

To: All Members of the EXECUTIVE

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Date: 25 October 2019

Membership of the Executive

Cllr John Ward (Chairman)
Cllr Paul Follows (Vice Chairman)
Cllr David Beaman
Cllr Andy MacLeod
Cllr Mark Merryweather

Cllr John Neale
Cllr Nick Palmer
Cllr Anne-Marie Rosoman
Cllr Steve Williams

Dear Councillors

A meeting of the EXECUTIVE will be held as follows:

DATE: TUESDAY, 5 NOVEMBER 2019

TIME: 6.00 PM (or at the conclusion of Informal Questions, if later)

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.

Prior to the start of the meeting, the Leader, Deputy Leader or an appropriate Portfolio Holder will respond to any informal questions from members of the public, for a maximum of 15 minutes.

[Questions will be taken in the order in which questioners register with the Democratic Services Officer prior to the start of question time. When read out, each question must be concluded within 2 minutes. In the event that it is not possible to give a verbal response, a written response will be provided following the meeting.]

AGENDA

1. **MINUTES**

To confirm the Minutes of the Meeting held on 8 October 2019 (to be laid on the table for 30 minutes prior to the meeting).

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 29 October 2019.

5. QUESTIONS FROM MEMBERS OF THE COUNCIL

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 29 October 2019.

6. LEADER'S AND PORTFOLIO HOLDERS' UPDATES

7. COMMUNICATIONS AND ENGAGEMENT STRATEGY (Pages 5 - 24)

[Portfolio Holder: Councillor Paul Follows]

[Wards Affected: All Wards]

The Communications and Engagement Strategy seeks to improve and modernise the Communications and Engagement service at the Council. It will require a significant shift in terms of operations, expectations, prioritisation and culture. When executed, it will not only provide better value for money for the Council, but will also help to improve relations with stakeholders by ensuring their views are heard and it will be vital in supporting the delivery and success of important council initiatives and priorities. The Executive is asked to endorse the approach set out in the Strategy, and recommend it to Full Council for approval.

Recommendation

That the Executive recommends to Full Council that the Communications and Engagement Strategy be approved.

8. PUBLIC SPACE PROTECTION ORDERS (Pages 25 - 38)

[Portfolio Holder: Councillor Nick Palmer]

[Wards Affected: All Wards]

To report on the results of consultation on the proposed introduction of a Public Space Protection Order in relation to dog controls and the proposed timetable for progressing this work.

Recommendation

That the Executive recommends to Full Council that the proposed Public Space Protection Order in respect of dog controls be made.

9. 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.

10. 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
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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

5 NOVEMBER 2019

Title:

COMMUNICATIONS AND ENGAGEMENT STRATEGY

[Portfolio Holder: Councillor Paul Follows]

[Wards Affected: All wards]

Summary and purpose:

The Communications and Engagement Strategy seeks to improve and modernise the Communications and Engagement service at the Council. It will require a significant shift in terms of operations, expectations, prioritisation and culture. When executed, it will not only provide better value for money for the Council, but will also help to improve relations with stakeholders by ensuring their views are heard and it will be vital in supporting the delivery and success of important council initiatives and priorities. The Executive is asked to endorse the approach set out in the Strategy, and recommend it to Full Council for approval.

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

This report relates to the Council's commitment to developing a more open and inclusive approach to communications.

Equality and Diversity Implications:

An Equality Impact Assessment has been carried out in relation to this strategy. The way in which we communicate with residents and stakeholders impacts on everyone, so care is always made to provide information in a range of formats and using a range of channels to help reach and cater for all members of the community.

A specific commitment under Objective 10 of the strategy states that we will create communications and engagement opportunities that are accessible to all.

Financial Implications:

No direct implications, the new strategy will be implemented within current approved resources.

An effective strategy will help ensure value for money is achieved both in the communications team and corporately.

Legal Implications:

There are no legal implications associated with this report.

1. Background

The Council's current Communications and PR Strategy runs out this year and since its inception, the role of the Communications Team has evolved and expanded to include community engagement.

In recent years the continuing growth and transformation of digital channels, including social media, has meant the way in which we talk to and listen to our residents and stakeholders has changed dramatically.

The Communications and Engagement Team has previously concentrated on PR – focused communications, however, wants to move to a more audience focused, engaging and listening function. This desire, in addition to the increasing demands on the team, mean that a new approach and clear direction is needed.

The new Communications and Engagement Strategy takes into account changes in roles, expectations and the evolution of the channels we use, while still respecting the value of traditional methods, and sets out a plan of how the team will operate to deliver a best-value service for the Council and residents of the borough.

The strategy outlines 10 objectives, with key themes including improved evaluation and a more scientific approach to our work, better planning and prioritisation of resources and campaigns, and a commitment to reviewing and improving our community engagement offering.

The strategy also commits to adopting and promoting an ethical culture which will underpin everything we do; from dealing with media enquiries, providing accurate, honest and transparent information and handling personal data with integrity to ensuring information and engagement is accessible to all and providing a value for money service.

CIPR, LGA and the Government Communications Service best practise guidelines have been consulted in developing this strategy and in line with our new proposed approach, the team will continue to improve what we do by evaluating our performance and by listening to feedback from stakeholders.

This strategy will support and promote the Council's overarching Corporate Strategy and the other strategies and initiatives that sit under it, including the latest climate change motion.

Conclusion

The Communications and Engagement Strategy seeks to improve and modernise the Communications and Engagement service at the Council. It will require a significant shift in terms of operations, expectations, prioritisation and culture. When executed, it will not only provide better value for money for the Council, but will also help to improve relations with stakeholders by ensuring their views are heard and it will be vital in supporting the delivery and success of important council initiatives and priorities.

Recommendation

That the Executive recommends to Full Council that the Communications and Engagement Strategy be approved.

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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Communication and Engagement Strategy

2019 - 2022



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Introduction

This is an exciting and challenging time for Waverley Borough Council. While working on major regeneration and improvement projects, investing in a more sustainable and environmentally conscious culture - following the declaration of a climate emergency - and a focus on delivering housing that is accessible to all in one of the most expensive places to live in the UK, the council faces increasing customer demand and expectation while dealing with financial challenges. All this under a new, collaborative political leadership team who have promised to create a more open and transparent culture at the council.

Trust in government is at an all-time low¹ and misinformation is rife on social media and within local communities. To avoid confusion and to promote confidence in the council, it is important we strive to be clear and honest with residents and create opportunities for engagement, producing work that creates an impact to cut through the noise and fake news. Proactive communications that align with corporate priorities need to be prioritised to ensure our communications service is delivering the best impact and value for money to the council.

We will ensure we maximise opportunities to engage with our residents and take them along on this journey with us, so they have ownership over their communities, their futures and their relationship with their council.

To do this, we need to take a strategic approach to our work and readjust the balance to focus on planned, productive, coordinated priorities that will make a tangible difference to our communities, help to increase much-needed income for the council and enhance its reputation, while doing fewer unnecessary or reactive projects. We will make sure our work is based on robust evidence and research to achieve optimal impact and evaluate what we do to demonstrate our return on investment. To help ease the pressure on our time we will empower and enable staff to support us in creating human content, which will help to showcase the valuable and often unseen work the council does for the community.

This strategy sets out how the Communications and Engagement Team will provide an excellent, value for money service to support the council's strategic objectives, making the best use of the skills and expertise in PR, communications, marketing and engagement functions.

¹ Edelman Trust Barometer 2017



Objectives

This strategy seeks to move the Communications and Engagement Team from working in an unplanned, reactive and tactical environment to a service that is proactive and strategic, with a robust plan of activity in place. This will be a major change in the way we work and will require the support of colleagues and a change in culture across the organisation to be successful.

Where we have been	Where we want to be
A reactive, busy and stretched team	A proactive and organised function, which allows time for creative thinking, research and evaluation
Too many priorities	Focused, smaller number of well-defined priorities
One-way, PR-focused communications	Engagement, listening, consultation and co-production of services are considered as part of every project activity
Predominantly traditional and paper based	Creating more opportunities for digital engagement, including through video and interactive tools (but still maintaining accessible and traditional channels where appropriate)
Service focused	Audience focused

Our vision:

- We will engage with our communities, ensuring their concerns and ideas are heard and understood by the council.
- We will promote civic pride in the council and the borough of Waverley.
- We will take a scientific, planned and strategic approach to communication and engagement activities, focusing principally on proactive activity that aligns with corporate priorities – rather than just reacting to events or requests without challenge.
- We will do more with digital, harnessing the opportunities and strategic value it can bring to both customers and the council.
- We will have a robust and well-functioning team, focusing on supporting internal and external customers.

Our objectives for 2019-2022

1. [We will get the team fundamentals right.](#)
2. [We will create a corporate narrative.](#)
3. [We will take a proactive and planned approach to our work.](#)
4. [We will advise and support colleagues.](#)
5. [We will treat communications and engagement as a science.](#)
6. [We will make time for creative and human communications.](#)
7. [We will engage and listen to residents and customers.](#)
8. [We will make the most of digital.](#)
9. [We will be commercial.](#)
10. [We will adopt and promote an ethical culture.](#)

Strategic objective one: We will get the team fundamentals right

In order to make sure we become a more efficient service, we will endeavour to improve our 'business as usual' functions in the following areas:

Protocols

We will develop a communications and engagement guidance handbook, containing a set of protocols, which will clearly explain: how the team will support and advise colleagues and councillors, how it sets its annual work programme, timescales to work within when answering media enquiries and when delivering campaign support, and how to ask for support for ad hoc projects that are not deemed an emergency or a strategic priority, through a new process and support request agreement form.

Benefits: improved internal customer service with a fairer approach, greater clarity over how the team operates and what we can realistically deliver, less confusion about processes and better expectation management, defines parameters for measuring performance and provides clarity over what support we expect from internal customers to allow us to do our job more effectively.

Media relations service

We will provide a media relations service which offers timely responses and encourages positive working relationships with all local, regional and national journalists and news outlets. However, we will not shy away from setting the record straight when required. In addition to rebutting unfounded criticism and ensuring our decisions are explained and properly understood, we will also deploy positive news stories that promote the work done in line with our corporate priorities.

To work more efficiently, we will target publications and media outlets that have the greatest impact in terms of key audiences, influencers and stakeholders we wish to engage with and - where appropriate - provide reporters with verbal updates over press releases, to save time and resources. Where possible, our content will be enhanced with the use of graphics, video, pictures and audio.

We will also ensure key council representatives are properly trained and briefed before any planned press or media interviews.

Benefits: more balanced and accurate coverage across media platforms, a more proactive approach leading to fewer reactive press enquiries.

Emergency communications

We will play a pivotal and essential role in the council's emergency planning and business continuity functions. During business continuity situations or local emergencies, we will issue advice and support and manage messages that need to go out to staff, the public and the press, using the most effective channels available to us to reach our target audience.

We will commit to continuous development in this area through ongoing training and learning from experience, by reviewing and evaluating our actions, processes and plans.

Improving internal communications and engagement

Work will be undertaken to vastly improve staff communications and engagement, in collaboration with the HR Team. A new, separate Internal Communications Strategy will be developed, which will focus on treating staff with respect and honesty, while providing them with the knowledge and empowerment to do their best work. It will set out how the communication and engagement channels and activities will be improved to realign messages to staff with corporate priorities, celebrate staff success, promote our news and values through timely campaigns, support managers, drive staff engagement and measure success.

Benefits: a more well-informed and engaged workforce will be more satisfied, productive and will help to deliver our key messages through their contact with customers.

Team resilience and organisation

To improve the efficiency and resilience of the team, we will overhaul our SharePoint site by instituting a new filing system, so files can be easily found, and create a suite of new databases to ensure data is securely saved, including photos, consents and contact details.

Team members will commit to having fortnightly one-to-one reviews and fortnightly team meetings to discuss and plan work, identify opportunities and ensure the team's admin is kept up-to-date. All work will be captured on individual and team trackers to monitor performance and progress.

Team members will also be proficient in a number of communications, engagement, marketing and digital skills.

Benefits: greater productivity, team data and documents are readily available and work is easier to find and the team is robust and skilled in a number of areas.



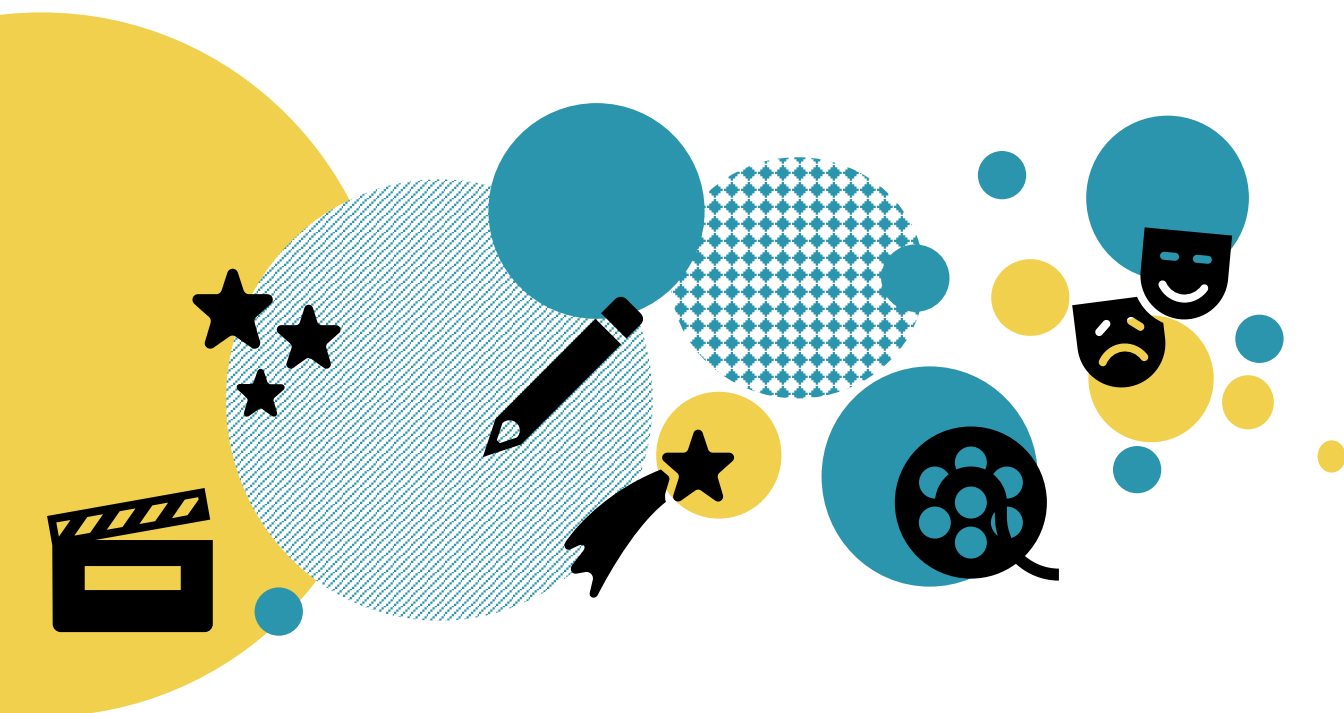
Strategic objective two: We will create a corporate narrative

To improve our stakeholders' perceptions of the council we should identify what the council wants to achieve and be known for - and put that aspiration into a story that translates to everyone we touch; that has the power to inspire staff, excite partners, attract customers and potential employees and resonate with community influencers and residents.

It needs to set out where we have been, where we are, where we are heading and explain our shared purpose with our residents. It will act as a snapshot of what we are and what we do, making our purpose clearer to the people we serve.

This compelling story, which will articulate our priorities and how they are reflected in the services we provide, will help to define Waverley's position within the county, country, job market and public sector.

Benefits: the narrative will explain why we exist and what makes us unique, reducing confusion about what it is we do. It will highlight shared aspirations that will help us to connect with our audiences and partners and outline how they can work with us.



Strategic objective three: We will take an aligned and proactive approach

All communications and engagement work we commit to will support at least one of the council's Corporate Strategy priorities.

In order to maximise our resource and time, the Communications and Engagement Team will work within an agreed annual forward plan, signed off by the Senior Management Team and the Executive.

The plan will allow for some flexibility, but the bulk of work (we are aiming for 60 - 80%) and timescales will be agreed in advance, at the beginning of the plan period, to reflect corporate service plans. This will allow the team to plan its workload so an appropriate amount of resource can be allocated to each project to ensure it is delivered and there is time for research and evaluation. We will focus on high priority work that meets the organisation's aspirations and will aim to focus on no more than 12 core projects or campaigns a year. This means our time and expertise can be focused on the most important areas of work.

The forward plan will also factor in time for emergency communications, last minute but important requests, media responses, and other business as usual activities—this will make up the remaining 40% of the team's time. Lower priority work may be done in this time period if it does not have a detrimental impact on core projects.

To evaluate our performance against the plan and to monitor adhoc requests, the team will log all their work within a monthly communications tracker.



Strategic objective four: We will advise and support colleagues

In order to allow the team to focus on priority work, we will give our colleagues the tools and support to be able to self-serve, where appropriate, and we will then quality-check prior to print or publication.

Templates

Money can be saved and time can be created by providing staff with toolkits and templates to create simple posters and press releases. All will be quality checked before publication and press releases will still be sent by the Communications Team. This will offer a faster and more efficient service for all parties.

External support

Where staff are unable to produce work on their own using templates, the team will recommend trusted and quality external support for areas including photography, videography and graphic design. The cost of this support will fall with the service area requesting it.

Training and advice

We will train and encourage frontline staff to take ownership of creating content for our social media channels, including using smartphones to take photos and videos and gaining the appropriate photo consents. This will help us to demonstrate much of the fantastic but unseen work the council does for the community.

We will also continue to provide an advice service to all internal customers, explaining the best way to reach, communicate, engage and consult with stakeholders.



Strategic objective five: We will manage communications and engagement as a science

A more scientific, planned and strategic approach is needed to make sure our communications and engagement functions are delivering tangible results that create an impact and make a difference.

Using established and tested models

The Government Communications Service promotes a wealth of scientifically tested, successful models to support communications activities, including the EAST behaviour change model and OASIS communications planning model. Wherever possible, these models will be used to support the delivery of campaigns.

Research

For each communication or engagement campaign and project, time will be allocated for background research to support and inform the following communications approach. More data will be used to inform campaigns and evaluations.

Targeted and audience led campaigns

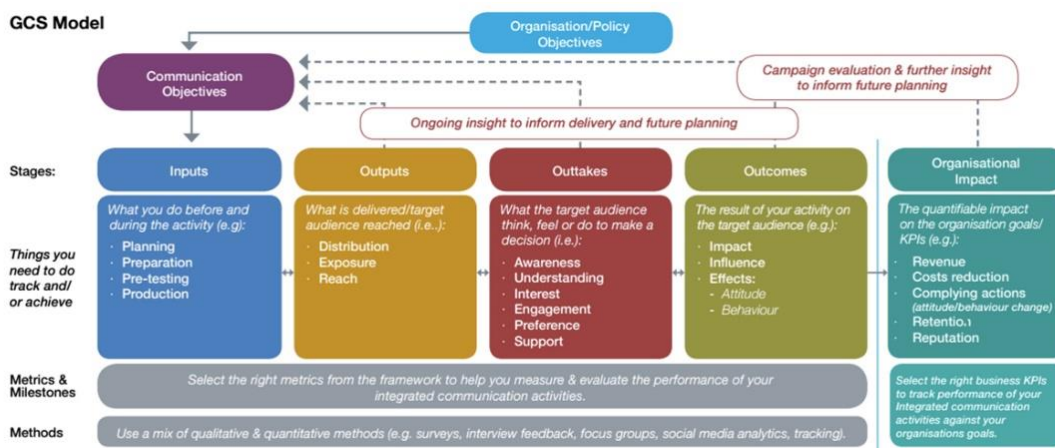
The team will ensure all communications are focused on the people we want to reach. Time will be spent to identify and map stakeholders so that all activities are appropriate for and targeted to the people we need to engage with. Where possible, community influencers and sources of misinformation will also be identified.

Testing on audiences

To ensure our campaigns are achieving maximum impact and messages are landing, more testing will be done with representatives or focus groups from target audiences in the planning stages, to identify any issues or barriers to success.

Evaluation

At the beginning of each large campaign, communication officers will set clear SMART targets to measure success and identify how the campaign will be evaluated. We will use the Government Communication Evaluation Framework as a basis (see figure below). Any lessons learnt in the evaluation will be logged to aid learning for future work.



Strategic objective six: We will make time for creative and human communications

In order to grab people's attention during their busy lives, it is important to allow the Communications and Engagement Team to have time and space to think outside the box, to come up with new ideas, approaches, creative solutions to problems and ways to help the council's messages to stand out in this sea of information.

We will need to be able to take advantage of the new methods, technologies and channels used by our target audiences and, in the case of social media, adapt approaches to keep up with ever-changing algorithms so our content is seen. We need to be supported in taking some risks, in order to reach those we want to engage with. This may involve taking a less corporate approach to communications, trying out new methods of engagement and highlighting our kind, human and caring qualities. This can be done through utilising video, ensuring we use plain English, enhancing written work with bold graphics and allowing staff members and customers to sell messages on our behalf, as well as corporate spokespeople.

Experimenting with new technologies

Society is constantly evolving and changing and the tools and ways in which we communicate with our residents need to reflect this.

Social media is continually updating, new platforms regularly spring up and algorithms are constantly changing. Voice-controlled intelligent personal assistants are rapidly increasing in homes² and people are expecting a more personalised service – therefore we need to ensure council information can be found through search engines with ease. It is important we are aware of these technologies and are prepared and able to use them.

Traditional channels still matter

On the flip side, many residents in the borough still rely on traditional, paper-based communications to receive their council news and in some cases traditional methods are the best or only feasible way for meaningful interactions. In addition, the recent manipulation of personal data from social media channels, such as the Cambridge Analytica scandal, mean that many people are wary of engaging online and are choosing to opt out of using these channels.

Focusing on real people and real stories

Using residents as protagonists in our storytelling will make them more relatable. Using video of our residents will also help to generate more trust, genuine connection and personal understanding. Video should not just be used for social media or website, but can be used to enhance training sessions or meetings.

² 2.7 million homes already own at least one Amazon Echo or Google Home smart speaker, Kantar Worldpanel, 2017

Strategic objective seven: We will engage and listen

Informing our residents about the work the council does, how it is performing and how they can access public services is important. Residents have a right to be informed and understand how their Council Tax is being used and we will continue to do this through press releases, posters, newsletters, advertising, social media and various other methods. But to make sure we're getting it right for our residents and to gain their respect and trust, we need to create more opportunities to listen to their views and hear their feedback on how they feel the council is performing.

Our communications should be treated like a telephone - not as a megaphone.

Learning

To better understand our residents we should use information we already have access to. We can use data and demographics to provide us with a broad picture of the borough's population, which will help us to predict their needs and preferred interests and communications channels, as well as giving us the background to ensure any future engagement exercise is representative. The Communications and Engagement Team will also create a database of community contacts and influencers, that can be used to support projects and gain local knowledge.

Listening and engagement

Taking time out to hear feedback is important. Although the council often consults with residents and has carried out citizens' panel surveys, now is the right time for the council to take stock and review how well it is doing at engaging with its residents. As part of this strategy, the Communications and Engagement Team will conduct a thorough review of the council's engagement offering and suggest a range of ways the council can do more to improve the way it engages with stakeholders.

However, in the short term, the team will encourage more engagement through:

- identifying stakeholders and considering if and how to engage with them as part of every communication plan supporting council initiatives
- utilising more new public involvement activities such as Listening Panels
- supporting the council to work more effectively with town and parish councils
- holding focus groups, events and resident workshops
- carrying out face-to-face and online surveys, including participatory budgeting exercises
- encouraging more open meetings with partners
- monitoring local letters, blogs and social media posts to gauge public feeling and reporting this information back to decision makers so residents' views are heard
- supporting consultations
- holding roadshows and pop-ups in town centres/ events
- monitoring articles in local papers and other publications
- encouraging closer working with partner agencies.

Strategic objective eight: We will make the most of digital

Social media

Our social media platforms are an integral way for us to reach, listen and engage with residents. They are also an important part of the council's customer service offering, with residents expecting timely responses.

To maximise our channels, we will:

1. review our LinkedIn account to identify improvements to support economic development, recruitment and WTS, encouraging staff to engage with the content and platform
2. conduct an internal review of all our channels and develop a new social media strategy, supported by a calendar of content, a recruitment of social media staff 'champions' and training to support them to provide content
3. keep up to date with changes, trends and technologies and apply them to our work.

Agile working and the right equipment

To ensure the team can work remotely, especially if spending more time in the community, we will:

- develop an electronic photo consent form
- ensure all members of the communications team have iPads to film, edit and upload content to social channels and update the website.

Website

We will continue to review and improve our website to make sure it meets customer needs and encourages channel-shift.

To do this we will:

- use customer feedback to improve online services
- continuously research customer need and technological advancements that can enhance our online offering
- put the customer at the heart of our work and ensure user journeys are stress-free and content is accessible
- carry out user testing
- review our stats to evaluate our performance.



Strategic objective nine: We will be commercial

To ensure we support the council to generate income and the take-up of services we will:

- support the marketing and promotion of our paid-for and statutory services
- sell at least £2,000 worth of advertising space in each edition of the Your Waverley magazine to generate income for the council.



Strategic objective ten: We will adopt and promote an ethical culture

Ethics will underpin every aspect of our practice, from storing data to the accuracy of our messaging, transparency and trust.

We will do this by:

- ensuring all communications to stakeholders are truthful and honest
- creating communications and engagement opportunities that are accessible to all
- focusing on evaluation so we can demonstrate that our work creates the desired impact and offers our residents value for money
- using environmentally friendly approaches, where possible and when we need to use paper, we will ensure it is FSC certified as a minimum standard
- managing, storing and using our residents' personal data with integrity.



WAVERLEY BOROUGH COUNCIL

EXECUTIVE

5 NOVEMBER 2019

Title:

PUBLIC SPACE PROTECTION ORDERS

**[Portfolio Holder: Cllr Nick Palmer]
[Wards Affected: All Wards]**

Summary and purpose:

To report on the results of consultation on the proposed introduction of a Public Space Protection Order in relation to dog controls and the proposed timetable for progressing this work.

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

The work set out in this report will contribute to the Council's priorities by helping to make Waverley a better place to live and work.

Equality and Diversity Implications:

The Public Space Protection Orders contain exemptions in recognition of guide and assistance dog owners to safeguard rights and obligations under the Equality Act 2010.

Financial Implications:

The cost of signage necessary for the implementation of this order will be met within existing budgets.

Legal Implications:

Local authorities are able to make Public space protection orders under the Anti-Social Behaviour Crime and Policing Act 2014, following appropriate consultation and publicity. Statutory guidance is issued by the Home Office on the use of anti-social behaviour powers under the legislation.

1. Background

- 1.1 In 2016 the Council launched its Joint Enforcement Initiative with support from the Police and Crime Commissioner and Surrey Police. The Council made a commitment to improve its role in environmental and anti-social behaviour enforcement and its partnership working with Surrey Police and other agencies.
- 1.2 The Joint Enforcement Initiative was intended to drive forward this improvement in order to address the increasing problems associated with environmental crime (such as fly tipping, littering and dog fouling) and anti social behaviour which have a significant impact on the community and the local environment.

1.3 Officers across the local authority have enforcement roles to varying degrees and the Joint Enforcement Initiative approach also provided the opportunity to enable these different staff to work more closely together and with the Police and other agencies, gain mutual support, develop their knowledge and skills and increase their confidence in taking enforcement action.

2.0 Public Space Protection Orders

2.1 Issues relating to irresponsible dog ownership have featured highly in feedback from the public to the service and other teams such as the Ranger and Parks Team. During 2018 the council carried out a pre-consultation and then a public consultation on making two Public Space Protection Orders (PSPOs) to address these issues.

- Firstly in relation to dog fouling
- Secondly in relation to dog controls including dog exclusion areas, dogs on lead by direction, dogs on lead, dogs on leads seasonal restrictions and limits on the number of dogs one person may be in control of in a public place at one time.

2.2 The public consultation began on 24th June 2018 and ended on 27 July 2018. The revised PSPOs were re-circulated to all those included in the pre-consultation along with media coverage through press releases and the use of social media. Posters were also displayed in parks and public open spaces directing people to the Survey Monkey questionnaire on the Council's website.

2.3 A significant number of responses (over 1200 on the website Survey Monkey and over forty letters / emails) were received. During the consultation period the council was approached by some Parish Councils who requested that some of their open spaces be covered by the PSPOs. The council was advised that to add these areas of land to the schedules we should publicise the proposed additions and extend the consultation period for a further four weeks to give people the opportunity to comment.

2.4 Given the level of response to the initial consultation period it was also felt this extension to the consultation would give opportunity to others in the community to further comment in relation to the proposed Orders.

2.5 There was overwhelming support for the proposed PSPO in respect of dog fouling. The responses to the consultation on other dog controls was however very mixed and varied. It was therefore decided to separate the two elements of the PSPO and proceed with the dog fouling aspect but to allow further time to analyse the feedback on the other proposed dog controls.

2.6 The Dog Fouling PSPO was considered by the Executive on 4 December 2018 and the Council on 11 December 2018 resolved to make the Order to take effect from 1 January 2019.

2.7 A report was submitted to the Environment Overview and Scrutiny Committee in February 2019 outlining the progress to date with the initiative.

2.8 Work has continued with the analysis of the responses to the other dog control proposals and having considered these carefully a number of changes to the

proposals are being made to simplify the controls and allow some flexibility for dog owners and discretion for enforcement officers.

2.9 Because of these changes a further period of consultation on the revised proposals was carried out during July and August this year. The feedback to this further consultation has now been analysed and revised proposals are now presented to you for comment and recommendations as appropriate to the Executive which will be considered at their November meeting. Subject to the support of the Executive the proposals would then go to Council in December for approval with a view to taking effect on 1 January 2020.

2.10 The one area which caused most controversy, during the consultation last year, was the proposal to limit the number of dogs one person could have under their control in a public space. There was considerable opposition to this and again the need to revise the proposals and consult further was recognised. It is therefore proposed that further consultation of this aspect will take place in the New Year, once the dog control aspects have been resolved and implemented.

3.0 Consultation feedback

3.1 The second round of consultation was launched on the council's website in July and ran until 16 August. Comments could be submitted to a dedicated email address dogpspo@waverley.gov.uk

3.2 There were 21 responses to the second round of consultation. Eleven of these supported the proposals, two of these seeking some clarification on the detailed requirements for certain areas, and three of them asking for dog exclusion zones or dogs on lead areas to be extended.

3.3 Ten responses opposed the proposals but the majority were as a result of misunderstandings or misinterpretation of the proposals, particularly around the proposals for Frensham Common and the Flashes.

3.4 The proposals to not include a complete ban of dogs on Frensham Common and the Flashes. The whole area is covered by the 'Dogs on Lead by Direction' requirement. This means that dogs can roam off lead on the majority of the common, but if an authorised officer considers a dog is not properly controlled, that officer can require the owner to put it on a lead.

3.5 The only areas covered by the Dog exclusion requirement are the 2 beaches (where a dog ban already applies) the three ponds (dogs not allowed in the ponds themselves for ecological reasons but allowed to walk around them) and 2 archaeological mounds (for conservation reasons).

3.6 In conclusion on most of the Frensham area dogs can still be exercised off lead unless they are deemed not to be under control by an authorised officer. Enforcement will be targeted on areas where intelligence from the community indicates there is a problem.

3.7 Some minor adjustments have been made to the areas covered by the Order as a result of the feedback from the community. We have replied to all respondents clarifying any queries or requests and explaining further the proposed requirements.

3.8 A report setting out the background to this work and the results of the consultation was presented to the Environment Overview and Scrutiny Committee on 9 September 2019. The Committee welcomed the proposal for the introduction of a Public Space Protection Order in relation to dog controls.

4.0 Conclusions

4.1 It is inevitable that there will be conflicting views on such proposals. Those who regard themselves as responsible dog owners might feel aggrieved by the proposed restrictions whilst those who have been adversely affected by dogs out of control and the actions of irresponsible dog owners will support the proposals. The issue is a question of balance. Balance between the rights of dog owners and dogs to exercise freely and the rights of other people not to be bothered or put in fear as a result of irresponsible dog owners and dogs out of control.

4.2 The Road Traffic Act 1988 states: " 27.--(1) A person who causes or permits a dog to be on a designated road without the dog being held on a lead is guilty of an offence. .. Dog owners are therefore already required to have their dog on a lead on most roads and footpaths in the borough.

4.3 It is important to emphasise that these proposals do not represent a blanket requirement to keep dogs on leads everywhere in the borough. For most of the borough the only requirement is to put a dog on a lead if requested to do so by an authorised officer of the council or a Police officer if they consider it not to be under control. In some areas, which are often frequented by people and families picnicking or relaxing dogs will be required to be kept on a lead at all times and in areas such as children's play area and cemeteries dogs will be excluded.

4.4 These proposed controls are therefore divided into three categories;

- Dogs on lead by direction;
- Dogs on lead;
- Dog Exclusion zones.

4.5 The current proposed order is attached as Annexe 1 and you will note that the areas covered by each category are listed in a table attached to the order. A set of maps associated with the order is on the council's web site at www.waverley.gov.uk/dogpspo

Recommendation

That the Executive recommends to Full Council that the proposed Public Space Protection Order in respect of dog controls be made.

Attachments

Annexe A – Public Space Protection Order 2019

Background Papers

Consultation press release and website pages and feedback emails.

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Waverley Borough Council

The Anti-Social Behaviour, Crime and Policing Act 2014 - Part 4, Section 59

The Public Spaces Protection Order (Dog control) – Waverley Borough Council 2019

Waverley Borough Council ('the Council') in exercise of the power under section 59 of the Anti-Social Behaviour Crime and Policing Act 2014 ('the Act'), being satisfied that the conditions set out in section 59 of the Act have been met, makes the following Order:

This Order comes into force on [] and will remain in force for a period of three years from that date unless extended by further order under the Council's statutory powers.

1. Dog on lead by direction

1a. A person in charge of a dog shall be guilty of an offence if at any time, on any land within the administrative area of Waverley Borough Council within the Restricted Area detailed in Schedule 2), he/she does not comply with a direction given by an Authorised Officer to put and keep the dog on a lead, for such duration and in such manner as specified by the Authorised Officer unless:

- (i) he/she has a reasonable excuse for failing to do so; or
- (ii) (ii) the owner, occupier or other person or authority having control of the land has given consent (generally or specifically) to them failing to do so.

1b. For the purpose of this Article an Authorised Officer may only give a direction under this article to put and keep a dog on a lead if such restraint is reasonably necessary to prevent a nuisance or behaviour by the dog likely to cause annoyance or disturbance to any other person or the worrying or disturbance of any other animal or bird on any land to which this Article applies.

2. Dogs on leads

2a. A person in charge of a dog shall be guilty of an offence if, at any time, on any land within the Restricted Area detailed in Schedule 1 (which includes specified cemeteries, churchyards, small parks and open spaces) he/she does not keep the dog on a lead unless:

- (i) he/she has a reasonable excuse for failing to do so; or
- (ii) (ii) the owner, occupier or other person or authority having control of the land has given consent (generally or specifically) to them failing to do so.

3. Dog exclusion areas

- 3a. A person in charge of a dog shall be guilty of an offence if, at any time, he/she takes the dog onto, or permits the dog to enter or remain on, any land in the Restricted Area detailed in Schedule 3 (which includes specified children's play areas, skate parks, ball courts and multi use games areas) unless:
- (i) he/she has a reasonable excuse for failing to do so; or
 - (ii) (ii) the owner, occupier or other person or authority having control of the land has given consent (generally or specifically) to them failing to do so; or
 - (iii) that person is subject to the exemptions listed in Article 8.

Definitions

4. Authorised Officer means an employee of the Council, Police Officer, Police Community Support Officer, or other person who is authorised in writing by the Council.
5. Person in charge means the person who has the dog in his/her possession, care or company at the time the relevant offence is committed, or the person who habitually has the dog in his/her possession, care or company.
- 6 Restricted Area means the land described in the Schedule to this Order.

Exemptions

7. Nothing in this Order shall apply to a person who is:
- a. a disabled person within the meaning of the Equality Act 2010 whose disability restricts his ability to comply with this Order and where the dog is their guide dog or assistance dog; or
 - b. training an assistance dog in an official capacity; or
 - c. in charge of a dog used by the police, emergency services, Armed Forces or other agencies permitted by the Council for official purposes.

Penalty

10. Any person who without reasonable excuse fails to comply with this Order shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 3 on the standard scale (currently £1,000).

11. An Authorised Officer may issue a fixed penalty notice to anyone he/she has reason to believe has committed an offence under section 67 of the Act in relation to this Order.

SCHEDULE OF LAND

This order applies to land in the Borough of Waverley that is open to the air and to which the public are entitled or permitted to have access (with or without payment). For the purposes of this Schedule, land which is covered is to be treated as land which is open to the air if it is open to the air on at least one side.

Restricted Area – Schedule 1 – dog on lead by direction

All land in the administrative area of Waverley Borough Council that is open to the air and to which the public are entitled or permitted to have access (with or without payment) and edged / coloured green on the map referred to.

Restricted Area – Schedule 2 – dog on lead

All land listed in the table below under the heading ‘Schedule 2’ and edged / coloured orange and which feature the dog on lead symbol on the maps referred to.

Restricted Area – Schedule 3 – dog exclusion areas

All land listed in the table below under the heading ‘Schedule 3’ and edged / coloured red and which feature the dog exclusion symbol on the maps referred to.

Site	Parish	Schedule 2 - Dog on lead	Schedule 3 - Dog exclusion area
Alfold Recreation Ground, GU6	Alfold		Play area
Birtley Road Cemetery, GU5	Bramley	Whole site	
Chestnut Way Recreation Ground, GU5	Bramley		Basketball court Play area
Eastwood Road Play Area, GU5	Bramley		Play Area
Coxcombe Road Recreation Ground, GU8	Chiddingfold		Play area Tennis courts

Cranleigh Common And High Street, GU6	Cranleigh	Fountain Square War Memorial and Gardens	Cricket practice cage Cricket square Ponds x 3
Cranleigh Leisure Centre, GU6	Cranleigh		Basketball Court Skate Park
Lashmere Recreation Ground, GU6	Cranleigh		Play area
Queensway Recreation Ground, GU6	Cranleigh		Play Area
Summerlands Estate, GU6	Cranleigh		Pond

King George V Playing Fields, GU8	Dunsfold		Play Area
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Abbots Cottages Open Space, GU10	Dockenfield		Play area
Bealeswood Common, GU10	Dockenfield		Ponds x 3

Burford Lodge Recreation Ground, GU8	Elstead		Whole site
Springfield Way (The Quillets), GU8	Elstead		Play area
The Croft Play Area, GU8	Elstead		Whole site
Thursley Road Cemetery, GU8	Elstead	Whole site	
Thursley Road Recreation Ground (Pot Common), GU8	Elstead		Whole site

Downhurst Road Recreation Ground, GU6	Ewhurst		Play area
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Alderley Farm Allotments, GU9	Farnham		Whole site
Badshot Lea Cemetery, GU9	Farnham	Whole site	
Badshot Lea Green, GU9	Farnham		Play area
Badshot Lea Pond, GU9	Farnham		Pond
Badshot Lea Recreation Ground, GU9	Farnham		Cricket practice cage Cricket square Tennis courts
Baldreys Recreation Ground, GU9	Farnham		Basketball court Play area
Batting Memorial Garden, GU9	Farnham	Whole site	
Beldham Road Recreation Ground, GU9	Farnham		Basketball court Play area
Boundstone Recreation Ground, GU10	Farnham		Play Area

Bourne Recreation Ground, GU10	Farnham		Cricket Practice Cage Cricket Square Play area Tennis Courts
Evelyn Borelli Garden Of Rest, GU9	Farnham	Whole site	
Farnborough Road Allotments, GU9	Farnham		Whole site
Farnham Leisure Centre Skate Park (Narm), GU9	Farnham		Whole site
Farnham Park, GU9	Farnham		Adventure play area Cricket practice cage Cricket square Play Area Ponds x 2
Forty Degreeez, GU9	Farnham		Basketball court
Gostrey Meadow, GU9	Farnham		Play area
Green Lane Cemetery, GU9	Farnham	Whole site	
Hale Cemetery, GU9	Farnham	Whole site	
Hale Recreation Ground, GU9	Farnham		Cricket Square MUGA Play area Tennis Courts
Hallifax Garden, GU10	Farnham	Whole site	
Heath End Recreation Ground, GU9	Farnham		Play area
Langham Recreation Ground, GU9	Farnham		Play area
Mardens Recreation Ground, GU9	Farnham	Whole site	
Middlefield Recreation Ground, GU9	Farnham		Play area
Morley Road Allotments, GU9	Farnham		Whole site
Morley Road Recreation Ground, GU9	Farnham		Play area
Oast House Crescent, GU9	Farnham		Play area
Old Park Close, GU9	Farnham		Play area
Roman Way, GU9	Farnham		Whole site
Rowledge Recreation Ground, GU10	Farnham		Bowls Club Cricket square Play area Tennis Courts
Runfold Recreation Ground, GU10	Farnham		Play area
Sandy Hill Top Field, GU9	Farnham		Play area MUGA
Shepherd And Flock Allotment, GU9	Farnham		Whole site

Six Bells Allotments, GU9	Farnham		Whole site
St Andrew's Cemetery, GU9	Farnham	Whole site	
The Chantrys, GU9	Farnham		Play Area MUGA
The Haren Garden, GU9	Farnham	Whole site	
Wentworth Close, GU9	Farnham		Play area
West Street And Extension Allotments, GU9	Farnham		Whole site
West Street Cemetery, GU9	Farnham	Whole site	
Weybourne Nature Reserve, GU9	Farnham		Pond
Weybourne Road Allotments, GU9	Farnham		Whole site
White Cottage Close, GU9	Farnham		Play area
Wrecclesham Allotments, GU9	Farnham		Whole site
Wrecclesham Recreation Ground, GU9	Farnham		Cricket square Play area Tennis Courts

Frensham Common, GU10	Frensham		Archaeological mounds x 2
Frensham Flashes, GU10	Frensham		Ponds x 5
Frensham Great Pond, GU10	Frensham		Beach
Frensham Green, GU10	Frensham	Whole site	
Hollowdene Recreation Ground, GU10	Frensham	Recreation Ground	Bowling Green Cricket Practice Cage Cricket Squares x 2 Play Area Tennis Court
Peakfield Recreation Ground, GU10	Frensham		Play area

Aarons Hill Recreation Ground, GU7	Godalming		Play area Skate park
Broadwater Park, GU7	Godalming		Cricket Practice Cages Cricket Squares x 2 MUGA Play Area
Canon Bowrings Recreation Ground, GU7	Godalming		Basketball court Play area
Combe Road Recreation Ground, GU7	Godalming		Play area

Crown Pits Recreation Ground, GU7	Godalming		Play area
Eashing Cemetery, GU7	Godalming	Whole site	
Holloway Hill Recreation Ground, GU7	Godalming		Bowls Club Cricket squares x 2 Play Area Tennis courts
Lammas Lands (East Of Bridge Road), GU7	Godalming		Pond
Lammas Lands (West Of Bridge Road) And Hells Ditch, GU7	Godalming		Pond
Longbourne Green, GU7	Godalming		Play area
Nightingale Cemetery, GU7	Godalming	Whole site	
Ockford Ridge, GU7	Godalming		MUGA Play area
St John's Cemetery, GU7	Godalming	Whole site	
St Peter And St Paul's Cemetery, GU7	Godalming	Whole site	
The Burys Field, GU7	Godalming		Skate Park
The Phillips Memorial Park, GU7	Godalming	The Cloisters	Bowls Club Play Area

Hascombe Recreation Ground, GU8	Hascombe		Play area
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Beacon Hill Recreation Ground, GU26	Haslemere		Basketball court Play area
Border Road Play Area, GU27	Haslemere		Play area
Derby Road Cemetery, GU27	Haslemere	Whole site	
Eight Acres Recreation Ground, GU26	Haslemere		Play area
Grayswood Recreation Ground, GU27	Haslemere		Cricket square Play area
Haslemere Leisure Centre MUGA And Skate Park, GU27	Haslemere		MUGA Skate Park
Haslemere War Memorial Recreation Ground, GU27	Haslemere		Bowls club Cricket Practice Cage Cricket square Play area Tennis courts
Haste Hill, GU27	Haslemere		Pond

High Lane Recreation Ground, GU27	Haslemere		Basketball court Play area
Oak Cottages, GU27	Haslemere		Play area
Shottermill Cemetery, GU27	Haslemere	Whole site	
Sicklemill Recreation Ground, GU27	Haslemere		Play area
St Bartholomew's Cemetery, GU27	Haslemere	Whole site	
St Stephen's Cemetery, GU27	Haslemere	Whole site	
Tilford Road Play Area Only, GU26	Haslemere		Play area
Town Meadow Recreation Ground, GU27	Haslemere		Play area
Weycombe Road Cemetery, GU27	Haslemere	Whole site	
Woolmer Hill Estate - Hatchetts Drive, GU27	Haslemere		Play area
Woolmer Hill Estate - Lower Hanger, GU27	Haslemere		Play area

Thursley Recreation Ground, GU8	Thursley	Recreation Ground	Cricket square Play Area
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Shepherds Way, GU10	Tilford		Play area
Tilford Green	Tilford		Cricket Square

Amberley Road Recreation Ground, GU8	Witley		Play area
Jubilee Field	Witley		Enclosed play area
Middlemarch, GU8	Witley		Play area
Milford Cemetery	Witley	Whole site	
Sunny Hill Recreation Ground, GU8	Witley		Enclosed play area
Witley Recreation Ground, GU8	Witley		Enclosed play area

Blackheath Cricket Pitch, GU4	Wonersh		Whole site
Lords Hill Common Play Area, GU5	Wonersh		Play Area
Shamley Green Common And Village Green	Wonersh		Cricket square Pond
Wonersh Recreation Ground, GU5	Wonersh		Play area Cricket square