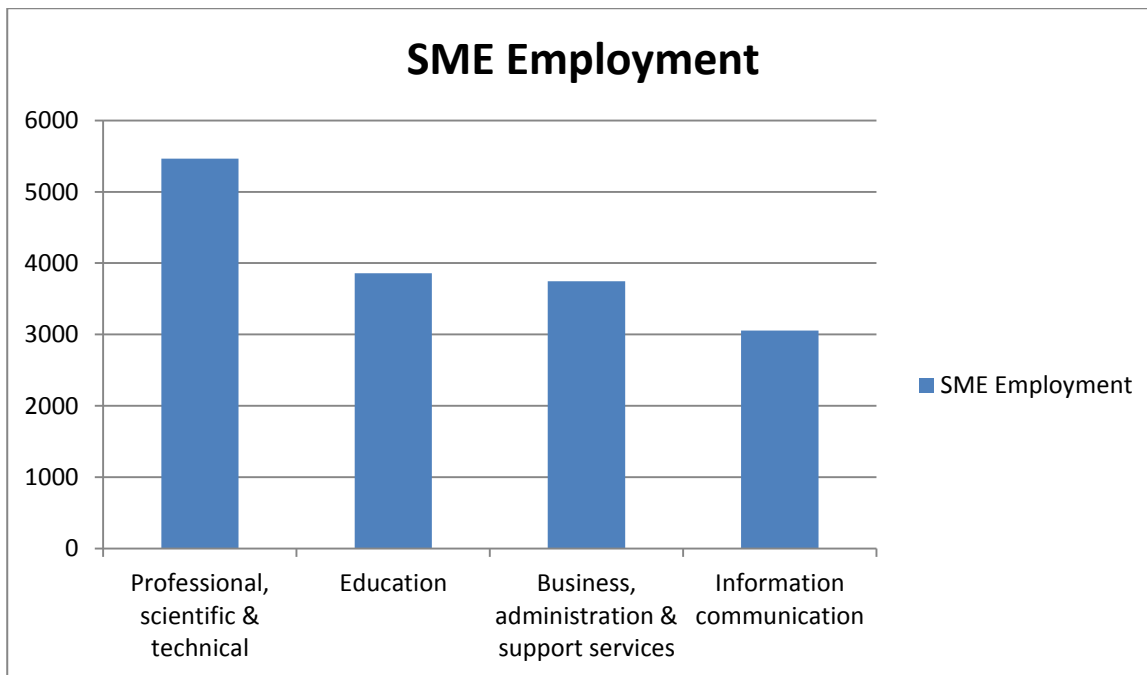
**Figure 7: Waverley workplace employment by sector (source: ONS 2016)**



**SME employment by sector**

The four largest employment sectors for SME businesses in Waverley.

**Figure 8: SME employment sectors. Source: The state of small business, Sage and Nesta)**



Waverley Borough Council is one of the largest employers in the Borough, with a direct and significant supply chain that benefits the local economy. However, the overall proportion of jobs in the public administration and defence sector is low (1% compared to 5% in Guildford and 3% across Surrey) and employment levels in the sector fell 38% between 2010 and 2015.

### The creative industries in Waverley

The creative and digital industries are flourishing in Waverley. (Figure 9). With over half (59%) of those employed in this sector people holding a degree. (DCMS report 2016).

**Figure 9: The value of the digital/ creative industries in Waverley (Source. ONS 2016)**

	<b>Count</b>	<b>Employment</b>	<b>Turnover</b>
<b>Waverley</b>	<b>1,260</b>	<b>3,573</b>	<b>441,807</b>
Reigate and Banstead	975	2,812	414,252
Mole Valley	820	2,394	306,963
Mid Sussex	975	2,744	286,295
Tandridge	625	1,277	105,853
Epsom and Ewell	580	1,127	102,770
Brighton and Hove	2,845	7,334	543,419
Woking (Top in the UK)	980	16,411	2,600,574

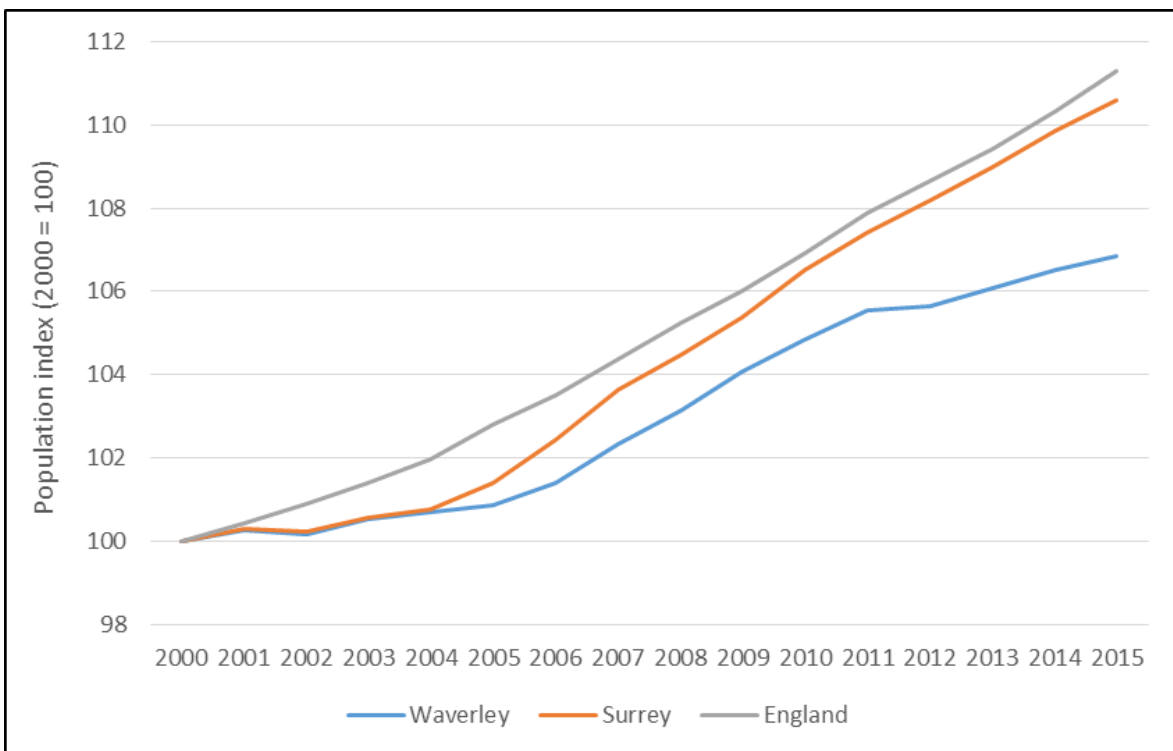
## Current socio-economic drivers

### Stable but ageing population

Waverley's population is growing at a slower rate than the county and national averages, having grown by 6.8% over the period 2000–2015 compared with growth rates of 10.6% across Surrey and 11.3% across England (Figure 1). This level of growth equates to approximately 630 new residents per year. Waverley's population has an older than average age profile, with residents aged 65 and over accounting for 22% of the Borough's population (compared with 18% across England).

There are a relatively low proportion of people aged between 20-35, higher proportions of people in all age groups over 45, and low levels of ethnic diversity compared with across England, source ONS.

**Figure 1: Index of mid-year population estimates 2000-2015 (2000 = 100)**



### Healthy economic activity

The borough has a higher than average economic activity rate, with 83% of the population aged 16-64 being economically active.

Waverley also has higher levels of self-employment (19%, compared to 10% across England). 33% of workers in Waverley work part time – 3% higher than Surrey and the national average. Waverley also has the largest number of homeworkers in Surrey with over 10,000 people homeworking. There is a real enterprising spirit in Waverley, with small businesses surviving and thriving.

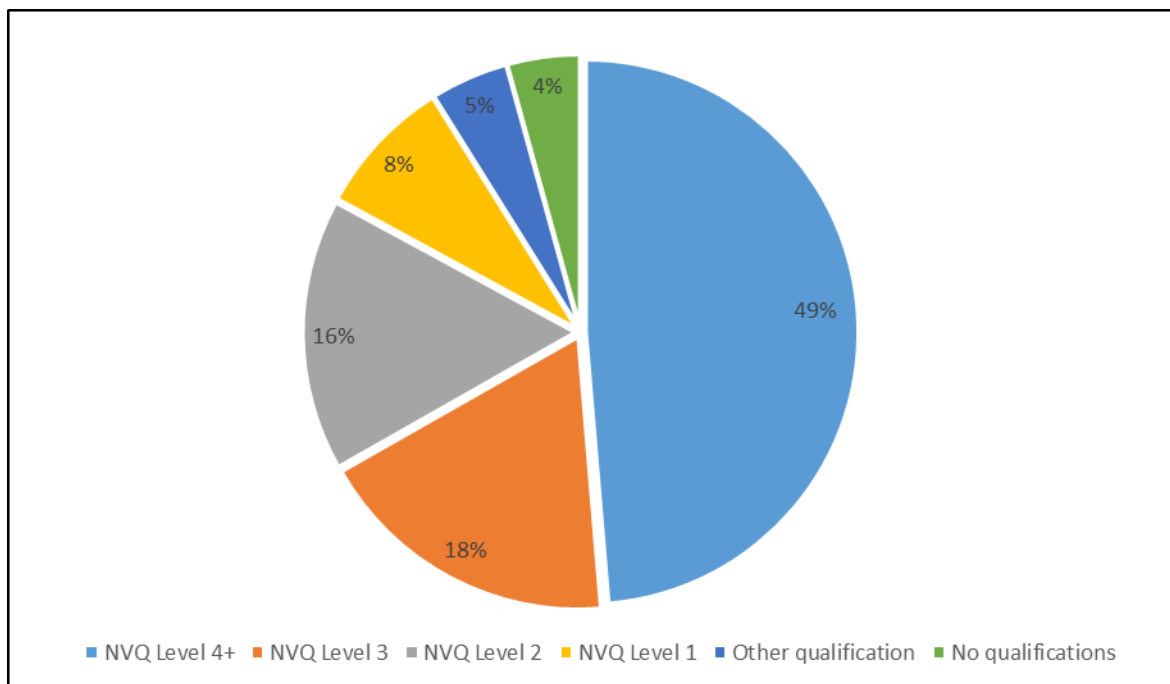
### High Employment Skill Levels

Waverley has a highly qualified resident population with 49% of residents aged 16 and over holding Level 4 (degree level) qualifications and above. This is higher than the Surrey average and almost 12% higher than the national average.

Waverley also has a lower than average proportion of residents with no qualifications (4.2% compared to 5.8% and 8.4% across Surrey and England respectively).

More than 2,800 people are in apprenticeships and this is expected to grow significantly with the introduction nationally of the new Apprenticeship Levy.

**Figure 2: Highest level of qualification of Waverley residents aged 16 and over (Source: NOMIS, 2016 (latest) dataset)**



### High levels of economic prosperity

The borough is one of the least deprived in England, ranking 320 out of 326 local authorities in terms of deprivation. The Legatum Institute, in its latest prosperity index analysis (2016), has rated Waverley as the most prosperous borough in the country.

It is an affluent borough with the median gross annual pay of Waverley residents in employment being significantly higher than the Surrey and national average (£38,800 compared to £31,033 and £28,740 respectively). (ONS 2017)

Reflecting the low levels of disadvantaged communities, good quality housing, good transport connections, first class schools, active communities, good health facilities, and a diverse range of leisure and recreational opportunities, Waverley is often named in national surveys as one of the best places to live in Great Britain<sup>4</sup>. The attractiveness of the borough is reflected in its house prices that are significantly higher than the national average and among the highest in Surrey.

However, Waverley also has small number of priority neighbourhoods, these have been identified using the standard measure for the comparison of conditions among

<sup>4</sup> As an example, Waverley came second in the 2017 Halifax Rural Areas Quality of Life Survey.

neighbourhoods (containing a population approximately 1500), the Index of Multiple Deprivation (IMD) in 2015 as:

- Sandy Hill (Farnham)
- Aaron's Hill (Godalming)
- Northbound/Binscombe (Godalming)
- Wrecclesham/Weydon Lane estates (Farnham)
- Alford Cranleigh Rural and Ellens Green

An index is calculated from a wide range of datasets for each of seven “domains” into a single overall IMD score. The “domains” are income; employment; health deprivation and disability; education, skills and training; barriers to housing and services; crime and living environment.

Waverley and strategic partners support these communities through grant allocation grants and a range of activities.

Public Health England's recent annual Health Profile for Waverley, which cover the health and lifestyle of adults and children, disease and poor health, life-expectancy and causes of death scored significantly above the average for England. However, the continued gap in life expectancy between the most and least advantaged areas is a cause for concern. Life expectancy is 8.2 years lower for men and 10.6 years lower for women in the most disadvantaged priority neighbourhoods.

### **High levels of employment**

There are some 54,000 employees working within the borough, with a job density figure of 0.95.<sup>5i</sup> 68% of these jobs are full time (source ONS 2016). The borough has experienced modest levels of employment growth mirroring the UK's economic performance. A trend of further modest growth is likely to continue in the future.

62,000 residents are in employment. Waverley has a relatively small proportion of residents claiming unemployment- related benefits - approximately 0.5%. This is four times lower than the national average.

### **In and out-commuting**

The borough has high levels of out-commuting with approximately 28,000 of residents in employment working outside the borough. The most popular commuting destinations are Guildford, Central London, Rushmoor and East Hampshire. At the same time, over 20,000 people commute into Waverley. The areas providing workers for Waverley workplaces are also Guildford, Rushmoor and East Hampshire as local boroughs, but also Chichester, Hart and Horsham. (Source, census 2011).

Those commuting to London travel primarily by train (67%), whilst a large share drive to work (28%) and a very small proportion are car or bus passengers. Those commuting to workplaces across the South East region, largely to the centres of Guildford, Rushmoor and East Hampshire use the road network much more intensely (82%, 74% driving cars) with just 6% using public transport (train or buses).

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<sup>5i</sup> Source: ONS jobs density, 2015. Note: The density figures represent the ratio of total jobs to working-age population. This compares favourably to the South East with a density of 0.86 and Great Britain 0.83

For all of Waverley's residents working in Waverley and beyond, a larger share are travelling to work by car (67%) than the South East (64%) and UK (60%) whilst a lower share are walking or cycling (12%, with 15% for UK and South East) and more are using rail (14%, with 5% for UK and 8% for the South East).<sup>6</sup>

### **Unusually high proportion of home workers**

Waverley also has a large share of residents who mainly work from home, around 10,000, which can be partly explained by the large base of self-employed (17,900). This is the highest level of people working from home across Surrey and of other nearby local authorities. As such, it is valuable to understand the make-up of these home workers.

Most of the home workers are at high occupational levels – Managers, directors; professional occupations; and associate professional and technical occupations – whilst 11% are in skilled trades. In terms of the sectors that Waverley's home workers are mostly employed within, these are represented by professional, scientific and technical activities; ICT; wholesale and retail; construction; education and other (services and arts and entertainment).

In terms of the age band distribution of the home workers, 37% are 35-49 and 36% 50-64, whilst only 14% (or 1,500 residents) are under 35 and working from home. (Source ONS 2013)

### **Lack of housing affordability for medium and lower income earners**

The median gross pay of people *working* in Waverley is £30,352 pa compared with the median gross pay of people *living* in Waverley that is £38,870 pa - 28% lower. (Source ONS 2017) Thus, many residents are commuting out of the borough to access higher paying jobs, and others commute in to undertake lower paying jobs.

The median gross annual workplace earnings for these Waverley based workers are lower than the Surrey equivalent of £31,033, and higher than the national median of £28,740. (ONS 2017).

The gap between residence-based and workplace-based income levels, in combination with the high average property prices in Waverley, has implications on the affordability of housing for lower-paid workers.

Research undertaken by Waverley Borough Council showed that the average home in Waverley costs £454,075. (February 2018). Newly forming households require substantial deposits and salaries to purchase on the open market in Waverley. An income of £102,167 is required for a 90% mortgage on an average property with a deposit of £45,000.

This not only creates affordability issues but also affects employers' ability to recruit locally.

### **Lack of affordable housing supply**

In September 2014, Waverley Borough Council's Housing Strategy and Enabling Team surveyed local public and private sector employers to establish the extent to which housing costs affect the recruitment and retention of their staff. The key findings of this survey showed that:

- More than 80% of companies based in Waverley surveyed viewed a lack of housing that people can afford in the local area as having had a great deal of impact on the local economy.

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<sup>6</sup> Working patterns data from Census 2011, NOMIS

- 88% of respondents viewed a lack of affordable housing in the local area as having 'some or a great deal of impact' on their ability to recruit or retain staff.
- 68% of respondents reported that employees commute into work because they cannot afford to live in the area, with 32% of respondents believing this factor has had the greatest impact on their organisation's efficiency.
- 42% of respondents reported that employees have relocated away from the local area, as the cost of buying a home in the local area is too high.
- 83% of respondents reported some or great difficulties in recruiting new staff, with a lower number (58%) of respondents reporting some or great difficulties in retaining staff.
- Responses from public and private sector employers based in Waverley were similar suggesting that income levels for workers across sectors are commonly below the level required to access housing on the open market.

### **Employment trends**

Employment in manufacturing has seen steady decline since the year 2000 with the number of FTE jobs in the sector shrinking by over 40%. However, in contrast other sectors have shown positive levels of growth in recent years including accommodation, food services and recreation, information and communication, and business admin and support services. Over the period of 2010-2015, professional, scientific and technical services have increased by 40%.

Work undertaken at a sub-regional level by the Enterprise M3 LEP and Surrey County Council has identified that Waverley sits within an area of niche sectors and knowledge-driven industries. This includes 5G and communications; advanced automotive and aerospace; gaming and creative media technologies; cyber security; space and satellite technology; agri-tech (including food and drink); oil and gas, medical veterinary; and pharmaceuticals, life sciences and healthcare.

Social enterprises are also an important part of the community life in Waverley. There is a growing and vibrant social enterprise sector in the borough with social enterprises providing services that are delivered locally, are tailored to local need and provide additional social value. There are currently over 120 social enterprises in Waverley covering a wide range of areas including arts, crafts and museums; business support; conservation; disabled services; education and training; furniture; gardening; halls; housing and accommodation; housing associations; leisure; music and media; personal support; retail; charity shops; and voluntary services.

### **Relatively high occupancy rates on the high street**

The retail sector is of particular importance to Waverley as it plays a major role in the vitality and attractiveness of the borough's town and village centres. The borough's main town and village centres are healthy, vital and viable; and the indications from the latest data and consultation are that vitality remains high. They offer a relatively good mix of shops; services; and bars and restaurants, with many small, independent shops but also strong representation from national retailers and charity shops.

Their health and vitality is reflected in the low average high street vacancy rates of 2-5% compared to a UK high street average of 8.9% Source: BRC 2018 (see figure 3).

### Figure 3: Relatively low vacancy rates

(Source: Waverley Borough Council. Retail on main high street area only.)

Town	No. of retail premises 2018	Vacancy rate spring 2018	Vacancy rate 2017	Vacancy rate 2016	Vacancy rate 2015	Vacancy rate 2014
Farnham	244	2%	9%	7%	8%	7%
Milford	25	4%	5%	5%	-	-
Farncombe	40	3%	8%	5%	-	-
Godalming	201	5%	5%	4%	4%	5%
Haslemere	119	3%	5%	3%	3%	-
Bramley	30	3%	10%	3%	-	-
Weyhill	76	4%	4%	4%	-	-
Cranleigh	109	5%	5%	3%	2%	6%

Note. 2018, the Woolmead in Farnham is being redeveloped.

The national average for town centre vacancy rates is 8.9% (BRC 2018)

Currently; the four town centres show a share of 3-7% of charity shops as part of the high street mix. This may have increased partially due to their discounted rate relief.

### Pressure on Employment Land

There is considerable pressure on the supply of employment land, as many landowners can achieve much higher financial returns through the development of that land for market housing. With recent changes in national planning legislation, it is now also much easier to convert office and light industrial premises into housing through permitted development rights introduced by the Government.

In response to local concerns raised by the town councils and chambers of commerce about the transfer of commercial to residential use, the council is actively researching an Article 4 Direction. This would require a planning application for a change of use development that would otherwise have been permitted development.

Waverley has a range of employment premises - there are 146 employment sites listed in the Employment Land Review (April 2016), including over 40 business parks and industrial estates, which provide flexible and secure accommodation for both start-up firms and more established, smaller businesses. Waverley Borough Council also owns and leases out a number of retail, office and light industrial spaces to local businesses.

According to Valuation Office Agency data, Waverley has approximately 615,000 square metres of employment floor space including office, industrial, and warehousing and distribution floor space. Reflecting the borough's business base, most of the demand for business premises originates from smaller businesses and consists mainly of demand for small to medium sized units.

While the borough is constrained due to housing need in its ability to provide significant levels of new employment land, the 2016 Employment Land Review identified a number of potential sources that could bring forward new employment floor space including currently



vacant floor space of approximately 30,000 square metres; short to medium term undeveloped opportunity land totalling approximately 6 hectares; and land with scope for intensification over the medium to long term totalling approximately one hectare. The low level of floor space vacancy provides some lack of flexibility for market churn, though there is some opportunity with the land availability, for example the large site at Dunsfold Park is a key opportunity site.

The development of this Economic Strategy has considered the outcomes of the Employment Land Review, as well as considering how the use of employment land can support Waverley's objectives and help meet the targets set out in this strategy.

## Local and sub-regional policy context

### **The adopted Waverley Borough Local Plan (2018-32)**

The new Local Plan has been developed within the context of the National Planning Policy Framework (NPPF). The vision of the Local Plan is to contribute to the achievement of sustainable development. This includes directing overall development towards the four main centres, with new development within and about the villages for local facilities and rural business growth; supporting the development of suitable brownfield land including the Dunsfold site; supporting sustainable transport; and protecting the countryside, as an area of beauty and recreational asset, and the Green Belt.

The Local Plan seeks to help maintain and improve the quality of life in Waverley, providing for homes, jobs, infrastructure and services without undermining the borough's environmental quality.

In terms of homes, the Local Plan has set a target for provision/delivery of at least 11,210 additional homes in Waverley for 2013–2032 (average of 590 a year). This will include an increase in the provision of affordable housing to meet local needs and housing types to accommodate specific groups of the population such as first time buyers and older people, as identified in the SHMA.

### **Local Plan Policy TCS1 – Town Centres**

The Local Plan seeks to maintain and enhance the role of the four town centres as the focus of shopping, commercial and social life in the borough, and as the location to which most new development should be directed to support the delivery of sustainable communities. The Local Plan recognises that all four of Waverley's town centres are historic, though differ in character and local role, and are relatively small in scale, with scope to accommodate only limited development. It thus emphasises the importance of safeguarding the character and quality of each town centre and identifies retail, leisure and commercial as the most appropriate uses for town centre locations. The recreational and cultural needs of the community will also need to be met.

### **Local Plan Policy TCS2: Local Centres**

The retail role and function of the local centres of Farncombe, Bramley and Milford will be safeguarded and consolidated. Where planning permission is required, proposals that would harm or undermine the retail function of the centre by reducing its ability to meet its daily needs and/ or detract from its vitality and viability will not be permitted. Proposals for the provision of new small scale facilities will be supported, if they would support the vitality and viability of these centres and are appropriate to the role and function of the centre in the hierarchy.

### **Local Plan Policy TCS3: Neighbourhood and Village Shops**

The Council will support the provision of small-scale local facilities to meet local needs. Where planning permission or prior approval is required, the council will resist the loss of shops and services, that are deemed important to the community. Proposals for the loss of shops will need to demonstrate that continuing in this use is unviable. The Council will respond positively to proposals for alterations to or the extension of shops which are designed to improve their viability but do not result in their loss or change of use

In terms of industry and commerce, the Plan aims to ensure that new economic development takes place in a manner which complements and enhances the environment. The Plan seeks to safeguard existing employment accommodation and support the delivery of new and improved commercial premises both in the main settlements and in

rural areas. Provision will be required to meet the needs of a range of businesses in Waverley, including the specific needs of small to medium enterprises, and to meet the projected growth in B1a/b (Offices/Research and Development) uses.

## **Employment and the Economy**

### **Local Plan Policy EE1: New Economic Development**

The provision of development for economic growth to meet the needs of the economy, including at least 16,000 sq. m of new Use Classes B1a/b (Offices/Research and Development) floor space, will be delivered through:

- a) The allocation of sites for additional employment floor space:
  - On Land off Water Lane, Farnham in accordance with Policy SS9 of this Local Plan.
  - On Land at Dunsfold Aerodrome in accordance with Policy SS7 and SS7A of this Plan.
  - In accordance with relevant saved policies of the Waverley Borough Local Plan 2002 and in Local Plan Part 2: Site Allocations and Development Management Policies.
- b) Permitting new employment development within defined settlements that meets the criteria set out in relevant saved policies of the Waverley Borough Local Plan 2002, or set out in Local Plan Part 2: Site Allocations and Development Management Policies.
- c) Permitting the sustainable redevelopment, intensification and/or expansion of sites presently used for employment uses that meets the criteria set out in relevant saved policies of the Waverley Borough Local Plan 2002, or set out in Local Plan

Part 2: Site Allocations and Development Management Policies.

- d) Promoting a strong rural economy through the re-use and conversion of existing buildings and well-designed buildings for economic development and promoting the development and diversification of agricultural and other land based rural businesses.
- e) Making provision for accommodation for visitors to the Borough, both in terms of business trips and tourism related visits.

### **Local Plan Policy EE2: Protecting Existing Employment Sites**

The Council will permit the change of use of existing employment sites to residential and other alternative uses where it can be clearly demonstrated that there is no reasonable prospect of the site being used for employment use. Existing employment sites include sites specifically identified by saved Waverley Borough Local Plan 2002 Policies IC2 and IC3, sites identified in Local Plan Part 2: Site Allocations and Development Management Policies, as well as other existing employment sites within the B Use Classes. Where there is an identified need for new homes, the Council will normally approve applications for a change to residential use and any associated development from employment use subject to there being no strong economic reasons why such a development would be inappropriate. In considering proposals that are not consistent with this policy, the Council will take into account the extent to which the proposed new use will contribute to the economy or meet other specific economic needs and the provisions of Policy WD2 of the Surrey Waste Plan 2008 or equivalent adopted policies in a New Surrey Waste Plan 2018-2033.

## **Enterprise M3**

The Enterprise M3 Local Enterprise Partnership (LEP) is a public/private partnership set up to support and sustains economic growth at a local level.

Waverley is part of the Enterprise M3 Local Enterprise Partnership (LEP) which comprises 14 district authorities across mid and north Hampshire and Surrey. Enterprise M3's vision is to *'be one of the premier locations in the country for enterprise and economic growth, with an excellent environment and quality of life'*. Waverley contributes to the priorities of the Local Enterprise Partnership (LEP) by protecting and improving existing employment sites, providing a high quality environment for businesses, and promoting opportunities for new businesses.

### **Enterprise M3 Strategy for Growth (Strategy and Action Plan) (2013-2020)**

The Strategy sets key targets around increasing productivity, jobs and business start-ups, as well as business growth and development. It also recognises the importance of transport and broadband infrastructure in enabling economic growth. The Local Enterprise Partnership's key economic targets include:

- Creating 25,000 jobs by 2020
- Increasing Gross Value Added (GVA) per head from 8% to 10% above the national average
- Adding an additional 1,400 businesses per annum

The Strategy does not identify Waverley as a strategic location for employment growth. The Local Enterprise Partnership's Commercial Property Market Study (April 2013) identifies the sub-region's key market-ready sites and key investment potential sites in locations such as Farnborough, Staines, Andover, Basingstoke and the Blackwater Valley. A new Local Industrial Strategy for the area is now complimenting the LEP's Strategic Economic Plan (2013-2020).

### **Enterprise M3's Local Industrial Strategy (2018-2030)**

The new Local Industrial Strategy is a long term strategic approach aligning with the government's national Industrial Strategy. This will include a strong digital focus and reflect the need for sustainability and low carbon agenda.

Key targets include:

- Adding £39.4 billion GVA by 2030
- Reducing the Business Skills Gap to below the national average of 8% (from 14% in 2015)
- Growing the local digital economy by 3.5% per annum creating 40,000 new high value jobs
- Treble resources for promoting internationalisation and trade
- Ultrafast broadband in all commercial sites and high growth areas
- Delivering 10,000 new homes per year to 2030, an increase of 7%

The key funding streams for Enterprise M3 are:

- The Local Growth Fund, through which Enterprise M3 was awarded £71.1m as a third allocation in January 2017. Transport is the area with greatest projection of spend, whilst to date skills have seen a similar funding level to transport, of around £15m
- The Growing Enterprise Fund, which awards funding to capital projects, focusing on those which kick-start infrastructure and help create jobs and housing for local people, such as the Brightwells Regeneration in Farnham. The fund is open for expressions of interest until the end of 2018, at which point it expects to have over £10million available for allocation. Funding is based on a revolving loan fund (repayments come back from the project) for projects that accord with the Local Enterprise Partnership's Strategic Economic Plan

### **Business rates**

There have been a number of changes to the UK business rates system over the last few years, with more change to come. In October 2015, the government committed that, by the end of the Parliament, local government should retain all taxes raised locally, including 100% of locally collected business rates. This amounts to a significant reform of the local government finance system. It will be important for the Council to ensure it retains, and expands where possible, its business base in coming years.

In Surrey a business rate retention scheme will be taking place in 2018/19, it will be interesting to see how much of the retained rates filter down to borough level and how this can in turn be used to support the business base locally.

There had been a revaluation of business rates carried out by the Valuation Office Agency (VOA) which adjusts the rateable value of business properties to reflect changes in the property market. The most recent revaluation came into effect in England and Wales on 1 April 2017, based on rateable values from 1 April 2015. It has been seven years since the last revaluation and the government has recently announced various measures to ensure support for those businesses negatively affected by the changes. Working with the chambers, the Council has recently introduced a scheme to distribute relief to those affected businesses in Waverley.

### **Government Industrial Strategy**

The UK Government, through the Department of Business, Energy and Industrial Strategy, published its Industrial Strategy green paper in January 2017. The Government intends to take forward an industrial strategy that builds on the UK's commercial strengths to increase productivity and drive growth across the whole country. In particular, it seeks to address the significant gaps in economic prosperity that exist across the UK, and to increase the proportion of high value jobs in the economy. The industrial strategy also seeks to achieve growth in "industries where Britain has the potential to lead the world".

This includes:

- Hi-tech research including robotics & artificial intelligence (AI)
- 5G and other mobile network technologies

- Life sciences (including research and innovation)
- Low-carbon-economy including low emission vehicles
- Industrial digitalisation
- Nuclear power

The Industrial Strategy also recognises the importance of having the right foundations and support in place, including the need to upgrade digital, energy, transport, water and flood defence infrastructure

The Enterprise M3 LEP and Surrey County Council issued their responses during the consultation period. As sub-regional groups that encompass Waverley, their responses reflected Waverley's position. The responses set out a clear narrative for the importance of the sub-regional economy as a national economic asset and the importance of the existing work being undertaken to support it, as well as further support for the leading industries in the region - including sector deals for aerospace and digital technologies.

The response also requested support for the key challenges of transport infrastructure, digital infrastructure, affordable housing and the 'right' skills provision to meet the needs of local businesses.

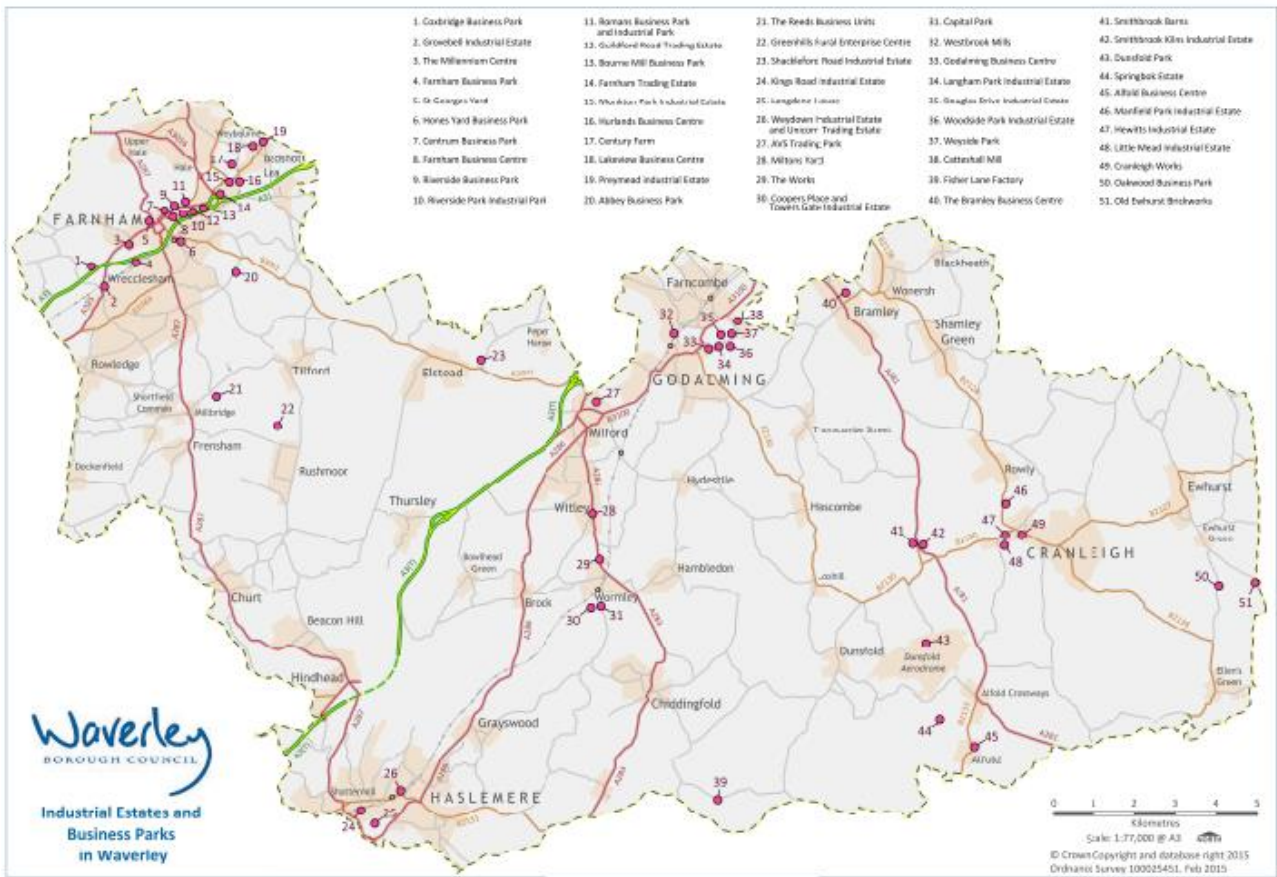
### **Inclusive Growth**

The Inclusive Growth Commission established by the Royal Society for the encouragement of Arts, Manufacture and Commerce (RSA) produced their interim findings in March 2017. Their focus is on the key role of economic development in Place Shaping – i.e. seeing economic prosperity as an important part of achieving attractive, successful and vibrant places. In particular how greater economic dynamism could be delivered in a way that benefitted all communities.

The Inclusive Growth Commission argues that economic prosperity needs to be:

- An explicit goal of local leadership
- Form part of strategic Place Shaping
- Require new collaborative ways of working across the whole system

For a local area such as Waverley, this means inspiring local public, private and third sector organisations and local communities to all contribute to delivering a vision of Place and economic prosperity that benefits everyone who lives and works here.



Waverley's 47 industrial estates and business parks

## Local initiatives and services

### **Successful employment skills provider - Waverley Training Services (WTS)**

The council runs study schemes and a successful apprenticeship programme through Waverley Training Services. WTS has high pass levels compared to training services in other areas and a wide and varied business clientele.

This programme is likely to expand considerably with the Apprenticeship Levy impact, with a projected 300-400 apprentices being provided to businesses in the local and wider area each year.

Apprenticeships are currently within business admin and management, ICT, customer service, digital and media and teaching assistants, whilst accountancy and HR apprenticeships are likely to grow.

### **Investment in local business premises**

The council's acquisitions of The Enterprise Centre and Wey Court in Farnham and Langham Park in Godalming represent an excellent opportunity for Waverley to support and promote economic development with the protection of business premises. This investment will both bring good returns to the council and align with the council's strategy concerning business support and economic growth. There could be an opportunity for the council to play a role in bringing the right type of business parks or hubs forward in the area.

### **Council contracts with local suppliers**

As of 2016/17, the council spent 7% of its contracted expenditure with suppliers who have an office or depot within the borough. This figure rises to 48% if the key contracts with Mears, Veolia and Glendale are included. Of the total contracted expenditure, Waverley Borough Council spent 18% with suppliers who have an office or depot within the Surrey Borders, which rises to 58% if the key contracts are included.

### **High quality business support**

The council has a three-year Service Level Agreement with Enterprise First, a not for profit organisation that provides free business advice to local start-ups on behalf of the council. Its offer includes a variety of free programmes and support for businesses, including practical workshops on marketing, finance, and events where people thinking of starting a business can put questions to experts on various subjects such as accountancy, law, social media, and council services such as business rates and planning. The business support provided by Enterprise First during the last agreement has been well received by local businesses with up to 200 new businesses a year using the service.

The council has also identified and hosted free training events for businesses, on topics such as 'Digital High Street Skills', introduced schemes such as 'Compete on the Street' to improve customer service, and promoted national events such as Small Business Saturday.

### **Premises enquiry service**

The council regularly responds to enquiries for local business premises and makes use of the latest EGi property database to facilitate this.



## **Job clubs**

The council established Farnham Job Club at Sandy Hill in 2013 and a team of volunteers now delivers the club every Tuesday. The club provides a supportive environment offering tailored support and advice for job seekers to find work or training. There are good links with the two nearest Job Centre Plus offices in Guildford and Aldershot. The club runs from two locations, 10am- 12.30pm at the Hale Community Centre and from 1-3pm from Farnham Town Council.

The council is working with Waverley Training Services and Job Centre Plus in Aldershot, linking to changes in Universal Credit, to encourage greater use of the free service.

## **Brightwells regeneration scheme**

The Brightwells regeneration programme will bring new shops, restaurants, leisure and community facilities to Farnham town centre and will demonstrate effective regeneration of the East Street area, adding new vibrancy and a sense of destination to the entire town centre and local streets.

## **Collaboration with the local chambers of commerce**

The council works closely with the four chambers of commerce over the last few years, with quarterly meetings to tackle joint issues and share information and understanding.

The council has initiated local schemes in partnership with the chambers and town councils – such as ‘Compete on the Street’, which provided feedback on customer service for high street retailers in the towns, and free business events such as ‘Ask the Expert’ and training such as ‘Digital high street skills’ and ‘Futureproof your business’. The council has also sought to use the chambers’ expertise, involving them in consultations such as the scheme designed following the 2017 Business Rates Revaluation.

The focus more recently has been joint initiatives. In 2017, the chambers proposed working with the council on two new projects.

- To research and develop a business improvement district (BID) for the borough and
- running a borough wide business awards to generate positive business PR in October 2018. The Waverley BIG Awards.

## **Collaboration with the town and parish councils**

The council has begun to work more closely and meet quarterly, with the four town councils to further understand their concerns and share information. Permitted development rights is an area that has been flagged at such regular meetings and vacancy rates now take place bi-annually with the results being fed back to town and parish councils and chambers.

There has also been an increase in communications on key areas such as procurement and parking provision plus additional promotion of local town events across the council’s platforms and new cross council initiatives such “Compete on the Street” and free tours and events during English Tourism Week.

Liaison and communication with parish councils is based on specific project such as BT payphone removal scheme and bi annual vacancy rates.

## **Growing visitor economy**

The visitor economy is worth over £217,078,000 to local Waverley businesses, employing over 4,100 people (Tourism South East 2012). Conveniently located between London and the coast with great airport access points, Waverley benefits from a range of visitor attractions that attract visitors from London, the south east and overseas as well as local residents and those visiting friends and family including:

- National Trust beauty spots such as Frensham Great and Little Ponds in Frensham and the Devil's Punch Bowl. Winkworth Arboretum in Godalming and Oakhurst Cottage in Godalming
- Part of the Surrey Hills Area of Outstanding Beauty
- Gateways to the North Downs Way in Farnham, the South Downs Way from Haslemere and the South Downs link in Cranleigh
- A wealth of history with Farnham Castle, home to the Bishops of Winchester and a range of self guided town, nature and heritage trails
- Links of historical interest such as Conan Doyle, Edwin Lutyens, Gertrude Jekyll and Alfred Lord Tennyson
- Arts venues including the Farnham Maltings, which attracts over 400,000 visitors per year. Cranleigh Arts Centre, the Sculpture Park, Farnham Pottery and a plethora of arts galleries. Farnham enjoys the title of "England's craft town"
- Family attractions like the The Rural Life Centre in Farnham with their activity Thursdays.
- Traditional market town shopping experiences in Cranleigh, Farnham, Haslemere and Godalming
- The River Wey and Farncombe Boathouse in Godalming
- Local museums - The Museum of Farnham, Godalming Museum of Local History and Art and the family friendly award winning Haslemere Educational Museum
- Managed open spaces such as Alice Holt Forest and Farnham Park
- Large free events such as the Farnham and Haslemere walking festivals, food festivals
- Conference and meeting venues such as the Barnett Hill Conference Centre, Waverley Abbey House and Charterhouse School. Plus numerous halls to hire for events including the Borough and Memorial Halls
- A wide range of places to eat and drink from high street chains to country pubs. The Crown Inn in Chiddingfold is a five star inn offering accommodation too
- Wedding venues including Millbridge Court, Ramster Hall and Farnham Castle bring visitors to the local area, often to stay overnight
- Quality spa facilities at the Lythe Hill Hotel and Spa, The Georgian Hotel and Frensham Pond Country House Hotel & Spa attract the short breaks market to the area

Waverley's accommodation sector (including 16 hotels) had over 876,000 overnight stays in 2012 (TSE). These included business visitors, VFR (visiting friends and family i.e. UCA graduation visitors), groups and leisure visitors.

Hotel	Location	Rooms	Standard
Mercure Farnham Bush	Farnham	94	3 Star
Farnham House	Farnham	25	3 Star
Bishop's Table	Farnham	18	3 Star
Premier Inn	Farnham	61	Budget
Farnham's Hog's Back Hotel	Farnham	96	3 Star
The Princess Royal (Young's)	Runfold	21	
Frensham Pond Country House Hotel & Spa	Frensham	51	4 Star
Bel & The Dragon	Churt	16	Boutique Inn
Innkeeper's Lodge	Godalming	16	Budget
Kings Arms & Royal (Relaxinnz)	Godalming	19	
The Godalming Hotel	Godalming	18	
Premier Inn Godalming	Godalming	16	Budget
Lythe Hill Hotel and Spa	Haslemere	41	4 Star
The Georgian Hotel	Haslemere	43	3 Star
Devil's Punchbowl	Hindhead	32	3 Star
The Richard Onslow	Cranleigh	10	Boutique Inn

Increasing use is made of locations in Waverley by film makers from projects for the small screen all the way up to Hollywood blockbusters. This brings investment into the local economy £19,000 - £42,000 per day (Creative England, 2016), employment opportunities and film tourism.

### **University for the Creative Arts**

The University for the Creative Arts (UCA) campus at Farnham accommodates 2,000 students across a range of disciplines including crafts, digital media, design, architecture, fine art and fashion. The UCA is also a business, and is one of the borough's largest employers. Through its staff and supply chain, the UCA makes a strong contribution to the local economy and can be described as a 'hidden gem' in Waverley.

As an area, Farnham provides a craft town feel with arts and craft spaces, the Ashgate Gallery, the Farnham Maltings with artist and rehearsal space as well as a café and bar, the Farnham Museum and an annual programme of arts that some of the UCA students engage in. The UCA itself has a small sculpture park and craft study centre that are open to the public. The development of the creative sector, which already contributes 6% of local employment, is a potential USP for Waverley that will also support the local business and visitor economy themes.

There is on-campus accommodation at Farnham, as well as a series of private student accommodation offerings; however, there is a current lack of accommodation and scope for increased provision, both for a) current students and b) for those graduating who may be keen to stay nearby where the right infrastructure and support are in place to enable early career development.

The links with, and role of, the UCA in Waverley is a key theme in the Council's Cultural Strategy, which comprises three main aims

- Work with the UCA to enable more cultural sector graduates to develop their creative careers within Waverley

- Work with strategic partners and internal council teams to look at the opportunities for affordable studio and incubator spaces
- Explore the role the council can play in enabling the UCA to address the lack of student accommodation in Farnham including the use of private landlord accommodation
- Work with graduate students to provide vox pop filming work experience opportunities, promoting independent retailers.

These aims reflect economic outcomes and development and a key part of local community life. There is consideration of how Waverley attracts students to Farnham and supports their student life. Waverley has an offering that already attracts students, where the market towns and beautiful surroundings appeal to creative students who may wish to study and live outside of London. Waverley's character is a fantastic asset, whilst there are also opportunities here for a greater engagement with student life that will also support economic development without the need for extensive new employment sites or infrastructure.

To continuously have a student body of 2,000 either living in or commuting to the area presents an opportunity for the provision of services to meet student demands (including cultural offerings, the night time and leisure economies), to capture economic spending whilst they are based in Waverley, and to develop wider community links and local diversity.

The overall business location indicator (2015) as compiled by Grant Thornton Ltd creates an interesting summary picture for Waverley.

Business Location Indicator	Waverley ranking vs English LAs (out of 324)	Waverley score (quintiles A= Very good, E= Very poor)
<b>Economic Performance</b>		
Productivity	78	B
Knowledge driven businesses	39	A
Business and enterprise	112	B
Economics case	172	C
<b>Economic performance score</b>	<b>71</b>	<b>B</b>
<b>People and Skills</b>		
Skills and qualifications	53	A
Knowledge workers	75	B
Labour market	223	D
Economically active workforce	205	D
<b>Human resources score</b>	<b>134</b>	<b>C</b>
<b>Environment and Infrastructure</b>		
Transport connectivity	134	C
Broadband	163	C
Innovation	179	C
Quality of Life	32	A
<b>Environment &amp; infrastructure score</b>	<b>58</b>	<b>A</b>
<b>OVERALL BUSINESS LOCATION INDEX</b>	<b>94</b>	<b>B</b>

## Contact us

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## WAVERLEY BOROUGH COUNCIL

### VALUE FOR MONEY & CUSTOMER SERVICE

#### OVERVIEW & SCRUTINY COMMITTEE

25 JUNE 2018

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**Title:**

**SERVICE PLANS  
ANNUAL OUTTURN REPORT 2017/18**

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

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**Summary and purpose:**

Service Plans are devised each year in order to deliver the Council's corporate priorities.

This report gives the Committee the opportunity to scrutinise the end of the year outturn for each Service Plan for 2017/18 for the following service areas:

- Finance
- Customer & Corporate Services
- Policy & Governance
- Strategic HR
- Audit

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

Service Plans form an important part of Waverley's performance management framework and help to ensure that Waverley delivers against all of 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.

**Financial Implications:**

Service Plans were prepared as part of the budget process.

**Legal Implications:**

There are no specific legal implications arising from this report.

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**1. Background**

At the Joint O&S Committee in January 2017 Heads of Service presented the top level strategic actions for each of their service areas. The six month progress report was presented to the Committee in November 2017 and this Annual outturn report presents the final status of each Service Plan under the remit of this Committee at the end of the financial year on the 31/03/2018.

The details are set out at Annexe 1, with the outturn report showing completion status and/or progress on each service action. The report has retained the format of the 2016/17 service plans for continuity reasons and provides a RAG rating (with the progress indicated in percentage terms) and any supporting comments against each action.

## 2. Performance summary

The annual analysis of the service objectives for the financial year 2017/18 shows an overall 94.4% completion rate for the services under the remit of this committee. A large amount of work has been completed and of particular note are; the successful Systems Thinking project in the Benefits team which has resulted in improved turn around times for benefit claimants; successful income generation property acquisitions; changes to the Constitution and Scheme of Delegation which has speeded up decision making and the introduction of a comprehensive scrutiny programme.

Out of 36 Service Plan objectives, only 4 were not able to be fully achieved at this stage. The details of partially completed actions are listed below and their execution will continue in the new financial year 2018/19.

<b>Objective CCS3: Maintaining and improving the IT infrastructure, services and systems which support the daily activity of the Council to meet its priorities</b>			
<b>Ref</b>	<b>Action</b>	<b>Annual Status</b>	<b>Comments</b>
CCS 3.3	Successful delivery of the Planning System Project.	65%	The original contract did not proceed due to problems identified during the due diligence process. A new contractor was appointed and they are due to present their proposal in Q1 2018/2019.

<b>Objective PG1: Make Waverley's service planning, policy development, decision-making and performance management smarter</b>			
<b>Ref</b>	<b>Action</b>	<b>Annual Status</b>	<b>Comments</b>
PG1. 1	Refresh and republish Waverley's Corporate Plan, underpinned by SMART targets and actions.	75%	A new Corporate Strategy has been prepared with priorities of People, Place and Prosperity. Two workshops were held with Members in November 2017 and a revised draft incorporating the feedback from these sessions has been considered by Executive members. Two further workshops are planned for June and it is intended that the Strategy will be adopted by Council in July 2018.

<b>Objective: SH1 To address key staffing gaps in the organisation</b>			
<b>Ref</b>	<b>Action</b>	<b>Annual Status</b>	<b>Comments</b>

SH1.2	Increase Waverley's visibility and attractiveness in the job market as a high quality employer.	50%	This objective is underway but not yet complete. As noted above (SH1.1), the Council's approach to recruitment, retention and succession planning is currently being review and the work will continue in the new financial year 2018/19.
SH1.3	Utilise new electronic channels to communicate the Council's "Offer" and brand to prospective candidates in key skills groups.		

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### **Recommendation**

It is recommended that the Customer Service and Value for Money Overview & Scrutiny Committee considers the progress against actions contained within the Service Plans set out in Annexe 1 to this report and agrees any observations or comments it wishes to make to the Executive.

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### **Background Papers**

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

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### **CONTACT OFFICER:**

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## Service Plan Annual Outturn Report 2017/18

### Value for Money and Customer Service

(01/04/2017 – 31/03/2018)

Finance		Head of Service:	Peter Vickers
<b>Objective: F1.</b> Complete a process review of the Benefit Service to identify and adopt best practice in response to the increasing demand on the capacity of the service from the government's data matching agenda and Universal Credit			
Ref	Action	Annual Status	Comments
F1.1	Agree a project plan with Rushmoor Borough Council's experienced in-house process review team (engaged to provide expert guidance).	100%	<p>The process review of the Benefits Service began in January 2017 with the initiation of the Systems Thinking project. This method has been used successfully at Rushmoor Borough Council and Waverley was able to secure a resource from Rushmoor to assist with the project.</p> <p>The project involved a system redesign which was successfully completed and tested and presented to staff on the 10 October. The new design was then rolled out to the whole team. New customer service standards are being achieved and budget savings have been included in the 2018/19 base budget. Customer survey data is being obtained to ensure quality.</p> <p>The project has succeeded in reducing the new claims turn around times from 17.5 days to 13 days at the end of 2017/18 and change events from 8 to 4 days.</p>
F1.2	Identify team resources and back fill capacity.		
F1.3	Implement project plan.		
F1.4	Complete a post implementation review in Feb/March 2018.		
<b>Objective: F2.</b> Enhance the Council's financial governance by implementing a single electronic purchase ordering process (a recently procured functionality within the Council's financial system) that will standardise purchasing authorisation, scrutiny and compliance.			
Ref	Action	Annual Status	Comments
F2.1	Agree and produce a project implementation plan in consultation with software provider and senior management.	100%	<p>The project to introduce a single electronic purchase ordering process was successfully delivered on target in January 2018. The system provides all budget holders and managers with real time access to expenditure across the transaction cycle and commitment accounting.</p>
F2.2	Identify project resources and assimilate onto the project working group.		
F2.3	Implement project plan and roll out across the Council. Set up a Finance systems user group and service champion network. Conduct a post implementation review		
F2.4	Conduct a post implementation review.		

<b>Corporate &amp; Customer Service</b>		<b>Head of Service</b>	<b>David Allum</b>
<b>Objective: CCS.1</b>			
<b>Deliver a change programme leading to improved customer satisfaction</b>			
Ref	Action	Annual Status	Comments
CCS 1.1	Complete the customer services review, identify the direction of travel required corporately and develop an action plan to respond to the agreed improvements.	100%	The customer service review has been conducted with the assistance of the Customer Service Foresight Group, selected Heads of Service and Directors. The review has been completed and an action plan agreed. The action plan was presented to the Executive in November 2017 and includes a review of Customer Standards, operational processes and improvements to customer on-line transactions and access.
CCS 1.2	Take an active participatory role in the Surrey Customer Care Group.	100%	Attending meetings and hosted event in March 2018.
CCS 1.3	Effectively lead the internal Foresight Customer Service Group.	100%	The Customer Service Foresight Group meets on a monthly basis and is active and effective.
<b>Objective: CCS2</b>			
<b>Ensure the Council has an appropriate asset portfolio to provide an ongoing income stream to support and fund activity</b>			
Ref	Action	Annual Status	Comments
CCS 2.1	Take a lead role in servicing and advising the Investment Advisory Board and ensure that the objectives and aims of the Board are realised.	100%	Investment Board meeting regularly and investment opportunities are being pursued. The Property Investment Strategy was agreed at Council in April.
CCS 2.2	Identify acquisition opportunities leading to economic development opportunities and/or revenue generation.	100%	Four properties have being acquired during the course of 2017/2018 and are now generating income for the Council.
CCS 2.3	Ensure the commercial portfolio delivers the maximum return.	100%	The team monitors the tenancy levels and implements rent reviews when due throughout the year. The portfolio is on course to achieve targets.
<b>Objective CCS3:</b>			
<b>Maintaining and improving the IT infrastructure, services and systems which support the daily activity of the Council to meet its priorities</b>			
Ref	Action	Annual Status	Comments
CCS 3.1	Deliver the 2017/18 Work Programme in line with the targets.	100%	Work Programme has being delivered as revised and agreed by the IT Strategy Group. Some projects have been carried over into 2018/2019, including; the Planning System due to a change in contractor; the aerial gazetteer project due to a difficulty in sourcing a contractor; and the scanning element of employee records.
CCS 3.2	Ensure Public Sector Network (PSN) accreditation is maintained.	100%	Achieved.
CCS 3.3	Successful delivery of the Planning System Project.	65%	The original contract did not proceed due to problems identified during the due diligence process. A new contractor was appointed and they are due to present their proposal in Q1 2018/2019.

<b>Policy &amp; Governance</b>	<b>Head of Service</b>	<b>Robin Taylor</b>
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**Objective PG1:  
Make Waverley's service planning, policy development, decision-making and performance management smarter**

Ref	Action	Annual Status	Comments
PG1.1	Refresh and republish Waverley's Corporate Plan, underpinned by SMART targets and actions.	75%	A new Corporate Strategy has been prepared with priorities of People, Place and Prosperity. Two workshops were held with Members in November 2017 and a revised draft incorporating the feedback from these sessions has been considered by Executive members. Two further workshops are planned for June and it is intended that the Strategy will be adopted by Council in July 2018.
PG1.2	Review and update the Council's Constitution and Scheme of Delegation to promote and facilitate swifter and more responsive decision-making at Waverley, without compromising democratic integrity and accountability, transparency or risk management.	100%	The changes to the Constitution and Scheme of Delegation were all completed and agreed by Full Council in the Summer 2017.
PG1.3	Deliver Waverley's Scrutiny Change programme, putting Scrutiny at the heart of the Council's governance processes and ensuring it makes a real difference.	100%	In-depth reviews have been carried out on a variety of subjects across the four O&S Committees during 2017/18 and the work of the committees has added value in terms of both scrutiny and policy development.

**Objective PG2:  
Ensure Policy and Governance front line and support service functions are responsive, value-for-money and customer friendly**

Ref	Action	Annual Status	Comments
PG2.1	Develop and implement phase 2 of Waverley's digital strategy to ensure the Council keeps pace with swiftly changing customer expectations and drives a channel shift to engagement via web and key social media platforms.	99%	<p>The council bid for and successfully won external funding to support this process allowing swift progress in upgrading the online forms to make them mobile responsive and easier to complete, to encourage customers to self serve.</p> <p>Outcomes were focused on:</p> <ul style="list-style-type: none"> <li>• Making it easier for customer to interact online</li> <li>• Increased customer satisfaction with council services</li> <li>• Increase in the % of forms being started and submitted</li> <li>• Reduction in phone calls by 10%</li> </ul> <p>At the start of the project we identified 122 online forms; 37 were deleted as they were either duplicated or unused.</p> <p>As of March 2018 all new forms went live with the exception of 2 forms which required final sign off.</p>

PG2.2	Utilise the functionality of our IKEN legal service case management system to provide consistent communication with internal customers and to meet agreed targets for acting on instructions and providing legal advice.	100%	Improved workflows and reporting (both internal and customer-focused) have been implemented within the IKEN case management system and further functionality will be developed during 2018/19.
PG2.3	Monitor and improve the quality of committee reports, minutes and agendas.	100%	The quality of committee reports, agendas and minutes is monitored continually and is part of the core business objective for the Democratic Services Team to delivery high quality services.
PG2.4	Reduce spending on printing committee agenda papers by encouraging greater use of paperless technologies provided by existing software.	100%	Spending on printing has been reduced, but work is ongoing to promote and support greater use of paperless agendas by managers and elected Members.
PG2.5	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by delivering phase 1 of the Licensing Process and Service Re-design programme.	100%	Complete. The team continues to review its performance to apply further efficiencies and to provide service resilience. From April 2018 the Licencing team has moved to the Environmental Services.

**Objective PG3:**

**Ensure that all aspects of Waverley's brand are professionally, positively and consistently communicated to residents and customers**

Ref	Action	Annual Status	Comments
PG3.1	Complete, publish and adhere to Communications and PR standards across all channels of communication and PR, including Waverley's letters, stationery, advertising, publications, uniforms, signs, public notices, web pages, social media content, buildings and vehicle livery and recruitment documentation.	100%	Comprehensive Brand guidelines (including logo guidance) and communications handbook complete, agreed and in place.  <ul style="list-style-type: none"> <li>• New photography guide approved and implemented.</li> <li>• Social media pages rebranded</li> <li>• Online recruitment templates in use</li> <li>• New branding in place for the Joint Enforcement Initiative</li> <li>• New ranger vehicles branded</li> </ul>

**Elections****Head of Service****Robin Taylor****Objective E2:**

**Maintaining high standards of governance and ethical standards**

Ref	Action	Annual Status	Comments
EL2.1	Finish Individual elector registration process.	100%	The transition to Individual Electoral Registration is complete.



EL2.2	Administer successful combined triple or quadruple combined elections.	100%	Triple elections were successfully conducted in May 2017 for Surrey County Council, a town council by-election for Godalming and a neighbourhood planning referendum for Farnham. A snap General Election was called in April 2017 and conducted on 8 June 2017 together with 2 town council by-elections for Haslemere.
EL2.3	If necessary organise Neighbourhood Plan referenda in 2017/18.	100%	A neighbourhood planning referendum was conducted for Farnham on the 4 May 2017.
EL2.4	Conduct annual canvass 2017.	100%	The revised electoral register was published on 1 December 2017. The final overall response rate for the canvass was 97.52%. All related statutory duties required of the Electoral Registration Officer have been completed. A mobile canvassing pilot project was conducted and its effect and impact has been fully reviewed.

<b>Strategic HR</b>	<b>Head of Service</b>	<b>Robin Taylor</b>
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**Objective: SH1**  
**To address key staffing gaps in the organisation**

Ref	Action	Annual Status	Comments
SH1.1	Support Heads of Service to address all current and emerging recruitment and retention challenges.	100%	Complete / Ongoing. Benchmarking and analysis undertaken in respect of difficult to recruit posts. Following the recent restructure to create a single integrated HT function, work is undertaken to develop a new "People Strategy" for the Council, which will include a refreshed approach to recruitment, retention and succession planning.
SH1.2	Increase Waverley's visibility and attractiveness in the job market as a high quality employer.	50%	This objective is underway but not yet complete. As noted above (SH1.1), the Council's approach to recruitment, retention and succession planning is currently being review and the work will continue in the new financial year 2018/19.
SH1.3	Utilise new electronic channels to communicate the Council's "Offer" and brand to prospective candidates in key skills groups.		

**Objective: SH2.**  
**Deliver workforce developments arising from the Strategic Review**

Ref	Action	Annual Status	Comments
SH2.1	Support the delivery of the outcomes from the Strategic Review.	100%	The Strategic Review Action Plan has been concluded with all services having been actively engaged with the process.

<b>Audit</b>	<b>Service Manager</b>	<b>Gail Beaton</b>
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**Objective: A1.**  
**Effective Internal Audit service and good relationship with external Auditors**

Ref	Action	Annual Status	Comments
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A1.1	Continue to monitor external contractor performance and quality.	100%	As part of monitoring the performance of the contractor, yearly performance measures are reported to the Audit Committee by the Internal Audit Client Manager as part of the Annual Internal Audit Report that is presented to the Audit Committee in July each year. As an example the % of the Audit Plan completed by 31 March, was for 2017/18 100%. Previous years average was 82.6%
A1.2	Provide awareness to staff and members on fraud issues that could affect Waverley, obtaining their cooperation in identifying and dealing with these matters if and when they materialise.	100%	Fraud awareness is provided to all new employees at induction and a backstage article and dedicated page is being developed to provide updates and awareness.

## WAVERLEY BOROUGH COUNCIL

### VALUE FOR MONEY & CUSTOMER SERVICE OVERVIEW & SCRUTINY COMMITTEE

25 JUNE 2018

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**Title:**

**PERFORMANCE MANAGEMENT REPORT  
QUARTER 4, 2017/18  
(JANUARY - MARCH 2018)**

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

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**Summary and purpose:**

This report provides an analysis of the Council's performance in the fourth quarter of 2017/18 in the service areas of Finance, Strategic HR and Complaints as well as a commentary on the year's outturn. Annexe 1 to the report details performance against key indicators.

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**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.

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**Background**

1. As agreed by the Committee at the 26 June 2017 meeting, performance indicators are 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 4 and Annual Performance Trend Analysis

- Out of the 8 performance indicators with associated targets, 4 are within target, 1 is outside by up to 5% and 3 are off target by more than 5%.

### Finance

- Performance on paying invoices was off target in the fourth quarter for both invoices paid within 30 days and paying invoices from small or local businesses. 17 out of 39 invoices from small/local businesses took longer than 10 days to be paid which took performance down to 56.4%. However, all these invoices were paid within 20 days. A new Purchasing Order system was introduced in Q4 and its implementation has temporarily impacted the speed of invoice payment. Improvements are expected to be visible from Q1 when staff training is completed and the application use is well established.

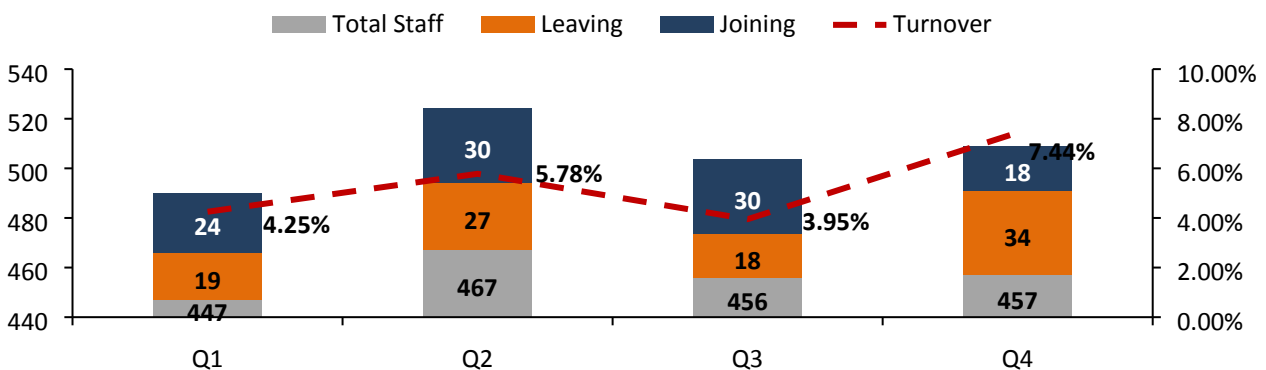
### 2017/18 Outturn

- When looking at the outturn for the year the Finance team have performed consistently well throughout the year. In particular there have been great improvements in the Benefits service which underwent a pilot “Systems Thinking” project which resulted in a significant reduction in benefits payments processing time. The Revenues team will be undertaking a similar review starting from May 2018 and further improvements in service delivery are expected later in the year.

### Strategic HR

- The average number of working days lost due to employee sickness absence rose slightly in Q4 and this indicator missed the target by 0.13 of a day which changed the performance status to “Red”. This level of sickness is not unusual for the time of year with increased cases of seasonal cold and flu in the winter months and Waverley’s absence reporting service provider has seen a similar increase across their client base. When benchmarked against other Surrey district councils Waverley’s performance places us in the middle of the table.
- The fourth quarter has seen a 3.6% increase in staff turnover, with 34 employees leaving in the period and 18 new members of staff joining the organisation. 6 leavers relate to redundancies due to restructure. When benchmarked against other Surrey districts Waverley has the third highest turnover in the County.

2017-18 Waverley Annual Turnover Analysis



## 2017/18 Outturn

- A detailed analysis of the 2017/18 will be presented in a separate Strategic HR “Annual Workforce Profile Update 2017/18”, which is also part of this Agenda.

## Complaints

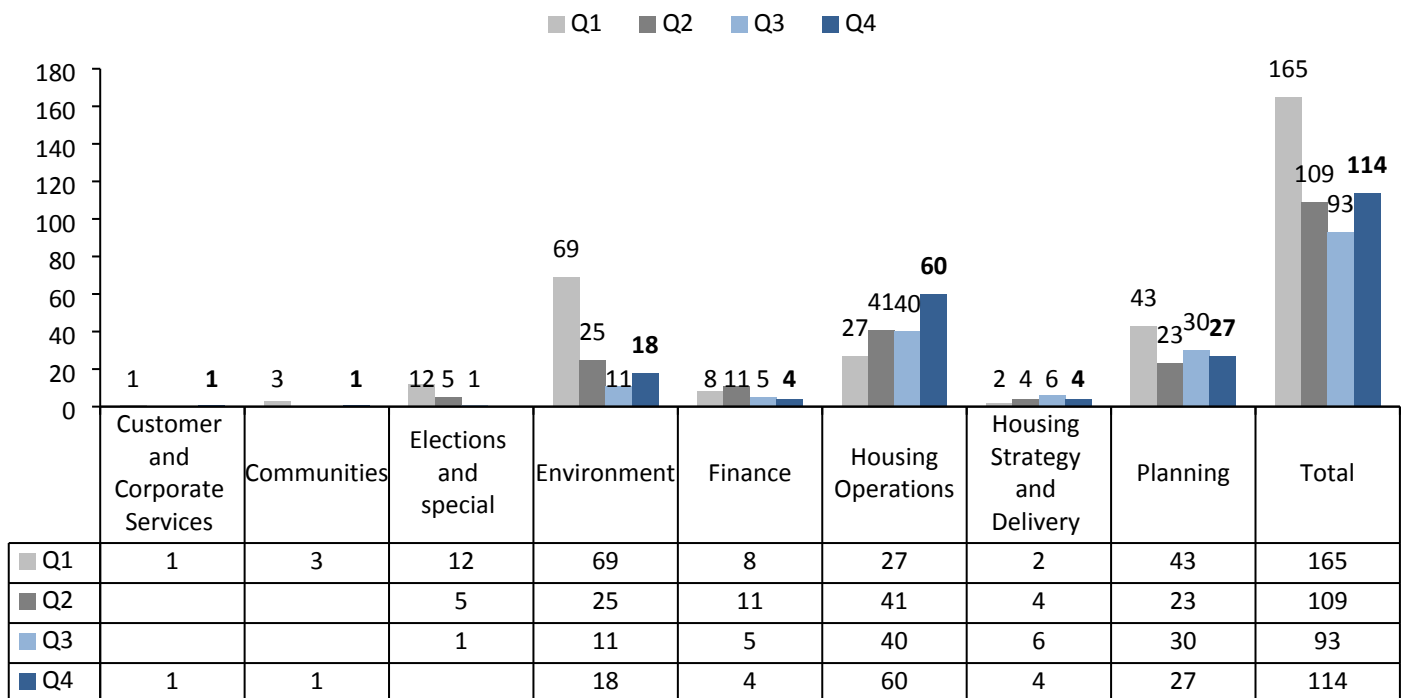
- The *total number of complaints received* [M2] in the fourth quarter has increased from 93 in Q3 to 109 in Q4, however only 9 complaints were escalated to *Level 3 (Chief Executive and Ombudsman complaints)* [M1], compared to 12 in Q3.
- The quantity of complaints dealt with within the target timescale, has fallen in Q4 due to a handful of complex cases which took longer to resolve and this has impacted on the average response rate at the Level 2 and 3. From April 2018 the new two stage process has been fully implemented. Early signs are showing that the new approach has resulted in improved response rates.

## 2017/18 Outturn

- When analysing the annual trends, the overall number of complaints has decreased through the year. However, the number of complaints received by the Housing Operations Property Team has significantly increased due to poor customer service from a contractor. Actions are being taken to address the issues and the improvements should be seen in the next quarter. Environmental Services improved their performance through the year with 18 complaints received in the last quarter compared with 69 received at the beginning of the year. However this earlier figure was unusually high and related largely to disabled parking.

More detailed annual per service breakdown is presented in the chart below.

**Annual complaints analysis per service team (2017-18)**



## **Future Performance Management Reporting**

### **Finance and Strategic HR**

11. There are no proposals to change the current indicator set for Finance and Strategic HR for 2018/19.

### **Complaints**

12. The new set of indicators for monitoring complaints, approved by the Executive on the 6 February 2018, will be introduced from the start of the new financial year 2018-19 and are set out below. The statistics for the new 2 stage process will be presented to this committee at the next meeting in September 2018.

<b>New PI ref.</b>	<b>PI Description</b>
<b>CP2</b>	Number of Ombudsman complaints received
<b>CP1</b>	Total number of complaints received.
<b>CP3</b>	% of complaints responded to within WBC target times of Level 1 (10 days).
<b>CP4</b>	% of complaints responded to within WBC target times of Level 2 (15 days) (higher outturn is better).

### **Recommendation**

It is recommended that the Value for Money & Customer Service Overview and Scrutiny Committee considers the performance figures for Quarter 4 and outturn for 2017/18 and agrees any observations or recommendations about performance and progress towards targets it wishes to make to the Executive.

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#### **Background Papers**

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

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#### **CONTACT OFFICER:**

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**Title:** Policy & Performance Officer  
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**E-mail:** [nora.copping@waverley.gov.uk](mailto:nora.copping@waverley.gov.uk)

**Value for Money & Customer Service**

**O&S Committee**

**Performance Management Report**

**Quarter 4, 2017/18**

**(January - March 2018)**

RAG Legend		Graph Lines Legend	
On target	Green	Waverley 2017/18 (current year outturn)	
Up to 5% off target	Amber	Waverley 2016/17 (prior year outturn)	
More than 5% off target	Red	Waverley Target	- - -
Data not available	Not available		
Data only / no target / not due	No Target		

**CONTACT OFFICER:**

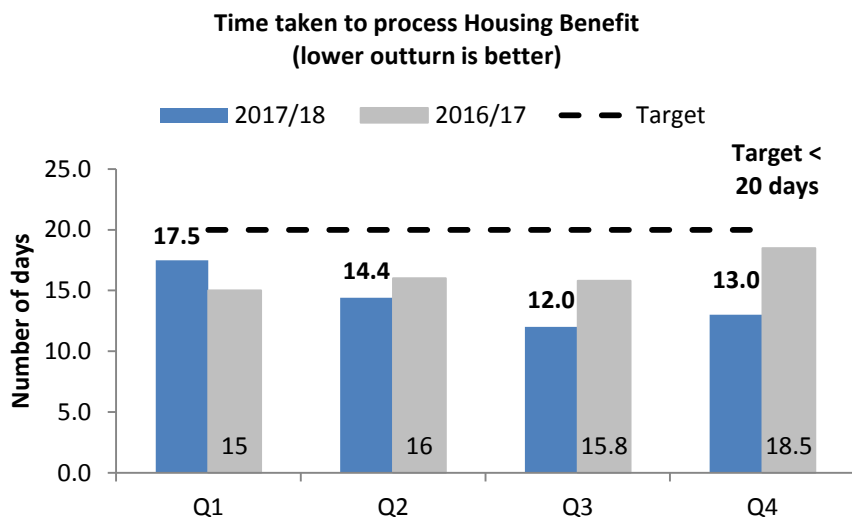
Name: Nora Copping

Telephone: 01483 523 465

Email: [nora.copping@waverley.gov.uk](mailto:nora.copping@waverley.gov.uk)

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

GREEN



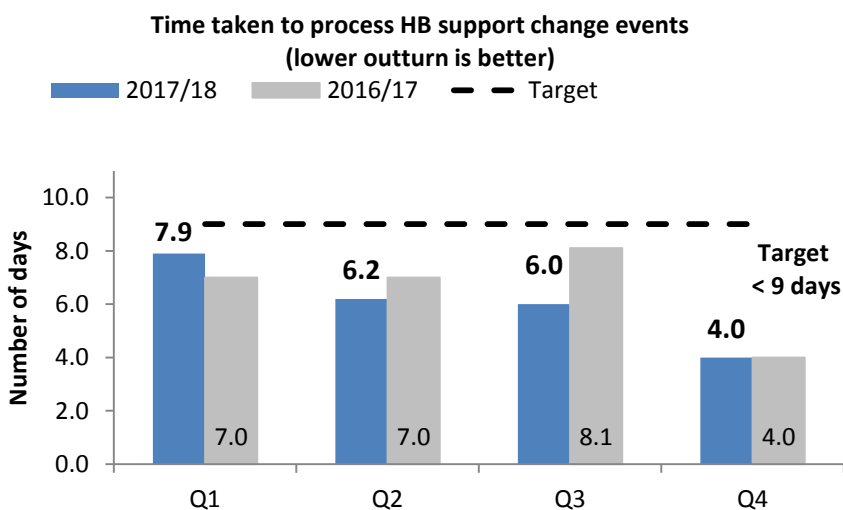
Quarter	2017/18	2016/17	Target
Q1	17.5	15	20
Q2	14.4	16	20
Q3	12.0	15.8	20
Q4	13.0	18.5	20

**Comments**

The time taken to process new claims has increased slightly, however when analysing annual trend, a great improvement has been made since last year with the overall time shortening by 5.5 days due to service improvements implemented as part of the 'Systems Thinking' project.

**FINANCE:**  
NI 181b Time taken to process Housing Benefit change events

GREEN



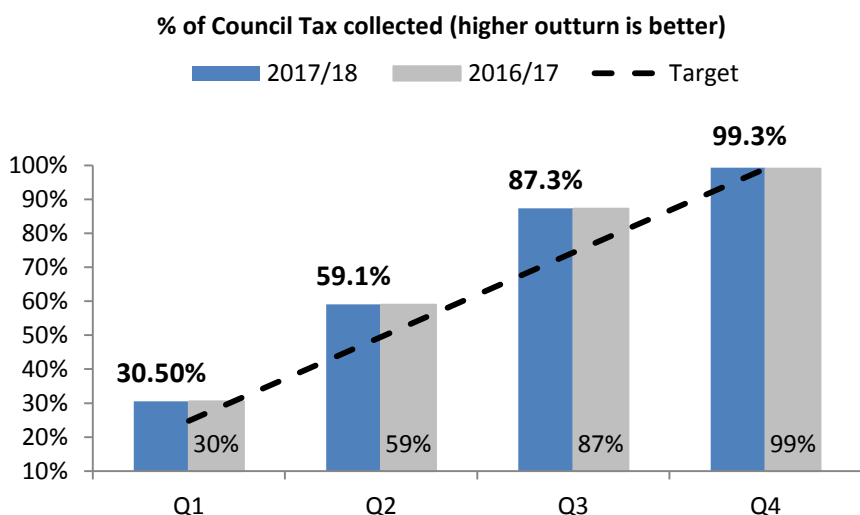
Quarter	2017/18	2016/17	Target
Q1	7.9	7.0	9
Q2	6.2	7.0	9
Q3	6.0	8.1	9
Q4	4.0	4.0	9

**Comments**

The time taken to process event changes has further shortened by 2 days from the last quarter, showing a nearly 4 day reduction in processing time through 2017/18. The continuous improvement is linked to the process changes implemented as part of the 'Systems Thinking' project.

**FINANCE:**  
F1: Percentage of Council Tax collected

GREEN



Quarter	2017/18	2016/17	Target
Q1	30.5%	30.5%	24.8%
Q2	59.1%	59.0%	49.5%
Q3	87.3%	87.2%	74.3%
Q4	99.3%	99.0%	99.0%

**Comments**

The annual Council Tax collection has closed the year with only 0.7% of tax outstanding for collection. This is a very good performance from the Revenues Team, exceeding the target and the Q4 2016/17 collection level.

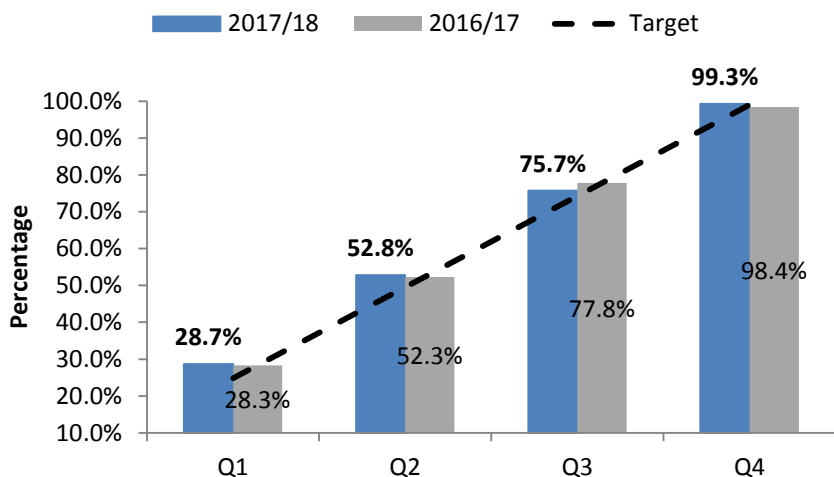


**FINANCE:**

**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	75.7%	77.8%	74.3%
Q4	99.3%	98.4%	99.0%

**Comments**

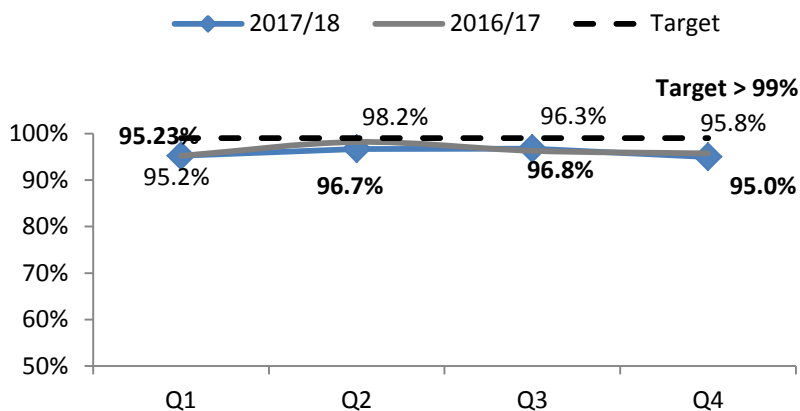
The annual non-domestic rates collection has closed the year with only 0.7% of tax outstanding for collection. This is a very good performance from the Revenues Team, exceeding the Q4 2016/17 collection level and the annual target.

**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	96.8%	96.3%	99%
Q4	95.0%	95.8%	99%

**Comments**

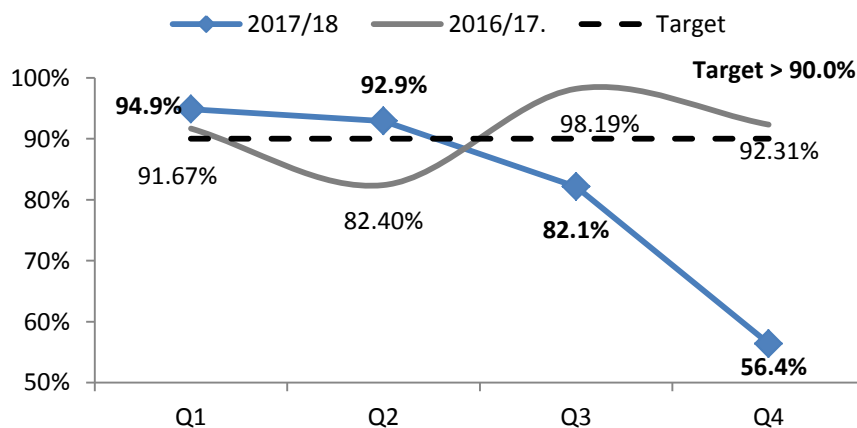
There was a small dip in the Q4 performance due to a higher workload volume with an additional 96 invoices being processed when compared to Q3. Out of a total of 1059 invoices 1006 were paid on time, compared with 932 out of 963 invoices paid on time in Q3.

**FINANCE:**

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

**RED**

**% 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	82.1%	98.2%	90.0%
Q4	56.4%	92.3%	90.0%

**Comments**

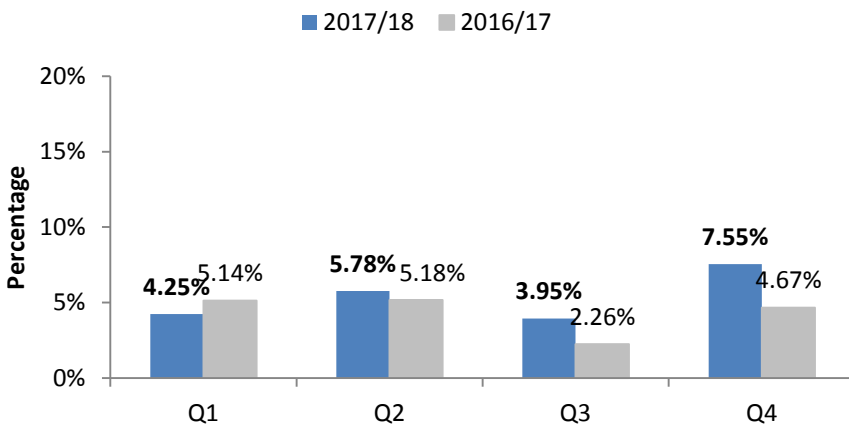
The performance in Q4 was significantly impacted by the implementation of the new Purchasing Order system. Out of the 39 invoices in this category 17 missed their target compared to 5 out of 28 in the previous quarter. It is worth noting that all remaining invoices were paid within 20 days and the improvement brought by the new system should be visible from the next quarter.

**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	3.95%	2.26%
Q4	7.55%	4.67%

**Comments**

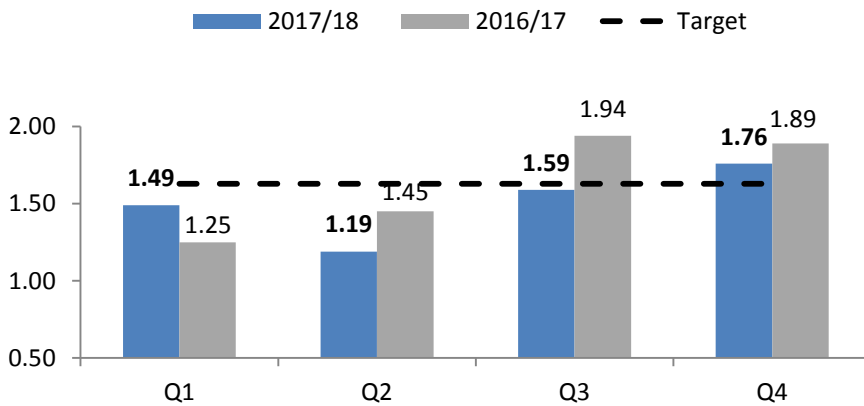
Staff turnover has increased from Q3 by 3.6% points, representing 34 members of staff leaving and 18 new starters joining. However this figure also includes 6 redundancies due to restructure which has contributed to the increase in the turnover percentage.

**RESOURCES:**

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

RED

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	1.59	1.94	1.63
Q4	1.76	1.89	1.63

**Comments**

Information provided by First Care\* confirms that sickness rates have increased for Q4. This is a trend they have seen across their whole client base. It is also to be expected for the time of year. When compared to the corresponding quarter in 2016/17 a reduction in absence of 0.13 days can be noticed.

\* First Care - external absence monitoring provider

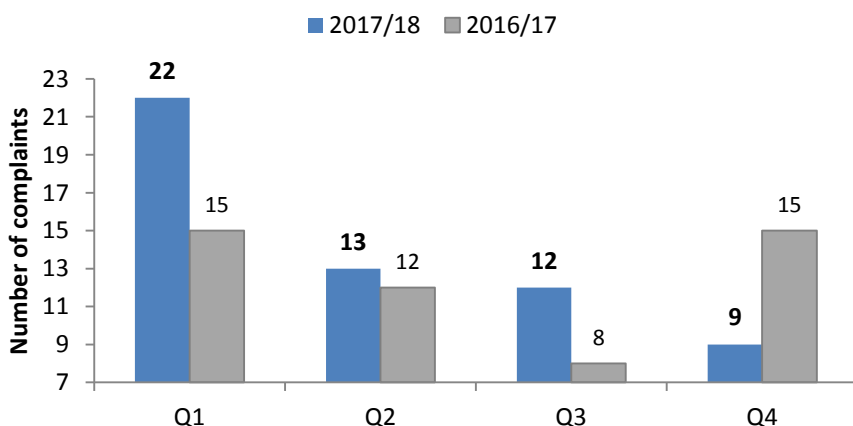
**POLICY & GOVERNANCE**

**COMPLAINTS:**

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

No target

Number of Level 3 (CEX) and Ombudsman complaints received



Quarter	2017/18	2016/17
Q1	22	15
Q2	13	12
Q3	12	8
Q4	9	15

**Comments**

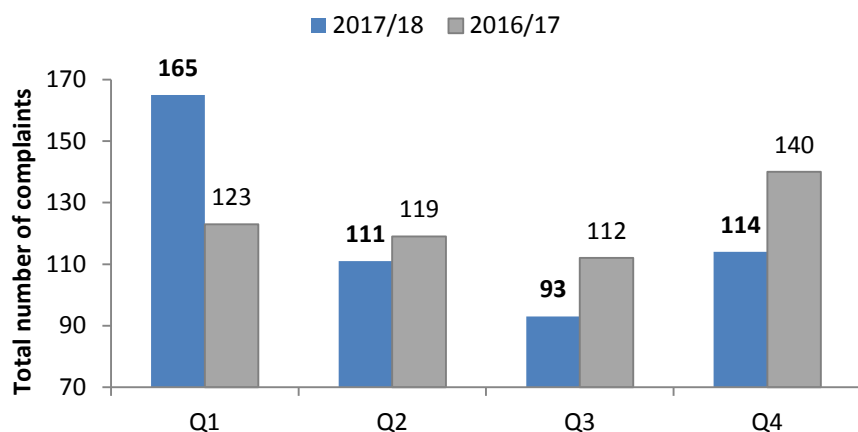
The number of complaints escalated to Level 3 in the fourth quarter has decreased with 3 fewer cases. These complaints related to service areas of Housing Operations (4), Housing Strategy (2) and Planning (3).

**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	93	112
Q4	114	140

**Comments**

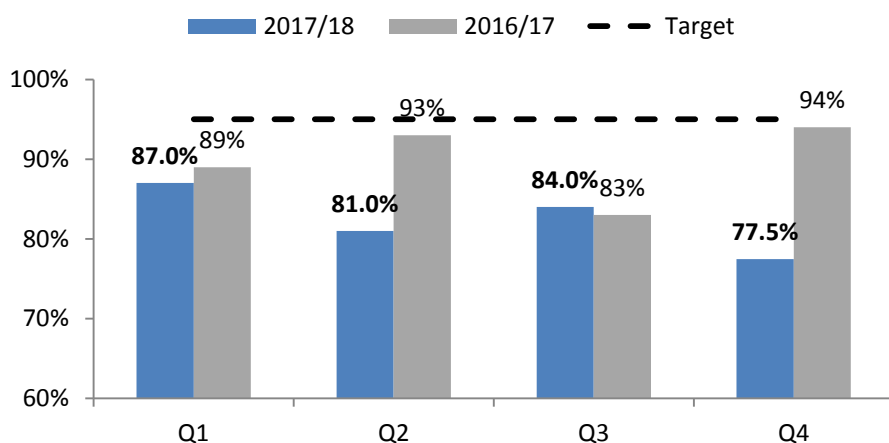
The total number of complaints has increased in the fourth quarter with 21 more complaints received by comparison to Q3. The areas with the largest number of complaints were Housing Operations (60), Planning (27) and Environmental Services (18).

**COMPLAINTS:**

M3: % of complaints responded to within target times of 10 working days Level 1 & 15 working 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	87.0%	89%	95%
Q2	81.0%	93%	95%
Q3	84.0%	83%	95%
Q4	77.5%	94%	95%

**Comments**

The indicator shows a weighted average\* of different response levels, however each level has a different volume of complaints. At Level 1 the response rate was 81% for a total of 83 complaints, 64% with 22 complaints at Level 2 and a 78% response rate for the 9 complaints that were escalated to Level 3. A few more complex cases took longer to resolve and impacted

\* The weighted average for this indicator is calculated as per below formula:

- NL1 - Number of Level 1 Complaints
- NL2 - Number of Level 2 Complaints
- NL3 - Number of Level 3 Complaints
- %L1 - Percentage of Level 1 complaints Responded on time
- %L2 - Percentage of Level 2 complaints Responded on time
- %L3 - Percentage of Level 3 complaints Responded on time

$$\text{Weighted average} = \frac{(NL1 \times \%L1) + (NL2 \times \%L2) + (NL3 \times \%L3)}{(NL1+NL2+NL3)}$$

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**WAVERLEY BOROUGH COUNCIL**  
**VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW AND SCRUTINY**  
**COMMITTEE**  
**25 JUNE 2018**

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**Title:**

**WORKFORCE PROFILE UPDATE  
(APRIL 2018)**

**[Portfolio Holder: Cllr Julia Potts]  
[Wards Affected: N/A]**

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**Summary and purpose:**

As requested by the Overview and Scrutiny Committee, this report provides Members with detailed information about the Council's workforce to help assess the staffing resilience in each service area.

The following information has been provided by:

1. Robin Taylor, Head of Policy and Governance
2. Katy Meakin, HR Manager

NB: This report will be updated every quarter for Management Board and presented annually to O&S (as requested by Members).

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

Waverley's staff are the organisation's most important resource in delivering the Council's immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead.

This report is focused on the resilience of Council staff in terms of turnover and sickness levels in each of the service areas and provides a summary of overall staff satisfaction.

**Financial Implications**

The Council's staffing budget is £17,307,992

**HR Implications**

The strategies, policies and procedures which are linked to the information contained in this report comply with relevant employment law.

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## **Background**

As stated in the previous reports presented to O&S, Waverley employs approximately 470 staff, a significant proportion (36%) of which work part time. The majority of Waverley staff are based at The Burys offices in Godalming, with others working in key locations across the borough such as Sheltered Housing Units, Parks and Open Spaces and at Waverley Training Services.

Waverley's staff team deliver 110 different types of services to the community through a total of 98,500 working days.

The Council competes in the recruitment market with key organisations, in the private sector, London boroughs, Surrey Local Authorities and the surrounding regions, for staff in areas such as Planning, Legal, Finance, IT and roles associated with the building sector.

A committed, skilled and high performing workforce is key to the overall success of the Council. There are three key performance measures that are relevant to this:

- Staff turnover rates
- Staff sickness levels
- Overall measures of staff satisfaction

High **staff turnover rates** can result in a loss of valuable knowledge and skills in the organisation and can be very disruptive to service delivery. However, a moderate level of turnover is important in providing career development opportunities for existing staff and for bringing new skills and perspectives into the organisation which can help to further improve performance. The age profile of the organisation can be a factor in driving staff turnover rates with a higher proportion of staff leaving each year through retirement. Internal and external promotion and career progression can also be a factor leading to high turnover rates for organisations that actively encourage staff development

**Staff sickness levels** is a good measure of the health and wellbeing of the workforce. While some level of sickness is inevitable, high levels of sickness and the type of sickness can indicate poor morale and a lack of effective staff management. The age profile of the workforce can be a factor in longer-term sickness, with incidents of cancer and degenerative conditions, including musculoskeletal problems increasing relative to age.

**Staff satisfaction levels** are measured through staff surveys and are used to assess the factors that are important in developing a motivated, committed and high performing workforce. These factors include a) ensuring staff are clear what is expected of them and how their role contributes to the organisation's goals, b) the level of trust and respect that exists between staff and managers, c) the tools and information they need to do a good job and d) how well they get on with their colleagues and other factors which impact them in their work environment such as their relationship with our Members.

To actively manage the above, including the Council's overall organisational and service resilience a number of key policies and strategies have been developed with associated action plans. These are:

- HR Strategy (2015-2018)
- Skills Gaps and Capacity Management Strategy (2015-2020)
- Staff Engagement Survey
- Fir for Work Policy

The primary focus of these policies and strategies is to make Waverley an “Employer of Choice”, promoting a positive and committed staff culture, developing and retaining the most talented staff and ensuring that Waverley is able to compete effectively in the employment market.

### **Overall context for Waverley Borough Council**

There are a number of factors that influence the Council’s ability to recruit and retain high quality staff. These include:

- The high cost of living: Waverley is top of the 389 local authorities in the UK Prosperity Index. As a result, house prices are among the most expensive in the region and there has been a limited supply of affordable housing for those in essential public service jobs.
- As a rural borough, transport infrastructure is extremely limited with Waverley having the lowest connectivity index in the South East. With one of the lowest levels of unemployment in the country residents tend to work in highly paid jobs in the commercial sector.
- Competition from London for high quality staff. A smaller District Council, Waverley can not easily match the salaries of the significantly larger London boroughs or the private sector.

To succeed, the Council recognises that Waverley needs to offer current and future staff compelling reasons to want to work for Waverley and then, once here, the opportunity to do their best work and develop their career here. Factors that impact that include:

- A welcoming and friendly staff culture
- Excellent training and development opportunities
- Flexible working opportunities
- Career progression
- Opportunity to deliver sector leading performance and best practice
- Good quality management that motivates and inspires and a constructive relationship with Members
- Good communication
- Good systems including IT systems that provide the tools staff need to perform well.

### **Summary of key performance indicators**

#### Turnover

Waverley’s annual turnover increased from 17.27% in 2016/17 to 21.54% in 2017/18. The CIPD have also reported a general increase in Turnover in their Resourcing and Talent

Planning Survey for 2017, although this reports a median rate of labour turnover as 16.5%. The percentage turnover for leavers due to resignation was 13.99% in Waverley which compares favourably to a figure reported by Xpert HR of 15.5% turnover where employees resigned from their jobs in 2016. Turnover rates vary significantly between different services with the highest rates being recorded in areas of significant skill shortages (e.g. property related functions and IT) where salaries have grown significantly in the employment market. A proportion of the 2017/18 turnover rates, particularly in Q4 have been affected by redundancies in the Benefits Team.

<b>Authority</b>	<b>Total Turnover 2017/18 (%)</b>	<b>Voluntary Turnover 2017/18 (%)</b>
Reigate & Banstead Borough Council	14	9
Surrey Heath Borough Council	14.96	
Guildford Borough Council	16.4	10.8
Tandridge District Council	14.64	
<b>Waverley Borough Council</b>	<b>21.54</b>	<b>13.99</b>

Turnover rates of other local authorities within Surrey (where provided) are included in the table above. This clearly shows that Waverley’s total, and voluntary staff turnover are significantly higher than other authorities within the Surrey Partnership. This highlights that turnover should be an area of concern for Waverley and that further investigation and analysis is required. It should be noted that no comparison has been undertaken to confirm the method of calculation for turnover is the same across all councils.

Further details on staff turnover can be found in [Annexe 1](#) below.

### Sickness

Waverley’s absence rate for 2017/18 was 2.58%, a slight reduction from the 2.63% in 2016/17. This is lower than the 2.9% absence rate published by Office for National Statistics in Public Sector organisations.

The main cause of short term sickness absence remains “Cough/Cold/Flu” but Mental Health Illness has increased over the past year. This is a trend which is seen across all organisations and could be due to many factors, and is possibly influenced by National efforts to improve recognition of Mental Health issues and the willingness of staff to report absence under this reason. There are no obvious trends to indicate that any Service Areas within Waverley have a higher level of sickness absence than others.

Further information on Sickness Absence is included in [Annexe 2](#).

### Recommendation



The Value for Money and Customer Service O&S Committee is asked to comment on the analysis set out in this report and identify any further information that they wish to receive regarding staffing resilience in the organisation.

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### Background Papers

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

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### CONTACT OFFICER:

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HR Manager

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**Email:** [katy.meakin@waverley.gov.uk](mailto:katy.meakin@waverley.gov.uk)

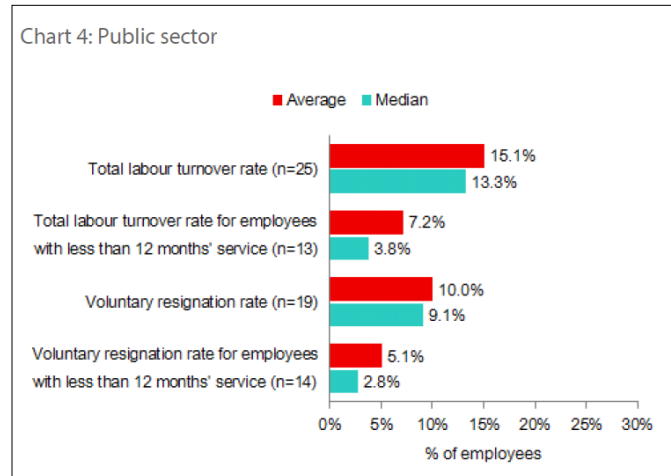
# Annexe 1 - Staff Turnover

## General Staff Turnover

The CIPD “Resourcing and Talent Planning Survey” (2017) reported that the Median rate of labour turnover has increased to 16.5%. Waverley’s staff turnover for 2017/18 is 21.54%, this includes all leavers, including resignations, retirements, redundancies and other reasons for leaving. The turnover figure for resignations alone stands at 13.99%.

XpertHR’s Annual Survey of Labour Turnover for 2016 found that average turnover was 15.5% across all sectors, with a public sector turnover rate of 15.1% and 5.1% for voluntary resignations of employees with less than 12 months’ service as shown in the accompanying chart which is taken from the XpertHR Report.

It has been requested that this report pay particular attention to the pay grades of employees leaving Waverley Borough Council and assesses whether there is any concern that specialist knowledge and skills are being lost from the Council through turnover in higher pay grade positions.



## 2017/18 Leavers

In 2017/18 financial year, the HR Information System used by Waverley Borough Council (iTrent) records 97 leavers. 3 of these leavers held more than one role, therefore 94 people left Waverley in 2017/18 year. *Please note that these figures are related to established positions and do not account for casual members of staff*

When a leaver is entered onto iTrent one of a standard list of reasons for leaving is selected. The possible reasons for leaving are:

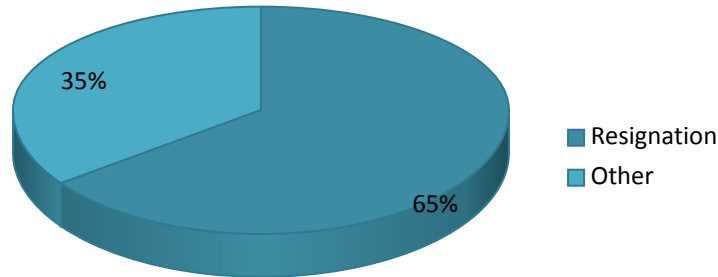
Deceased  
Died in Service  
Dismissal  
End of Casual Contract  
End of Fixed Term Contract  
Lack of capability  
Misconduct

Redundancy  
Resignation  
Resignation – Ill Health  
Resignation – Personal  
Retirement  
Retirement – Business  
Efficiency

Retirement – Early  
Retirement – Flexible  
Retirement – Ill Health  
Retirement – Redundancy  
Transfer – Reorganisation

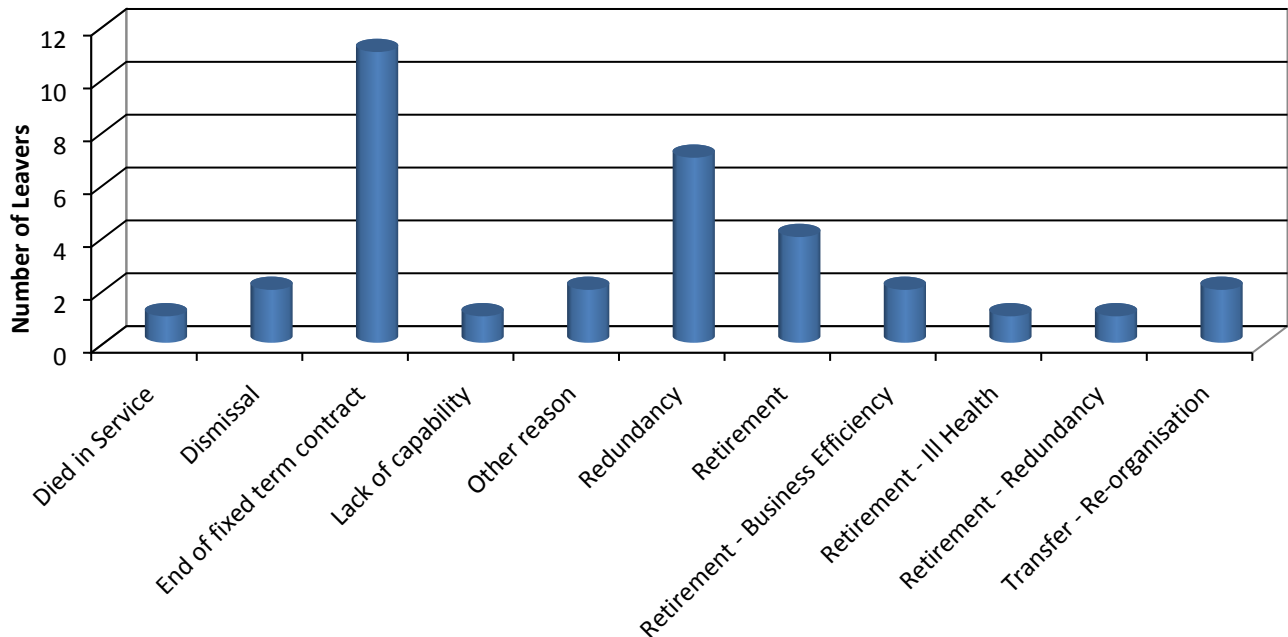
At Waverley Borough Council in 2017/18, 63 of the 97 leavers (65%) resigned their positions.

### Reason for Leaving



The remaining 34 people left their positions for a variety of reasons, the most common being End of Fixed Term Contract. The chart below shows the number of people leaving for each reason.

### Reason for Leaving 2017/18 (excluding resignations)



Assessing the pay grades of staff leaving the Council can help identify whether there are particular skills and expertise of senior staff being lost, or whether turnover is higher in lower paid positions. The numbers of staff who have left Waverley are shown below by pay grade. The chart shows that the highest number of leavers comes from the mid-grades, specifically Grade 7 and 9.

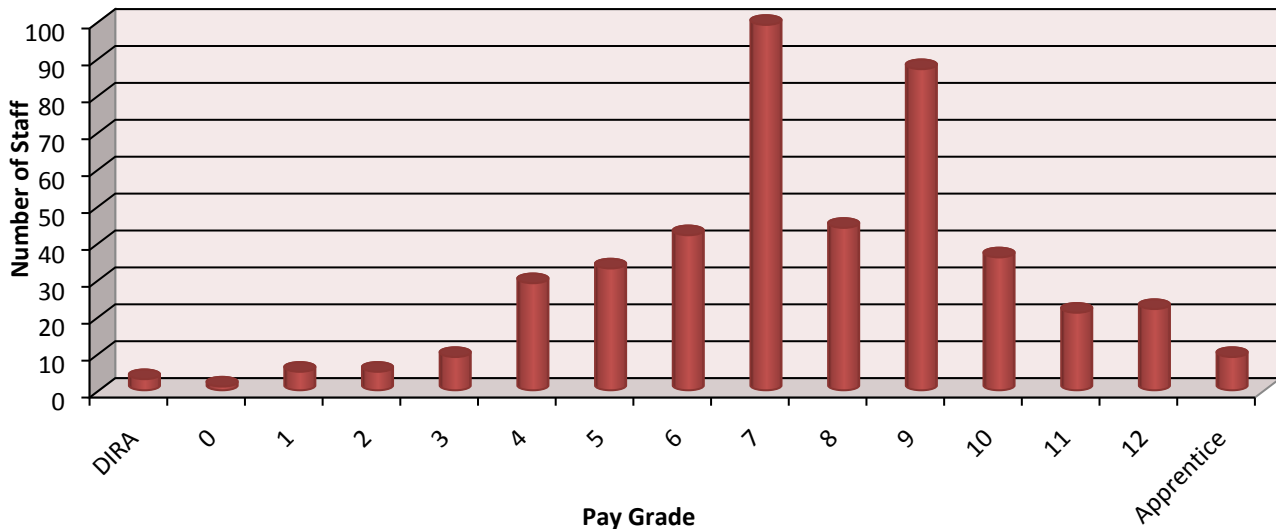
Leavers from Planning Grades PLN03 – PLN07 are included in Grade 3 - 7

### Number of Leavers by Grade in 2017-18



Comparing the number of leavers within each pay grade to the total number of staff within the pay grade shows whether there are any grades which are losing a disproportionate number of staff. The general trends of the charts are similar, with low levels of staff in the highest and lowest pay grades, increasing in the mid-pay grades. However, in pay grades 10, 11 and 12 the proportion of leavers is a lot higher than the proportion of total staff.

### Waverley Staff by Grade (1st April 2017)



Leavers can also be broken down by Service Area, and by pay grade within each Service to show any patterns and trends. It will be particularly interesting to assess whether when there is

a loss of staff from key, senior positions within a Service whether this increases overall turnover within the Service Area.

## Turnover by Service Area

For consistency, Total Turnover has been calculated using the same method as previous reports presented to the Overview and Scrutiny Committee, by adding percentage turnover rates for each of the 4 quarters in the reporting year.

Average Turnover is given as the mean average of the percentage turnover for all quarters in the reporting year.

Resignation Turnover is the sum of percentage turnover for all quarters in the reporting year (using the same calculation as Total Turnover).

Total Number of Staff (Ave) is calculated using the mean average of number of employees recorded on the 1<sup>st</sup> and last day of each month within the reporting year.

## Community Services

Total Number of Staff 2017/18 (Ave): **56.67**

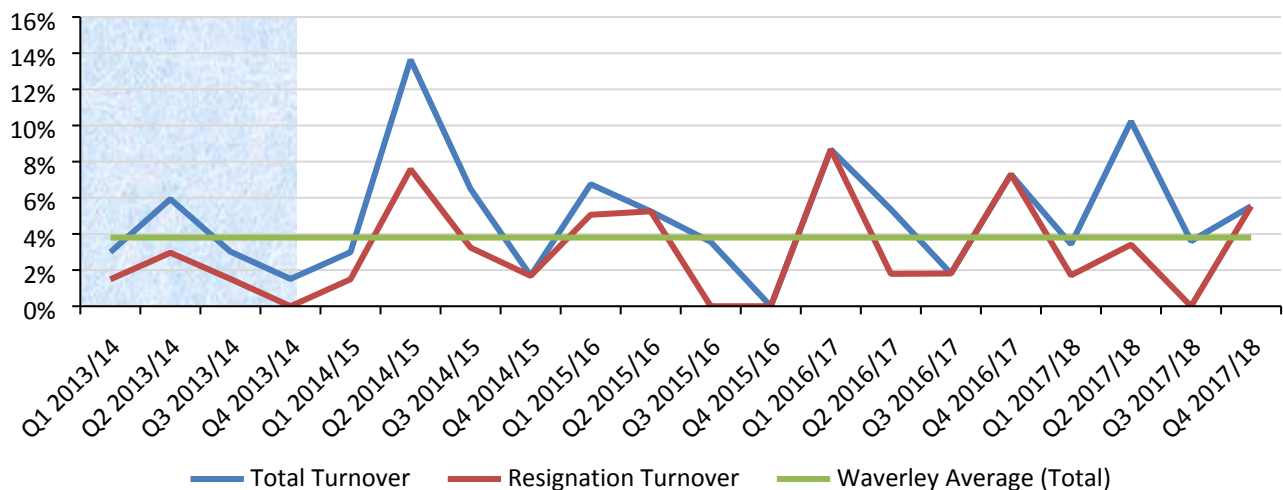
Total Turnover 2017/18: **22.80%**

Average Turnover per quarter 2017/18: **5.70%**

Total Resignation Turnover: **10.66%**

### Staff Turnover – 5 year trend analysis

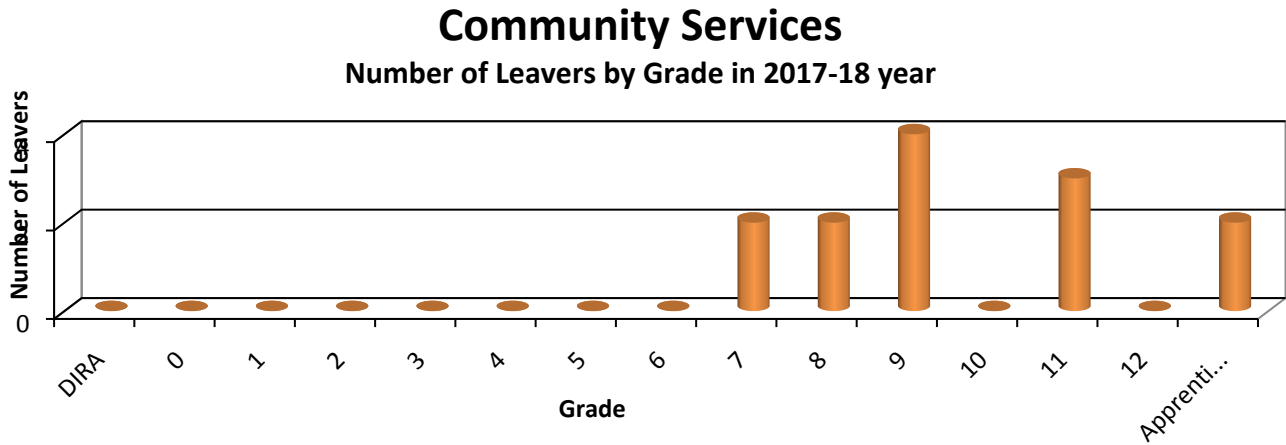
#### Community Services



A total of 13 people left the Community Services area between 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2018. 3 of these were due to End of Fixed Term contract, there were 6 resignations, and 2

retirements. Of the 6 people who resigned from this service area 3 had less than 2 years' service at the time of leaving.

The Countryside team annually recruit seasonal rangers on fixed term contracts. This therefore increases the number of employees leaving the team when these contracts end. The impact of this can be seen on the above graph in Q2 13/14, Q2 14/15, Q2 15/16, Q2 16/17 and Q2 17/18.



In 2017/18 all leavers within this service area were between pay grade 7 and Apprentice, this is reflective of the fact that approximately 80% of officers within this service area are in pay grade 7 or below.

**Recruitment 12 month Rolling Review**

Q2 2017/18 > Q1 2018/19

Community Services Recruitment Information	
<b>Posts Advertised</b>	15
<b>Currently awaiting recruitment outcome</b>	4
<b>Appointed on 1<sup>st</sup> advertisement</b>	10
<b>Appointed on 2<sup>nd</sup> advertisement</b>	1 (Tutor - Work Based Learning)

*Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).*

## Customer and Corporate Services

Total Number of Staff 2017/18 (Ave): 62.67

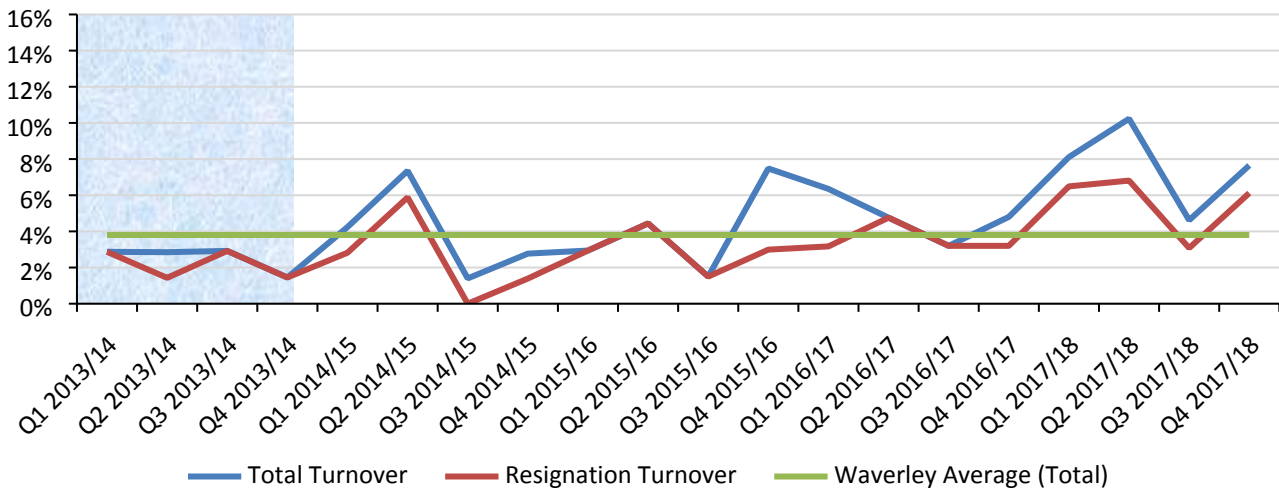
Total Turnover 2017/18: **30.61%**

Average Turnover per quarter 2017/18: **7.65%**

Total Resignation Turnover: **22.50%**

### Staff Turnover – 5 year trend analysis

#### Customer and Corporate Services



A total of 19 people left the Customer and Corporate Services area in 2017/18; nearly 75% (14) of these leavers were resignations.

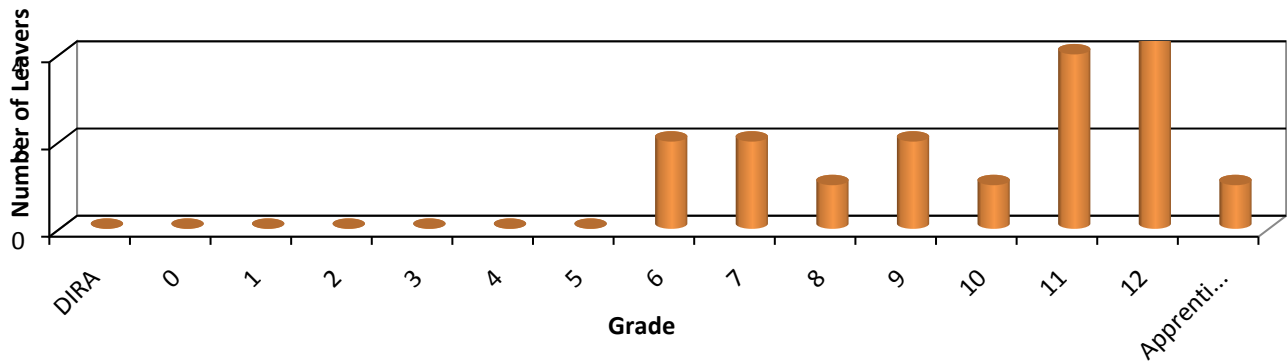
Turnover within this service area has increased in 2017/18 and is consistently above the Waverley average. All leavers were between pay grade 6 and Apprentice with the highest number of leavers being grade 11 and 12 (10 people in total, including 6 resignations, one retirement and 3 for reason of dismissal, redundancy or other). Overall, within this service area, 87% of employees fall between pay band 6 and apprentice, with 41% of employees work in grade 11-12 roles.

36% of leavers within this area were in Office Cleaner roles, although only 11% of roles in this service area are cleaning roles. This percentage of leavers is disproportionate to the number of staff within the Service area and also a much higher turnover in the department (33%) than the Waverley average, however, generally turnover rates amongst cleaning staff are traditionally higher than in other sectors, with some online sourcing reporting turnover rates in cleaning companies as around 75%.



## Customer & Corporate Services

### Number of Leavers by Grade in 2017-18 year



Exit Interviews have been devised in order to gather information relating to reasons for leaving, and feedback on targets, and training. The information gathered so far for this service area is not sufficient as to give a thorough indication of any problem areas as only 4 questionnaires have been completed with varying results.

### Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Customer & Corporate Services Recruitment Information	
Posts Advertised	17
Currently awaiting recruitment outcome	3
Appointed on 1 <sup>st</sup> advertisement	14

*Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).*

## Environmental Services

Total Number of Staff 2017/18 Ave): 38.42

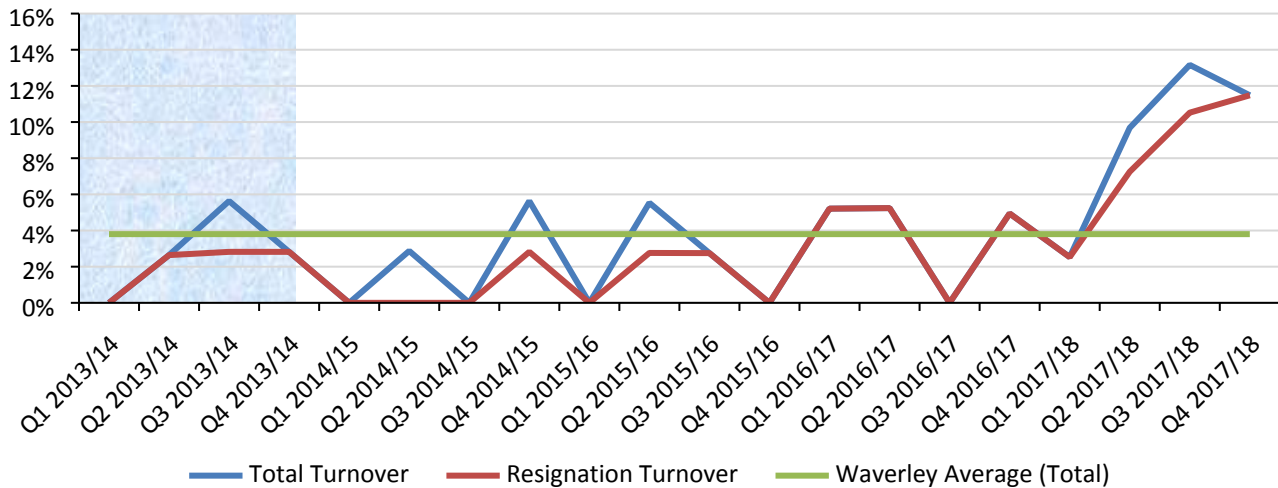
Total Turnover 2017/18: **36.85%**

Average Turnover per quarter 2017/18: **9.21%**

Total Resignation Turnover: **31.78%**

### Staff Turnover – 5 year trend analysis

#### Environmental Services



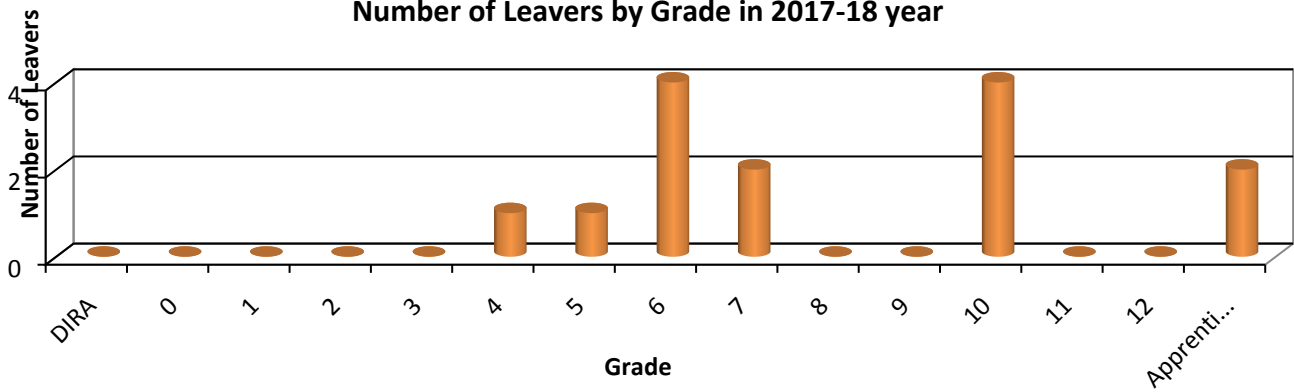
2017/18 has seen an increase in staff turnover within Environmental Services at Waverley Borough Council. 12 people resigned from their roles within this service area, 7 of these had been in their roles with Waverley for less than 2 years.

In 2017/18 the leavers within this service area were between pay grade 4 and Apprentice. The highest level of turnover was in grade 6 and 10 roles, the leavers in this service area were all due to resignation (with the exception of 2 End of Fixed Term contracts at pay grade 10 and Apprentice).

The exit interview feedback gathered in the latter half of 2017/18 year shows that 2 out of 4 leavers within this service area stated their reason for leaving as “Better Career Opportunity”. It is not possible to say with the limited data available whether this is a contributing factor to high turnover rates within this area, however, we can continue to monitor this over time.

# Environmental Services

Number of Leavers by Grade in 2017-18 year



## Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Environmental Services Recruitment Information	
Posts Advertised	10
Currently awaiting recruitment outcome	1
Appointed on 1 <sup>st</sup> advertisement	8
Appointed on 2 <sup>nd</sup> advertisement	0
Appointed on 3 <sup>rd</sup> advertisement	1 (Deputy Environmental Health Manager)

*Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).*

The role of Deputy Environmental Health Manager was hardest to recruit to during this period. The previous incumbent in this role was the most senior leaver within this Service Area (at Grade 4) and had only been in post for 13 months at the time of leaving.

## Finance

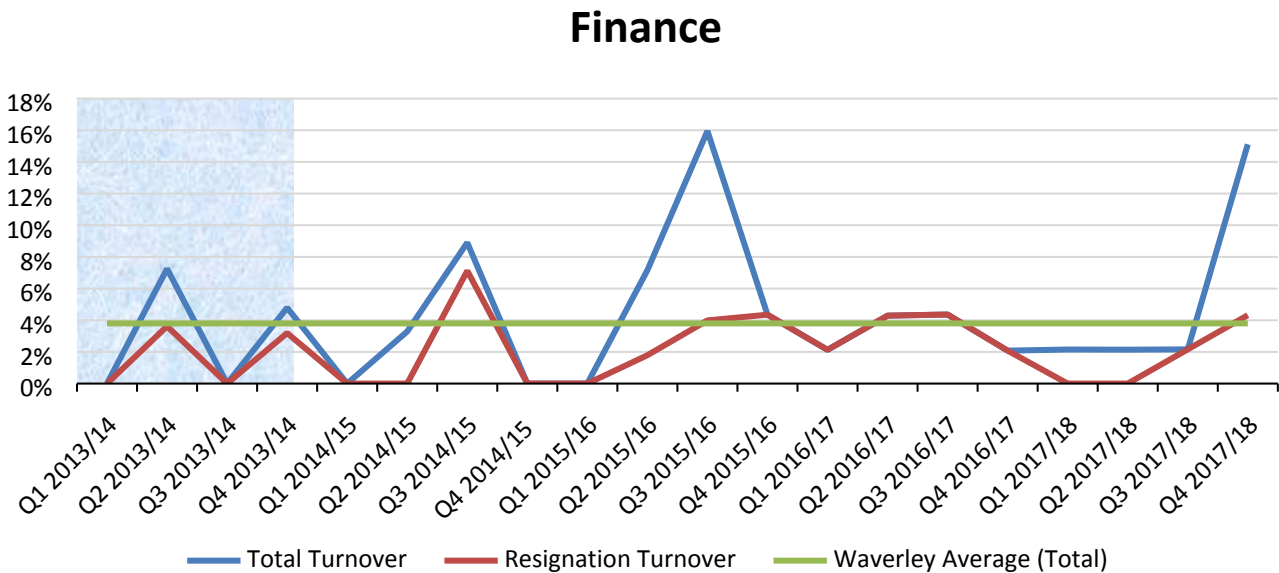
Total Number of Staff 2017/18 (Ave): 46.83

Total Turnover 2017/18: **21.56%**

Average Turnover per quarter 2017/18: **5.39%**

Total Resignation Turnover: **6.48%**

### Staff Turnover – 5 year trend analysis

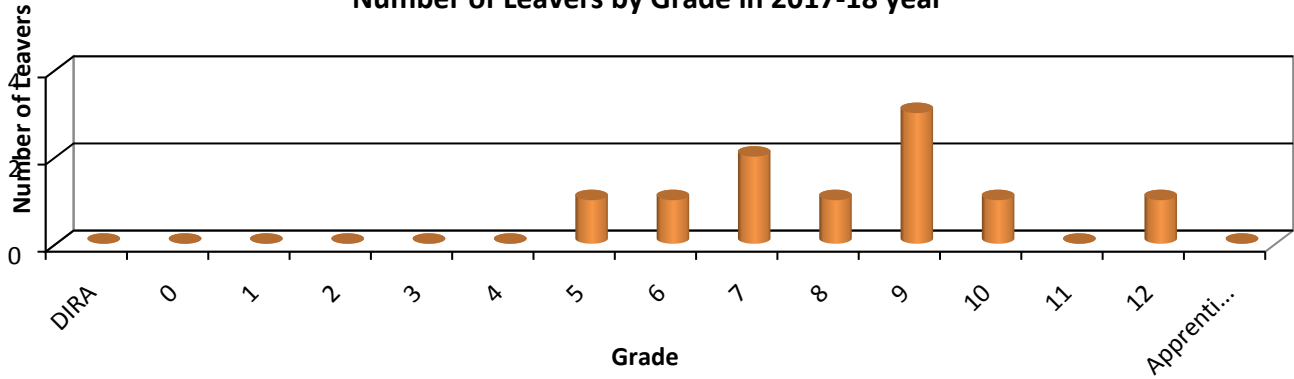


In 2017/18 the leavers within this service area were between pay grade 5 and 12. Half of the leavers within this service area were due to redundancy. The red line on the graph above shows that voluntary turnover each quarter was inline with or below the Waverley average.

Only 3 of the 10 leavers resigned from their roles, all 3 of the people who resigned from this service area had worked for the council for less than 3 years, their pay grades were 8, 9 and 10.

# Finance

Number of Leavers by Grade in 2017-18 year



## Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Finance Recruitment Information	
Posts Advertised	11
Currently awaiting recruitment outcome	1
Appointed on 1 <sup>st</sup> advertisement	4
Appointed on 2 <sup>nd</sup> advertisement	1
No appointment made	5 (Senior Accountant) (Revenues Assistant x2) (Benefit Assessment Officer) (Subsidy and Reconciliation Officer)

*Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).*

## Housing Operations

Total Number of Staff 2017/18 (Ave): 75.71

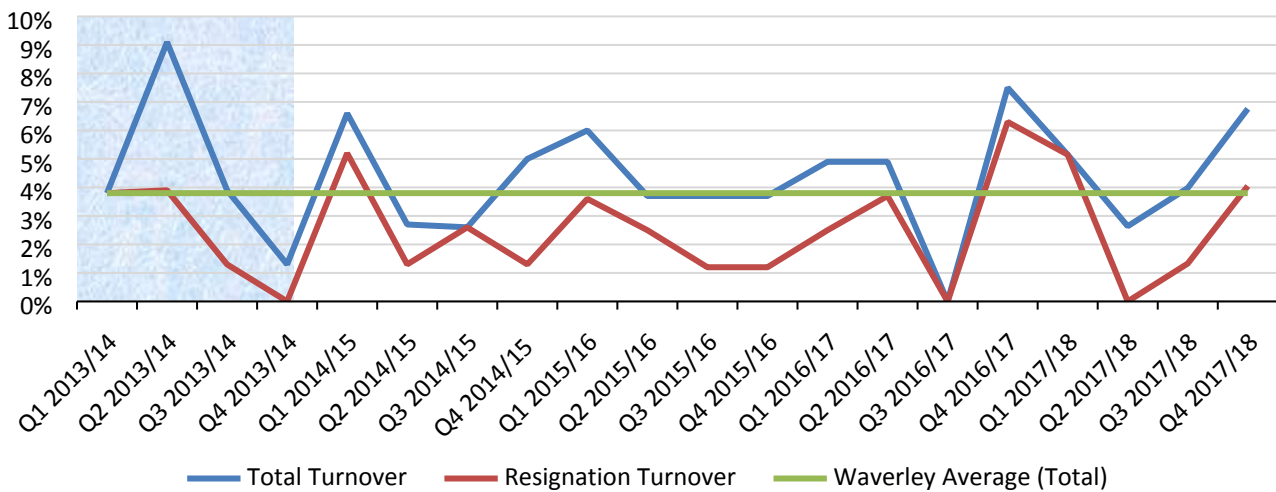
Total Turnover 2017/18: **18.53%**

Average Turnover per quarter 2017/18: **4.63%**

Total Resignation Turnover: **10.53%**

### Staff Turnover – 5 year trend analysis

#### Housing Operations



In 2017/18 the leavers within this service area were between pay grade 2 and 12. This service area has the widest range of leavers by pay grade. Although the highest number of leavers within this service area were pay grade 7, which is a mid-range grade.

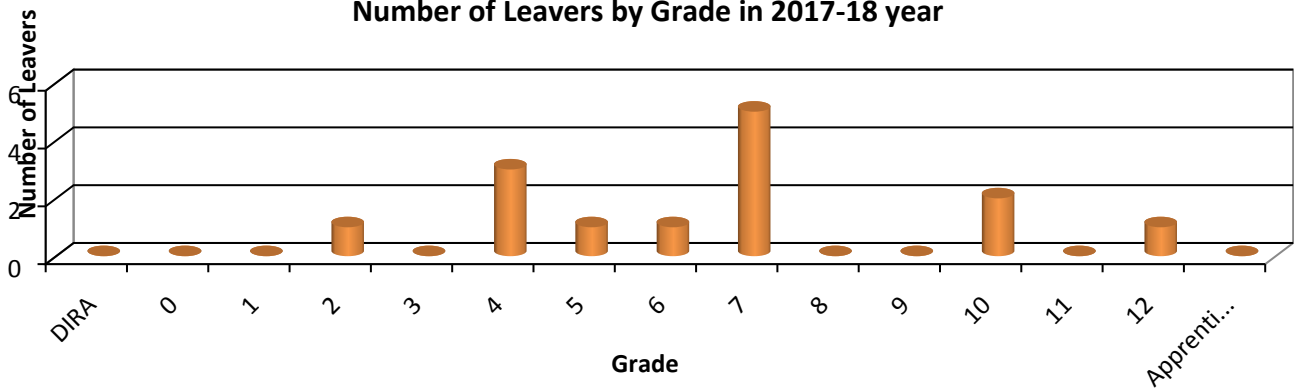
Two of the highest grade members of staff in grade 2 and 4 left due to redundancy. The member of staff in the lowest pay grade (12) retired from Waverley after 23 years' service.

The shortest servicing member of staff in Housing Operations resigned from a grade 7 role with 6 months' service.

Exit Interview data gathered at this point is not sufficient to suggest any patterns or trends within this service area.

# Housing Operations

Number of Leavers by Grade in 2017-18 year



## Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Housing Operations Recruitment Information	
<b>Posts Advertised</b>	20
<b>Currently awaiting recruitment outcome</b>	1
<b>Appointed on 1<sup>st</sup> advertisement</b>	11
<b>Appointed on 2<sup>nd</sup> advertisement</b>	1
<b>Appointed on subsequent advertisement</b>	1 (Gas and Electrical Officer – 5 <sup>th</sup> time advertised)
<b>No appointment made</b>	5 (Rent Accounts Officer) (Compliance Manager) (Clerk of Works) (Tenancy and Estates Officer) (Family Support Team Coordinator)

*Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).*

# Housing Strategy and Delivery

Total Number of Staff 2017/18 (Ave): 32.96

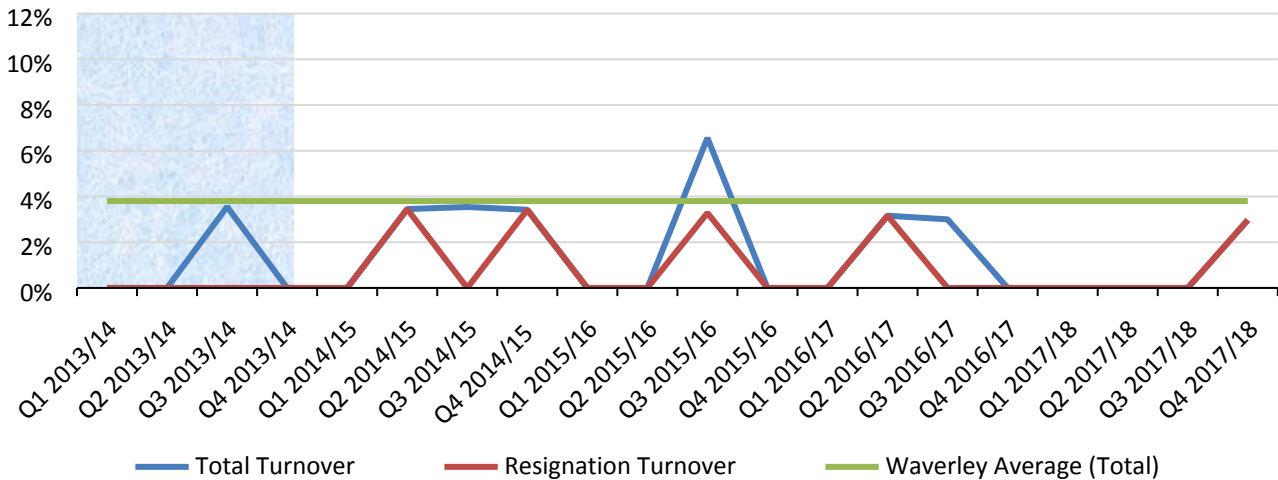
Total Turnover 2017/18: **2.97%**

Average Turnover per quarter 2017/18: **0.74%**

Total Resignation Turnover: **2.97%**

## Staff Turnover – 5 year trend analysis

### Housing Strategy and Delivery



Turnover within the Housing Strategy and Delivery Service area has remained very low in 2017/18, with only one leaver during the year, in Q4.



## Planning

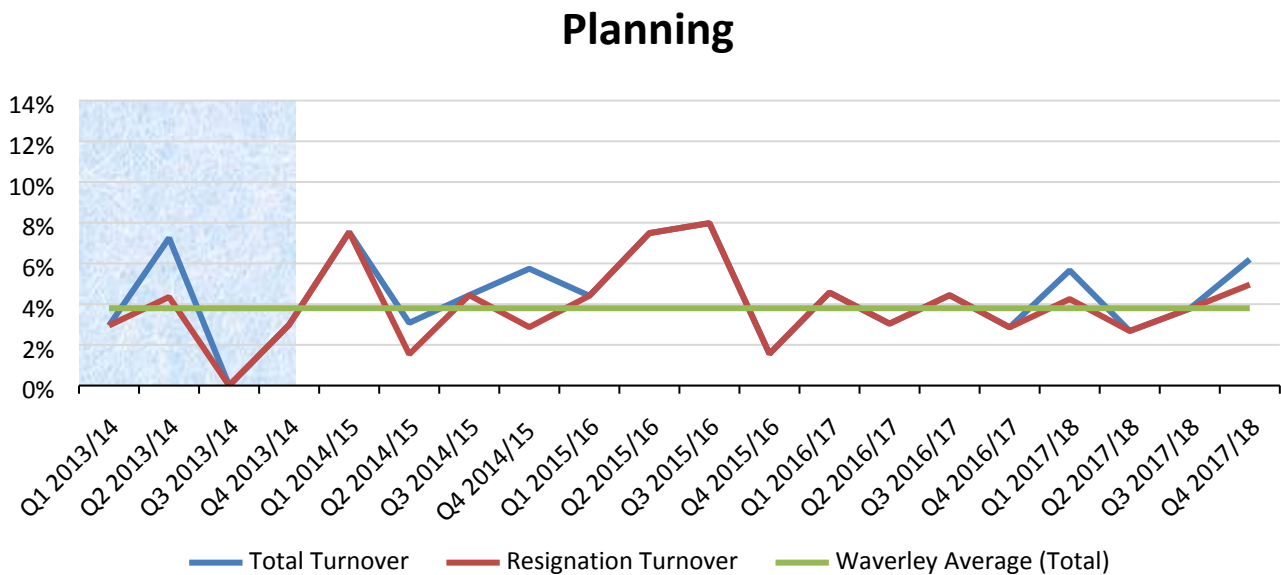
Total Number of Staff 2017/18 (Ave): 76.25

Total Turnover 2017/18: **18.32%**

Average Turnover per quarter 2017/18: **4.58%**

Total Resignation Turnover: **15.67%**

### Staff Turnover – 5 year trend analysis

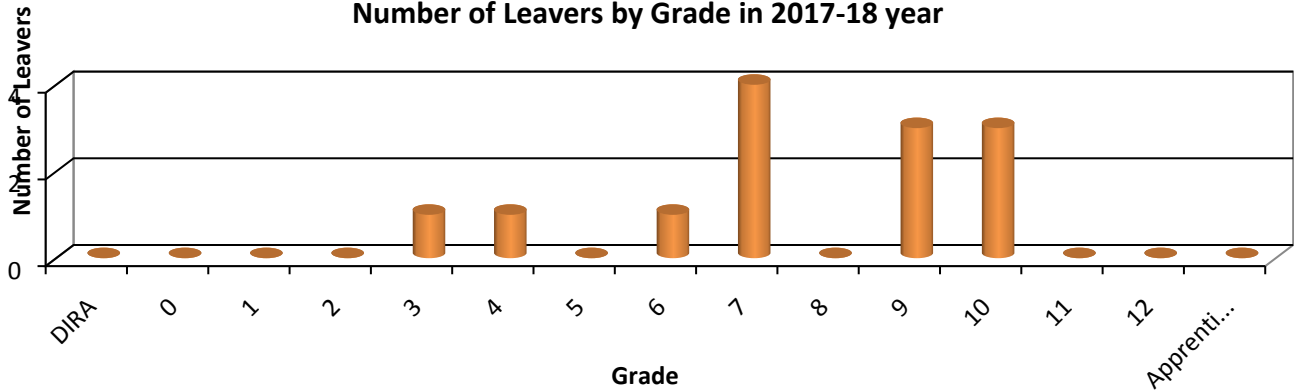


In 2017/18, 86% of turnover within the planning department was due to resignation. Nearly 70% of respondents to the exit interview survey within the planning service area stated the reason for leaving Waverley as being either “Pay” or “Better Career Opportunity” with 67% indicating that “Cost of Living in the area” or “Commute” influenced their decision to leave the council.

In 2017/18 the leavers within this service area were between pay grade 3 and 10 with the highest turnover being in pay grade 7 positions.

## Planning

Number of Leavers by Grade in 2017-18 year



### Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Planning Recruitment Information	
Posts Advertised	30
Currently awaiting recruitment outcome	7
Appointed on 1 <sup>st</sup> advertisement	14
Appointed on 2 <sup>nd</sup> advertisement	2
Appointed on subsequent advertisement	2 (Planning Technician Temp x2, 3 <sup>rd</sup> time advertised)
No appointment made	5 (Senior Planning Officer) (Principal Planning Officer) (Development Manager – Planning Service) (Community Infrastructure Levy Officer) (Building Control Surveyor)

*Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).*

The 2016/17 report listed a range of approaches which would be used to address the challenges faced in recruitment and retention within this service area. These included:

- Overt support for career development
- Internal promotions
- Golden Hello payments
- Review of Adverts and Recruitment literature
- Flexible working

Learning and Development have worked with Planning over the past few years to build on a “Grow your Own” approach to recruitment and development, an additional training budget was implemented 2 years ago to help achieve this. The council is currently funding 3 staff within Planning to complete MA’s in their field, and the Service Improvement Plan incorporates a training element. In 2018 5 staff will be taking part in a Management Development training

programme which they will attend together to strengthen their management skills as well as their team work. Another key improvement for staff within Planning has been the purchase of Planning Resource which is an online tool providing planners with access to up to date information and discussion forums which can be used to help increase knowledge and build networks. The focus on development within the service area will continue to be reviewed over time.

5 of the 14 applicants appointed on first advertisement of a role within Planning Services were internal candidates.

2 of the 3 Golden Hello payments which have been made within the 2017/18 year were paid to employees within Planning.

In order to improve application rates Waverley has trialled accepting CVs only (without application forms) for vacancies which are hard to fill, to encourage additional applications the number of criteria on application forms has also been reduced for roles within planning to make the forms easier to complete.

Flexible Working was an area which the planning department committed to improving. Between 1<sup>st</sup> Jan 2017 and May 2018 there have been 6 flexible working requests within the planning department which have been approved. This compares favourably to the 1 request which was approved in the 2 years previous to this. A report by the CIPD and Kingston University in 2006 found that 'workers on flexible contracts tend to be more emotionally engaged, more satisfied with their work, more likely to speak positively about their organisation and less likely to quit'

The report also commented that the adoption of the Local Plan by the end of 2017 was anticipated to have a positive impact upon recruitment and retention of planning staff. The Local Plan Part 1 was approved on 20 February 2018 and so is not yet possible to see whether this has affected recruitment and retention within the service area.

## Policy and Governance Services

Total Number of Staff 2017/18 (Ave): 38.75

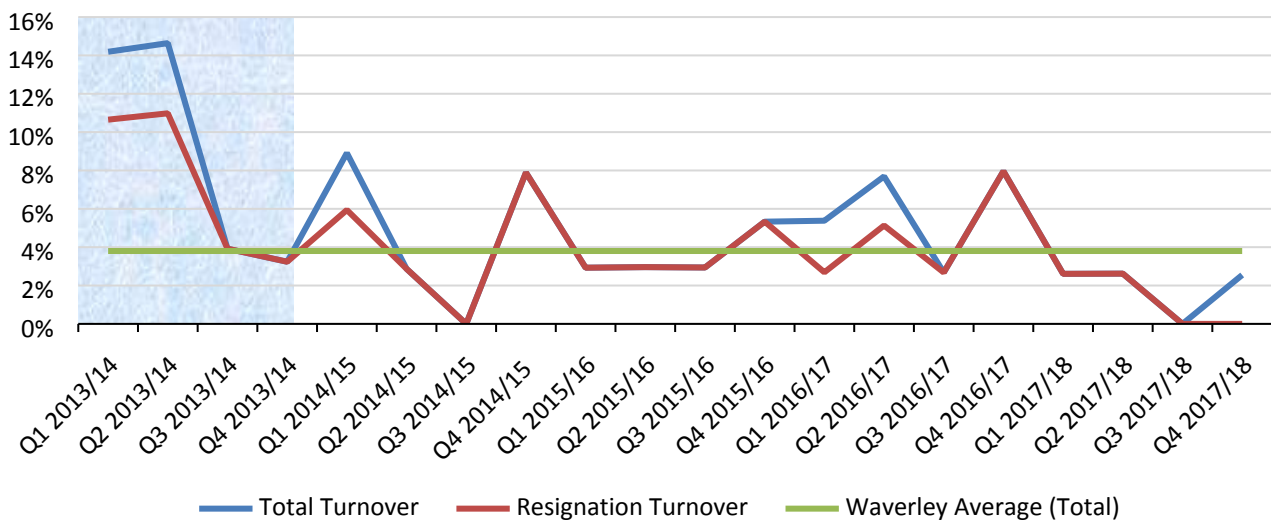
Total Turnover 2017/18: **10.17%**

Average Turnover per quarter 2017/18: **2.54%**

Resignation Turnover: **7.70%**

### Staff Turnover – 5 year trend analysis

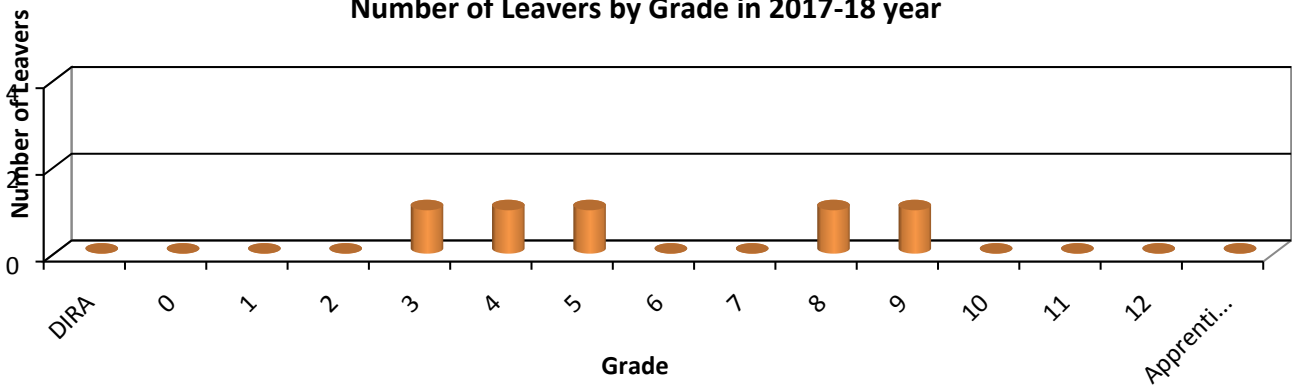
#### Policy and Governance



There were only 4 leavers in Policy and Governance service area in 2017/18. These leavers came from pay grades 3 to 9. Three leavers were resignations, 1 was a dismissal due to capability.

#### Policy and Governance

Number of Leavers by Grade in 2017-18 year



## General Comments

The Services where turnover is consistently above the average for the Council are:

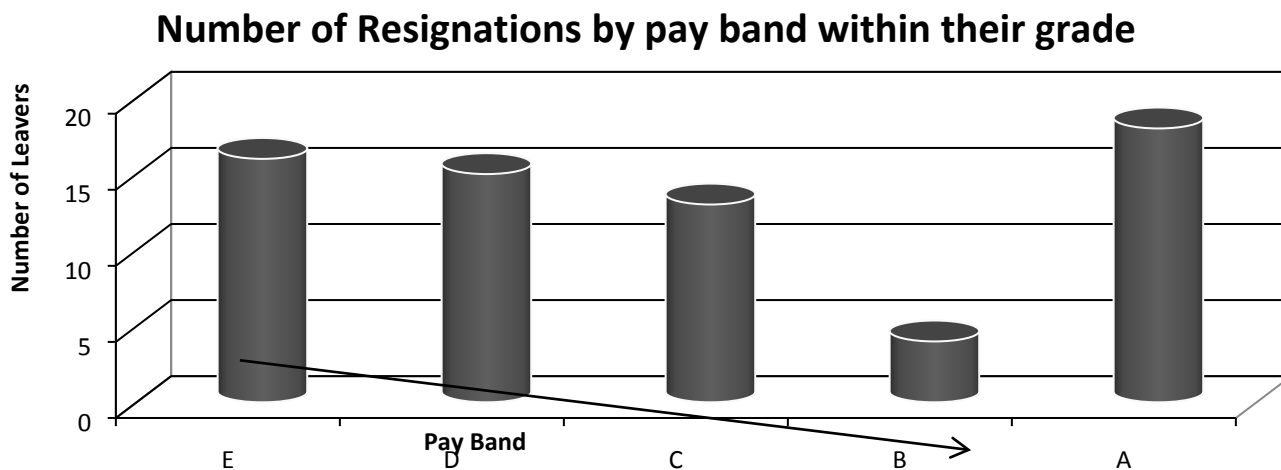
- Customer and Corporate Services
- Community Services
- Environmental Services
- Planning

Exit Interviews have been devised by Employee Services to allow Waverley the opportunity to record further information on reasons for leaving. These have only been implemented for a part of the year and so do not give a full reflection yet. However it is worth noting that 9 of the 13 people who responded to the questionnaire from the planning department listed their reason for leaving as either “Pay” or “Better Career Opportunity”.

Recording exit interview information through iTrent rather than using paper forms would allow us to cross reference reasons for leaving with other data markers such as pay grade, length of service, as well as sensitive information such as age, ethnicity, religion etc. It is recommended that exit interview data be gathered online through ESS or People Manager, or if paper forms are used that information is entered into iTrent to allow for more detailed analysis.

## Possible Reasons for Leaving

### Position within Pay Band



By looking at the position within the pay grade a person is on when they leave Waverley it is possible to consider whether a lack of opportunity to progress salary is a factor influencing turnover.

Waverley Borough Council’s policy is to recruit new starters into the bottom of their pay grade (Band E) the increment system allows staff to move up the pay grade through increments of one pay band per year (in April) until reaching band A at the top of the grade. In 2017/18 there

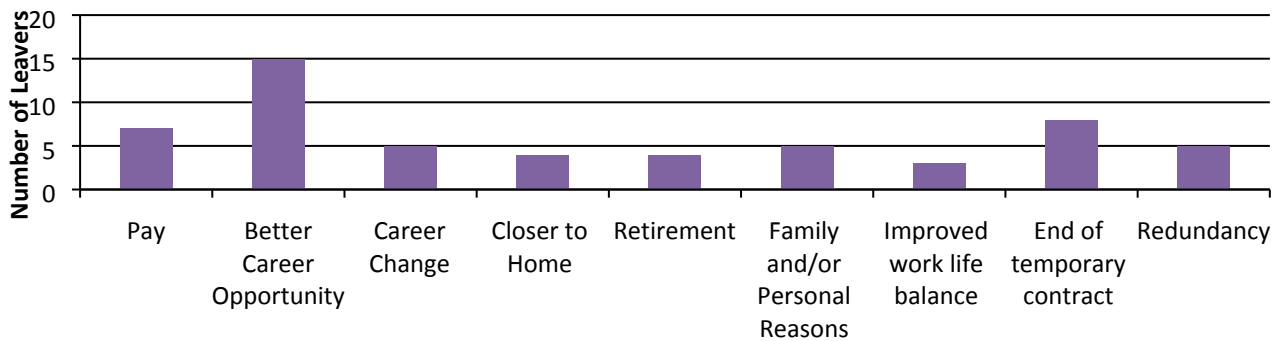
were more resignations within pay band A than any other pay band, it could be suggested that once a person reaches the top of their pay grade and has no further opportunity to progress their salary they see the only way to increase their pay is to leave Waverley.

It should be noted that there is only a small increase in number of leavers at the higher end of the pay band compared to the lower end of the pay band. The lowest number of leavers falls within pay band B; it could be considered that this is due to people wanting to reach the top of their pay band before looking for alternative employment elsewhere.

### Better Career Opportunity

The chart below shows the reasons for leaving stated by staff leaving Waverley in 2017/18. 56 people responded to the question “Reason for Leaving” in the exit interview survey in 2017/18, the most common reason for leaving was given as “Better Career Opportunity” (15 out of 56) the second most common reason for voluntary turnover was given as “Pay” (7 out of 56 respondents)

**Reasons for Leaving**  
As stated in Exit Interview Survey

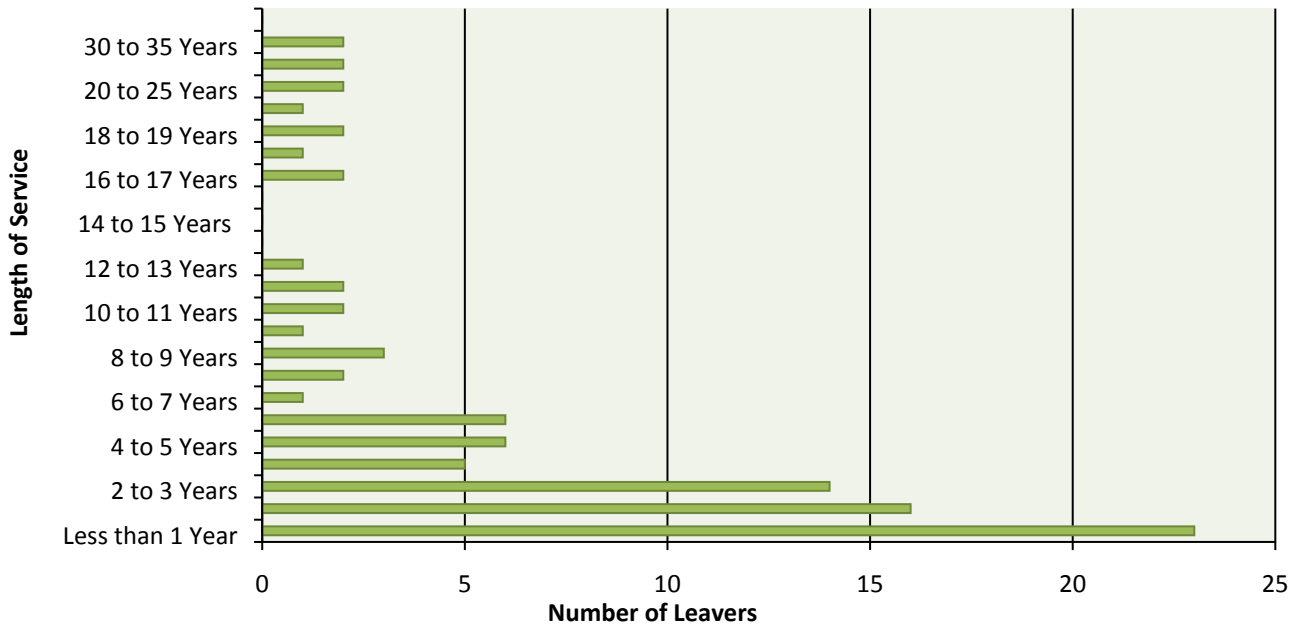


### Length of Service

It is possible to consider Waverley’s turnover in terms of Length of Service to assess whether turnover is higher within groups of new starters or longer serving members of staff. The chart below shows the number of leavers for 2017/18 year by length of service.

*Each bar is representative of 1 year service, with the exception of the last 4 bars which represent 5 years (20 to 25 years service, 25 to 30 years, 30 to 35 years and 35 to 40 years’ service)*

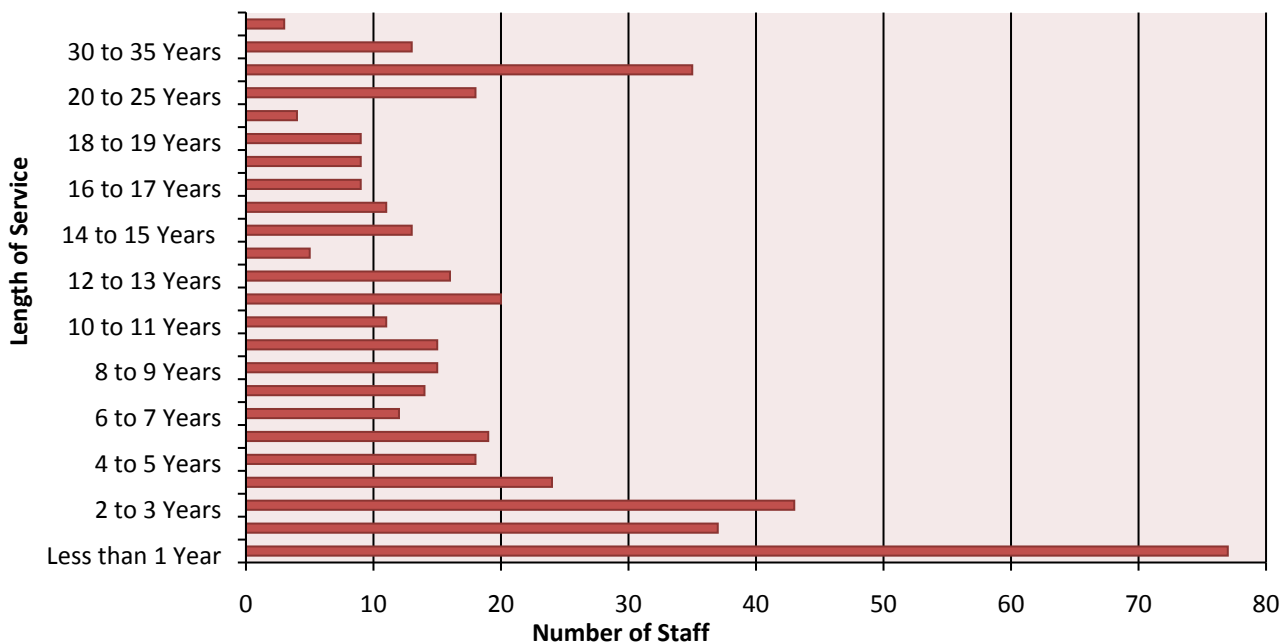
## Leavers 2017/18



It is clear that the highest number of leavers in 2017/18 had less than 1 year service with Waverley Borough Council.

Assessing the length of service of the Waverley staff population should give an indication of whether more leavers come from the group of employees with shortest length of service because there are more staff in this category than others. The point at which these figures are assessed is half way through the 2017/18 year, at the end of Q2.

## Waverley Staff as at end Q2 2017/18



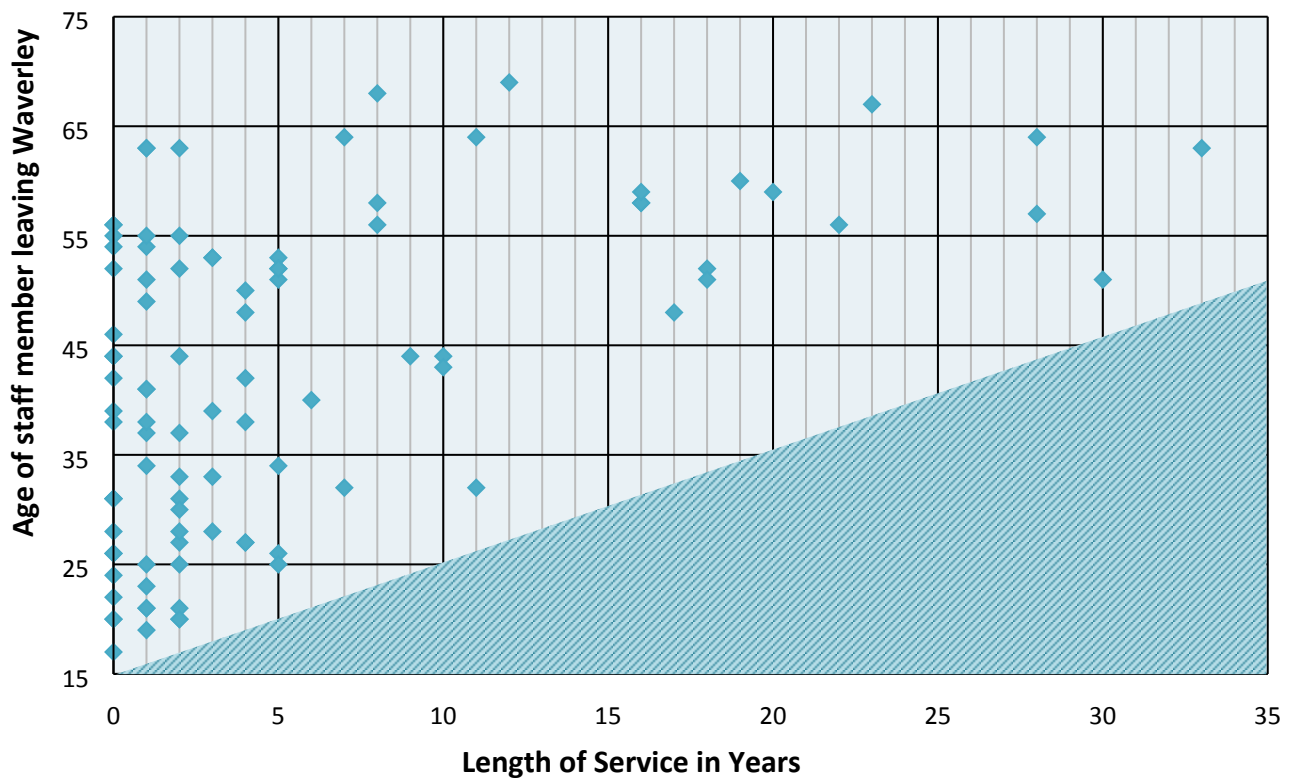
There is a clear demonstration that Waverley Borough Council has more staff with short levels of service than longer service. However, overall at Waverley 35% of employees have less than 3 years' service, yet 56% of leavers fall into the category of having less than 3 years' service.

This shows that a disproportionate number of staff leave within their first 3 years with Waverley.

### Age of Leavers

The age of staff leaving Waverley can also be considered to look for patterns and trends.

**Age of Leavers in 2017/18 in relation to length of service**



The above chart shows the age of people leaving Waverley Borough Council in relation to length of service. The youngest age it is possible to start an apprenticeship is 16, therefore the youngest age it is possible to reach 1 years' service is 17, and the youngest possible age to reach 35 years' service is 51, this area has been blanked off the chart.

There does not appear to be any correlation between ages of staff leaving Waverley Borough Council with a short length of service. When looking at people who left Waverley with less than 5 years' service, roughly the same numbers of people (17) were in the age bracket 25-35 as in the age bracket 45-55 (16).



The age of leavers has also been assessed at individual Service level, and no patterns or trends have been identified which link age of employee to leavers within any department.

### Age of current staff at Waverley in relation to Service

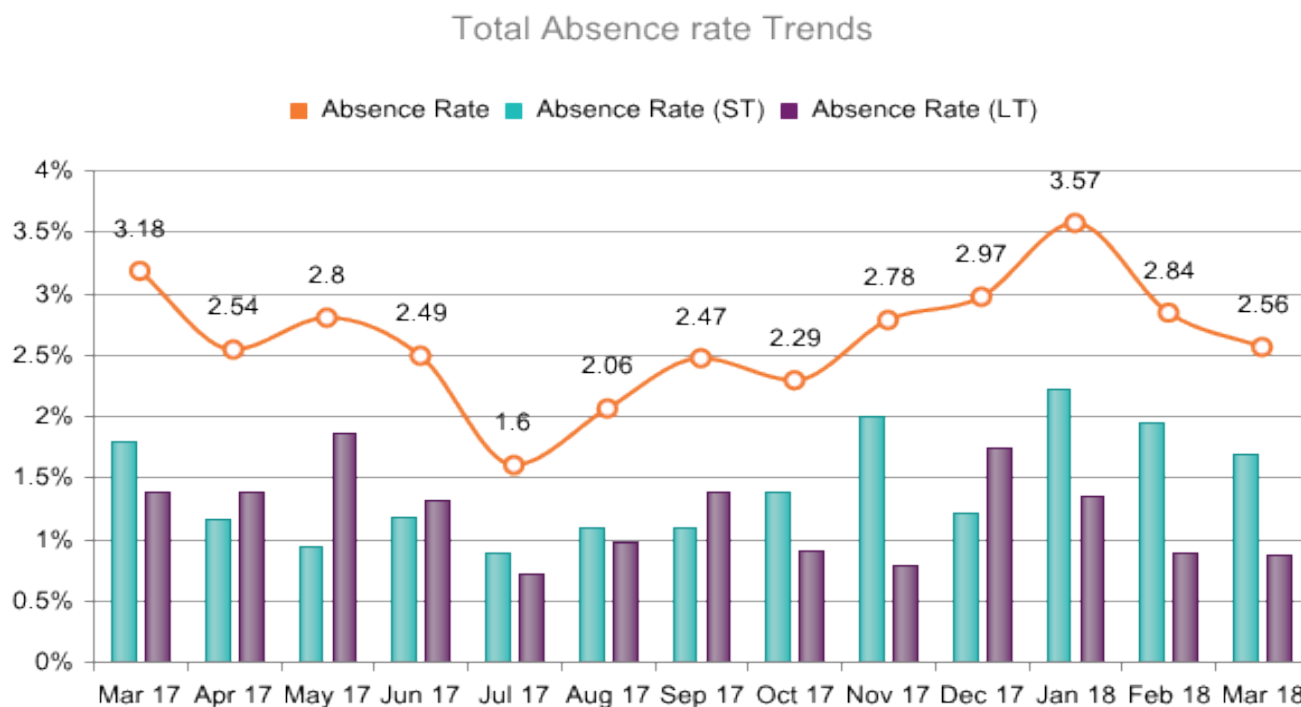


The chart above shows the distribution of the current Waverley staff (at 1<sup>st</sup> April 2018) based upon age and length of service. The points closest to the greyed out area show staff who have been with Waverley for the longest time possible given their age.

This age analysis shows there is even age distribution throughout Waverley of staff and the conclusions which can be drawn from the analysis of age of leavers suggest that age is not a factor in determining who joins or leaves Waverley Borough Council.

## Annexe 2 - Staff Sickness

Data provided by First Care:

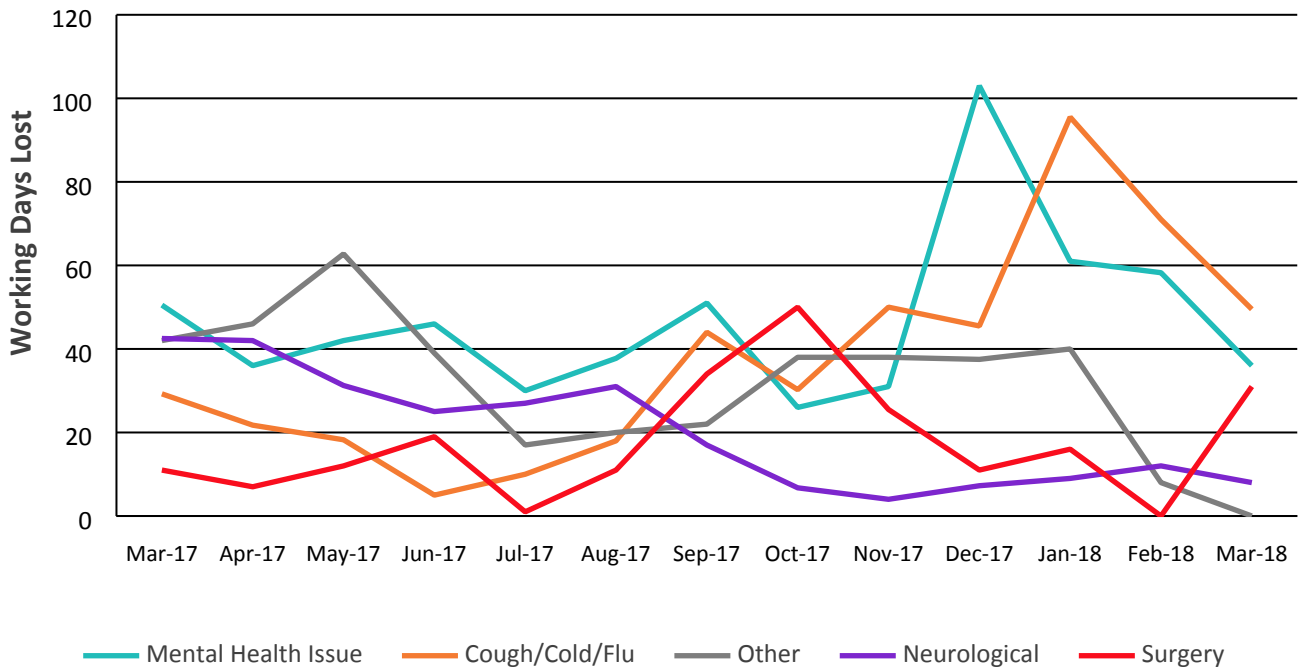


The Absence rate for Waverley in 2017/18 was 2.58%. The chart above shows the total Absence rate for the council each month and the breakdown of Short Term and Long Term absence rates. There was a peak in Short Term absence in January this year, the chart below breaks this down to show that this peak was due to an increase in the number of cases of “Cough/Cold/Flu”. This increase is inline with other organisation - First Care reported a 50% increase in “Cough/Cold/Flu” across their client base when comparing Jan 18 to Jan 17.

The number of days lost to sickness per employee at Waverley in 2017/18 is shown below in a comparison to other reported figures.

Indicator	Days lost per employee (2018)
Waverley Borough Council	6
Reported by CIPD (all sectors)	6.6
Reported by CIPD (Public Sector)	8.5

## Working Days Lost Trends



The primary absence driver over the last 12 months at Waverley was “Mental Health Issue”, accounting for 21% of all working days lost in 2017/18 (558 days). This is a 10% increase in days lost to this classification in comparison to the same period previously.

First Care have stated in their “Absence Management Barometer” report that Mental Health absence overall has increased by 18% since 2012, and the CIPD have shown in their Health and Wellbeing at Work Survey (2018) that 56% of organisations report Mental Ill Health as one of the top 3 causes of long term absence.



### Long-term absence

The most common causes are:



Mental ill health



Musculoskeletal injuries



Stress



Acute medical conditions



Work-/non-work-related injuries/accidents

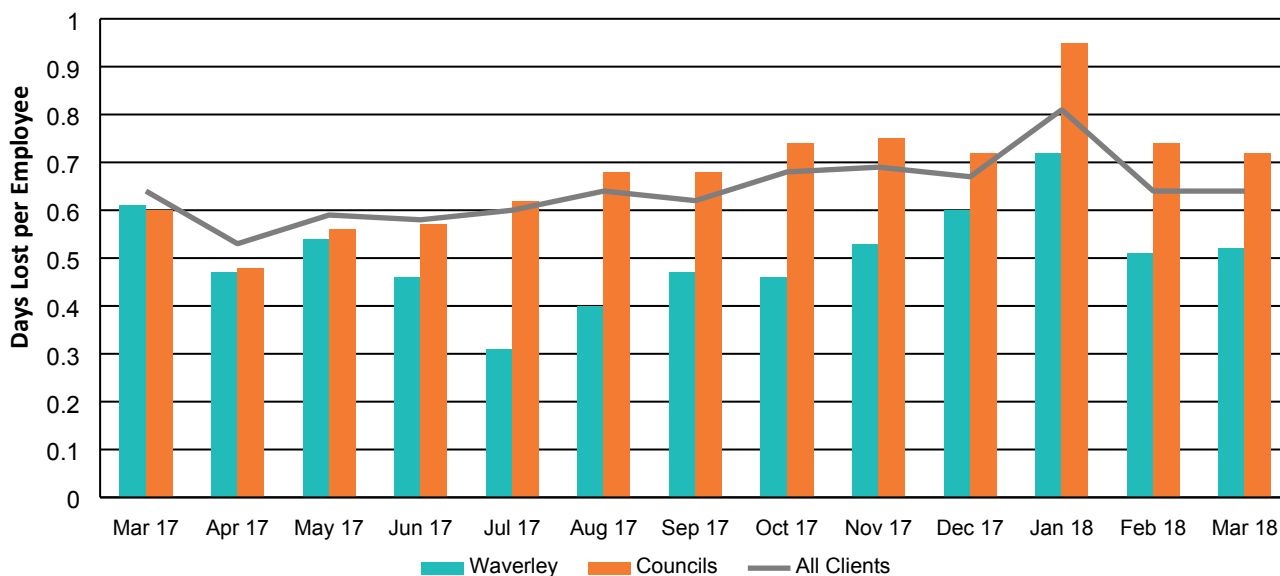
#wellbeingatwork

[cipd.co.uk/healthandwellbeing2018](http://cipd.co.uk/healthandwellbeing2018)

The total number of working days lost per employee across Waverley Borough Council over the 12 month period between March 2017 and March 2018 is 5.99 days. This compares favourably to other councils using First Care where 8.5 days were lost per employee.

Waverley is 30% lower than the FirstCare Council average and 22% below the FirstCare client base.

## Days Lost per Employee



The Council's comprehensive Fit for Work Policy actively addresses sickness absence management. Waverley's approach is to balance maximising the attendance of staff through appropriate support and management action whilst maintaining our duty of care to our staff and recognising that there will be occasions when staff are unable to work due to sickness.

## WAVERLEY BOROUGH COUNCIL

### VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW AND SCRUTINY COMMITTEE

25 JUNE 2018

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**Title:**

**COMMUNITY INFRASTRUCTURE LEVY – GOVERNANCE ARRANGEMENTS**

**[Portfolio Holders: Cllrs Ged Hall, Chris Storey]  
[Wards Affected: All]**

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**Summary and purpose:**

The purpose of this report is to set out proposals for the process by which income derived from the Community Infrastructure Levy (CIL) is distributed, including broad criteria to guide the prioritisation of spending. These arrangements seek to ensure that CIL and remaining Planning Infrastructure Contributions (PIC) are used effectively and for the benefit of the community and to meet infrastructure needs arising from new development in the Borough.

The Overview and Scrutiny Committee is invited to provide feedback to Officers on the proposals and the broad principles for evaluating bids for CIL funding, and to enable Officers to develop more detailed proposals for the CIL governance framework which will be brought forward in the Autumn 2018.

**Members are requested to focus on paragraphs 29 and 30 and consider whether the suggested approach is the most appropriate for Waverley. Members are not being asked to consider the CIL charging schedule as that has been approved by Council and will be subject to examination on 17/18 July.**

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

The implementation of CIL will support the Council's corporate priorities relating to community wellbeing, environment and value for money.

**Equality and Diversity Implications:**

There are no direct equality and diversity implications arising from this report but the eventual criteria and allocation process will be subject to an Equality Impact Assessment.

**Financial Implications:**

CIL will make an important contribution towards the funding of infrastructure to support new development. Waverley will receive a contribution towards administrative costs, and Parishes will receive a contribution to use within their parish. The CIL contribution submitted for examination is significantly more than the previous PIC contribution, and

based on target annual housing numbers is expected to generate a significant annual income to support infrastructure development.

### **Legal Implications:**

The Council must ensure that it continues to comply with the CIL Regulations once it has adopted and implemented its Charging Schedule. This will require appropriate governance arrangements to be in place and the implementation of a robust monitoring and reporting system. Legal services are satisfied that the proposals set out in this report comply with the CIL Regulations and shall continue to provide assistance to the relevant officers before and after the Charging Schedule has been adopted and implemented.

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### **Background**

- 1 The Community Infrastructure Levy (CIL) is a charging system that enables contributions to be collected from planning development towards infrastructure projects. Unlike bespoke planning obligations, there are no restrictions on where or on what infrastructure projects CIL funds can be spent, provided projects are on the Council's "Regulation 123 list", which lists the types of project that may be funded by CIL. There is no statutory requirement for local authorities to adopt CIL; however, a council may normally only move forward with adopting and implementing its CIL Charging Schedule once it has adopted (or is close to adopting) its Local Plan.
2. At its meeting on 24 April 2018, the Council agreed to submit its Draft Charging Schedule (DCS) for Examination and this has now been done. The Examination hearings are likely to take place during the summer (possibly July 2018) and subject to the report of the Examiner, Waverley expects to adopt the CIL Charging Schedule in the Autumn, with the charge expected to come into effect before the end of 2018.

### **Previous Arrangements**

3. Prior to the introduction of CIL, planning obligations were secured through S106 Agreements to obtain developers contributions towards infrastructure including public open space, transport schemes and education facilities. Funds collected towards transport and education were allocated to Surrey County Council (SCC) as the highway and education authority. Amounts collected towards public open space are being used by Waverley to fund capital projects identified by the Parks and Countryside Team and Recycling.
4. CIL Regulations that came into force in 2015 have limited the opportunity for the Council to pool developer contributions towards infrastructure using conventional section 106 agreements. The balance of planning infrastructure contributions is now circa £10,000k, although new contributions are still received in relation to planning permissions granted under the previous arrangements but only now being implemented. It is proposed that the disbursement of remaining PIC monies should be included in the proposed arrangements for spending CIL monies.

### **What can CIL funds be spent on**

5. It is important to recognise that CIL contributions are intended to fill funding gaps and are not expected to provide the full costs associated with delivering and maintaining infrastructure. The Council must use the CIL funds for "the provision, improvement,

replacement, operation or maintenance of infrastructure to support the development of its area". Whilst CIL should not be used to pay for what might be considered "historical deficits" of infrastructure provision, the regulations do allow for improvements to increase the capacity of existing infrastructure.

6. "Infrastructure" includes roads and other transport facilities, flood defences, schools and other educational facilities, medical facilities, sporting and recreational facilities, and open spaces. CIL can also be used to fund provision of Suitable Alternative Natural Greenspace, provided to avoid the effects of development on the Thames Basin Heaths SPA.
7. 15% of CIL receipts are passed directly to those parish and town councils where the development has taken place, capped at £100 per existing dwelling. Parish Councils that have adopted a neighbourhood plan will receive 25% of the CIL revenues arising from the development that takes place in their area. There is no annual limit to this amount. For this to apply, the neighbourhood plan must have been made (Section 61E of the Town and Country Planning Act 1990) before a relevant planning permission first permits development.
8. The neighbourhood portion of CIL is not subject to the same spending restrictions and limitations as are applied to the Council, and can be applied to "anything else that is concerned with addressing the demands that development places on an area".

### **Regulation 123 List**

9. The purpose of the Regulation 123 List is to set out those types of infrastructure for which the Council will not seek a section 106 planning obligation or require a section 278 highway agreement. These agreements can still be used to make a development acceptable in planning terms but their use is scaled back by the introduction of the CIL. Although the Regulation 123 List may indicate the types of infrastructure that may be partly or wholly funded through CIL the list is not exclusive; it is required in order to avoid a developer being "double charged".
10. The inclusion of projects in the Regulation 123 List does not signify a commitment by the Council to fund all the projects listed, or the entirety of any one project through CIL. Nor does the list imply any order of preference for spending. It does, however provide a starting point for considering which projects CIL funds should be directed towards. The Regulation 123 List can be reviewed on a regular basis without reviewing the Charging Schedule, subject to appropriate consultation, provided the changes do not have a very significant impact on the viability evidence that supported the Charging Schedule.

### **Infrastructure Delivery Plan**

11. The Infrastructure Delivery Plan (IDP) is part of the evidence base supporting the Local Plan. Within this, the Infrastructure Delivery Schedule sets out a list of infrastructure projects, including health, education, social and community, water supply, waste water, waste management, telecommunications, flood alleviation, green infrastructure and transport. This can provide a starting point for considering all the potential calls on the CIL funds but it should be noted that it represents an overall list of the infrastructure needs and costs identified by all the service providers and utility companies, regardless of other potential funding sources.

12. It should also be noted that the Infrastructure Delivery Schedule represents the understanding of requirements at the time it is prepared and will require regular updating with additional or alternative requirements as time passes and development progresses.

### **Relationship between CIL, S106 and S278**

13. Infrastructure can be provided by developers in several ways: through the CIL, S106 agreements or highway agreements. The combined total costs of these (including any planning conditions) should not threaten the viability of the development. With CIL in place the use of S106 agreements and highway agreements is limited, as noted under the section on the Regulation 123 List above.
14. Individual S106 agreements need to specify the projects and purposes any financial contributions will be directed towards. This is because the CIL regulations require planning obligations to be directly related to the development and prevent more than five contributions for the same infrastructure project or type of infrastructure being pooled (since April 2010), providing it is not on the Regulation 123 list.
15. Highway agreements are used to pay for the cost of highway works that are required as a result of the development, but cannot be required for works that are intended to be funded through the CIL, i.e. items that are on the Regulation 123 List. Revisions to the Regulation 123 List therefore needs to be carefully worded so that it does not inadvertently rule out the use of S278 agreements where there would be merit in retaining the ability for developers to contribute towards specific local highway works. Revisions to the Regulation 123 List concerning highway works should therefore be discussed and agreed with Surrey County Council in advance.

### **Existing S106 Funds**

16. The CIL funds will be in addition to S106 funds held by the Borough Council and by Surrey County Council (for education and transport) secured prior to the introduction of CIL. Further S106 contributions will be due for some time to come from developments that were permitted prior to the introduction of CIL where development has yet to start. It may therefore take a number of years before all the historic pooled S106 contributions secured prior to the introduction of CIL have been collected and spent.

### **Administrative Expenses**

17. The amount of officer time associated with administering the CIL will require additional staff resources. Up to 5% of the total CIL receipts can be used towards the administrative costs incurred in establishing and running the charging scheme. These administrative functions include preparing evidence on viability to support a review of the charging schedule, examination of the charging schedule, establishing and running the billing and payment systems, monitoring and reporting, including information technology systems, enforcing the levy, and legal costs associated with payment in kind.
18. Without this additional support it will not be possible to maximise the amount of levy due. The regulations specify the stages in the collection process which involves the issuing of a complex series of notices. Other tasks include chasing non-payment. The



monitoring of receipts and expected payments will be essential to knowing the amount that can be allocated in the coming year.

19. With the increase in the amount of development that will be liable for the CIL, the Council has already agreed to utilise up to 5% of the CIL receipts for administrative and monitoring expenses in accordance with the regulations, and a Planning Officer is being recruited to monitor and manage CIL receipts, with a bespoke CIL software package. These costs should be recovered when sufficient CIL receipts are available.

### **Allocating CIL Funding to Infrastructure Projects**

20. There are options for the Council regarding how the remainder, excluding the 5% administration costs and the 15-25% neighbourhood portion, will be spent. Whilst it may be expected that a significant proportion of available CIL funds will be allocated to a shortlist of high priority projects, the split between strategic schemes that may benefit a wider area of the borough and projects that are very local facilities to be used by a smaller group of residents may vary from year.
21. Discretion remains with the Council regarding when and how much, if any, CIL funds are passed to other providers of infrastructure such as SCC. Based on advice from the District Councils' Network and County Councils Network and a study of practice adopted by councils elsewhere in the country, the Protocol proposed sets out steps based on the submission of a completed bid for funding. The bid should set out robust evidence of the cost and practicality of delivering the scheme or project, including an exploration of alternative sources of funding.
22. Once allocated, if passed directly to other major infrastructure providers, commitment should be sought in the form of an indemnity agreement to ensure that funds are spent in accordance with the terms of the Regulation 123 list. Alternatively, funds could be retained by the Council until works are carried out and then reimbursement made on the presentation of works invoices.

### **CIL and Planning Obligations Funding Allocation Protocol**

23. It is anticipated that the implementation of will occur 3 months after the CIL Charging Schedule is adopted. . The Borough Council will be responsible for making the final decisions on the allocation of funding raised through the CIL. While it is likely to be some time before significant CIL funds are built up, councillors, service and infrastructure providers should agree in advance how the funds could be used to benefit the borough and support the infrastructure for new developments.

### **The CIL and Planning Obligations Funding Decision Protocol - Options**

24. As part of the consideration of the governance of how Waverley allocates its CIL receipts, the approach of those Surrey districts that have adopted CIL has been reviewed. Eight of the eleven districts have adopted CIL, and a range of different governance structures and approaches have been implemented:

Elmbridge	Annual strategic bids to officers who make recommendations to the borough's Spending Board (7 Members) who make recommendations to the Cabinet.
Epsom & Ewell	Schemes considered by three levels of officer/member groups

	before recommendations to the borough Strategy & Resources Committee, with final determination by Full Council.
Reigate & Banstead	Officer Strategic Infrastructure Group maintains a rolling 5-year Strategic Infrastructure Programme which prioritises projects for allocation of CIL in accordance with criteria and business cases submitted by infrastructure providers. Recommendations are determined by the Executive.
Spelthorne	Spelthorne Joint Committee* determine bids put forward by a joint borough/SCC officer/Member CIL Task Group against a framework of criteria. Joint Committee decision is final subject to scrutiny role each authority.
Surrey Heath	A CIL Governance Panel (Leader, PFH for Finance, Chief Executive, and Section 151 Officer) makes recommendations on prioritisation of projects and allocation of CIL to the Executive for determination.
Tandridge	Strategic bids rolling programme; officer recommendations to the Local Plan Working Group and then Planning Policy Committee for decision.
Woking	Annual round of CIL bid recommendations from Member/Officer Infrastructure Working Group to the Woking Joint Committee*, following extensive consultation with local Members and stakeholders. Joint Committee decision is final subject to scrutiny role each authority.
Mole Valley	Governance arrangements still being developed

\*Joint Committees in Spelthorne and Woking have replaced the SCC Local Committee for these districts. The Joint Committee comprises an equal number of borough and county members with equal voting rights, and terms of reference agreed by the county council and the borough council that meet local priorities. The Joint Committee may make decisions on local services and budgets delegated to it by either Surrey County Council or the borough council.

### **Funding Decision Protocol – Key Principles**

25. Before developing the detailed governance framework it is helpful to agree the key principles that it needs to satisfy. The following list sets out suggested principles including some options:
- The process will tie in with an annual reporting and review of CIL and the Regulation 123 list.
  - Funds to be targeted so that they address identified infrastructure priorities as outlined in the Regulation 123 list, and address the impacts of development.
  - Decision-making will be made by the Council but will be informed by liaison with service and infrastructure providers and the views of stakeholders and the community through consultation and engagement towards a consensus for funding priorities.
  - Decision making and the process leading to it to be transparent.
  - The allocation process, including the consultation stage, to be based on estimated CIL income, together with any unallocated funds from the previous financial year.
  - Opportunities for joint funding of schemes, including with Parish Councils, will be considered where these reflect shared priorities and attract additional sources of income including the parish share of CIL.

- Monitoring and reporting of CIL income and expenditure to be supported by development of appropriate key performance indicators.
- Investment of funds to be timely in relation to when they are received.

### Timetable options

26. Given the importance of providing infrastructure to support new development, governance arrangements should not allow large balances of unallocated CIL to accrue, and account turnover may be a key performance indicator to be monitored.
27. The various governance models in place in Surrey boroughs show some of the options available e.g. an annual bidding round aligned with the annual budget process; rolling programme of strategic bids; rolling 5-year capital programme. Officers suggest that timely investment is best achieved with a quarterly bidding and decision-making cycle. This spreads the work load across the year, and enables bids to be submitted as projects are identified, or as co-funding opportunities emerge.

### Decision-making options

28. The other Surrey boroughs have different decision-making models, including full Council, the Executive/Cabinet, and SCC Joint Committee. Options for Waverley to consider are funding decisions to be taken by:
- Full Council
  - The Executive up to a defined limit, and then referred to Council
  - The Executive under delegated authority
  - A designated CIL Board established for this purpose with full delegated authority

### Evaluation of bids

29. Prioritisation of CIL funds to projects should aim to ensure that additional infrastructure capacity is delivered at around the same time as new development in an area. Three categories of priority are proposed:

	<b>Category</b>	<b>Description</b>
1.	Critical	<p>Infrastructure that must happen to enable growth ie is required to unlock any future works, and without it development cannot proceed. These infrastructure items are considered to be critical and are usually linked to triggers controlling the commencement of development activity eg transport to access the site, major utilities infrastructure.</p> <p>These are projects which are usually identified as required mitigation in Sustainability Appraisal, Habitats Regulation Assessment, EIA, or Traffic Impact Assessment.</p>
2.	Essential	<p>Infrastructure that is essential and considered necessary to support and/or to mitigate impact arising from the development. The timing and phasing of these infrastructure projects is less critical and their provision is usually linked to triggers related to the occupation of development sites.</p>

3.	Desirable	Infrastructure that is required to support wider strategic objectives, often aligned to place making, and to build sustainable communities but would not necessarily prevent development from occurring. This type of infrastructure is more influenced by whether a person chooses to use this facility or service eg community facilities, libraries, and sports facilities. The timing of this infrastructure is not critical over the plan period and is usually linked to triggers controlling the completion of development sites.
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See the Prioritisation Process flow-chart, attached.

### **Proposed governance approach**

30. Waverley has considered the different governance models and suggests the following approach:

- Bids for funding are invited on a quarterly basis (deadlines 30 June, 30 September, 31 December, 31 March), to be received in a prescribed format and including any co-funding identified or potentially available if CIL funding is awarded.
- Bids may be submitted by Waverley Services, Surrey County Council, Town and Parish Councils, and other Infrastructure Providers. The application process and pack will be available on the website, and there will be regular communications to potential bidders.
- Bids are reviewed and evaluated by Officers and ranked in accordance with evaluation criteria (to be agreed).
- All bids are considered by a CIL Governance Board (Leader, PFH for Finance, Chief Executive, and Strategic Directors). Panel makes recommendations on prioritisation of projects and allocation of CIL to the Executive for determination. Reasons for recommendations to fund or not fund any bid to be made explicit.
- Recommendations are decided by the Executive, with clear reasons.
- Community Overview and Scrutiny Committee can review effectiveness of process after its first year in operation.

### **Conclusion**

31. CIL will make an important contribution towards the funding of infrastructure to support new development in Waverley. The transparent and timely allocation of funds to specific projects, and the prompt delivery of these projects within an agreed timeframe, will be an important factor in enabling communities to mitigate the impacts of development in their area, and to secure benefits from local development.

### **Recommendation for Overview and Scrutiny Committee**

The Overview and Scrutiny Committee is invited to provide feedback to Officers on the proposals and the broad criteria for evaluating bids for CIL funding, and to ask Officers to develop more detailed proposals for the CIL governance framework and criteria which will be brought forward in the Autumn 2018.

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

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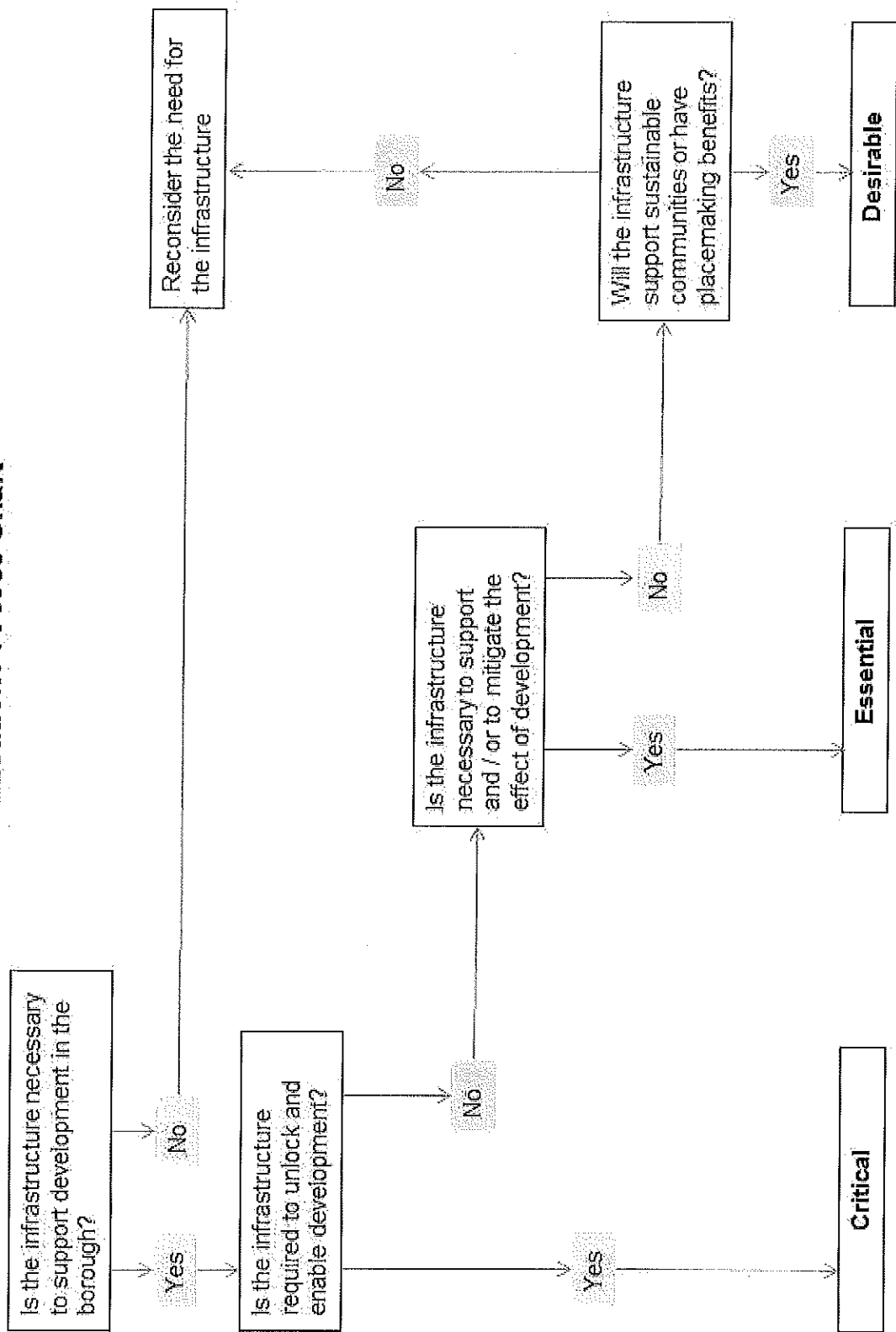
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## Prioritisation Process Chart



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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 2018-19

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)	Priority
<b>Economic Development Strategy</b>	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 for each of the main settlements in the borough.	Kelvin Mills	June 2018	July 2018	High
<b>2017-18 service plans outturn report</b>	To receive and consider 2017-18 service plans outturn report and make any observations and recommendations to the Executive.	Louise Norie	June 2018	July 2018	
<b>Performance management report</b>	To receive and consider the performance management report and make any observations and recommendations to the Executive.	Nora Copping	June 2018	July 2018	
<b>Workforce Profile Update</b>	To receive the annual workforce profile report.	Katy Meakin / Robin Taylor	June 2018	N/A	Low
<b>CIL governance arrangements</b>	To consider the CIL governance arrangements in full.	Graeme Clark	June 2018	September / October 2018	High
<b>Budget shortfall commitments</b>	For the Committee to learn about the targets set by HoS to meet the budget shortfall set out the in Budget papers of the January 2018 Committee.	Peter Vickers	June 2018	N/A	Low

Value for Money and Customer Service Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)	Priority
<b>Building Control</b>	To receive a report following the Hackitt Review with an update on the progress of the Business Plan, last seen by VFM CS OS Committee June 2017.	Jane Clement	June 2018	N/A	Low
<b>Performance management reports</b>	To consider the performance report and make any observations or recommendations as appropriate.	Nora Copping / Louise Norie	September, November, February 2019	October 2018	
<b>Capital Strategy</b>	Following the Property Investment Strategy and Treasury Management Framework in March, to receive the Capital Strategy.	Peter Vickers	September 2018		
<b>Property Investment Strategy</b>	To scrutinise any relevant issues arising out of the 6 month review of the strategy.	David Allum	October 2018	N/A	Low
<b>Progress of capital expenditure process and management review outcomes</b>	To receive an update on the progress of the recommendations made in the report.	Graeme Clark	January 2019	N/A	Low
<b>Budget shortfall commitments - progress</b>	For the Committee to learn about the progress made by HoS against the targets set to meet the budget shortfall set out in the in Budget papers of the January 2018 Committee.	Peter Vickers / Heads of Service	Quarterly	N/A	High
<b>Customer Services review</b>	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	TBC	October 2018	Low

Value for Money and Customer Service Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)	Priority
<b>Business rates Retention</b>	Proposed pilot by Surrey Council.	Peter Vickers	TBC		High
<b>Changes to housing benefit</b>	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		
<b>Universal Credit</b>	To continue to monitor the impact of Universal Credit and review mitigating actions the Council is taking with reference to the below considerations.		TBC		

**Section B**

**Scrutiny reviews 2018-19**

Subject	Objective	Key issues	Lead officer	Progress
<b>1. Capital Expenditure Process &amp; Management review task and finish group</b>	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"> <li>• Slippage of items in the capital programme (General Fund &amp; HRA).</li> <li>• Value for money</li> <li>• Budget delivery and project management.</li> <li>• Bidding process and justification</li> </ul>	Yasmine Makin	The review report came to the March Committee and the recommendations were approved at June Executive.
<b>2. Property Investment Strategy working group</b>	To contribute to the formulation of a Property Investment Strategy.	<ul style="list-style-type: none"> <li>• In order to scrutinise the development of the property company, firstly contributing to the formulation of the strategy.</li> </ul>	Graeme Clark	The Strategy came to Committee at the March meeting. The Council approved the Strategy in April.
<b>3. Budget Strategy working group</b>	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"> <li>• Income generation and opportunities for savings.</li> </ul>	Peter Vickers	The first meeting of the working group took place on Monday 18 June with work-stream one of the review due to finish end of July.

**Section C**

**Scrutiny tracker 2018 - 19**

Value for Money and Customer Service Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
26 June 2017	3. Performance Management Report	<b>OUTCOME:</b> 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.
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
30 October 2017	1. Strategic review update	<b>RECOMMENDATION:</b> 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 July 2018.	July 2018 Executive.

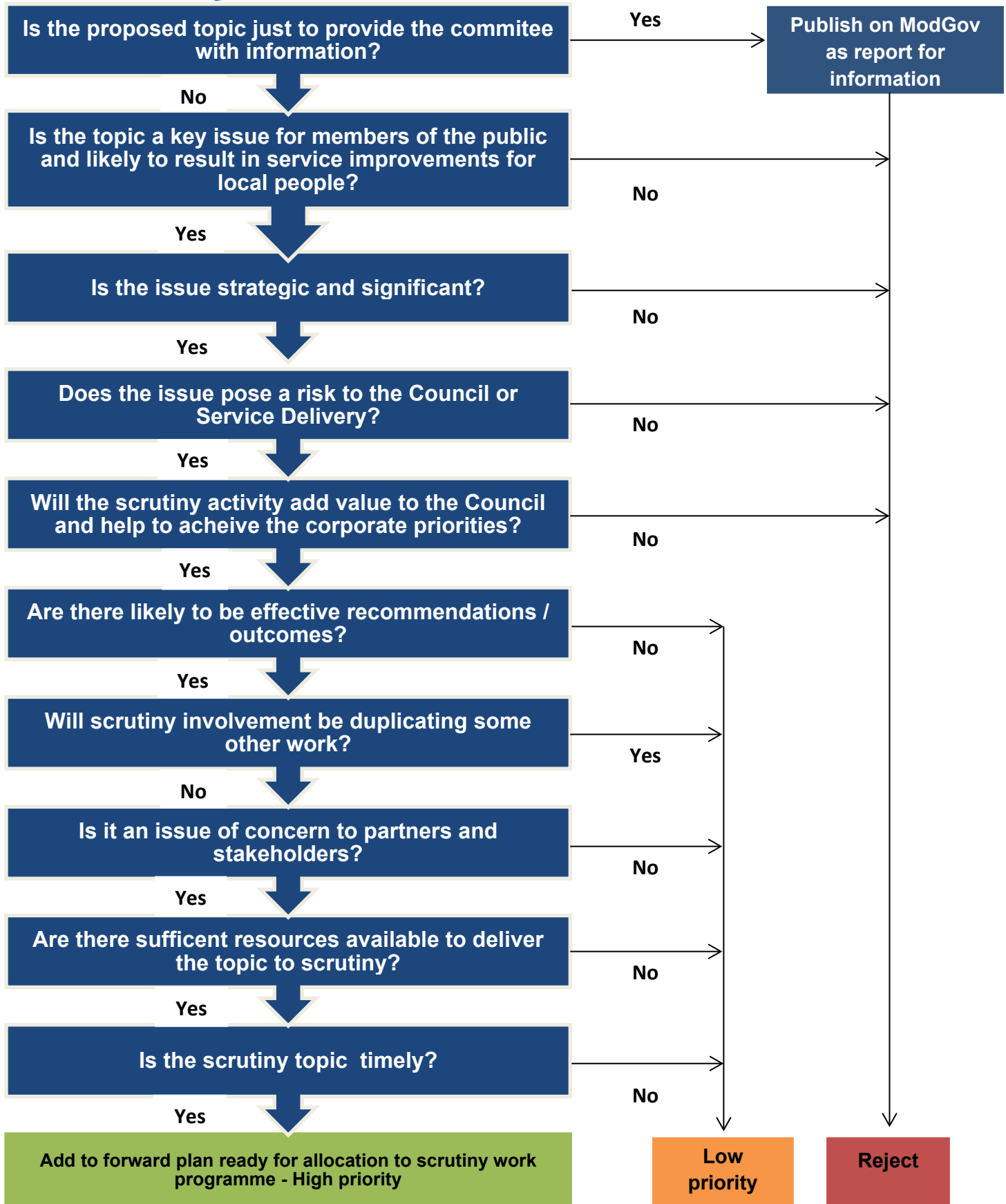
Value for Money and Customer Service Overview and Scrutiny Committee

**Value for Money and Customer Service Scrutiny recommendations tracker**

Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
22 January 2018	1. Medium term financial plan and budget 2018/19	<b>RECOMMENDATION:</b> for Executive to continue to make representations to the government regarding the negative grant.	Waverley will be taking part in the consultation opening in spring 2018.	Spring 2018
		<b>RECOMMENDATION:</b> for a reporting mechanism to be used when Building Control fees are changed, so members of the Committee are aware.	An observation to this effect went to Executive Tuesday 6 February. Officers will ensure members of the Committee are notified when a decision has been made to change the fees.	6 February Executive
	2. Budget Strategy working group	<b>OUTCOME:</b> for the membership and priorities of the working group to be agreed at February coordinating board.	Coordinating board met on February 8, membership to be confirmed at individual March OS Committees.	March 2018
26 March 2018	1. Property Investment Strategy	<b>OUTCOME:</b> strategy to be kept under review following implementation.	Executive resolved to review 6 months from implementation	6 months from implementation
	2. Capital Expenditure Process and Management Review Report	<b>RECOMMENDATION:</b> for Executive to consider the report and approve the recommendations.	This report went to the June Executive and all recommendations were approved.	June 2018 Executive.
	3. Performance reports	<b>OUTCOME:</b> more detail was requested at the next committee on the turnover figures presented.	To be included in the Workforce Profile item.	June 2018 Committee meeting

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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, Fiona Cameron, at the Council Offices on 01483 523226 or email [committees@waverley.gov.uk](mailto:committees@waverley.gov.uk).

### Executive Forward Programme for the period 1 July 2018 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	0 & S
<b>POLICY AND GOVERNANCE, HUMAN RESOURCES, BRIGHTWELLS AND LEP - CLLR JULIA POTTS (LEADER)</b>						
Brightwells [E3]	To bring forward matters when necessary	Executive	No	Potentially every meeting	Kelvin Mills, Head of Communities and Major Projects	VFM and CS/Environ
Performance Management	Quarterly combined performance report	Executive	No	July 2018	Louise Norie, Corporate Policy Manager	All
Corporate Strategy	For approval	Executive	Yes	July 2018	Louise Norie, Corporate Policy Manager	All
Charter for Elected Member Development	To commit to achieving Charter Status	Executive, Council	No	July 2018	Robin Taylor	VFM and CS
People Strategy	To recommend the People Strategy to Council	Executive, Council	No	October 2018	Robin Taylor	VFM and CS
<b>FINANCE AND COMMUNICATIONS - CLLR GED HALL (DEPUTY LEADER)</b>						

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Property Acquisitions	To bring forward opportunities for approval as they arise	Executive	Yes	Potentially every meeting	David Allum, Head of Customer and Corporate Services	VFM and CS
Budget Management [E3]	Potential for seeking approval for budget variations	Executive	Yes	Potentially every meeting	Peter Vickers, Head of Finance	VFM and CS
2017/18 Budget out-turn report		Executive	Yes	June 2018	Peter Vickers, Head of Finance	VFM and CS
Treasury Management Activity Report		Executive	Yes	June 2018	Peter Vickers, Head of Finance	
Medium Term Financial Plan Review		Executive	Yes	July 2018	Peter Vickers, Head of Finance	VFM and CS
<b>COMMUNITY SERVICES AND COMMUNITY SAFETY - CLLR KEVIN DEANUS</b>						
<b>CUSTOMER AND CORPORATE SERVICES - CLLR TOM MARTIN</b>						
Customer Service Review	To agree the Customer Service approach	Executive	No	October 2018	David Allum, Head of Customer and Corporate Services	VFM and CS
<b>ECONOMIC DEVELOPMENT - CLLR JIM EDWARDS</b>						
Economic Development Strategy	For approval	Executive, Council	No	July 2018	Kelvin Mills, Head of Communities and Major Projects	VFM and CS
<b>ENVIRONMENT - CLLR ANDREW BOLTON</b>						

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Waste, Recycling and Street Cleaning Contract	To agree the procurement approach for waste, recycling and street cleaning services	Executive	Yes	July 2018	Richard Homewood, Head of Environmental Services	Environment
<b>HEALTH, WELLBEING AND CULTURE - CLLR JENNY ELSE</b>						
Leisure Centre Investment	To approve proposals for investment in Waverley's leisure centres	Executive, Council	Yes	July 2018	Fotini Vickers	Community Wellbeing
Overview & Scrutiny Review on the Factors affecting health inequalities in Waverley	To receive the report of the Community Wellbeing Overview & Scrutiny Committee and endorse the recommendations	Executive	No	July 2018	Yasmine Makin, Graduate Trainee, Louise Norie, Corporate Policy Manager	Community Wellbeing
<b>HOUSING - CLLR CAROLE KING</b>						
Electrical testing and re-wiring contracts	To approve the re-tender of the contracts	Executive	Yes	July 2018	Hugh Wagstaff, Head of Housing Operations	Housing
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 every 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 every meeting	Andrew Smith, Head of Strategic Housing Delivery	Housing

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
<b>PLANNING - CLLR CHRIS STOREY</b>						
Community Infrastructure Levy (CIL) - for adoption	For adoption	Executive, Council	Yes	October 2018	Graham Parrott, Planning Policy Manager	Environment
Community Infrastructure Levy (CIL) - governance arrangements	To agree governance arrangements	Executive	Yes	July 2018	Fiona Cameron, Interim Democratic Services Manager	VFM and CS
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	October 2018	Graham Parrott, Planning Policy Manager	Environment
Local Plan Part II - Approval to submit	Approval to submit	Executive, Council	Yes	February 2019	Graham Parrott, Planning Policy Manager	Environment

### Background Information

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

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

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

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

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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