

To: All Members of the EXECUTIVE

When calling please ask for:

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Date: 1 March 2019

Membership of the Executive

Cllr Julia Potts (Chairman)
Cllr Ged Hall (Vice Chairman)
Cllr Andrew Bolton
Cllr Kevin Deanus

Cllr Jim Edwards
Cllr Jenny Else
Cllr Carole King
Cllr Chris Storey

Dear Councillors

A meeting of the EXECUTIVE will be held as follows:

DATE: TUESDAY, 12 MARCH 2019

TIME: 6.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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NOTES FOR MEMBERS

Contact Officers are shown at the end of each report and members are welcome to raise questions, make observations etc. in advance of the meeting with the appropriate officer.

AGENDA

1. **MINUTES**

To confirm the Minutes of the Meeting held on 5 February 2019.

2. **APOLOGIES FOR ABSENCE**

To receive apologies for absence.

3. **DECLARATIONS OF INTERESTS**

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

4. **QUESTIONS FROM MEMBERS OF THE PUBLIC**

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

The deadline for receipt of questions is 5pm on Tuesday 5 March 2019.

5. **QUESTIONS FROM MEMBERS**

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

The deadline for receipt of questions is 5pm on Tuesday 5 March 2019.

6. **PLACE-SHAPING WAVERLEY** (Pages 9 - 16)

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

The Corporate Strategy 2018-23 states that we will explore “the nature of ‘Place Shaping’ and the benefits it affords to our varied communities”. This report sets out our proposed approach to ‘place-shaping’ in the borough,

drawing on the Council's agreed strategies, and recommends that a Place-Shaping Reserve be established to fund place-shaping projects.

Recommendation

It is recommended that the Executive recommends to Council to earmark up to £250,000 of the one-off financial gain from Waverley's participation in the 2018/19 business rate pilot to a new Place-Shaping Fund.

7. CAPITAL STRATEGY (Pages 17 - 52)

[Portfolio Holder: Councillor Ged Hall]
[Wards Affected: All Wards]

To seek approval of the overarching Capital Strategy which brings together the Council's detailed policies, procedures and plans relating to cash investments and property assets. This report also seeks approval of the Treasury Management Framework for 2019/2020 which is an integral part of the Capital Strategy and a statutory requirement.

Recommendation

That the Executive recommends to Council that it approves:

- 1. the Capital Strategy for 2019/20;**
- 2. the Prudential Indicators; and**
- 3. the Treasury Management Framework for 2019/20.**

8. CIL GOVERNANCE ARRANGEMENTS - CRITERIA AND FINANCIAL THRESHOLDS (Pages 53 - 62)

[Portfolio Holder: Councillor Kevin Deanus]
[Wards Affected: All Wards]

On 11 December 2018, Council approved outline governance arrangements for the allocation of Community Infrastructure Levy (CIL) receipts to enable the delivery of specific infrastructure projects that will support and mitigate impact of development in the Borough over the Local Plan period.

Recommendation

That subject to consideration of comments of Value for Money & Customer Service Overview & Scrutiny Committee, the Executive recommends to Council that:

- 1. The CIL Advisory Board Terms of Reference as set out at Annexe 1 are endorsed.**
- 2. The draft evaluation and scoring framework for assessment of bids for funding from the Strategic CIL Fund as set out at Annexe 2, are agreed.**

3. **The Strategic CIL Fund is ‘bottom-sliced’ to create a Community CIL Fund of 10% of the Strategic CIL Fund receipts, for funding low-value but desirable community infrastructure projects on application from parish councils, with priority being given to bids from parish councils with relatively low Neighbourhood CIL Fund receipts.**
 4. **The delegation to the Executive to approve bids for allocation of Strategic CIL Funding, on the recommendation of the CIL Advisory Board is subject to an upper limit of £2.5m, above which approval reverts to Council.**
 5. **Delegated authority is given to the CIL Advisory Board to make revisions to the governance arrangements, subject to an annual report to the Executive and Council.**
9. REPORT FROM ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE - REVIEW OF THE STRUCTURE TO DELIVER THE COMMUNITY INFRASTRUCTURE LEVY (Pages 63 - 70)

This report presents the findings of the Environment Overview & Scrutiny Committee in-depth review of the structure to deliver the Community Infrastructure Levy (CIL). The report is set out at Annexe 1.

Recommendation

That the Executive considers and endorses the recommendations set out in the report.

10. DELIVERY OF NEW AFFORDABLE COUNCIL HOMES THROUGH S106 SITES (Pages 71 - 78)

[Portfolio Holder: Councillor Carole King]
[Wards Affected: Cranleigh East]

To update members on the progress made in delivery of new affordable Council homes through the acquisition of property under Section 106 (S106) Agreements and development of shared ownership properties to help to ensure that the tenure mix of housing meets the identified need.

To request that a budget allocation for acquisition, works and fees associated with delivery of 5 new affordable homes on the CALA Amlets Way development in Cranleigh as set out in Exempt Annexe 1

Recommendation

It is recommended that the Executive:

1. **Notes the progress made in delivery of new affordable Council homes through the acquisition of property under Section 106 (S106) Agreements and delivery of shared ownership homes to offer another tenure to further support delivery of new homes**

which meet the needs of its residents.

2. **Agrees a budget allocation for acquisition, works and fees associated with delivery of 5 new affordable homes on the CALA Amlets Way development in Cranleigh as set out in Exempt Annexe 2.**
3. **Delegates authority to the Strategic Director (Chief Finance Officer), in consultation with Portfolio Holder for Finance and Portfolio Holder for Housing Services, to enter into a contract with CALA Homes.**
4. **Agrees to delegate authority to the Head of Strategic Housing and Delivery, in consultation with Strategic Director (Chief Finance Officer) and Portfolio Holders for Finance and Housing Services, to allocate the remaining S106 budget when other opportunities to acquire new homes on developer sites.**

11. REPORT OF THE HOUSING OVERVIEW & SCRUTINY COMMITTEE - COUNCIL HOUSING: PRIDE OR PREJUDICE (Pages 79 - 136)

Following the publication in August 2018 of the Government's Green Paper 'A new deal for social housing', the Housing O&S Committee set up a Task and Finish group in September 2018 to identify if there was any existing prejudice against social housing within the borough and to understand how tenants view their homes in order to develop services to both promote pride, and tackle causes of any stigma.

This report details the findings of the study, relates them to the national social housing debate and lists the recommendations made by the Group. The report can be found at appendix 1 and appendix 2 lists the recommendations, their owners and target completion date.

Recommendation

It is recommended that the Executive:

1. **Accepts the report, and**
2. **Agrees the recommendations set out in the report relating to 'Housing Services', 'Estate Appearance', 'Types of Tenancies', 'Communication and Promotion', further use of the data and ongoing data gathering.**

12. PEER REVIEW OF PLANNING DECISION-TAKING AND STAKEHOLDER ENGAGEMENT (Pages 137 - 180)

[Portfolio Holder: Councillor Kevin Deanus]
[Wards Affected: All Wards]

A Peer Review of the Planning Decision Making Process was carried out by the Local Government Association in July 2018 at Annexe 1. This followed an action from the current Planning Service Plan 2018/19. The Review also

included a review of customer engagement within the Planning Service following adoption of the Development Management Improvement Plan in 2018.

The report summarises the findings of the Review and its recommendations. It includes a draft action plan at Annexe 2 which seeks to address the recommendations of the Review. An All Member Workshop was held in December 2018 intended to elicit views from Councillors in relation to the draft Action Plan. The feedback from that Briefing is attached at Annexe 3.

Recommendation

That the Executive notes the actions arising from the Peer Review recommendations, which have been subsumed into the Planning Service Plan for 2019/20.

13. SERVICE PLANS 2019 - 2022 (Pages 181 - 278)

[Wards Affected: All Wards]

This report presents the Service Plans for 1 April 2019 to 31 March 2022. Service Plans set out the work of the Council within the service areas and show how the Council's corporate objectives will be delivered. The Plans form an important element of the Council's overall performance management framework by linking Corporate Strategy objectives through service plan actions into individual performance targets.

Recommendation

It is recommended that the Executive, subject to consideration of the observations and recommendations of the Overview and Scrutiny Committees, approves the Service Plans for 2019-22.

14. PROPERTY MATTER - SALE OF FREEHOLD (Pages 279 - 290)

[Portfolio Holder: Councillor Ged Hall]

[Wards Affected: Farnham Castle]

The long leaseholders of a Council-owned property in Farnham have served a notice on the Council under the Leasehold Reform Act 1967 ("the 1967 Act") to purchase the freehold of the house and premises. Leaseholders have a legal right under the 1967 Act to buy the freehold of their house if they meet certain qualifying criteria. If the leaseholder qualifies under the 1967 Act and follows the correct procedure they can force the freehold owner to sell them the freehold.

The purpose of this report is to seek Council approval to sell the freehold to the current leaseholders on the terms set out in the Exempt Annexe 1.

Recommendation

That subject to the observations of the Value for Money & Customer Services Overview and Scrutiny Committee, the Executive approves the recommendation to follow Option 1 which is the sale of the freehold land on the terms set out in Exempt Annexe 1.

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 item(s) 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 these items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified at the meeting in the revised Part 1 of Schedule 12A to the Local Government Act 1972.

16. BUDGET MANAGEMENT - REQUEST FOR SUPPLEMENTARY ESTIMATE
(Pages 291 - 294)

[Portfolio Holder: Councillor Kevin Deanus, Councillor Christopher Storey]
[Wards Affected: All Wards]

The attached report requests a supplementary estimate to meet various costs.

This report contains exempt information by virtue of which the public is likely to be excluded during the item to which the report relates, as specified in the following paragraphs of the revised Part 1 of Schedule 12A to the Local Government Act 1972, namely;

- 2 Information which is likely to reveal the identity of an individual
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Recommendation

That the Executive approves a Supplementary Estimate of £84,000 to meet the costs detailed in the Exempt report.

17. ANY OTHER ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

**For further information or assistance, please telephone
Fiona Cameron, Democratic Services Manager & Deputy Monitoring
Officer, on 01483 523226 or by email at
fiona.cameron@waverley.gov.uk**

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

12 MARCH 2019

Title:

PLACE-SHAPING WAVERLEY

**[Portfolio Holder: Cllr Julia Potts, Leader]
[Wards Affected: All]**

Summary and purpose:

The Corporate Strategy 2018-23 states that we will explore “the nature of ‘Place Shaping’ and the benefits it affords to our varied communities”. This report sets out our proposed approach to ‘place-shaping’ in the borough, drawing on the Council’s agreed strategies, and recommends that a Place-Shaping Reserve be established to fund place-shaping projects.

It is recommended that the Executive recommends to Council to earmark up to £250,000 of the one-off financial gain from Waverley’s participation in the 2018/19 business rate pilot to a new Place-Shaping Fund.

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

This report relates to the Council’s strategic priorities as set out in section 2.

Equality and Diversity Implications:

Equality and diversity implications have been considered as part of the approval process for the strategies that initiated this work. As any future changes to policy, services or practice is required, further assessments may be undertaken.

Financial Implications:

In October 2017, Waverley Borough Council agreed to be part of a bid by all Surrey councils to be in a business rates pilot in 2018/19. It was expected that this would generate a one-off financial gain for each Council from the levy on business rate growth that would otherwise have been paid to the Government. The bid was based on the fact that some of the gain to each council would be spent on projects and services that support the local economy. Officers have made it clear that we will not be certain about the value of any gain until the end of the financial year and, therefore, the Council did not budget for or allocate the potential funding. Quarter 3 monitoring of the pilot has identified that a gain of at least £100,000 is very likely and a higher amount is possible.

It is proposed that the Council agree to earmark up to £250,000 of the business rates pilot one-off gain to the place-shaping initiative set out in this report. If the pilot gain is insufficient to meet this cost, the shortfall will be met from reprioritising existing budgets. In the event that the overall gain exceeds £250,000, officers will assess the ongoing risks under the business rates funding mechanism and advise the Executive accordingly on whether any additional contributions can be made to the Place-Shaping Fund.

Legal Implications:

Specific procurement implications are addressed in section 4.3.

1 Place-shaping

1.1 The term ‘place-shaping’ has gained currency since the 2007 [Lyons Inquiry](#) into Local Government. That inquiry argued that local government’s purpose was about more than service provision; in the 21st century, its purpose ought to be promoting “the general well-being of a community and its citizens”. This includes community cohesion, building local identity, encouraging economic prosperity, and using influence as well as statutory power to achieve the best results for communities. Crucially, place-shaping recognises the diversity of local places and responds to the needs and concerns of citizens. Engagement is absolutely essential. Even when there are issues that are contentious, place-shaping has the voices of the community at its heart: the voices of the active and articulate, as well as the voices of the vulnerable or rarely-heard. As well as hearing those voices, a place-shaping approach emphasises the challenging community leadership role of elected councils, particularly when the stakes are high and consensus is difficult.

1.2 A place-shaping approach can:

- Define the specific needs of an area and prioritise them;
- Create a clear local vision for the future of a place;
- Identify the important coalitions (e.g. voluntary organisations and societies, businesses, government tiers, other public authorities) that will resolve local challenges;
- Enhance bids for investment by private companies and public agencies to create new employment and skills opportunities;
- Improve the chances of successfully bidding for the multi-million pound investments that will improve major transport routes;
- Lead to further supplementary planning documents and masterplans to influence the Planning process, if desired.

2. Strategic context

2.1 Place-shaping principles are at the heart of Waverley Borough Council’s new Corporate Strategy, with its priority themes of people, place and prosperity. As well as that document, the Council last year approved three other key strategic policy documents that include many objectives that are specifically place-shaping. In summary, the strategies set out this focus as follows.

2.2 **Corporate Strategy 2018-23**, pp. 2, 6: “Our vision is that Waverley borough will continue to be an attractive and prosperous place to live, work and visit. A place where our residents can take pride in their communities and where there are opportunities for all to thrive and lead healthy lives. A place that is valued by its community and supported by quality public services. ... Throughout the life of this Strategy we will be exploring the nature of ‘Place Shaping’ and the benefits it affords to our varied communities. Through leadership, community engagement and partnership working – particularly with our 21 parish and town councils – we have an opportunity to enhance our towns and villages by encouraging investment in infrastructure and facilities.”

- 2.3 The **Local Plan 2018-32 Part 1** includes a 14-point spatial vision for 2032 (p. 3-1). It speaks of the following place-shaping ideals: “The high quality environment of Waverley, its distinctive character and its economic prosperity. ... The best available access to jobs, services, housing, community facilities, leisure and recreation so as to minimise the need to travel and maximise the opportunities to travel by means other than the car. ... Improved infrastructure to support the increased population of Waverley, and, where needed, to mitigate the impact of major developments planned outside Waverley. ... The emphasis will be on sustainable economic development, of the right type and in the right place to meet employment needs both within the towns and in the rural areas. ... The unique and diverse character of Waverley’s towns, villages and countryside will be cherished and preserved.”
- 2.4 **Economic Development Strategy 2018-32**, pp. 2, 7: “To address Waverley’s challenges in the longer term, it will be essential to secure future investment in Waverley by nationally-based employers and local businesses. Developing the right business spaces backed by the necessary infrastructure will be a vital component in driving growth in the local economy and providing greater local employment opportunities. ... The Economic Development Vision is for Waverley to be: A successful place where local businesses can grow and flourish. Where all our rural and urban communities have access to sustainable, high quality employment. Where everyone living and working in Waverley can share in its beautiful natural environment and economic prosperity.”
- 2.5 **Housing Strategy 2018-23**, p. 10: “Place-shaping is a way in which we can promote and shape the wellbeing of the borough. It influences how we can provide homes that are affordable for all sections of our community. Our planning functions and role as a landowner make us uniquely positioned to assist with place-shaping on a borough wide and specific area basis.”
- 2.6 **Neighbourhood Plans** should be at the heart of place-shaping, as they articulate a local community’s priorities for sites, both for development and protection. Indeed, the creation of Neighbourhood Plans in the Localism Act 2011 was evidence of the Government’s and the local authority sector’s acknowledgement that place-shaping is a core part of a council’s *raison d’être*.
- 2.7 Neighbourhood Plans contain adopted Planning policies that have to be considered when determining applications for development. The borough has one adopted Neighbourhood Plan so far – Farnham – which is being reviewed in the light of the Local Plan. Other parishes and towns are rapidly developing their Neighbourhood Plans.
- 2.8 Farnham’s adopted 2017 Plan states (p. 16): “Our vision is for Farnham to continue to thrive, meeting the changing needs of the local community by ensuring new development of high quality design fits well with, and does not erode, the character of the distinctive areas of the town and is supported by improved infrastructure.” The Plan includes an important chapter describing the future of Farnham in terms of economic and cultural vibrancy, while preserving the surrounding landscape and countryside.

2.9 **It is essential that all future place-shaping activity in Waverley starts with and supports the Neighbourhood Plans, which will have been carefully prepared, widely consulted and tested in a democratic referendum.**

3. Taking forward place-shaping in Waverley

3.1 A place-shaping approach, led by the local councils and with strong community involvement, could bring significant benefits to some of our settlements, especially those facing current and future economic and infrastructure challenges.

3.2 Initial informal conversations with various stakeholders in Farnham – the borough’s largest settlement and one of Surrey’s largest towns – have indicated that drawing together the various schemes and ambitions in one strategic project would be welcomed. These include the developments already underway, the critical traffic and air quality challenges, the role of the important education providers, and the town’s distinctive heritage and cultural assets.

3.3 An initial scoping workshop was held with officers of Farnham, Waverley and Surrey councils, to look at some of the technical challenges and share information about the various schemes that have been discussed in recent years. The brief for this and a broader master-planning project is at [Annexe 1](#). The workshop was facilitated by ‘RegenCo’, the in-house regeneration department of East Hampshire District Council, which was created as a consequence of the successful regeneration of Whitehill & Bordon and now offers its services to councils and government departments across England; East Hampshire is the only council on Homes England’s [multi-disciplinary procurement framework](#) 2019-23. The team has substantial experience and connections: www.easthants.gov.uk/regenco. Recent clients have included the Ministry of Defence, the Cabinet Office/Office of Government Property, Rutland County Council, Borough of Poole and Rushmoor Borough Council.

3.4 Given the status of current Farnham schemes and ambitions, and the existence of an adopted Neighbourhood Plan, it is proposed that our work in Farnham continue and serve as a ‘proof of concept’ for place-shaping in Waverley. The experiences we gain in this project may then be applied in other areas.

3.5 Settlements across the borough have challenges that could benefit from a place-shaping approach, particularly as Planning applications are received and implemented and as the Local Plan Part 2 develops in 2019. In Cranleigh, Waverley’s leisure centre project should be at the heart of such a process as the site occupies such an important location in the village. Cranleigh would benefit from a joined-up approach that takes account of rapid recent and upcoming development, significant infrastructure constraints and the Planning permission for Dunsfold Park.

3.6 Godalming and Haslemere Town Councils have recently suggested that they work with Waverley on further ‘visioning’ for their towns, particularly as both have significant sites coming forward for decisions. Current plans in Godalming include improvements to the leisure centre and the ongoing discussion among public service providers about how property and estate can work better to support services. In Haslemere, the discussions on some significant central sites would benefit from a holistic place-shaping approach. The four larger settlements are also

discussing the potential afforded by creating Business Improvement Districts to support businesses and generate new investment.

- 3.7 Godalming and Farncombe's Neighbourhood Plan is likely to be put to a referendum in June or July this year. Ten other parishes are in the process of preparing Neighbourhood Plans, which would provide a good springboard for future discussions on those places.

4. Next steps

- 4.1 It is proposed that a Place-Shaping Fund be established by Waverley Borough Council. This would be drawn from the expected one-off income from the Business Rates Retention Pilot, as described on the first page of this report. This requires Council approval.

- 4.2 Annexe 1 describes the proposed next steps for the Farnham Masterplanning project, which would be the first to draw from the Place-Shaping Fund. This project is intended to unlock substantial external funding to enable improvements to the local infrastructure and economy of the town and the north-east of the borough. East Hampshire District Council's experienced in-house regeneration team ('RegenCo') has submitted a proposal to undertake the next phase at a cost of £98,000. The outputs from this work would be:

- a) A report describing how a future masterplan will complement and support the key strategic and local spatial documents (especially the Local Plan and the Neighbourhood Plan), and which presents a prioritised list of transport schemes, using the evidence bases described below and previous studies and achieving consensus as far as possible;
- b) A survey of users and service providers within Farnham in the form of a 'Town Centre Healthcheck' report;
- c) Stakeholder and public consultation, with the results summarised within the main report;
- d) Transport Study of the issues and opportunities of Farnham town centre and the wider Farnham area, including opportunities for improving air quality;
- e) A vision for Farnham 2045, which is fully signed up to by FTC, WBC, SCC and EM3 LEP;
- f) Identification of any early-win projects that could be implemented prior to the completion of the masterplan and investment framework, including submission of a stage 1 application to the Future High Streets Fund, opportunities from the One Public Estate project and potential options for early traffic flow adaptations;
- g) A governance structure for the delivery of the future masterplan and investment framework;
- h) Proposals on how existing developers and potential investors/funders can contribute to the masterplan process;
- i) Appointment of a project manager from within the East Hampshire regeneration team to oversee this work and coordinate relationships.

- 4.3 East Hampshire's team has local knowledge and experience of masterplanning in different parts of England and is the only council registered on Homes England's national procurement framework which enables greater transparency and comparability of costs. Waverley officers have studied East Hampshire's proposal and consider that it represents good value for money and would provide the high

quality standards required. On this basis it is proposed to make a direct award under section 9.2.4 of Waverley's Contract Procedure Rules.

- 4.4 The cost would be met from: (a) the Place-Shaping Fund referred to in the finance implications section of this report, and (b) any contributions from Farnham Town Council and Surrey County Council. Both councils have supported the initial discussions for this project and will need to undertake their own decision-making processes to release funds. Farnham Town Council will be discussing this at its Council meeting on 7 March. Surrey County Council has agreed in-principle a financial contribution. An update will be provided in the Waverley Executive meeting. Once the Place-Shaping Fund is established, releasing a sum to support the Farnham project does not require Executive or Council approval. It is intended to report back in September.

Recommendation

It is recommended that the Executive recommends to Council to earmark up to £250,000 of the one-off financial gain from Waverley's participation in the 2018/19 business rate pilot to a new Place-Shaping Fund.

Background Papers

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

Relevant references to Council strategies and policies are made within the report.

CONTACT OFFICER:

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Annexe 1: TOWARDS A FARNHAM MASTERPLAN

Masterplanning

1. A Masterplan, in strategic place-shaping, is a document that sets out a vision for a defined place over the long term. It is used to inform Planning (as a Supplementary Planning Document), attract investment and influence a settlement's future. Local examples are at [Whitehill & Bordon](#), [Guildford](#), [Aldershot](#) and the work underway in [Leatherhead](#). Masterplanning, when done well, is an exciting way of creating a shared vision and plan. It is absolutely vital in attracting funding and investment in infrastructure and business development.

Farnham

2. The development focus in Farnham in recent years has been on specific sites, such as Brightwells Yard, Woolmead and the Memorial Hall. Now that these schemes are essentially agreed and underway or completed, it is the right time to look at Farnham in a more joined-up way, to ensure that these sites work together sympathetically, with each other and with the wider town. In particular, as the local borough council, Waverley BC is in a prime position to facilitate a masterplanning project that recognises Farnham in its wider location and tackles its current infrastructure inadequacies. This must involve community engagement and cross-tier local government leadership.

Objective

3. A Farnham Masterplan would provide a 25-year vision for Farnham to help public and private stakeholders plan the phases of town development in a sustainable way. The Plan will be the basis of attracting the right investors and promoting the town as an attractive, vibrant, safe and sustainable location. It will unlock funding streams to revitalise the central Farnham space and make it a more attractive and safer place. It will enable infrastructure investors, such as the Government, Surrey County Council and the EM3 Local Enterprise Partnership, to prioritise Farnham's strategic location and replace the current bottlenecks that are barriers to Farnham's economic and social future. The consistent message from potential investors is that economic growth is a condition of funding.

Stage 1: Roadmap

4. This is an initial piece of work to analyse current projects and developments, take account of the emerging shared vision and the proposals that various interests in community have proposed. It will include:

- a. Appreciating the scale, progress and commitments entailed in projects currently underway: Neighbourhood Plan (FTC); Brightwells Yard (Crest Nicholson, WBC, SCC); Woolmead (Berkeley Homes); Memorial Hall (WBC); Farnham Leisure Centre improvements (WBC). No delay to these committed projects is envisaged as a result of this project.
- b. Adopting the aims of the central Farnham street improvement project, i.e. pedestrianisation or shared space and air quality improvements, and working them into a practical phased plan within the overall Masterplan.
- c. An initial appraisal of the barriers presented by the strategic road network and the current (as yet unapproved) plans for improving the A31 and its junctions.

- d. Appreciating the heritage, arts and cultural offer of the town, including its feature buildings, design quality, notable history and environmental setting.
- e. Taking account of the growth ambitions of the University of the Creative Arts, as a major regional employer and skills-provider.
- f. An initial assessment of the opportunities and threats posed by developments in Guildford, Whitehill & Bordon, Aldershot and Farnborough.
- g. Taking account of the new Strategic Economic Plan of the EM3 LEP, so that funding opportunities are maximised.

5. The Roadmap outputs will be:

- a. A timetable for developing the full Masterplan.
- b. A stakeholder engagement plan that recognises the leading community role to be played by Farnham Town Council, as well as the multitude of interested groups and individuals.
- c. A description of the skill set required to undertake the Masterplan, which can be used by WBC, FTC and SCC to assemble a team, led by a Project Manager, comprising public sector resources and external specialist expertise.
- d. A resource plan for undertaking the exercise, including funding options.
- e. Proposals on how existing developers and potential investors/funders can contribute to the Masterplan process.

6. Stage 1 will need to include engagement with the general public and with the numerous and very passionate stakeholder groups that exist in Farnham. We will need to take account of publicity/consultation restrictions resulting from the election period prior to the local elections (22 March to 3 May 2019).

Stage 2: Masterplan development

7. This will require WBC, FTC and SCC assembling a core team, recruiting the right Project Manager and implementing the Roadmap.

8. The masterplanning process typically takes 2-3 years, but this can depend on the quality of pre-existing evidence and work.

Next steps

9. Informal conversations with Surrey County Council, Farnham Town Council, the local MP, the EM3 LEP and some local community organisations have indicated initial support in principle for the concept of Masterplanning Farnham. Progressing with Stage 1 above will require some initial funding and then more open engagement with the community and with groups in the community.

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

12 MARCH 2019

Title:

CAPITAL STRATEGY

[Portfolio Holder: Cllr Ged Hall]

[Wards Affected: All]

Summary and purpose:

To seek approval of the overarching Capital Strategy which brings together the Council's detailed policies, procedures and plans relating to cash investments and property assets. This report also seeks approval of the Treasury Management Framework for 2019/2020 which is an integral part of the Capital Strategy and a statutory requirement.

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

This report relates to the Council's People, Place and Prosperity priorities as it provides a governance framework around capital investment to ensure resources are in the right place to deliver the key priority themes set out in the Corporate Strategy.

Equality and Diversity Implications:

The Capital Strategy governs the provision of capital funding when required to support all services including those which promote equality and diversity.

Financial Implications:

The Capital Strategy describes how the Council determines its priorities for capital investment and decides how much it can afford to borrow. The Treasury Management Policy, which requires the achievement of an appropriate balance between risk and return, plays a key role in the generation of investment income required to support service provision.

Legal Implications:

The Prudential Code (the Code) for Capital Finance in Local Authorities and the Code of Practice on Treasury Management, both produced by CIPFA, supports the provisions of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) Regulations 2003 and support strategic planning for capital investment at a local level. Compliance with both codes is a statutory requirement for local authorities.

Background

1. The Code for Capital Finance in Local Authorities issued by CIPFA requires local authorities to determine capital expenditure and investment decisions that are affordable, prudent and sustainable, and to set limits on the amount they can afford

to borrow in the context of capital planning. This requires effective strategic planning and a decision making framework.

2. The Prudential Code establishes a framework that should support:

- (a) local strategic planning;
- (b) local asset management planning; and
- (c) proper option appraisal;

and assist local authorities to ensure that:

- (d) capital expenditure and investment plans are affordable;
- (e) all external borrowing and other long term liabilities are within prudent and sustainable levels; and
- (f) treasury management and other investment decisions are taken in accordance with professional good practice.

and that in taking decisions in relation to (d), (e) and (f) above the local authority can be held accountable by providing a clear and transparent framework.

3. The latest version of the Prudential Code introduced the requirement for local authorities to approve a Capital Strategy from 2018 to provide the framework described above and to ensure good governance. The Council approved an interim Capital Strategy in October 2018 after consideration by the Value for Money Overview and Scrutiny Committee.

4. The purpose of the Capital Strategy is to:

- (a) place decisions about borrowing in the context of the overall longer term financial position of the local authority.
- (b) provide improved links between revenue and capital budgets.
- (c) give a clear and concise view of how the local authority determines its priorities for capital investment, decides how much it can afford to borrow and sets its risk appetite.
- (d) give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

5. The Capital Strategy sits above the more detailed policies, procedures and plans, such as asset management plans and the Treasury Management Strategy, and gives reference to these for those seeking more detailed information. The diagram at Annexe 1 shows how all the Council's detailed documents fit into the Capital Strategy.

6. This report contains the following Annexes:

- Annexe 1 – Capital Strategy infographic
- Annexe 2 – Capital Strategy
- Annexe 3 – Treasury Management Policy
- Annexe 4 – Treasury Management Strategy
- Annexe 5 – Treasury Management Investment Strategy
- Annexe 6 – Prudential Indicators

7. The Capital Strategy is individual to each authority and it details how stewardship, value for money, prudence, sustainability and affordability will be secured for Waverley. Affordability covers all the years in which the capital investment will have a financial impact on the Council. It also ensures the Council meets legislative requirements on reporting.
8. It is a living document that will evolve over time to respond to changing circumstances at the Council. It will be subject to annual review.
9. The updated Capital Strategy is included at Annexe 2.

Treasury Management Framework 2019/2020

10. One of the key documents that underpins the Capital Strategy is the Treasury Management Framework which relates to the management of the Council's monetary investments and cash flows, its banking, money market transactions and borrowing. The effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks is also covered. The framework covers all of the Council's treasury activity and does not distinguish between the General Fund and the Housing Revenue Account funds. The Treasury Management Framework for 2019/20 contains some proposed changes to the existing framework which are highlighted later in this report.
11. This report sets out the proposed Treasury Management Framework for 2019/20, comprising:
 - revised Treasury Management Policy;
 - 2019/20 Treasury Management Strategy; and
 - 2019/20 Treasury Management Investment Strategy.
12. The Council collects around £160 million of income per annum and has, on average, £70m each day invested in money markets. With the introduction of HRA Self-financing in 2012/13 the Treasury Framework also includes borrowing (originally of £192m) and in future this could also include borrowing to support commercial investment.
13. The Treasury Code requires local authorities to maintain their Treasury Management Policy and Strategy in accordance with the Code, and any of its revisions, and with legislation. During 2017 CIPFA revised the Code through a series of consultations. In March 2018 the Government also published a revised Prudential Framework for Capital Finance, which includes the Local Authorities Investment Code and Minimum Revenue Provision (MRP) Guidance. These revisions take effect from April 2019 and are incorporated in the Treasury Management Strategy.
14. CIPFA has produced the Treasury Code and the accompanying guidance notes to help satisfy nine main purposes:
 - (a) To assist public service organisations in the development and maintenance of firm foundations and clear objectives for their treasury management activities, and thereby to add to their credibility in the public eye.

- (b) To emphasise the over-riding importance of effective risk management, as the foundation for treasury management in all public service organisation.
- (c) To provide transparency for treasury management decisions including the choice of counterparties and financial instruments that individual public service organisations intend to use for the prudent management of their financial affairs.
- (d) To encourage the pursuit of value for money in treasury management, and to promote the reasoned use, development and appreciation of appropriate and practical measures of performance.
- (e) To enable CIPFA members to fulfil their professional and contractual responsibilities to the organisations they serve and, in accordance with the members' charter, "to maintain and develop the professional competence of both themselves and those they supervise".
- (f) To help facilitate a standardisation and codification of treasury management policies and practices in the public services.
- (g) To assist those involved in the regulation and review of treasury management in the public services, particularly those charged with the audit of the same.
- (h) To foster a continuing debate on the relevance and currency of the statutory and regulatory regimes under which treasury management in the various parts of the public services operates.
- (i) To further the understanding and confidence of, and to act as a reference work for, financial and other institutions whose businesses bring them into contact with the treasury management activities of public service organisations.

Treasury Management Statements

15. The key documents which are produced in accordance with the requirements of the Code and require annual approval by the Council are as follows:

- Treasury Management Policy

This is included at Annexe 3 and sets out the headline objectives of the Treasury Management function.

- Treasury Management Strategy 2019/20

This is included at Annexe 4 and sets out the way in which the Council's policy objectives for Treasury Management will be achieved and the high level approach to borrowing and treasury investment. As required by the Code, the Strategy includes a statement of Waverley's Treasury Management Practices (TMPs) which set out specific areas of note and how they will be dealt with.

- Treasury Management Investment Strategy 2019/20

This is included at Annexe 5 and sets out how Waverley's treasury investments will be managed, in accordance with the Treasury Management Strategy, and how this will help achieve Waverley's policy objectives.

Borrowing

16. With the approval of the Property Development Strategy, overseen by the Investment Advisory Board, and the Government's significant reduction in Waverley's New Homes Bonus funding, it is likely that the Council will need to borrow in future years to acquire and/or develop commercial property assets in order to generate revenue for the General Fund budget and to support the local economy.
17. In order to respond quickly to opportunities that arise and ensure flexibility in making capital financing arrangements, the decision to borrow to finance capital expenditure has been delegated to the Executive by the Council, subject to the limits within the Treasury Management Framework and provided that the annual revenue cost of the borrowing is within the Executive's authorised spending limit for each transaction.

Prudential Indicators to 2021/22

18. The Prudential Code requires local authorities to self-regulate the affordability, prudence and sustainability of capital expenditure and borrowing plans, by setting estimates and limits, and by publishing actuals, for a range of prudential indicators.
 - affordability - a local authority must consider the affordability of its capital investment during all the years in which it will have a financial impact on the authority.
 - Prudence - a local authority must be cautious and ensure that its capital investment decisions can deliver the authority's asset management and Corporate Strategy and link capital investment to service priorities.
 - Sustainability - capital investment must consider the cost of maintaining existing assets.
19. The Prudential Code imposes on local authorities clear governance procedures for setting and revising prudential indicators to deliver accountability in taking capital financing, borrowing and treasury management decisions.
20. The Prudential Code and the Treasury Code contain indicators which are designed to support and record local decision making in a manner that is publicly accountable. Each Local Authority must adopt a set of indicators which reflects its individual circumstances.
21. The Council's indicators are contained at Annexe 6.

Conclusion

22. All of the Council's Strategies, Policies, Procedures and Plans need to work together to ensure good governance and financial resilience for the Council. The Capital Strategy demonstrates how they fit together to ensure this will be achieved.

Comments from the Value for Money & Customer Services Overview and Scrutiny Committee

23. The Value for Money and Customer Service O&S Committee considered this item at its meeting on 18 February 2019 and made the following observations.
- The Committee thanked officers for their hard work in producing the Capital Strategy and Treasury Management documentation and welcomed the inclusion of an 'infographic' outlining how the processes and documentation underpinning the Strategy fitted together. A suggestion was made to review some of the terminology to make it even more accessible.
 - In relation to the Treasury Management documentation, the Committee suggested adding further narrative and clarification to the sections on HRA borrowing, TMP 4, and Prudential Indicators 2, 4 and 10.
-

Recommendation

That the Executive recommends to Council that it approves the:

- 1) Capital Strategy for 2019/20;
 - 2) Prudential Indicators; and
 - 3) Treasury Management Framework for 2019/20.
-

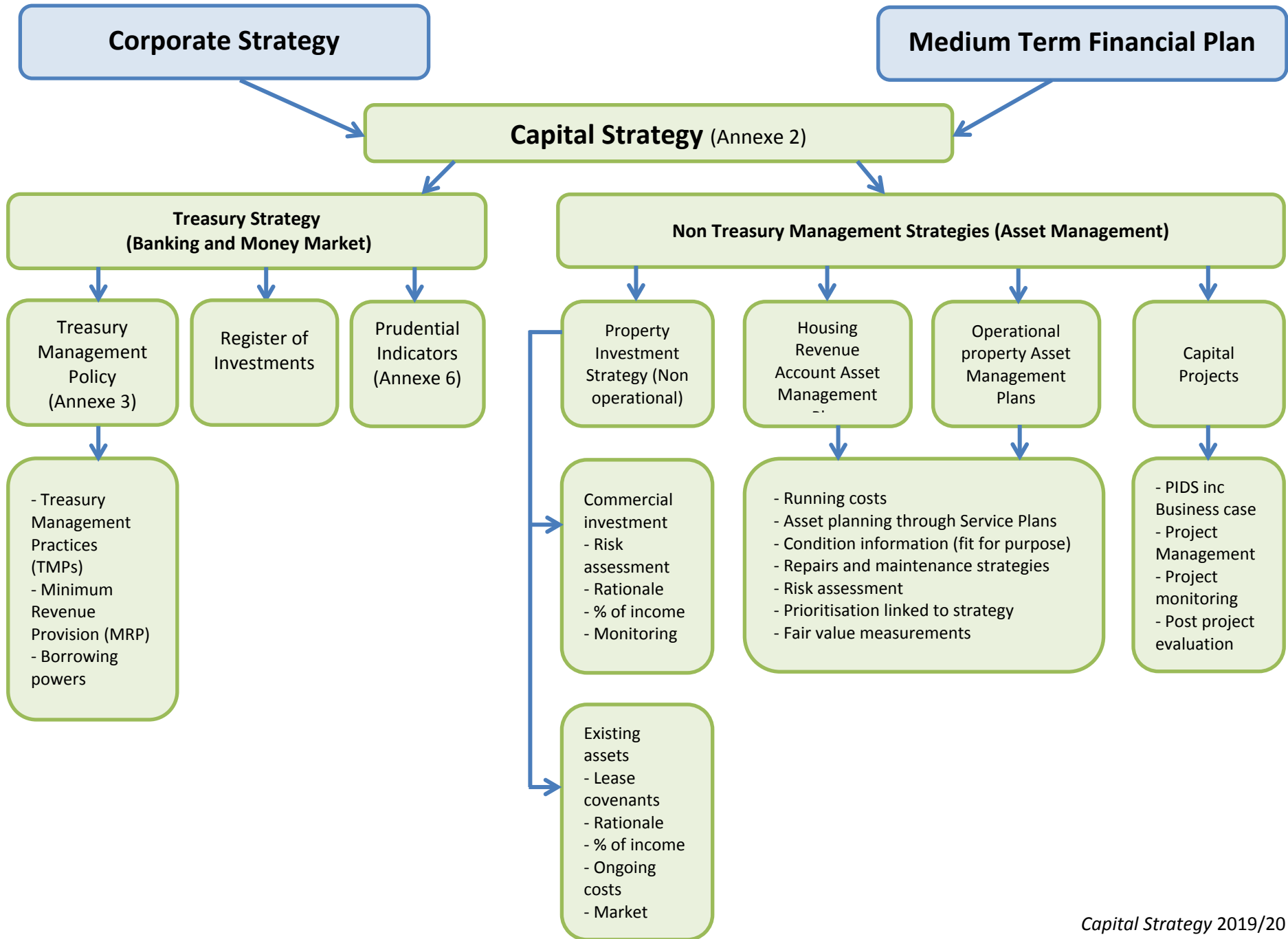
Background Papers

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

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Waverley Borough Council

Capital Strategy

Version 2.0

Prepared by: Vicki Basley
1/15/2019

1. Introduction

1.1 Description

The Capital Strategy (the Strategy) brings together Waverley Borough Council's (Waverley's) detailed policies, procedures and plans relating to cash investments and property assets.

This three-year Strategy sets out how Waverley will manage the investment of its capital resources and the financing of capital expenditure in order to contribute towards the achievement of its key objectives and priorities.

The Strategy includes the appraisal process for determining capital investment decisions and the process for analysing funding requirements.

The Strategy also provides a framework by which capital expenditure decisions are made as required by the Prudential Code for Capital Finance in Local Authorities to provide good governance.

2. Structure of the Capital Strategy

The Capital Strategy sets out Waverley's processes for the various stages and aspects of considering and carrying out capital projects.

- Scope (section 2.1)
- Project initiation (section 2.2)
- Prioritisation of capital projects (section 2.3)
- Monitoring and evaluating projects (section 2.4)
- Revenue implications (section 2.5)
- Framework for the management and monitoring of the capital programme (section 2.6)

1.2 Objectives

The objectives of the Strategy are to:

- prioritise and deploy capital resources in advancement of the Corporate Objectives
- support service plans
- invest in assets that reflect the corporate priorities
- manage Waverley's investments, property and other assets effectively and efficiently

- Funding of capital projects (section 2.7)
- Asset Management (section 2.8)
- Affordable housing (section 2.9)
- Asset reviews (section 2.10)

2.1 Scope

The Strategy covers all capital investment and capital expenditure decisions undertaken by Waverley as an individual local authority and also those entered into by Waverley under group or partnership arrangements.

2.2 Project Initiation

Capital projects will be subject to a robust justification process which brings together a clear business case with sufficiently detailed costings to ensure that the rationale for the decision can be easily understood.

Proposals must be subject to independent oversight and review in terms of validation arrangements, estimated figures and project milestones.

Business cases must be prepared in accordance with Waverley's Project Management toolkit.

The business case must state where responsibility for project delivery lies and which officers are responsible for each task in the project.

For larger projects where feasibility is less certain, viability assessments will be required before bids are made for capital funding. This includes undertaking all preparatory work to fully understand the requirements of a project before capital funding is sought.

An assessment of officer resource requirements and availability must be included in proposals to ensure that both delivery of projects and day-to-day work is covered. That assessment must include a time based resource plan to highlight significant pressure on resources.

A formal process for supervision and review of the capital project at regular and defined intervals must be annexed to the business case to ensure that the project

will be subject to thorough oversight for its duration.

2.3 Deciding on the prioritisation of capital projects

Proposed capital projects will be assessed in relation to alternative potential projects and on impact to financial resilience against the following criteria:

- Strategic fit – corporate objectives that are being met by the expenditure
- Identified need – why the project is required eg vital repairs to or major non-revenue maintenance of existing assets
- Achievability – this may include alternatives to direct expenditure by Waverley such as partnerships with others, rent or buy options and other alternative delivery vehicles
- Affordability and resource use – to ensure that total capital investment and expenditure remains within relevant limits if the project is approved
- Practicality and deliverability
- Revenue generation to be achieved from the proposed capital investment
- Non-monetary impacts such as future economic growth, social well-being or environmental benefit

2.4 Monitoring and evaluating projects

In assessing potential capital projects Waverley will have regard to:

- Governance arrangements
- How each scheme will be reviewed
- The formal approval process

2.4.1 Governance process for approval and monitoring of capital expenditure

For all capital investment the appropriate level of due diligence will be undertaken with the extent and depth reflecting the level of risk being considered in accordance with Waverley's Risk Appetite Statement.

Due diligence process and procedures will include:

- Scrutiny of the capital programme by the Value for Money and Customer Service Overview & Scrutiny Committee
- Identification of the risk to both the capital investment and the anticipated revenue generation
- Understanding the potential impact on the financial sustainability of Waverley if the risks are realised
- Identifying assets being held for security against any potential debt or charges on assets
- Seeking independent and expert advice where necessary

The Strategic Director (Section 151 Officer) is responsible for ensuring that Members are adequately informed and understand the risks of capital investment decisions.

2.4.2 How each scheme will be reviewed

The business case put forward for a capital project will be reviewed to ensure it takes account of stewardship, value for money, prudence, sustainability and affordability.

Investment decisions will consider risk and reward and all the criteria set out in section 2.3.

The phasing of projects over more than one financial year will be assessed to ensure timetabling of plans and budgeting is realistic and funding is available over the life of the project.

Contingency budgets will be considered as part of the review process to increase transparency of budgeting and to avoid over-budgeting of funds.

2.4.3 The formal approval process

The Capital Programme will be put to Council for formal approval together with funding requirements and, if successful, will form Waverley's capital programme which is the plan of capital investment for future years.

This ensures Waverley's overall capital strategy, governance procedures and risk appetite are fully understood by all members.

2.5 Revenue Implications

The revenue implications of capital investment must always be considered in prioritising projects and making investment decisions. Revenue implications include increases and decreases in both income and costs.

Items with negative revenue implications include:

- cost of borrowing (including Minimum Revenue Provision)
- loss of investment income if reserves or useable capital receipts are used
- running costs associated with an acquired asset such as:
 - salaries of employees or management fees or other outsourcing costs
 - heat and light etc
 - administrative support costs
 - future maintenance

Items with positive revenue implications include:

- additional income
- any positive impact of investment and economic growth on Waverley's council tax base and business rates income
- direct revenue savings
- savings from efficiencies

2.6 Framework for the management and monitoring of the Capital Programme

A Project Manager will be assigned to each project to oversee planning, delivery, management, skills assessment and governance of capital projects.

Project management must be used on every project irrespective of funding source.

There is a standard approach to project management that is used across Waverley. It consists of a standardised set of project documentation which allows a thorough and transparent overview of projects and the assessment of project progress against initial plans and milestones. These documents include risk registers and project baselines.

The finance system is used as a tool for budget management and is accessed by both finance staff and project managers to give up to date information on project spend.

Close monitoring and reporting of slippage is undertaken to give more timely reporting which then allows for greater flexibility with capital spend allowing opportunities for alternative projects to be introduced.

Full requirements in regard to management of financial information can be found in Waverley's Financial Regulations.

2.7 Funding of capital projects

2.7.1 Funding

Proposals for capital projects shall identify the capital funding requirements for the timescale of the project.

Capital funding must be appropriate for the project. Possible sources are:

- Reserves
- Capital receipts – from the sale of assets or finance lease receipts
- Government grants – such as disabled facilities grant funding
- Third party grants and contributions
- Community infrastructure Levy
- Revenue contributions
- Other developer contributions
- National Lottery
- Heritage Lottery Fund
- Matched funding
- External (prudential) borrowing

Any restrictions on borrowing or funding of ongoing capital finance eg HRA requirements must be assessed.

If grant funding is being sought, the project appraisal process must include bidding timeframes and the likely success of being awarded a grant.

2.7.2 Flexible use of capital receipts until 2021/22

Local authorities are permitted to use capital receipts to fund projects which are forecast to generate ongoing savings.

If Waverley plans to use this funding option for one or more capital projects a document must be prepared listing the projects, the expected savings or service transformation outcome for each project, and the impact on Waverley's prudential indicators.

2.7.3 Borrowing

Waverley's approach to borrowing is set out in the Treasury Management Framework.

Waverley may consider internal or external borrowing.

The following issues will be considered prior to undertaking any external borrowing:

- Affordability
- Maturity profile of existing debt
- Interest rate and refinancing risk
- Borrowing source

Minimum revenue provision (MRP) – local authorities are required to set aside a 'prudent' amount of their revenues each year as a provision for the repayment of debt'. Prudent provision should ensure that debt is repaid over a period that is reasonably similar to the period over which the capital expenditure is expected to provide benefit.

2.8 Asset Management

Waverley's arrangements for the corporate review of existing assets are contained in the Property Investment Strategy and the Housing Revenue Account Asset Management Strategy. These provide frameworks for the operational work of asset management and the aims and objectives and the current property portfolio and the plan of asset management including acquisitions, maintenance requirements and planned disposals.

The land and building assets are contained in the Property Terrier. These assets, together with Waverley's other assets, are held in the Asset Register which is maintained and updated on a regular basis.

2.8.1 Commercial Investment

These are investments made outside the normal treasury management activity and are taken with the aim of making a financial surplus for Waverley.

The detail is contained in the Property Investment strategy which documents the Waverley's requirements for:

- Ensuring effective due diligence
- Risk appetite
- Proportionality in respect of overall resources.
- Independent and expert advice and scrutiny arrangements
- management

The Executive has authority to bid, negotiate and complete on property acquisitions and investments with a total individual cost of up to £10million, within a total aggregate sum of £30million over

the period 2018/2019 to 2020/2021, subject to the decision fully satisfying all the criteria and process requirements set out in the Property Investment Strategy.

Performance is monitored by the Value for Money Overview and Scrutiny Committee.

2.9 Affordable Housing

Waverley recognises the demand for affordable housing.

In addressing this need it will consider a range of options:

- Private developments
- Build new homes from within the Housing Revenue Account within the limitations of the self-financing reforms.
- Seek alternative approaches for financing and supporting house building such as establishing council-owned housing companies and developing new relationships with delivery partners such as housing associations and private developers.
- The acquisition and appropriation of land and the transfer of assets from the HRA to the General Fund.

2.10 Asset reviews

As part of service planning asset reviews will be undertaken to consider the use of existing property and whether it can be better used in achieving the strategic objectives. The use of assets needs to be considered as customers' needs and expectations change.

Examples include:

- Consideration of sales of assets not being used to deliver

operational services or those not delivering best value, eg leasehold interest

- A lease on a Waverley owned property may be up for renewal which could create opportunities for change
- The local plan could redesignate a particular area which would allow for the potential redevelopment of Waverley owned land or property.

3. Other Considerations

All capital schemes must comply with Waverley's policies and legislation such as the Financial Regulations and Contract Procurement Rules.

Reference should also be made to other strategies and plans, namely:

- Corporate Strategy 2018-2023
- Property Investment Strategy March 2018
- Treasury Management Framework for 2019-20
- Housing Revenue Account Asset Management Strategy 2015-20
- Financial Regulations 2018-19
- Contract Procurement Rules 2018-19
- Tax Strategy 2018-19
- Risk Appetite Statement (Executive 5 February 2019)
- Medium Term Financial Plan 2019-23

Glossary

CIPFA – Chartered Institute of Public Finance and Accountancy

HRA – Housing Revenue Account

MRP - Minimum Revenue Provision

Property Terrier – information system for property assets

Treasury Management Policy

Waverley adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), which identifies three key principles which organisations should apply:

- 1) formal and comprehensive strategies, objectives, policies, practices and reporting arrangements for the effective management and control of treasury management activities should be in place.
- 2) effective management and control of risk are the prime objectives of Treasury Management and are the responsibility of the Council. Waverley's Treasury Management Framework must make clear its appetite for risk, the use of which financial instruments are allowed for the prudent management of those risks and that priority be given first to security, then to liquidity and last to yield.
- 3) treasury management policies and practices should reflect that the pursuit of value for money is, nevertheless, important and performance measures are important and valid tools to be used in support of this.

Accordingly, Waverley will create and maintain, as the cornerstones for effective Treasury Management:

- A Treasury Management Policy stating the policies, objectives and approach to risk management of its treasury management activities.
- A Treasury Management Strategy Statement on at least an annual basis, including approved treasury management practices (TMPs), setting out the manner in which Waverley will seek to achieve its policy objectives and prescribing how it will manage and control those activities.

The content of the policy, statement and TMPs will follow the recommendations contained in the Code, subject only to amendment where necessary to reflect the particular circumstances of this Council. Such amendments will not result in the organisation materially deviating from the Code's key principles.

The Council will receive reports on its treasury management policy and practices and the Executive will receive reports on treasury activities and performance, including, as a minimum, the annual framework in advance of the year.

The Council delegates responsibility for the regular monitoring of its Treasury Management Policy and practices to the Executive, and for the execution and administration of day-to-day treasury management decisions to the Strategic Director (Section 151 Officer) who will act in accordance with Waverley's Policy, Statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

The Council nominates the Value for Money Overview and Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management framework.

Overall policy:

Waverley defines its Treasury Management Policy objectives as:

The effective management of Waverley's banking and money market investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks in order to ensure that financial resources are available at the right time to deliver Waverley's service priorities.

Risk:

Waverley regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation and any financial instruments entered into to manage these risks.

Value for money:

Waverley acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives and is therefore committed to the principles of achieving value for money in treasury management and to employing suitable performance monitoring arrangements within the context of effective risk management.

Borrowing:

Waverley's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should ensure Waverley is transparent and has flexibility and control over its debt.

Investment:

Waverley's primary objective in relation to its cash investments remains the security of capital. The liquidity or accessibility of Waverley's treasury investments followed by the yield earned on investments remain important but are secondary considerations.

Treasury Management Strategy Statement 2019/20
(incorporating Treasury Management Practice statements)

Overall policy:

The major objective of managing daily cash balances to meet cash flow commitments remains the priority.

Investments:

Waverley's policy is to give security of treasury investment a higher priority than rate of return/yield. Waverley's strategy and day-to-day practice, therefore, continue to be refined, within the boundaries set out in the Treasury Investment Strategy (Annexe 6), in response to market conditions.

Risk:

Waverley acknowledges that no treasury management activity is without risk. The major area of risk is identified as investment risk. Investment risk will be mitigated in a number of ways as set out in accordance with the specified Treasury Management Practices and Annual Treasury Investment Strategy. The cornerstones of current treasury investment strategy are:

- to lend only to those institutions which fit Waverley's policy in terms of financial standing, credit ratings etc;
- generally to restrict lending to terms of one year or less or to cover precept dates or known expenditure commitments, except where the Strategic Director (S151 Officer) or Head of Finance agree to an investment within Waverley's criteria over a longer period if interest rates are favourable;
- to identify financial limits for each counterparty institution depending on the quality of its financial ratings;
- to make all money market investments in GBP sterling thus avoiding exchange rate risk;
- that Waverley's general preference is for fixed rate investments for budgetary certainty and the avoidance of yield risk and
- to consider other forms of investment that are not part of treasury management activity, such as property acquisitions, on a case by case basis subject to a comprehensive business case being presented to Members including analysis of risk and viability. This is set out in a separate Property Investment Strategy.

Waverley will also use available market intelligence as appropriate to aid investment and borrowing decision making.

Value for money:

Waverley is committed to the pursuit of value for money in its Treasury Management function and to use performance methodology in support of that aim. This will be achieved through the formal reporting process set out in the Treasury Management Practices as well as the use of comparative performance indicators (including Prudential Indicators) for its investment returns and costs.

Borrowing:

The HRA self-financing implementation required the HRA to pay the Government £189m in March 2012. Waverley borrowed £184m in March 2012 for this purpose with £5m being met by an internal loan. Waverley adopted a flexible approach to this borrowing in consultation with treasury management advisers.

The following issues will be considered prior to undertaking any external borrowing:

- Affordability
- Maturity profile of existing debt
- Interest rate and refinancing risk
- Borrowing source

It may be advantageous in future, as the HRA Business Plan is developed, to reschedule some of the HRA debt. Waverley's debt portfolio can, potentially, be restructured in order to achieve a reduction in risk, savings in interest costs and/or to meet changing cash demands. The rationale for undertaking any future HRA debt rescheduling would be one or more of the following:

- Changing the maturity profile of the debt portfolio
- Interest rate savings and premiums
- Rebalancing the interest rate structure of the debt portfolio

With the creation of the Investment Advisory Board and the Government's significant reduction in Waverley's New Homes Bonus funding, it is likely that Waverley will need to borrow in 2019/20 and subsequent years to develop and/or acquire property assets in order to develop the local economy and generate revenue for the General Fund budget.

In addition, temporary borrowing for the purposes of financing day-to-day expenditure commitments is allowed for short periods if economic on the day.

Overall, borrowing will be managed within the Authorised Limit for External Debt (See Prudential Indicator 8).

Minimum Revenue Provision (MRP) Policy Statement

One of the underpinning principles of the Local Authority financial system is that all capital expenditure has to be financed either from capital receipts, capital grants (or other contributions) or eventually from revenue income. MRP is a statutory mechanism for allocating funds out of revenue income to repay debt (from borrowing or credit arrangements) for capital spend that is unfinanced.

The scheme of MRP requires Local Authorities to set aside some of their revenues as provision for debt each year of an amount considered to be 'prudent' having regard to the recommendations in the Ministry of Housing and Local Government (MHCLG) guidance. Prudent provision should ensure there is a balance between matching MRP to a period over which the capital expenditure provides benefits.

In advance of each financial year a Local Authority should prepare a statement of its policy on making MRP in respect of that year and submit it to Council for approval.

Waverley's MRP

- Will not be nil or a negative charge except where the Capital Financing Requirement (CFR) is nil or goes into the negative or to offset a previous overpayment of MRP.
- Where the CFR is nil or negative on the last day of the financial year, indicating the provision of debt is equal to or greater than the debt incurred, no MRP will be made in the following financial year.
- The implications of MRP will be assessed at the point of making a decision to incur capital expenditure.
- Waverley will reassess the MRP charge each year.

Options for Prudent Provision of MRP

The methods available to calculate a prudent provision are:

1. Make a provision over the estimated life of the asset for which the borrowing is undertaken, either:
 - Equal instalment method – equal annual amounts over the estimated life of the asset.
 - Annuity method – link MRP to the flow of benefits from an asset where the benefits are expected to increase in later years.

or

2. Match MRP to the depreciation charges that will be generated by the assets that have been acquired
 - MRP continues until the provision made is equal to the original amount of the debt and may then cease.
 - On disposal of the asset the charge will continue but capital receipts or other funding sources can be applied at any time to repay all or part of the outstanding debt.
 - If only part of the expenditure on the asset is financed by debt, the depreciation provision is proportionately reduced.

The MHCLG guidance allows for limited flexibility in the calculation of MRP. However, if Waverley departs significantly from the guidance, or if it is a large, complex, novel scheme, legal and external audit will be consulted with the proposed approach as appropriate.

Commencement of MRP

- MRP will commence in the financial year following the one in which the unfinanced capital expenditure is incurred. In the case of a new asset MRP would begin in the financial year following the one in which the asset becomes operational.
- MRP will not be provided for Assets under Construction. MRP on debt will commence, proportionally, as each stage of the project transfers to Assets in Use.

Estimated Useful life of assets for calculating MRP

The useful life will not normally exceed a maximum of 50 years. Waverley may only exceed this maximum in two scenarios:

- Where Waverley has an opinion from an appropriately qualified professional advisor that the asset will deliver service functionality for more than 50 years. The life suggested by the professional advisor may then be used.
- For a lease, where the length of the lease exceeds 50 years, the length of the lease may be used.

Asset class	Estimated useful life
Investment Properties	50 years
Land and Heritage assets	50 years
Buildings	40 years (unless valuer indicates otherwise)
Vehicles and Equipment	7-15 years
IT Equipment	3-10 years
Car Parks	25 years

Leases

For finance leases, or where a right-of-use asset is on the balance sheet, the MRP requirement is met by a charge equal to the element of the rent/charge that goes to write down the balance sheet liability.

Housing Assets

The duty to make MRP does not extend to cover borrowing or credit arrangements used to finance capital expenditure of the Housing Revenue Account.

Treasury Management Practices (TMPs)

TMP1 Risk Management

General Statement

The Strategic Director, (Section 151 Officer) will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and report as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, all in accordance with the procedures set out in TMP6 *Reporting requirements and management information arrangements*. In respect of each of the following risks, detailed arrangements, which seek to ensure compliance with these objectives, are set out in 'Additional Information' schedules.

Credit and Counterparty Risk Management

The key risk in Waverley's treasury management activities is the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with which funds may be deposited and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 *Approved instruments methods and techniques*.

Liquidity Risk Management

Waverley will ensure it has adequate cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives.

Waverley will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current approved capital programme or to finance future debt maturities.

Interest Rate Risk Management

Waverley will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements, as revised, in accordance with TMP6 *Reporting requirements and management information arrangements*. It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, if required, approval of any policy or budgetary implications considered by the Executive as appropriate.

Exchange Rate Risk Management

Waverley's current approved policy allows cash investments solely in GBP sterling because other currency deals expose Waverley to an additional level of risk. Accordingly, Waverley does not have an exchange rate risk management strategy at this time. Should market conditions change such that foreign currency deals become appropriate, this Treasury Management Practice will be developed to cover this and approval for such a policy change will be sought from Council.

Inflation Risk Management

Waverley will keep under review the sensitivity of its treasury assets and liabilities to inflation, and will seek to manage the risk accordingly in the context of the whole organisation's inflation exposures.

Refinancing Risk Management

Waverley will ensure that its borrowing is structured and documented, and the maturity profile of the debt is managed with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to Waverley as can reasonably be achieved in the light of market conditions prevailing at the time.

Legal and Regulatory Risk Management

Waverley will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its TMP1[1] *credit and counterparty risk management*, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with Waverley, particularly with regard to duty of care and fees charged.

Waverley recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on Waverley.

Fraud, Error and Corruption, and Contingency Management

Waverley will ensure that it has identified the circumstances, which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

Market Risk Management

Waverley will ensure that its stated treasury management policies and objectives do not expose Waverley to the risk of adverse market fluctuations in the value of the principal cash sums it invests and will accordingly protect itself from the effects of such fluctuations.

TMP2 Performance Measurement

Waverley is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its treasury management policy statement.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of Waverley's stated business or service objectives. The performance of the treasury management function is included in the budget monitoring process, and periodic reports to the Executive and Corporate O&S Committee.

TMP3 Decision-making and Analysis

Waverley will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.

TMP4 Approved Instruments, Methods and Techniques

Waverley will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the Treasury Management Strategy and Annual Investment Strategy, and within the limits and parameters defined in TMP1 *Risk management*.

Should Waverley decide in future to use derivative instruments for the management of risks, these will be limited to those set out in its annual treasury management strategy. The organisation will seek proper advice and will consider that advice when entering into arrangements to use such products to ensure that it fully understands those products.

TMP5 Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements

Waverley considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decision and the audit and review of the treasury management function.

If Waverley has to depart from these principles, the Strategic Director (S151 Officer) will ensure that the reasons are properly reported in accordance with TMP6 *Reporting requirements and management information arrangements* and the implications properly considered and evaluated.

The Strategic Director (S151 Officer) will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management and the arrangements

for absence cover. The responsible officer will also ensure that at all times those engaged in treasury management will follow the policies and procedures set out.

TMP6 Reporting Requirements and Management Information Arrangements

Waverley will ensure that regular reports are prepared and considered on:

- the implementation of its treasury management policies
- the effects of decisions taken and transactions executed in pursuit of those policies
- the implications of changes, particularly budgetary, resulting from regulatory economic, market or other factors affecting its treasury management activities
- the performance of the treasury management function.

The Executive will receive:

- An annual report on the strategy to be pursued in the coming year;
- Monitoring reports during the year on treasury management activities and risks as appropriate;
- An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's treasury management policy statement and TMPs.

The Value for Money Overview and Scrutiny Committee will have responsibility for the scrutiny of treasury management policies and practices and will receive the annual strategy documents for comment and periodic performance reports.

TMP7 Budgeting, Accounting and Audit Arrangements

The Strategic Director (S151 Officer) will prepare, and the Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at a minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1 *Risk management*, TMP2 *Performance measurement* and TMP6 *Approved instruments, methods and techniques*. The Strategic Director (S151 Officer) will exercise effective controls over this budget and will report upon and recommend any changes required in accordance with TMP6 *Reporting requirements and management information arrangements*.

Waverley will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

TMP8 Cash and Cash Flow Management

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of Waverley will be under the control of the Strategic Director (S151 Officer) and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis and the Strategic Director (S151 Officer) will

ensure that these are adequate for the purposes of monitoring compliance with TMP1[1] liquidity risk management.

TMP9 Money Laundering

Waverley is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, Waverley will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained. The present arrangements, including the name of the officer to whom reports should be made have been agreed by the Audit Committee.

TMP10 Training and Qualifications

CIPFA's Code of Practice requires the *responsible officer* (for Waverley that is the Strategic Director (S151 Officer)) to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

Waverley recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Strategic Director (S151 Officer) will recommend and implement the necessary arrangements.

The Strategic Director (S151 Officer) will ensure that Members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

TMP11 Use of External Service Providers

Waverley recognises that responsibility for treasury management decisions remains with Waverley at all times. Waverley recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons, which have been submitted to a full evaluation of the costs and benefits. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the Strategic Director (S151 Officer).

TMP12 Corporate Governance

Waverley is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

Waverley has adopted and has implemented the key principles of the Code. This action, together with the other arrangements detailed in this document, are considered vital to the achievement of proper corporate governance in treasury management, and the Strategic Director (S151 Officer) will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

Treasury Management Investment Strategy 2019/20

The Treasury Investment Strategy is required under the Treasury Management code of Practice and Statutory Investment Guidance issued by the Ministry of Housing, Communities and Local Government. Waverley's primary objective in relation to the investment of public funds remains the security of capital. The liquidity or accessibility of the Authority's investments and the yields earned on investments are important but secondary considerations.

The 2019/20 Strategy is framed against the backdrop of current market conditions. Despite a generally depressed market since 2008, current market conditions are much more stable. Recently the Bank of England released the results of its 2018 UK bank stress tests. All banks passed... "the UK banking system is resilient to deep simultaneous recessions in the UK and global economies...". Other factors are the recent interest rate increases and the increased activity in Local Government peer-to-peer transactions which afford even more security in the market. On a local level, the Strategy also recognises the significant levels of cash accumulated by Waverley, mainly due to the accumulated HRA funds which will be spent on delivering the HRA capital programmes.

The statutory guidance requires Waverley to determine a number of limits and guidelines for its investment activity including 'specified' and 'non-specified' investments. Specified investments are those held in sterling with a maturity of no more than a year and must be with the UK Government, UK local authorities or "high" credit rated institutions. Non-specified investments are any investments that do not meet the above criteria. Given the market conditions described above an increase in the limit of 'non-specified investments' from £10million to £15million is proposed below. Officers would expect that the majority of non specified investments would be with other Local Authorities for added security. Non specified investments will remain non specified only by virtue of being for one year or more.

To meet the requirements of the Regulations it is proposed that the following policy and limits apply to all of Waverley's investment activity in 2019/20:

- Cash investments only (subject to the exception of CCLA (Churches, Charities and Local Authorities) investments) with UK Local Authorities and the UK Government and institutions assessed as having a 'high credit quality'.
- 'High credit quality' means having AAA rating for sterling money market funds or a minimum rating of A- for any banks and building societies, and being considered to have high credit credentials after taking account of the factors listed below.
- Waverley will not make any non-specified cash investments, other than when the investment is non-specified by virtue of it being for a period of more than one year, subject to it being an approved counterparty and an assessment of risk. Generally, longer-term investments over 1 year will be with other Local Authorities in order to reduce counterparty risk.
- £10million is the maximum investment in any single specified organisation at any one time.
- £20m is the total investment with any group - £10m the maximum with any single member of that group.

- Up to date information gathered by officers, together with specialist advice if appropriate, will be used to ensure compliance with the strategy.
- The maximum total investment at any one time that can prudently be committed for more than one year is £20 million.
- If cashflow certainty can be demonstrated over a longer term, Waverley will consider investing in property provided that a business case is presented to Members including a risk and viability assessment.
- The Strategic Director (S151 Officer) can seek the approval of Council to change the above limits during the year if necessary, provided that it is in the best interests of Waverley to do so.

Every investment will have a ratings check on the day of the investment and a list of potential counterparties will be prepared and approved by the S151 Officer before 1st April each year and updated throughout the year. In relation to the Annual Treasury Management Investment Strategy, investments have ongoing ratings checks, beyond just the day of investment, and ratings are continually monitored internally and changes reported to the Executive.

In practice, day-to-day controls are actually tighter, but still within the bounds of the approved policy, in order to create as much security as possible for Waverley's investment portfolio. These measures include:

- The major objective of managing daily cash balances to meet cash flow commitments remains the priority although it is recognised that, to some extent, some stability has been evident so longer term investment decisions are now possible subject to consideration of capital spending plans.
- In addition to the thresholds above, the maximum amount invested in any single specified organisation will generally be restricted to no more than 20% of the overall total external investments at that time.
- Investments are also monitored on a sector basis and judgments made as to the appropriate level within each sector taking into account appropriate treasury management information.
- General Market information is also used to enable some targeting of investment partners and the objective views of the credit agencies still have a value and are monitored more regularly.
- Close monitoring of credit ratings at the point of transaction including consideration of the 'future outlook' assessment.
- Increased frequency of updating the list of preferred organisations for investment with reduced working maximum limits for lower rated counterparties.

A major problem in the recent environment has been finding a sufficient number of investment counterparties providing acceptable levels of counterparty risk. In order to diversify an investment portfolio largely invested in cash, investments will be placed with a range of approved investment counterparties in order to achieve a diversified portfolio of prudent counterparties, investment periods and rates of return. Maximum investment levels with each counterparty within the limits set out in this Strategy will be set to ensure prudent diversification is achieved. Introductions to new counterparties (within the allowed criteria) will be sought where appropriate.

In order to continually review Waverley's counterparty list and to make a judgement about whether a counterparty has a 'high credit quality', officers will gather and consider information such as:

- Credit rating 'future outlook' assessments
- Published credit ratings for financial institutions
- Economic fundamentals (for example Net Debt as a percentage of GDP)

Banking – Waverley banks with HSBC. At the current time, HSBC meets the minimum credit criteria of 'A' long term. Waverley continues to monitor the credit rating of HSBC and would report to Members if any major concerns emerged. If the credit rating falls below the Authority's minimum criteria HSBC would have to be used in the short term for business continuity and liquidity requirements.

However, in practice, it would be impossible to restrict Waverley's own bank, HSBC, to the same £limits as other investment counterparties because there are many instances when cash in excess of £10m is moving through Waverley's HSBC bank accounts. Given also that it is likely that there will often be occasions when Waverley has more cash than the total of its approved counterparty limits, it is therefore necessary to specifically exclude HSBC's banking activities from the £10m limit. It should be noted that existing HSBC bank accounts are all instant access.

Prudential Indicators

The Capital Strategy provides a framework by which capital expenditure decisions are made as required by the Prudential Code for Capital Finance in Local Authorities. The Prudential Indicators support the Capital Strategy by providing numerical information to support decision making on borrowing, affordability, prudence and sustainability.

The Prudential Indicators are designed to support and record local decision making and are not designed to be comparative performance indicators with other councils. They can be reviewed at any time by the S151 Officer, subject to Council approval. The S151 Officer must monitor performance against each indicator during the year.

The Code is not prescriptive on the indicators, as they are to support local decision making, but must cover four areas:

- prudential indicators for capital expenditure
- prudential indicators for affordability
- prudential indicators for external debt
- prudential indicators for treasury management.

Indicator 1 - Estimate of total capital expenditure to be incurred

The estimates of capital expenditure Waverley plans to incur during the forthcoming financial years are:

	2017-18 Actual £'000	2018-19 Estimate £'000	2019-20 Estimate £'000	2020-21 Estimate £'000	2021-22 Estimate £'000
General Fund	10,995	2,032	3,360	2,550	1,950
Housing Revenue Account	11,566	7,782	21,532	18,024	17,135
Total	22,561	9,814	24,892	20,574	19,085

Indicator 2 - Financing Costs

Financing costs are made up of interest paid, interest and investment income and amounts required for the statutory provision of debt (including repayments of principal, interest and minimum revenue provision).

	2017-18 Actual £'000	2018-19 Estimate £'000	2019-20 Estimate £'000	2020-21 Estimate £'000	2021-22 Estimate £'000
General Fund	-449	-430	-471	-471	-471
Housing Revenue Account	9,064	9,279	9,864	9,740	10,368

The General Fund generates a net interest receipt from treasury management investment on the money markets.

Indicator 3 - Net Revenue Stream

The net revenue stream is the amount to be met from Government grants and local taxpayers or, in the case of the HRA, the net amount to be met from rent income. Financing costs are the net of any interest on borrowing, interest earned on investments and any amounts made as revenue provision to repay debt.

	2017-18 Actual £'000	2018-19 Estimate £'000	2019-20 Estimate £'000	2020-21 Estimate £'000	2021-22 Estimate £'000
General Fund - Taxation and non specific grant income	13,264	13,529	13,211	12,711	13,020
Housing Revenue Account – Rent income	29,931	29,401	30,247	30,546	31,582

Indicator 4 - Financing Costs to Net Revenue Stream

	2017-18 Actual	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate
General Fund	-3.4%	-3.2%	-3.6%	-3.7%	-3.6%
Housing Revenue Account	30.3%	31.6%	32.0%	31.9%	32.8%

The General Fund generates a net interest receipt from treasury management investment on the money markets.

Indicator 5 - Capital Financing Requirement (CFR)

The CFR is the amount of capital spending that has not yet been financed by capital receipts, capital grants or contributions from revenue income. It measures the underlying need to borrow for capital purposes. The borrowing may not necessarily take place externally if the Council judges it prudent to make use of cash that it has invested to adopt an efficient and effective treasury management strategy. This is known as 'internal borrowing'.

The Housing Revenue Account self-financing debt is deemed to be capital expenditure under the regulations and forms part of the calculation of the CFR.

	2017-18 Actual £'000	2018-19 Estimate £'000	2019-20 Estimate £'000	2020-21 Estimate £'000	2021-22 Estimate £'000
General Fund	5,000	4,900	4,800	4,700	4,600
Housing Revenue Account	188,709	188,479	184,256	179,953	174,969
Total	193,709	193,379	189,056	184,653	179,569

Indicator 6 - Gross debt and the Capital Financing Requirement

In order to ensure that over the medium term debt will only be for a capital purpose, external debt should not, except in the short term, exceed the total of the capital financing

requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

	2019-20 Estimate £m	2020-21 Estimate £m	2021-22 Estimate £m
Gross debt	176	171	166
Capital Financing Requirement (Indicator 5)	189	185	180

Treasury Indicators

Indicator 7 - External Debt

The prudential indicator for the authorised level of external debt is the focus of corporate decision making and managerial control as it is the immediate means by which Waverley complies with the legislative requirement to keep under review the amount it can afford to borrow.

The actual external debt is taken from Waverley's Balance Sheet.

Actual External Debt as at 31/03/2018	£m
Borrowing	184.0
Other Long-term Liabilities	0.0
Total	184.0

Indicator 8 - Authorised limit for external debt

The Authorised Limit sets the maximum level of external borrowing, excluding investments, for Waverley and represents a limit beyond which Waverley cannot borrow until the indicator is reviewed or amended. It establishes the upper boundary of borrowing based on a realistic assessment of the risks and reflects a level of borrowing which, while not desirable, could be affordable but may not be sustainable.

It must also encompass borrowing for temporary purposes. While cash flows are currently managed using the investment portfolio it is possible that short-term borrowing may be necessary but is not currently expected.

This Prudential Indicator separately identifies borrowing from other long term liabilities.

In approving this limit, the Council is approving the limit as required under section 3(1) of the Local Government Act 2003.

	2017/18 Actual £m	2018-19 Estimate £m	2019-20 Estimate £m	2020-21 Estimate £m	2021-22 Estimate £m
General Fund	5	50	50	50	50
Housing Revenue Account	188	188	188	188	188
Total	193	238	238	238	238

Indicator 9 - Operational Boundary

This indicator is a means by which Waverley manages its external debt to ensure it remains within the self-imposed authorised limit. It is the focus of day-to-day treasury management activity.

It is lower than the authorised limit in order to allow for cash flow variations that may lead to the occasional breach of the operational boundary. A breach is highly unlikely but any breach would then alert the Council to the imminent breach of the authorised limit and corrective action can then be taken.

The operational boundary distinguishes between borrowing and other long-term liabilities.

	2017-18 Actual £m	2018-19 Estimate £m	2019-20 Estimate £m	2020-21 Estimate £m	2021-22 Estimate £m
General Fund	5	40	40	40	40
Housing Revenue Account	188	188	188	188	188
Total	193	228	228	228	228

Indicator 10 - Maturity Structure of Borrowing

The following table shows the amount of borrowing that is maturing in each period expressed as a percentage of total borrowing from 2019-20. This is all HRA borrowing.

	Upper Limit	Lower Limit
0 to 5 years	20%	20%
5 to 10 years	32%	32%
Over 10 years	48%	48%

Indicator 11 - Total principal sums invested for periods longer than a year

Were Waverley to invest, or plan to invest, for periods longer than a year, it has set the following limits for each forward financial year for the maturing of such investments. This allows Waverley to contain its exposure to the possibility of loss that might arise as a result of having to borrow short term at higher interest rates or see early repayment or redemption of principal sums invested.

This indicator also demonstrates that Waverley is not borrowing more money than it needs, or in advance of need, purely to profit through investment from the extra borrowing.

	2018-19 Estimate £m	2019-20 Estimate £m	2020-21 Estimate £m	2021-22 Estimate £m
The upper limit of principal sums invested for periods of more than 365 days	20	20	20	20

WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW & SCRUTINY COMMITTEE – 18 FEBRUARY 2019

EXECUTIVE – 12 MARCH 2019

COUNCIL – 19 MARCH 2019

Title:

CIL GOVERNANCE ARRANGEMENTS – CRITERIA AND FINANCIAL THRESHOLDS

**[Portfolio Holder: Cllr Kevin Deanus]
[Wards Affected: All]**

Summary and purpose:

On 11 December 2018, Council approved outline governance arrangements for the allocation of Community Infrastructure Levy (CIL) receipts to enable the delivery of specific infrastructure projects that will support and mitigate impact of development in the Borough over the Local Plan period.

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

The adoption of robust CIL Governance Arrangements will contribute to the Council's Strategic priorities of Place and Prosperity, through the allocation of funding to enable provision of infrastructure that supports communities and economic growth in the Borough.

Equality and Diversity Implications:

There are no direct Equality and Diversity implications arising from the CIL Governance Arrangements. There are no specific equality groups that will be directly affected by the proposed arrangements. It is expected that all residents/businesses will benefit from improvements to infrastructure in their local area and the Borough as a whole.

Financial Implications:

During the CIL Examination, it was estimated by Waverley's consultant that the CIL could potentially raise up to £94m towards infrastructure development in Waverley in the remainder of the Plan period up to 2032, assuming that the entire housing target is delivered during this time. The CIL Regulations 2010 (as amended) ("the Regulations") allow up to 5% of CIL receipts to be used for the administration costs of operating CIL.

Legal Implications:

The governance arrangements will be implemented in accordance with the CIL Regulations 2010 (as amended) ("the Regulations") and will also take account of Planning Practice Guidance.

Background

1. The Community Infrastructure Levy (CIL) is a charge that local authorities can impose on new development to raise funds to deliver infrastructure that is required to support the development and growth of their area.
2. Following independent examination, the Waverley Borough Council CIL Charging Schedule ('the CIL Charging Schedule') was adopted by Full Council on 31 October 2018 and will be effective from 1 March 2019.
3. Waverley's Regulation 123 List sets out the types of infrastructure that the Council may fund through CIL and those that will continue to be funded through Section 106 agreements. The Regulation 123 List, Instalment Policy, and Phasing and CIL-in-kind Policies were also adopted by Council on 31 October 2018.
4. CIL contributions are intended to fill infrastructure 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". The CIL cannot be used to resolve "historical deficits" of infrastructure provision.

Governance Arrangements for CIL at Waverley

5. On 11 December 2018, Council approved outline governance arrangements for the allocation of Community Infrastructure Levy (CIL) receipts to enable the delivery of specific infrastructure projects that will mitigate the impacts of new development and support economic growth. The council agreed the establishment of a CIL Advisory Board that will consider bids for CIL in the future, but initially it was charged with developing the detailed governance arrangements, specifically:
 - drafting the detailed criteria for the spending of Strategic CIL receipts and any proposals for allocating proportions of the Strategic CIL Fund for specific purposes; and;
 - identifying a threshold for the delegation to the Executive of the approval of Strategic CIL Fund spending after consideration of the recommendations of the CIL Advisory Board.
6. Since Council, the CIL Advisory Board has been convened, with membership comprising:

Portfolio Holder for Planning (Operations)	Cllr Kevin Deanus
Portfolio Holder for Economic Development	Cllr Jim Edwards
Portfolio Holder for Finance	Cllr Ged Hall
Non-Executive Members x 4:	Cllr Brian Adams
	Cllr David Beaman
	Cllr Mary Forszewski
	Cllr Peter Martin
7. The Board has reviewed and agreed in principle draft Terms of Reference and these are attached at Annexe 1 to be endorsed by Council.
8. The Regulations state that the CIL is to be allocated as follows:

- Administrative CIL: 5% of CIL receipts to be retained by Waverley Borough Council.
- Neighbourhood CIL: 15%-25% of CIL receipts to be paid to Town and Parish Councils. In line with the Regulations, 15% of CIL receipts (capped at £100 per Council tax dwelling per annum in the parish area) will be transferred to Town and Parish Councils twice a year, where development has occurred in their area. This rises to 25% of CIL receipts (without any cap) for Town and Parish Councils that have made Neighbourhood Plans. The Neighbourhood CIL may be spent by Town or Parish Councils on a range of infrastructure projects, as long as it meets the requirement to support:
 - the development of the area by funding the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - anything else that is concerned with addressing the demands that development places on the area.
- Strategic CIL: the remaining 70-80% of CIL – the Strategic CIL Fund - is to be allocated to infrastructure projects by Waverley Borough Council. In allocating CIL funds to projects it will be important to maintain the strong link with the infrastructure categories set out on the Regulation 123 List, and projects identified in the Infrastructure Delivery Plan (IDP). The Regulations require that CIL funding must be for the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. CIL is intended to focus on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development.

Criteria for spending of Strategic CIL Fund receipts

9. The CIL Advisory Board reviewed draft criteria and a scoring framework for evaluating bids for infrastructure from the Strategic CIL Fund. The broad criteria headings proposed are:
- i. Delivering growth (up to 45 points/120)
 - ii. Community support (up to 25 points/120)
 - iii. Project cost (up to 25 points/120)
 - iv. Deliverability (up to 25 points/120)

The draft project evaluation template is attached at Annexe 2 and is recommended for approval by Council.

10. Whilst the Board felt that a points-based evaluation framework was as helpful evaluation tool, they were reluctant to recommend a points threshold that projects would have to reach before being considered for funding, without the experience of seeing the outcomes of the process during the first year of operation.

Allocating proportions of the Strategic CIL Fund for specific purposes

11. The Board recognises the frustration that many councillors feel in relation to the significant level of development that has already been permitted prior to the implementation of CIL. The fact that this development has been concentrated in certain parishes, has exacerbated feelings of 'missing out' on funds that could have

made a real contribution to infrastructure locally that would mitigate some of the impacts of contentious development.

12. The Board also recognised that it is likely that projects scoring highest for allocation of funds will be those from the County Council, for highways and education. There is a risk that the majority of CIL funds will be allocated to major, high value, projects and lower value – but still desirable – projects will not be funded.
13. In order to provide the opportunity for Town and Parish Councils to bid for lower value, locally desirable projects, the CIL Advisory Board recommends that the Strategic CIL Fund is 'bottom-sliced' to create a 'Communities CIL Fund' amounting to 10% of the Strategic CIL Fund. This will have a separate application process to the main Strategic CIL Fund, and as part of the assessment of bids consideration will be given to the amount of Neighbourhood CIL Funds the parish council has received over the past 2 years.
14. Whilst the projects to which the Communities CIL Fund may be allocated are more restricted than for the Neighbourhood Funds held by Town and Parish Councils, it will provide an opportunity for local communities to access funds for local infrastructure projects that can be completed quickly and deliver direct benefits to local residents.

Threshold on the delegation to the Executive

15. The CIL Advisory Board considered what would be an appropriate upper limit on the delegation to the Executive to approve individual allocations of CIL, and agreed to recommend a threshold of £2.5m. Any individual project with a total cost in excess of £2.5m will need to be referred from Executive to Council for approval.

Overview and Scrutiny Comments

16. The Value for Money and Customer Service O&S Committee considered this item at its meeting on 18 February 2019 and made the following observations.
 - The Committee agreed that it was important to have robust governance arrangements in place ready for when CIL money started to be received following 1 March 2019.
 - The Committee felt that the scoring matrix was a good starting point, and acknowledged that the ultimate test would be putting it into practice. A suggestion was made that the 'deliverability' section should come first in the matrix as any project would inevitably depend on this.
 - Members acknowledged that some flexibility was necessary, as it was likely that some tweaks would be needed during the first year.
 - The Committee noted that the report proposed that delegated authority be given to the CIL Advisory Board to make revisions to the governance arrangements, and was concerned that this would give the Board too much freedom to alter the financial thresholds.
17. The Committee considered the proposed recommendations from Executive and Council. It endorsed recommendations 1 – 4 as set out in the report and recommended the following amendment to recommendation 5.

5. Delegated authority is given to the CIL Advisory Board to **propose** revisions to the governance arrangements **that would be subject to the usual scrutiny process and** an annual report to the Executive and Council.

Conclusions

18. In making its recommendations on the Terms of Reference of the CIL Advisory Board, the detailed evaluation criteria for assessing bids for funding, the creation of a Communities Fund within the Strategic CIL Fund, and setting a threshold of £2.5m for Executive approval of individual allocations, the Board recognised that there would need to be an annual review of the arrangements and the ability to revise them in the light of experience. The Terms of Reference therefore include responsibility for reviewing the CIL governance arrangements on an annual basis, and delegated authority is sought from Council for the CIL Advisory Board to make changes to the arrangements.

Recommendation

Subject to the consideration and comments of Value for Money & Customer Service Overview & Scrutiny Committee, that the Executive recommends to Council:

1. The CIL Advisory Board Terms of Reference as set out at Annexe 1 are endorsed.
2. The draft evaluation and scoring framework for assessment of bids for funding from the Strategic CIL Fund as set out at Annexe 2, are agreed.
3. The Strategic CIL Fund is 'bottom-sliced' to create a Community CIL Fund of 10% of the Strategic CIL Fund receipts, for funding low-value but desirable community infrastructure projects on application from parish councils, with priority being given to bids from parish councils with relatively low Neighbourhood CIL Fund receipts.
4. The delegation to the Executive to approve bids for allocation of Strategic CIL Funding, on the recommendation of the CIL Advisory Board is subject to an upper limit of £2.5m, above which approval reverts to Council.
5. Delegated authority is given to the CIL Advisory Board to make revisions to the governance arrangements, subject to an annual report to the Executive and Council.

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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CIL ADVISORY BOARD
DRAFT TERMS OF REFERENCE (v1)

1. Purpose

- 1.1 The CIL Advisory Board has been established by Council [11 December 2018] to develop the detailed arrangements for the allocation, spending and reporting of CIL receipts, and oversee the arrangements thereafter; and, to make recommendations to the Executive on spending of CIL Strategic Fund receipts, after consideration of spending applications against agreed criteria.

2. Functions

- 2.1 The CIL Advisory Board will:

- i. Develop detailed arrangements for the allocation, spending and reporting of CIL receipts, subject to the agreement of Council.
- ii. Make recommendations to the Executive on the allocation of CIL receipts.
- iii. Make an annual report to the Executive on CIL receipts and spending (in accordance with Regulation ... of the CIL Regulations).
- iv. The CIL Advisory Board will review the arrangements for allocating CIL receipts annually, and report to the Executive and make recommendations to the Executive on any changes to the arrangements.
- v. The CIL Advisory Board will review its terms of reference annually and make recommendations to the Executive, as it deems appropriate.

3. Membership

- 3.1 The CIL Advisory Board will be appointed by the Leader of the Council on an annual basis, the Membership to be agreed by Council at the annual meeting of Council.

- 3.2 The CIL Advisory Board membership does not fall within the scope of the political proportionality requirements of the LG&HA1989, but will recognise as far as possible:

- a) the political make-up of the Council
- b) the geographical interests of the Council

- 3.3 The Membership will comprise:

- Portfolio Holder for Finance
- Portfolio Holder for Planning (Operations)
- Portfolio Holder for Economic Development
- Non-Executive Councillor x 4

- 3.4 There will be no substitutions in the event of members being unable to attend a meeting.
- 3.5 CIL spending is an Executive function, and the Chairman of the CIL Advisory Board will be the Portfolio Holder for Planning Operations (or whichever Executive portfolio includes responsibility for CIL).

4. Quorum

- 4.1 A meeting of the CIL Advisory Board may proceed provided there are at least *[two]* Executive Portfolio Holders and *[three]* Non-Executive Councillors present.

5. Meetings

- 5.1 The CIL Advisory Board will have scheduled meetings on a quarterly basis, with additional meetings called as required.
- 5.2 Meetings of the CIL Advisory Board are not held in public, and will not be webcast.
- 5.2 The agenda and papers for a meeting must be circulated at least three clear working days prior to the meeting. After each meeting the Chairman will agree the notes and any action points.

6. Reporting

- 6.1 The CIL Advisory Board will report to the Executive annually with recommendations on the allocation of CIL receipts to support infrastructure projects within the Borough.
- 6.2 The CIL Advisory Board will report to the Executive annually on the amount of CIL received and allocated/spent, in accordance with CIL Regulations (....).

Strategic Community Infrastructure Levy (CIL) Project Scoring

Applicant	
Project location	
Project description	
Amount of CIL funding requested	
Total cost of the project	

Mandatory Requirements (to be completed by the CIL Officer)

For a project to be assessed against the scoring criteria all of the mandatory requirements must be satisfied:

- The application form is completed satisfactorily.
- The organisation must be capable of carrying out the proposed project.
- The project must meet the terms of the CIL Regulations, as amended:
 - The project must be clearly defined as 'infrastructure'.
 - The CIL Regulations require that CIL funding must be for the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.
 - The levy is intended to focus on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development.
- The project is listed as a CIL infrastructure type or project in the Council's Regulation 123 List

Scoring Criteria

If a project fulfils the mandatory requirements it will be assessed against the following scoring criteria by Officers.

Delivering Growth (45)

Will the project contribute towards the delivery of the adopted/emerging Local Plan?

Strong link to the delivery of the Local Plan (15)	Some link to the delivery of the Local Plan (10)	Very little direct delivery of the Local Plan (5)	No contribution to delivery of the Local Plan (0)
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What is the status of the project in the Infrastructure Delivery Plan (IDP)?

Critical (20)	Essential (15)	Desirable (10)	Other (5)	Not in the IDP (0)
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Does the project fit with the vision and mission of the Waverley Borough Council Corporate Strategy?

Strong link to Council priorities (10)	Some link to Council priorities (5)	No link to Council priorities (0)
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Community Support (25)

Is there a public benefit of the project?

Evidence of local and wider public benefit (10)	Evidence of local public benefit (5)	No evidence of public benefit (0)
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Is there evidence that the local community support the project?

Significant evidence of community support (5)	Some evidence of community support (3)	No evidence of community support (0)		
Is there evidence of support for the project from other stakeholder or organisations? (all that apply)				
County Council support (2)	District Council support (2)	Parish Council support (2)	Service provider support (2)	Other stakeholder support (2)
Project Cost (25)				
Is the project value for money (VfM)? (considering: project costs compared to benchmark costs, potential benefits and outcomes for the Borough, alternative funding sources available and the need for CIL, the added value which CIL could bring to the scheme)				
Excellent evidence that all aspects of the project are VfM (10)	Good evidence that most aspects of the project are VfM (7)	Some evidence that aspects of the project are VfM (5)	Limited evidence that the project is VfM (3)	Evidence does not demonstrate project is VfM (0)
Has the project received any previous CIL funding?				
No previous CIL funding sought or received (5)	Some CIL funding sought or received (3)		CIL funds previously sought or received; or unknown (0)	
Does the project have or unlock additional funding from other sources (e.g. grants or match-funding)?				
Over 75% funding from other sources (10)	50-74% funding from other sources (7)	25-49% funding from other sources (5)	Up to 25% funding from other sources (3)	No funding from other sources (0)
Deliverability (25)				
What evidence is there to suggest the project is deliverable? (considering: feasibility; if planning permission would be requirement; what type of bid is the project, e.g. feasibility, preliminary works or project ; is there a project plan which includes timetable and resources; what measures have been explored to minimise the risk of the project not being delivered)				
Strong evidence supporting deliverability of the project (15)	Good evidence supporting deliverability of the project (10)	Some evidence supporting deliverability of the project (5)	No/limited evidence supporting deliverability of the project (0)	
What is the delivery timescale for the project?				
Immediate (5)	Up to 5 years (4)	5-10 years (3)	10-15 years (2)	More than 15 years (1)
Have details been given as to how on-going maintenance will be provided for and the identification of the responsible party for the maintenance?				
Evidence of provider and cost for maintenance (5)	Evidence of provide but no cost for maintenance; or no evidence of provide but cost for maintenance (3)		No evidence of provider or cost for maintenance (0)	

Project Score	/120
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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

12 MARCH 2019

Title:

**REVIEW OF THE STRUCTURE TO DELIVER THE COMMUNITY
INFRASTRUCTURE LEVY (CIL)**

**[Portfolio Holder: Cllr Deanus and Cllr Storey]
[Wards Affected: All]**

Summary and purpose:

This report presents the findings of the Environment Overview & Scrutiny Committee in-depth review of the structure to deliver the Community Infrastructure Levy (CIL). The report is set out at Annexe 1.

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

This report directly relates to the Corporate Strategy Prosperity goal to 'Implement a Community Infrastructure Levy scheme and seek further grant funding to ensure that new growth is supported by infrastructure.'

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:

There are no direct financial implications from this report, however CIL monies make an important contribution towards the funding of infrastructure in the area to support new developments. New CIL procedures will also allow Waverley to benefit from contributions towards administrative costs to enable infrastructure improvements. Waverley residents will benefit from extra resource will help to support additional house building in the area.

Legal Implications:

There are no direct legal implications arising from this report.

1. Background

An Infrastructure Task and Finish Group of the Environment Overview & Scrutiny Committee was set up in September 2018 with the following five members of the Committee volunteering to be part of the group.

Councillor Wyatt Ramsdale (Chair)
Councillor Nick Williams (Vice Chair)
Councillor Mary Foryszewski

Councillor Maurice Byham
Councillor Peter Isherwood

The focus of the group was to review the CIL and December 2018 Infrastructure Delivery Plan (IDP) arrangements and to advise on the criteria for the prioritisation of projects.

The Group met on seven occasions and their final report, which has been endorsed by the Environment Overview & Scrutiny Committee, is set out at Annexe 1.

Recommendation

That the Executive considers and endorses the recommendations set out in the report.

Background Papers

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

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Waverley Borough Council

Scrutiny Review

**Review of the Structure to Deliver the
Community Infrastructure Levy (CIL)**

**An Environment Overview & Scrutiny
Committee Infrastructure Task and
Finish Report**

February 2019

Review of the Structure to Deliver the Community Infrastructure Levy (CIL) Scrutiny Review

1. Introduction

At the 17th September 2018 Environment Overview and Scrutiny Committee meeting, the Committee resolved to set up a working group to satisfy themselves of the CIL arrangements from an environment (end user) perspective and to inform the future work of the CIL Advisory Board. The Task Group Members are:

Councillor Wyatt Ramsdale (Chair)	Councillor Maurice Byham
Councillor Nick Williams (Vice Chair)	Councillor Peter Isherwood
Councillor Mary Foryszewski	

The Task and Finish Group resolved the scope of the review to have the following outcomes and objectives:

Desired outcomes

1. Confirmed criteria for prioritising December 2018 IDP projects
2. Recommended arrangements for future projects prioritisation
3. Provide recommendations on the relationship between relevant parties (such as Surrey County Council, Parish/Town Councils and Utility Companies)

Objectives for the review

- a) Review December 2018 IDP projects and propose criteria for prioritisation by theme and other measures in order to inform CIL and/or S106 monies spend
- b) Determine criteria for recommendation – using the proposed Critical, Essential and Desirable definitions
- c) Consider how to best engage with key infrastructure partners, to build relationships and solicit information

2. Task and Finish Group Meetings

The group met on 7 occasions to discuss; the Infrastructure Delivery Plan (IDP), the process of gaining scheme information from lead agencies, the presentation of IDP information to ensure settlement and activity are considered when approving requests for CIL funding. As a result of these discussions a number of actions were taken (recorded in section 3) and recommendations were determined (recorded in section 4).

3. Task and Finish Group Deliverables

Letters were written to:

- Waverley Borough Council Councillors
- Surrey County Councillors with divisions in the Waverly locality
- Town and Parish Council Chairs (and Clerks)

requesting these key stakeholders to review the information contained on the IDP and to work with their County, Borough and Town/Parish counterparts to make recommendations for changes so that the IDP is as up to date as possible.

The Chairman of the Infrastructure Task and Finish Group also contacted Surrey County Council Cabinet Members to establish if SCC departments were sufficiently engaged regarding the IDP.

4. Infrastructure Task and Finish Group Recommendations

Item	Recommendation
1	<p>Infrastructure Delivery Plan (IDP)</p> <p>a) The IDP is an essential document supporting the CIL process and enabling the CIL Advisory Board to make effective decisions, as such time should be given to allowing for ongoing maintenance of the document (i.e. removing duplicated, out of date and completed projects, and including new projects and projects updated with better quality information.) It is recommended the IDP is updated and made available at quarterly or monthly intervals.</p> <p>b) It is recognised that Waverley Borough Council Heads of Service are a significant source of information feeding into the IDP. It is therefore recommended Heads of Service are asked to review and update the IDP at least at quarterly intervals to ensure the IDP is particularly relevant with Waverley Borough Council information. Additionally for Heads of Service to continue to liaise closely with each other over scheme implementations and share updates as necessary.</p> <p>c) It is recommended that where a match funding opportunity of a scheme exists, this information is recorded on the IDP table. It is also recommended to encourage lead agencies to seek out and report any match funding opportunities, in order to record this information on the IDP.</p> <p>d) It is recommended that the three priority categories (critical, essential and desirable) used to rank the schemes on the IDP, should be expanded to include “undecided” (not yet prioritised), “other” (likely to be funded from sources other than CIL or S106) and “not valid”</p>

	<p>(outside the remit of CIL regulations). Such ranking will enable members of the public to view their requested project and understand the likelihood of CIL funding. If the CIL Advisory Board felt that this was not achievable, possibility could be given to either allowing the recommended working group to undertake this activity and/or produce a secondary list holding this information.</p> <p>e) It is noted that there is a balance to be achieved between the frequency of refreshing the IDP and the burden this places on resources. It is noted the regulations allow for up to 5% of CIL receipts to be spent on administrative costs associated with CIL, we should seek to limit our costs to that.</p> <p>f) Thought should be given to additional resources for the implementation / transition arrangements.</p>
<p>2</p>	<p>Bids for CIL monies</p> <p>a) When deciding if monies should be allocated to a bid, being registered on the Waverley Borough Council Infrastructure Delivery Plan (IDP) should be taken as a strong positive indicator, if not an essential requirement.</p> <p>b) To make best use of allocated monies, CIL funding should be seriously considered for those schemes already in receipt of Section 106 funding, but where the funding is insufficient to deliver the scheme.</p> <p>c) Waverley Borough Council CIL Advisory Board should be mindful of allocating its CIL monies to Town/Parish Council schemes which could reasonably be partially or fully funded by that Town/Parish Council from their own CIL funds.</p>
<p>3</p>	<p>Criteria for prioritising CIL bids</p> <p>a) A significant criteria should be the allocation of funds to projects that address identified service needs in locations where real need is genuinely a result of new qualifying development.</p>
<p>4</p>	<p>Reporting on CIL Expenditure.</p> <p>a) Whilst there is no formal, external requirement that CIL be spent on a geographic basis or on particular services, we believe that users of different backgrounds will rightly wish to see that they have been “fairly treated”. Thus we recommend a publicly available reporting matrix over set time periods with axes for geography (Ward or Division) and for the Regulation 123 categories.</p> <p>b) Noting that the recommended Terms of Reference provide for annual CIL Advisory Board reporting to the Executive, it is requested that the</p>

	<p>report is also annually shared with Environment Overview and Scrutiny (and other Overview and Scrutiny Committees as appropriate).</p>
5	<p>Working together</p> <p>In light of the potential CIL income there is much opportunity to be gained from the allocation of CIL receipts, particularly if County, Borough and Town/Parish Councils are able to work together to understand infrastructure needs and pool funding.</p> <ul style="list-style-type: none"> a) It is recommended to encourage locality based, joint working groups with representatives from County, Borough and Town/Parish Councils to discuss common issues, priority schemes and cross boundary matters which can feed into Waverley Borough Council planning and IDP. (Sometimes this may include cross boundary matters involving boroughs and counties). b) In order to lead by example in this multi stakeholder space, consideration should be given to the value of having a Surrey County Council Councillor representative, to aid cooperation between tiers of government and supported by SCC's CIL/S106 Officer, on the Waverley Borough Council CIL Advisory Board.
6	<p>CIL Monies</p> <ul style="list-style-type: none"> a) There are many contributing factors which can impact on the projected amount of CIL receipts and also the timing of the CIL receipts. It is recommended that the CIL Advisory Board is regularly updated on the level of agreed planning (including size of development and timescales) as well as national, regional and local economic factors as part of their overarching understanding, in order to ensure effective decision making and be aware of any potential changes in the CIL receipt forecasts. (This is an activity which any ongoing working group, should one exist, could support the CIL Advisory Board) b) Serious consideration should be given by the CIL Advisory Board to positively receiving bids for scheme funding, which would enable other match funding to be granted to the scheme, thereby enabling the scheme to be delivered with only limited Waverley Borough Council CIL funding.
7	<p>Ongoing Support to the CIL Advisory Board</p> <ul style="list-style-type: none"> a) As an informed body, it is recommended that CIL Advisory Board / Waverley Borough Council may be able to sign post lead agencies at an early stage to alternative sources of funding which may lead to scheme delivery by alternative funding. This is particularly important where CIL funding is unlikely to be deemed critical or essential. b) A permanent CIL or Infrastructure working group be considered, with

	the focus of supporting the CIL Advisory Board, by looking at the detail and undertake the initial prioritisation of projects on the IDP.
8	<p>Implementation</p> <p>a) Consideration should be given to how Borough Council Councillors (and Town/Parish Chairmen) can be appropriately trained.</p>

Councillor Wyatt Ramsdale
Chair of the Infrastructure Task and Finish Group

Wendy Cooper
Scrutiny Policy Officer
Tel: 01483 523496

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

12 MARCH 2019

Title:

DELIVERY OF NEW AFFORDABLE COUNCIL HOMES THROUGH S106 SITES

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

Note pursuant to Section 100B (5) of the Local Government Act 1972

Exempt Annexe 2 to this report contains Exempt information by virtue of which the public is likely to be excluded during the item to which the report relates, as specified in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, namely:

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

Summary and purpose:

To update members on the progress made in delivery of new affordable Council homes through the acquisition of property under Section 106 (S106) Agreements and development of shared ownership properties to help to ensure that the tenure mix of housing meets the identified need.

To request that a budget allocation for acquisition, works and fees associated with delivery of 5 new affordable homes on the CALA Amlets Way development in Cranleigh as set out in Exempt Annexe 2

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

This report relates to the Council's People priority to maximise the supply of affordable homes for residents of Waverley Borough in housing need.

Equality and Diversity Implications:

The impact of the proposal has been assessed to ensure it does not unlawfully discriminate against any person.

Financial Implications:

The budget £3.5m for the delivery new affordable homes through acquisition of property under S106 Agreements is covered by the New Affordable Housing Reserve and is forecast to be used in 2019/20.

Legal Implications:

The Council has power under section 17 of the Housing Act 1985 to acquire additional housing. External legal support will be sought to enable the acquisition of the new properties.

Background

1. Affordable housing is central to community wellbeing. It is consistent with the council's corporate strategy people goals for 2018-23 for investing in our homes to ensure that they are pleasant and safe, maximise the supply of affordable housing by developing new council schemes and implementing Housing Strategy 2018-2023.
2. The West Surrey SMHA (2015) demonstrates the need for an additional 314 affordable homes per annum across Waverley. Acquisition of property under Section 106 (S106) Agreements will help to implement Waverley Housing Strategy 2018-23 action plan to deliver new council homes and meet goals to:

H: Increase delivery of well designed, well built affordable HOUSING
O: OPTIMISE social and economic wellbeing
M: MAKE best use of existing homes
E: ENGAGE with partners to achieve our joint aims.
3. Acquisition of property under S106 Agreements will include some shared ownership homes. Shared Ownership (or 'part-rent part buy') is the most common form of affordable home ownership. Usually, the applicant purchases a share in the equity of a property. The equity share is purchased through mortgage and savings and rent is paid on the remaining share. After the initial purchase, the owner can buy extra shares in the property ('staircasing') until the property is 100% owned.
4. It is expected that some future sites delivered by the Council will also have a number of homes available for those wishing to invest in an equity share of a property. This will enable the Council to offer another tenure and further support delivery of new homes which meet the needs of its residents.

Amlets Place, Amlets Way, Cranleigh

5. Amlets Place is the winner of the 'Surrey Property Awards Best Large New Homes Development 2018.' The site is fully owned by CALA Management Limited (CALA) and has full planning permission.
6. CALA approached Waverley Borough Council in summer 2018 to establish if we were interested in making an offer for acquiring five new homes on their site off Amlets Lane, Cranleigh. The homes consist of two 2 bed houses for affordable rent and three 3 bed houses for shared ownership. A site plan can be found at [Annexe 1](#).
7. Current programme

Exchange of contracts	March 2019
Start on site	April 2019
Target completion for the affordable units	December 2019
Defects period (12 months)	December 2020

Specification

8. Waverley Borough Council has its own specification but the items included in the CALA specification or similar are acceptable. Additional items have been added to the standard specification to reflect the finish of homes developed directly by Waverley Borough Council and additional items which are standard provision in a shared ownership property, for example fridge freezer and washing machine.

Proposal

9. Waverley Borough Council submitted an offer for the new homes and details of the offer and budget allocation is set out in Exempt Annexe 2.

Conclusion

10. Acquisition of property under Section 106 (S106) Agreements will help to implement Waverley Housing Strategy 2018-23 action plan to deliver new council homes to meet local housing need.

Recommendation

It is recommended that the Executive:

- Notes the progress made in delivery of new affordable Council homes through the acquisition of property under Section 106 (S106) Agreements and delivery of shared ownership homes to offer another tenure to further support delivery of new homes which meet the needs of its residents.
- Agrees a budget allocation for acquisition, works and fees associated with delivery of 5 new affordable homes on the CALA Amlets Way development in Cranleigh as set out in Exempt Annexe 2.
- Delegates authority to the Strategic Director (Chief Finance Officer), in consultation with Portfolio Holder for Finance and Portfolio Holder for Housing Services, to enter into a contract with CALA Homes.
- Agrees to delegate authority to the Head of Strategic Housing and Delivery, in consultation with Strategic Director (Chief Finance Officer) and Portfolio Holders for Finance and Housing Services, to allocate the remaining S106 budget when other opportunities to acquire new homes on developer sites.

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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Annexe 1



Site Layout - Affordable Housing Boundary Plan (Additional Units CALA No. SEQUENCE)
Land off Amlets Lane, Cranleigh

Date: 2016/10/10
Drawing No: 15-935-233-A

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

Document is Restricted

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

12 MARCH 2019

Title:

COUNCIL HOUSING: PRIDE OR PREJUDICE

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

Following the publication in August 2018 of the Government's Green Paper 'A new deal for social housing', the Housing O&S Committee set up a Task and Finish group in September 2018 to identify if there was any existing prejudice against social housing within the borough and to understand how tenants view their homes in order to develop services to both promote pride, and tackle causes of any stigma.

This report details the findings of the study, relates them to the national social housing debate and lists the recommendations made by the Group. The report can be found at appendix 1 and appendix 2 lists the recommendations, their owners and target completion date.

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

This report relates to all of the Council's priorities (People, Place and Prosperity) because good quality accessible housing meets residents' needs, contributes positively to the local environment and provides a home for essential local workers who enable a thriving economy.

Equality and Diversity Implications:

The equality and diversity implications of the work carried out by the Task and Finish Group are contained within the report.

Financial Implications:

Any recommendations would be met by existing budget and therefore there are no financial implications.

Legal Implications:

There are no direct legal implications associated with this report.

1. Background

After being briefed on the Government's Green Paper 'A new deal for social housing' in September 2018, the Housing O&S Committee agreed to set up a task and finish group to look at whether or not there was any stigma surrounding social housing in the borough and to contribute to tenants' pride in their homes by developing services. Six members of the

Committee volunteered to be part of the group, two of whom were Tenant Panel representatives.

In June 2018 the Chartered Institute for Housing published its 'Rethinking Social Housing' report which was informed by a national study into attitudes towards social housing. The research undertaken to inform this Scrutiny review was based on the study completed by the CIH and refers to the five principles within the Government's Green Paper.

The review focused on survey respondents' perceptions and experience of social housing and concludes with 18 recommendations aimed at improving attitudes towards social housing, developing the services provided to council tenants and increasing awareness of the Allocation policy and eligibility criteria.

Recommendation

It is recommended that the Executive:

1. Accepts the report, and
2. Agrees the recommendations set out in the report relating to 'Housing Services', 'Estate Appearance', 'Types of Tenancies', 'Communication and Promotion', further use of the data and ongoing data gathering.

Background Papers

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

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Waverley Borough Council Scrutiny Review

Council Housing: Pride or Prejudice

A Review Report of the Housing Overview & Scrutiny Committee

February 2019

Task and Finish Group Members:

Councillor Liz Townsend (Chairman)
Councillor Richard Seaborne
Councillor Paul Follows
Councillor Carole Cockburn
Adrian Waller (part) (Tenants' Panel)
Terry Dabuney (Tenants' Panel)

Chairman's Foreword

My heartfelt thanks to elected members from the Housing Overview and Scrutiny Committee, officers and members of our Tenants' Panel who formed the 'Pride or Prejudice' task and finish group. They have all contributed to this report with commitment, enthusiasm and sensitivity and with the clear intent that this piece of work should be a springboard for change.

The Grenfell Tower disaster on 14 June 2017 resulting in the tragic loss of 72 lives, affecting countless numbers of people, rightly drew the focus of the nation firmly to the condition of social housing, how housing providers serve their tenants, and the prejudice social housing tenants face.

Following this national awakening, the Green Paper 'A new deal for social housing' was published and presented to Waverley's Housing Overview and Scrutiny (O&S) Committee in September 2018.

As a housing provider to nearly 5,000 tenants, the Committee felt that it was crucial that the Council's response to the Green Paper consultation should be informed by the voices of our tenants.

We set out to establish the extent and causes of prejudice towards tenants in the borough, and to also discover if there were areas which our tenants were proud of. The Council Housing: Pride or Prejudice task and finish group was formed.

Our research has concentrated on the insights and experiences of our tenants and compared these to the opinion of non-tenant groups, including staff, Council members, contractors and other residents of the borough.

From these studies, the group has put forward recommendations with the aim of improving and developing our services in order to mitigate the effects of stigma and to communicate and educate residents of Waverley about the vital role and value of social housing.

As the Chairman of this Group I am delighted that we have grasped the opportunity to really investigate and tackle this underlying issue and sincerely hope that the recommendations we have proposed are taken forward to develop the services our tenants receive and improve public understanding of social housing.

Councillor Liz Townsend
Chairman of the 'Council Housing: Pride or Prejudice Task and Finish Group'

Contents

Chairman’s Foreword	2
Contents	3
Executive Summary	4
Introduction	6
Background	6
Purpose of the study	6
Methodology	7
Results	9
Respondent demographics	9
Non-tenant and tenant answers	13
Non-tenant answers	17
Tenant answers	25
How the findings of this report compare to Chartered Institute of Housing – Rethinking Social Housing report	36
Conclusions	41
Recommendations	43
Glossary	45
Appendices	46
Appendix 1: Questions asked in non-tenant survey	46
Appendix 2: Questions asked in tenant survey	49
Appendix 3: Housing stock and live applications information	53

Executive Summary

Purpose of the study

To identify if there was any existing prejudice against social housing within the borough and to understand how tenants view their homes in order to develop services to both promote pride, and tackle causes of any stigma. Additionally, a further aim of the study was to identify barriers to accessing social housing which may result from, or reinforce, prejudice or stigma.

Main findings

Despite the data gathered being significantly skewed towards respondents aged over 51, a wide-ranging and useful data set was collected.

The study found that social housing is perceived positively amongst the general population, with its affordability being its most associated attribute. Social housing being a home for life was a common association amongst tenants, likely due to the high proportion of tenants on a secure tenancy.

The data provide an interesting insight into assumptions about social housing tenants. Both tenants and respondents to the public survey (referred to as non-tenants) had preconceptions about who lives in social housing, with the idea that professionals do not live in social housing popular amongst both groups.

The familiar assumption that one can tell if a property is social housing just by its external appearance was brought out in the data. Coupled with the views of some respondents (that social housing is poorly maintained and rundown) the importance of good design and management of properties is very evident.

The belief that social housing is a valuable but diminishing resource that should be allocated to those most in need was held by many respondents. Some respondents recognised the lack of affordability of housing in Waverley and expressed concern that many people could not afford to rent privately or own a home, however they also thought that these same people would not be considered as a priority for a social housing property.

The research highlights some of the misconceptions of respondents around social housing, particularly around eligibility and allocation policy but also about the economic activity of social housing tenants. Most respondents overestimated the proportion of unemployed social housing tenants and household income generally.

Tenant respondents were asked about the things they liked about being a council tenant with 'location [of their property]' being the most selected. They were also asked about what they disliked the most about being a council tenant, with 'poor maintenance of outside areas' the most selected.

This issue have been addressed in the recommendations emanating from this report. It is encouraging to see that there were by comparison many more answers about the positive elements of being a council tenant.

In terms of tenant experience of stigma, over 50 tenants provided examples of when they had been made to feel uncomfortable because of their housing tenure. As well as providing examples of the prejudice of colleagues and friends, some tenants said they had experienced poor or inadequate service from Waverley officers and contractors.

Tenant respondents were asked about their view of how the media portrays social housing tenants. It was clear from the responses that they were more likely to have seen negative stories compared to positive stories. Many of the comments referenced the perpetuation of harmful and false stereotypical images of social housing tenants.

Conclusions

Misconceptions around the allocation policy and eligibility criteria have been identified through the research, highlighting the importance of making social housing more accessible to all eligible groups and communicating this to a wider audience..

The importance of maintaining properties to a high standard has been reinforced by the research undertaken, with poorly maintained homes featuring as a factor in stigma towards social housing.

The skewed age profile of the respondents should be taken into account when drawing conclusions from the data but overall a useful set of data has been collected from this study, providing insight into how social housing is perceived in Waverley and a general picture of how tenants view their homes.

Whilst the research clearly indicates that stigma and prejudice against social housing exists, it also shows that it is a valued resource, the strengths of which are recognised and valued by residents of all tenures across the borough. Additionally, the research identified a strong desire amongst respondents for more social housing to be built in order to address the disparity between supply and demand and help tackle affordability issues.

Recommendations

The Group has made 18 recommendations in order to address the issues raised within the research, ensure the services delivered to tenants continue to improve and all those eligible are able to access social housing.

Introduction

Background

In August 2018, following the Grenfell Tower tragedy of 14 June 2017, the Government published a consultation paper on social housing, 'Green Paper: a new deal for social housing' (the Paper). The Paper was part of a wider national conversation about the huge shortage of housing in the UK and highlighted a much-needed national debate about the condition of social housing and its role within society. It concentrated on five main principles, which are touched upon throughout this report, listed below:

- Ensuring homes are safe and decent
- Effective resolution of complaints
- Empowering residents and strengthening the regulator
- Tackling stigma and celebrating thriving communities
- Expanding supply and supporting home ownership

During 2018 the Chartered Institute for Housing (CIH) carried out its own extensive research into the role and purpose of social housing in the UK and launched the 'Rethinking Social Housing' report¹ in June. The report states that 65% of the general public that were surveyed agreed that the negative view of people that live in social housing is unfair and it emphasises the positive contributions social housing makes to society, both socially and economically.

As the landlord of nearly 5,000 homes, Waverley Borough Council (the Council) benefits from an Overview and Scrutiny (O&S) Committee dedicated to scrutinising and developing both its own housing provision and housing of other providers within the borough. After being briefed on the Paper and the CIH report, the Housing O&S Committee set up a task and finish group (the Group) to support the Council's vision of making Waverley 'a place where our residents can take pride in their communities...that is supported by quality public services'². Aligned to this vision and the corporate goals for the Housing service, the Committee wanted to not only recognise the strengths of social housing but also to learn about the issues that affect social housing tenants. The recommendations of this final report are rooted in the findings of research carried out across the borough and align with the corporate goals within the Council's Corporate Strategy.

Purpose of the study

The purpose of the study was to identify whether or not there was any existing prejudice against social housing within the borough by understanding how it is viewed by residents. The Group aimed to learn about the factors influencing tenants'

¹ Chartered Institute for Housing, 'Rethinking Social Housing: Final Report', June 2018.
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Final%20Rethinking%20social%20housing%20report.pdf>

² Waverley Borough Council, Corporate Strategy 2018 -2023, July 2018.
http://www.waverley.gov.uk/downloads/file/6351/waverley_borough_council_corporate_strategy_2018-2023

views of their homes, with the ultimate goal of developing services which promote pride in them and, as a result, tackle causes of any existing prejudice.

An immediate benefit of reducing prejudice, anticipated by the Group, would come from generating a more favourable perception of social housing, in order to help attract applications from essential local workers in key professions who might otherwise be unable to afford to live in good quality housing in the borough. The Waverley Economic Development Strategy³ identified low levels of affordable housing as a reason for the difficulty in recruiting workers who live in the borough, which in turn inhibits the maintenance or growth of a thriving service economy. Waverley has granted permission for 2070 affordable homes since the beginning of 2014/15 and the impact of this is yet to be measured in terms of economic benefit.

In order to achieve the goals of the review, the study began by conducting research into the perception of social housing and the experience of social housing tenants. A further aim of the study was to identify any barriers to accessing social housing which may result from, or reinforce, any prejudice or stigma. This report compares perceptions of social housing with the experiences of those who live in it. The outcomes of the study are captured within the conclusion and recommendations, which serve to both improve the experience of council tenants and improve the perception of social housing more widely.

Methodology

The Group undertook several surveys and interviews with tenants and residents to both assess whether or not stigma exists in the borough, and to understand how the strengths of social housing are perceived. The questions asked can be found in appendix 1 and appendix 2.

Most importantly the Group needed to find out about tenants' experiences of social housing and whether or not they had experienced stigma or prejudice. To do this, five drop-in sessions were held across the borough at which tenants were asked questions about the positive and negative aspects of being a council tenant, any stigma they may have faced, and the portrayal of social housing tenants in the media. All tenants were personally invited by post and/or email and the events were promoted through a press release and social media to maximise attendance. Those tenants who were unable to attend the drop-in sessions were encouraged to fill out an online survey. The questions were based on those asked of social housing tenants by the Chartered Institute for Housing for its 'Rethinking social housing: the view from the inside' paper⁴.

A second more general survey, aimed at residents of the borough, councillors and Council staff and contractors, was also conducted (referred to in this report as the non-tenant survey). This survey was accessible to the public through the Council's

³ Waverley Borough Council, Economic Development Strategy 2018 2023, October 2018
<https://www.waverley.gov.uk/downloads/file/2240/waverley-economic-development-strategy-2018-2032>

⁴ Chartered Institute for Housing, 'Rethinking social housing: a view from the inside', 2018
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/CIH0239%20Rethinking%20social%20housing%20Report%20V3.pdf>

website and sent directly to members of Waverley's Citizens' Panel (CP). Over 500 people responded to the survey (including 257 CP members). The purpose of the survey was to understand how social housing and social housing tenants are viewed across the wider population of Waverley. Respondents were asked whether or not they would consider living in social housing and about their perceptions of the socioeconomic status of social housing tenants.

Due to the different purposes of the surveys/interviews conducted, different questions were asked of tenants and the general public (non-tenants). To enable useful comparison, however, some questions were repeated across both groups.

The non-tenant survey was conducted online and through postal submissions, whilst the tenant survey was carried out online and through face to face tenant drop-in sessions. The Group felt that these varying methods of gathering data should be taken into account when drawing conclusions as it was felt that the face to face sessions resulted in more considered answers and fewer 'not selected' values in the data.

Results

Respondent demographics

To enable the Group to identify trends in the data gathered, respondents were asked some basic profiling questions. Respondents of the non-tenant survey were asked about their age (figures 2.1 and 2.2), area in which they live (figure 3) and their housing tenure (figure 4).

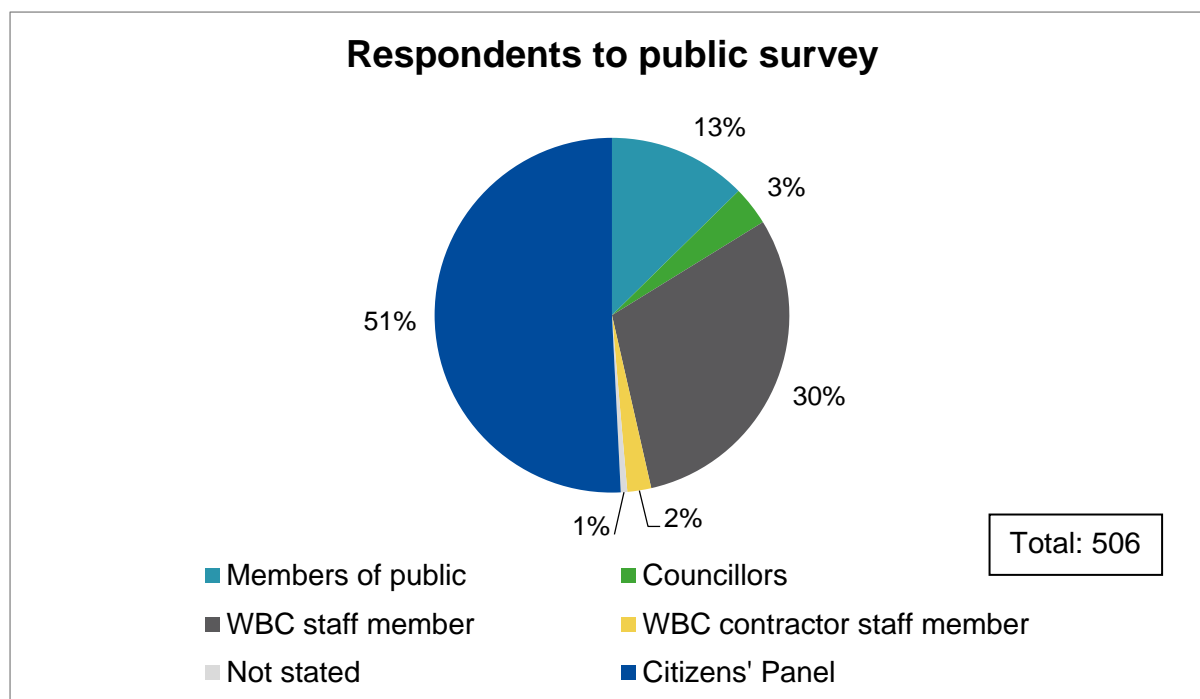


Figure 1

Members of public	64	Councillors	18
WBC staff member	153	WBC contractor staff member	11
Not stated	3	Citizens' Panel (CP)	257

Respondents by age

The following graph (figure 2.1) compares the age distribution of all respondents (total data set) with the population of Waverley and all tenant respondents. Figure 2.2 breaks the total data set down into the types of respondents, showing the ages of respondents by way in which they took part in the survey.

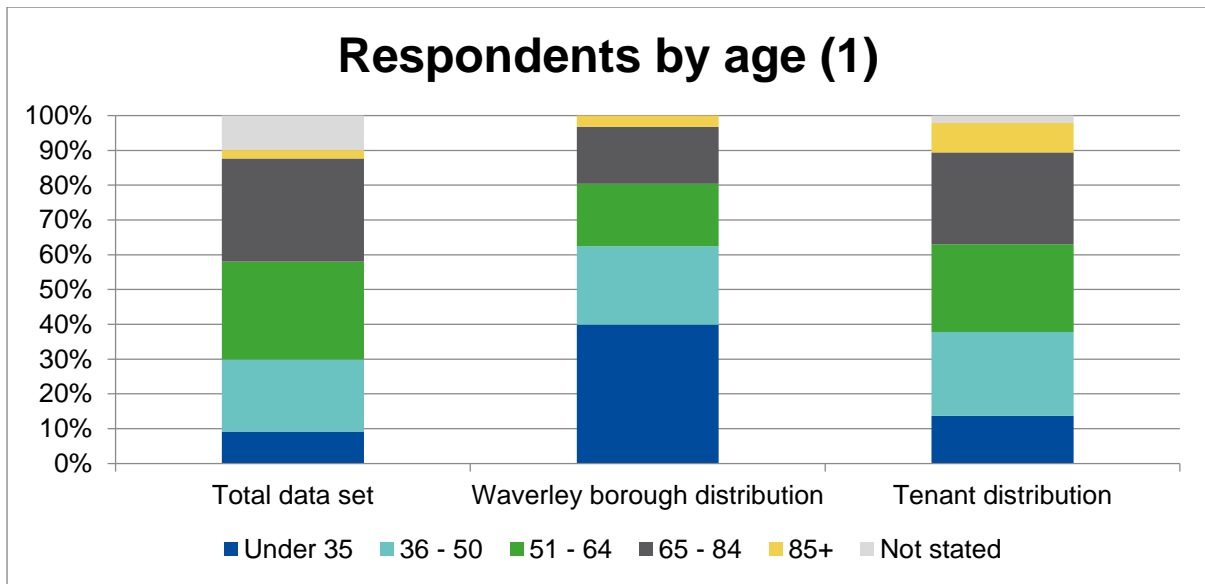


Figure 2.1

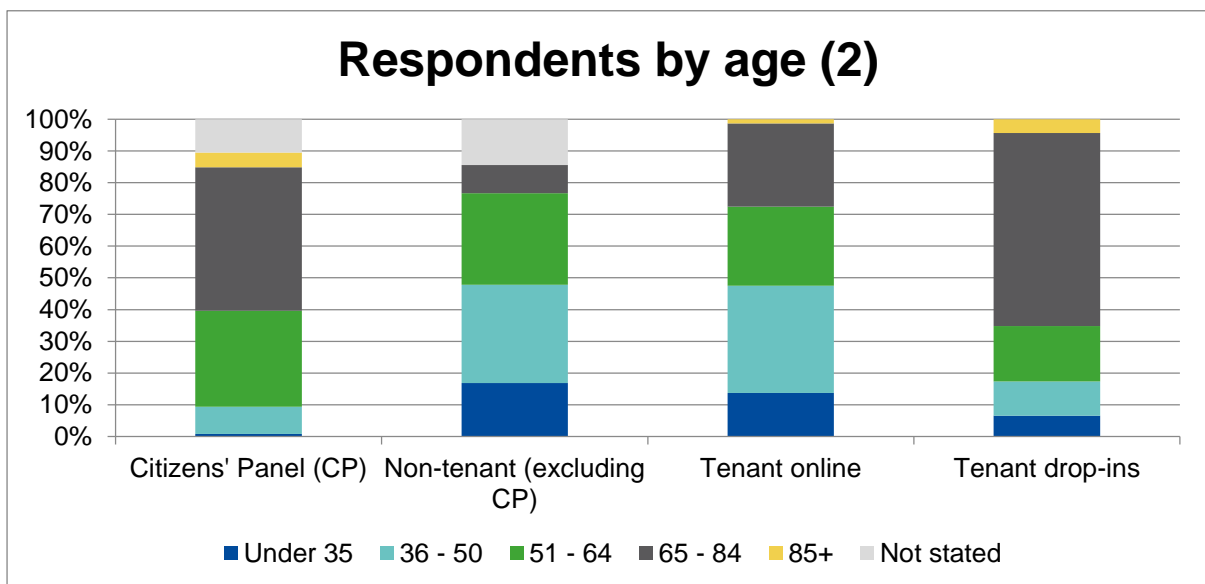


Figure 2.2

The under 35s are underrepresented in all data sets, and significantly so amongst CP respondents. This is a common issue with comparable surveys and so it could be assumed that rather than the subject lacking relevance or interest, under 35s are a more difficult group to engage than other age groups. The data gathering exercise made no attempt to engage with those in secondary or tertiary education.

People aged 65 – 84 were overrepresented in all data sets, except in the online non-tenant survey. One explanation for the significantly high percentage of 65 – 84s at the drop-in sessions is that four out of five of the tenant drop-in sessions were held in the day-time, meaning those of retirement age were far more likely to be available to attend.

The online survey results indicated that some age groups that were underrepresented at the drop-in sessions were more likely to participate using this method of communication.

The overrepresentation of respondents aged 51 – 84 should be taken into account when drawing conclusions from the results of the study, particularly when looking at answers of CP members and tenant drop-in sessions.

Respondents by area

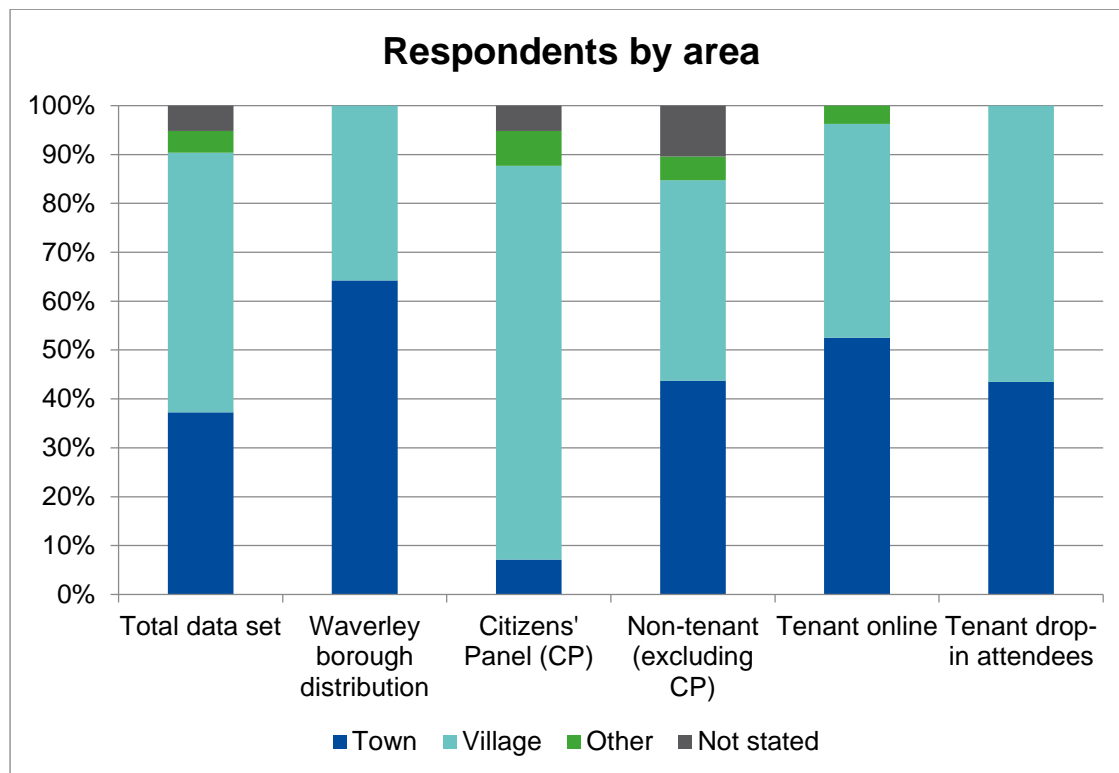


Figure 3

Respondents were not provided with definitions of towns and villages and so interpretations of these terms may vary.

Waverley borough distribution in figure 3 is based on 2011 census data. It is recognised that as respondents to the survey were free to categorise themselves as living in either a town or a village this may have led to some anomalies, particularly for areas such as Farncombe which is often referred to as both a village and part of the town of Godalming.

This contradiction may go some way to explain why the majority of respondents state that they live in villages rather than towns.

The distribution of the CP across towns and villages, however, is significantly different from the wider Waverley figure with many more living in villages. This should be considered when studying the answers of CP respondents as the difference in size of settlement (and therefore reduced amount of social housing) might mean their experience is more anecdotal.

Respondents by tenure

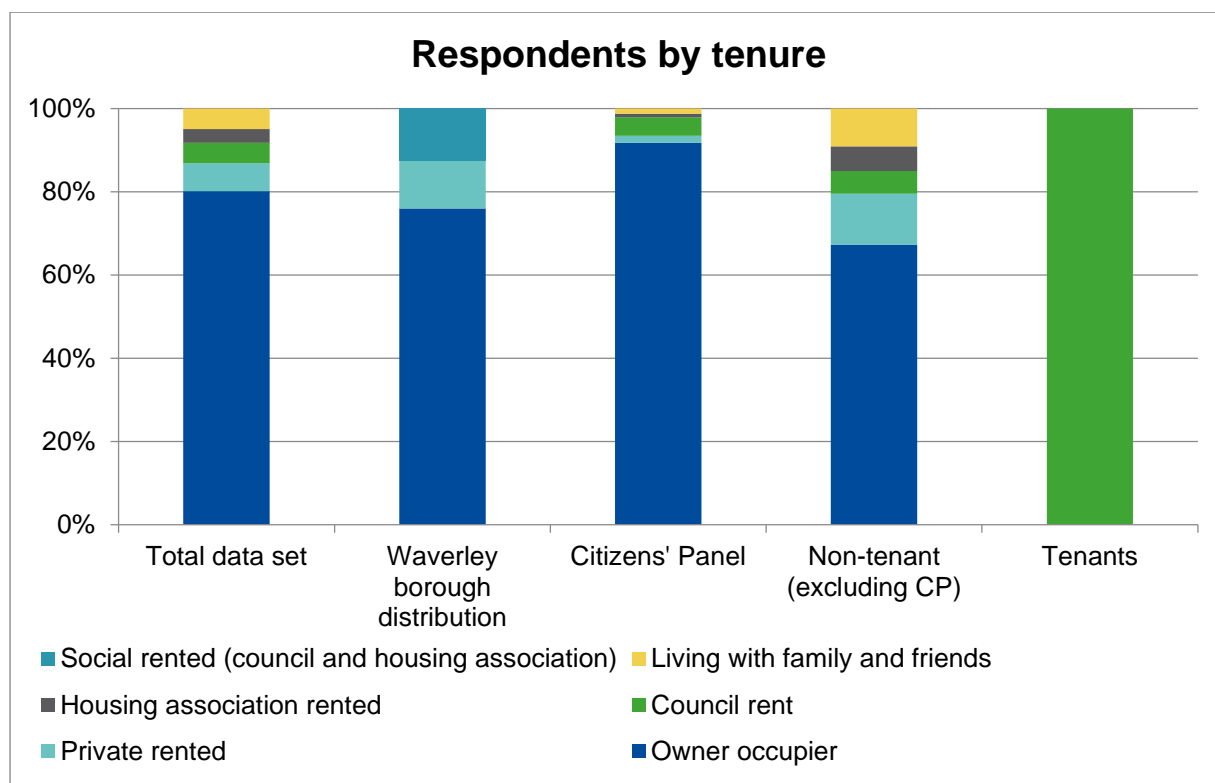


Figure 4

The Waverley tenure distribution figure is based on information from the 2011 census which only provided data by three types of tenure: owner occupier; private rented and social rented.

80% of respondents to our surveys (total data set) were owner occupiers and this was approximately 5% higher than the overall Waverley borough distribution figure.

Over 90% of CP respondents were identified as owner occupiers with very few renting privately or through a housing association. This dominance may be partly explained by the heavily weighted age distribution of CP respondents in the 51+ age groups and their identified area of residence in villages.

The remaining non-tenant (excluding CP) survey respondents were more representative of the under 50 age groups and more likely to identify as living in a town. As a group there were fewer owner occupiers than the CP or the overall borough distribution and although those privately renting were consistent with the overall borough distribution, there were a greater number of respondents in this group living in housing association accommodation or with friends and family.

Non-tenant and tenant answers

Do you associate the below terms with social housing?

Figure 5 compares the responses from the tenant and non-tenant respondents groups on certain aspects that they might associate with social housing.

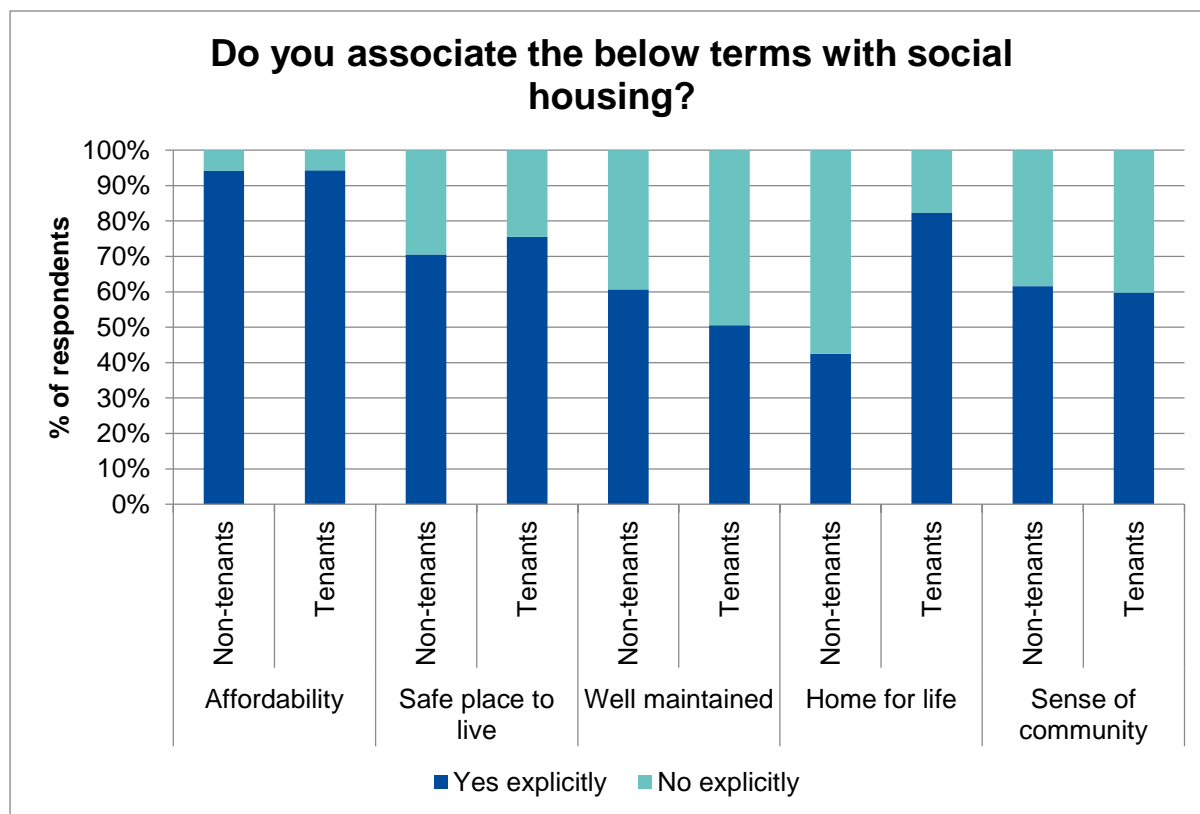


Figure 5

The purpose of this question was to compare how social housing is perceived by the wider general public and by tenants. The respondents were not provided with definitions of these terms.

High proportions of both non-tenant and tenant respondents associate 'affordability' with social housing, suggesting that it is seen as a more affordable alternative to renting privately.

A high percentage of tenant respondents and non-tenants explicitly associated social housing with a 'safe place to live'.

The main variations in the data were between the proportions of non-tenant and tenant respondents associating 'well maintained' and 'home for life' with social housing:

More than 60% of non-tenant respondents linked 'well maintained' to their perception of social housing compared with half of tenant respondents. This relatively low figure from tenants contradicts the tenant satisfaction levels reported to Waverley in the three-yearly survey of tenants and residents (STAR). In 2017 the survey reported that almost 80% of tenants were satisfied with the quality of their home and over

75% were satisfied with repairs and maintenance. 838 tenants took part in the 2017 STAR.

The Group recognises that the term 'well maintained' used in the survey is likely to have been broadly interpreted whereas the STAR questions provide a more detailed and targeted evaluation of tenant opinion. This potentially explains the variation between the two figures.

In addition to STAR, Waverley also measures the satisfaction levels of tenants who have recently had a repair completed in their home, through the Voluntas survey. The data gathered through this survey shows that 89% of tenants who were contacted from October to December 2018 were satisfied with the overall repairs service they had received and 93% were satisfied with the overall quality of work carried out.

Over 80% of tenants associated 'home for life' with social housing. Taking into account the high proportion of tenant respondents aged 51 – 84 who took part in the survey; this strong association could be a reflection of the type of tenancy held by this group of people and their intention to remain in their homes for the foreseeable future.

Pre 2014 all council homes were let on a secure tenancy, granting a home for life, providing all conditions of the tenancy were kept.

Whilst 86% of our existing tenants remain on secure tenancies, since 2014 new tenants have been assigned flexible tenancies to allow for more effective management of Council properties.

The results indicate that the majority of tenants currently feel secure in their tenancies, however this opinion may vary as flexible tenancies become more prevalent.

Almost exactly the same proportions (60%) of non-tenant and tenant respondents associated 'sense of community' with social housing, suggesting that the perception of positive community spirit amongst social housing tenants is a fair representation.

Who do you think lives in social housing? (Public and tenant explicit yes answers)

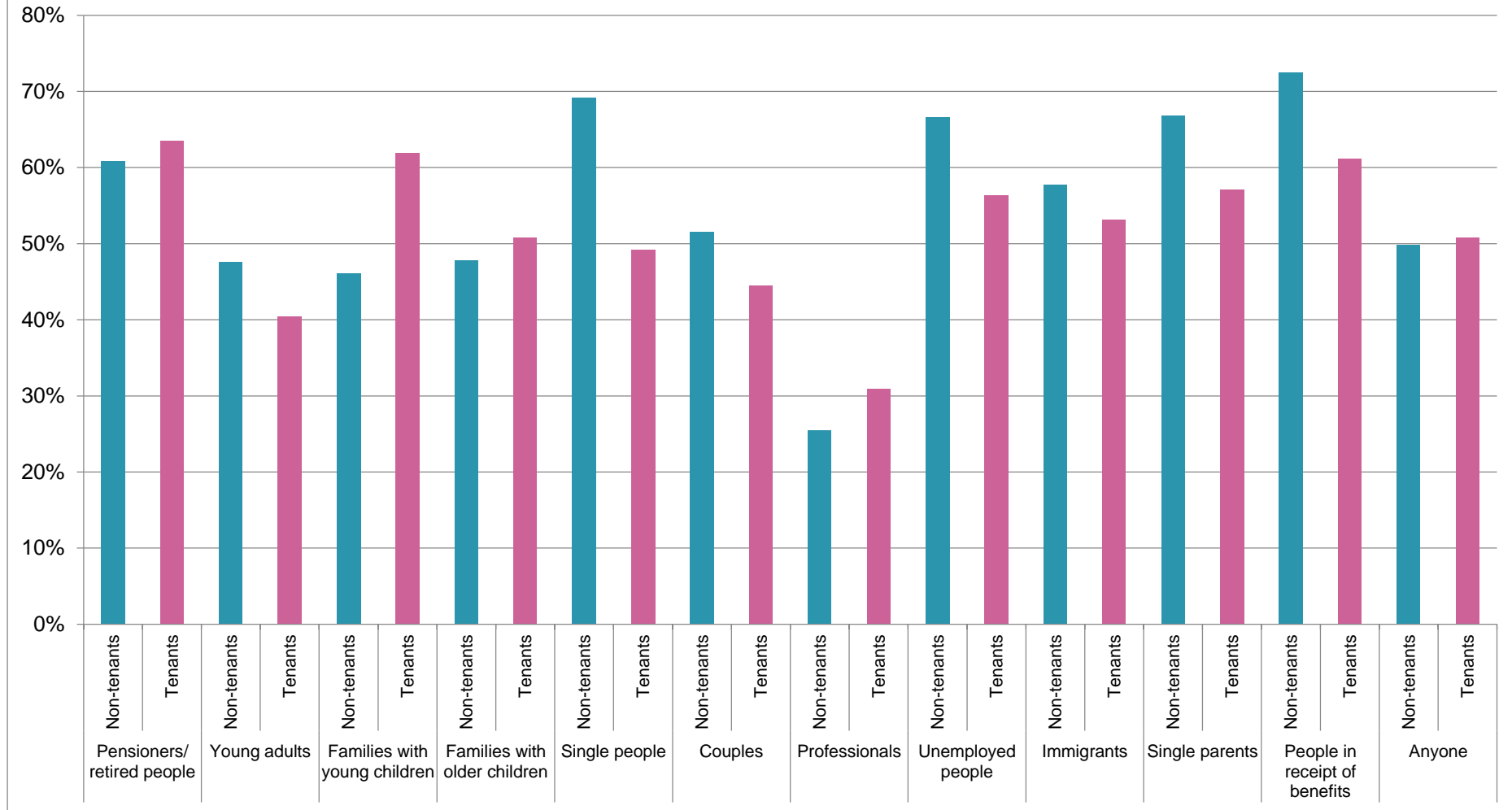


Figure 6

Who do you think lives in social housing?

Figure 6 compares the responses from the tenant and non-tenant respondent groups to the questions of who they think lives in social housing.

The responses to this question suggest both the non-tenants and tenants have preconceived ideas about people who live in social housing. Only half of each respondent group thought 'anyone' lives in social housing and barely one third thought professionals live in social housing.

One of the principles of the Paper, 'A new deal for social housing', concerns tackling stigma and challenging stereotypes. Preconceived ideas about who lives in social housing reinforce the view that not everyone should be able to live in social housing even if they are eligible. The dominant view that professionals do not live in social housing could act to reinforce this perception and ultimately create a barrier thereby discouraging this group from accessing social housing that they would be eligible for and limiting the diversity of our tenant population.

Respondents were given the opportunity to specify other people they think live in social housing. Some respondents did so, specifying 'disabled people' and 'key workers'. Other respondents commented more widely on who they thought lived in social housing:

<i>"Most of the above".</i>

<i>"People getting them now are mainly single parents, families and immigrants – not single people or disabled families".</i>

Some 50% of respondents recognised that social housing is for anyone who needs it and one cited the cost of housing in the South East as a potential reason for "more people" living in social housing.

<i>"Almost any type of individual here could, people make certain assumptions about what 'types' of people that do."</i>
--

<i>"It's open to everyone."</i>

<i>"Difficult for young people to get on the housing register and assumption that professionals should be able to afford private. However in this area that might not be true."</i>

<i>"I think limited supply and long waits have restricted the mix of people in social housing more recently."</i>

<i>"In south east more people due to cost of private renting or buying."</i>
--

These comments highlight the importance of making social housing more accessible to all eligible groups.

Non-tenant answers

Figures 7 to 14 summarise responses from the non-tenant groups to a series of questions.

Can you spot social housing by its external appearance?

Figure 7 shows the responses to the question ‘can you spot social housing by its external appearance?’.

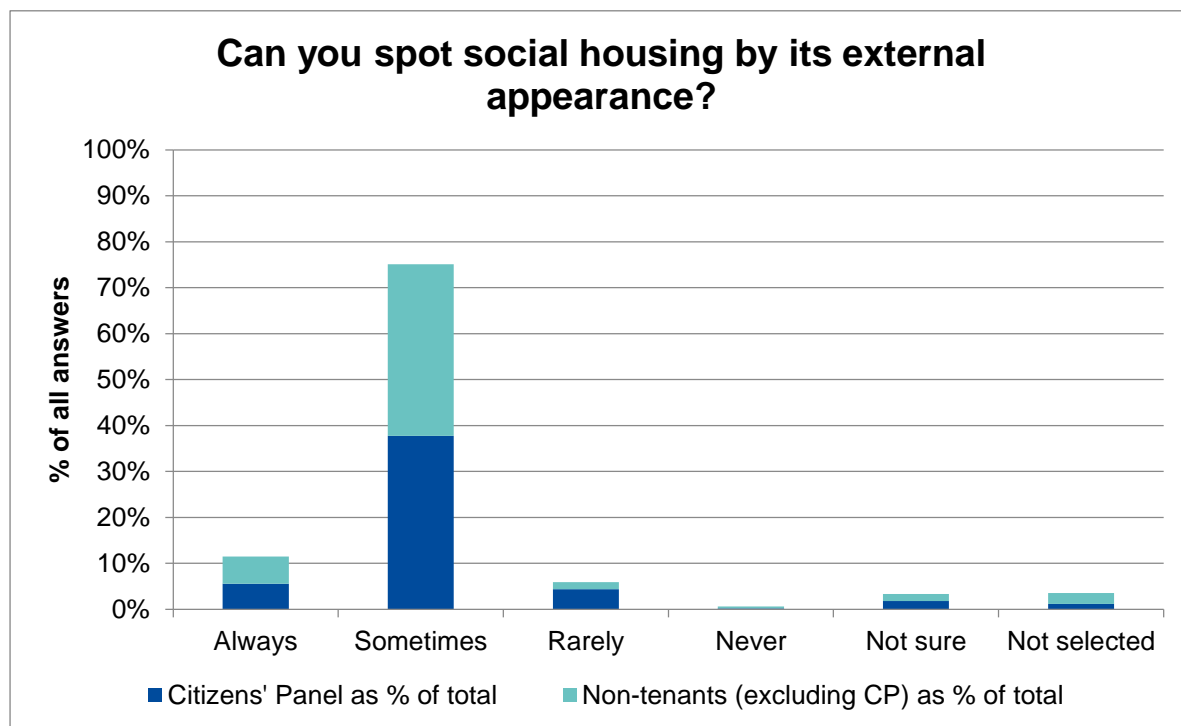


Figure 7

Over 85% of non-tenant respondents thought they could identify social housing by its external appearance at least sometimes. With a very small percentage of respondents choosing ‘rarely’, ‘never’ and ‘not sure’.

Later in the survey respondents were asked if they would consider living in social housing, and the reason for their answer. Some respondents commented that they would not consider it because they believed the properties had “*poorly maintained gardens/fencing*”, were “*rundown*” and that “*there seems to be less pride taken in how the properties and land around them are looked after*”. These comments could be viewed as further supporting the opinion that social housing can be identified from its external appearance, albeit that this may not always be overtly negative.

Furthermore, when asked if they had any examples of negative representation of tenants in the media, tenants provided examples reinforcing these exact sentiments. For example they believed the media stories misrepresented social housing by showing “*documentaries showing run down estates and poverty*” with “*council housing on the news not looking very appealing*” and suggesting a “*lack of maintenance*”.

Ensuring homes are decent is featured in one of the principles of the Paper and the Prime Minister identified the difference between the external appearance of social and privately owned housing as one of the main causes of stigma attached to social housing. She stated that it should be impossible to tell the difference between the two and social housing should not be “*tucked away out of sight out of mind*”⁵, alluding to the importance of tenure blind developments.

Whilst completing the research, the Group was consulted by the Council’s Housing Strategy and Enabling team on the Affordable Housing Supplementary Planning Document (SPD) due to go through the committee process spring of that year in order to secure approval for its consultation. This document recognised and referenced the importance of tenure blind developments and included measures to improve design of affordable housing and mitigate the stereotype of poorly designed and maintained social housing. The Group also requested that the Housing Design Standards (HDS) , drawn up for new Council Homes and approved in July 2018, should be referenced in the SPD.

Would you consider living in social housing?

Figure 8, below, summarises the responses from the non-tenant groups to the question ‘would you consider living in social housing?’.

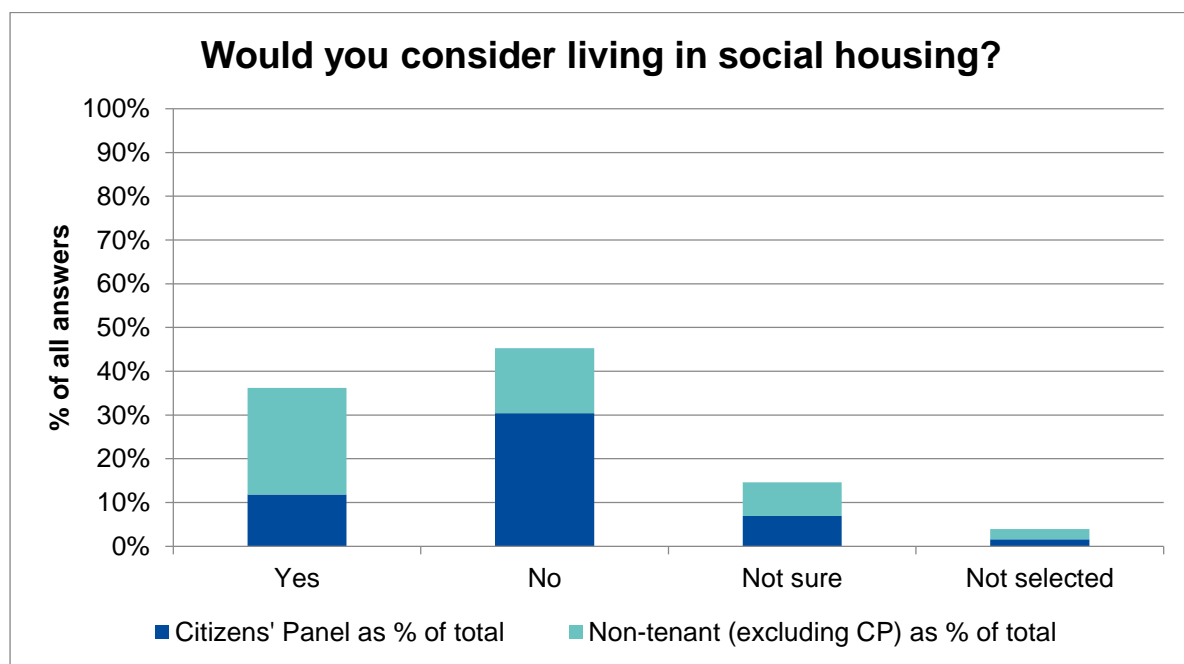


Figure 8

Approximately 60% of respondents answered ‘no’ or ‘not sure’ to this question. CP respondents were more likely to say that they would not consider living in social housing than other non-tenant respondents. One possible reason being that CP respondents are more likely to own their property and did not feel they needed to consider living in social housing.

⁵ BBC News website, ‘People should be proud of their council house – Theresa May’, 19 September 2018. <https://www.bbc.co.uk/news/uk-politics-45569453>

Overall respondents to the survey were owner occupiers and this could reasonably be expected to be a significant influencing factor.

Why would you consider living in social housing?

Figure 9, below, summarises the reasons given as to why members of the non-tenant group would consider living in social housing.

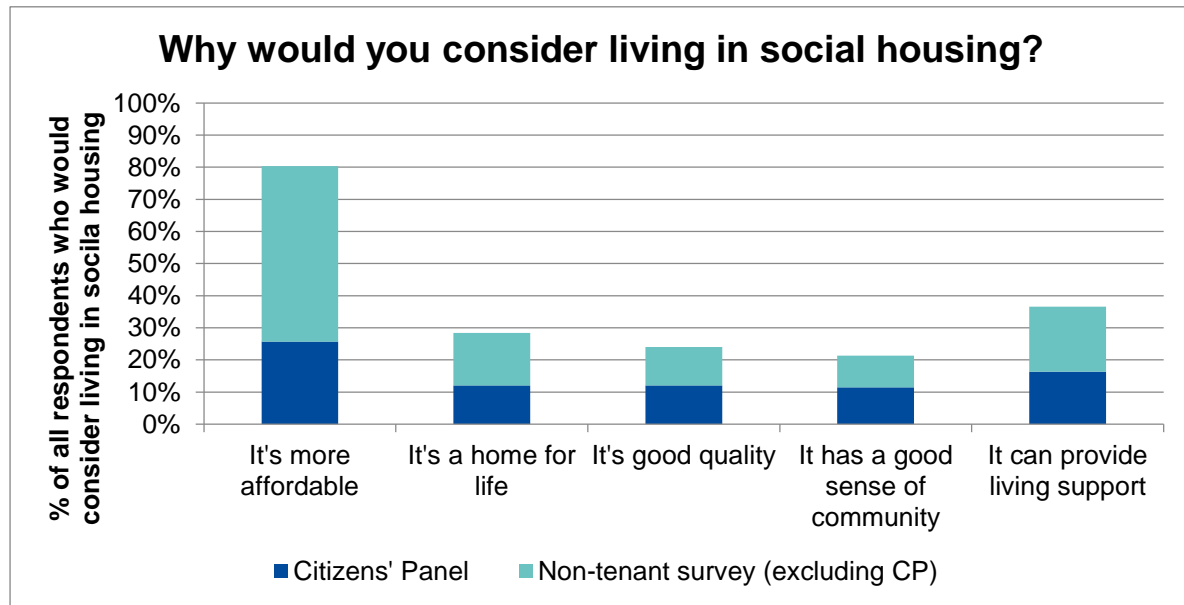


Figure 9

All respondents who said 'yes' they would consider living in social housing were then asked to select from a list of choices their reason/s for this response, they could also specify a reason. As explained in figure 8, CP respondents were less likely to consider living in social housing and therefore this explains the disparity between this group and other non-tenant responses.

The overwhelming reason respondents gave for considering living in social housing was because 'it's more affordable'.

Nearly 40% of respondents said they would consider living there because it 'can provide living support'. As with all of the terms, the definition of this was left to respondents' own interpretation; some may have seen this as referring to the landlord's responsibilities to maintain the property, and others might have thought of historical sheltered housing support, which may be unsurprising given the age demographic of respondents with over 40% over the age of 65.

Several comments were provided by respondents with 2 saying social housing is the "only affordable way to live". Almost half of the respondents who left comments said it would be out of necessity: "if I lost my home"; "I have no other options"; and "I might not have any other choice". Other comments recognised the benefit of having the council as a landlord with reasons such as "good quality landlord" and "stability".

Two respondents said they would consider social housing because it would enable them to purchase a property through Right to Buy (RTB).

This response could be seen to support the perception that social housing is viewed as housing of last resort for tenants with lower incomes and from more disadvantaged households.

Why wouldn't you consider social housing?

In contrast to figure 9 above, figure 10 below summarises the responses from the non-tenant groups when asked why they would not consider living in social housing.

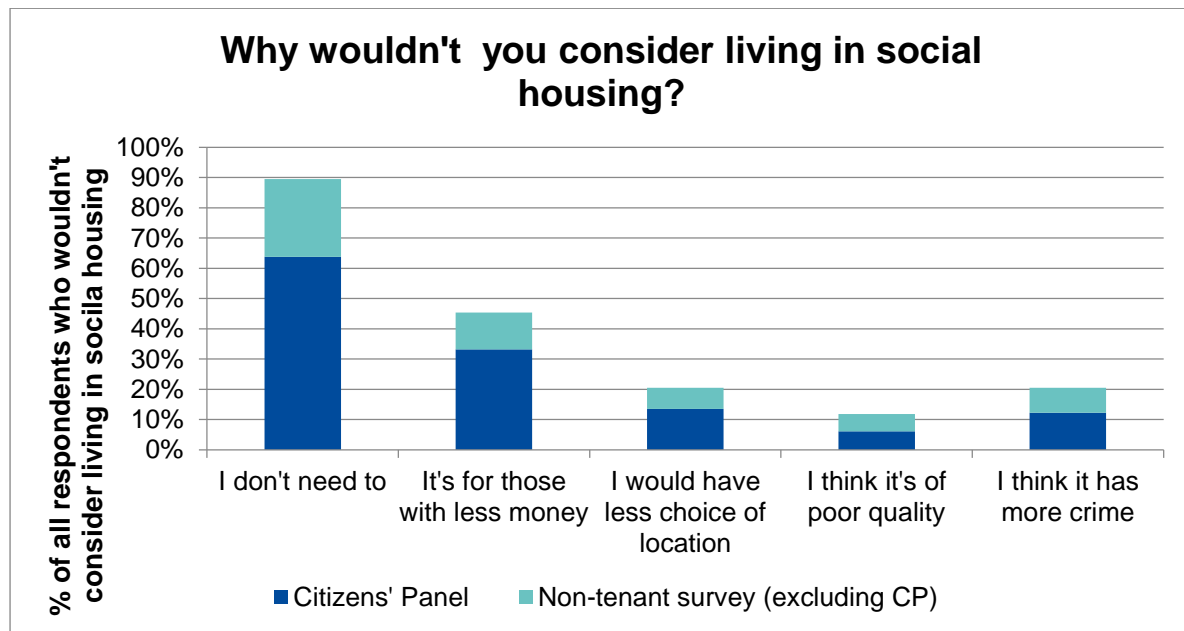


Figure 10

The majority of respondents supported comments submitted to the previous question in the survey, 'why would you consider living in social housing'; most people see social housing as fulfilling a need for those unable to rent privately or buy a property. It is unsurprising, that the second most common reason chosen was 'it's for those with less money'. Encouragingly the least selected answer was 'I think it's of poor quality'.

Three respondents stated that they wouldn't consider living in social housing because they believed it had more anti-social behaviour and, as highlighted under the previous question regarding external appearance, two respondents said their perception of the quality of maintenance would stop them considering it. An additional comment was from someone who owned their own property but described social housing as "exemplary".

The most common reason respondents put in the comments for why they wouldn't consider living in social housing was about eligibility; they did not think they would qualify. One such comment explained: "I am not eligible, my household is over the threshold, it is a precious resource which is in huge demand". In a similar vein, one person provided the reason below for not considering living in social housing:

“Integrity. I think social housing should be for the most vulnerable in society. I work full time in a good job but cannot afford to live in the Borough, however, I don’t think I should put pressure on those most vulnerable in society by taking up a home they could have.”

This comment illustrates both the lack of affordability of housing in Waverley and the commonly held belief that being on the housing register denies those in more need a home. The combination of these two factors (low supply and allocation according to levels of need), have contributed towards the residualisation of social housing, potentially reinforcing the view that only those most in need, possibly vulnerable, should live there.

One of the five principles included in the Paper is about building more homes and supporting home ownership. The respondents’ view that there are people more in need than them relates to this principle as it acknowledges that demand outweighs supply. An increase in social homes would provide more residents with a home and somewhat address the residualisation of social housing as not only tenants in the most immediate need would be allocated a home.

How much income do you think a household has to have to be eligible for a council house?

Figures 11 to 14 detail the perceptions that the non-tenant groups had in relation to various characteristics of council house tenants.

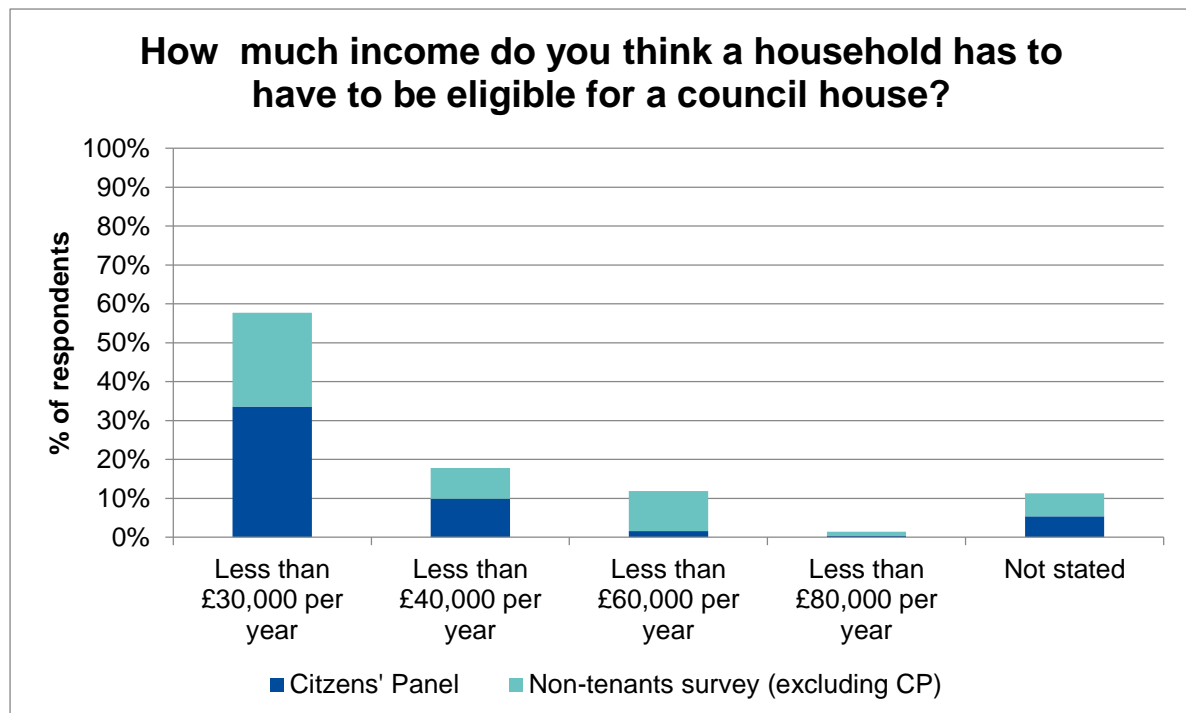


Figure 11

People with a household income of less than £60,000 per year are eligible for a council house in Waverley.

Most respondents who answered this question correctly were part of the non-tenants group (excluding CP), one reason for this might be that 30% of respondents to this question were Waverley staff members and therefore more likely to be aware of the correct answer.

Over 50% of respondents thought households had to have less than £30,000 per year to be eligible for a council house, which broadly reflects the average wage of just over £30,000 for those working in the borough⁶.

Overall the majority of respondents thought that you needed to have a household income of £40,000 or less to be eligible for council housing. If representative of the wider population, this suggests that a significant proportion of Waverley residents mistakenly believe they are not eligible for a council property. Given that the workplace wage in Waverley is lower than the Surrey average and that average house prices in Waverley are higher, the importance of providing more social housing and educating residents on eligibility criteria is vital.

The majority of general comments submitted for this question were from respondents stating their uncertainty about the correct threshold, two respondents suggested lower thresholds than the options provided, and four said they were either unaware that there was a threshold or that they did not believe income was relevant.

What is clear is that the criteria for eligibility needs to be more widely communicated to residents including the advantages of a council housing tenancy.

Perception of social housing tenants

The next three questions were asked to form a basic understanding of how social housing tenants were perceived by the general public.

What percentage of social housing tenants nationally, do you think, were unemployed in 2016-17 (not including pensioners)?

A significant majority of respondents believed that social housing tenants are much more likely to be unemployed compared to national average figures, which are currently running at 4%. The probability of social renters being unemployed is actually well below 10%⁷.

⁶ Economic Development Strategy 2018 – 2032, Waverley Borough Council, October 2018, p6. http://www.waverley.gov.uk/downloads/file/2240/waverley_economic_development_strategy_2018-2032

⁷ FA3101 (S418): demographic and economic characteristics of social and privately renting households, accessed 22/01/2019. <https://www.gov.uk/government/statistical-data-sets/social-and-private-renters>

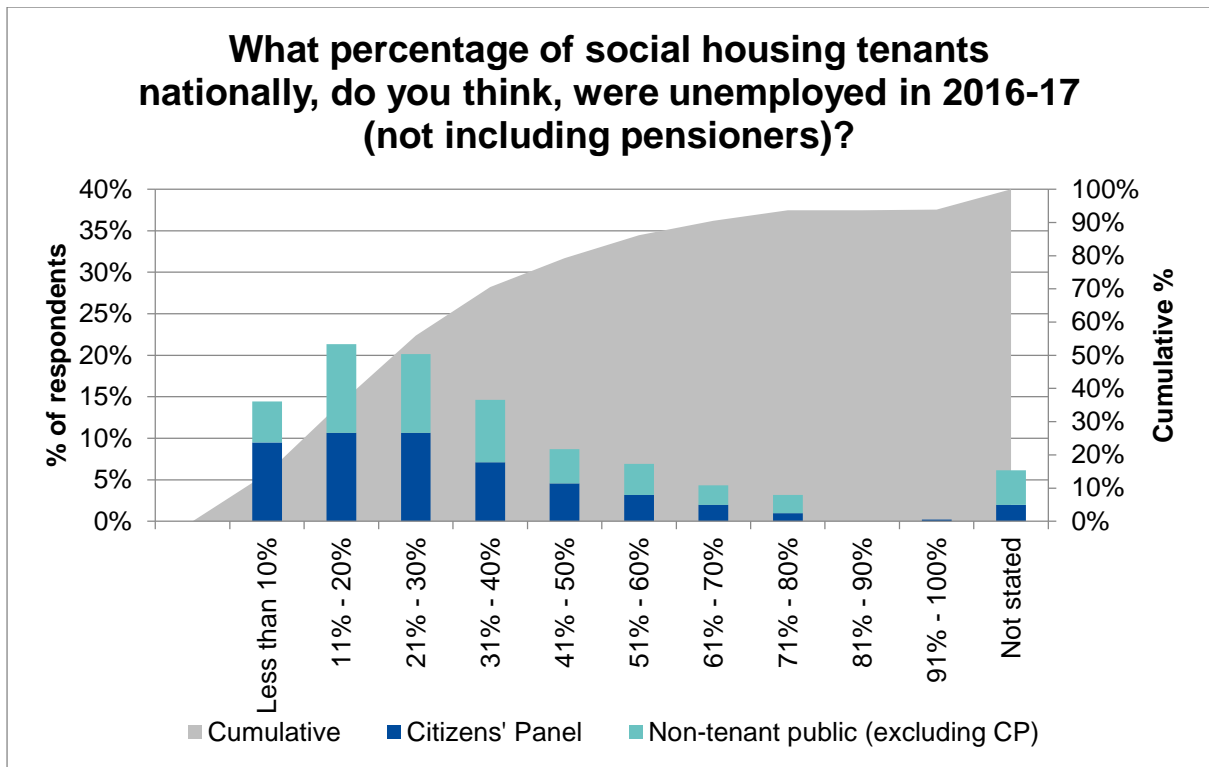


Figure 12

It is difficult to conclude from these responses whether or not people over estimated the number of social tenants who were unemployed because of a negative view or because they were unfamiliar with overall national unemployment figures. Either way, educating the public about unemployment figures amongst social housing tenants would challenge this negative perception and contribute to a reduction in stigma. As figure 16 in this report highlights, a significant proportion of tenants surveyed were in employment, even when taking into account the significant number who were retired.

In general comments about public perceptions of social housing two tenants explained that they feel people assume they are “unemployed, 3rd of 4th generation on the dole” with “nothing to do”. Educating the public about the higher than widely assumed employment levels of social housing tenants will contribute to tackling the stigma surrounding social housing and its tenants.

What percentage of social housing tenants nationally, do you think, are immigrants?

Less than 10% of social housing tenants are immigrants⁸.

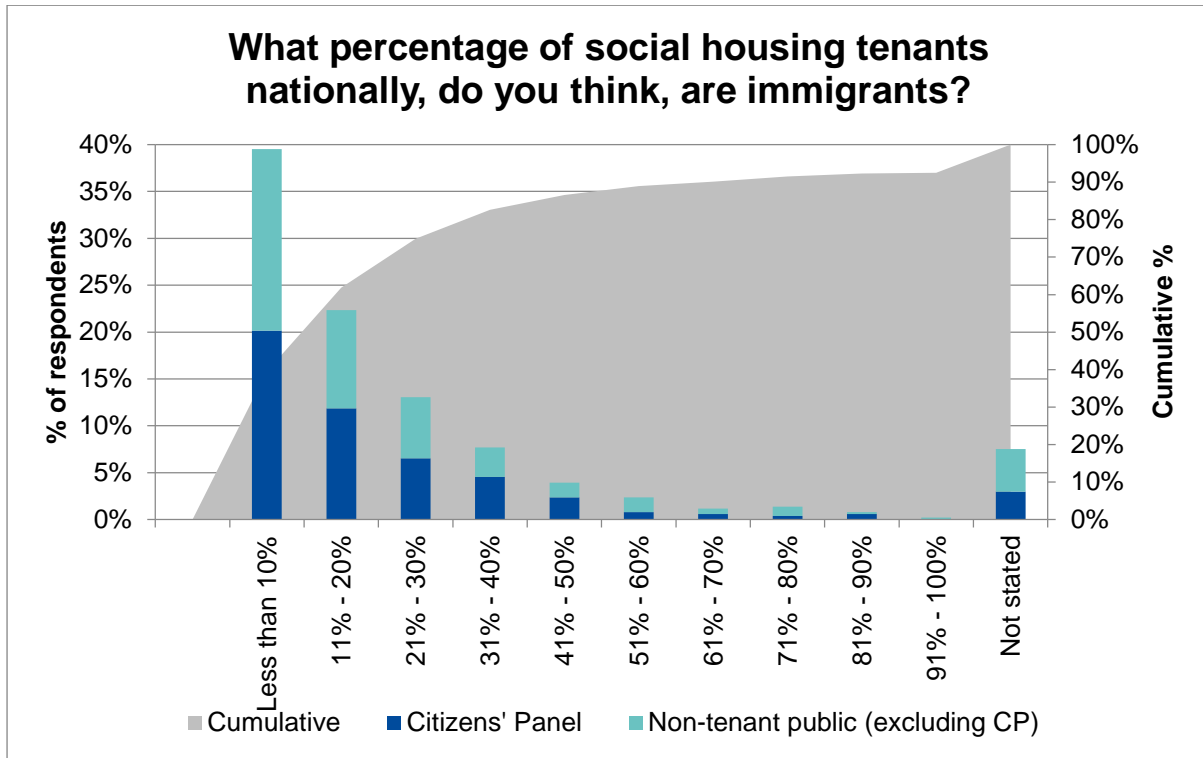


Figure 13

As figure 13 shows, almost 40% of respondents answered this question correctly, which could suggest that the assumption that immigrants are more readily assigned social housing is not prevalent in Waverley. However 60% of respondents overestimated the percentage of social housing tenants who are immigrants. This over-estimation could be attributed to negative media coverage and could also be linked to the higher visibility of immigrants in a borough where the vast majority of residents (89.4%) were born in the UK.

⁸ Who lives in the 4.1m social homes in England and Wales?, The Guardian 18 November 2015. <https://www.theguardian.com/housing-network/2015/nov/18/who-lives-41-million-social-housing-homes-england-wales>

What percentage of social housing tenants, do you think, were in receipt of housing benefit in 2015-16?

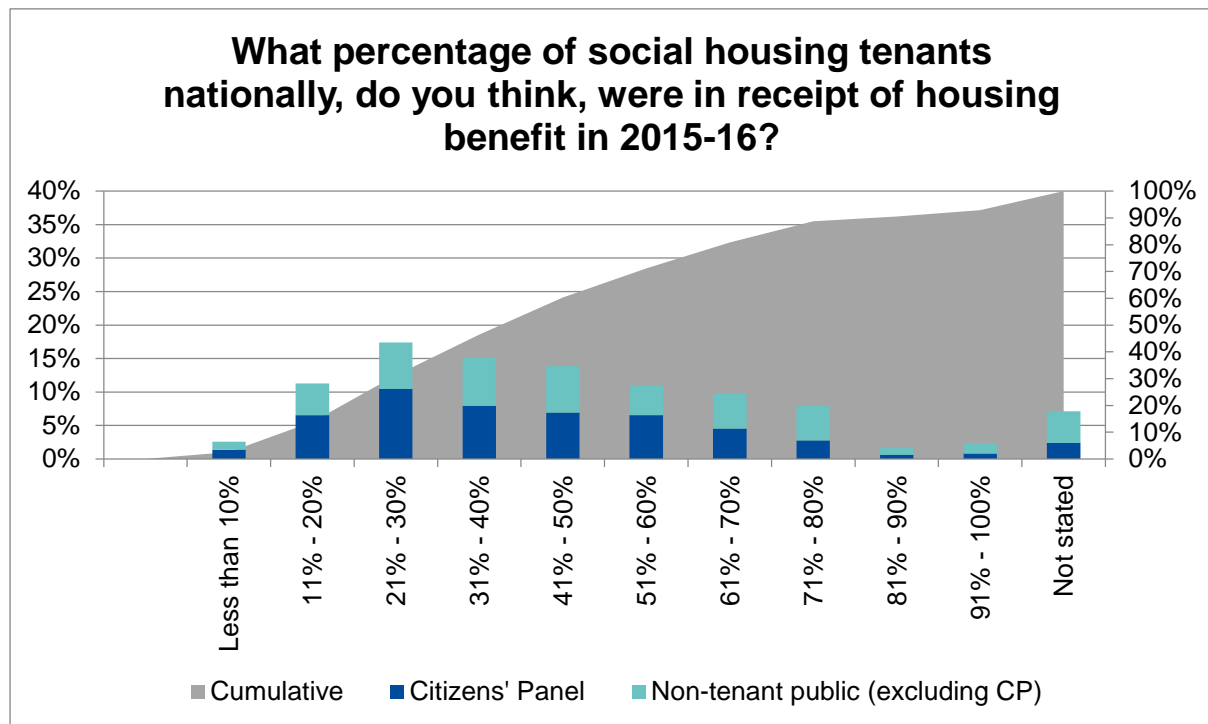


Figure 14

Between 51% and 60% of social housing tenants nationally were in receipt of housing benefit in 2015-16. 50% of Waverley tenants are in receipt of housing benefit.

Tenant answers

How long have you been a council tenant?

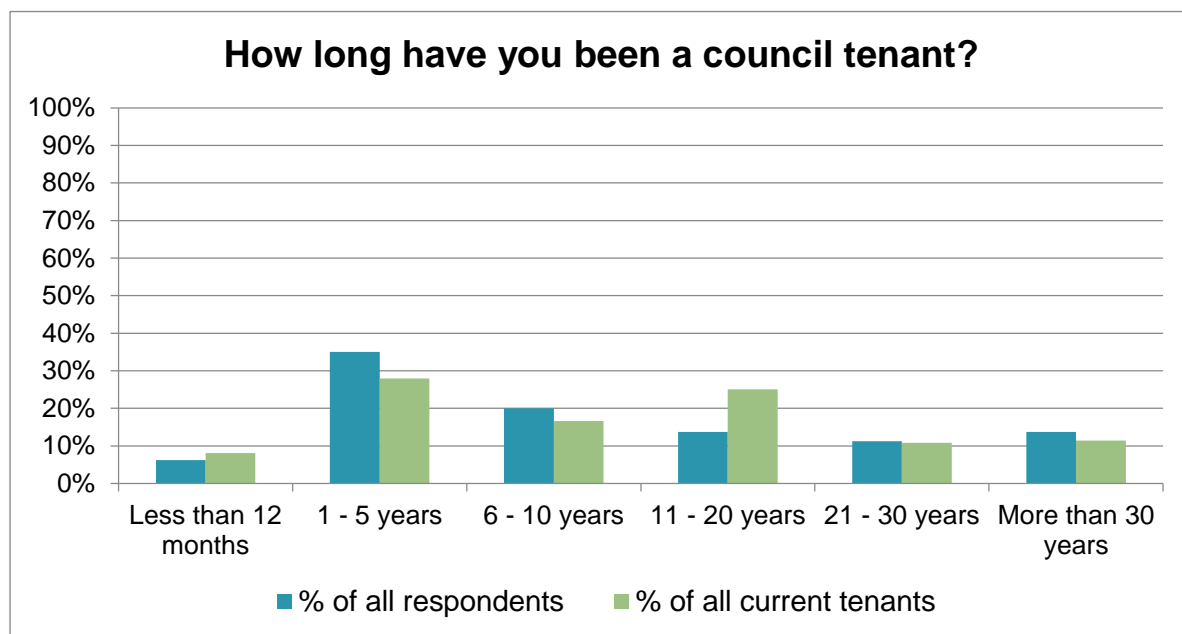


Figure 15

60% of respondents had been tenants for 10 years of less and were broadly representative of the Waverley demographic, with the 11 – 20 years group being the most under-represented. Surveying people who have been council tenants for varying lengths of time results in the data reflecting a wider and more representative range of experiences.

Are you working/in receipt of benefits?

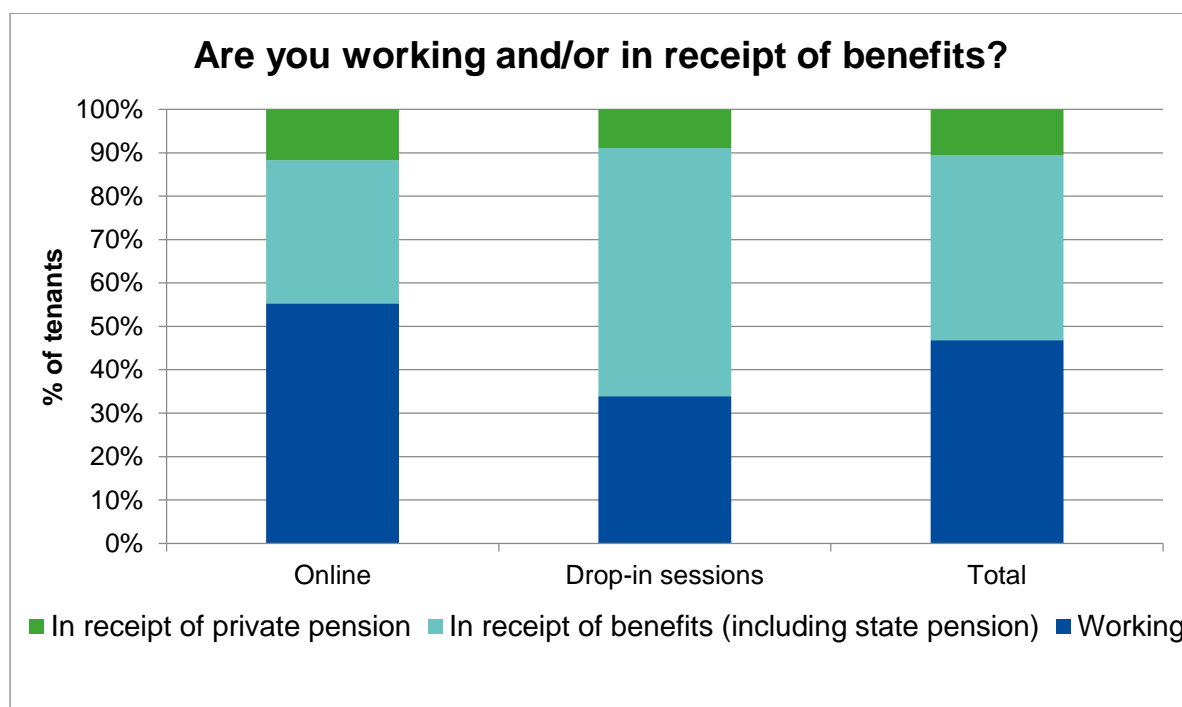


Figure 16

Respondents were free to select more than one answer.

It is important to note that a person ‘in receipt of benefits (including state pension)’ could also be working.

This question was asked in order to enable comparison between the actual proportion of tenants in work and the public perception.

As figure 2 shows, a disproportionately high percentage of tenant drop-in session attendees were aged over 51 (more than 80%). Coupled with the fact that four out of five tenant drop-in sessions were held in the day-time (when people who are retired are more likely to be able to attend), this could explain the difference between the proportion of respondents stating they were in work, and those stating they were in receipt of benefits (including state pension).

As figure 12 explains, less than 10% of social housing tenants were unemployed in 2016-17 not including pensioners, and if this is equivalent to the Waverley figure it can be assumed that many of the respondents who chose ‘in receipt of benefits’ were either pensioners and/or were also working.

It is clear that this data captures a very basic picture of the employment status of tenants and would benefit from further delineation between types of benefits being received.

What are the good things about being a council tenant?

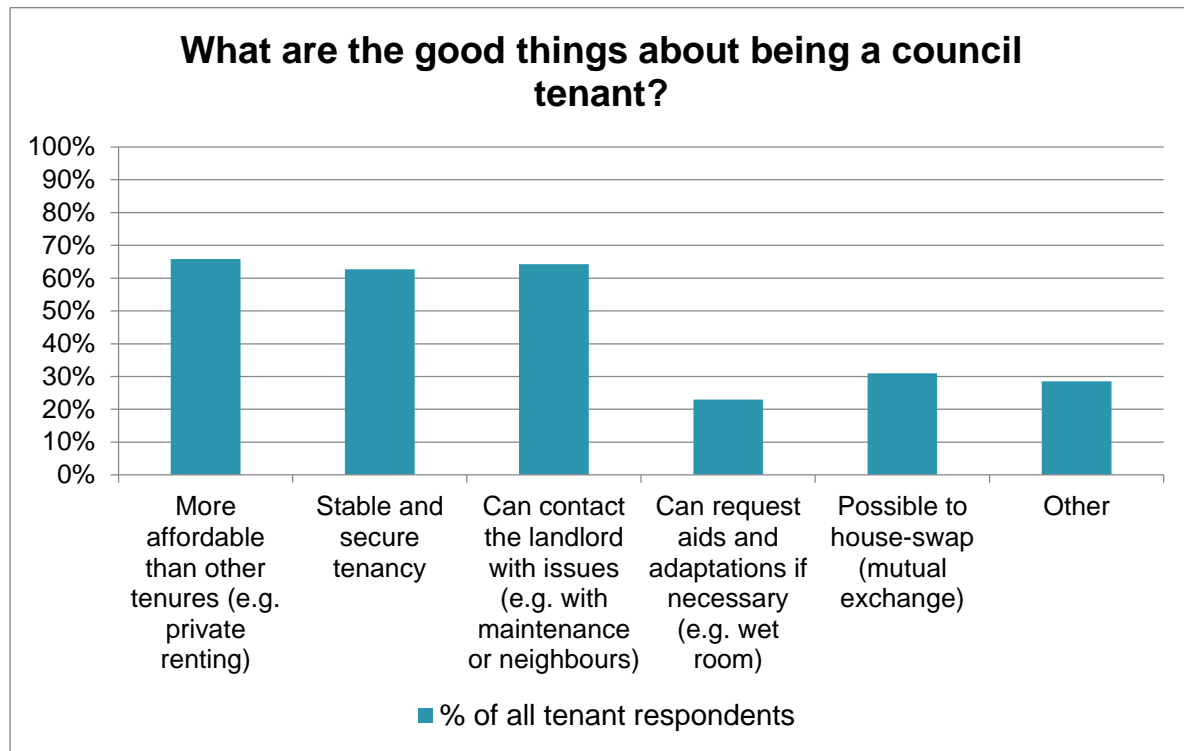


Figure 17

The most common answers from the tenant drop-in sessions formed the basis of the questions for the subsequent tenants online survey. Respondents were allowed to select more than one answer and were able to specify individual answers through the comments section (the ‘other’ column of the graph above represents these comments).

Over half of respondents said affordability, secure tenancy and the ability to contact the landlord with issues were good things about being a council tenant. Several individual comments were made in response to this question, mostly about living in a “*well maintained property*” with “*quick and reliable responses*” from a “*landlord [that] cares about tenants*”. One respondent described Waverley as “*a great council to deal with*” saying that “*some landlords can be difficult – being a council tenant removes the vast majority of these stresses*”, suggesting that renting a council property is simpler compared to renting privately.

One respondent did say there “*isn’t anything good about being a council tenant*” and that they are only a council tenant due to their “*health circumstances*”.

With nearly 5,000 properties it is not surprising that there were a wide variety of opinions provided, however in the main tenants positive comments outweighed the negative.

What are the bad things about being a council tenant?

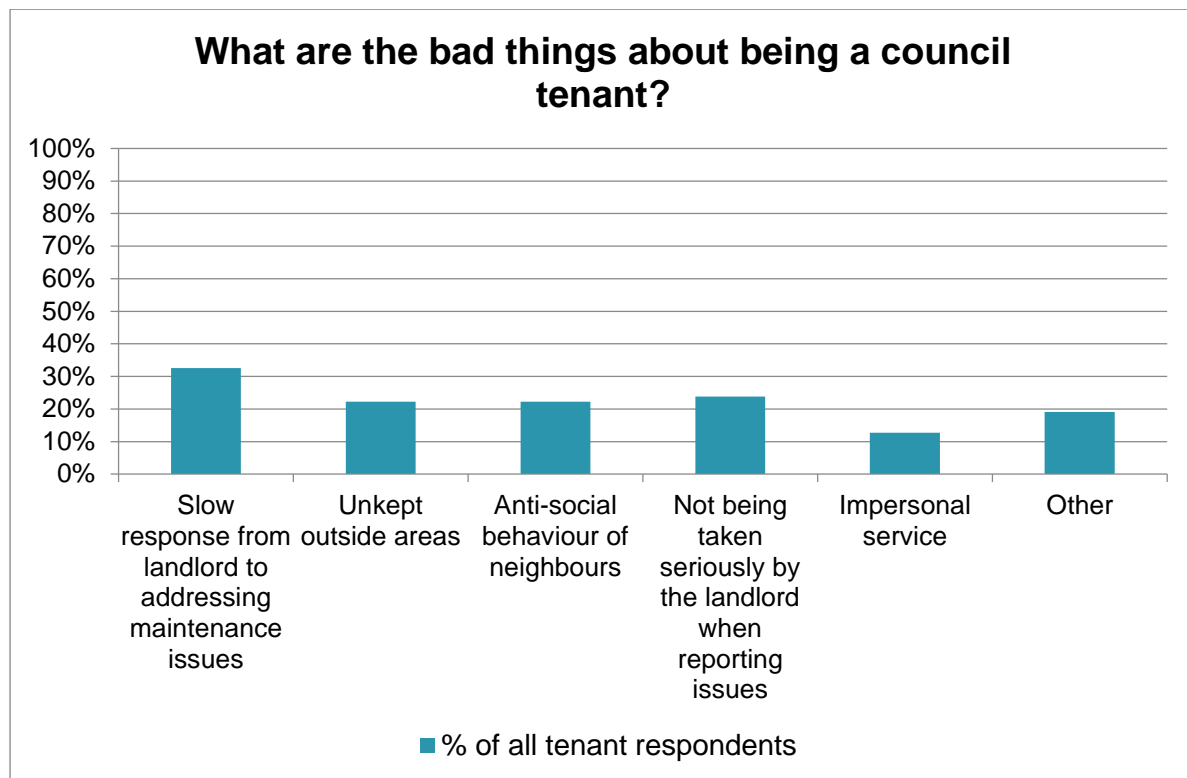


Figure 18

As with the previous question regarding good things about being a council tenant, the most common answers from the tenant drop-in sessions formed the basis for the multiple choice questions in the tenant online survey. Respondents were allowed to select more than one answer and were able to specify different answers through comments (the 'other' column of the graph above represents these comments).

It is notable that out of 514 unique responses, 347 were what respondents thought was good about being a council tenant and 167, less than half, were what is bad about being a council tenant.

There were, however, more comments for the question about bad things, (44 compared to 36 good things) with most of these centred around the responsiveness of the Council, both in terms of answering queries and undertaking work to the property.

Some comments were about the physical characteristics of the property that the respondents lived in with some respondents describing their properties as “*small*”, “*old fashioned*” in a “*remote location*” with a “*lack of space and parking*”.

Other comments referred to the “*maintenance not always [being] good quality*” and “*poor quality of repairs when they are done*”.

Two respondents mentioned difficulty moving and one said that the compensation form after a flood in her property had been too difficult to fill in⁹.

Three comments referred directly to stigma against council tenants with others saying “*private tenants/owners make them feel that they are beneath them*” and referring to the “*attitude towards tenants from Waverley officers*”.

One of the principles of the Paper referred to empowering residents and ensuring voices are heard and landlords are held to account. The fact that over one fifth of respondents said ‘not being taken seriously by landlord when reporting issues’ is one of the bad things about being a council tenant is an area for concern and this report contains a recommendation for the level of customer satisfaction with how enquiries are dealt with to be reviewed.

What are the things that make you feel proud about where you live?

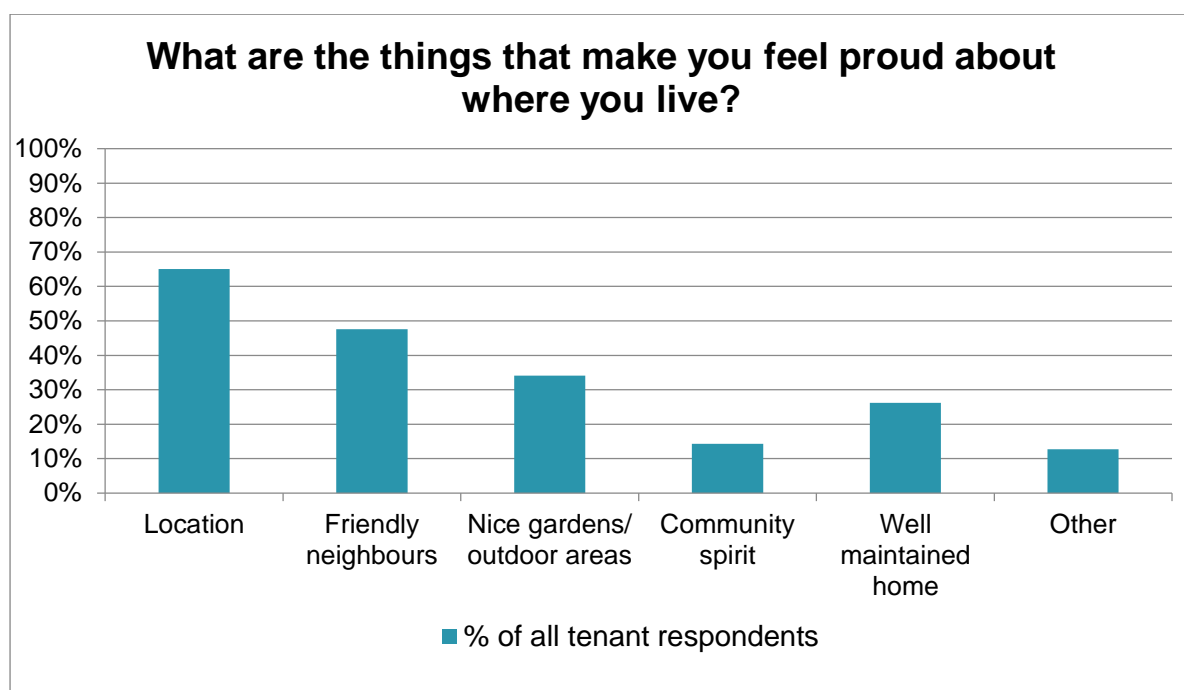


Figure 19

As with the questions regarding good and bad things about being a council tenant, the most common answers from the tenant drop-in sessions formed the basis of the multiple choice answers in the tenant online survey. Respondents were allowed to select more than one answer and were able to specify different answers through comments (the ‘other’ column of the graph above represents these comments).

Some comments referred to how social housing provides a home for people who cannot afford to rent privately or own their own home. One respondent wrote that as they had been in and out of work for a few years and if they “*were private renting [they] would have lost [their] home*”. These comments suggest that tenants recognise the increased security of renting a council home compared to a private property.

⁹ The compensation form has since been simplified.

Three respondents said there was nothing of which they were proud.

The fact that location was the thing that people were most proud of does lend itself to the assumption that the borough is a pleasant place to live.

What are the things that make you feel unhappy about where you live?

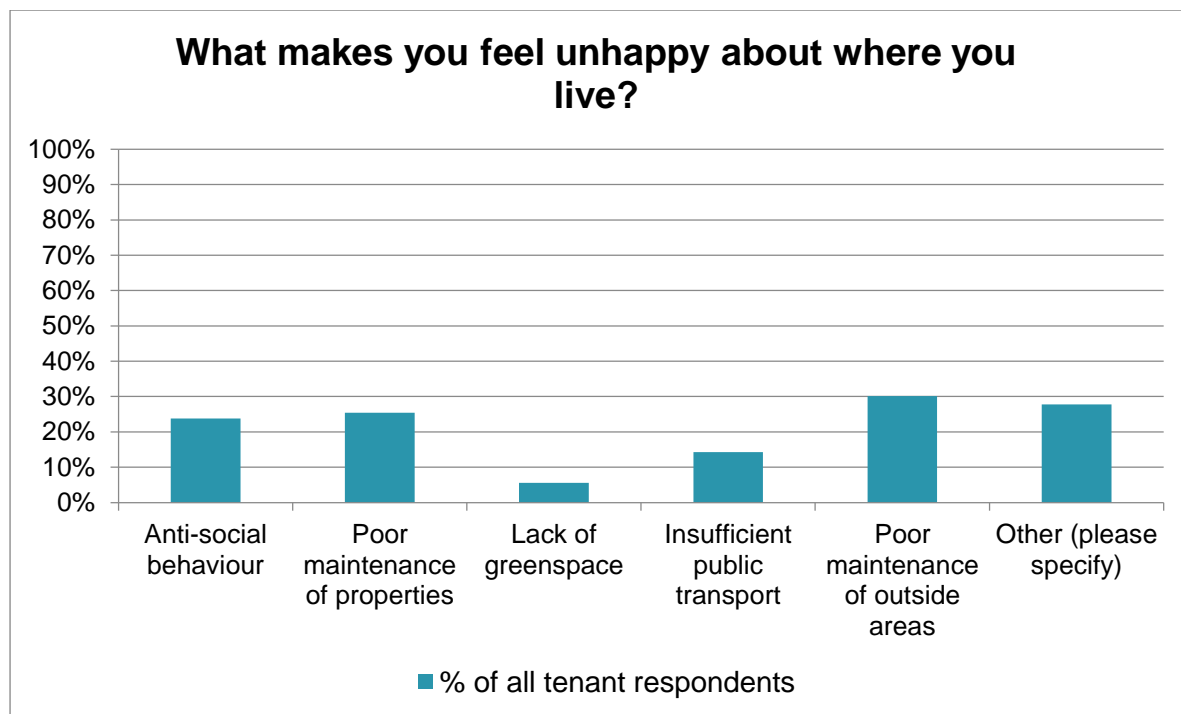


Figure 20

As with the questions regarding good and bad things about being a council tenant, the most common answers from the tenant drop-in sessions formed the basis of the multiple choice answers in the tenant online survey. Respondents were allowed to select more than one answer and were able to specify different answers through comments (the 'other' column of the graph above represents these comments).

Poor maintenance of outside areas and properties were the two most common answers to this question, again contradicting the findings of the 2017 STAR where 76% of tenants stated they were satisfied with repairs and maintenance and 79% were satisfied with the quality of their home.

Parking issues were the most common comment for this question.

Some comments for this question related to the individual properties of respondents and outside areas, such as “*standard of kitchen fittings*”, “*bathroom in need of upgrade*” or “*not enough dropped kerbs*”.

Three respondents referred to stigma or prejudice they had experienced. One respondent said “*poor contractor who comes to do any repairs....they always seems to think that because you live in a council house they can do an awful job... it might be a council house but its our home!*”. Another respondent said “*being a council*

tenant means that when people have an issue with you [such as parking, untidiness] they are able to tell tales to the Council, who are then able to sanction you, something home owners do not experience”.

Tenants’ experiences of stigma

Tenant respondents were asked whether or not they had ever been made to feel uncomfortable about being a council tenant. Online respondents were given a binary choice whilst the nature of the drop-in sessions led to a much more open and unrestricted conversation. This difference in data collection should be considered when drawing conclusions from the results.

Has anyone ever made you or your family feel uncomfortable about being a council tenant?

Yes	23
No	46
Not sure	11
Total	80

Table 1

Out of the 80 tenants who responded to the survey online, over half said they had not been made to feel uncomfortable about being a council tenant. Just over a quarter said they had been made to feel uncomfortable, these respondents were then asked about any examples they may have. As with all of the questions in the surveys, this was not a compulsory question. If drop-in session attendees provided examples these have been captured in the section below.

Who made you feel uncomfortable about being a council tenant?

Colleague	1
Friend	8
WBC officer	5
WBC contractor	3

Table 2

Other answers given were most commonly ‘*neighbours*’ and ‘*school*’. Other comments highlighted the general social stigma they believed is attached to being a council tenant: “*general assumption some estates are bad*” and “*there is a stigma about having a council property. I think we are lucky to be in a council property and make sure I say so*”.

When did they make you feel uncomfortable?

Online tenants were asked this question and the results are shown in table 3:

Less than 12 months ago	3
1 – 5 years ago	13
6 – 10 years ago	4
11 – 20 years ago	0
20 – 30 years ago	0
More than 30 years ago	0

Table 3

How did they make you feel uncomfortable?

Overall nearly 50 comments were submitted in answer to this question.

Most comments highlighted the stigma tenants experienced and the attitudes of people to council housing. The below examples reflect these comments:

<i>"[Neighbours] thought about selling their house knowing new people were moving in (council tenants)"</i>
<i>"There was a heavily intended statement made that I was 'probably in arrears' with my rental payments which has never been the case. Very condescending."</i>
<i>"People think council tenants are lower class, they think they are better."</i>
<i>"[The colleague said] How can you be my boss when you are a council tenant?"</i>
<i>"[They believed that council housing is] for the working class, common as muck."</i>

Some comments referred to the social exclusion they faced because they were council tenants, for example *"parents avoid play dates on council estates"* and *"they don't include you"*.

Other respondents had experienced *"shoddy work"* to their properties from officers who *"didn't treat [their] house with respect"* and who had *"that'll do, it's only a council house"* attitudes. Compared to the October to December 2018 Voluntas report, this type of experience is relatively rare, with 'satisfaction across the repairs journey [being] highest in relation to the operatives themselves, in particular relation to being polite and respectful and keeping dirt and dust to a minimum'¹⁰. The report also showed that 93% of tenants were satisfied with the overall quality of work.

One respondent to the non-tenant survey left the below comment:

<i>"There is still a stigma (not just in this area but within this office) regarding social housing – these comments come from anyone and I have overheard hundreds of comments since I've worked here which may have been derogatory towards tenants. We need a positive change on this as absolutely anyone in any circumstance, job, nationality, etc, can live in or may need social housing in the future. It does not define who you are as a person."</i>
--

And another said: *"I was extremely angry that some councillors dismissed the idea that anyone felt any stigma about social housing. Very pleased the Council is investigating this."*

When asked about their experiences some tenant respondents said that people assume *"council housing is worse than other types"* and that *"people who live in council housing have to live there because they spend all their money on drugs and alcohol"*.

Eight of the comments referred to poor treatment of council tenants and an overall lack of a sense of ownership enabled by the Council. The comments below illustrate how some tenants feel they lack control over their homes or are treated less favourably because they are a council tenant.

¹⁰ Voluntas, Waverley Borough Council: Responsive Repairs Satisfaction October – December 2018.

“The way that we were treated...just because it was a council home we had no say in how they did things”

“WBC stood up for contractors instead of residents, felt like treated differently on some issues.”

“There is a tendency for officers to believe that it is acceptable to tell tenants when repairs are to be carried out and don’t give the tenant opportunity to discuss. The assumption is that not enough tenants look after their properties when in reality it is a small minority.”

“Council didn’t deal with ASB because I was a Council tenant.”

“That we don’t have a right to moan about anything eg parking”.

As highlighted previously, empowering residents and ensuring their voices are heard is one of the five principles of the Paper. A lack of a sense of ownership of tenants suggests they do not feel sufficiently empowered when it comes to their property.

A handful of tenant respondents who were surveyed either tried to avoid telling people that they lived in council housing or knew someone who avoided telling people. Whether this is in anticipation of judgement or a result of embarrassment, it can narrow public understanding of council housing and those who live in it, and contribute to the prejudice against council housing. Tenants who are proud to live in council housing can help to educate the wider public on its strengths and assist in reducing stigma.

Media portrayal

The final part of the tenant survey asked about how social housing tenants are portrayed in the media.

Tenants were asked if they had come across positive and negative stories about social housing.

As with all other questions asked in the tenant survey, some respondents took part online and others were interviewed face to face at the drop-in sessions. The respondents who took part online were likely to answer the question in a focused way (opting for ‘yes’, ‘no’ or ‘not sure’) whereas drop-in session respondents were provided with a less constrained approach and consequently in this group there was a higher percentage of ‘not selected’ corresponding to a blank text box on the interview paper. This discrepancy should be taken into account when viewing the results.

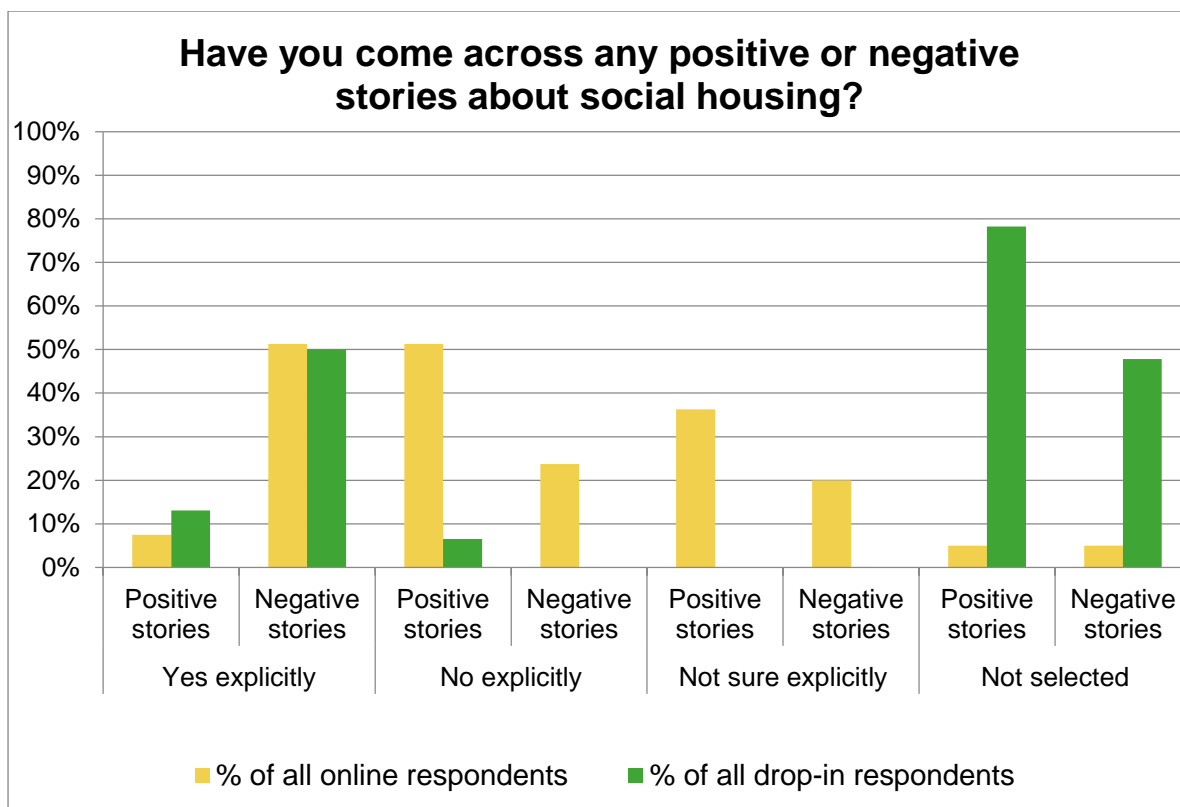


Figure 21

The difference between the proportions of respondents explicitly saying they had come across positive media stories compared to negative media stories is significant. Many more respondents were certain they had seen negative stories about social housing in the media.

Conversely, more residents explicitly said they had not seen any positive news stories compared to those who had not seen negative new stories. There were some respondents, however, who said they had not seen any negative news stories.

Online respondents who explicitly said that they had seen either a positive or negative media story were asked to provide examples. Examples provided by drop-in session respondents are also included in this section.

There were 7 comments provided when asked if the respondents had any examples of positive media stories. Two referred to a sense of community spirit and local activities:

“Council make periodic meeting with tenants...local newspapers report activities involved with council especially old people.”

“Community spirit when people are burgled or there’s a fire.”

One tenant provided the example of how the Grenfell Tower disaster was reported in the news and said they believed tenants had been represented fairly. Another tenant said that they believed TV programmes such as ‘Benefits Street’ were positive as they highlighted the stigma council tenants face. The remaining comments were

about how “local newsletters show pride in housing delivery” and that there is a “sense of need by all members of the community”.

What examples of negative media stories about council housing are there?

Respondents provided 57 comments in answer to this question. The vast majority referred to stereotypes of council tenants being reinforced in the media:

<i>“That there is a certain ‘type’ of people who live in council housing – those in receipt of benefits that perhaps aren’t warranted, are lazy, uneducated.”</i>
<i>“Assuming we are all benefit cheaters.”</i>
<i>“Stereotyping, papers draw attention to where they live if they are a council tenant – implication.”</i>
<i>“Press suggests council tenants don’t work or are drug dealers.”</i>
<i>“Stereotyping of families, antisocial behaviour.”</i>

Other comments were about the fact the media reports on the lack of social housing, clearly a negative news story but not necessarily one that paints council tenants in a poor light.

How the findings of this report compare to Chartered Institute of Housing – Rethinking Social Housing report

The Chartered Institute of Housing published its 'Rethinking Social Housing' report (the CIH report) in June 2018 after undertaking extensive research, including surveys, interviews, workshops, secondary data analysis and a review of existing literature. The research on which this report (Council Housing: Pride or Prejudice) is based was designed by the Group after taking inspiration from the CIH report. Some of the questions asked in the research of this report were based on those asked by the CIH and therefore allow useful comparison.

Some of the tenant profile information gathered for this study was mirrored in the CIH study. For example, the CIH report stated that 43% of social housing tenants are working, matching the proportion of tenant respondents in employment who took part in this study. Despite the skew in this report's data towards the views of older respondents, these similarities are encouraging indications that the findings are comparable to those of social housing tenants nationally.

The CIH report set out the below 6 headline messages:

- Adopt a common definition and understanding of the role and purpose of social housing.
- Ensure that tenants have a voice.
- Increase the support of genuinely affordable homes.
- Ensure everyone can afford a place to call home.
- Make sure that existing homes and neighbourhoods are of good quality and well managed.
- Challenge the stigma and stereotyping attached to social housing.

Adopt a common definition and understanding of the role and purpose of social housing

Social housing is a broad term that encompasses several different types of housing tenures. Coupled with the legislative changes that social housing and social housing providers have seen over the years, such as large-scale stock transfers, tenancy changes and the development of housing associations, it is not surprising that there is some general confusion about what the term 'social housing' actually means. It could be argued that this general uncertainty around the term has partly contributed to the lack of a commonly understood role/purpose of social housing and eligibility.

One of the main purposes of the Group's research supporting this report was to gauge the attitudes and perceptions of members of the public, covering both tenants and non-tenants, towards social housing. It was for this reason that 'social housing' was not defined to the participants, their responses were based upon whatever their individual perceptions of 'social housing' were. This non-prescriptive approach to terminology was suitable for the purpose of this study but, as the CIH report argues,

'to understand the role and purpose of social housing we need a common definition'¹¹.

Ensure that tenants have a voice

The CIH report refers to the reprioritisation of spending by social housing providers following the national 1% rent reduction from 2016-2020, imposed on social landlords by the Welfare Reform and Work Act 2016, and states that 'anecdotally, this has led to reduced resources for tenant involvement in certain cases'¹². Fortunately Waverley has been able to keep tenant engagement as a priority and maintain a resource to support a range of activities including—two active and independent tenant representative bodies, the Tenants' Panel and the Waverley Scrutiny Group. In addition to these formal groups, tenants must be empowered individually in order to feel that their concerns will be heard and addressed. As figures 18 and 20 of this report show, some tenants do not feel their concerns are being taken seriously by the landlord, and others have experienced a poor level of service, attributing this to the officer's attitude towards council housing. This report has highlighted these areas, drawn comparisons with data already obtained by the Council and made recommendations to help address these issues.

Increase the supply of genuinely affordable homes

One of the strongest messages coming out of the research behind this report was that a large number of respondents think more social housing should be built. One respondent said: "*I think there should be more social housing built than is allowed at the moment – there are too many homeless people in the UK at the moment and I think in this day and age this should not be so.*" Many respondents had opinions on the Right to Buy scheme with lots of comments on how it has negatively impacted upon the supply of social housing.

The current housing crisis in the UK is a problem recognised by all political parties. It is clear that lack of homes, both social and private, has contributed to the disparity between supply and demand. It seems counter intuitive, then, that the Council's housing register has decreased significantly since 2012. The Localism Act 2011 meant that local authorities had more power than previously over the allocation criteria; they could set their own rules such as requiring a local connection, having an income limit or not allowing homeowners on the register. As the criteria were tightened the number of people on the Council's housing register dropped dramatically. The research undertaken for this study shows that there is a lack of awareness amongst members of the public concerning eligibility for social housing and it can be argued, therefore, that the number of people on the register isn't the only reflection of housing need in the borough, and some people who fit the criteria aren't applying. For example, the West Surrey Strategic Housing Market Assessment uses a variety of indicators to estimate the level of local housing need. This gap in applications is problematic as it makes estimating the true levels and nature of

¹¹ Chartered Institute of Housing, 'Rethinking Social Housing: Final report', p6
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Final%20Rethinking%20social%20housing%20report.pdf>

¹² Ibid p20

housing need more difficult, meaning the data needed to support the business case for new homes could be flawed. Encouraging more eligible people to apply would allow a more accurate picture of who is in need. However, whilst there is merit in encouraging this approach, there is also an argument that this can create unrealistic expectations given the shortage of housing supply as well as increased administration costs to the Council.

Ensure everyone can afford a place to call home

In its report the CIH states that ‘we need to move towards a policy framework which links rents to local incomes. This would take account of local and regional differences and make sure that no one is priced out of finding a decent place to live’¹³. As the ‘purpose’ and ‘who do you think lives in social housing?’ sections of this report highlight, many people who work in the borough of Waverley cannot afford to live here. The CIH report also makes reference to this issue and claims ‘travel to work figures show there is still huge demand for social housing closer to low paid employment’¹⁴.

Ascertaining an accurate picture of housing need in the borough is vital to delivering enough suitable homes for those who need them.

Make sure that existing homes and neighbourhoods are of good quality and well managed

The quality of council homes (high, low and in between) is a consistent theme of this report and comments from tenants about the management of homes, both positive and negative, have been an important part of the data gathered on which the report is based. Data from the STAR and Voluntas survey show that tenants are generally happy with the quality and management of their homes. However it is clear that this is an area which requires ongoing monitoring to ensure that standards are maintained and where possible improved.

Challenge the stigma and stereotyping attached to social housing

The commitment of councillors and officers to carry out the research and produce this report shows an active desire to tackle any stigma and stereotyping attached to social housing. The study underlying this report found both pride in and stigma against social housing and has produced a number of recommendations in order to ensure the services delivered to the Council’s tenants continue to be improved.

Terms associated with social housing

Much of the findings of the research underlying this report resonate with those contained within the CIH report. When asked about their understanding of social housing, ‘affordability’ came up in 80% of responses to the research the CIH did.

¹³ Chartered Institute of Housing, ‘Rethinking Social Housing: Final report’, p6
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Final%20Rethinking%20social%20housing%20report.pdf>

¹⁴ Ibid p11

¹⁴ Ibid

This compares very closely to the over 90% of respondents to the survey undertaken for this report who associated 'affordability' with social housing.

As discussed earlier in this report, the term 'home for life' is one many tenants also associate with social housing. Security of a permanent home came up frequently in the responses to the study carried out by the CIH, showing clear similarities between the findings of the studies and highlighting the importance of this perception.

Who lives in social housing?

The opinion that social housing is for 'anyone' was shared by roughly 50% of respondents to this study and many of the comments in response to the question had the same 'element of pragmatism with recognition that some form of 'rationing' was currently unavoidable'¹⁵ found in the research of the CIH report. Many responses to this study refer to the difference between levels of supply and levels of demand for social housing and some acknowledged the impact this has had on the allocation process and, in turn, the perception of social housing:

"I think the scarcity of social housing has meant that only those most in need can qualify which has meant a change to the make up of social housing areas and caused some of the perceived difficulties."

The fairly low level of respondents who thought 'professionals' lived in social housing also indicates that there is a clear need for an educative process that promotes the Allocation policy.

Stigma surrounding social housing

Negative representations of social housing tenants in the media described by some respondents were also recognised in the CIH report. The CIH report stated that 'social housing tenants are frequently portrayed as choosing to live on social security...committing tenancy and benefit fraud, and perpetuating anti-social behaviour'¹⁶, this is not a true image of social housing tenants and is indicative of a lack of understanding of eligibility criteria, employment status and professions of tenants, as highlighted in the 'See the Person' campaign.

Furthermore, when asked why they wouldn't live in social housing some respondents said they believed that the properties had "*poorly maintained gardens/fencing*", were "*rundown*" and that "*there seems to be less pride taken in how the properties and land around them are looked after*". This image, too, is referenced in the CIH report as it states 'their homes and the surrounding areas are presented as being of poor quality and run-down – yet 30% of privately rented homes fail the decent homes standard (DHS) compared to 13% of social housing'¹⁷. The fact that the tenants have access to a repair and maintenance service does not appear to be widely acknowledged. The commonalities in findings across this report and the CIH report

¹⁵ Chartered Institute of Housing, 'Rethinking Social Housing: Final report', p11
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Final%20Rethinking%20social%20housing%20report.pdf>

¹⁶ Ibid p25

¹⁷ Ibid

demonstrate that stigma and prejudice around social housing is prevalent and based on misconceptions which need to be addressed.

Conclusions

It is clear that there is some confusion over the role and purpose of social housing and it would be beneficial for a common definition to be adopted across the Council in order to avoid any misconceptions, to promote eligibility and to assist in addressing stigma.

Although this report is limited to the experience of council housing tenants¹⁸ rather than a broader social housing tenants group, the results are comparable to the findings of the CIH report and can be relied upon, alongside other data sources, to help to develop council services.

Whilst the research reached over 600 respondents, it is acknowledged that the findings have limitations and this subject would benefit from further in-depth study. It is clear that the demographics of respondents do not provide an accurate representation of residents in the borough and additional representations across age groups, particularly in the under 35 cohort, are required. It would also be beneficial to be able to make comparisons across social housing providers in the borough.

The data gathered as a result of the research reflects the national picture in terms of experience of stigma and perceptions of the strengths and weaknesses of social housing. It is, therefore, encouraging that the Green Paper 'A new deal for social housing', published by the government in 2018, focused on five principles for the improvement and development of social housing nationally.

One of the principles is 'Ensuring homes are safe and decent'. Whilst the study did not find any immediate concerns with the safety of properties, the results did show that only 50% of tenants surveyed associate the term 'well maintained' with social housing. It also found that a significant proportion of non-tenants believe social housing can be identified by its external appearance. This is unlikely to be particular to Waverley housing alone but does go some way to explain how stigma against social housing is reinforced by poor design and poor maintenance, including outside spaces. This is an important point and one which the Council has taken some steps to address through its recently published Housing Design Standards and Affordable Housing SPD. In addition to the wider benefits of good design these documents highlight the value of tenure blind developments and its role in tackling stigma. There are also further recommendations regarding measures to address estate appearance made within this report.

One of the principles in the Paper concerned the 'Effective resolution of complaints' and another referred to 'Empowering residents and strengthening the regulator'. In this study, when asked 'what are the bad things about being a council tenant?' over one fifth of tenants said 'not being taken seriously by the landlord', suggesting that some tenants feel their voices go unheard. Again, this criticism is unlikely to be unique to Waverley and the results of the STAR 2017 indicate that rates of satisfaction were in line with other landlords. This does not mean, however, that attempts to empower tenants have no scope for improvement.

¹⁸ Except from 13 housing association tenants taking part in the public survey.

One of the principles of the Paper related to 'Tackling stigma and celebrating thriving communities'. This principle formed a principle part of the background of this study, the aim of which was to learn about the factors influencing tenants' views of their homes, with the goal of tackling the causes of prejudice by developing services which promote pride in tenants' homes and promoting the eligibility criteria for council housing, thereby dispelling common myths.

Some of the misconceptions around social housing and its tenants, including levels of unemployment and eligibility, became evident through the research. For example, over 70% of non-tenant respondents thought a household would need to earn less than £40,000 to be eligible for a council property, when the actual figure is £60,000. This misapprehension has the potential to contribute to stigma through reinforcing barriers to social housing for higher income groups.

A further misunderstanding highlighted by the report is that professionals do not live in social housing. This view could act as a significant deterrent to professional people, who meet the eligibility criteria, from adding their names to the council housing register, thereby reducing their housing choices. Consistent and coordinated efforts to educate the public on eligibility and tenant diversity are vital to dispel myths around social housing.

The subject of preferred housing choice was one that was raised in our non-tenant survey when asking 'would you consider living in social housing?'. Approximately 60% of respondents answered 'no' or 'not sure' to this question. Whilst the supplementary questions asking what informed this response could be reflective of a borough with a high number of owner occupiers, with the predominant answer being 'I don't need to', this may also be indicative of the lack of understanding of eligibility for social housing and a lack of familiarity with modern day council housing

This links with the final principle of the Paper which recognises the need to 'expand supply'. Significant numbers of respondents to the survey agreed with: "*social housing is a valuable option for many members of the community and more should be provided*" and requested: "*build more please*". Whilst the research clearly indicates that stigma and prejudice against social housing exists, it also shows that it is a valued resource, the strengths of which are recognised and valued by residents of all tenures across the borough. We are building high quality new council homes, however numbers are limited, and with a reducing number on our housing register, a campaign to address barriers and promote Waverley Borough Council as a landlord of choice informs this report's recommendations.

This report has succeeded in going some way to answer some of the questions, such as whether stigma exists in the borough, first raised at the Housing O&S Committee meeting of September 2018, however it also highlights the complexity of this subject and the opportunities for additional work to be carried out to create a more comprehensive understanding of the causes of stigma and what can be done to tackle this.

Recommendations

Housing Services

1. A review is undertaken of the Council's Allocation policy, to ensure an easy application process for all eligible residents, including local workers, and more representative demand data is collected.
2. A review is undertaken of the level of customer satisfaction with how enquiries are dealt, comparing existing data with the results of this research, and action taken as necessary.
3. The call for tender and subsequent evaluation of bids for contracts for services that involve entering a tenant's home or engaging with tenants should include focus on the conduct of operatives.

Estate Appearance

4. 'Kerb appeal' and maintenance of outside areas should be included in the 2021 – 2026 Asset Management Strategy.
5. Priority areas for improvement (both by location and type of issue) should be identified with a plan of remedial action created and implemented in order to address areas of external appearance in most need of improvement.
6. Opportunities for the implementation of a maintenance levy applied to right to buy tenants should be investigated in order to secure continued adequate maintenance of outside areas.
7. Tenants' views provided in the responses should be reviewed to see if there is any correlation between them, either positive or negative, and particular areas of Waverley's social housing stock.

Types of tenancies

8. The Council should review whether or not the introduction of flexible tenancies has so far met the original objectives set in 2014.
9. The Council should investigate the development of the range of housing available including shared ownership and other sub-market rent tenures.

Communication and promotion

10. The Council should expand develop its communication on allocation criteria to better educate members of the public on who is eligible for social housing.
11. Following the implementation of recommendations 1, 7 and 8, the Council should undertake a reassessment of housing need to inform the business case for the development of different types of properties and tenures.

Waverley Borough Council Housing Overview and Scrutiny Committee

12. The Committee supports the Affordable Housing Supplementary Planning Document on its agenda for 26 February 2019.
13. The outcomes of the reviews in recommendations 1, 2, 5 and 8 should be brought before the Housing O&S Committee for scrutiny.

14. The gaps in demographic responses should be filled by approaching schools and those who live in towns with the survey in order to obtain the views of those demographic groups missing from the data

General

15. This report should be used in the induction of all staff and councillors to educate them on any misconceptions or potential unconscious bias around social housing, with the purpose of ultimately ensuring professionalism in service delivery.
16. The Council should consider signing up to the national 'See the Person' campaign.
17. The composition of regular data sources (for example the Citizens' Panel) should be reviewed in terms of overall representativeness with the intention of identifying and recruiting members in those demographic groups that are currently under-represented, and with an overall aim of more closely matching the established demographic composition of the borough.
18. The data gathered should be offered to universities for use in Master degree studies.

Glossary

Affordable housing: housing for eligible people who are unable to afford housing to rent or buy on the open market, meeting definition in National Planning Policy Framework.

Affordable Housing Supplementary Planning Document (the SPD): a supplementary document that adds to the detail of the Local Plan Part 1.

Citizens' Panel: a panel of over 500 residents who have chosen to respond to surveys sent by the Council in order to inform and enhance service delivery

Flexible tenancies: introduced by Waverley Borough Council as standard in 2014, a tenant will progress onto a flexible tenancy following successful completion of the introductory period (12 months). Flexible tenancies usually are for a period of 5 years, at this point the Council carries out an assessment of whether or not the tenant still meets the allocation criteria (for example household income limits).

Essential local workers: public sector employees who provide frontline services in areas including health, education and community safety – such as NHS staff, teachers, police, firefighters and military personnel, social care and childcare workers.

Housing Design Standards document (HDS): a set of standards for new Council Homes informed by a task and finish group of the Housing O&S and approved in July 2018.

Residualisation: the process by which, due to insufficient supply, only those in most immediate housing need are allocated social housing.

'See the Person' campaign: a national campaign sponsored by social housing providers aimed at tackling misrepresentations and negative stereotyping of social housing tenants.

Secure tenancies: the standard tenure for Waverley Borough Council tenants until 2014, secure tenancies provided a permanent home for tenants, providing all conditions were met.

Social housing: an umbrella term for housing provided at a subsidised rate, allocated by need and provided by the state and non-profit organisations.

Survey of Tenants and Residents (STAR): a survey of the satisfaction levels of tenants and leaseholders of Waverley Borough Council, conducted every three years.

Stigma: mark of shame or discredit due to a person's circumstance (in the case of this report discredit due to a person's housing tenure).

Tenure blind developments: housing developments designed in such a way that it is not possible to distinguish between properties of different tenures.

Voluntas survey: a survey targeted at tenants who have recently had work undertaken to their property, aimed at gauging satisfaction with the service.

Appendices

Appendix 1: Questions asked in non-tenant survey

- 1. Do you associate the following terms with social housing?**
(Please tick either yes or no for each)

	Yes	No
Affordability		
Safe place to live		
Well maintained		
Home for life		
Sense of community		

- 2. Can you spot social housing by its external appearance?**
(Please tick only 1 option)

- Always
- Sometimes
- Rarely
- Never
- Not sure

- 3. Would you consider living in social housing?**

- Yes, go to question 4
- No, go to question 5
- Not sure, go to question 6

- 4. Why would you consider living in social housing?**

(Please select all that apply. After completing this question please skip to question 6)

- It's more affordable
- It's a home for life
- It's good quality
- It has a good sense of community
- It can provide living support
- Other

If you chose other, please give the reason:

- 5. Why wouldn't you consider living in social housing?**

(Please select all that apply)

- I don't need to
- It's for those with less money
- I would have less choice of location

- It's of poor quality
- I think it has more crime
- Other

If you chose other, please give the reason:

6. Who do you think lives in council housing?

(Please select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Pensioners/retired people | <input type="checkbox"/> Young adults |
| <input type="checkbox"/> Families with young children | <input type="checkbox"/> Families with older children |
| <input type="checkbox"/> Single people | <input type="checkbox"/> Couples |
| <input type="checkbox"/> Professionals | <input type="checkbox"/> Unemployed people |
| <input type="checkbox"/> Immigrants | <input type="checkbox"/> Single parents |
| <input type="checkbox"/> People in receipt of benefits | <input type="checkbox"/> Anyone |
| <input type="checkbox"/> Other | |

Other, please specify:

7. What percentage of social housing tenants nationally, do you think, were unemployed in 2016-17 (not including pensioners)? (Please tick only one option).

- | | |
|---|---|
| <input type="radio"/> Less than 10% | <input type="radio"/> Between 51% and 60% |
| <input type="radio"/> Between 11% and 20% | <input type="radio"/> Between 61% and 70% |
| <input type="radio"/> Between 21% and 30% | <input type="radio"/> Between 71% and 80% |
| <input type="radio"/> Between 31% and 40% | <input type="radio"/> Between 81% and 90% |
| <input type="radio"/> Between 41% and 50% | <input type="radio"/> Between 91% 100% |

8. What percentage of social housing tenants nationally, do you think, are immigrants? (Please tick only one option).

- | | |
|---|---|
| <input type="radio"/> Less than 10% | <input type="radio"/> Between 51% and 60% |
| <input type="radio"/> Between 11% and 20% | <input type="radio"/> Between 61% and 70% |
| <input type="radio"/> Between 21% and 30% | <input type="radio"/> Between 71% and 80% |
| <input type="radio"/> Between 31% and 40% | <input type="radio"/> Between 81% and 90% |
| <input type="radio"/> Between 41% and 50% | <input type="radio"/> Between 91% 100% |

9. What percentage of social housing tenants nationally, do you think, received housing benefit in 2015-16? (Please tick only one option).

- | | |
|---|---|
| <input type="radio"/> Less than 10% | <input type="radio"/> Between 21% and 30% |
| <input type="radio"/> Between 11% and 20% | <input type="radio"/> Between 31% and 40% |

- Between 41% and 50%
- Between 51% and 60%
- Between 61% and 70%
- Between 71% and 80%
- Between 81% and 90%
- Between 91% 100%

10. How much income do you think a household has to have to be eligible for a council house in Waverley? (Please tick only one option).

- Less than £30,000 per year
- Less than £40,000 per year
- Less than £60,000 per year
- Less than £80,000 per year

11. Do you have any further comments about social housing?

12. How old are you?

- Under 35
- 35 – 50
- 51 – 64
- 65+
- 85+
- Prefer not to say

13. Do you live in a:

- Town
- Village
- Other

14. What is your postcode?

15. In which type of property do you live?

- House
- Flat
- Senior living scheme
- Other

Other, please specify:

16. What is your housing tenure?

- Owner occupier
- Private rent
- Council rent
- Living with family and friends
- Other

If other please specify:

Appendix 2: Questions asked in tenant survey

1. How old are you?

- | | |
|-----------------------------------|--|
| <input type="checkbox"/> Under 35 | <input type="checkbox"/> 65+ |
| <input type="checkbox"/> 35 – 50 | <input type="checkbox"/> 85+ |
| <input type="checkbox"/> 51 – 64 | <input type="checkbox"/> Prefer not to say |

2. Do you live in a:

- Town Village Other

3. How long have you been a council tenant?

- | | |
|--|---|
| <input type="checkbox"/> Less than 12 months | <input type="checkbox"/> 11 – 20 years |
| <input type="checkbox"/> 1 – 5 years | <input type="checkbox"/> 21 – 30 years |
| <input type="checkbox"/> 6 – 10 years | <input type="checkbox"/> More than 30 years |

4. Are you (please select all that apply):

- Working
 In receipt of benefits (including state pension)
 In receipt of private pension

Other, please specify:

5. What are the good things about being a council tenant?

- More affordable than other tenures (e.g. private renting)
 Stable and secure tenancy
 Can contact the landlord with issues (e.g. with maintenance or neighbours)
 Can request aids and adaptations if necessary (e.g. wet room)
 Possible to house-swap (mutual exchange)

Other, please specify:

6. What are the bad things about being a council tenant?

- Slow response from landlord to addressing maintenance issues
 Unkept outside areas
 Anti-social behaviour of neighbours
 Not being taken seriously by the landlord when reporting issues
 Impersonal service

Other, please specify:

7. What are the things that make you feel proud about where you live (please select all that apply)?

- Location
- Friendly neighbours
- Nice gardens/outdoor areas
- Community spirit
- Well maintained home

Other, please specify:

8. What are the things that make you feel unhappy about where you live (please select all that apply)?

- Anti-social behaviour
- Poor maintenance of properties
- Insufficient public transport
- Poor maintenance of outside areas
- Lack of green space

Other, please specify:

9. Has anyone ever made you feel uncomfortable about being a council tenant?

- Yes
- No
- Not sure

10. Who made you feel uncomfortable about being a council tenant)? (Only asked in online survey).

- Colleague
- Friend
- Waverley Borough Council officer
- Waverley Borough Council contractor

Other, please specify:

**11. When did they make you feel uncomfortable about being a council tenant?
(Only asked in online survey).**

- Less than 12 months ago
- 1 – 5 years ago
- 6 – 10 years ago
- 11 – 20 years ago
- 20 – 30 years ago
- More than 30 years ago

12. How did they make you feel about being a council tenant (e.g. what did they say)? (Only asked in online survey).

13. Have you come across any positive media stories (newspaper, TV, social media) about council housing?

- Yes
- No
- Not sure

14. What examples of positive media stories about council housing are there?

15. Have you come across any negative media stories (newspaper, TV, social media) about council housing?

- Yes
- No
- Not sure

16. What examples of positive media stories about council housing are there?

17. What is your postcode?

18. In which type of property do you live?

- House
- Flat
- Senior living scheme
- Other

If other please specify:

19. Do you associate the following terms with social housing?
(Please tick either yes or no for each)

	Yes	No
Affordability		
Safe place to live		
Well maintained		
Home for life		
Sense of community		

20. Who do you think lives in council housing?
(Please select all that apply)

- Pensioners/retired people
- Families with young children
- Single people
- Professionals
- Immigrants
- People in receipt of benefits
- Other
- Young adults
- Families with older children
- Couples
- Unemployed people
- Single parents
- Anyone

If you chose other, please specify:

Appendix 3: Housing stock and live applications information

Age of Waverley housing stock (as at 2019)

Age of property	Number of properties
Pre 1945	792
1945-1964	1988
1965-1974	846
1975-1999	1047
Post 1999	134
1964-1974	1
Total	4808

Live applications at 09/01/2019

Age of applicant	Number of applications
1 to 35	550
36 to 50	353
51 to 64	213
65 to 83	148
84 plus	29
Total	1293

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Action list for 'Council Housing: Pride or Prejudice' Scrutiny review recommendations

	Recommendation	Owner	Target date
1	A review is undertaken of the Council's Allocation policy, to ensure an easy application process for all eligible residents, including local workers, and more representative demand data is collected.	Housing Needs Manager	December 2019
2	A review is undertaken of the level of customer satisfaction with how enquiries are dealt, comparing existing data with the results of this research, and action taken as necessary.	Service Improvement Manager	January 2020
3	The call for tender and subsequent evaluation of bids for contracts for services that involve entering a tenant's home or engaging with tenants should include focus on the conduct of operatives.	Head of Housing Operations	Ongoing
4	'Kerb appeal' and maintenance of outside areas should be included in the 2021 – 2026 Asset Management Strategy.	Strategic Asset Manager	September 2020
5	Priority areas for improvement (both by location and type of issue) should be identified with a plan of remedial action created and implemented in order to address areas of external appearance in most need of improvement.	Strategic Asset Manager	December 2019
6	Opportunities for the implementation of a maintenance levy applied to right to buy tenants should be investigated in order to secure continued adequate maintenance of outside areas.	Head of Housing Operations	December 2019
7	Tenants' views provided in the responses should be reviewed to see if there is any correlation between them, either positive or negative, and particular areas of Waverley's social housing stock.	Service Improvement Manager	July 2019
8	The Council should review whether or not the introduction of flexible tenancies has so far met the original objectives set in 2014.	Tenancy and Estates Manager	November 2019
9	The Council should investigate the development of the range of housing available including shared ownership and other sub-market rent tenures.	Head of Housing Delivery and Communities	September 2019
10	The Council should develop its communication on allocation criteria to better educate members of the public on who is eligible for social housing.	Service Improvement Manager	April 2020
11	Following the implementation of recommendations 1, 7 and 8, the Council should	Head of Housing Delivery and	March 2020

	undertake a reassessment of housing need to inform the business case for the development of different types of properties and tenures.	Communities	
12	The Committee supports the Affordable Housing Supplementary Planning Document on its agenda for 26 February 2019.	Housing O&S Committee	February 2019
13	The outcomes of the reviews in recommendations 1, 2, 5 and 8 should be brought before the Housing O&S Committee for scrutiny.	Policy Officer – Scrutiny	As reviews are completed
14	The gaps in demographic responses should be filled by approaching schools and those who live in towns with the survey in order to obtain the views of those demographic groups missing from the data.	Policy Officer – Scrutiny	July 2019
15	This report should be used in the induction of all staff and councillors to educate them on any misconceptions or potential unconscious bias around social housing, with the purpose of ultimately ensuring professionalism in service delivery.	Corporate Policy Manager and Housing Delivery and Communities	May 2019
16	The Council should consider signing up to the national ‘See the Person’ campaign.	Service Improvement Manager	May 2019
17	The composition of regular data sources (for example the Citizens’ Panel) should be reviewed in terms of overall representativeness with the intention of identifying and recruiting members in those demographic groups that are currently under-represented, and with an overall aim of more closely matching the established demographic composition of the borough.	All Heads of Service	December 2019
18	The data gathered should be offered to universities for use in Master degree studies.	Policy Officer - Scrutiny	March 2019

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

12 MARCH 2019

Title:

PEER REVIEW OF PLANNING DECISION-TAKING AND STAKEHOLDER ENGAGEMENT

**[Portfolio Holders: Cllrs Christopher Storey and Kevin Deanus]
[Wards Affected: All]**

Summary and purpose:

A Peer Review of the Planning Decision Making Process was carried out by the Local Government Association in July 2018 at Annexe 1. This followed an action from the current Planning Service Plan 2018/19. The Review also included a review of customer engagement within the Planning Service following adoption of the Development Management Improvement Plan in 2018.

The report summarises the findings of the Review and its recommendations. It includes a draft action plan at Annexe 2 which seeks to address the recommendations of the Review. An All Member Workshop was held in December 2018 to elicit views from Councillors in relation to the draft Action Plan. The feedback from that Briefing is attached at Annexe 3.

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

This report supports the corporate priority of place, through ensuring a robust planning decision making process.

Resource/Value for Money Implications:

The cost of the LGA Peer Review was £14,000. There are no direct financial implications from the Action Plan in place. All work will be carried out within current agreed budgets.

Legal Implications:

There are no direct legal implications associated with this report.

Background

1. Aim 16 of the Cratus Strategic Review Action Plan 2016 identified the need for a review of the Planning Service. In April 2017, Ransford Stewart of Stewart Consultants was appointed to carry out a review. The key findings were:

- A need for improved communication;
- Keeping applicants informed;
- Telling people about the Service;
- Intelligence sharing with Members and Parishes;

- Improvement of processes – flexing processes to response to volume and complexity;
 - Staff selection, recruitment and training.
2. The Improvement Plan arising from the Review included a number of actions grouped against five themes included Planning Decision Making. The Improvement Plan was adopted by the Executive in November 2017 as the detailed Service Improvement Plan for Development Management (Control).
 3. An update on progress on the Improvement Plan was reported to the Executive in April 2018. It was noted that most key actions had been completed or partly implemented. One outstanding action was “Review the operation of Committees to reduce the number of meetings and enable better use of lead-in time. Officers to focus on main issues only in presentations”.
 4. Pursuant to this action, the Council commissioned the Local Government Association (LGA) in June 2018 to carry out a review of the operation of the Planning Committees in line with the Improvement Plan action above. The scope of the LGA Review was widened to include an evaluation of the success of the Service’s improvement focus on stronger engagement with stakeholders.
 5. The Peer Review Team consisted of four members from other local authorities (three Officers and one Councillor). The Team was on site at Waverley between 27 and 29 July 2018. During that time, the Team carried out interviews with Officers, Members and other stakeholders involved in the Planning Decision Making process and attended meetings.
 6. The final report from the Review was produced on 3 September 2018 and is attached at Annexe 1. Its key conclusions are:
 - a. The Council benefits from a newly adopted Local Plan;
 - b. The Service is well resourced including planners and specialists whose experience and expertise will support effective development management in an appropriate way;
 - c. Changes in focus and prioritisation are needed. Delivery of growth needs to be owned across all political and officer levels, reflecting the Government’s new Housing Delivery Test (HDT).
 - d. There are weaknesses in the levels of trust and confidence between some Members and Officers and also between some stakeholders and the Planning Service.
 - e. The new Corporate Plan sets a strong platform for a new way of working in Waverley.
 - f. Greater emphasis is needed on customer and stakeholder engagement to enable the Council to deliver the objectives of the Local Plan and the housing growth agenda.

- g. Planning decision making needs to be less process driven and more outcome focused. There are opportunities for more delegation to Officers.
7. The report includes eight recommendations:
- R1. Improve the operation and efficiency of planning decision making through increasing delegation, simplifying and adhering to agreed protocols and creating one borough-wide Planning Committee in line with detailed suggestions in this report.
 - R2. Significantly increase Officer and political oversight and ownership of housing delivery and key Local Plan priorities including learning from good practice elsewhere.
 - R3. Planning Service has to reprioritise focus on growth delivery of re-examining roles, responsibilities, targets and working with internal and external delivery partners.
 - R4. Explore opportunities to rebuild trust and confidence in planning decision making between Members and Officers and externally with customers and stakeholders.
 - R5. Revisit customer engagement Improvement Plan to reflect need for significant step-up in satisfaction with customers and stakeholders through close working with Communications Team.
 - R6. Review learning and development plans for Members and Officers focussing on opportunities for joint work and training to build team work and a stronger understanding of roles and responsibilities.
 - R7. Review capacity to support Parish and Town Councils and communities to develop Neighbourhood Plans.
 - R8. Examine opportunities for stronger co-ordination in place shaping with the four larger settlements to maximise partnership opportunities.
8. Since receipt of the report, Officers have discussed appropriate actions arising, which seek to address the report's recommendations and these have been brought together in an Action Plan, attached at [Annexe 2](#). An All Member Briefing was held in September and a workshop was held on 3 December 2018. The findings from the Review have been discussed with Town and Parish Clerks.
9. The Action Plan includes proposed Lead Officer responsibilities, timeframes for completion and resource implications where appropriate.
10. Many of the actions have already been commenced/completed as they reflected work streams already in progress pursuant to the Development Management Improvement Plan 2017 or through parallel work streams in relation to housing delivery and Development Management performance monitoring of speed and quality.
11. The Action Plan is structured around three key areas which relate to the distinct but inter-connected themes of the Review's recommendations:

1. Housing delivery
2. Planning Decision Making structures and processes
3. Customer engagement.

Feedback from All Member Workshop (December 2018)

12. The note at Annexe 3 records in full Members' responses to the Draft Recommendations (R1 – R8).
13. Of significance is that Members expressed strong concern with:
 - increasing delegation and reviewing call in arrangements
 - establishment of one Borough-wide Planning Committee
14. However, there was some agreement to the proposals that Ward Members should not vote on applications in their Ward (R1).
15. In addition, Members were very supportive of the need to:-
 - increase Officer and political oversight of housing delivery (R2);
 - review capacity to support Neighbourhood Plan preparation (R7)
 - rebuild trust and confidence in planning decision making between all participants (R4);
 - increasing customer satisfaction with planning decision taking (R5);
 - reviewing learning and development opportunities for Officers and Members in planning matters (R6)
16. Members' reaction was broadly evenly balanced in respect of the recommendations to re-examine roles, responsibilities and targets in respect of housing delivery (R3) and stronger co-ordination in respect of place shaping within the four larger settlements (R8).

Conclusion

17. The LGA Peer Review made eight key recommendations that have been developed into a draft Action Plan. The intention is that the Plan will be considered and adopted by the Executive as the detailed Service Improvement Plan for the Planning Service. The key actions will also be carried forward to the Emerging Service Plans for 2019/20 from Planning, Democratic, and Legal Services.

Comments from Environment Overview & Scrutiny Committee

The Environment Overview & Scrutiny Committee considered the Action Plan at its meeting on 25 February 2019.

The Committee disagreed with the findings of the LGA Peer Review Team in relation to decision-making, and their recommendation R1. The Committee felt that no evidence had been presented to the Council that the proposed approach (increasing officer delegated decision-making, reviewing Member call-in arrangements, one borough-wide Planning Committee) would increase housing delivery in Waverley. The Committee was concerned

that one Planning Committee would create a democratic deficit in planning, which would frustrate members and residents; and could have the unintended consequence of officers spending more time responding to Members' questions out of committee. The planning performance metrics showed that the current approach to decision-making was serving Waverley very well.

There was no consensus within the Committee on the proposal to establish a new protocol so that a Ward member could not vote on planning matters within their ward, in order to clearly differentiate between a councillor's community representation role, and their responsibility as a member of a planning committee. Strong arguments were made by individual members for the proposed approach, and for the status quo.

With regard to the actions proposed in response to the Peer Review Team's recommendations R2 to R8, the Committee was generally supportive although some Members had reservations about the practicality or likely effectiveness of the actions, particularly at a time when the Planning Team is experiencing very high workloads and recruitment challenges, which they felt should be resolved before the introduction of major changes to process and procedure.

Recommendation

That the Executive notes the actions arising from the Peer Review recommendations, which have been subsumed into the Planning Service Plan for 2019/20.

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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Planning Improvement Peer Challenge

Waverley Borough Council

On site July 25 - 27 2018

Final Report September 3 2018



1.0 Executive Summary

1.1 Our report sets out the major steps that we feel the planning service (the Service) needs to explore to meet the challenges of growth pressures and delivery while maintaining the quality of life enjoyed by many residents in the borough.

1.2 The recently adopted local plan Part 1 sets the strategic direction for growth and the protection of the most important environmental and historic parts of Waverley. For the first time since the adoption of the National Planning Policy Framework (NPPF) in 2012, the council has a validated, locally owned plan-led approach. Based on good community leadership by the council leader, cabinet and back benchers, areas for growth and restraint in Waverley are clearly mapped out and provide a solid base for high quality planning decisions in the area.

1.3 The Service is well resourced with a high number of experienced development management case officers backed by high-quality policy planners, planning enforcement officers and expert subject specialists in areas such as the historic environment, trees and landscaping and urban design. Ready access to this advice is vital if the Borough is to guide and manage appropriate development, especially volume housebuilding, in a way that respects quality of place as well as quantity of new housing units.

1.4 The Service has shown a willingness to open itself up to external review in order to drive improvement. Already the Area and Joint Planning Committees have shown that they are taking more defensible and robust decisions as the quality of decision making improves and the number of upheld appeals declines.

1.5 However, to ensure that the council and Service is better able to meet existing and new growth and development challenges, we consider that changes in focus and prioritisation are required.

1.6 Delivery of growth needs to be owned across all political and officer levels from the most senior political and managerial positions through to ward councillors and case officers. The new Government Housing Delivery Test (HDT) has further increased the need to have an organisational focus on housing delivery if the planning system is to deliver the expected levels of affordable homes and wider community benefits.. The Service and the council need to respond to this challenge by first understanding the consequences of not satisfying the delivery test and then modernising its thinking and actions in order to achieve a stronger delivery focus.

1.7 We found weaknesses in the levels of trust and confidence between some members and officers involved in delivering planning decision making and certainly between the majority of developers/agents, civic societies and many parish and town councils and the Service that we spoke to. Despite a recently agreed local plan we noted that there was limited common ground or meeting of minds in relation to how the borough should grow and it felt as though the planning system was almost seen as a battleground for the heart and soul of Waverley's future. Therefore, trust and confidence in the Service and the very

nature of planning as visionary and place shaping, both internally and externally needs to be rebuilt. The aims and new direction set by the corporate plan with its focus on prosperity and place and its emphasis on team work and efficiency sets a strong platform for a new way of working in Waverley.

1.8 The Service needs to place a greater effort on customer and stakeholder engagement to enable the council to deliver the objectives of the local plan and the Government's agenda on housing growth. This will demand corporate support and a Service recognition that a step-change is required with a far more active listening and engaging tone. We recognise that satisfying all interested parties through the planning process is not possible. However, active listening and sharing of explanations for decisions made will promote positive engagement.

1.9 Planning decision making needs to be less process driven and far more outcome focused to meet even existing, let alone future, challenges. We see real opportunities for more delegation to officers with commensurate reduction in preparation time and attendance at committees. This will release resource for adding value to schemes at an early stage and time for greater customer focus.

1.10 Our recommendations are designed to enable a good Service to be even better.

2.0 Recommendations

- R1** Improve the operation and efficiency of planning decision making through increasing delegation, simplifying and adhering to agreed protocols and creating one borough-wide planning committee in line with detailed suggestions in this report.
- R2** Significantly increase officer and political oversight and ownership of housing delivery and key Local Plan priorities including learning from good practice elsewhere.
- R3** Planning Service has to reprioritise focus on growth delivery by re-examining roles, responsibilities, targets and working with internal and external delivery partners.
- R4** Explore opportunities to rebuild trust and confidence in planning decision making between members and officers and externally with customers and stakeholders.
- R5** Revisit customer engagement improvement plan to reflect need for significant step-up in satisfaction with customers and stakeholders through close working with communications team.
- R6** Review learning and development plans for members and officers focusing on opportunities for joint work and training to build team work and a stronger understanding of roles and responsibilities.
- R7** Review capacity to support parish and town council and communities to develop neighbourhood plans.
- R8** Examine opportunities for stronger co-ordination in place-shaping with the four larger settlements to maximise partnership opportunities.

3.0 Background and Scope of the Peer Challenge

3.1 This report is a summary of the findings of a planning improvement peer challenge organised by the Local Government Association (LGA) in cooperation with the Planning Advisory Service (PAS) and carried out by its trained peers. Peer challenges are managed and delivered by the sector for the sector. They are improvement orientated and are tailored to meet individual councils' need. Indeed, they are designed to complement and add value to a council's own performance and improvement focus. They help planning services review what they are trying to achieve; how they are going about it; what they are achieving; and what they need to improve.

3.2 Waverley is one of eleven district and borough councils in Surrey. It deals with over 3,000 planning decisions every year. The council has 57 ward members. The borough has four area planning decision making committees and one joint planning committee (JPC) that deals with more strategic and more controversial applications. Of the 57 councillors, 46 of them sit on the five planning decision committees. Waverley has a long history of the majority of its councillors sitting on planning decision making committees.

3.3 Area planning committees meet in pairs (eastern and central, southern and western) and each pairing is scheduled to meet once a month. The JPC meets less regularly but the number of meetings is increasing to deal with larger applications in the pipeline and to deal with higher levels of called in applications by members under the council's Scheme of Delegation. Conversely less applications are being decided at area committee meeting level in recent months with meetings cancelled. The majority of applications decided at area committee appear to be called in by local members. JPC have tended to only consider one item per meeting although very recently, two items have started to be decided. Reference in our report to 'planning committees' refers to all five-planning decision making committees.

3.4 You asked us to focus on the following issues:

- review the operation to reduce the number of meetings and enable better use of lead in times and operation of area and joint planning committees; and

evaluate the success of the service's improvement focus on stronger engagement with stakeholders. 3.5 Our review of decision making at planning committees arises from a recommendation in the Stewart Report (2017) produced as part of a wider examination of improvement needs in the planning service. Our review of customer engagement follows the adoption of an internal service improvement plan (2018) arising from the findings of the Stewart management report.

3.6 Peers were:

- Peter Ford - Head of Development Management, Plymouth City Council;
- Robert Weeks - Head of Planning & Housing, Stratford on Avon District Council;

- Cllr John Cotton - South Oxfordshire District Council; and
- Robert Hathaway - Peer Challenge Manager, LGA associate.

3.7 PAS (Planning Advisory Service) and the LGA (Local Government Association) where possible will support councils with implementing the recommendations as part of the council's improvement programme. It is recommended that the council discuss ongoing PAS support, including the cost of it, with Stephen Barker, Improvement Manager, Stephen.Barker@local.gov.uk. A range of support from the LGA – some of this might be at no cost, some subsidised and some fully charged is available <http://www.local.gov.uk>. For more information contact Mona Sehgal Mona.Sehgal@local.gov.uk.

3.8 As part of the peer challenge impact assessment and its evaluation, PAS or the LGA will get in touch in 6-12 months to find out how the council is implementing the recommendations and what beneficial impact there has been.

3.9 The team appreciated the welcome and hospitality provided by Waverley Borough council and partners and the openness in which discussions were held. The team would like to thank everybody they met during the process for their time and contribution.

4.0 Overall Performance

Development Management

4.1 We found the development management (DM) service well-resourced with an establishment of 26 case officers and four technicians in two area teams. The work of DM is assisted by specialist planning policy staff, historic, environmental and design specialists and dedicated customer technical staff.

4.2 The Service deals with over 3,000 planning and related applications per year and has seen a significant increase in the number of major housing applications over the last 5 years. Waverley possesses a comparatively high number of protected trees, over 1,800 listed buildings and 43 conservation areas and thus pressure to retain the quality of life and traditional appearance and feel of the borough is very high.

4.3 On nationally reported measures, Waverley is a high performing authority. Between April 2016 – March 2018 the council decided nearly 98 per cent of the 139 major applications it received in agreed timescales. The council makes significant use of Planning Performance Agreements (PPAs) and Extensions of Time (EoT) agreements as part of its decision-making process. However, use of extensions of time can mask slow decision making. And in 2017/18 the council only decided 41 applications (29 per cent) in a 13-week period. The report will pick up customer concerns over slow pre-application responses and decision making in later sections.

4.4 Performance on the 3,480 non-major applications received resulted in nearly 98 per cent of applications decided with agreed timescales. Over 70 per cent of applications were decided by the council in eight weeks with understandably less use made of PPAs or EoTs in these smaller applications.

4.5 The council has spent considerable effort ensuring that its quality of decision making, as measured by the number of overturned appeals, on major applications has improved. The council has improved its quality performance indicator and continues to bear down and reduce the number of lost (withheld) appeals. Performance between April 2015 and March 2017 equalled 6.4 per cent (125 majors – 8 lost appeals) with potential for this to rise to 10.4 per cent if everything awaiting decisions or refusals that could be challenged was lost.

4.6 We were impressed with the way that planning committee members owned responsibility for the quality of decision making as demonstrated by monthly update officer reports on performance on this indicator along with an oral update if required. Following increased performance reporting and good ownership of this indicator, the committees have improved their quality of decision making as measured by lost appeals. Data for the next performance period is not complete but current figures are well below the threshold, with 71 major appeal decisions taken and only one appeal lost. For the quality threshold to be in danger of being breached it would take 14 to 16 appeals to be lost between April 2017 and 2018 out of 70 to 80 application decided. Understandably the quality of decisions as measured by appeals data is improving given the adoption of Part 1 of the local plan and this is welcomed given the primacy of the plan-led approach in decision making.

4.7 The Service makes a good contribution towards ensuring that the effects of development are mitigated and that development also brings additional investment and community gain into Waverley. The Service seeks to optimise developer contributions through Section 106 legal agreements attached to approvals and members told us that they have had input into many of these discussions. Often, on large developments, these financial contributions are supplemented by on-site provision. Examples of such existing and potential developments include:

- housing on land adjacent to Milford Hospital (Upper Tuesley) – £593k Section 106 contributions and provision of public art and information/interpretation boards, retention of existing orchard;
- housing on land west of St Georges Road, Badshot Lea – £533k Section 106 contributions and provision of car parking to serve adjacent recreation ground; and
- major strategic allocation of 1,800 dwellings at Dunsfold Park – £10.5m Section 106 contributions and extensive on site provision to include health centre, community centre, bus service and additional primary/nursery education provision (yet to be built).

4.8 Opportunities to improve local infrastructure will increase if the council's plans to introduce a community infrastructure levy (CIL) are accepted. This planning charge is a tool for local authorities to help deliver infrastructure to support the development of their area. On current time lines, CIL may be introduced in 2019 but this is dependent on the results of the Planning Inspectorate's examination. It will be important for the Service to anticipate a potential surge in applications in advance of any introduction of CIL. The organisation and management of CIL will need to be built into the Service's focus on delivery which is a theme of our peer review feedback.

4.9 The Service has a good focus on protecting the historic environment and the landscape quality of the area, especially given the high number of listed buildings, conservation areas and protected trees and landscapes. It was evident from our time in Godalming that much of the quality of the conservation area and listed buildings had been preserved and enhanced. Other examples include the reuse of Undershaw House a listed building (built for Sir Arthur Conan Doyle) that had fallen into disrepair. Through strong negotiations and good joint work with a local charity, the house is conserved and used for children with special needs. This scheme also involved ensuring the sensitive landscaped setting and tree screening were largely protected.

4.10 The contribution of environmental, historic and design specialists will be vital in ensuring not only the quantity of housing and other built development but also the quality of place making. It is essential that in the dash for increased housing numbers, that quality is not compromised. While this may seem a paradox, good authorities are noticing that excellent internal team-work and a pre-loading of upfront work at pre-application stage with appropriate level of member and external engagement is bearing fruit. The quality of specialisms should also however include the existing staff in the organisation who can advise on housing delivery including expertise in working with housing providers and viability. This expertise appears to exist in the organisation but is not necessarily being accessed effectively by the Service.

4.11 The enforcement service has seen significant improvement in service delivery as a result of additional resource and high-quality, focused leadership. The number of outstanding cases has dropped significantly and success rate - as measured by resolution of complaints - remains high.

4.12 Despite these good examples, we noted that members, internal and external customers, parishes and civic societies were slow to mention the positive ways in which the Service has guided development and secured significant investment in the borough's infrastructure. We put this down in at least some part to a lack of trust and confidence between some members, officers and external stakeholders in the Service which is a theme we encountered during the peer review and which we will pick up in the next section in the report.

Local Plan

4.13 The council has recently adopted Part 1 of its local plan. While the Leader and councillors are to be commended for driving this through to adoption in February 2018, plan production has been slow. In a large part this was due to a major setback in 2013 caused by an apparent political unwillingness to accept identified housing need figures. Local plan production has been quite painful, for councillors and staff, with some challenging public engagement. And, despite adoption, the local plan is still being challenged by local protest groups with three current High Court challenges. The council plans to approve Part 2 of the local plan, detailing development management policies and site allocations, in late 2019. We see the adoption of Part 1 and the emerging Part 2 document as major planks of a renewed, outward-looking approach for the whole of the Service, providing a clear strategic vision for the whole council to throw its energy behind.

4.14 We were told about “green shoots” in the production of neighbourhood development plans (NDPs) with the making of one and on-going support for others. The made NDP at Farnham had already proved useful in defending non-allocated sites. Some civic societies and parishes felt that the resource devoted to support local communities was not sufficient to support proper NDP development. We did not have time to explore this in detail but we suggest that - as part of improved customer engagement - this concern is explored.

5.0 Rebuilding Trust and Confidence

5.1 We found from our discussions with councillors, staff, stakeholders and customers that there was limited common ground or meeting of minds in relation to how the borough should grow and that the Service was almost seen as a battleground for the heart and soul of Waverley’s future. This is despite the adoption of a Part 1 local plan and the attendant stakeholder engagement that went alongside this.

5.2 The area has several extremely energetic and vocal civic societies who want the best for their local areas and have engaged significantly in development schemes, either trying to prevent development or radically improve the quality of it. Alongside such local societies, a number of high profile groups such as Protect Our Waverley Campaign Ltd have grown up to challenge housing numbers and strategic allocations. Waverley also has a generally well educated and articulate population which also increases the overall level of scrutiny and legal challenge in planning matters.

5.3 It was clear from speaking to many councillors and external bodies that the council was finding it difficult to agree to housing schemes due to pressure from local residents concerned with new market housebuilding and the loss of greenspace and the lack of supporting infrastructure. Waverley is widely regarded by its residents as having one of the highest ‘quality of life ratings’ in England and many are opposed to change. Understandably this puts pressure on local councillors when applications are proposed in

their wards in order to satisfy borough wide housing needs (we pick up this important theme in later sections).

5.4 We appreciate that changes in a range of key national and local circumstances over the last few years have set a challenging context in Waverley for delivering the planning function; these include the introduction of the original and recently revised NPPF.

5.5 The previous lack of a local plan to guide development led to 'development by appeal' which strained relationships between members and officers and fuelled mistrust between sections of the population and the council as officers sought to meet the requirements of the NPPF. Between 2011 and 2017, there were 16 successful application for costs including 5 overturns at committee. Between 2015 and 2017 there were 11 successful claims for costs. While our experience is that this situation is not unusual in the absence of a five year land supply and up to date development plan, our sense is that these approvals at appeal, fuelled suspicion and distrust among opponents of new development that continues to this day

5.6 A similar theme throughout the peer review has been the lack of full trust and confidence and effective team-work between members (when acting as planning decision-makers), and between members and officers in relation to planning decision making. We were advised, for example, that councillors in Farnham could not be expected to take planning decisions on applications in Cranleigh as they did not know the area and would be unable to reflect local concerns (we talk more about this in later sections).

5.7 We are convinced that general and albeit variable levels of mistrust, especially between members and officers leads to what we feel to be 'risk adverse' and 'defensive behaviours' in relation to planning decision making. This learned behaviour is then possibly compounded by the high degree of external scrutiny and threat of legal challenge, leading to delayed pre-application advice and decision making, overly-long reports, and overly-long decision making at committee. This is a reputational issue for the council, not just a Service issue. For the Service to thrive and flourish, and to be appreciated for the good work that it does, both strategic and operational changes in approach are required. Above all, a cultural change is needed; members, customers, community groups and other relevant parties must be inside the 'tent'. We discuss possible solutions to this in more detail in later sections of the report

6.0 Corporate Focus and Delivery on Growth

Strategic Ownership

6.1 We found that, while the Service is making a good contribution to meeting corporate objectives, the council is not maximising or fully owning the strategic delivery focus of planning and development.

6.2 We commend the council for delivering Part 1 of its local plan earlier in the year, particularly after a period of many years without a development-plan led approach.

Leading the local plan to adoption and continuing to have to defend it against legal challenge in the High Court demonstrates resolve and determination. We recognise the strong community leadership role of the leader and executive along with council members in recently adopting the plan for Waverley for 2012-2032.

6.3 Guided by the good work of the planning policy team, the Part 1 local plan recognises the need for 11,200 homes over the 20-year period, with front loading of housing delivery in the early years to meet identified need. It places high importance on the need to deliver affordable homes through the planning system given that average market home prices are close to £500,000 in this part of Surrey. It also emphasises the need for supporting infrastructure in the form of roads, public transport, schools, leisure and drainage. Alongside this lies the need to protect the borough's environment, something many residents assign significant weight to.

6.4. However, if the borough is to meet its objectively assessed housing need figures and meet the challenge of speeding up housing delivery it needs to support increased housing delivery from 1,154 homes in the 36 months to March 2018 to 1,556 homes in the period to 2020.

6.5 Based on local housing need (LHN) and the housing delivery test (HDT), the numbers of homes being built look set to fall short of what is expected. The proposed standardised LHN that the Government is moving towards gives Waverley a target of 584 house per year, while the local plan has 590. The HDT (three-year target) under its rolling programme requires the building of 1,356 homes between 2016/19 and 1,556 homes between 2017/20 against a current rate of 950 over a three-year period. As can be seen therefore there is a clear need for stronger strategic and operational focus on housing delivery in order to meet objectively assesses housing needs.

6.6 We found insufficient senior ownership and monitoring of housing and jobs growth to support the corporate plan vision. For example, neither senior management team (SMT) or Executive currently track or have strategic ownership of important corporate plan objectives including monitoring, namely:

- 'the shortage of homes that are truly affordable for most people, particularly first-time buyers'; and
- 'national economic growth and house-building targets'.

6.7 We recommend that the SMT works with and supports the Service in monitoring, reporting and managing on housing delivery in order to ensure a corporate focus on delivering housing which is especially important in the affordable housing sector. In particular the Service needs to ensure that it fully aligns the resources elsewhere in the council behind this task. The support of the head of strategic housing and delivery is particularly important in this respect.

6.8 In speaking to portfolio holders, senior managers and staff we did not sense that there was a strong sense of corporate working across services and between portfolio holders in place shaping of the main towns. We recognise the joint work on certain strategic sites such as Dunsfold but some staff and stakeholders told us that there was limited drawing together of the implications, for example, of four separate planning applications in Farnham town centre. If so, this fails to optimise the value of internal and external joint working and place shaping. Some councils working with other public authorities and with the private and voluntary sector take an area-based lead in a more strategic way. Examples include the Garden Towns initiative in South Oxfordshire and town centres in Rushcliffe. This would also help better coordinate and prioritise section 106 contributions in each town and surrounding area that staff told us could be improved.

6.9 This strategic and delivery gap, demonstrates why Waverley needs to be more proactive and own the delivery of planning consents. We encourage the council to be bolder in owning the growth agenda and seeking to be far more proactive rather than reactive in managing growth and development. We recognise that this demands a change in mindset that will be uncomfortable for some. However, the need to build homes is not going to go away. Some members and community groups told us that developers will only build what they want to do based on market conditions. We encourage the council to be at the forefront of driving housing delivery in the borough so that it can be more progressive in meeting the council's own approved housing trajectory and the Government's HDT.

Service Delivery Focus

6.10 The Service has a clear opportunity to refocus its attention on delivery and to re-organise itself to focus on more modern planning officer roles and integrated delivery team working. Many planning services are removing the more traditional divides of development management and planning policy roles and are also creating flexible roles and teams with a clearer focus on delivery. In line with its new local plan, Waverley has to provide more homes and infrastructure along with sustaining employment opportunities. Critically, development is required to provide new affordable housing and infrastructure needs such as roads, drainage and services. And without new development, locally generated income in the form of council tax, CIL, business rates or new homes bonus will not replace diminishing government grant.

6.11 However, we heard little during our peer challenge in relation to the Service leading on housing delivery on the ground. We consider it vital that the Service re-examines its priorities to ensure that it has a strong focus on enabling and supporting development. This is particularly the case given the weaknesses in the UK housing market and the need for councils and partners to do all they reasonably can do to stimulate house building. Quickening the pace of Service change from regulation to enabling/delivery will help deliver on meeting strategic needs.

6.12 Faster delivery of new homes is vital to increase the provision of affordable homes in Waverley. And the Service has a clear role to play in reducing the strategic deficit discussed above. Housing need is high and the local plan recognises a pressing need for more affordable homes in the borough. The latest strategic housing market assessment from 2015 demonstrates a need for an additional 314 affordable homes per year. Over 1400 households on Waverley’s housing waiting list (the housing register) as at 1 April 2018, are unable to access housing to meet their needs in the market. Over 700 households living or working in the borough are currently waiting for a shared ownership home on the help to buy register.

6.13 However, despite identified housing need, the number of new affordable homes built in Waverley each year falls far short of demand. Table 1 below, showing the gap between consented and completed affordable homes, underscores the need to speed up all housing delivery.

Table 1 Affordable Housing

	Affordable homes granted planning permission	Affordable homes completed
2017-18	638 (includes 540 at Dunsfold Aerodrome)	64
2016-17	253	57
2015-16	353	80
Average	415 (or excluding Dunsfold Aerodrome, 235)	67

Source: WBC 2018

6.14 We also encourage the council to examine opportunities for improved delivery. One example of a council focussed on delivery is Plymouth who have embedded housing growth targets in its Plan for Homes initiative (winner of RTPI Silver Jubilee Cup). District

councils tackling similar issues include Ashford, Guildford and Rushcliffe. Examples of their interventions to stimulate delivery include:

- defaulting major housing consents to two years implementation;
- limiting pre-commencement conditions and being more explicit with the stage in the development process when a condition needs to be discharged, for example. pre-construction phase, pre- occupation, pre-occupation of XX dwellings etc;
- helping developers find suitable registered housing providers by having housing delivery specialists embedded into the decision-making team;
- creating internal delivery teams and using an account manager type role for certain sites;
- having a clear understanding of which sites are stalled and finding innovative, customer-centred solutions to unblock these stalled sites;
- working with developers/agents to think imaginatively and creatively about unimplemented consents, for example phasing to improve viability where necessary;
- creating in-house viability and compulsory purchase expertise either through the training of specific planning officers or employing RICS accredited officers;
- working with developers, Homes England, government departments, statutory undertakers, LEPs to help unlock sites; and
- senior level political engagement with land owners and developers, holding strategic level meetings to throw political weight behind unblocking constraints especially in relation to joint public service collaboration.

7.0 Efficiency of Planning Decision Making

Operation of Area and Joint Planning Committees

7.1 While we found positive features of the operation of the planning committees, we agree with officers and planning customers and some stakeholders that the council has overly complicated and inefficient decision-making processes, especially in relation to committee decisions.

7.2 In 2017/18 the five planning committees decided 7.24 per cent of all applications determined by the council. Some councils are determining less than half that level of applications through their planning committees in order to speed up decision making and have reserved planning committee decisions for only the most strategic or controversial applications. While the percentage of applications being determined through the planning committees is not necessarily a problem in itself, the number of meetings and time spent on each decision is creating a problem to effective decision making. Therefore, we feel that the council should decide whether it wants to either retain the same percentage of applications coming to planning committees but being more time effective in dealing with each decision with shorter debating times, or increase the percentage of applications that are delegated so that members only deal with the most strategic or controversial applications.

7.3 Planning committee overturns have reduced from a peak of around 20 per cent in 2014/5 but remain high at almost 16 per cent in the past year.

7.4 We attended four planning committees and watched several webcasts of planning meetings in the recent past. Information concerning the planning committees was easily accessible on the council's website. We found the venue to be suitable, with reception properly staffed and clear directions through to the council chamber. We strongly support the fact each meeting is webcast and that older meetings remain accessible on the Internet.

7.5 The planning committee meetings were well attended by members, with most making numerous contributions. Officer/member interactions were broadly good (although a sense arose at times that members were not completely trusting of the advice given to them by their officers). We are aware of at least one complaint to the monitoring officer and were told that not all member comments are made in a constructive and respectful manner. Whilst members can clearly challenge officers this must be done in an appropriate manner in line with the council's own planning committee code of good practice. While we view this code as comprehensive and easy to understand, there did not seem to be a wide understanding of it by either members or officers.

7.6 The planning committees we observed were well-chaired with, in particular, the public made to feel welcome and part of what was helpfully described by the chairman as "a meeting in public but not a public meeting". Officers presented their reports efficiently, with relevant images appearing on the large display. We found it helpful that members were shown a slide listing matters of technical principle and those of judgement. This should have assisted members focussing their debating attention. However, there was some evidence that chairmen were not always supporting the officers when being challenged by members. For example, at one meeting, the legal officer interrupted proceedings to defend himself on a legal challenge from a member because the chairman had not stopped the debate to allow the officer to speak.

7.7 During our interviews, we found a good knowledge of the planning process among members. However, too often during debates at planning committee, that knowledge was not put to best use, with members straying into non-planning issues. It is clear to us – both from watching the meetings and further conversations with members – that there is a blurred line between members' perception of their role as community representatives and that of decision makers on a planning committee.

7.8 This is not unusual; it is a difficult task for non-planners to leap from setting out local concerns one minute, to debating material considerations another. Undoubtedly, additional training could help members in this, but best practice elsewhere suggests ward members stepping back for items in their ward leads to a clear distinction of roles (for the members themselves and for clarity for those observing).

7.9 We recommend that members step down from the planning committees and speak from the public speaking area when applications in their own ward are discussed. This will free up members from the start to carry about their community representation role to the full, while allowing them to impart their local and planning knowledge to the committee. Ward member speaking should be limited to the same time given to objectors and supporters.

7.10 We were also concerned that the structure of the debate is not wholly conducive to focused decision-making. For instance, although members sometimes asked questions of officers before debate, there were many occasions when further questions were asked once debate had begun. Also, we did not see any agenda item where a clear motion for debate was put prior to the debate beginning. Several times, an officer recommendation was voted on despite an obvious desire of the planning committee to move in a different direction. We feel it would be helpful if members of the planning committees view the officer recommendation as part of the advice given to them prior to debate.

7.11 We also feel that the clarity and efficiency of the operation of planning committees can be enhanced through restructuring the debate part of each agenda item. We suggest that as at present, the chairman should start with questions – but intervene if members start debate. The chairman should then ask for a motion (approve or refuse, without a requirement to follow officer recommendation). The mover of the motion should be allowed to speak to their motion as they present it, but they could also leave that for later if they prefer. A seconder should then be sought and assuming one can be found – the debate can proceed. Members should focus their contributions on their agreement (short contributions!) or disagreement (longer, but still to the point) with the motion in front on them. Once all contributions have been made, the vote can be taken. If the motion falls, the process starts again. The chairman should be able to move a motion (ideally in line with officers' recommendation) if no member motion comes forward.

7.12 People we spoke to during the peer review told us that the Waverley approach to site visits is not well planned. They are often held at short notice and as a result not all members can attend and it generates additional work at for officers and members. We

recommend that clear time frames be established within which site visits can be requested and that this time frame does not run right up to the committee dates since that contributes to the 'short notice' problem. Also, it should be clear who has the authority to request a site visit and agree to it (in our view, this should rest with the chairman).

7.13 One suggestion might be that ward members have the right to request a site visit any time during the three weeks consultation period. This request is then put to the planning committee chairman for decision. If agreed the dates are arranged with the committee well before the determination date. This need not over-ride the authority of the committee to propose a deferral for a site visit during the debate, but such a deferral would only be agreed in exceptional circumstances when members have become aware of the matter warranting a site visit during the debate. The inclusion of video footage as part of the case officer's presentation may assist the planning committee and reduce the number of site visits. A further suggestion to aid efficiency is that the chairman's briefing and site visit actions get rolled into one.

7.14 In addition, even with the good foundations discussed above, there are several changes that the review team believes would raise the standard of the planning committees even further. These include:

- ensure that the chairman fully-owns each agenda. The chairman's briefing should take place before the agenda is published so that they can satisfy themselves that all relevant matters are ready to be presented to the committee, can influence the agenda order and can ensure the officers are clear about the support they may need at the meeting (e.g. form of presentation, expert support etc). The chairman should understand that all items are on the agenda only with their agreement;
- explore the option of giving town/parish councils a standing option to address the planning committees. Although this would be a small change to existing practice, it would send a positive signal to an important tier of local government;
- if member call in, list the planning reasons why member(s) have called the item to planning committee;
- provide clarity on the roles of each officer at a committee. We observed a confused relationship between officers and members with three lines of management and a case officer all contributing at the committee. We consider this is unnecessary other than for the most complex items. We suggest that there should be a clearly defined "lead officer" who is at an appropriate management level.
- consider changing public seating arrangements (or removing spring loaded seats), both to prevent the disruption caused by the "banging" of seats as members of the public leave after agenda items and to create more space for public seating by removing the panel which separates the committee from the public gallery. This would also be a clear sign of a more inclusive approach;

- revise seating arrangement to allow officers to sit alongside and face members. This should remove any vestiges of “them-and-us”, and enable officers to address all members directly; and
- seat the lead officer next to the chairman, so that advice can be given efficiently during the meeting itself and this specific role is clear to everyone attending the planning committees.

The Role of Planning Committee in Delivering the Local Plan

7.15 We discussed with you while on site our view that the number of planning committees was overly high leading to inefficiencies and opportunity costs in relation to democratic services officers, legal officers and planning officers and managers servicing those committees. We feel that there are major opportunities to streamline the number of planning committees to provide a more efficient and effective decision-making process. This in no way needs to be at the expense of local engagement in decision making as referred to in relation to ward councillor involvement above. The demands which the current decision-making process places on staff and members should not be underestimated and it is clear that this is hampering the recruitment and retention of staff. The loss of experienced and able staff represents a risk to the delivery of the local plan which is equal to any other identified in this report.

7.16 The council’s democratic services officers have provided some good benchmarking data and a narrative in relation to the comparisons between the eleven Surrey districts for planning decision making. The distinction between the way Waverley structures its planning committees and other Surrey districts is stark, with no other district having more than two committees and the vast majority one. From the experience of the peer team we consider that the council would not only be an outlier in Surrey but an outlier in terms of planning decision making in England.

7.17 In only the first six months of 2018, one out of every two eastern and central area committees have been cancelled due to a lack of items. This was in part due to the new scheme of delegation. Conversely the JPC was due to meet on 25 July, 30 July, 8 August, 13 August, 22 August and September 5. This number of meetings is, in the experience of the peer team, highly unusual and seems to be partly explained by the fact that traditionally the JPC has only dealt with one agenda item per meeting to ensure that it could have, what it sees as, a full debate. The format of the meeting has recently changed to start 30 minutes earlier and to have a second item on the agenda to deal with the demand to determine a growing number of major planning applications. This evidence points to the need to rethink and streamline decision making and in particular to do so as soon as practically possible in relation to meeting the need to improve the supply of homes on the ground. As we were told, if the system is creaking now, what happens when the pressure of more major applications and reserved matters increases?

7.18 Members told us that it was important to have four area committees in order that ward members could better represent local constituents and better understand and reflect local issues. We were also told that for a council with a large number of councillors (57)¹, it was important for as many councillors as possible to be given meaningful roles and responsibilities. Another reason we were told about was that Waverley was unique in having four highly distinctive towns that were so different in ‘complexion’ and ‘psyche’ that only four separate committees could effectively provide quality decision making.

7.19 While we appreciate and can understand some of these reasons – we would want to point the council in the direction of having far fewer planning committees in order to support more efficient decision making. We feel that having four separate planning committees perpetuates the notion, for example among some civic societies, that local representation of detailed localised community views is the almost first and foremost consideration in decision making. We also feel that having four area committees works against a full sense of ownership of the HDT for the borough as a whole. As part of this we consider that there is a need for the council to fundamentally reset and restate that the primary role of councillors when sitting on a planning committee is to take planning decisions based on the development plan and relevant material planning decisions. It is not to represent local community views given that one of the central planks of planning decision making is for decisions to be taken in accord with the development plan unless material considerations indicate otherwise (NPPF).

7.20 If pressed on a solution we would recommend the council to be bold and work towards having one strategic decision-making committee taking the best principles and operation from the existing JPC that already deals with the larger and more strategic planning applications. This would mean dispensing with the four area committees. We feel that the number of members on the restructured committee should ideally be in the region of nine – thirteen. This would help facilitate specialised training and sharpen planning policy debate including the weight to be attached to material considerations. The one committee should also aim (subject of course in part to the size of applications in front of it) to deal with six-nine items per sitting. This would avoid the need to meet, as is happening to the JPC, six times between 25 July - September 2018.

¹ While outside of the scope of this Planning Peer Challenge review, we noted the large number of councillors at Waverley (57) compared with councils with similar characteristics such as South Oxfordshire (36). Additionally, Hart has 33, East Hants, 44, Horsham 44, Mole Valley 41, Guildford 48 and Chichester 48,

8.0 Customer, Stakeholder Engagement and Training

8.1 The Services' improvement plan has helped focus action on areas identified in the earlier Stewart management report. Actions in the last 12 months include:

- reinstatement of a six-monthly agent's forum;
- formation of a developer's group (strategic developments):
- reinstatement of parish and town council planning forum: and
- introduction of parish and town council training roadshows (five so far).

8.2 Member ownership of the Service improvement plan is aided by the involvement of the portfolio holder and its approval by overview and scrutiny and the executive who have received regular reports. It was good to note that the improvement plan was backed by additional resources, both in terms of finance and staff, so that capacity and focus on improvement was improved.

8.3 The Service recognises that, given the challenges of the last five or so years, it has not been able to maintain as strong a focus as it would have liked on customer engagement while it prioritised the day-to-day job of deciding planning applications. The Stewart report gave it good pointers to the need to up its game in this area.

8.4 However, we did not get the sense that the Service recognises the extent of change required -especially from some developers, regular agents and some parishes and community groups - in order to restore trust and credibility and reset the foundations for an effective relationship. We consider that the recently adopted council Corporate Strategy with its emphasis on partnership work and dialogue, listening and engagement provides a very good platform for the development of a stronger focus at Service and corporate level on relationship management with important customers and stakeholders to the Service.

8.5 Other than some parishes, most of the customers and stakeholders we spoke to had not yet really noticed any significant change in approach. We feel that part of this is the lack of appreciation of how low the base is from which many of the relationships are starting or are being reset.

8.6 We heard concerns from planning customers and agents about delays, over regulated decision making, poor quality pre-application service, inconsistency in advice and poor committee processes. Examples included waiting five months for a paid-for pre-application meeting and a further two months for a written response on a reserved matters issue. Developers and agents were concerned about the length of time taken to decide applications with such customers having a sense that decisions were over regulated with an overly zealous safety-first culture. Lack of quality engagement and communication were clearly big issues for paying customers.

8.7 The agent's forum that has just restarted plus the longer established developer group must become arenas which lead to things changing as a result of listening and agreed actions of a kind of 'you said – we did'. But outside of these more set piece group events it appeared to us that there was the need to identify key actions.

8.8 We fully appreciate that relationships are two-way processes and therefore it is important that customers and stakeholders are themselves made aware of the constraints and opportunities involved in a modern-day planning environment. That is why the reintroduction of the agent's forum and why the more strategic developer's forum are important vehicles for engaging and listening and where necessary 'telling'! These will need to work through issues on a general and corporate level but our sense is that there will need to be some strong individual or group level relationships that would benefit from being restored. We would not want to be dogmatic on this, but it may be that focusing on areas like a quality pre-application service along with improving the tracking and overall project management of major applications would be a useful starting point. Some of these we know are already projects in the improvement plan.

8.9 We fully appreciate the fact that our narrower peer review feedback contrasts sometimes sharply with the generally positive customer feedback from the Stewart report which drew from a wider range of planning customers and did so more systematically. However, the customers and stakeholders we spoke to had, in most cases, long term relationships with the council and their concerns were sincerely felt.

8.10 Many parish and town councils we spoke to did not feel that their comments were taken seriously as part of the planning decision making process. Some felt poorly trained in what were the main policy issues that carried weight and there was a lack of clarity over the basis for the council allocating of some sites for development which conflicted with the local wishes which favoured other sites.

8.11 Civic groups with a specific interest in a sense of place and therefore planning, felt distant and removed from the planning process. It was concerning to receive feedback that they wondered why they should bother responding to planning applications when they considered that no one was listening or engaging with them over their concerns. In connection with the relationship between neighbourhood plans and Part 1 and Part 2 of the local plan, representatives told us that there are clear differences of opinion that need to be debated and agreed in relation to housing numbers.

8.12 We appreciate that the improvement plan covers a wide range of priorities and while there has been some progress it was difficult for most customers and stakeholders to recognise any fundamental step change. We are also aware that implementation is still at a relatively early stage with many actions still to be commenced or to become embedded. It was encouraging that work with the parishes and town councils through the introduction of parish and town council roadshows shows early promise. For example, Cranleigh and Haslemere welcomed the opportunity to learn about policy and legislative changes and the opportunity for the agenda to be fixed by the parish and focuses on its questions and

needs. The reintroduction of the parish and town council planning forum that had fallen into abeyance was also valued.

8.13 It will be important for the council to recognise that the depth of distrust and unhappiness that has built up among some customers and civic societies in particular and the long-term importance of dialogue, listening and engaging that will be necessary to restore confidence. We understand that the council is due to employ a new communication and engagement manager and is looking to the post-holder to expand the role from a more traditional communications manager. It will be useful for the new post-holder to work with the council's SMT and service managers to deepen engagement with customers and stakeholders, to drive improvement in trust and confidence, and improve joint working and delivery around the key corporate objectives.

8.14 The result of improved strategic and systematic engagement must be to reframe the relationship between the council, its parishes and town councils, civic societies and its main planning customers. The parishes must know the extent of their influence and the rights of the borough council to determine applications/policy. This may come as a shock to some parishes. It may help the acceptance of this reframing (knock back) if the parishes are somehow compensated with other measures, for example: provided with a clear pathway into the council which will allow their views to be heard even if in the end they do not prevail.

8.15 We fully recognise the difficult context of the environment that Service managers and staff are working in relation to the issues we have outlined earlier in the report, for example number of committees involving late evening extended hours, length of reports, high level of public scrutiny many of whom do not welcome growth and defensive behaviours and lack of member/officer team work. Given the pressure the Service finds itself under and the inefficient processes and high amount of late night working that it already undertakes, this is hardly surprising. Our suggestions and recommendations are designed to make the Service's work more efficient, especially in relation to optimising delegation rates and decreasing the number of planning committees. The aim would be that less time spent on servicing and attending planning committees could be redirected to stronger customer facing and delivery work.

8.16 The improvement plan indicates that the Service is scoping IT software replacement and we learnt that it was working with providers to develop a bespoke option in 2019. We did not have time to explore this aspect in detail. However, with the level of customer concerns and delays in a number of existing processes we would want the Service and council to be as assured as possible that it can accommodate the operational demands which this decision will involve whilst at the same time responding to the challenges which have been identified in this report.

8.17 The Service has not been able to benefit from a permanent head of development management over the past year to help drive change and improvement. While interim managers have provided capacity, there has been no Service level management

consistently to drive change and develop new approaches. This has inevitably put pressure on the head of planning plus downward pressure on team leaders. We were encouraged to learn that the council was to interview potential candidates just after our peer review. It will be important to select a DM manager to help drive cultural change and work alongside members. The DM manager must provide the necessary support for the head of planning to lead an outcome and delivery focused planning applications process rather than being too process driven. If the right manager is not put in place at this stage it will be very difficult for the culture change to permeate through to case officers and support staff.

Training

8.18 The Service recognises that staff turnover and recruitment, lack of political awareness and communication skills all play their part in creating a challenging environment to improve customer engagement. Part of the solution could be mentoring and training and we would especially want to encourage as much joint training and task and finish work with members to help build relationships and a better understanding of roles and responsibilities. It is particularly important for the chairman of the planning committee(s) to engage with officers beyond the committee meetings themselves. An example of good practice that Waverley may want to follow is for the chairman to have open question and answer sessions with officers.

8.19 To address what are clear member and officer training needs, it will be important for prioritisation and focus in the improvement plan to be aligned to our peer review findings.

8.20 We noted the improvement plan themes of officer skills audit, skills training with a focus on customer care and management leadership. In terms of the feedback we received from many fee-paying customers and community stakeholders it is important that training and experience is provided to suit the specific planning and adversarial local context within which planning operates. Training that helps officers negotiate strongly, communicate clearly, know when to say yes/no/maybe and better appreciate the stresses and strains of commercial realities will, we believe, help.

8.21 In the context of a fluid and in part inexperienced DM Service it is also important for case officers to be politically aware and have that 'nous' that engages and asks relevant questions, especially of ward councillors, where necessary. Some of this cannot be taught and needs to be lived out and learnt. Managers and councillors will need to be bold and allow mistakes to be made and try and move to a stronger member/officer team approach which exhibits greater trust and confidence.

8.22 It would also be sensible to ensure that the Service learns from the far more extensive experience of its building control service in relation to customer care. We appreciate that the planning service is not in a competitive market but some of the principles of customer care will be able to be read across. This will also help the council's building control service as well as doubtless a more positive experience with planning will benefit its commercial and development objectives as well.

8.23 While we were made very aware that member training takes place, we see this as a continuing area for focus and improvement. Some progress has already been made on internal design training and examining material planning considerations, along with generalised induction and training for sitting on planning committees. We are aware that the head of planning, supported by democratic services officers have put effort into arranging internal training and learning. However, from speaking to members, our sense was that the training did not fully meet their needs or was undervalued, especially where it was delivered internally. For example, officers could clearly demonstrate to us that members had had internal training on design, taking defensible decisions and taken through the planning code of conduct, many members did not see that as training or enhancing their skills level.

8.24 We did not have time to explore the concept of individual member training plans and competencies, but we wonder if member training and development in relation to skills for planning decision making would benefit from more structure. Given the council's ambition in relation to the south east member development charter mark, there could well be opportunities for member training on planning issues to fit into this project.

8.25 In line with the aim of improving the knowledge and skills of parish and town clerks and councillors it may well add value if these were offered training opportunities at any appropriate events as well. We suggest that in order that such events are valued and costs subsidised that a nominal charge is made for entry.

8.26 Some members told us that they had benefited significantly from the expert Planning Advisory Service (PAS) training on chairing skills and our sense was that, subject to cost, that such bespoke expert externally facilitated training on planning issues would be a major help to members sitting on planning committees.

8.27 Finally and in order to help and support a stronger team ethic it would be beneficial for officers and members to attend training courses together. This joint work could be extended to any task and finish groups that can help support and drive service improvement. Working together close up can help build appreciation of the strengths and diversity of roles between officers and councillors.

9.0 Further Support

9.1 A range of support from the LGA and PAS – some of this might be at no cost, some subsidised and some fully charged - is available at <http://www.local.gov.uk>. and via the PAS website <https://www.local.gov.uk/pas>

9.2 For more information about corporate support or advice please contact Mona Sehgal Mona.Sehgal@local.gov.uk or for planning advice and support please contact Stephen Barker stephen.barker@local.gov.uk



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PEER REVIEW 2018 – PROPOSED ACTION PLAN

Action Plan

Service:	Planning	Portfolio Holder:	Cllr Christopher Storey (CS) Cllr Kevin Deanus (KD)	Other Members:	Cllr Julia Potts (JP) Cllr Andrew Bolton (AB)
Head of Service:	Elizabeth Sims (ES)	Other Officers:	Tom Horwood (TH) Beth Howland-Smith (BHS) Kelvin Mills (KM) Andrew Smith (AS) Matthew Ellis (ME) Graham Parrott (GP) Robin Taylor (RT) Kate Ferguson (KF)		
Strategic Director:	Graeme Clark (GC)				

Theme 1 – Housing Delivery

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R2	Significantly increase Officer and political oversight and ownership of housing delivery and key Local Plan priorities including learning from good practice elsewhere.	i. Member presentation on Housing Delivery ii. Include Housing Delivery and five year Housing Land Supply information in Quarterly Performance report and Planning Committee reports to provide up to date tracking against targets iii. Engage with other local authorities in respect of best practice regarding driving delivery agenda	TH/GC CS/KD TH/GC/ES TH/GC/ES	Completed 31/01/19 31/01/2019	

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R3	Planning Service has to reprioritise focus on growth delivery of re-examining roles, responsibilities, targets and working with internal and external delivery partners.	<p>i. Defaulting major housing consents to two years implementation;</p> <p>ii. Limiting pre-commencement conditions and being more explicit with the stage in the development process when a condition needs to be discharged for examine pre-construction phase, pre-occupation, pre-occupation of xxxx dwellings etc;</p> <p>iii. Helping developers find suitable registered housing providers by having housing delivery specialists embedded into the decision making team;</p> <p>iv. Develop account manager type role for certain sites so that Officers own development from application to construction;</p> <p>v. Having a clear understanding of which sites are stalled and finding innovative, customer-centred solutions to unblock these stalled sites, including working with developers, Homes England, LEPs etc to unlock sites;</p> <p>vi. Working with developers/agents to think imaginatively and creatively about unimplemented consents for example phasing to improve viability where necessary; Work with developers of allocated/approved sites.</p>	<p>BHS/KD</p> <p>BHS/KD</p> <p>AS/ES</p> <p>BHS/KD</p> <p>GP/CS</p> <p>BHS/KD/GP</p>	<p>31/06/19</p> <p>Completed</p> <p>Completed</p> <p>31/12/19</p> <p>On-going</p> <p>On-going</p>	<p>one additional Planning Technician to assist with delivery monitoring</p>

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R3		vii. Senior level political engagement with landowners and developers, holding strategic level meetings to throw political weight behind unblocking constraints, especially in relation to joint public service collaboration.	GC/TH JP/KD/CS	31/3/19	
R8	Examine opportunities for stronger co-ordination in place shaping with the four larger settlements to maximise partnership opportunities.	<p>i. Establish a cross-service Officer/Member working group with key partners to provide improved co-ordination of place shaping in four larger settlements</p> <p>ii. Prepare joint place shaping strategy to be agreed by Executive to identify and promote actions to maximise place shaping opportunities.</p> <p>Projects to include:</p> <p>Weyhill Fairground Brightwells/Woolmead The Burys/Crown Court Haslemere Key Site Pump House, Farnham</p>	KM/TH KD/AB	31/12/19	
R7	Review capacity to support Parish and Town Councils and communities to develop Neighbourhood Plans.	<p>i. Review progress of Neighbourhood Plans across the Borough and capacity/necessity for greater support from Waverley Planning Team</p> <p>ii. Establish a programme of more regular review meetings with Parish Councils, which support front loading of progress on Neighbourhood Plans and to include joint project management</p>	GP/ME GP/ME	30/11/19 31/12/18)) Vacant) Neighbourhood) Plans Officer post) appointed to)

Theme 2 – Planning Decision Making Structure/Process

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R1	Improve the operation and efficiency of planning decision making through increasing delegation, simplifying and adhering to agreed protocols and creating one borough-wide Planning Committee in line with detailed suggestions in this report.	i. Review Scheme of Delegation for Planning by increasing delegation and review of Member call-in arrangements ii. Create one borough-wide Planning Committee iii. Establish new protocol where Ward Member cannot vote on Planning Committee in relation to Ward matters (differentiate between Committee role and community representation role). Ward Member to be limited to same time given to objectors and supporters	ES/RT/KD RT/JP RT/JP	On hold On hold 30/09/19	
R6	Review learning and development plans for Members and Officers focussing on opportunities for joint work and training to build team work and a stronger understanding of roles and responsibilities.	i. Scope and set up learning and development programme on Planning for <u>Members</u> to include: <ul style="list-style-type: none"> • planning growth/delivery agenda • making defensible planning decisions • the role of Planning Committee: <ul style="list-style-type: none"> – planning for sustainable development and delivery of LP – scope and set up learning and development programme for Officers: <ul style="list-style-type: none"> ◦ effective working with Members ◦ effective customer engagement ◦ leadership (for Managers) ◦ set up training events ◦ Design 	ES/RT BHS/KF	31/3/19 Completed Completed Completed	training budget

Theme 3 – Customer Engagement

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R4	Explore opportunities to rebuild trust and confidence in planning decision making between Members and Officers and externally with customers and stakeholders.	<p>i. Joint workshops for Officers/Members on planning and opportunities for closer working with Members/Stakeholders</p> <p>ii. PC/TC Workshops to explain planning process including national delivery agenda</p>	<p>ES/KD</p> <p>ES/KD</p>	<p>31/03/19</p> <p>31/03/19</p>	
R5	Revisit customer engagement Improvement Plan to reflect need for significant step-up in satisfaction with customers and stakeholders through close working with Communications Team.	<p>i. Continue with implementation of action out of Development Management Improvement Plan 2018 in respect of customer engagement</p> <p>ii. Establish a programme of customer care and team working training for all staff within the Service</p> <p>iii. Establish a programme of management and leadership training for managers and team leaders</p> <p>iv. Parish and Town Council training meetings including Roadshows around the Parishes</p> <p>v. Agents' Forums and Developer Forum meetings</p>	ES/BHS	<p>31/03/19</p> <p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>	

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All Member Briefing - Planning Peer Review

Monday 3 December 2018

Feedback from Members on Recommendations and Action Plan

Recommendation R2

Significantly increase Officer and political oversight of housing delivery and key Local Plan priorities including learning from good practice elsewhere.

Proposed actions:

- Promote Local Plan delivery
- Member presentation on Housing Delivery
- Include Housing Delivery and five year Housing Land Supply information in Quarterly Performance report and Planning Committee reports to provide up to date tracking against targets
- Engage with other local authorities in respect of best practice regarding driving delivery agenda

Feedback

- How is 'promoting Local Plan delivery' different to what we already do?
- Since LPP1 was adopted, most Joint Planning Committees have considered Reserved Matters applications – it is reasonable to challenge these at a detailed level.

Voting on broad agreement with proposed actions:

Agree	81%
Undecided	19%
Not agree	0

Recommendation 3

Planning Service has to reprioritise focus on growth delivery by re-examining roles, responsibilities, targets and working with internal and external delivery partners.

Proposed actions:

- defaulting major housing consents to two years implementation;
- limiting pre-commencement conditions and being more explicit with the stage in the development process when a condition needs to be discharged
- help developers find suitable registered housing providers by having housing delivery specialists embedded into the decision making team;
- develop account manager type role for certain sites so that Officers own development from application to construction
- having a clear understanding of which sites are stalled and finding innovative, customer-centred solutions to unblock these stalled sites
- work with developers/agents to think imaginatively and creatively about unimplemented consents.
- Use expertise from within the Council more effectively including affordable housing delivery/viability
- senior level political engagement with landowners and developers, to throw political weight behind unblocking constraints, especially in relation to joint public service collaboration.

Feedback

- Can't see what we would do differently to get an improvement.
- Not sure that political engagement in planning is appropriate.
- We should challenge developers to be realistic in their projections for completions.

Voting on broad agreement with proposed actions:

Agree	55%
Undecided	41%
Not agree	4%

Recommendation 8

Examine opportunities for stronger co-ordination in place shaping with the four larger settlements to maximise partnership opportunities.

Proposed actions:

- establish a cross-service Officer/Member working group with key partners to provide improved co-ordination of place shaping in four larger settlements
- prepare joint place shaping strategy to be agreed by Executive to identify and promote actions to maximise place shaping opportunities.

Feedback

- In Cranleigh, the opportunity to 'place-shape' has been lost; there is only around 100 permissions left to be granted.
- Members too focussed on what has happened – we need to be looking forward.
- Members have different understanding of what 'place-shaping' means – more focussed on local partners (town and parish councils, chambers of commerce, etc) than LEP or housing providers.

Voting on broad agreement with proposed actions:

Agree	48%
Undecided	19%
Not agree	33%

Recommendation 7

Review capacity to support Parish and Town Councils and communities to develop Neighbourhood Plans.

Proposed actions:

- review progress of Neighbourhood Plans across the Borough and capacity/necessity for greater support from Waverley Planning Team
- establish a programme of more regular review meetings with Town and Parish Councils which support front loading of progress on Neighbourhood Plans and to include joint project management

Feedback

- This is the first clear recommendation!
- Implies a need for more resources in Planning.
- A better level of engagement between officers and NP teams is needed to understand each other's perspectives.

Voting on broad agreement with proposed actions:

Agree	100%
Undecided	0%
Not agree	0%

Recommendation 4

Explore opportunities to rebuild trust and confidence in planning decisions making between Members and Officers and externally with customers and stakeholders.

Proposed actions:

- joint workshops for Officers/Members on planning and opportunities for closer working with Members/Stakeholders
- Town and Parish Council Workshops to explain planning process including national delivery agenda

Feedback

- Assume that the criticism came from interviews with externals?
- Public perception may be one of a lack of trust ...
- Surprised at the level of criticism and concerned at the blindness to the strength of feeling of objectors – tone of the review is a bit shallow, over-optimistic
- Member upset at the inference of a lack of trust
- But, take a look at some of the webcasts!
- Webcasts indicate there is an issue – much of the Leader’s time is spent dealing with Members and planning matters.
- Symptom of a long-term lack of investment and foresight in the Planning Service – under investment has led to high turnover.
- More training needed for Members so that they have better understanding of planning and are able to explain reasons for a recommendation to residents rather than just calling in an application. Officers need to understand better the perspective of local Members.
- Town and Parish councils need more information/feedback in planning decisions.

Voting on broad agreement with proposed actions:

Agree	86%
Undecided	14%
Not agree	0%

Recommendation 5

Revisit customer engagement Improvement Plan to reflect need for significant step-up in satisfaction with customers and stakeholders through close working with Communications Team.

Proposed actions:

- continue with implementation of action in Development Management Improvement Plan 2018 in respect of customer engagement
- establish a programme of customer care and team working training for all staff within the Service
- establish a programme of management and leadership training for managers and team leaders
- Parish and Town Council training meetings including roadshows around the borough

- Agents' Forums and Developer Forum meetings

Feedback

- Add Civic Societies to the list of groups we have regular meetings with
- Are more resources needed to achieve this?

Voting on broad agreement with proposed actions:

Agree	100%
Undecided	0%
Not agree	0%

Recommendation 6

Review learning and development plans for Members and Officers focussing on opportunities for joint work and training to build team work and a stronger understanding of roles and responsibilities.

Proposed actions:

- scope and set up learning and development programme on Planning for Members to include:
 - planning growth/delivery agenda
 - making defensible planning decisions
 - the role of Planning Committee - planning for sustainable development and delivery of LP
- scope and set up learning and development programme for Officers:
 - effective working with Members
 - effective customer engagement
 - leadership (for Managers)
 - Design

Feedback

- No argument with the recommendation, but we have had some really poor presenters (Trevor Roberts Associates?). We need to get good, engaging presenters.
- Officers need training in presentation skills so that they are better able to share their knowledge. (Members, too!)
- Training is needed not just for Planning Committee members (all Members)
- Beneficial for some training shared with officers and Members.

Voting on broad agreement with proposed actions:

Agree	96%
Undecided	4%

Not agree	0%
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Recommendation 1

Improve the operation and efficiency of planning decision making through increasing delegation, simplifying and adhering to agreed protocols and creating one borough wide Planning Committee in line with detailed suggestions in this report.

Proposed actions:

- review Scheme of Delegation for Planning by increasing delegation and review of Member call-in arrangements
- create one borough-wide Planning Committee
- Establish new protocol where Ward Member cannot vote on Planning Committee in relation to Ward matters (differentiate between Committee role and community representation role). Ward Member to be limited to same time given to objectors and supporters.
- Site visits protocol reviewed, made simpler and better planned.

Feedback

- Borough-wide approach works in JPC but will need some work to persuade [Members of this approach overall]
- Residents convinced Waverley doesn't listen – this will need to be handled carefully.
- Dynamite! Local planning decisions work well, democratic, easy to explain,
- Don't see that 'efficiency' requires there to be one borough-wide committee
- Planning process is not democratic – it is quasi-judicial; endorse action point 3 (ward members not to vote on planning applications in their ward).
- One planning committee is a ridiculous idea, but agree re action point 3.
- Don't see link between improved delivery and more time
- Sympathise with the burden for officers of evening meetings; we could start earlier but that would eat in to the working day for officers; fewer members on committee would mean more questions outside of committee, so counter productive; risk of having too many applications on an agenda that some don't get proper consideration – 6-8 is too many on an agenda (only allows 20minutes each). Case is not made for 1 committee.
- Quality decision-making is important and requires local knowledge; it's not all objective matters
- Don't agree with any of the actions! Bizarre for ward members to speak but not vote!
- Don't agree with the approach – planning performance on speed and quality of decision-making is good
- Action 3 – appalling

- Action point 3 deserves more consideration – don't throw the baby out with the bath water!

Further suggestion -

- Apply the 4 minute rule for speaking by Members at all Planning Committees.

Voting: on Action Point 3 only (Ward members not to vote on applications in their ward)

Agree	30%
Undecided	14%
Not agree	56%

Voting on broad agreement with proposed actions:

Agree	14%
Undecided	9%
Not agree	77%

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

12 MARCH 2019

Title:

SERVICE PLANS 2019-2022

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

Summary and purpose:

This report presents the Service Plans for 1 April 2019 to 31 March 2022. Service Plans set out the work of the Council within the service areas and show how the Council's corporate objectives will be delivered. The Plans form an important element of the Council's overall performance management framework by linking Corporate Strategy objectives through service plan actions into individual performance targets.

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

Service Plans are an integral part of Waverley's performance management framework to ensure the delivery of the Council's Corporate Priorities.

Equality and Diversity Implications:

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:

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

Legal Implications:

There are no specific legal implications arising from this report.

1. Background

- 1.1 The Service Plans have been prepared by Heads of Services in cooperation with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the Corporate Strategy 2018-2023 and the Medium Term Financial Plan 2019-2022.
- 1.2 In the past, Service Plans have focused on the current financial year only. In order to more closely align them with the Council's Medium Term Financial Plan (MTFP), each Service Plan now covers the period up to 2022. As an important management tool they include business as usual outcomes and actions as well as service-wide projects and cross cutting projects. The Plans are 'living' documents and will be subject to continuous improvement to reflect the needs of the organisation. Progress on Service

Plans will be monitored on a quarterly basis through the Corporate Performance Report.

1.3 Service Plans are set out at Annexe 1.

2. Overview and Scrutiny Committees observations

2.1 Each Overview and Scrutiny Committee has reviewed the Service Plans at their meeting and their observations are set out below:

Value for Money and Customer Service Overview and Scrutiny Committee (18/02/2019)

2.2 The Committee noted that a lot of the Service Plan targets were underpinned by more detailed project plans. It recommended that references to these documents, where applicable, be included in the Service Plans. This would both help Members to gain an understanding of the milestones for each action and also assist Heads of Service when using the document as a management tool within their own Service Areas.

2.3 A suggestion was also made that where a Project Initiation Document identified a savings target, then this should translate to an action in the relevant section of the Service Plan.

2.4 In relation to the Finance Service Plan, the Committee was pleased to see the inclusion of a target to exceed 99% for local taxation which would help to ensure that the Council continued to be high performing in this area.

2.5 In relation to the Policy and Governance Service Plan, Members welcomed the action to understand and respond to the Council's gender pay gap.

2.6 The Members recommended approval of the proposed Service Plans by the Executive.

Community Wellbeing Overview and Scrutiny Committee (19/02/2019)

2.7 The Committee endorsed the proposed plans and congratulated the officers on the work done to date.

2.8 The Members recommended approval of the proposed Service Plans by the Executive.

Environment Overview and Scrutiny Committee (25/02/2019)

2.9 There were no specific comments made by the Committee. The Members recommended approval of the proposed Service Plans by the Executive.

Housing Overview and Scrutiny Committee (26/02/2019)

2.10 The Committee endorsed the proposed Plans subject to some minor clarifications in wording and recommended approval by the Executive.

Recommendation

It is recommended that the Executive, subject to consideration of the observations and recommendations of the Overview and Scrutiny Committees, approves the Service Plans for 2019-22

Background Papers

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

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Service Plan 2019-2022

Head of Service:	Kelvin Mills
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Julia Potts, Cllr Jenny Else, Cllr Jim Edwards, Cllr Andrew Bolton, Cllr Carol King

Service:	Communities Service
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Service Profile

The Communities Service is comprised of 5 teams which deliver specific functions:

- Leisure - The primary focus of the leisure team is the contract management of Places Leisure who operate our five leisure centres, ensuring a high quality of service and maximising usage. In addition the team focus on increasing physical activity and the health and wellbeing of the residents of Waverley.
- Parks and Countryside – The Parks team manage our grounds maintenance contractor who looks after the greenspaces throughout the Borough ensuring quality greenspace, sports pitches and play areas. The Ranger Team manage and maintain the countryside areas within Waverley ownership ensuring accessibility and biodiversity in line with national and local policy.
- Community Services – Work closely with our voluntary sector supporting their service delivery. Community Safety plays a pivotal role of maintaining a safe borough for our residents by working in partnership with all the statutory agencies in particular the police service. Economic Development also sits within this service and is charged with delivering the recently adopted strategy making Waverley a business friendly borough.
- Arts and Culture – supports the cultural services within the borough maximising funding for arts and culture. Oversees and manages community facilities and museums in our towns and villages
- Careline- offer a community alarm service to help people live longer and independently at home.
- Waverley Training Services – delivers apprenticeships and study programs for young people to help them into employment and further education.

Service Team: Arts & Culture

Team Leader: Charlotte Hall - Community Development Officer (Arts)

Business As Usual

Outcome 1.		Culture contributes to the wellbeing of all our communities				
Corporate Priority: <i>People & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS1.1	Work with local authority partners and Public Health to shape and deliver a major county-wide arts programme aimed at improving mental wellbeing.	none	01/04/19	30/09/19	Community Development Officer - Arts (CH)	Reputational risks with the partners
CS1.2	Encourage more rural communities to present touring theatre in non-theatre spaces such as community halls.	none	01/10/19	30/05/20	Community Development Officer - Arts (CH)	Missed opportunity to provide cultural provision in rural communities
CS1.3	Work with cultural partners to explore the potential of under utilised cultural premises such as libraries.	none	01/10/19	30/05/20	Community Development Officer - Arts (CH)	missed opportunity to provide cultural provision in communities

Outcome 2. Culture contributes to the development of distinctive places

Corporate Priority: <i>People & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS2.1	Instigate a Public Art Panel to advise the Council on the Public Art Programme for the Brightwells Yard development scheme.	support from Communities and Planning teams	01/04/19	30/06/20	Community Development Officer - Arts (CH)	Reputational risks and a failure to meet the Section 106 obligations for Brightwells
CS2.2	Identify sites and schemes that would benefit from cultural infrastructure and make a case for investment through S106 and CIL.	Support from the Planning team / and Towns and Parishes	01/04/19	31/03/22	Community Development Officer - Arts (CH)	missed opportunity that could improve cultural provision for the community
CS2.3	Support culture-led collaborations and town initiatives such as Farnham Craft Town, Haslemere Festival and Godalming Staycation.	none	01/04/2019	31/03/22	Community Development Officer - Arts (CH)	missed opportunity that could improve cultural provision for the community
Outcome 3. Children and young people are able to learn new skills through cultural participation						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS3.1	Support the development and touring of "DIG" a new theatre piece for babies.	none	01/04/19	30/06/19	Community Development Officer - Arts (CH)	missing opportunity of exposing young children to their first cultural experience
CS3.2	Enable more young people to have improved physical and mental wellbeing through participation in dance.	none	01/04/19	31/03/21	Community Development Officer - Arts (CH)	missing the opportunity to improve wellbeing of young people in the community
CS3.3	Work with Farnham Maltings to support the development of Spark, a Waverley wide festival celebrating young people's creativity. (annual showcase which takes place in March)	none	01/04/2019	31/03/22	Community Development Officer - Arts (CH)	reputational risks with the partner
Outcome 4. Cultural organisations understand and support the communities they serve						
Corporate Priority: <i>People & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS4.1	Appraise future options for the Museum of Farnham, ensuring the service has a home fit for the future.	Support from the Estates / Legal teams	01/04/2019	31/03/22	Community Development Officer - Arts (CH)	future sustainability of the museum service and further deterioration of the building

CS4.2	Monitor community outcomes delivered by Farnham Maltings and Cranleigh Arts Centre through the SLA process	Support from the Communities and Finance Team	01/04/19	31/03/21	Community Development Officer - Arts (CH)	reputational risks with the partner
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Outcome 5. Culture delivers a maximum return on public investment through partnership, leverage and income generation						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS5.1	Use Waverley arts budget to attract further external funds and / or activities for the benefit of Waverley residents.	none	01/04/2019	31/03/22	Community Development Officer - Arts (CH)	missed opportunity of providing cultural provision for the community
CS5.2	Deliver five key programmes with partners aligned to corporate priorities to improve the health & wellbeing of residents.	Support of the Communities Team	01/04/19	31/03/22	Community Development Officer - Arts (CH)	missed opportunity of providing cultural provision for the community
CS5.3	Continue to play a lead role in shaping Arts Partnership Surrey Programmes.	none	01/04/19	31/03/22	Community Development Officer - Arts (CH)	missed opportunity of providing cultural provision for the community

Outcome 6. Increase usage of the Borough Hall and Memorial Hall						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS6.1	Improve operational procedures and develop clear benchmarking information around usage and profitability.	Support from the Communication , Communities, Finance Teams	01/04/19	31/03/22	Venue Manager (DC)/Centre Manager - WTS (AOS)	Failure to meet financial targets and reputational risks
CS6.2	Increase marketing and promotion of the Halls introducing new programming initiatives and events to increase awareness of the venues and reach wider audiences.	Support from IT, Communities, Communications	01/04/19	31/03/22	Venue Manager (DC)/Centre Manager - WTS (AOS)	Failure to meet financial targets

Team Projects

Service Team: Community Service **Team Leader: Katie Webb - Community Service Manager**

Business As Usual

Outcome 7. The Ageing Well Strategy (2015 - 18) and Action Plan is reviewed to reflect current need and priorities						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS7.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities	Surrey CC, Health associated vol and statutory organisations	31/01/19	30/06/19	Community Service Manager (KW)/ Community Partnerships Officer (JT)	Action plan not aligned to corporate priorities, SCC and Health Priorities.
CS7.2	Updated Action and Implementation Plan	Surrey CC, Health associated voluntary and statutory organisations	31/01/19	30/06/19	Community Service Manager (KW)/ Community Partnerships Officer (JT)	Action plan not aligned to corporate priorities, SCC and Health Priorities.

Outcome 8. Work in partnership with voluntary organisations and Adult Social Care and Clinical Commissioning Groups						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS8.1	Identify opportunities to develop and deliver activates.	Budget to deliver activities	01/04/19	31/03/20	Community Service Manager (KW)	Risk of not delivering objectives of Ageing Well Action Plan
CS8.2	Work to ensure the Council's preventative services for vulnerable and older people are part of the pathway when residents access health and social care services.	Budget to deliver activities	01/04/19	31/03/20	Community Service Manager (KW)	Risk of not delivering objectives of Ageing Well Action Plan

Outcome 9. The organisations funded through Service Level Agreements are delivering the agreed outcomes						
Corporate Priority: Prosperity & People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS9.1	Collect, review and present quarterly monitoring data.	None	01/04/19	31/03/21	Community Service Manager (KW)	Risk of organisations not delivering the outcomes of their SLAs
CS9.2	Hold and minute and follow through actions from 6 monthly and annual SLA meetings.	None	01/04/19	31/03/21	Community Service Manager (KW)	Risk of organisations not delivering the outcomes of their SLAs

CS9.3	Provide information and support to enable the organisations to maintain and grow high quality services.	None	01/04/19	31/03/21	Community Service Manager (KW)	Risk of not delivering objectives of Ageing Well Action Plan
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Outcome 10. The Waverley Community Safety Strategy priorities are delivered in partnership

Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS10.1	Coordinate the work of the Safer Waverley Partnership	CS Budget - SWP Budget	01/04/19	31/03/20	Community Safety Officer (EB/KB)	Risk of not delivering the SWP Partnership Plan priorities and objectives
CS10.2	Implement Domestic Homicide Reviews when required	Budget will be required if a DHR takes place.	01/04/19	31/03/20	Head of Communities & Special Projects (KM)/ Community Service Manager (KW)	Failure to deliver a statutory requirement and lessons aren't learnt by relevant organisations.
CS10.3	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to Waverley's community.	CS Budget - SWP Budget	01/04/19	31/03/20	Community Safety Officer (EB/KB)	Failure to deliver national objectives which aim to reduce crime and disorder

Page 189

Outcome 11. Community Safety is integrated throughout the Council

Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS11.1	Train frontline officers and managers on serious and organised crime, including Modern Slavery and Prevent	CS Budget for training	01/04/19	31/03/20	Community Service Manager (KW)/ Head of Strategic Housing & Delivery (AS)	Risk of increase in Waverley if frontline staff are not trained to identify activity
CS11.2	Develop improved partnership enforcement activity and use anti-social behaviour powers through the work of the Joint Enforcement Initiative	CS Budget - Safer Waverley Partnership Budget (SWP)	01/04/19	31/03/20	Head of Environmental Services (RH)	Outcomes of SWP and JET not being coordinated and duplication of work

Economic Development falls under the scrutiny remit of Vfm and CS Overview and Scrutiny Committee - Outcome 12 to 19

Outcome 12. Sustainable business and employment growth is encouraged in our urban and rural areas.

Outcome 13. Existing and new businesses in Waverley are supported

Outcome 14.	Suitable communication channels to reach businesses, investors and homeworkers are developed
Outcome 15.	High quality business and employment support is provided with key partners (EM3, Growth Hub and Business South)
Outcome 16.	Support healthy town centres by working closely with the local chambers and town clerks
Outcome 17.	The actions of the Economic Development Strategy Action Plan (2018 - 2020) are delivered and monitored
Outcome 18.	Business skills and employment opportunities are created across the borough
Outcome 19.	Visitor economy initiatives are supported

Page 190

Service Team: Careline **Team Leader: David Brown - Senior Living and Careline Services Manager**

Business As Usual

Outcome 20.	Customers are helped to live independently in their own homes					
	Corporate Priority: Choose from Prosperity, People, Place					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS20.1	Provide and maintain a full range of Careline and telecare equipment across the Borough.	None	01/04/19	31/03/22	Senior Living and Careline Services Manager (DB)	Customer numbers may drop
CS20.2	Promote service through ongoing marketing and partnership working to reach as many customers as possible	None	01/04/19	31/03/22	Senior Living and Careline Services Manager (DB)	New customers may not be reached.

CS20.3	Create a focused marketing plan to increase client numbers, target increase of 5% pa.	Communications	01/04/19	31/03/22	Senior Living and Careline Services Manager (DB)	The growth of the Careline service would be impacted.
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Service Team: Parks and Countryside **Team Leader: Matt Lank - Greenspaces Manager**

Business As Usual

Outcome 21. Delivery of high performing grounds maintenance service for the Council

Corporate Priority: People & Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS21.1	Grounds maintenance contract performance is meeting the set targets, in regards to client monitoring, public opinion and professional audit	External Consultant, External contractors and P&C staff	01/04/19	30/03/20 + Ongoing	Green Spaces Contract Officer (MC)	Standards drop and complaints rise
CS21.2	Development of new Grounds Maintenance database is fully tested and commissioned to allow more effective contractual management.	External contractor support	01/01/19	01/11/19	Green Spaces Contract Officer (MC)	Inefficient system in operation

Outcome 22. The profile of the Parks & Countryside service is raised

Corporate Priority: People & Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS22.1	Obtain external recognition for identified sites around the Borough.	none	01/01/19	30/07/19	Green Spaces Manager (ML)	Lack of external recognition
CS22.2	Promote service activities effectively to educate the community on the environment, services and volunteering opportunities offered by the council.	none	01/04/19	30/03/20 + Ongoing	Green Spaces Projects and Promotions Officer (FB)	The Council, Councillors and public do not know what the service does

Outcome 23. Greenspace infrastructure meets future demand and the Councils optimises its interests in new Greenspace provision

Corporate Priority: People, Prosperity & Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS23.1	Request and seek reasonable financial contributions towards infrastructure improvements from local developments and ensure adequate provision is made for Greenspaces, ongoing with each application.	Planning	01/04/18	30/03/20 + Ongoing	Green Spaces Manager (ML)	lack of greenspace infrastructure improvements
CS23.2	Ensure the Council is in the appropriate position to consider taking on new Greenspace provision	Planning	01/04/18	30/03/20 + Ongoing	Green Spaces Manager (ML)	Potential financial improvement opportunities missed

Outcome 24. The risk exposure of the Council to potential claims associated with trees is minimised						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS24.1	Delivery of the requirements contained in the Councils Tree Risk Management Guide (TRMG), by ensuring tree risk inspections are completed within the stipulated time frames of each risk zone	External contractors, consultants	01/01/19	Ongoing	Tree and Woodlands Officer (AS)	The Council is exposed to claims over injury or property damage
CS24.2	Performance on delivery of the TRMG to be reported quarterly through year.	External contractors	02/01/19	Ongoing	Tree and Woodlands Officer (AS)	Performance of delivery of TRMG is not known
CS24.3	Preparing the Council for the impact of tree pest and diseases, in particular Oak Processionary Moth (OPM) and Ash Die Back (ADB).	External contractors, consultants	01/04/19	30/03/2020 + Ongoing	Tree and Woodlands Officer (AS)	The Council is unaware of the potential financial impact and the risks associated

Outcome 25. The Council delivers its biodiversity obligations of internationally important wildlife and countryside sites through a value for money approach						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS25.1	Ensure the correct management and delivery of Higher Level Stewardship (HLS) and grant scheme works across sensitive SSSI sites and other woodland/countryside sites	HLS grants, external contractors and consultants	01/04/19	30/03/20 + Ongoing	Head Ranger (DO)	SSSI sites become unfavourable in condition
CS25.1	Maintain adequate levels of volunteers and seek to increase participation wherever possible to support the service priorities.	Rangers	01/04/19	30/03/20 + Ongoing	Head Ranger (DO)	Site management decreases along with condition

Outcome 26. Assist the Council in the delivery of Public Space Protection Orders (PSPO) in relation to dog control and dog fouling across the borough						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

CS26.1	Ensure PSPO zones are clearly identified and that input is given to the consultations related.	Environment	01/01/19	30/03/19	Green Spaces Contract Officer (MC)	Dog control opportunities are missed
CS26.2	Ensure the public are educated in regards to the control of dogs and dog fouling	Communications; Environment	01/04/19	30/10/19	Head Ranger (DO)	Public reaction could be very negative
CS26.3	Assist in the enforcement of any adopted PSPO	East Hants enforcement team	01/04/19	03/2020 + Ongo	Head of Environmental Services (RH)	The Council would receive some negativity

Outcome 27. Woodland Management planning for Council owned Woodlands						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS27.1	Liaise with external providers and consultants to draw up Woodland Management Plans for identified areas within the borough	External contractors, consultants	01/04/18	03/2019 + Ongo	Tree and Woodlands Officer (AS)	No mgt plans in place

Outcome 28. The quality and provision of outdoor sports facilities is improved						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS28.1	Delivery of Council's Playing Pitch Strategy, protect the existing supply of outdoor sports facilities where it is needed to meet current and future needs up to 2031	s106, CIL, P&C officers, estates, legal	01/11/18	01/11/23	Green Spaces Manager (ML)	Loss of outdoor sports facilities
CS28.2	Delivery of Councils Playing Pitch Strategy, Enhance outdoor sports and ancillary facilities through improving quality and management of sites	s106, CIL, P&C officers, estates, legal	01/11/18	01/11/23	Green Spaces Manager (ML)	Lack of quality facilities
CS28.3	Delivery of Councils Playing Pitch Strategy, Provide new outdoor sports facilities where there is a current and future demand to do so	s106, CIL, P&C officers, planning, estates, legal	01/11/18	01/11/23	Green Spaces Manager (ML)	Unable to meet demand for sports facilities

Outcome 29. The quality and provision of play opportunities for people is improved						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS29.1	Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets	P&C staff, external contractors, project budgets, s106, PIC and CIL	01/04/18	30/03/2019 + ongoing every year	Parks Officer (AH)	The Councils play facilities are not fit for purpose

CS29.2	Review and update/rewrite of Play Area strategy	P&C staff, external contractors, consultants, planning. Consultancy budget	01/04/19	30/03/20	Parks Officer (AH)	The Council will not have an up to date strategy
Outcome 30. Making the Councils Greenspace Assets work better for the Council						
<i>Corporate Priority: People, Prosperity & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS30.1	Reviewing the processes involved for Event, Filming and General Bookings in the Council and Externally at other local authorities (Local T&P councils and exemplar examples from around the Country). Checking on planning requirements	P&C staff, Comms Staff, IT Staff, H&S Representative, Env. Services, Legal and Insurance, External Local authorities	01/04/19	30/03/20	Green Spaces Contract Officer (MC)	The Council does not have a full understanding of processes, nor understands where improvements could be made.
CS30.2	Following review. Ensure that process are streamlined and efficient, so that officer resources are used to their best. Ensure the necessary (if any) planning and common land consents are gained	P&C Staff, Planning, IT, Comms, H&S representatives, Env. Services.	02/04/19	31/03/21	Green Spaces Contract Officer (MC)	The Council potentially has an inefficient process in place, using up valuable officer time, also may be in breach of required planning and common land consents.
CS30.3	Maximising event, filming and bookings income. Seeking to promote our Greenspaces for events/filming and bookings	P&C staff, Communities Staff (CK)	01/04/19	30/03/2020 + ongoing every year	Greenspaces Liaison Officer (SG)	The Council may not be maximising its income opportunities from its Greenspace Assets

Team Projects						
Outcome 31. Preparation and procurement of a new Grounds Maintenance Service with clearly defined service objectives						
<i>Corporate Priority: People, Prosperity & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS31.1	Review and re-write the overall grounds maintenance service specifications, terms and conditions and other related documents	Legal, Finance, HR, Housing, GM Consultant	01/09/17	11/03/19	Green Spaces Manager (ML)	No up to date documents for tender
CS31.2	Inform and discuss with O&S Committee and seek Executive approval for procurement route and approach to performance management	GM Consultant	01/09/17	30/11/18	Green Spaces Manager (ML)	No approval given for process and form of tender
CS31.3	Prepare tender packs, seek interest, evaluate and short list tenderers, interview and appoint	Procurement, Legal, Housing, GM consultant	01/11/18	30/06/19	Green Spaces Manager (ML)	No new contract in place for end of current contract

Outcome 32.	Create a new Heathland Hub at Frensham Great Pond to promote the biodiversity and the physical importance of this heathland area and better serve the visitors and users of the site					
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Corporate Priority: <i>People, Prosperity & Place</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS32.1	Obtain enough external grant funding to supplement project's identified budget.	P&C Promotions & Project Officer	01/05/18	30/03/19	Green Spaces Manager (ML)	Budget Shortfall
CS32.2	Seek to identify and gain s106 monies wherever possible, ongoing.	Planning	01/01/17	01/04/20	Green Spaces Manager (ML)	budget Shortfall
CS32.3	Submit planning and commons consent applications and obtain consents	External professional support, Legal,	01/06/18	30/03/19	Green Spaces Manager (ML)	Project cannot progress and external grant funding cannot be gained
CS32.4	Construct new facilities for Heathland Hub and open	External professional support, legal, estates	01/10/19	30/03/20	Green Spaces Manager (ML)	No new facilities

Outcome 33.	Delivery of Capital Project Programme					
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Corporate Priority: <i>People, Prosperity & Place</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS33.1	Delivering of agreed capital projects; Broadwater Park, Site Security, Pavilions, Play, OPM/ADB, HLS, Woodland Management, Vehicles, Frensham, Farnham Sewerage	External contractors, consultants	01/04/19	30/03/20	Green Spaces Manager (ML)	Councils capital project budgets are not spent

Outcome 34.	Provision of a Greenspace Strategy for the Council					
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Corporate Priority: <i>People, Prosperity & Place</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS34.1	Initial research into Greenspace Strategies with other local authorities, links with planning services, CIL opportunities and explore the benefits for having a strategy in place, report back and get Portfolio Holder support. Preparation of project plan and Project Initiation Document	internal staffing input (Planning, P&C, Leisure staff)	01/04/19	30/03/20	Green Spaces Projects and Promotions Officer (FB)	No direction to how the strategy should be written and the benefits it will bring for the Council, such as CIL etc.
CS34.2	Drafting of Greenspace Strategy document, gaining sign off for key stages of the document writing	External consultants and staff input (Planning, P&C, Leisure staff)	01/04/20	30/03/21	Green Spaces Projects and Promotions Officer (FB)	No document produced

CS34.3	Approval for final version and Council Adoption of Greenspace Strategy	Internal Officer	01/04/21	30/06/21	Green Spaces Projects and Promotions Officer (FB)	The Council does not have an overall strategy that links to the Local Plan, nor has evidence to justify developer contributions to invest in Greenspace Infrastructure
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Service Team: Waverley Training Services **Team Leader: Adele O'Sullivan - Centre Manager - Waverley Training Services**

Business As Usual

Outcome 34. The service supports young people into work and education and is sustainable.

Corporate Priority: People

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS34.1	Create an effective Business Plan & Quality Improvement Plan to take the service forward in a sustainable way.	Finance	01/04/19	31/03/22	Centre Manager - Waverley Training Services (AOS)	Current Business Plan runs out December 2019. Failure to create an update will impact growth and potentially quality of service.
CS34.2	Manage in-house and sub contracted delivery to ensure learners achieve and funding indicators are therefore surpassed.	none	Annual	Annual	Centre Manager - Waverley Training Services (AOS)	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade.
CS34.3	Create a marketing and communications strategy that increases learner and employer numbers.	Communications	01/04/19	01/12/19	Centre Manager - Waverley Training Services (AOS)	Will impact upon number of direct delivery apprenticeships.
CS34.4	Effectively manage and oversee contractual requirements of funding agencies ensuring compliance and delivery of funding pot.	Finance	01/08/19	31/07/20	Centre Manager - Waverley Training Services (AOS)/ Data & Administration Manager (GS)	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade.

Outcome 35. A service is created capable of achieving Ofsted Outstanding

Corporate Priority: Choose from Prosperity, People, Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS35.1	Create a governance structure that effectively challenges the delivery of Waverley Training Services.	Senior Management Team	01/04/19	31/07/19	Centre Manager - Waverley Training Services (AOS)/ Head of Communities and Special Projects (KM)	Failure to do so could impact quality of teaching and future Ofsted Grade.
CS35.2	Raise corporate and local awareness of the services offered by Waverley Training Services and the outcomes achieved by its learners	none	01/04/19	31/07/20	Centre Manager - Waverley Training Services (AOS) / Head of Communities and Special Projects (KM)	Number of learners could drop and levy pot would not be maximised.

Team Projects

Service Team: Leisure **Team Leader: Tamsin McLeod - Leisure Contracts Manager v 15/01**

Business As Usual -

Outcome 36. Focus team direction with implementation of an overarching Leisure Policy						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS36.1	Review and update the Leisure Contract O&S review and produce an overarching Leisure policy	Officer time, including Democratic Services	01/07/18	31/12/18	Leisure Contracts Manager (TM)	Recommendation not completed
CS36.2	Leisure Policy adopted; via consultation with O&S and Executive	Officer time, including Democratic Services	01/01/19	31/12/19	Leisure Contracts Manager (TM)	Recommendation not completed

Outcome 37. Health & Wellbeing Strategy reviewed						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS37.1	Strategy action plan to be reviewed and actions updated to reflect Health & Inequalities Report	Officer time, including Policy team	01/09/18	30/2/2019	Leisure Contracts Manager (TM) / Policy Officer - Scrutiny (WC)	Action plan not aligned to corporate priorities and Health Profile
CS37.2	Work in partnership with the CCGs, Public Health and NHS to maximise opportunities across the borough	Officer time	01/10/18	31/03/22	Leisure Contracts Manager (TM) / Policy Officer - Scrutiny (WC)	Action plan not aligned to corporate priorities and Health Profile
CS37.3	Increase participation in offering across the contract	Officer time Leisure budget	01/04/19	31/03/22	Leisure Contracts Manager (TM)	Action plan not aligned to corporate priorities and Health Profile

Outcome 38. Maximisation of the management of the Leisure Contract

Page 9 of 97

Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS38.1	Ensuring contractual adherence (inc. KPIs for service) to ensure high standards and customer satisfaction	Officer time	01/04/19	31/03/22	Leisure Contracts Manager (TM)/ Leisure Development Officer (SS/ED)	Standards reduce, participation declines and complaints increase
CS38.2	Extracting value for money from the contract	Officer time	01/04/19	31/03/22	Leisure Contracts Manager (TM)	Service and profits are reduced
CS24.3	Monitoring lifecycle capital spend	Officer time, including Property	01/04/19	31/03/22	Leisure Contracts Manager (TM)/ Property and Engineering Manager (NL)	Quality/availability of service is reduced
CS24.4	Optimise "Tillr" (monitoring software and its capabilities to meet contract spec	Officer time £5,000 Leisure budget	01/04/19	31/03/22	Leisure Development Officer (SS/ED)	Standards reduce, participation declines and complaints increase

Outcome 25. The Leisure Development Plan is reviewed and is up-to-date						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS25.1	Increase participation in target groups as per 25.2, 25.3, 25.4	Officer time Leisure budget Support from Places Leisure, Our Parks and voluntary organisations	01/04/19	31/03/22	Leisure Contracts Manager (TM)	Action plan not aligned to corporate priorities and Health Profile
CS25.2	Young people through the Friday Night Project in Cranleigh				Leisure Development Officer (SS)	
CS25.3	Inactive residents through maximisation of "Our Parks"				Leisure Development Officer (SS)	
CS25.4	Children (families) through Xplorer sessions in Godalming and Farnham and implementing the scheme in Cranleigh				Assistant Leisure Development Officer (TC)	
CS25.5	Dementia friendly opportunities within our leisure facilities				Assistant Leisure Development Officer (TC)	

Outcome 26. Maximisation and sustainability of key existing events/projects						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

CS26.1	Effective management and increased participation of skate park events in four population centres	Officer time Leisure budget Support from Places Leisure	01/04/19	Annually in August	Leisure Development Officer (SS)	Event not sustainable for the future
CS26.2	Effective management and increased participation of Surrey Youth Games training and event weekend	Officer time Leisure budget Support from local clubs	01/04/19	Annually in July	Leisure Development Officer (ED)	Event not sustainable for the future
CS26.3	Utilising David Lloyd Leisure CAA	Officer time	01/04/19	31/03/22	Leisure Development Officer (ED)	CAA conditions not met

Outcome 27. Working in partnership to improve the health and wellbeing of our community						
Corporate Priority: Prosperity, People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS27.1	Maximise outputs from the SLA with our 3 Sports Councils	Officer time	01/04/19	31/03/22	Leisure Development Officer (ED/SS)	Value for money not achieved from funding Development objectives not met
CS27.2	Maximise outputs from our SLA with Active Surrey	Officer time	01/04/19	31/03/22	Leisure Contracts Manager (TM)	Value for money not achieved from funding Development objectives not met
CS27.3	Provide support and advice to our local sports clubs	Officer time	01/04/19	31/03/22	Leisure Development Officer (ED/SS)	Development objectives not met

Team Projects						
Outcome 28. Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS28.1	Obtain Council approval to proceed	Officer time	01/01/18	31/07/18	Leisure Contracts Manager (TM)	(Completed)
CS28.2	Negotiate financial return with Places Leisure	Officer time, including Finance and Legal	01/10/18	31/12/18	Head of Communities and Special Projects (KM)	Investment programme not viable

CS28.3	Agree Project Plan for delivery	Officer time, including PWG and Project Board Support from Places Leisure	01/01/19	31/01/19	Leisure Contracts Manager (TM)	Project/s delayed
CS28.4	Procure and appoint external Project Team	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure	01/01/19	31/2/19	Leisure Contracts Manager (TM)	Unable to deliver project
CS28.5	Procure and appoint external building contractor/s to construct	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure	01/03/19	31/05/19	Leisure Contracts Manager (TM)	Unable to deliver project

Outcome 29.	Deliver Cranleigh Leisure Centre location consultation phase					
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	Corporate Priority: <i>People, Place</i>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS29.1	Appoint external consultants to carry out consultation and explore potential site options	Leisure investment budget Officer time, including PWG	01/10/18	31/03/19	Leisure Contracts Manager (TM)	Project delayed
CS29.2	Report written to identify suitable site/s	External consultant Officer time	01/10/18	31/03/19	Leisure Contracts Manager (TM)	Project delayed

Service wide or cross cutting projects

Outcome 30.	Delivery of the Brightwells Yard regeneration project					
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	Corporate Priority: <i>Prosperity, People & Place</i>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS30.1	Work closely with external partners and internal departments to ensure effective stewardship and delivery of the Brightwells project	Legal; Estates; Communications; Planning	01/04/19	01/04/21	Head of Communities and Special Projects (KM)/ Development Programme Manager (DS)	Key Stakeholders are not aware of ongoing works creating potential reputational risks.
CS30.2	Ensure effective engagement with residents, local businesses and stakeholders to ensure people are informed of next steps and project progress.	Legal; Estates; Communications; Planning	01/04/19	01/04/21	Head of Communities and Special Projects (KM)/ Development Programme Manager (DS)	Key Stakeholders are not aware of ongoing works creating potential reputational risks.

Outcome 31. Delivery of the Weyhill project						
Corporate Priority: Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS31.1	Oversee the successful relocation of key community groups such as St John; Guides; Scouts & Cadets	Estates; Property; Legal	01/04/19	01/01/20	Head of Communities and Special Projects (KM)/ DA	Much needed affordable housing not delivered on Weyhill site. Community groups unhappy creating reputational damage to the Council
CS31.2	Deliver affordable homes for Haslemere on the vacated Wey Hill site.	Estates; Property; Legal	01/01/20	01/01/22	Head of Strategic Housing and Delivery (AS) / Head of Communities and Special Projects (KM)	Much needed affordable housing not delivered on Weyhill site.

Outcome 32. Helping provide safe and value for money managed Housing areas						
Corporate Priority: Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS32.1	Delivering good cross service customer in regards to grounds maintenance and tree management provision on Housing areas	Officer time, Housing	01/04/18	30/03/2019 + ongoing	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)/ Green Spaces Contract Officer (MC)	Customer service across services is poor, lack of coherent working practices
CS32.2	Providing input into newly developed Housing areas in regards to the grounds that surround them	Officer time, Housing	02/04/18	30/03/2019 + ongoing	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)/ Green Spaces Contract Officer (MC)	Poorly managed and landscaped Housing areas

Outcome 33. Helping the Council make the most of its land						
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Corporate Priority: Prosperity, People, Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS33.1	Ensuring that utility companies are managed when they approach the Council in regards to working on our land, wayleaves and easements	Estates, Housing, Property, Legal	Continual task	Continual task	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)	Damaged to Council land, trees and property
CS33.2	Assisting Estates, Legal in making income from capital receipts for easements negotiated across our land	Estates, Property, Legal	Continual task	Continual task	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)	Income potential not realised

Service Plan 2019-2022

Head of Service:	David Allum
Strategic Director:	Graeme Clark
Portfolio Holders:	Cllr Hall and Cllr Storey

Service: **Customer and Corporate Services**

Service Profile

The Customer and Corporate Services are made up of five services areas:

- **IT.** The IT team maintain our core systems and infrastructure as well as supporting service teams in business development and functional improvement projects.
- **Support Services** (Reception, Switchboard, Scanning, Post Room, Print Services, Locality Office). The Support Services Team provide front line customer services and a back office administration function.
- **Facilities Management** (Cleaning, Security, Staff Restaurant). The Facilities Team manage our central headquarters directly and support staff in satellite buildings also. They also provide an internal and external cleaning service to a number of clients and run the staff restaurant including the preparation and distribution of community meals.
- **Estates and Valuations Team.** The Team manage the commercial portfolio and seek to increase and enhance this by further acquisitions.
- **Property and Engineering** (Drainage, Street Furniture, Corporate Property, Asset Management). The Team maintain our corporate assets and provide technical expertise and project management across all council services.

Service Team: Customer Service **Team Leader: David Allum - Head of Customer and Corporate Services**

Business As Usual

Outcome 1.	Improve customer satisfaction perceptions by encouraging and fostering a culture of positive customer services across Council Services					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS.1.1	Continue to work and engage with service area team leaders to enhance consistency and positive practice across the Council	Within existing budgets	01/04/19	31/03/22	Head of Customer and Corporate Services (DA)	Inconsistency and variable levels of service are more likely to be experienced by customers. The action will be required whilst the existing delivery model perpetuates.

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CCS.1.2	Continue to run a programme of mystery shopping to enhance good practice and eradicate poor practice	Within existing budgets	01/04/19	31/03/22	Head of Customer and Corporate Services (DA)	Inconsistency and variable levels of service are more likely to be experienced by customers
CCS.1.3	Maintain dialogue with Foresight Group members and Team Leaders throughout the customer services review project implementation phase	Within existing budgets	01/04/19	31/03/22	Head of Customer and Corporate Services (DA)	Staff disengagement could act as a barrier to the development of this service area

Outcome 2.	Improve customer satisfaction by delivering an effective reception service at The Burys and Farnham Locality Office					
	Corporate Priority: People					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS2.1	Ensure the day-time and evening reception offer at The Burys is of high quality as evidenced by the annual satisfaction survey	Within existing budgets	01/04/19	31/03/22	Support Services Manager (HB)	Disappointing contact at the point of access can generate a negative reputation.
CCS2.2	Provide an effective service to the visitors to Farnham Locality Office	Within existing budgets	01/04/19	31/03/22	Support Services Manager (HB)	Disappointing contact at the point of access can generate a negative reputation.

Team Projects						
Outcome 3.	Deliver increased automated options for customers as part of the corporate customer services review outcomes					
	Corporate Priority: Prosperity					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS3.1	Lead the Channel Shift work-stream and in conjunction with other service areas (e.g. IT) develop options and solutions which can deliver on the business plan objectives	On overall capital bid has been submitted for the Customer Service work programme	01/04/19	31/03/21	Head of Customer and Corporate Services (DA)	Cashable savings are envisaged. If these are not realised it could impact on the overall budget position.

Service Team: Facilities	Team Leader: Steve Holt - Facilities Manager
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Business As Usual

Outcome 4. Provide an effective support infrastructure to Members and Staff						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS4.1	Ensure safety and security arrangements and systems are effective	Within existing budgets	01/04/19	31/03/22	Facilities Manager (SH)	There is an increased risk of user safety being compromised
CCS4.2	Ensure use of web-cast equipment and other Council Chamber and Member based facilities are maximised and effective	Within existing budgets	01/04/19	31/03/22	Facilities Manager (SH)	Reputational damage can be sustained if there are interruptions to the smooth running of the democratic process
CCS4.3	Ensure high standards for cleaning of the Burys as evidenced by the outcome of the internal survey	Within existing budgets	01/04/19	31/03/22	Facilities Manager (SH)	Reputational damage can be created by poor premises conditions

Page 205

Outcome 5. Continue to operate a profitable external cleaning service						
Corporate Priority: Prosperity						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS5.1	Evaluate the first year's trading figures and develop an appropriate marketing strategy based on the outcome	Within existing budgets	01/04/19	01/06/19	Facilities Manager (SH) /Head of Customer and Corporate Services (DA)	If profitable services can be delivered this supports the Council's overall financial position
CCS5.2	Continue to provide cost effective cleaning services to the Housing Department which generate improved satisfaction ratings as compared to previous providers	Within existing budgets	01/04/19	31/03/22	Facilities Manager (SH)	The Housing Department will have low satisfaction levels and may have to procure a more expensive alternative

Team Projects**Outcome 6. Provide a profitable staff catering service**

Corporate Priority: <i>Prosperity</i>		Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS6.1	Evaluate the trading figures and re-design a service offer to be as cost effective as possible.	Within existing budgets	01/04/19	01/06/19	Facilities Manager (SH) /Head of Customer and Corporate Services (DA)	The Restaurant will run at a loss and negatively impact on Council budgets
CCS6.2	Ensure staff satisfaction increases as evidenced by internal survey returns.	Within existing budgets	01/04/19	30/11/19	Facilities Manager (SH)	These metrics are an important aspect of the effectiveness of our service offer

Service Team: IT **Team Leader: Linda Frame - IT Manager**

Business As Usual

Outcome 7. Maintain and improve the IT infrastructure which supports the activity of the Council						
Corporate Priority: <i>Prosperity</i>		Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS7.1	Design and deliver a capital investment programme which will maintain and enhance the IT infrastructure and applications.	Capital bids of in excess of £100k have been made	01/04/19	31/03/22	IT Manager (LF)	The integrity of the IT systems may be compromised
CCS7.2	Recruit and retain the staff resource to provide service users with the advice and support they require to derive maximum benefit from IT infrastructure	Within existing budget	01/04/19	31/03/22	IT Manager (LF)	If adequate support is not in place this will lead to inefficient practice amongst service users
CCS7.3	Ensure support systems and back up arrangements are in place to minimise service disruption.	Within existing budget	01/04/19	31/03/22	IT Manager (LF)	Service failure can lead to significant disruption, dissatisfaction and cost

Outcome 8. Enable service areas to evolve and improve their service offer by facilitating business development.	
Corporate Priority: <i>People</i>	

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS8.1	Complete the implementation of a new core system for Building Control, Planning and potentially Land Charges and Environmental Health	Some additional capital investment may be needed in addition to that already secured	01/04/19	31/03/20	IT Manager (LF)	Service areas will not benefit from optimum system support
CCS8.2	Implement programme for incremental movement to externally based services beginning with Exchange and SharePoint	Within existing budgets	01/04/19	31/03/21	IT Manager (LF)	The Council's infrastructure will not be based on the optimum platform

Team Projects

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Outcome 9.	Support the Customer Service Project in developing the technological solutions to match review outcomes					
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	Corporate Priority: Prosperity					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS9.1	Provide and facilitate the solutions needed to maximise channel shift, automation and a corporate customer services team	Significant capital bids	01/04/19	30/03/20	IT Manager (LF)/Head of Customer and Corporate Services (DA)	This work is vital to the delivery of the customer service review objectives

Service Team: Support Services	Team Leader: Helen Bower - Support Services Manager
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Business As Usual

Outcome 10.	Provide an effective support service function to all Council departments and stakeholders					
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	Corporate Priority: Prosperity					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS10.1	Provide effective and efficient post, scanning and print services to all service areas. This will be tested via an annual internal survey	Within existing budgets	01/04/19	31/03/22	Support Services Manager (HB)	Delays in print and post services can contribute to lower user satisfaction with the service provided

CCS10.1	Continue to procure and contract manage mobile and landline services	Within existing budgets	01/04/19	31/03/22	Support Services Manager (HB)	By monitoring delivery and market movements we can reduce costs
CCS10.1	Re-structure staff resource to match reducing demand as technological solutions are applied	Within existing budget	01/04/19	31/03/22	Support Services Manager (HB)	It is important that workflow is mirrored by staff resource if we are going to be operating efficiently.

Outcome 11.	Maintain high satisfaction standards by providing a high quality community meals service					
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Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS11.1	Ensure high quality meals continue to be delivered to our customer base in Godalming	Within existing budgets	01/04/19	31/03/22	Support Services Manager (HB)	Vulnerable members of the community will lose this valued service
CCS11.2	Effectively market the service to further increase take-up and enhance service viability	Within existing budgets	01/04/19	31/03/22	Support Services Manager (HB)	The service becomes unviable and has to cease.

Team Projects

Outcome 12.	Ensure the post and print delivery model is the most cost effective that can be achieved without compromising quality standards					
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Corporate Priority: Prosperity						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS12.1	Comprehensively review all existing external contracts regarding post and printing services and explore alternative delivery models		01/04/19	30/09/19	Support Services Manager (HB)	Services will be costing more than the market may be able to bear

Service Team: Estate and Valuation	Team Leader: Anne Cains - Estates and Valuation Manager
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Business As Usual

Outcome 13. Increase revenue from the commercial portfolio						
Corporate Priority: <i>Prosperity</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS13.1	Acquire new properties generating revenue to increase overall income in line with the Corporate Strategy. It is expected that at least one property will be acquired every year.	Significant additional resource will be needed from reserves or from borrowing	01/04/19	31/03/22	Estates and Valuation Manager (AC)	This will impact negatively of budget projections
CCS13.2	Effectively manage the commercial portfolio to ensure income levels match or exceed budget targets	Within existing budgets	01/04/19	31/03/22	Estates and Valuation Manager (AC)	This will impact negatively of budget projections
CCS13.3	Fully implement the Council's decision to set up a property company to increase income generation opportunities	The costs associated with this action are expected to be in the region of £50k	01/04/19	30/04/19	Estates and Valuation Manager (AC)	This will impact negatively of budget projections if not achieved
CCS13.4	Ensure skilled staff recruited and/or retained	Within existing budgets	01/04/19	31/03/22	Estates and Valuation Manager (AC)/Head of Customer and Corporate Services (DA)	Insufficient skilled resource will negatively impact on our ability to meet this objective

Page 209

Outcome 14. Ensure service areas are able to achieve their operational objectives by providing technical estates and valuations advice and support						
Corporate Priority: <i>Choose from Prosperity</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS14.1	Continue to provide a responsive service the effectiveness of which is tested annually via internal survey.	Within existing budgets	01/04/19	31/03/22	Estates and Valuation Manager (AC)	This will have a negative impact on the service teams effected if the service is slow or technically inadequate
CCS14.1	Ensure skilled staff recruited and/or retained.	Within existing budgets	01/04/19	31/03/22	Estates and Valuation Manager (AC)	Insufficient skilled resource will negatively impact on our ability to meet this objective

CCS14.1	Ensure an effective database and record-keeping system is in place as a basis for effective delivery	Some capital investment may be required. This should be within the range of £2-7k.	01/04/19	31/03/22	Estates and Valuation Manager (AC)	Effective record keeping provides a better platform for the Team in their advisory role.
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Team Projects

Outcome 15. Identify a viable option for the Council as regards office accommodation and the future of The Burys

Corporate Priority: Prosperity

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS15.1	Within the One Public Estate initiative work with our partner organisations to define realistic options for the re-development of this site which will deliver cashable savings	Additional resource will be required. A budget of £200k has been bid for in addition to further bids made to One Public Estate	01/04/19	30/06/19	Estates and Valuations Manager (AC)/Head of Customer and Corporate Services (DA)	If options are not identified we will have or find the resources to maintain the ever increasing costs associated with The Burys

Service Team: Property and Engineering **Team Leader: Nick Laker - Property and Engineering Manager**

Business As Usual

Outcome 16. Ensure corporate buildings are safe by effective management of assets

Corporate Priority: Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS16.1	Ensure the corporate asset database is up to date, accurate and meets all health and safety requirements.	Within existing budgets	01/04/19	31/03/22	Property and Engineering Manager (NL)	The potential of a serious health and safety breach and significant cost implications

CCS16.2	Ensure all fire risk assessments are carried out to all corporate buildings including pavilions.	Within existing budgets	01/04/19	31/03/22	Property and Engineering Manager (NL)	There will be an increased chance of a fire and a greater chance of casualties as a result of any fire, if appropriate measures and controls are not in place.
CCS16.3	Maintain an effective staff resource to provide a technical competent and responsive service.	Within existing budgets	01/04/19	31/03/22	Property and Engineering Manager (NL)	Any failure to effectively manage assets will increase the potential of health and safety breaches and/or reactive maintenance costs
CCS16.4	Provide detailed and accurate performance management data to evidence the effectiveness of the inspection regime.	Within existing budgets	01/04/19	31/03/22	Property and Engineering Manager (NL)	Corporate decision makers will not have the information they need to scrutinise the effectiveness of the function

Outcome 17.	Minimise flood incidents by monitoring, maintaining and managing watercourses within the borough					
	Corporate Priority: <i>Choose from Place</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS17.1	Continue to work effectively with our key partners (Surrey CC, Environmental Agency and Local Flood Groups) in providing a collaborative approach and solution to water management.	Within existing budgets	01/04/19	31/03/22	Property and Engineering Manager (NL)	Increased chances of flooding
CCS17.2	Ensure appropriate inspection and maintenance arrangements are in place to maximise flood prevention.	Within existing budgets	01/04/19	31/03/22	Property and Engineering Manager (NL)	Increased chances of flooding
CCS17.3	Continue to provide an out of hours flood response service.	Within existing budgets	01/04/19	31/03/22	Property and Engineering Manager (NL)	Reputational damage if residents are unable to access advice

Team Projects	
Outcome 18.	Review and determine the corporate strategy for the maintenance of Waverley owned bus shelters
	Corporate Priority: <i>Prosperity</i>

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS18.1	Assess the cost implications for effectively maintaining the 95 bus shelters for which we have responsibility and test the corporate appetite for the continued provision of this service	A comprehensive maintenance programme will require an investment of around £25k per annum for the next 3-5 years	01/04/19	30/06/19	Property and Engineering Manager (NL)	Increased chances of a health and safety incident due to maintenance failings

Service wide or cross cutting projects

Outcome 19. Implement the corporate customer services project ensuring the delivery of the key objectives including cashable savings and improved satisfaction with Council services						
Corporate Priority: Prosperity/People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CCS19.1	Lead the Corporate Review and co-ordinate the work carried out by the individual work-streams.	Capital submission submitted for £150k for 2019/2020 and a further £100k in 2020/2021	Project commenced in September 2018	Project expected to complete by March 2021	Head of Customer and Corporate Services (DA)	Projected cashable savings will not be delivered thus impacting on budget planning
CCS19.2	Engage effectively with partner organisations to deliver cross boundary solutions where the business case can be proven	Potentially additional investment may be required	01/04/19	31/03/21	Head of Customer and Corporate Services (DA)	Any missed opportunity may result in unnecessary additional cost and poorer accessibility from the customer perspective

Service Plan 2019-2022

Head of Service:	Kelvin Mills
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Julia Potts, Cllr Jenny Else, Cllr Jim Edwards, Cllr Andrew Bolton, Cllr Carol King

Service:	Communities Service - Economic Development only
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Service Profile

The Communities Service is comprised of 5 teams which deliver specific functions:

- Leisure - The primary focus of the leisure team is the contract management of Places Leisure who operate our five leisure centres, ensuring a high quality of service and maximising usage. In addition the team focus on increasing physical activity and the health and wellbeing of the residents of Waverley.
- Parks and Countryside – The Parks team manage our grounds maintenance contractor who looks after the greenspaces throughout the Borough ensuring quality greenspace, sports pitches and play areas. The Ranger Team manage and maintain the countryside areas within Waverley ownership ensuring accessibility and biodiversity in line with national and local policy.
- Community Services – Work closely with our voluntary sector supporting their service delivery. Community Safety plays a pivotal role of maintaining a safe borough for our residents by working in partnership with all the statutory agencies in particular the police service. **Economic Development also sits within this service and is charged with delivering the recently adopted strategy making Waverley a business friendly borough.**
- Arts and Culture – supports the cultural services within the borough maximising funding for arts and culture. Oversees and manages community facilities and museums in our towns and villages
- Careline- offer a community alarm service to help people live longer and independently at home.
- Waverley Training Services – delivers apprenticeships and study programs for young people to help them into employment and further education.

Service Team: Economic Development

Team Leader: Katie Webb - Community Service Manager

Business As Usual

Outcome 12.	Sustainable business and employment growth is encouraged in our urban and rural areas.					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

CS12.1	Support Waverley's businesses through council procurement processes to create opportunities to bid for council contracts.	None	01/04/19	31/03/19	Economic Development Project Officer (GD)	Reduces opportunities for Waverley business to bid for contracts
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Outcome 13.	Existing and new businesses in Waverley are supported					
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	Corporate Priority: <i>Prosperity</i>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS13.1	Ensure the key account management system supporting local companies is up to date.	Officer time	01/04/19	31/03/20	Community Services Support Officer (CA)	Risk of not delivering the actions and outcomes of the new ED Strategy
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CS13.2	Support and promote rural businesses working closely with key partners such as the National Trust, Surrey Hills ANOB.	Officer time	01/04/19	31/03/20	Economic Development Partnerships Officer (CK)	Risk of not delivering the actions and outcomes of the new ED Strategy
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CS13.3	Respond and support local businesses to changes in national and local priorities such as Brexit.	Officer time	01/04/19	31/03/20	Economic Development Project Officer (GD)/ Economic Development Partnerships Officer (CK)	Risk of businesses feeling isolated and unsupported
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Outcome 14.	Suitable communication channels to reach businesses, investors and homeworkers are developed					
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	Corporate Priority: <i>Prosperity</i>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS14.1	Development of external website hub and regular e-newsletter to increase awareness of Council's support of business	Budget £10k / Communications / external provider	01/04/19	31/07/19	Community Service Manager (KW) /Economic Development Partnerships Officer (CK)	Risk of not delivering the actions and outcomes of the new Economic Development Strategy
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Outcome 15.	High quality business and employment support is provided with key partners (EM3, Growth Hub and Business South)					
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	Corporate Priority: <i>Prosperity</i>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS15.1	Maximise the value of support to new and existing businesses through management of our Enterprise 1st and Business South contracts	ED Budget	01/04/19	31/03/20	Economic Development Project Officer (GD) /Economic Development Partnerships Officer (CK)	Risk of organisations not delivering the outcomes of their SLA's
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CS15.2	Work with the Surrey Futures working group to create a "Place ambition for Surrey"	Officer time	01/04/19	31/03/20	Economic Development Partnerships Officer (CK)	Potential gap in partnership working if not involved
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Outcome 16.	Support healthy town centres by working closely with the local chambers and town clerks					
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	Corporate Priority: <i>Choose from Prosperity, People, Place</i>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS16.1	Fund a Business Improvement (BID) feasibility study for the four town centres	£15k for consultancy	Started	01/07/19	Economic Development Partnerships Officer (CK) /Community Service Manager (KW)	Risk of not delivering the actions and outcomes of the new ED Strategy
CS16.2	Sponsor and support the cross Waverley chambers event in 2019	£10k officer time	01/04/19	31/03/20	Community Service Manager (KW)/Economic Development Partnerships Officer (CK)	Risk of not delivering the actions and outcomes of the new ED Strategy
CS16.3	Support mystery shopper events across the Borough	ED Budget / officer time	01/04/19	31/03/20	Economic Development Partnerships Officer (CK) /Economic Development Project Officer (GD)	Potential poor shopper experiences, shoppers go elsewhere

Outcome 17.	The actions of the Economic Development Strategy Action Plan (2018 - 2020) are delivered and monitored					
	Corporate Priority: Choose from Prosperity, People, Place					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS17.1	Number of Actions completed	£28k budget required to deliver action plan targets	01/04/19	31/03/20	Community Service Manager (KW) /Economic Development Partnerships Officer (CK)	Risk of not delivering the actions and outcomes of the new ED Strategy

CS17.2	Present performance indicators of action plan to Overview and Scrutiny annually.	Democratic Services	01/10/19	30/11/19	Community Service Manager (KW) /Economic Development Partnerships Officer (CK)	Failure to update councillors on progress
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Outcome 18. Business skills and employment opportunities are created across the borough

Corporate Priority: Choose from Prosperity, People, Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS18.1	Create business skills and employment opportunities with Waverley Training Services	Officer time	01/04/19	31/03/20	Economic Development Partnerships Officer (CK)/ Centre Manager WTS (AOS)	Risk of not delivering the actions and outcomes of the new ED Strategy
CS18.2	Work with the local job and opportunities clubs to help address unemployment in deprived wards	ED Budget	01/04/19	31/03/20	Economic Development Project Officer (GD)	Job clubs closing / no specialised service in these communities
CS18.3	Support UCA graduates staying and working in the borough	Officer time	01/04/19	31/03/20	Economic Development Partnerships Officer (CK)	
CS18.4	Support education establishments to maximise opportunities to work with local communities	Officer time	01/04/19	31/03/20	Economic Development Partnerships Officer (CK)	

Outcome 19. Visitor economy initiatives are supported

Corporate Priority: Choose from Prosperity, People, Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS19.1	Gathering up to statistics on the value of the local visitor economy	£1.5k	started	31/03/20	CK/Community Service Manager (KW)	Not understanding or increasing local visitor economy for local businesses
CS19.2	Work with Surrey County Council and Visit Surrey to find a long term solution for supporting the tourism sector	Officer time	01/04/19	31/03/20	Economic Development Partnerships Officer (CK)	reduction in visitors negative impact on local businesses
CS19.3	Produce marketing materials to promote tourism in the borough	ED Budget	01/04/19	31/03/20	Economic Development Partnerships Officer (CK)/Community Development Officer - Arts (CH)	Tourism opportunities not promoted
CS19.4	Hold quarterly tourism events	ED Budget / Officer time	01/04/19	31/03/20	Economic Development Partnerships Officer (CK)	No network opportunities

Service Plan 2019-2022

Head of Service:	Richard Homewood
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Andrew Bolton, Cllr Kevin Deanus, Cllr Jenny Else

Service: **Environment**

Service Profile

The Environment Service is comprised of a number of teams:

Environmental Health - Food Safety and Health & Safety Team

Their priorities are to ensure that food produced and sold in Waverley and workplaces and leisure facilities in Waverley are as safe as can be. Through a programme of planned inspections, sampling programmes, complaint investigation and education, we ensure businesses are operating safely and those affected by the work activities are protected. We also investigate infectious diseases.

Environmental Health - Environmental Protection Team

This team is responsible for investigation and regulation of various forms of pollution. Their priorities are to minimise pollution of the environment and harm to the population as a result of pollution and minimise nuisance caused by unreasonable and anti-social behaviour. They operate an extensive air quality monitoring regime and undertake detailed work on particular hot spots, help manage the legacy of contaminated land across the Borough, monitor the management of industrial emissions and deal with a wide range of nuisance complaints from the community including residential and commercial noise or odours and bonfire and smoke nuisance.

The Environmental Protection Team also licence establishments under animal welfare legislation and manage the pest and stray dog services provided by private contractors.

Environmental Services

The Environmental Services Team are responsible for the Council's 'Waste Management Contract' with Veolia Environmental Services, which covers: Waste, recycling, street cleaning and other street scene services. Their priorities are to reduce waste, increase recycling and maintain a clean environment. A new contractor (BIFFA) will take over the service from 1 November 2019.

The Operational officers manage the day-to-day provision of the services and monitor the performance of the contractor. The Customer Services team are responsible for managing a large number of customer queries received every day, and the Project Officers are responsible for providing an educational / advocacy role, promoting recycling and sustainability to Waverley residents.

Other services managed by this team include: clinical waste, garden waste, food waste, bulky waste collections, abandoned vehicle removal, graffiti removal, and the provision of public conveniences.

Parking Services Team

The Parking Services Team is responsible for the provision and maintenance of off-street car parks in Waverley. Their priorities are to provide a high quality, value for money service which maximises opportunities to park where people want to visit. The operational officers are responsible for ensuring all car parks are maintained in a safe condition, identifying and managing improvement projects as required, and proactively managing demand for parking space throughout the borough through the Council's Off-Street Parking Order. In addition the administration officers manage the Council's 'Parking Services' contract with NSL and the Pay-by Phone Contractor, deal with routine enquiries and monitor income and process objections and adjudicate on formal appeals against penalty charge notices.

Emergency Planning - Dealing with emergencies

The priorities are to ensure we are as prepared as possible to deal with any eventuality which could impact on the community or on our business.

There are a number of specific responsibilities that rest with Waverley, as "Category 1" responders for emergencies which affect the Borough. These include the preparation of emergency plans, sharing information, warning and informing the public of emergency situations, coordinating the response to emergencies with other agencies, and providing assistance and advice to the community.

In addition to these outward facing services the Emergency Planning and Resilience Services develops and supports the business continuity of the Council to ensure we are able to continue to provide essential services in the event of an incident affecting our own business operations.

Corporate Health and Safety

As an employer, the Council has duties under the Health and Safety Act 1974 to ensure the health, safety and welfare of its staff, premises, visitors, contractors and others who use its services. Our priorities are to refine our corporate health and safety policies and procedures to ensure so far as is reasonably practicable nobody is put at risk as a result of our business activities. We routinely monitor and review risk-based assessments of our activities and provide training and support where necessary.

Licensing Team

The Licensing Team's primary role is to ensure public safety and contribute to the reduction in anti-social behaviour and crime by regulating the sale of alcohol and licensing of taxi and private hire vehicles and drivers. They work closely with the Police and other agencies to help make Waverley a safe place for people to live, work and enjoy their leisure time.

Environmental Enforcement Team

Working alongside the Licensing and Environmental Services Teams and with other enforcement services within and outside of the council, this team works to protect the environment and the community by tackling anti-social behaviour such as littering, fly tipping, dog fouling, dog control etc. They are key to the Joint Enforcement Initiative and encouraging a cultural change across the organisation in respect of the council's approach to enforcement.

Sustainability & Projects

Priorities are to reduce carbon emissions from Waverley's own operations and residents homes. The Sustainability Manager and projects officers support the council in the reducing carbon and greenhouse gas emissions across the Borough, whether caused by energy use in buildings, street lighting, landfill waste or vehicle fleets.

They are responsible for the development and delivery of the council's Energy Efficiency Plan and initiatives, monitoring and reporting of greenhouse gas emissions as required by statute, and the engagement of Waverley residents to improve the energy performance of their homes through partnership working.

Service Team: Environmental Health

Team Leader: Victoria Buckroyd - Environmental Health Manager

Business As Usual

Outcome 1.	Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

ES 1.1	<p>Food Safety Regulation (including the Food Hygiene Rating Scheme) . To deliver the requirements of the Food Standards Agency Framework Agreement and the FSA Brand Standard, whilst providing appropriate business support and regulation to meet the local need. The Environmental Health Food Service Plan 2019/20 describes the service.</p> <ul style="list-style-type: none"> • Advice and compliance inspections / investigations for statutory food service carried out in accordance with the inspection programme. • Undertake planned Category A & B inspections within 28 days of the specified date. Category A, are inspected at least every 6 months. Category B, are inspected at least every 12 months. • Submit a quarterly report to the Environment Overview & Scrutiny (O&S) Committee. Target is 100%. 	Existing Resources	01/04/19	31/03/2020	Environmental Health Manager (VB)	Statutory requirement to meet - Food Safety Agency would Audit and require action to be taken. Poor media coverage
ES 1.2	<p>Statutory duty to control and investigate outbreaks of communicable and food related infectious diseases, having regard to the Food Standard's Agency's guidelines on the management of outbreaks of foodborne illness and Public Health England's operation guidance on communicable disease outbreak management.</p>	Existing Resources	01/04/19	31/03/20	Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage
ES 1.3	<p>Health & Safety Regulation and Business Support. To deliver the requirements of the Health and Safety Executive HSE National Code whilst providing appropriate business support and regulation to meet local need. The Environmental Health, Health & Safety Service Plan 2019/20 describes the service.</p> <ul style="list-style-type: none"> • Advice and compliance inspections / investigations for statutory health & safety service carried out in accordance with the National Code. 	Existing Resources	01/04/19	31/03/20	Environmental Health Manager (VB)	Statutory requirement to meet - HSE would Audit and require action to be taken. Poor media coverage
ES 1.4	<p>Meet Statutory Duty to investigate accidents, to determine whether offences have been committed and to prevent reoccurrence. Prescribed accidents, dangerous occurrences and occupational diseases are reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. Accidents would include fatalities and accidents involving visits to hospital or currently more than 7 days off work. Certain accidents involving employees, the self-employed and members of the public are also reportable.</p>	Existing Resources	01/04/19	31/03/20	Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage
ES 1.5	<p>Respond to service requests for advice/ investigations for statutory environmental protection being carried out in response to complaints and enquiries.</p>	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage

ES 1.5	Respond to planning consultations to proactively try and make sure developments minimise their impacts on neighbours, future occupants and the environment	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Inappropriate development. Poor media coverage
ES 1.6	Respond to licensing consultations in our capacity as the Responsible Authority for the prevention of public nuisance for Premises Licenses	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage.
ES 1.7	Collection of stray dogs	Maintain current staff/contractor arrangement	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage.
ES 1.7	Pest control and facilitating owners/occupiers to control pests which could impact on public health	Maintain current staff/contractor arrangement	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Complaints about lack of service. Poor media coverage. Loss of income
ES 1.8	Animal welfare activity licences, scrap metal dealer licences and street trading consents issued and monitored	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage.
ES 1.9	Prescribed process permits issued and monitored to control their emissions to air	Maintain current staff/contractor arrangement	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Poor emissions to air. Statutory requirement. Legal action against WBC.
ES 1.10	The identification and remediation of land contamination working with others, specifically encouraging the voluntary remediation of sites identified as potentially contaminated through the development control process	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Land not suitable for use. Statutory requirement. Legal action against WBC.

ES 1.11	Private Water Supplies sampled and risk assessed, and appropriate action taken to protect public health	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement - possible legal action against WBC by Drinking Water Inspectorate.
ES 1.12	A monthly satisfaction survey of business customers of Environmental Health is undertaken. The figure is the percentage of business customers who respond that they have been treated fairly and/or the contact has been helpful. A quarterly report is shared with the Environment O&S Committee. Target is 85%	Existing Resources	01/04/19	31/03/20	Environmental Health Manager (VB)	Reduction of satisfaction with our services.
ES 1.13	Work with Economic Development Team to create a business friendly culture, build more effective links with Chambers of Commerce and businesses to provide advice and support on Food Safety, Health and Safety and Environmental compliance.	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Increase in businesses failing to understand their legal responsibilities and further enforcement action needed.
ES 1.14	Work jointly with Public Health colleagues to support the health and well-being strategy by protecting the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health & safety and environmental protection legislation.	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Lack of effective joined up working. Opportunities to protect public health missed.

Outcome 2. Improvement in Air Quality in Waverley						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 2.1	Monitor air quality, completion of diffusion tube survey and management of automatic analysers.	Existing Resources/contract or arrangements	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage
ES 2.2	Encourage and facilitate actions, along with stakeholders, to reduce emissions to air and improve air quality	Not known at this time, see ES 3.4. Staff time and funding of initiatives	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement for Air Quality Action Plans in AQMS. Impacts on public health. Poor media coverage

ES 2.3	2019 Annual Status Report published, including updates for 2017 and 2018	Maintain current staff/contractor arrangement	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC by DEFRA. Poor media coverage
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Team Projects

Outcome 3.						
Corporate Priority: <i>People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 3.1	Implement the review, and enhanced arrangements, for air quality monitoring sites across Waverley completed in 2018/19. Review progress at stakeholder meetings	Existing Resources/contract or arrangements	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement to identify AQMAs. Poor media coverage
ES 3.2	Contribute and monitor progress on the Surrey Air Alliance Schools Air Quality Programme in respect of participating schools in Waverley. Review progress at stakeholder meetings	Existing Resources/project working with Surrey Air Alliance	01/04/19	31/12/19	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage
ES 3.3	Complete modelling project on air quality concentrations, impacts on public health and source apportionment of air pollution across Waverley. Review progress at stakeholder meetings	Existing Resources/project working with Surrey Air Alliance	01/04/19	01/06/19	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement for Air Quality Action Plans in AQMS. Impacts on public health. Poor media coverage
ES 3.4	Once the modelling project is complete (ES 3.3) develop a revised Air Quality Action Plan with stakeholders to reduce emissions to air and improve air quality. Review progress at stakeholder meetings	Staff Time	01/04/19	31/12/19	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement for Air Quality Action Plans in AQMS. Impacts on public health. Poor media coverage

ES 3.5	Implement the new licensing arrangements for animal welfare activities	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage.
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Service Team: Environmental Services **Team Leader: Colin Mee - Environmental & Parking Services Manager**

Business As Usual

Outcome 4. The standard of performance of the current waste, recycling and street cleaning contractor during the final year of the contract is maintained.						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 4.1	Maintain close working relationship with the contractor and hold regular performance review meetings to ensure the existing high level of performance is maintained for the remainder of the contract.	Existing resources	01/04/19	31/10/19	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Decline in performance of contractor and lack of trust and confidence. Damage to public reputation of Waverley BC.

Outcome 5. Improved customer satisfaction with waste, recycling and street cleaning services.						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 5.1	Work with contractors to improve the current street cleaning schedules, and continue to deliver improved performance relating to street cleaning, particularly through the leafing season. Feedback from comment cards = 80% 'good' or 'excellent' rating.	Existing Resources	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Service standards not met.
ES 5.2	Monitor street cleaning performance to ensure 100% of scheduled street cleans take place on time. When inspected, at least 90% of street cleans carried out to be graded as grade A (immaculate) or B (small levels of detritus).	Existing Resources	01/04/19	31/10/19	Environmental & Parking Services Manager (CM/JCP)	Service standards not met
ES 5.3	Work with contractors to ensure missed collections per week do not exceed 40 per 104,000 collections.	Existing Resources	01/04/19	31/10/19	Environmental & Parking Services Manager (CM/JCP)	Service standards not met

ES 5.4	Continue to work with Surrey Waste Partnership (SWP) on waste and recycling initiatives to maintain a recycling contamination rate below 5%.	Existing Resources	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Failure to meet recycling Targets
ES 5.5	Maximise use of the recycling service by continuing to promote waste reduction, improve recycling rate to 60% and reduce residual waste per household to 85kg	Existing Resources	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Revenue funding and SWP funding
ES 5.6	Maximise potential of garden waste scheme and promote to encourage new subscribers to achieve an increase in garden waste subscriptions to 15,000.	Additional resources during renewals	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Reduced Income

Outcome 6. Effective management of off-street car parking provision in the Borough						
Corporate Priority: Prosperity, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES .6.1	To ensure the seamless transition of the extension to the parking enforcement contract and the relocation of the contractor to new accommodation provided by the council.	Officer Time	01/04/19	31/03/2020 ongoing	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Lack of contract and enforcement loss of revenue
ES 6.2	To ensure Waverley provides safe and well maintained car parks by implementing car park improvements identified in year 4 of the new Waverley Borough Council 10-year Car Park Maintenance and Improvement Programme by delivering projects on time and within budget.	Officer Time	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Poorly maintained car parks, potential insurance claims, poor quality offer for visitors

Team Projects						
Outcome 7. Effective mobilisation of the new Waste Recycling and Street Cleaning contract from 1 November 2019						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 7.1	Create a contract mobilisation team and conduct a series of mobilisation planning meetings with the contractor to ensure a seamless transition from the incumbent contractor to the new contractor, maintaining the current high standard of contract performance during and after the process.	Officer Time	01/11/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of income reduced usage

ES 7.2	Work with the new contractor to plan the smooth implementation of subsequent changes to service provision, collection days, range of materials collected etc.	Officer Time	01/11/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of potential income
ES 7.3	Review the provision of Household Recycling Centres across the borough following the introduction of the increased range of recyclable materials collected at kerbside	Officer Time	01/11/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Increased costs and rejection rates
Outcome 8. Develop a strategic approach to off street parking provision which maximises capacity to meet demand and supports the local economy whilst						
Corporate Priority: Prosperity, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 8.1	Conduct a strategic review of off-street parking provision and a feasibility study to identify opportunities for increasing capacity to meet demand, improving standards of provision and maximising the yield from the Council's assets.	Officer Time	01/04/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of income reduced usage
ES 8.2	Review the parking charging strategy in consultation with Town and Parish Councils & Chambers of Commerce to manage differing and possibly conflicting parking demands more effectively and maximise use of parking spaces in support of the local economy.	Officer Time	01/04/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of potential income
ES 8.3	Working with the Environmental Protection Team, Sustainability Manager and Waverley Air Quality Steering Group (WAQSG), investigate the potential for use of electric vehicle charging points in off-street parking places, and build business case for implementation.	Officer Time	01/04/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of reputation
ES 8.4	To generate new income streams by continuing to progress projects that improve and enhances car parks in Haslemere and Farnham.	Officer Time	01/04/19	31/03/2021 ongoing	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Capital Funding for improvements New Income streams

Outcome 9. Improved customer satisfaction and service delivery.						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 9.1	Develop link with new appointed contractor and develop their CRM systems linked to Waverley; develop and train staff as necessary.	Officer Time	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP) / Customer Services Team Leader (JS)	Lack of training leading to poor customer service

Service Team: Emergency Planning **Team Leader: Recruiting to the post**

Business As Usual

Outcome 10. Improve local arrangements to support the Councils legal responsibility under the Civil Contingencies Act (CCA) 2004 to provide Emergency						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 10.1	Work with Surrey Local Resilience Forum for the combined development of recovery and response planning within the Borough of Waverley.	Officer time and Partnership working	01/04/19	01/10/19	TBC	To provide a robust response and recovery to members of the public during
ES 10.2	Review/update and deliver appropriate contingency plans on time.	Officer time	01/04/19	01/12/19	TBC	Waverley Emergency Preparedness

Outcome 11. Continue to build and grow Waverley's Business Continuity Management Planning.						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 11.1	Embed into the organisation Business Continuity Management - regular training and exercising	Officer Time and Heads of Service.	01/04/19	01/12/18	TBC	Outside of the CCA 2004 and in breach of legal requirements
ES 11.2	Strategic Business Continuity Management	Officer Time and Heads of Service.	01/04/19	01/12/22	TBC	Failure to provide critical services to public we serve

Outcome 12. Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 12.1	Embed a Health and Safety culture within the council. Ensure all policies and procedures are effectively implemented and complied with by staff.	Officer Time and Heads of Service. Commitment and support from Mgt Board / HoST	01/04/19	31/03/20	TBC	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regs 1999
ES 12.2	Monitoring and investigating accidents and near misses. Identifying trends and implementing control measures to reduce direct and indirect costs to the Organisation.	Officer Time. Senior Management and CEO ownership	01/04/19	31/03/20	TBC	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regs 2000

Team Projects

Outcome 13. Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 13.1	Complete the programme of reviews of corporate health and safety policies and procedures due during the period	Officer Time and HoS.	01/04/19	31/03/20	TBC	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regs 1999

Service Team: Licensing - under the remit of Community O&S

Team Leader: Paul Hughes - Licensing Manager

Business As Usual

Outcome 14. Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

ES 14.1	Continue to deliver the planned Licensing compliance inspection programme, ensuring that 240 planned compliance check visits are undertaken annually and that the results and any concerns are reported internally and shared with key partners including Surrey Police and are acted upon.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.2	All Licensing compliance issues are acted upon and further monitoring and programmed inspection activity is undertaken on a risk-assessed basis.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.3	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by reviewing existing processes and policies.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Process may not ensure public safety
ES 14.4	Continue to improve customer focus across all areas of the Council's licensing function through a programme of channel shift and continuing customer services. Skills training is carried out for all Licensing staff.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Staff not up to date with current legislation and licensing practice
ES 14.5	Complete Child Sexual Exploitation training and roll out for all licensed drivers in line with Surrey wide programme.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Public safety cannot be assured

Service Team: Environmental Enforcement	Team Leader: Paul Hughes - Licensing Manager
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Business As Usual

Outcome 15. Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social

Corporate Priority: <i>Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 15.1	Carry out effective enforcement against fly-tipping and littering throughout the borough	Existing resources	01/04/19	31/03/20	Licensing Manager (PH)	Increased fly tipping, loss of WBC reputation
ES 15.2	Review the litter enforcement programme in partnership with East Hampshire District Council and determine the future of the service	Legal support for S101 agreement Potential Income	01/04/19	31/03/20	Licensing Manager (PH)	Increased littering, loss of WBC reputation
ES 15.3	Monitor the effectiveness and performance of the waste, recycling and street cleaning contractor on behalf of the Environmental Services Manager and report performance on a regular basis at performance review meetings.	Existing resources	01/04/19	31/03/20	Licensing Manager (PH)	Standards of service fall. Failure to meet contract specification

Service Team: Sustainability	Team Leader: Fotini Vickers - Sustainability Manager
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Business As Usual

Outcome 16. Ensure the impact of the organisation's activities on the environment is reduced / minimised						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 16.1	Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency targets	Officer Time	01/04/19	31/03/22	Sustainability Manager	Failure to meet energy efficiency targets. Failure to comply with legal requirement to produce annual report

Team Projects

Outcome 17 Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 17.1	Working with the Environmental Protection Team, Environmental Services Team and Waverley Air Quality Steering Group (WAQSG), investigate the potential for use of electric vehicle charging points in off-street parking places, and build business case for implementation.	Officer Time	01/04/19	31/03/20	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles
ES 17.2	Introduce trial electric vehicle charging points in selected car parks in each major settlement and evaluate after 12 months.	Officer Time	01/04/19	31/03/20	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles

Service wide or cross cutting projects

Outcome 18. Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

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ES 18.1	Continue to develop and deliver the Joint Enforcement Initiative working with the Safer Waverley Partnership Joint Action Group to ensure more effective partnership working between internal departments and external partner agencies and more effective coordination of action against Environmental Crime and Anti-social behaviour	Officer time Support from Head of Service Team (HoST) to engage front line teams and other agencies. Support for Heads of Service to deliver	01/04/19	31/03/20	Head of Environmental Services (RH) /Licensing Manager (PH)	Less effective and efficient use of resources to protect the community and the environment
ES 18.2	Subject to Executive approval implement the Public Space Protection Order No.1 in respect of dog fouling throughout the borough.	Officer time Mutual Support with Parks and Open Spaces Team. Additional costs for signage and publicity	01/04/19	31/03/20	Head of Environmental Services (RH) /Licensing Manager (PH)/ Greenspaces Manager (ML)	Failure to reduce the impact of dog fouling on the community and the environment
ES 18.3	Complete public consultation on Public Space Protection Order No.2 in respect of dog control issues and present the results to the Executive with a view to implementation.	Officer time Mutual Support with Parks and Open Spaces Team. Additional costs for signage, publicity etc.	01/04/19	31/03/20	Head of Environmental Services (RH) /Licensing Manager (PH)/ Greenspaces Manager (ML)	Failure to reduce the impact of poor control of dogs on the community and the environment.
ES 18.4	Work with Safer Waverley Partnership partner agencies to evaluate the need for a Public Space Protection Order in respect of Anti-Social Behaviour and progress such action as deemed appropriate based on the evidence produced.	Officer time Mutual Support with Parks and Open Spaces Team. Additional costs for signage, publicity etc.	01/04/19	31/03/20	Head of Environmental Services (RH) /Licensing Manager (PH)/ Greenspaces Manager (ML)	Failure to reduce the impact of anti-social behaviour on the community and the environment.
ES 18.5	Implement a training and development programme to support the development of the Joint Enforcement Initiative	Support from HoST to engage front line teams	01/04/19	31/03/20	Head of Environmental Services (RH)	Staff not skilled and equipped to deliver effective enforcement
ES 18.6	Develop and implement a communications strategy to promote public awareness of the Joint Enforcement Initiative	Support from Comms Team	01/04/19	31/03/20	Head of Environmental Services (RH)/ Communications & Engagement Manager (HR)	Lack of Public awareness of the initiative

ES 18.7	Complete review of Unauthorised Encampment Policy and procedures and agree revised protocol with Surrey Police	Support from HoST, Front Line Services	01/04/19	31/03/20	Head of Environmental Services (RH)	Less effective response to unauthorised encampments
ES 18.8	Implement an Unauthorised Encampment procedure training programme for front line field officers	Support from Learning and Development and Planning Enforcement	01/04/19	31/03/20	Head of Environmental Services (RH)/Enforcement Team Leader (VC)	Less effective response to unauthorised encampments
ES 18.9	Develop and implement effective protocol with Surrey Police to coordinate intelligence and action on Serious Organised Crime.	Existing Resources	01/04/19	31/03/20	Head of Environmental Services (RH)	Less effective response to SOC
ES 18.10	Develop and implement staff awareness training programme on partnership working on Serious and Organised Crime	Existing resources	01/04/19	31/03/20	Head of Environmental Services (RH)	Lack of awareness of staff of SOC. Lower levels of reporting and intelligence sharing to detect and prevent SOC
ES 18.11	Promote the more effective use of Community Protection Notices and Fixed Penalty Notices by all front line services with an enforcement aspect to their role.	Officer time Support from HoST to engage front line teams	01/04/19	31/03/20	Head of Environmental Services (RH)/Licensing Manager (PH)	Less effective intervention and prevention of Anti-social behaviour and nuisance
ES 18.12	Develop and implement corporate policies and procedures on the use of CCTV systems for enforcement, monitoring and surveillance	Officer time. Resources for CCTV cameras	01/04/19	31/03/20	Head of Environmental Services (RH)/Licensing Manager (PH)	Less effective detection and prevention of ASB and crime. Less effective enforcement of environmental legislation
ES 18.12	Develop and implement a corporate system for processing fixed penalty notices and recovering fines	Support from IT and Legal Teams	01/04/19	31/03/20	Licensing Manager (PH), IT and Legal	Less effective enforcement and control of environmental crime

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Service Plan 2019-2022

Head of Service:	Peter Vickers
Strategic Director:	Graeme Clark
Portfolio Holders:	Cllr Ged Hall

Service:	Finance
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Service Profile 2019-2022

The Revenues and Benefits Service is responsible for the collection of council tax and business rates, the payment of housing benefit and council tax support. The key objectives for the service are:

- to provide a cost-effective revenue service that achieves the maximum collection rate possible for the Council Tax and Business Rates due from residents and businesses in the Borough
- to ensure our customers receive their entitlement to benefit to help them meet their housing costs and to make payments quickly and accurately.

The Finance Service provides a wide range of accountancy and exchequer services to internal and external customers. The key objectives for the service are:

- to ensure robust and effective management of Waverley's financial resources with clear and transparent reporting of the Council's accounts and transactions
- to give clear advice to Members, staff and other organisations to support sound decision making and prudent financial management
- to manage all of the Council's incoming and outgoing financial transactions in accordance with good practice and Waverley's policy and control framework

Service Team: Housing Benefit Service	Team Leader: Nicky Harvey - Benefits Manager
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Business As Usual

Outcome 1. Waverley residents receive an efficient and accessible Housing Benefit Service.

Corporate Priority: <i>Prosperity and People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
F1.1	All new housing benefit claims are responded to and provisionally assessed on the day of receipt.	none	in place	on going	Benefits Manager (NH)	Delay in entitlement assessment will negatively impact on claimants housing security
F1.2	Service performance standards (new claims and changes in circumstances processing) are within target turnaround days.	none	in place	on going	Benefits Manager (NH)	Delay in entitlement assessment will negatively impact on claimants housing security
F1.3	Weekly review of service performance data with the Housing Benefits team and Head of Finance to inform service delivery planning.	none	in place	on going	Benefits Manager (NH)	Service performance is not understood, corrective action cannot be taken.

F1.4	Maintain dialogue with Department for Work and Pensions (DWP) to comply with their requirements for the implementation of Full Universal Credit (UC) (for all new working age claimants) from October 2018.	none	in place	on going	Benefits Manager (NH)	Gap in service resulting in a detrimental impact on claimants moving over the Universal Credit
F1.5	Housing benefit subsidy financial performance will be reviewed monthly to maintain benefit calculation accuracy rate within the DWP Local Authority 100% subsidy threshold.	none	in place	on going	Benefits Manager (NH)	Financial impact on the council.

Team Projects

Outcome 2. Support the Corporate Channel Shift project objectives.						
Corporate Priority: <i>Prosperity and Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
F2.1	Collaborate with the Channel Shift initiative to develop customer self service functionality.	none	on going	on going	Benefits Manager (NH)	Failure to deliver the full outcomes and objectives of channel shift.

Service Team: Revenues Service **Team Leader: Nicky Harvey - Benefits Manager**

Business As Usual

Outcome 3. Exceed 99% collection for local taxation.						
Corporate Priority: <i>Prosperity, People and Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
F3.1	Weekly review of service performance data with the service manager and Head of Finance to inform service delivery planning.	none	on going	on going	Benefits Manager (NH)	Poor customer service, negative impact on tax base and collection rates
F3.2	Redesign processes within the Revenue service to ensure all incoming correspondence is cleared in one working day from receipt.	none	01/04/19	on going	Benefits Manager (NH)	Poor customer service, negative impact on tax base and collection rates
F3.3	Ensure effective risk based processes are in place to maximise the tax base.	none	01/04/19	on going	Benefits Manager (NH)	Tax base will be eroded

F3.4	Develop a centralised systems and processes controls team to ensure an accurate tax base administration, government returns, financial controls and maintain Civica system integrity.	none	01/04/19	on going	Benefits Manager (NH)	Tax base will be eroded, inaccurate data, Civica system not compliant.
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Team Projects

Outcome 4. Service is redesigned and integrated with the Benefit Service						
Corporate Priority: <i>Choose from Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
F4.1	Complete the Revenues Service redesign, cutting out inefficiency and refocus the service on the customer.	none, funded from DCLG service improvement grant.	01/02/18	30/06/19	Head of Finance (PV)	Revenues service will not have any capacity for improvement, resulting in inadequate customer service.
F4.2	Implement and establish the redesigned service processes.	none, will be contained within existing revenue budget	01/04/19	ongoing	Benefits Manager (NH)	Team will not benefit from the efficiencies identified in the review.
F4.3	Integrate the Revenues Service and Benefits service into a single service.	none, will be contained within the revenue budget.	01/04/19	ongoing	Benefits Manager (NH)	Economies of scale and improved efficiencies will not be realised.

Service Team: Finance (Accountancy & Exchequer) Team Leader: Walter Stockdale - Financial Services Manager

Business As Usual

Outcome 5. Robust budget monitoring arrangements are in place that is commensurate with the size, risk, complexity and volatility associated with particular revenue budgets and capital schemes.	
Corporate Priority: <i>Prosperity, People and Place</i>	

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
F5.1	Develop a monthly management reporting format, tailored to specific audiences.	none	on going	on going	Accountant Manager (RP)	Inappropriate management information will impact decision making and governance.
F5.2	Develop the online budget monitoring process to incorporate forecast updates actioned by service managers.	none	on going	on going	Accountant Manager (RP)	Process will be cumbersome and inaccurate, wasting significant time.
F5.3	Ensure all services are supported with proactive financial management and support.	none	on going	on going	Accountant Manager (RP)	Services carrying higher financial risk will not be adequately managed leading to potential financial loss.

Outcome 6.	An effective process is in place to ensure the Council has a balanced General Fund annual budget and robust Medium Term Financial Plan.					
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	Corporate Priority: Prosperity, People and Place					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
F6.1	Ensure management are engaged in effective service planning and review processes.	none	on going	on going	Head of Finance (PV)	Lack of understanding and buy-in to the current and future financial situation.
F6.2	Review previous year annual outturn against current year performance and future budget requirements with Heads of Service.	none	01/06/19	31/07/19	Head of Finance (PV)	Mis-aligned and uninformed management decisions.
F6.3	Ensure the Value for Money Scrutiny committee and Executive are briefed on the all decisions that impact on the Medium Term Financial Plan.	none	on going	on going	Head of Finance (PV)	Decisions are taken out of line with the Medium Term Financial Plan.
F6.4	Lead on developing and implementing actions plans to ensure a balanced annual budget and Medium Term Financial Plan.	none	on going	on going	Head of Finance (PV)	Unsound financial situation

Team Projects

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Outcome 7.	The Agresso financial IT system and supporting financial administrative processes provide an efficient and cost effective solution to front line service administration to facilitate a reduction in administration capacity and transaction costs.					
	Corporate Priority: <i>Prosperity, People and Place</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
F7.1	Develop a work programme of service reviews(interventions) to identify the required Agresso configuration, including cost benefit analysis for each intervention.	To be identified within the programme on an invest to save basis.	01/11/18	31/03/19	Financial Services Manager (WS)	Services use inadequate IT solutions for managing large volume client bases, in bespoke and ad hoc systems.

Service wide or cross cutting projects

Outcome 8.						
	Corporate Priority: <i>Choose from Prosperity, People, Place</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
F8.1	Participatory Budget Group ? To be confirmed					

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Service Plan 2019-2022

Head of Service:	Hugh Wagstaff
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Carole King

Service: **Housing Operations**

Business as usual / Service description

Housing Operations is made up of five teams who manage and maintain Council homes and tenancies:

- **Property Service Team** - responsible for the management of the council's housing portfolio and ensuring homes are kept in good repair through the delivery of planned and reactive works and health and safety compliance. (Monitored through the Corporate Performance indicators: H2, H6, H7, H8, H9)
- **Tenancy and Estates Team** - ensure tenancy conditions are met, supporting tenants and delivering community development opportunities.
- **Rent Accounts Team** - responsible for charging and collecting rent and service charges. (Monitored through the Corporate Performance indicator H5)
- **Senior Living Team** - support older and/or vulnerable tenants to live independently at designated schemes.
- **Family Support Team** - provide practical support to help families.

Page 241

Service Projects

Outcome 1. The service is financially robust with at least £2m reserve						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
1.1	Complete an annual review of Housing Revenue Account (HRA) Business Plan to ensure the service is able to deliver objectives and is financially sound.	none	01/09/19	01/11/19	Housing Finance Manager (LK)	F, LR, S, SD and R
1.4	Develop new asset management strategy to ensure a prudent, planned approach to repairs and maintenance of homes and communal areas	none	01/01/19	01/09/20	Strategic Asset Manager (PT)	F, LR, S, SD and R
1.5	Develop value for money strategy to ensure optimal benefit is derived from resources and assets.	none	01/04/19	01/10/19	Housing Finance (LK)	F, LR, S, SD and R

1.7	Develop processes to minimise the risks of Universal Credit to the HRA Business Plan.	none	01/04/19	01/01/00	Rent Accounts Manager (DH)	F and SD
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Outcome 2. The service meets the needs of residents by meeting satisfaction targets annually

Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
2.2	Implement the "understanding residents needs" project recommendations to ensure the service provides choice, information and communication that is appropriate for the diverse needs of tenants.	none	01/01/20	31/04/2021	Tenancy and Estate Manger (RI)	SD and R
2.6	Review future of Family Support Service to ensure support services meet the diverse needs of our residents	none	01/04/19	31/03/20	Family Support Team Manager (JS)	SD and R

Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023)

Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
3.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development	£20k training	01/04/19	31/03/20	Housing Strategy and Enabling Manager (EL)	LR, S, SD and R
3.2	Develop Housing Human Resources action plan to support Corporate Human Resources Strategy to recruit, retain and develop high quality staff to deliver high quality, value for money frontline services.	none	01/04/19	31/10/19	Service Improvement Manager (AH)	LR, S, SD and R
3.3	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services	none	01/04/19	31/03/20	Service Improvement Manager (AH)	SD and R

3.4	Develop and retain qualified staff to deliver the service objectives and ensure the safety of tenants	£20k training	01/04/19	31/03/22	Operations Manager (HR)	LR, S and SD
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Outcome 4.	We will be recognised as an effective partner within the community by attaining nominations, case studies to O&S and joint events					
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Corporate Priority: <i>People and Place</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
4.2	To develop and maintain effective partnerships to support Community Safety, good neighbourhoods and communities	none	01/04/19	31/03/20	Tenancy and Estate Manger (RI)	S, SD and R
4.5	Work with Partners to seek opportunities to promote health and wellbeing	none	01/04/19	31/03/20	Service Improvement Manager (AH)	S, SD and R

Outcome 5.	The customer experience will be improved by meeting and exceeding satisfaction targets annually					
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Corporate Priority: <i>People and Place</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
5.1	Effective mobilisation of new property services contracts to meet key service performance indicators	£50k	01/09/18	30/04/19	Operations Manager (HR)	F, S, SD and R
5.2	Implement the digital transformation strategy to increase range of means to access services	£50k	01/04/19	31/03/20	Service Improvement Manager (AH)	F, SD and R
5.3	Develop programme to review service standards to ensure continuous improvement and set expectations	none	01/04/19	31/03/20	Service Improvement Manager (AH)	LR, S, SD and R

5.4	Develop review programme for policies to reflect good practice and legislative changes	none	01/04/19	31/03/20	Service Improvement Manager (AH)	LR, S, SD and R
5.5	Deliver stage three of Housing Customer Service development programme	none	01/04/19	31/03/20	Customer Services (TM)	F and SD

* assessed against Corporate risk themes F Financial, LR Legal/Regulatory, S Safety, SD Service Delivery and R Reputation

Joint Housing Service actions

Service Plan 2019-2022

Head of Service:	Andrew Smith
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Carole King

Service: **Housing Strategy and Delivery**

Business as usual / Service description

Strategic Housing and Delivery fulfil the Council's statutory obligations regarding housing and homelessness, build new Council homes and develop service improvements. The service is made up of four teams:

- **Housing Development Team** - identifies opportunities for increasing the supply of council homes and manages the new-build programme. (Monitored through the Corporate performance indicators: P6, P7, H10)
- **Housing Options Team** - provides advice and assistance to prevent homelessness, manages the Housing Register and allocates social rented homes in the Borough. (Monitored through the Corporate performance indicators: H3, H4a, H4b, H4c)
- **Private Sector Housing Team** - provides advice and information on a range of issues affecting the living conditions of people in private sector housing and administers home improvement and disabled facilities grants
- **Service Improvement Team** - develops policy and procedures, manages performance data, implements service improvements and delivers specialist projects including tenant involvement activities and the housing management database.

Service Projects

Outcome 1. The service is financially robust with at least £2m reserve						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H1.2	To support review of Housing Revenue Account (HRA) Business Plan to achieve 10 year new homes delivery plan.	none	01/04/19	31/03/22	Housing Development Manager (LB)	SD and R
H1.3	To complete Ockford Ridge development sites A, B and C and refurbishment phase two and three.	none	01/04/19	31/03/22	Housing Development Manager (LB)	LR, SD and R
H1.5	Develop value for money strategy to ensure optimal benefit is derived from resources and assets.	none	01/04/19	01/10/19	Housing Finance Manager (LK)	F, LR, S, SD and R

H1.6	Deliver new homes programme to meet objectives of the HRA Business Plan including acquisition of land.	£100k	01/04/14	31/03/24	Housing Development Manager (LB)	LR, SD and R
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Outcome 2. The service meets the needs of residents by meeting satisfaction targets annually

Corporate Priority: People

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H2.1	To develop an "understanding residents needs" project to collate information, identify actions and set targets to ensure the service provides choice, information and communication that is appropriate for the diverse needs of tenants.	none	01/04/19	31/12/19	Service Improvement Manager (AH)	SD
H2.3	Review the Home Improvement Policy to meet needs of residents and reflect legislative changes.	none	01/04/19	31/03/20	Private Sector Housing Manager (SB)	LR, S and SD
H2.4	Implement the Housing Strategy action plan to increase supply of affordable housing in the borough with annual review (also outcome 4)	none	01/04/18	31/03/23	Housing Strategy & Enabling Manager (AL/EL)	SD and R
H2.5	Develop and implement Shared Ownership product to maximise homes and options for those in housing need.	£50k	01/04/19	31/03/20	Housing Development Manager (LB)	SD and R
H2.7	Review the new council homes handover process and internal communications for improved future management and maintenance services.	none	01/04/19	31/12/19	Service Improvement Manager (AH)	S and SD

Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023)

Corporate Priority: People

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H3.1	Be an active partner with the Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development	£20k	01/04/19	31/03/20	Housing Strategy & Enabling Manager (EL)	LR, S, SD and R

H3.2	Develop Housing Human Resources action plan to support Corporate Human Resources Strategy to recruit, retain and develop high quality staff to deliver high quality, value for money frontline services.	none	01/04/19	31/10/19	Service Improvement Manager (AH)	LR, S, SD and R
H3.3	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services	none	01/04/19	31/03/20	Service Improvement Manager (AH)	SD and R

Outcome 4. We will be recognised as an effective partner within the community by attaining nominations, case studies to O&S and joint events						
Corporate Priority: People and Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H4.1	Implement the Homelessness Strategy to prevent and tackle homelessness with annual review	none	01/04/18	31/03/23	Housing Needs Manager (MR)	F, LR, SD and S
H4.3	To develop options for Landlord Forum to promote and support local landlords	none	01/04/19	31/03/20	Private Sector Housing Manager (SB)	SD and R
H4.4	Implement Housing Strategy action plan to increase supply of affordable housing in the borough with annual review (also outcome 2)	none	01/06/19	30/09/19	Housing Strategy & Enabling Manager (AL/EL)	SD and R
H4.5	Work with Partners to seek opportunities to promote health and wellbeing	none	01/04/19	31/03/20	Service Improvement Manager (AH)	S, SD and R

Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H5.2	Implement the digital transformation strategy to increase range of means to access services	£50k	01/04/19	31/03/20	Service Improvement Manager (AH)	F, SD and R
H5.3	Develop programme to review service standards to ensure continuous improvement and set expectations	none	01/04/19	31/03/20	Service Improvement Manager (AH)	F, SD and R

H5.4	Develop review programme for policies to reflect good practice and legislative changes	none	01/04/19	31/03/20	Service Improvement Manager (AH)	LR, S, SD and R
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Outcome 6 Ensure Waverley Borough Council complies with all Safeguarding obligations

Corporate Priority: People

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H6.1	Establish Safety Net as single point for storing all safeguarding referrals	none	01/01/19	30/04/19	Head of Strategic Housing & Delivery (AS)	LR, S and R
H6.2	Establish Internal Safeguarding Board	none	01/01/19	30/04/19	Head of Strategic Housing & Delivery (AS)	LR, S, SD and R
H6.3	Ensure all staff engage in relevant Safeguarding training	£1k	01/04/19	31/12/19	Head of Strategic Housing & Delivery (AS)	LR, S, SD and R
H6.4	Review Safeguarding Policy	none	01/07/19	31/10/19	Head of Strategic Housing & Delivery (AS)	LR, S, SD and R

* assessed against Corporate risk themes F Financial, LR Legal/Regulatory, S Safety, SD Service delivery and R Reputation

Joint Housing Service actions

Service Plan 2019-2022

Head of Service:	Richard Homewood
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Andrew Bolton, Cllr Kevin Deanus, Cllr Jenny Else

Service:	Environment - Licensing only
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Service Profile

The Environment Service is comprised of a number of teams, however only Licensing falls under the scrutiny remit of the Community O&S Committee

Licensing Team

The Licensing Team's primary role is to ensure public safety and contribute to the reduction in anti-social behaviour and crime by regulating the sale of alcohol and licensing of taxi and private hire vehicles and drivers. They work closely with the Police and other agencies to help make Waverley a safe place for people to live, work and enjoy their leisure time.

Service Team: Licensing

Team Leader: Paul Hughes - Licensing Manager

Business As Usual

Outcome 14. Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted

Corporate Priority: *People, Place*

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 14.1	Continue to deliver the planned Licensing compliance inspection programme, ensuring that 240 planned compliance check visits are undertaken annually and that the results and any concerns are reported internally and shared with key partners including Surrey Police and are acted upon.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.2	All Licensing compliance issues are acted upon and further monitoring and programmed inspection activity is undertaken on a risk-assessed basis.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.3	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by reviewing existing processes and policies.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Process may not ensure public safety
ES 14.4	Continue to improve customer focus across all areas of the Council's licensing function through a programme of channel shift and continuing customer services. Skills training is carried out for all Licensing staff.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Staff not up to date with current legislation and licensing practice
ES 14.5	Complete Child Sexual Exploitation training and roll out for all licensed drivers in line with Surrey wide programme.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Public safety cannot be assured

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Service Plan 2019-2020

Head of Service:	Elizabeth Sims
Strategic Director:	Graeme Clark
Portfolio Holders:	Cllr Chris Storey, Cllr Kevin Deanus

Service: **Planning**

Service Profile 2019-22

The Planning Service includes three Sections:

- Development Management;
- Planning Policy; and
- Building Control (including Street Naming).

Development Management provides general planning and pre application advice to customers; The Team also validates and processes planning and analogous applications and makes recommendations on these to the Council, for them to be decided by Members at Committee meetings or by the Head of Planning under Delegated Powers. Subsequent appeals against refusals are defended on behalf of the Council. The performance of the Section is monitored by Government indicators for speed and quality (major appeal success). The consequence of underperformance is designation under special measures.

The Planning Enforcement Team investigates alleged breaches of planning control and takes formal action to remedy breaches when necessary.

Planning Policy covers the preparation of Local Plans, and the monitoring of policies. It monitors the receipt and spending of S106 agreements and will support the implementation of CIL, once implemented. The Projects Team provides specialist advice on design, heritage and trees/landscaping.

Building Control is concerned with the structure, safety, accessibility and sustainability of development. The Team provides pre application advice, assesses building control applications and notices and carries out enforcement of unauthorised work. Waverley Building Control operates in a commercial environment and is in competition with Approved Inspectors. They are working to a 3 year Business Plan approved by Council 2016, which envisages the budget to break even by the end of 19/20.

Service Team: Development Management

Section Manager: Beth Howland-Smith - Development Manager

Business As Usual

Outcome 1. Delivery of excellent customer service						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

P1.1	Respond to enquiries in person/writing in accordance with corporate targets	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction will reduce and complaints increase.
P1.2	Improve Customer and Member trust and confidence with timing and content of advice, through enhanced communication and engagement.	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction will reduce and complaints increase.

Outcome 2.	Delivery of efficient and effective pre-application advice					
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Corporate Priority: People/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P2.1	Corporate timescales for written responses met	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction and quality of submitted development will decline.
P2.2	PPA timescales met and use maximised to reduce service costs.	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction and quality of submitted development will decline.
P2.3	Planning surgeries held bi weekly for immediate, high level customer advice	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction and quality of submitted development will decline.

Outcome 3.	Planning and analogous applications are processed in a timely, delivery focused and customer friendly manner					
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Corporate Priority: People/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P3.1	Planning decisions are determined in accordance with the development plan (unless material considerations indicate otherwise) and aim to optimise delivery of housing to meet requirements of Housing Delivery Test	None	01/04/19	31/03/20	Development Manager (BHS)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.

P3.2	Key PIs are met for speed and quality of decision	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction will reduce and Government penalties incurred for under-performance (Special Measures)
P3.3	Minor and small scale applications are validated within five days of receipt	None	01/04/19	31/03/20	Development Manager (BHS)	As above

Outcome 4. Planning appeals are defended to ensure Council's Local Plan policies and Government targets for quality indicator are met and "Special Measures" designation is avoided.						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P4.1	Statutory timeframes and national indicators for handling appeals are met and "special measures"/designation avoided	None	01/04/19	31/03/20	Development Manager (BHS)	Government penalties will be incurred for under-performance; unnecessary cost to Council of indefensible appeals
P4.2	Evidence to support Local Plan Policies provided to defend decisions	None	01/04/19	31/03/20	Development Manager (BHS)	As above

Outcome 5. Planning Enforcement function ensures that development is built out in compliance with the Council's adopted policies and guidelines and the adopted Enforcement Plan						
Corporate Priority: Place/Prosperity						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P5.1	Enforcement Action taken in timely way to minimise length of breach	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact

P5.2	Action taken in accordance with priorities and timeframes adopted in Enforcement Plan	None	01/04/19	31/03/20	Development Manager (BHS)	As above
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Team Project

Outcome 6. New IT system is implemented						
Corporate Priority: Prosperity/People/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P6.1	Scoping of project completed	None	01/01/19	01/03/19	Development Manager (BHS)	Inefficiencies and reduced customer service due to continued reliance on existing out of date software.
P6.2	Test phase carried out and completed	None	01/03/19	01/06/19	Development Manager (BHS)	As above
P6.3	Training for all Officers/users	None	01/04/19	01/07/19	Development Manager (BHS)	As above
P6.4	New system implemented for Development Management/Enforcement	None	01/03/19	01/08/19	Development Manager (BHS)	As above

Page 25/4

Outcome 7 Enforcement Plan Review complete, adopted and published on website						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P7.1	Planning Enforcement Plan reviewed, adopted, published and implemented in compliance in compliance with NPPF, legal framework and new Local Plan.	None	01/04/19	31/03/20	Development Manager (BHS)	Planning Enforcement priorities may not reflect current Council aspirations and legal requirements.

P7.2	Training completed for Officers and Councillors on new Enforcement Plan	None	01/04/20	01/07/20	Development Manager (BHS)	Officers and Members may not be fully cognisant and able to implement reviewed Plan.
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Outcome 8. Planning decision making is more efficient and delivery focused						
Corporate Priority: Prosperity/People/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P8.1	Review of Planning Committee structure completed and implemented	Democratic Services	01/06/19	31/03/20	Head of Planning Services (ES)	Planning Committee decision taking is less strategic and may undermine performance on housing delivery.

Outcome 9. Customer satisfaction with Planning Service is improved						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P9.1	Customer engagement protocol for Planning Service adopted and implemented to include Councillors, developers, Town and Parish Councils and resident groups	None	01/01/19	30/06/19	Head of Planning Services (ES)	Customer and stakeholder satisfaction does not improve.
P9.2	Towns and Parishes training meetings, including "Roadshows" around Parishes, continued	None	01/04/19	31/03/20	Head of Planning Services (ES)	Customer and stakeholder satisfaction does not improve.
P9.3	Annual post development learning visits for Councillors ("The Good, the Bad and the Mediocre tour")	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Customer and stakeholder satisfaction does not improve.
P9.4	Regular Agents' and Developers' Forums continued	None	01/04/19	31/03/20	Head of Planning Services (ES)	Customer and stakeholder satisfaction does not improve.

Page 25/25

P9.5	Scope parameters of the Systems thinking review of processes.	None	01/07/19	31/08/19	Development Manager (BHS)	Continued operational inefficiencies and reduced customer service due to reliance on existing processes.
P9.6	Systems Thinking review undertaken and actions implemented.	None	01/09/19	31/04/2020	Development Manager (BHS)	Continued operational inefficiencies and reduced customer service due to reliance on existing processes.

Outcome 10.						
Corporate Priority: <i>People/Prosperity</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P10.1	In line with approved HR Strategy, comprehensive review of structure and pay scale in Development Management Section is carried out to improve recruitment success, reduce turnover and establish roles to support housing delivery objectives; establish reasons for staff turnover.	HR Support (KM)	01/01/19	01/04/20	Head of Planning Services	Performance and customer satisfaction are not improved due to continued turnover and loss of experienced staff and failure to recruit suitable replacements.

Service Team: Planning Policy **Section Manager: Graham Parrott - Planning Policy Manager**

Business As Usual

Outcome 11.						
The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way						
Corporate Priority: <i>Prosperity/Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

P11.1	Complete task of inputting historic Section 106 information into the Exacom system	None	01/04/19	30/06/19	Planning Policy Manager (GP)	Customer and Member dissatisfaction will increase with a lack of access to information
P11.2	Timely responses to requests for information on Section 106 Agreements	None	01/04/19	31/03/20	"	As above

Outcome 12. The collection, monitoring and spending of CIL receipts are carried out in an efficient, effective and transparent way						
Corporate Priority: Prosperity/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P12.1	CIL receipts are collected and recorded in accordance with agreed procedures.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Loss of CIL income to support infrastructure provision

Outcome 13. The quality of development proposals is enhanced through provision of specialist advice and determination of applications						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P13.1	Provision of excellent and timely design advice to Planning Officers in relation to development proposals	Design South East (£3,000 contribution to Surrey Design)	01/04/19	31/03/20	Planning Policy Manager (GP)	Quality of design in proposals will reduce
P13.2	Provision of excellent and timely tree and landscape advice to Planning Officers in relation to development proposals	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Quality of arboriculture content of proposals will reduce
P13.3	Provision of excellent and timely heritage and conservation advice to Planning Officers in relation to development proposals	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Quality of heritage/conservation content of proposals will reduce

P13.4	Tree work applications are determined in a timely manner in accordance with statutory framework and guidelines.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Customer dissatisfaction will increase and risk of increase in appeals against non-determination
P13.5	Listed building applications are determined in accordance with the Council's targets.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	As above

Outcome 14. Housing delivery is maintained to ensure availability of affordable and other housing to meet needs and to maintain Council control over decision making						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P14.1	Regular monitoring of starts and completions and direct liaison with developers, particularly where there is evidence that sites are not coming forward as quickly as expected	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Inadequate information will be available to inform Council's understanding of performance against the HDT. Corrective action may not be triggered in a timely way.
P14.2	Expand the scope of monitoring information reported in the Authority's Monitoring Report (AMR) to include monitoring the effectiveness of the adopted LPP1 policies	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Penalties from Government - this is a requirement

Team Project						
Outcome 15. Local Plan Part 2 completed and adopted in accordance with agreed milestones						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

P15.1	Local Plan Part 2 submitted to Government	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Development Management policies (e.g. internal space standards) cannot be applied.
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Outcome 16. Neighbourhood Plans are supported and progressed to adoption

Corporate Priority: Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P16.1	Timely responses to draft Neighbourhood Plans and other requests for guidance and support from Neighbourhood Plan groups	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.
P16.2	Neighbourhood Plans successfully proceed to Examination, Referendum and Adoption	None	01/04/19	31/03/20	Planning Policy Manager (GP)	As above

Outcome 17. Infrastructure is provided to support planned growth

Corporate Priority: Place/Prosperity

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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P17.1	Timely implementation of infrastructure projects	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/Member dissatisfaction.
P17.2	Successful bidding for funds from external sources to support infrastructure provision	Shared Transport Planner post with Surrey County Council	01/04/19	31/03/20	Planning Policy Manager (GP)	As above
P17.3	Agreed procedures for the identification of new requests for Section 106 contributions and for the allocation of Section 106 funds to projects	None	01/04/19	31/03/20	Planning Policy Manager (GP)	As above
P17.4	Systems and processes in place to ensure the effective administration of CIL ready for implementation	Additional CIL Officer funded from CIL	01/04/19	31/03/20	Planning Policy Manager (GP)	As above

Outcome 18.	Dunsfold New Settlement is developed as a garden village community
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Corporate Priority: <i>Place/People</i>
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P18.1	Timely and positive progress with pre-application, master planning and planning applications to support the implementation of Local Plan Part 1 Policies SS7 and SS7A	Development Management Corporate Support	07/11/18	ongoing	Planning Policy Manager (GP/SW)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.

Outcome 19.	Environmental quality is maintained and enhanced
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Corporate Priority: <i>Place</i>

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P19.1	Conservation Area appraisals carried out in line with Project Plan.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Conservation Area decision making will occur without up to date review to support quality of decision.
P19.2	Tree Preservation Orders are reviewed (10 per year)	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Decision making on trees on an ad hoc basis will occur. Out of date protection of trees may lead to unnecessary constraint; but trees worthy of protection may be lost.
P19.3	Buildings of Local Merit are agreed and reviewed when necessary or as identified through the Development Management process.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Buildings of Merit may not constitute a material consideration in planning decisions, or given less weight.

Service Team: Building Control **Section Manager: Jane Clement - Business Manager - Building Control**

Business As Usual

Outcome 20.	Building Control is budget neutral and market share has increased					
	Corporate Priority: <i>Prosperity</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

P20.1	Surveyors increase number of partners by 10%	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Three year Business Plan not fully realised in line with Council's expectations; under-achievement on income. Failure to move Service to next stage of alternative models of delivery at expense at Council Tax subsidy.
P20.2	Promote service to gain instruction from 2 + developers (20+ homes)	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	As above
P20.3	Develop relationships internally, e.g. Planning, Property Services, Environmental Health and Executive / Councillors - identify role and cross service instructions (i.e. fire risk assessments; asset development) to enable increased income of 10% + from internal instructions.	None	01/11/18	31/03/20	Head of Planning Services (ES/JC)	As above
P20.4	Increase market share to 65% +	None	01/11/18	31/03/20	Head of Planning Services (ES/JC)	As above

Page 202

Outcome 21.	Building Control and SNN applications processed in a timely, customer focused manner					
	Corporate Priority: People/Prosperity					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P21.1	Validation checks carried out within 24 hours of receipt of application	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Customer dissatisfaction will increase. Loss of market share to AIs due to competition
P21.2	Street Naming applications processed within 4-6 weeks	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Customer dissatisfaction will increase.

P21.3	90% Building Control plans checked within 10 working days	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Customer dissatisfaction will increase. Loss of market share to AIs due to competition
P21.4	Customer survey response 95% Good and Above	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Three year Business Plan not fully realised in line with Council's expectations; under-achievement on income. Failure to move Service to next stage of alternative models of delivery at expense at Council Tax subsidy.

Team Project

Outcome 22.	Building Control & Street Naming will be electronic achieving efficiencies in process and customer service					
	Corporate Priority: Prosperity/People					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P22.1	Implement agile working for Building Control	mobile equipment	01/04/19	01/10/19	Business Manager (Building Control) (JC)	If IT not delivered on time; inefficiencies and reduced customer service due to continued reliance on existing out of date software.
P22.2	Develop electronic case management system for SNN	IT Project Manager (RM)	01/06/19	31/03/20	Business Manager (Building Control) (JC)	As above

Outcome 23.	Review Business Plan and identify other fee earning services					
	Corporate Priority: Prosperity					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P23.1	Mid-term review of business plan, assess model for the future and suggest adjustments in alignment with corporate strategy. Update plan.	Consultants	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Three year Business Plan not fully realised in line with Council's expectations; under-achievement on income. Failure to move Service to next stage of alternative models of delivery at expense at Council Tax subsidy.
P23.2	Professional team members and Team Leaders to identify and research viability of additional services with the aim of creating at least one new service which could generate additional income for the team.	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	As above
P23.3	Identify cross border working applications, review success and lessons learned; each surveyor to identify more than one new opportunity for cross border working	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	As above

Service Plan 2019-2022

Head of Service:	Robin Taylor
Strategic Director:	Tom Horwood
Portfolio Holders:	Cllr Julia Potts, Cllr Ged Hall

Service: **Policy and Governance**

Service Profile 2019-22

Policy and Governance is comprised of 6 teams: Democratic Services; Legal Services; Human Resources; Corporate Policy; Communications and Engagement; and Elections. The Head of Policy and Governance is also the Council's Monitoring Officer.

The Service exists to:

1. Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors (Democratic Services);
2. Provide high quality advice to ensure the Council acts lawfully and transparently and search and provide vital information to house and property buyers in Waverley (Legal Services and Land Charges);
3. Promote a positive and committed staff culture, develop and retain talented staff and ensure Waverley is able to compete effectively in the employment market and be seen as an attractive employer in the local community (Human Resources);
4. Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture (Corporate Policy);
5. Ensure that information about Waverley's services reaches the right people at the right time in the most accurate, efficient and cost-effective way (Communications and Engagement);
6. Prepare for, organise and conduct all types of elections, polls and referendums held in the Waverley Borough (Elections); and
7. Maintain high standards of governance and ethical conduct (Monitoring Officer Function).

Service Team: Corporate Policy

Team Leader: Louise Norie - Corporate Policy Manager

Business As Usual

Outcome 1. The Council has a Corporate Strategy in place, underpinned by an effective performance management framework and culture						
Corporate Priority: <i>Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

PG 1.1	<i>Support effective performance management</i> Ensure that the Council's Performance Management Framework delivers accurate and timely information to decision-makers and key stakeholders	Within existing budgets	01/04/19	31/03/22	Policy and Performance Officer (NC)	Performance doesn't improve
PG 1.2	<i>Support effective policy development</i> Ensure that the Council takes a robust and consistent approach to policy development, including clear and documented review and version control processes for strategies, policies and procedures.	Within existing budgets	01/04/19	31/03/22	Policy and Performance Officer (NC)	Poor or inconsistent policy-making
PG 1.3	<i>Support effective project management</i> Ensure that the Council has, and consistently uses, an up to date Project Management Framework, including common protocols and templates, which drives the delivery of all projects to the required standard of quality, cost and time.	Within existing budgets	01/04/19	31/03/22	Policy and Performance Officer (NC)	Scope creep, non delivery, lack of focus.

Outcome 2. Scrutiny at Waverley is done really well, adding value and improving policy development and decision-making						
Corporate Priority: <i>Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 2.1	<i>Provide policy support to O&S Committees</i> Provide excellent scrutiny policy support to all four O&S committees to deliver an ambitious, valuable and responsive scrutiny programme that supports organisational policy development and good decision making.	Establishment budget is for 1 full time Scrutiny Policy officer. The current second scrutiny policy officer is not part of the establishment and relies on one-off financial contribution from the Finance team.	01/04/19	31/03/22	Policy Officer (Scrutiny)	Scrutiny through committees is ineffectual.
PG 2.2	<i>Provide policy support on O&S projects and working groups</i> Drive O&S task and finish groups by drafting scopes, coordinating officer input, and researching and producing relevant supporting documents.		01/04/19	31/03/22	Policy Officer (Scrutiny)	Task and finish groups would achieve low quality outcomes.
PG 2.3	<i>Develop a positive scrutiny culture</i> Foster positive relationships with Scrutiny Chairs, Vice Chairs, Portfolio Holders and service managers to ensure Scrutiny functions well and supports the Council in making good decisions.		01/04/19	31/03/22	Policy Officer (Scrutiny)	Scrutiny objectives would not be achieved satisfactorily.

Outcome 3. Customer complaints are dealt with effectively and that the council learns from them.						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 3.1	<i>Support colleagues in responding to customer complaints</i> Work with colleagues to ensure all complaints are handled in accordance with Council's corporate complaints policy in a timely and sensitive manner.	Within existing budgets	01/04/19	31/03/20	Corporate Complaints Officer	Waverley's reputation is damaged.
PG 3.2	<i>Learn from customer complaints</i> Quarterly monitoring of complaints and lessons learnt is carried out with the help of Complaints Administrators and reported to Management Board and Councillors.	Within existing budgets	01/04/19	31/03/20	Corporate Complaints Officer	Lessons are not learnt and services don't improve.
Outcome 4. The principles of equality and diversity are embedded into the Council's policy development and decision-making processes						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 4.1	<i>Take a corporate lead on equality and diversity</i> Coordinate the Corporate Equality Group which provides the necessary challenge over equality issues and ensures that the Council is aware of the need to have 'due regard' to the provisions of the Equality Act 2010 in their decision making.	Within existing budgets	01/04/19	31/03/20	Corporate Policy Manager	Non compliance and not benefitting from diversity
PG 4.1	<i>Assess the equality impact of new policies and initiatives</i> Champion the need for Equality Impact Assessments to be undertaken when policies are being developed and provide effective corporate policy support on them	Within existing budgets	01/04/19	31/03/20	Corporate Policy Manager	EQIAs not routinely or properly done

Service Team: Communications and Engagement **Team Leader: Harri Robinson - Communications and Engagement**

Business As Usual

Outcome 5. The Council achieves the vision and objectives set out within its new public communications and engagement strategy 2018-2023						
Corporate Priority: <i>Choose from Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 5.1	<p><i>Keep residents informed and promote civic pride in Waverley</i> Ensure that information about Waverley's services reaches the right people at the right time in the most accurate, efficient and cost-effective way, using a variety of channels: (1) Traditional media; (2) Social Media; (3) TV and radio; and (4) direct communications with stakeholders including Town and Parish Councils.</p>	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	Residents not kept informed
PG 5.2	Take a planned, targeted and evidence-based approach to communications. Work within an agreed annual forward plan focused on priority corporate objectives, signed off by senior management and Portfolio Holders.	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	communications activity is reactive and haphazard
PG 5.3	<p><i>Do more digital but not exclusively digital</i> Utilise new digital technology, including social media channels and the Council's website, to connect effectively with Waverley's residents whilst continuing to ensure we provide high quality face-to-face and other traditional channels of communication for those who don't want to connect with us online.</p>	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	We don't meet customer needs or offer the channels they want to use
PG 5.4	<p><i>Engage with Waverley's residents and customers</i> Listen, meet, survey, consult and engage with Waverley's communities - using the information provided to inform, shape and improve the Council's services.</p>	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	Residents' perspectives do not influence decision-making
PG 5.5	<p><i>Be more commercial</i> Market and promote our paid-for and statutory services and sell advertising space in the Your Waverley magazine to create income.</p>	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	Larger budget gap

Service Team: Democratic Services / Monitoring Officer function

Team Leader: Robin Taylor / Fiona Cameron - Democratic Services Manager

Business As Usual

Outcome 6. The Council's decision-making is democratic, transparent, and informed and councillors are supported to function effectively						
Corporate Priority: <i>Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 6.1	Support committee meetings Provide effective democratic support to all Council committees and key internal committees.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Non compliance
PG 6.2	Facilitate good scrutiny Work with Policy colleagues to deliver a Scrutiny programme that Councillors are fully engaged with.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Scrutiny doesn't add value
PG 6.3	Use IT to save money and be more efficient Continue to develop functionality of Modern.Gov to increase efficiencies in working practices.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Increased costs
PG 6.4	Encourage use of Mod.Gov amongst staff and councillors Continue to promote and support use of iPads by staff and Councillors to reduce printing costs and increase the efficiency of democratic support processes.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Increased costs
PG 6.5	Provide effective support to the Mayor Support the Mayor and Deputy Mayor in their civic and ceremonial roles by providing effective secretarial support and coordinating a range of visits, events and activities.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Mayor not supported / impact on community events etc.

Outcome 7. The Council functions properly, with high standards of governance and ethical conduct						
Corporate Priority: <i>Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 7.1	Provide advice and guidance Support councillors and officers to identify and deal appropriately with any potential conflicts of interests to ensure democratic and transparent decision-making.	Within existing budgets.	01/04/19	31/03/22	Head of Policy and Governance (Monitoring Officer) (RT)	
PG 7.2	Resolve any complaints and questions about council procedure and conduct Respond to complaints made to the Monitoring Officer or questions that arise with respect to Councillors' Codes of Conduct, aiming to resolve matters and ensure any lessons are learnt.	Within existing budgets.	01/04/19	31/03/22	Head of Policy and Governance (Monitoring Officer) (RT)	

PG 7.3	Ensure our governance protocols remain fit for purpose and efficient Work with the Standards Committee to continue to monitor the effectiveness of the Council's Constitution and Scheme of Delegation to ensure they enable quick, transparent democratic processes.	Within existing budgets.	01/04/19	31/03/22	Head of Policy and Governance (Monitoring Officer) (RT)	Non compliance / lack of confidence in the Council's approach
PG 7.4	Support councillors through training on ethics and standards Provide training on Councillor standards to the new Waverley Council and to Towns and Parish Councils.	Within existing budgets.	08/05/19	30/06/19	Head of Policy and Governance (Monitoring Officer) (RT)	
PG 7.5	Appoint and consult as appropriate Independent Persons to the Council Manage appointment of Independent Persons as part of Surrey Authorities Independent Persons consortium.	Within existing budgets.	01/04/19	31/07/19	Democratic Services Manager (FC)	
PG 7.6	Keep all registers of interest up to date Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded following the May 2019 elections.	Within existing budgets.	08/05/19	30/06/19	Democratic Services Manager (FC)	

Team Projects

Outcome 8. Deliver an excellent programme of Councillor Learning and Development

Corporate Priority: Prosperity, People, Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 8.1	Achieve Charter Mark Status in Elected Member Development Develop and deliver a new programme of Councillor Learning and Development, as part of progress towards achieving the South East Employers Charter for Elected Member Development	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Elected Members not fully supported
PG 8.2	Induct, inform and support new and returning members Deliver an Induction Programme for Councillors following elections in May 2019.	Within existing budgets.	08/05/19	31/12/19	Democratic Services Manager (FC)	

Service Team: Elections **Team Leader: Tracey Stanbridge - Senior Manager - Elections and Corporate Projects**

Business As Usual

Outcome 9.	The Council prepares for, organises and conducts all types of elections, polls and referendums held in the Waverley borough.
	Corporate Priority: Choose from Prosperity, People, Place

Page 270

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 9.1	Conduct fair and transparent elections Complete preparations for and conduct of combined Borough and Town/Parish elections.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/19	31/05/19	Senior Manager - Elections and Corporate Projects (TS)	Non compliance
PG 9.2	Prepare for and deliver Police & Crime Commissioner elections, Surrey County Council elections and UK Parliamentary General Election.		01/04/19	31/03/22	Senior Manager - Elections and Corporate Projects (TS)	
PG 9.3	Canvass Prepare for and conduct annual voter registration canvass process.		01/04/19	13/12/19	Senior Manager - Elections and Corporate Projects (TS)	
PG 9.4	Conduct fair and transparent referendums, polls and ballots Prepare for and conduct all neighbourhood planning referendums, By-Elections and 'Business Improvement District' ballots as required.		01/04/19	31/03/22	Senior Manager - Elections and Corporate Projects (TS)	

Page 271

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
Outcome 10.	The Electoral Register is maintained					
	Corporate Priority: Choose from Prosperity, People, Place					
PG 10.1	Maintain the electoral register Deliver the electoral registration service for the Borough	Within existing budgets.	01/04/19	31/03/22	Senior Manager - Elections and Corporate Projects (TS)	Non compliance

Team Projects						
Outcome 11.	Undertake electoral / community governance reviews					
	Corporate Priority: Choose from Prosperity, People, Place					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 11.1	Review polling places in the Borough Prepare for and conduct Borough wide polling places review including consultation process and assessment of any alternative polling places identified.	Within existing budgets.	01/04/19	31/01/20	Senior Manager - Elections and Corporate Projects (TS)	Non-compliance with legislation

Service Team: Human Resources **Team Leader: Katy Meakin - HR Manager**

Business As Usual

Outcome 12. Waverley's HR function is built on solid foundations (Priority 1 of the Council's new HR Strategy 2018-2023)

Corporate Priority: Choose from Prosperity, People, Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 12.1	Monitor and analyse HR data Develop an evidence based approach to HR by formulating monthly, quarterly and annual employment reports which share key workforce data and analyses trends in order to address current and future challenges for our services.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	HR strategic direction is undermined by unwieldy, unclear or inefficient processes
PG 12.2	Improve the efficiency of our payroll function Utilising our HR and payroll system iTrent to improve the input and analysis of data in order to provide a cohesive automated service.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 12.3	Empower managers to manage effectively using self-service tools Develop a self service approach to HR by training the HR team and managers to use our HR and Payroll systems to input, update and manage data about their teams.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 12.4	Manage documents and data digitally Install an automated HR document management system which allows all employee files to become paperless and integrates with our payroll system.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 12.5	Review and improve team processes Collate data for HR, payroll, recruitment, L&D, and employee relations. Based on the statistical analysis, measure the performance of the HR team and make adjustments to working policy, process and practice.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	

PG 12.6	<i>Develop the HR team to ensure they reach their full professional potential</i> Team to be fully trained and competent in the correct skills and expertise to provide timely and accurate advice at all times.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Recruitment and retention issues / negative impact on customer service and support
PG 12.7	<i>Build strong professional HR relationships and networks</i> Network with the Local Government Association, Surrey HR Partnership and South East Employers by advising on employment related projects and benchmarking surveys to ensure we are at the forefront of best practice and working collaboratively with our communities.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Not benefitting from others' knowledge and best practice

Outcome 17.	We attract, recruit and nurture staff talent (Priority 2 of the Council's new HR Strategy 2018-2023)					
	Corporate Priority: Choose from Prosperity, People, Place					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 17.1	<i>Streamline and improve our recruitment processes</i> Review recruitment procedures and systems internally and externally to create a lean pro-active service which reduces re-advertising, vacancy rates and time to recruit.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Recruitment retention processes are inefficient
PG 17.2	<i>Identify skills gaps and grow internal talent to plug these</i> Identify how to manage skills gap trends and growing our own talent within the business to ensure we have transferrable skills and career opportunities.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	We over rely on external talent / lack of resilience
PG 17.3	<i>Plan and deliver apprenticeship and graduate programmes</i> Support a wider group of development opportunities for apprentices, graduates, work experience and internships which in turn aims to improve our recruitment and retention.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Lack of longer term succession planning / benefitting from fresh perspectives
PG 17.4	<i>Respond to the HR implications of Brexit</i> Review and react to the wider political, economic and social issues including the elections and Brexit.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	non compliance / opportunity costs

Outcome 18.	We retain, recognise and reward staff effectively and appropriately (Priority 3 of the Council's new HR Strategy 2018-2023)					
	Corporate Priority: Choose from Prosperity, People, Place					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 18.1	<i>Understand and respond to our gender pay gap</i> Analyse and address where appropriate our Gender Pay Gap differences on an annual basis in preparation for the statutory duty to report our statistics at the end of the financial year.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge
PG 18.2	<i>Make sure our pay structure is fit for purpose and appropriate</i> Review how our pay structure can be adapted and funded within the Medium Term Financial Plan and alongside the annual Joint Negotiating Committee in conjunction with the end of the financial year.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 18.3	<i>Provide competitive staff benefits</i> Review and develop the existing benefits scheme to ensure it is clear, flexible and competitive.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 18.4	<i>Support and promote positive mental health and well-being</i> Develop our Time to Change pledge and Wellbeing Charter at each committee meeting to reflect the trends and challenges in our workforce, locally and nationally.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 18.5	<i>Reward results, not presentism</i> Promote a remote working performance based culture in line with current technology and flexible working practices.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	

Page 274

Outcome 19.	Staff and elected members learn and develop the skills, knowledge and experience they need to achieve their full potential (Priority 4 of the Council's new HR Strategy 2018-2023)					
Corporate Priority: <i>Choose from Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 19.1	<i>Provide an effective corporate framework for managing staff performance</i> Review of our annual Performance Agreement and 1:1 meeting framework, setting and achievement of SMART objectives to ensure its usage is relevant for each forthcoming financial year starting in April.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Staff do not develop and learn, impacting on recruitment and retention and also the ability of the
PG 19.2	<i>Ensure staff identify and access the development opportunities they need</i> By the end of 2019 develop and online on-boarding process for staff within their first year of employment to improve training and understanding of development opportunities available.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	

PG 19.3	<i>Consult all staff on their views</i> Undertake a Staff Survey in June 2019 and ensure the Council responds to all actions arising from the Investors In People inspection.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	organisation to deliver against its objectives
PG 19.4	<i>Create career pathways and develop leadership capacity</i> Creation of clear capabilities, career pathways and leadership skills for managers and those developing their roles in the business.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	

Service Team: Legal Services **Team Leader: Daniel Bainbridge - Borough Solicitor**

Business As Usual

Outcome 20.	High quality and timely dedicated legal advice supports the council's delivery of services and strategic projects and ensures the Council acts lawfully, transparently and ethically					
	Corporate Priority: Choose from Prosperity, People, Place					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 20.1	<i>Provide high quality and timely legal advice</i> Work with officer and Members to identify, plan and budget for legal support in order to support key corporate priorities and ensure the Council acts lawfully, transparently and ethnically.	Instructions met by existing budgets through re-charges or costed as part of larger project budgets as required	01/04/19	31/03/22	Borough Solicitor (DB)	Non compliance / reputational damage / costs / strategic risk
PG 20.2	<i>Identify the need for and commission external legal advice and support as required.</i> Work in partnership with other Surrey authorities to replace existing Surrey Framework with a series of new framework agreements.		01/04/19	31/03/22	Borough Solicitor (DB)	
PG 20.3	<i>Support the delivery of vital local infrastructure through planning agreements</i> Work closely with colleagues in planning to coordinate Community Infrastructure Levy (CIL) and Section 106 agreements to ensure local development is supported with appropriate infrastructure.		01/04/19	31/03/22	Borough Solicitor (DB)	

Outcome 21.	Maintain high performance in turning around land charges search requests					
	Corporate Priority: Choose from Prosperity, People, Place					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 21.1	<i>Deliver a high quality land charges service to customers</i> Process customer requests, ensuring all searches are properly conducted in line with legislative and other requirements.	Within existing budgets.	01/04/19	31/03/22	Legal Business Manager (LA)	Non compliance / reputational damage / costs / strategic risk
PG 21.2	<i>Deliver a timely land charges service</i> Over a 12-month period, the average turnaround time for full searches is 7 working days and does not at any point exceed 10 working days.	Within existing budgets.	01/04/19	31/03/22	Legal Business Manager (LA)	Non compliance / reputational damage / costs / strategic risk

Outcome 22.	Lead and manage the Council's approach to Information Governance, ensuring it is fully compliant					
	Corporate Priority: <i>Choose from Prosperity, People, Place</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 22.1	<i>Comply with the 2018 Data Protection Act</i> Ensure the Council effectively and efficiently manages and governs data in line with the new Act.	Within existing budgets.	01/04/19	31/03/22	Borough Solicitor (DB) / Data Protection Officer (AF)	Non compliance / reputational damage / costs / strategic risk
PG 22.2	<i>Respond to Freedom of Information Requests</i> Ensure FOI requests are properly processed within the statutory deadlines set	Within existing budgets.	01/04/19	31/03/22	Deputy Borough Solicitor (DB) / Information Rights Coordinator (NP)	Non compliance / reputational damage / costs / strategic risk

Team Projects						
Outcome 23.	Deliver IT improvements to support efficient working practices and excellent customer service in Legal Services and Land Charges					
	Corporate Priority: <i>Choose from Prosperity, People, Place</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 23.1	<i>Freedom of Information system</i> Research, benchmark and implement the prospect of a new IT system for processing Freedom of Information Environmental Information and Data Protection requests [TBC]	To be researched	TBC	TBC	Borough Solicitor (DB)	

PG 23.2	<i>IKEN Case Management System</i> 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.	Within existing budgets.	01/04/19	31/03/20	Legal Business Manager (LA)	Systems not optimal
PG 23.3	<i>Land Charges system</i> Implementation of new Land Charges IT system	Within existing budgets.	01/04/19	31/03/20	Borough Solicitor (DB)	

Service wide or cross cutting projects

Outcome 24. An Employee Engagement Strategy is in place						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 24.1	<i>Develop and implement an Employee Engagement Strategy</i> HR and Communications to jointly develop and implement a strategy for internal staff communications and engagement.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM) / Communications and Engagement Manager (HR)	Staff not fully engaged which impacts on recruitment and retention and delivery / performance

Outcome 25. Support the delivery of the Waverley Customer Services Review project						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 25.1	<i>Support the delivery of the Waverley customer services review project.</i> Corporate Policy Manager (Louise Norie) to project manage the customer services review project. Communications and Engagement Manager to lead on all Comms, web and social media aspects of the change programme.	TBC	TBC	TBC	Corporate Policy Manager (LN)/ Communications and Engagement Manager (HR)	Review not delivered / customer service approach not improved

Outcome 26. Service business continuity						
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Corporate Priority: *Choose from Prosperity, People, Place*

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 26.1	<i>Business continuity Planning</i> Ensure the service Business Continuity Plan is up to date and kept under regular revision and that all teams have tested BC arrangements in the event of an incident.	Within existing budgets.	01/04/19	31/03/22	Head of Policy and Governance (RT)	Lack of preparedness / impact on customer service

WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY & CUSTOMER SERVICE OVERVIEW & SCRUTINY COMMITTEE

18 FEBRUARY 2019

EXECUTIVE - 12 MARCH 2019

Title:

PROPERTY MATTER – SALE OF FREEHOLD

**[Portfolio Holder: Ged Hall]
[Ward Affected: Farnham Castle]**

Note pursuant to Section 100B(5) of the Local Government Act 1972

An Annexe to this report contains information by virtue of which the public is likely to be excluded during the item to which the report relates, as specified in the following paragraphs of Part I of Schedule 12A to the Local Government Act 1972, namely:

Paragraph 1 Information relating to an individual

Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Paragraph 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Summary and purpose:

The long leaseholders of a Council-owned property in Farnham have served a notice on the Council under the Leasehold Reform Act 1967 (“the 1967 Act”) to purchase the freehold of the house and premises. Leaseholders have a legal right under the 1967 Act to buy the freehold of their house if they meet certain qualifying criteria. If the leaseholder qualifies under the 1967 Act and follows the correct procedure they can force the freehold owner to sell them the freehold.

The purpose of this report is to seek Council approval to sell the freehold to the current leaseholders on the terms set out in the Exempt Annexe 1.

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

This report relates to the Council’s Corporate Priorities of “People” and “Prosperity”. This is a statutory process that the Council (as freehold owner) must follow. An independent, specialist valuation was obtained to ensure the Council achieves best value in relation to the sale of freehold.

Financial Implications:

The proposed terms of the sale of the freehold are set out in Exempt Annexe 1.

An independent, specialist valuation has been obtained to ensure the Council achieves best value in relation to the sale of freehold.

If the proposed terms are not agreed, and in the unlikely event the leaseholders chose not to pursue the purchase using statutory powers during the course of the remaining term, the Council will be obliged to renew the lease at the end of the current lease, in 2192.

Legal Implications:

The leaseholder served a Notice on the Council under the Leasehold Reform Act 1967 (“the 1967 Act”) to purchase the freehold of the house and premises. Leaseholders have a legal right under the 1967 Act to buy the freehold of their house if they meet certain qualifying criteria. If the leaseholder qualifies under the 1967 Act and follows the correct procedure they can force the freehold owner to sell them the freehold.

This is a statutory process and the Council has no grounds on which to object if it wishes to avoid lengthy and expensive Court action. The process for determining the premium is set out in the legislation. Please see the body of report for further details (“Legal Position”).

Introduction

1. On 13 April 2018, the Council received a notice from the long leaseholders of a Council-owned property in Farnham (“the Property”) requesting to purchase the freehold of the property. Under the Leasehold Reform Act 1967, the Council has no grounds to object.
2. The terms agreed with the leaseholders for the freehold sale falls within officers’ delegated powers; however, due to the prominence of the site and its unusual lease history (set out in Exempt Annexe 1), the Head of Customer and Corporate services has referred the matter to the Executive to agree.
3. Under the 1967 Act, the landlord must serve a notice in reply to the original notice. The response notice was served on 4 July 2018 along with a “without prejudice” offer to sell the freehold land on the terms set out in Exempt Annexe 1.
4. A Plan of the Property is enclosed at Exempt Annexe 2. Under the terms of the lease The Council has responsibility to maintain the access road, as this is outside the demised area, this responsibility will remain with the Council.

Legal Position

5. Specialist legal advice was sought following receipt of the notice. As this is a specialist area of law, Bishop and Sewell LLP were instructed as they have a team dedicated to leaseholder enfranchisement.
6. As background, the 1967 Act enables tenants of houses held on long leases at “low rents” to acquire the freehold or an extended lease. The tenancy is treated at a “low rent” in accordance with section 4 of the 1967 Act because in the case of the Property, the annual rent payable under the tenancy is less than £250.00. The solicitors acting for the Council confirmed that the leaseholders meet the qualifying criteria under the 1967 Act to request a sale of the freehold.

7. Under The Leasehold Reform Act 1967, a tenant of a leasehold house is entitled to enfranchise (request the freehold sale) of the house and premises. "Premises" include any garage, outhouse, garden, yard and appurtenances which at the time of the notice are let to the tenant with the house. "Appurtenance" essentially means something ancillary to the Property and would include any right or restriction that runs with the Property.

Comments from Overview and Scrutiny

The Value for Money and Customer Service O&S Committee considered this item at its meeting on 18 February 2019 and endorsed Option 1 subject to its comments as set out in Exempt Annexe 1.

Recommendation

It is recommended that the executive approve Option 1 which is the sale of the freehold land on the terms set out in Exempt Annexe 1.

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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