

To: All Members of the EXECUTIVE

When calling please ask for:

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Calls may be recorded for training or monitoring

Date: 20 November 2015

Membership of the Executive

Cllr Robert Knowles (Chairman)
Cllr Julia Potts (Vice Chairman)
Cllr Brian Adams
Cllr Kevin Deanus
Cllr Carole King

Cllr Tom Martin
Cllr Wyatt Ramsdale
Cllr Stefan Reynolds
Cllr Simon Thornton

Dear Councillors

A meeting of the EXECUTIVE will be held as follows:

DATE: TUESDAY, 1 DECEMBER 2015

TIME: 6.45 PM

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

*[In the event of adverse weather conditions preventing this meeting from proceeding, the meeting will be held instead at 6pm on
Tuesday 8 December 2015]*

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 commencement of the meeting, the Chairman to receive any informal questions from members of the public, for a maximum of 15 minutes.

AGENDA

1. **MINUTES**

To confirm the Minutes of the Meeting held on 6 October 2015 (to be laid on the table for half-an-hour 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 the following questions received from members of the public for which notice has been given in accordance with Procedure Rule 10:-

i. **from Mr Stewart Edge of Farnham**

“Will the Executive member for planning identify what steps have been, or are being taken, to assess (in the transport assessments and in other respects) the practicality of building 4800 houses at Dunsfold Aerodrome - in order to accommodate the additional houses needed above those identified when the Housing Consultation was carried out?”

ii. from Mr Jerry Hyman of Farnham

“Leader. The Council’s 2014 Local Plan Consultation provided a table of data specifying the amount and location of new housing for each of the 4 proposed ‘Scenarios’. Hence we might reasonably expect that the draft Spatial Strategy before us would now state the amount and location of new housing actually being proposed. It can only be assumed that if the Executive wanted Members to know what they are agreeing to, then you would have provided that information prior to the CommOS meeting. Hence in the absence of any numbers, locations and constraints the CommOS meeting was little more than a predetermined farce, culminating in the Chairman’s summary completely disrespecting Members’ views and proposing the very opposite to the position of the vast majority of the Members: *“I would propose that we say to the Executive, let’s go forward with the existing plans we have of 591 houses [sic] for 10 years, and during that period we will look again at Dunsfold Park ... a ten year review suggested would be the answer”*.
[See CommOS webcast at 1hr 9mins].

It seems that Waverley is delaying consideration of Dunsfold for another decade, without taking any account of the overriding constraints upon the rest of the borough – and to avoid a third Local Plan failure, it is necessary to query the soundness of such an approach in terms of process. Will Members be given the opportunity to revise the Spatial Strategy after Christmas, when presented with the vital and determining evidence in the forthcoming Mott Macdonald (Transport) and Natural England (Habitats) Reports?”

[NB. Questions from members of the public express personal views of the questioners and Waverley does not endorse any statements in any way and they do not reflect the views of Waverley Borough Council].

5. FORWARD PROGRAMME (Pages 13 - 16)

To adopt the forward programme of decisions for Waverley Borough Council, attached.

6. BUDGET MANAGEMENT REPORT AND IN-YEAR BUDGET REVIEW
(Pages 17 - 34)

[Portfolio Holder: Councillor Wyatt Ramsdale]
[Wards Affected: All Waverley Wards]

The report provides a review against the 2015/16 budget for the General Fund and the Housing Revenue Account forecast to 31 March 2016 based on the latest information available. The report also updates Members on the key Financial Strategy issues going forward.

Recommendation

It is recommended that the Executive notes the report and

1. recommends that the current Council Tax Support Scheme remains unchanged for 2016/17, see paragraph 13;
 2. recommends that approval be given to the Employee Records Civica project at a cost of £25,000, to be funded from the Capital Urgent Schemes budget, see paragraph 26;
 3. recommends that Council approves the rescheduling of £50,000 of the Godalming Cricket club grant budget into 2016/17, and Badshot Lea Football Club of £50,000, see paragraph 18;
 4. recommends that approval be given to the rescheduling of £8,000 for the Aerial photography refresh into 2016/17, see paragraph 19;
 5. recommends that Council approve the transfer of £55,000 from the Cranleigh Leisure Centre AHU budget to the Cranleigh Leisure Centre CHP unit (£23,000 – see paragraph 24) and LED Central Office Lighting Replacement (£32,000 - see paragraph 25);
 6. recommends that Council approves the rescheduling of £230,000 of HRA Capital budget into 2016/17 as detailed in paragraph 31;
 7. recommends that Council approves the rescheduling of £405,000 of the 2015/16 budget for Stock Improvement, see paragraph 32;
 8. recommends that Council approves the rescheduling of £7,920,000 of the 2015/16 budget for New Affordable Homes, see paragraphs 33 and 36; and
 9. accepts the mid-year budget projection and acknowledges that no immediate action is required for 2015/16 at this stage.
7. TREASURY MANAGEMENT ACTIVITY - YEAR TO DATE 2015/2016 (Pages 35 - 44)

[Portfolio Holder: Councillor Wyatt Ramsdale]
[Wards Affected: All Waverley Wards]

The purpose of the report is to summarise Waverley's Treasury Management activities during 2015/16 to date.

Recommendation

It is recommended that the Executive

1. notes the Treasury Management Performance for 2015/16 to date; and
2. endorses the approach to Treasury Management activity.

8. SETTING OF COUNCIL TAX BASE AND BUSINESS RATE BASE FOR 2016/17 (Pages 45 - 54)

[Portfolio Holder: Councillor Wyatt Ramsdale]
[Wards Affected: All Waverley Wards]

The purpose of the report is to seek approval for:

1. the 2016/17 council tax base which, under the provisions of the Local Government Finance Act 1992, the Council is required to determine prior to approval of the Council's budget for 2016/17; and
2. the business rate forecast for 2016/17 which, under the provisions of the Local Government Finance Act 2012, forms a major element of Waverley's estimated core funding for its General Fund Budget.

Recommendation

It is recommended that

1. **the council tax base for Waverley be approved for the year 2016/17, as shown in Annexe 1; and**
2. **the business rate estimates for 2016/17 be approved, as set out in Annexe 2, and that authority be delegated to the Director of Finance and Resources, in conjunction with the Finance Portfolio Holder, to make any final changes necessary before the NNDR1 return is submitted to the Government on 31 January 2016.**

9. NNDR DISCRETIONARY RATE RELIEF POLICY (Pages 55 - 64)

[Portfolio Holder: Councillor Wyatt Ramsdale]
[Wards Affected: All Waverley Wards]

Business rates (national non domestic rates or NNDR) are a tax on properties which are not used for domestic purposes. The Council has the power to grant local discretionary discounts where it is in the interests of the council tax payer.

This policy details the criteria and process against which the Council will consider applications for discretionary rate relief. The policy is reviewed periodically to ensure that it complies with current legislation and the Council's priorities and will be due for ratification again in December 2019.

Recommendation

The Executive is requested to consider any observations and comments passed on from the Corporate Overview and Scrutiny Committee and recommend to the Council that:

1. **the policy for the granting of discretionary rate relief for the period 2016/17 to 2019/20 remains the same as the current policy;**
2. **the policy on the use of the provision for granting discretionary rate relief to any body other than those currently included in the**

approved policy is to do so on a case by case basis, provided that any proposed reductions are clearly in the wider interests of all Waverley's council tax payers;

- 3. in relation to recommendation 2, delegation be given to the Director of Finance and Resources, in consultation with the Finance Portfolio Holder, to make decisions about such applications and only if an objection is received would the Executive be asked to consider the case, and the Scheme of Delegation be amended accordingly;**
- 4. in relation to Community Interest Companies, each case should be taken on its merits in the same manner as cases under section 69 of the Localism Act 2011 (delegation to the Director of Finance and Resources, in consultation with the Finance Portfolio Holder, and only if an objection is received would the Executive be asked to consider the case); and**
- 5. in relation to recommendation 4, consideration be based on the condition that relief can only be granted where it would be reasonable to do so having regard to the interests of all Waverley's taxpayers.**

10. OUTSTANDING DEBTS WRITE-OFF FOR DECISION (Pages 65 - 70)

[Portfolio Holder: Councillor Wyatt Ramsdale]
[Wards Affected: All Waverley Wards]

The purpose of this report is to obtain approval for irrecoverable bad debts of more than a £7,500 individual value to be written off in accordance with the Council's Financial Regulations.

Recommendation

It is recommended that, under Financial Regulation D203, the Executive approve the debts put forward for write-off as listed in the (Exempt) Annexe to this report.

11. WAVERLEY BOROUGH LOCAL PLAN: EMERGING SPATIAL STRATEGY
(Pages 71 - 84)

[Portfolio Holder: Councillor Brian Adams]
[Wards Affected: All Waverley Wards]

The report sets out an emerging spatial strategy for the new Local Plan Part 1.

Recommendation

It is recommended that the Executive receives any observations and suggestions to shape the emerging spatial strategy from the Community Overview and Scrutiny Committee and gives approval to the strategy at Annexe 1.

12. CAR PARKING REVIEW 2015 - RESPONSE TO CONSULTATION AND REVIEW OF TARIFF STRUCTURES (Pages 85 - 100)

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

The purpose of the report is to present the responses to the formal consultation on a reduction in the charging hours and recommend the making of the order to bring that proposal into effect. The report also presents proposed revisions to tariff structures as requested by the Executive at its meeting on 6 October 2015 and recommends the publication of a Notice of Variation to implement those changes.

Recommendation

The Executive is recommended to:

- 1. authorise the making of the Waverley Borough Council (Off-Street Parking Places) Order 2015 to implement the reduction in charging hours (reduced from 08.00-19.00 to 08.00-18.30); and**
- 2. approve the proposed revised tariff structures set out in Annexes 2 and 3 and the publication of a Notice of Variation to implement the changes to the tariff structure with effect from 11 January 2016.**

13. REVIEW OF POLLING STATION PROVISION (Pages 101 - 106)

[Portfolio Holder: Councillor Robert Knowles]
[Wards Affected: Farnham Castle; Haslemere East and Grayswood; Witley and Hambledon]

The report outlines issues which have arisen regarding polling station provision in some polling districts in the lead up to and since the elections conducted in May 2015, and outlines recommendations to designate alternative polling places in three polling districts prior to the Police and Crime Commissioner Elections in May 2016.

Recommendation

It is recommended to the Council that:

- 1. the Potters Gate C of E Primary School be designated for temporary use as the polling place for FC Farnham Castle polling district once the Farnham Memorial Hall becomes unavailable, and that the length of the use be for 2016 or until the building works at Farnham Memorial Hall have been completed;**
- 2. Grayswood Village Hall be designated as the polling place for the CD Grayswood polling district; and**
- 3. the Chichester Hall be designated as the polling place for the HA Witley polling district.**

14. GAMBLING ACT 2005 - PUBLIC CONSULTATION ON REVIEW OF THE COUNCIL'S STATEMENT OF GAMBLING POLICY (Pages 107 - 132)
[Wards Affected: All Waverley Wards]

The purpose of the report is to enable the Council to consider comments (IF ANY) on the three-year review of the Statement of Gambling for Waverley, against which applications for licences under the 2005 Gambling Act (the Act) are considered.

Recommendation

It is recommended that the Executive receives any recommendations from the Licensing and Regulatory Committee so that the final revised version of the Statement of Gambling Policy for Waverley can be recommended to and approved by the Council and formally adopted in order for the new Policy to be published on 3 January 2016 and in place by 31 January 2016.

15. REVIEW OF HOUSING-RELATED SUPPORT SERVICES FOR VULNERABLE ADULTS IN THE BOROUGH (Pages 133 - 160)
[Portfolio Holder: Councillor Carole King]
[Wards Affected: All Waverley Wards]

Housing-related support services are provided by a number of different teams within the Council's Housing Service. The 2015/16 Housing Service Plan identified the need to review the way in which housing-related support services are delivered to vulnerable adults and families in Waverley. The review set out to identify how a more streamlined and consistent service could be provided to residents, and deliver value for money without requiring additional funding from the Council. The report presents the outcomes of the review, and outlines the proposed approach to taking forward the recommendations.

Recommendation

It is recommended that the Executive receives any comments from the Corporate Overview and Scrutiny Committee on the outcomes and recommendations of the Review of Housing-Related Support Services, approves the implementation plan and recommendations, noting that there are no resulting changes to the staffing arrangements.

16. APPROVAL TO SUBMIT PLANNING APPLICATION: PART OF VILLAGE GREEN, OCKFORD RIDGE (Pages 161 - 164)
[Portfolio Holder: Councillor Carole King]
[Wards Affected: Godalming Central and Ockford]

The purpose of the report is to seek approval for the submission of a full planning application for the temporary use of land at the Green, Ockford Ridge as a site compound.

Recommendation

The Executive is recommended to approve the submission of a planning application for the development of the land at the Green, Ockford Ridge, Godalming to support the redevelopment and refurbishment programme on the estate.

17. PERFORMANCE MANAGEMENT REPORT: QUARTER 2 (JULY - SEPTEMBER 2015) (Pages 165 - 186)

[Portfolio Holder: Councillor Robert Knowles]
[Wards Affected: All Waverley Wards]

The Council's Performance Management Framework (PMF) contains a number of indicators that assist Members and officers in identifying current improvement priorities and progress against targets. The indicators are reviewed quarterly by the Executive and are aligned to our Corporate Plan priorities.

The report gives an analysis of the Council's performance in the second quarter of 2015/16. Annexe 1 to the report contains the list of indicators used for reporting performance and includes targets, graphs, trend lines and comments.

Recommendation

It is recommended that the Executive:

- 1. thanks the Overview and Scrutiny Committees and gives consideration to their observations regarding the quarter 2 performance, as detailed above; and**
- 2. notes the performance figures for quarter 2 as set out in Annexe 1.**

18. SERVICE PLANS - SIX MONTH PROGRESS REPORT (Pages 187 - 222)

[Portfolio Holder: Councillor Robert Knowles]
[Wards Affected: All Waverley Wards]

Service Plans are devised each year in order to deliver the Council's corporate priorities. This report gives the Executive the opportunity to monitor the six month progress of the 2015/16 Service Plans.

Recommendation

It is recommended that the Executive:

- 1. gives consideration to the observations of the Overview and Scrutiny Committees regarding the six month progress on Service Plans, as detailed above; and**
- 2. notes the performance to date, as set out in Annexe 1.**

19. BUILDING CONTROL ESTABLISHMENT (Pages 223 - 226)
[Portfolio Holder: Councillor Brian Adams]
[Wards Affected: All Waverley Wards]

The report seeks approval to delete two vacant part-time posts within the Building Control Admin Team and to use the budget released to create a new post more appropriate to the needs of the Team going forward.

Recommendation

The Executive recommends to the Council that approval be given to the deletion of two part-time Administrator posts (post numbers CB13 and CB08a) and the creation of a Business Support Officer post within the Building Control team.

20. ACCOUNTANCY SERVICES ESTABLISHMENT (Pages 227 - 230)
[Portfolio Holder: Councillor Wyatt Ramsdale]
[Wards Affected: All Waverley Wards]

The report seeks approval to delete an existing post within the Accountancy Team following the retirement of the post holder and to use the budget released to create a new post more appropriate to the needs of the Team going forward.

Recommendation

The Executive recommends to the Council that approval be given to the deletion of the post of Principal Accountant (post number BD05) and creation of a post of Accountancy Assistant within the accountancy team.

21. PROPERTY MATTER: EASEMENT OF ACCESS AT ACRES PLATT, CRANLEIGH (Pages 231 - 236)
[Portfolio Holder: Councillor Tom Martin]
[Wards Affected: Cranleigh East]

Authorisation is sought for the grant of an easement of access across land at Acres Platt, as shown coloured brown on the attached plan, to a proposed development site shown outlined in red to the rear of Kilnfield and Byway Cottage, Barhatch Lane, Cranleigh, on terms and conditions as set out in the (Exempt) Annexe.

Recommendation

It is recommended that the easement of access across land at Acres Platt be granted upon the terms and conditions as set out in the (Exempt) Annexe, with other terms and conditions being agreed by the Estates and Valuation Manager.

22. SPECIAL INTEREST GROUPS

The Executive is asked to consider the establishment of the following Special Interest Groups:-

1. Health SIG

A SIG to look at the South East Coast Ambulance Service and Royal Surrey County Hospital merger and relocation of Surrey Air Ambulance.

2. Constitution SIG

To re-establish a Constitution SIG to

- a. carry out the annual review of the constitution and
- b. review specifically and decide upon the optimum process for 'calling-in' planning applications for major sites to the Joint Planning Committee.

23. CALENDAR OF MEETINGS 2016/2017 (Pages 237 - 238)

[Portfolio Holder: Councillor Robert Knowles]

[Wards Affected: All Waverley Wards]

To approve the draft Calendar of meetings for the Council year 2016/2017.

Recommendation

It is recommended that the Calendar of Meetings for the Council year 2016/2017 be approved.

24. APPOINTMENT OF INDEPENDENT PERSONS

As part of Waverley's arrangements for dealing with standards allegations and complaints about councillors under the Localism Act 2011, Waverley is required to appoint at least one Independent Person to support the process. The views of the Independent Person must be sought before the Council takes a decision on an allegation which it has decided shall be investigated, or at any other stage.

Waverley is part of a consortium with Guildford, Spelthorne and Mole Valley Councils and has previously appointed two independent persons jointly who will fulfil this role for Waverley. Vivienne Cameron and Tony Allenby were appointed for an initial term of three years, from 2012 – 2015. The Executive is now being asked to reappoint these two individuals as Waverley's Independent Persons for a further period of 4 years to coincide with the new Council term which commenced in May 2015.

In addition, during the reappointment exercise undertaken recently by the Consortium, it is also proposed that a third Independent Person be appointed, Mr Bernard Quorroll. The Monitoring Officer recommends him for the appointment as he has an excellent background in very senior officer positions

in Local Government across a range of Councils. Details of his background will be made available to members, if required.

Recommendation

It is recommended to the Council that

- 1. Ms Vivienne Cameron and Mr Tony Allenby be re-appointed as Independent Persons for Waverley until the elections in May 2019; and**
- 2. Mr Bernard Quorroll be appointed as a third Independent Person until the elections in May 2019.**

25. EXECUTIVE DIRECTOR'S ACTIONS

To note any action taken by the Executive Director after consultation with the Chairman and Vice-Chairman since the last meeting. The Register of Decisions will be laid on the table half an hour before the meeting.

26. 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.

27. PROPERTY MATTER: NEW LEASE (Pages 239 - 246)

To consider the attached (Exempt) report.

28. STAFFING REPORT (Pages 247 - 250)

To consider the attached (Exempt) report.

29. 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
Emma McQuillan, Democratic Services Manager, on 01483 523351 or
by email at emma.mcquillan@waverley.gov.uk**

Waverley Borough Council Key Decisions and Forward Programme

This Forward Programme sets out the decisions which the Executive expects to take over forthcoming months and identifies those which are key decisions.

A key decision is a decision to be taken by the Executive which (1) is likely to result in the local authority incurring expenditure or making savings of above £20,000 and/or (2) is significant in terms of its effects on communities living or working in an area comprising two or more wards.

Please direct any enquiries about the Forward Programme to the Democratic Services Manager, Emma McQuillan, at the Council Offices on 01483 523351 or email committees@waverley.gov.uk.

Executive Forward Programme for the period 2 December 2015 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
POLICY AND GOVERNANCE, HUMAN RESOURCES – CLLR ROBERT KNOWLES (LEADER)						
1. Performance Management	To receive an exception report for over and under performance in the appropriate Quarter	Executive		March 2016	Louise Norie	CORP/COMM
2. Electoral Reviews	To conduct a parliamentary and possibly Waverley review	Executive and Council	√	May 2016	Robin Pellow	CORPORATE
MAJOR PROJECTS, LEP, WAVERLEY TRAINING SERVICES – CLLR JULIA POTTS (DEPUTY LEADER)						
1. Brightwells Redevelopment, Farnham [E3]	To agree funding arrangements	Executive and Council	√	December 2015	Kelvin Mills	CORP/COMM

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
PLANNING – CLLR BRIAN ADAMS						
1. Alfold Conservation Area Appraisal (CAA)	Adoption of CAA	Executive and Council		January 2016	Sarah Wells	COMMUNITY
2. Cranleigh Conservation Area Appraisal (CAA)	Agreement to consult on draft CAA	Executive		January 2016	Sarah Wells	COMMUNITY
3. Shopfronts SPD	For adoption of the SPD	Executive and Council		February 2016	Sarah Wells	COMMUNITY
4. Cranleigh CAA	Adoption of CAA	Executive and Council		May 2016	Sarah Wells	COMMUNITY
5. Local Plan	Approval of the plan for publication	Executive and Council	√	April 2016	Matthew Evans	COMMUNITY
OPERATIONAL SERVICES – CLLR KEVIN DEANUS						
1. Health and Wellbeing Plan	To develop and implement a plan for Waverley	Executive and Council	√	February 2016	Kelvin Mills	COMMUNITY
HOUSING – CLLR CAROLE KING						

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
1. Housing Delivery Board [E3]	Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough	Executive (and possibly Council)	√	Potentially every Executive meeting	Jane Abraham	CORPORATE
2. Capital Works and Professional Consultants Fees [E3]	Potential for seeking approval for procurement of services and appointment of contractors	Executive (and possibly Council)		May/June 2016	Hugh Wagstaff	CORPORATE
3. Better Care Fund	To identify how to make best use of this fund for Waverley (picks up DFG future funding)	Executive		January 2016	Jane Abraham	CORPORATE
CUSTOMER AND CORPORATE SERVICES – CLLR TOM MARTIN						
1. Age Concern Farncombe	To agree new lease arrangements	Executive		February 2016	Kelvin Mills	CORPORATE
FINANCE – CLLR WYATT RAMSDALE						
1. Budget Management [E3]	Potential for seeking approval for budget variations	Executive (and possibly Council)	√	Every Executive meeting	Peter Vickers	CORP/COMM
2. Treasury Management Strategy	To approve the policy and strategy for 2016/2017	Executive	√	February 2016	Peter Vickers	CORPORATE

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
3. Budget, Council Tax, Rent Levels, Capital Programme and Fees and Charges	To agree the budget for 2016/17	Executive and Council	√	February 2016	Peter Vickers	BOTH

COMMUNICATIONS AND GRANTS - CLLR STEFAN REYNOLDS

LEISURE AND ENVIRONMENT – CLLR SIMON THORNTON

Background Information

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

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

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

[E1 – Information relating to any individual; E2 – Information which is likely to reveal the identity of an individual; E3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); E5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings; E7 – Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime].

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 1 DECEMBER 2015

Title:

BUDGET MANAGEMENT REPORT AND IN-YEAR BUDGET REVIEW

[Portfolio Holder: Cllr Wyatt Ramsdale]

[Wards Affected: All]

Summary and purpose:

This report provides a review against the 2015/16 budget for the General Fund and the Housing Revenue Account forecast to 31 March 2016 based on the latest information available. This report also updates Members on the key Financial Strategy issues going forward.

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

The monitoring and management of the Council's budgets ensures there is financial control over the services that contribute to the Corporate Priorities. Savings identified can be redirected towards Corporate Priorities or action can be taken to rectify overspends.

Resource/Value for Money implications:

This report reviews the position against budget to date for the General Fund, the Housing Revenue Account and Capital Programmes and reports on an exception basis. It reviews the progress of service delivery against budget, taking into account 2014/15 outturn implications where necessary, projecting the potential year-end position after impact of management actions.

Legal Implications:

There are no direct legal implications relating to this report.

Introduction

1. Throughout 2015/16 all budgets are monitored on a monthly basis and performance against budget reported monthly after taking account of:
 - Spend to date, including commitments
 - Last year's outturn
 - Variations to the budget based on forecast outturn that includes the effect of management action taken where required
 - Consultation with managers and budget holders on service performance
 - Virements identified where possible from existing budgets to cover budget pressures and budget approvals actioned as required
 - Service managers review and sign off their budget forecasts and explanations

- Financial position reporting will also focus on performance against financial targets such as income, establishment and Star Chamber savings. Financial risk is always inherent in service delivery and service managers will be assisted in identification, evaluation and mitigation of significant risks and these will be reported throughout budget management as necessary.

General Fund

- The forecast year-end outturn position against the approved net budget of £12.5million is given in the table below. The table presents any significant variances by service. The latest forecast is an underspend of £72,000, after allowing for all requested approvals, compared to an underspend of £13,000 reported previously. The reasons are also detailed below.
- The figures are reported on an exception basis, with explanations given for changes in forecasts. Variances identified in the last report are detailed in the previous Budget Management Report presented to the Executive on 6 October 2015.
- Current forecast outturn variance against budget:

Estimated variance against budget at outturn			
	Reported previously £'000	Current position £'000	Change £'000
Service Variations			
Policy and Governance			
Land Charges Income (see 6.)	(75)	(113)	(38)
Legal Income (see 7.)	0	13	13
Environment			
Car Parks – income (see 8.)	(28)	(48)	(20)
Waste Recycling – MRF gate fees	25	25	0
Finance			
Financial Expenses (see 9.)	0	10	10
Council Tax and Business Rates summons costs income	25	25	0
Council Tax Support Hardship Relief	(50)	(50)	0
Rent Allowances and Rent Rebates	50	50	0
Inflation provision (see 10.)		(50)	(50)
Housing			
Homelessness – potential overspend	30	30	0
Planning			
Building Control – income	(15)	(15)	0
Development Control – costs and income (see 11.)	25	35	10
Community			
Memorial Hall project (see 12.)	0	16	16
Overspend/(underspend) against budget	(13)	(72)	(59)

6. Land Charges

Due to the relatively buoyant housing market, Land Charges income is exceeding budget and an additional £113,000 is reported at this stage.

7. Legal Income

The Legal work income is below budget due to a reduction in demand following legislation changes. A loss in income of £13,000 is forecast.

8. Car Parks

Income from season tickets and contract permits is performing well with additional income of £20,000 reported.

9. Financial Expenses

There has been a gradual increase over the last two years in customers paying for their planning fees and garden waste service by debit card for which the Council makes no charge. This has resulted in higher debit card charges from the bank amounting to £10,000. This increase in customers is also reflected in the large increase in income from these services.

10. Inflation Provision

A significant amount of service cost, other than the establishment, is large contracts such as refuse and grounds maintenance. Budgeted contractual increases are predominantly based upon a March CPI index which was 0% in 2015 therefore a number of contracts will remain at previous years' prices. It is estimated at this stage that the full inflation provision included in the budget will not be needed and an underspend of £50,000 is reported.

11. Development Control

The continuing pressure on the Development Control service from the significant increase in planning applications resulted in a forecast increase in costs for planning appraisals and consultants last period of £25,000. This increased activity is also having an impact upon the number of appeals and the associated legal fees for the Council resulting in an additional forecasted overspend of £10,000. Additional fee income has been received but this has been allocated to cover additional staffing costs.

12. Memorial Hall

As part of the Memorial Hall redevelopment project it was considered key that the temporary relocation of regular users of the Memorial Hall was done with minimal inconvenience and cost to the groups involved as they are integral to business plan of the new centre as regular hirers. With that in mind an early priority for officers working on the project was to establish possible alternative venues. An opportunity emerged to allow for many of the current groups to use the facilities at Weydon Lane School, which are new facilities, at no extra charge to their current rates. In order to take advantage of this opportunity,

Waverley needed to secure these facilities before they could be booked by other hirers so it was necessary for the groups to start using the Weydon Lane facilities as soon as they became available. This has resulted in a loss of income of some £16,000.

13. Council Tax Support Scheme

The Council Tax Support Scheme, which replaced council tax benefit two years ago, is reviewed annually. A range of assistance was introduced by Waverley to assist claimants and these schemes are actively promoted. A hardship fund was created to support claimants and the qualifying criteria revised to encourage take up. Discretionary Housing Payments are also available, and Waverley's "Don't Lose Your Home" officer and the Family Support team are proactively supporting households that are most affected by welfare reforms. Experience shows that the current Council Tax Support Scheme remains successful as evidenced by the gradual reduction in the number of claimants and the consistently low take up of discretionary support. **It is, therefore, recommended that the current scheme remains unchanged for 2016/17.**

14. The following areas within the General Fund budget carry a financial risk that could potentially impact on the forecast outturn.

- Rent Allowances and Rent Rebates.

The budget for these services is £32 million expenditure and income in 2015/16. Whilst the majority of the expenditure is recovered from Central Government within the subsidy system, recovery of overpayments and extra "performance-related" subsidy are factors subject to constant fluctuation.

- Business Rates Retention Scheme.

This scheme has complex accounting entries and the final Business Rates to be retained by Waverley for 2015/16 could be subject to large variances when changes to the valuation list, refunds and appeals are considered.

The position on these continues to be monitored closely and no significant variations are anticipated at this stage so it is brought to Members' attention for information only.

Staffing Establishment

15. The staffing establishment is monitored closely and currently this is on target.

Use of Balances

16. No use of the General Fund working balance was planned within the 2015/16 Budget. Projected movements in 2015/16 are illustrated in the table below. In line with the Financial Strategy the General Fund balance will be maintained at £3.2million.

Forecast General Fund Balance Movement

	This report £'000
Balance 1 April 2015	(3,290)
Increased by the forecast outturn variation on budget	(72)
Reduced by Approvals:	
Revenue carry forward from 2014/15	136
Supplementary Estimate	36
Transfer from Revenue Reserve Fund	(10)
Forecast balance 31 March 2016	(3,200)

General Fund Capital

17. General Fund Capital programme is on track and monitored closely each quarter. The total capital programme budget for 2015/16 is made up as follows:

Capital Programme for 2015/16		£'000
Original budget approved by Council in February 2015		3,346
Revenue Projects		570
Carry forward from 2014/15		964
New schemes and additional budget approved during 2015/16		
Farnham Memorial Hall Project		700
Other small projects (mainly funded from PIC money)		96
		5,676

The table below summarises the detailed information presented in [Annexe 1](#):

	Current Budget	Forecast Outturn	Rescheduled	(Saving)/ Overspend	Comment
Service	£'000	£'000	£'000	£'000	
Community	3,892	2,800	1,100	8	See 18.
Customer & Corporate	730	683	8	(39)	See 19.
Environment	483	483		0	
Other Projects	460	410		(50)	See 22.
Urgent schemes budget	111	111		0	See 26.
Total programme	5,676	4,487	1,108	(81)	

18. The rescheduled amount includes £1million for the Memorial Hall project reported in June, as it is clear that the majority of contractor works will fall in the 2016/17 financial year. There are two separate budgets for agreed grants to Godalming Cricket Club of £50,000 and Badshot Lea Football Club of £50,000. **It is requested that this funding be rescheduled into 2016/17** as the clubs involved are not expected to be claiming these grants this financial year as they are awaiting other external funding and new leases.
19. Within the original budget is £8,000 for an aerial photography refresh. Due to a lack of available flying slots this project will not be carried out in 2016/17. However, a refresh is still required so it is requested that **this budget is rescheduled into 2016/17.**

20. There is a £20,000 budget for Call Centre Technology and a £6,000 budget for Contact Manager implementation. However, due to technical issues these projects will not materialise creating a saving of £26,000 this financial year. Alternatives will need to be considered going forward.
21. Within the Customer and Corporate Services programme there will be a saving of £3,000 achieved on Intranet Migration as the small budget rescheduled from 2014/15 is not required as the works are complete.
22. As part of the Other Projects there is a £400,000 Disabled Facilities Grant budget. Currently it is unlikely that the full budget will be spent. Therefore, expectations are that there will be a £50,000 saving this financial year.
23. In the Environmental area there is a £55,000 budget for a new Air Handling Unit (AHU) for Cranleigh Leisure Centre. The AHU was repaired, so replacement is now not necessary or effective. **It is therefore requested that this budget is transferred to the projects in paragraphs 24 and 25 below**, both projects were approved in the original budget.
24. The first of the two projects is for an additional £23,000 for a new Combined Heat & Power (CHP) unit at Cranleigh Leisure Centre. There is already a budget of £88,000 but further budget is required as the original estimate from the energy audit undertaken last year was not representative of the actual cost.
25. The second project is for an additional £32,000 for LED lighting at the Central Offices to bring forward the project, thereby enabling the savings on energy usage at the offices to be achieved sooner. The delivery of this scheme will be subject to receiving greater clarity about the Council's intention to move from the Burys as its administrative base.
26. An Employee Services project to scan all paper-based employee records into the Civica system and link these to the Midland iTrent HR system has been brought forward into this financial year. All employee HR files are currently in paper copy, stored in cabinets in Employee Services. The advantage of employee files being made available electronically are both accessibility and business continuity. This project will cost £25,000 this year and £10,000 next year. It is proposed to fund the project this year from the Urgent Schemes budget. A project justification form is attached at [Annexe 3](#).

Housing Revenue Account (HRA)

27. The HRA is forecast to break even against approved budget to the year end. The revenue account contains the day to day running cost of managing the Housing Service such as staff costs and repairs. Revenue spend on reserving empty (void) properties is currently high and projected to overspend. However, steps are being taken to manage this situation and any overspend at year end will be contained within the maintenance budget overall.
28. One area of risk to the Business Plan is the income lost due to void properties. An assumption has been made in the Business Plan projections based on previous experience but current level of voids are relatively high and

this will be monitored closely and any variations will be detailed in future reports.

29. Staff costs are projected to be within the existing budget. There has been positive progress on filling vacancies on a permanent basis rather than using agency staff.
30. It is predicted that the HRA will receive an additional £80,000 in investment interest this year. This is an increase of £50,000 over the previously reported position. This increase is as a result of higher than anticipated retained balances, in particular, on the New Affordable Homes reserve.

HRA Capital

Core Capital

31. The previous budget monitoring report included proposals to October Council for adjustments to the core capital programme. Following a review of the budget provision in light of the progressing work **it is requested to reschedule £230,000 into 2016/17**. Of this, £200,000 relates to the windows contract which is in the process of being procured but will not be in place long enough in this financial year to allow for a substantial replacement programme. The other £30,000 is for the garage budget which is unlikely to be spent this financial year.

The total capital programme approved budget for 2015/16 is made up as follows:

Approved Budget for 2015/16	
	£'000
Original budget approved by Council in February 2015	6,870
Carry forward from 2014/15	1,823
Approved rescheduling to 2016/17	(320)
Total	£8,373

The table below summarises the detailed information presented in [Annexe 2](#).

Work Stream	Approved Budget	2015/16 Spend and Committed	Reschedule	Budget Remaining
	£'000	£'000	£'000	£'000
Decent Homes	5,285	2,941	200	2,144
Other Capital Work	3,088	1,169	30	1,889
Grand Total	£8,373	£4,110	£230	£4,033

Stock Remodelling

32. The total capital programme budget originally approved in February 2015 was £1,280,010 and a further £55,000 was carried forward from 2014/15. During the year members have approved rescheduling to 2016/17 of £390,000 giving a current budget in 2015/16 of £945,000. A comprehensive exercise to

assess each capital scheme for stock remodelling and new homes has been undertaken to take account of build cost inflation and contingencies. Also a reassessment of delivery timescales has been made. This has resulted in a number of proposed changes to capital budgets which are shown in the table below.

Work Stream	Latest Budget	2015-16 Expenditure including commitments	Budget Remaining	Realignment
	£'000	£'000	£'000	£'000
Scheme Design and Project Management	66	66	0	
Approved Schemes	89	42	47	
Potential Schemes	790	2	788	(405)
Total	£945	£110	£835	(£405)

The programme has been reviewed and updated to reflect progress on schemes to date and likely progress during the rest of the year. As a result work on the Ockford Ridge remodelling scheme, to the value of £720,000, has been rescheduled. However, two additional schemes have been added to the programme. **This results in a net position of rescheduled expenditure for 2015/16 totalling £405,000.**

New Build

33. The total capital programme budget originally approved in February 2015 was £11,457,000 and a further £4,859,000 was carried forward from 2014/15. The New Build Programme has also undergone a mid-year review and the approved budget has been rescheduled to more realistically reflect current and expected progress. It also reflects budget rescheduled from 2014/15 for land and asset purchase. Other main changes relate to the redevelopment of Wey Court, schemes at Middlefield and Nursery Hill with some **£7.9million proposed to be rescheduled into 2016/17 and 2017/18.**
34. New homes at Station Road are still on target for a January 2016 completion. The build contractor for the show homes at Ockford Ridge has been selected and pre-site works to make the site secure have commenced.
35. Once the detail of the Government proposals in the Summer budget is known, it will be necessary to further revisit the HRA Capital Programmes in order to achieve savings to help meet projected revenue shortfall.

New Build 2015/16

Work Stream	Approved Budget 2015/16	Budget carried forward from 2014/15	Other approved changes	2015/16 Expenditure including commitments	Realignment	Budget Remaining
	£'000	£'000	£'000	£'000	£'000	£'000
Project management	352	0	0	352	0	0
Pre development Exp	83	0	0	54	0	29
Committed schemes	5,151	897	868	3,500	2,293	1,123
Proposed schemes	4,651	19	203	16	4,427	430
Land and asset purchase	1,220	3,943	(227)	3,324	1,200	412
Total	£11,457	£4,859	£844	£7,246	£7,920	£1,994

Medium-Term Financial Strategy

36. The Annual Finance Seminar was held on the 5 October 2015 for all members of the Council. The seminar set out the key aims of the Finance Strategy and gave highlights of the current position for the General Fund and Housing Revenue Account. It also presented the issues and risks for the next four years and a strategy for balancing the budget.
37. Key aims of the Finance Strategy for the General Fund and the Housing Revenue Account are to:
- Provide a framework for managing resources in the medium term
 - Focus limited resources on priority areas
 - Support service improvement
 - Ensure a robust, balanced budget
 - Ensure a prudent level of balances
 - Ensure adequate investment in assets
38. The highlights of the current position were summarised as:
- Continued Government grant cuts
 - Funding uncertainty and the Comprehensive Spending Review
 - Government proposals for the HRA
39. However the current positions also take account of:
- Waverley's Council Tax staying the same level for the sixth year
 - A good record of staying within budgets
 - Star Chamber initiatives are still delivering
 - There have been no service cuts
 - There is no reliance on one-off/uncertain income

General Fund

40. For the General Fund the strategy for balancing the budget is summarised as:
- Further efficiencies
 - Star Chamber
 - Invest to save

- Opportunities for income generation
 - Consider funding opportunities
 - Effective use of assets
 - Learning from others
 - Member scrutiny through budget process
41. Issues and Risks for the 2016-17 General Fund budget are:
- Growth-driven funding
 - Waste Management
 - Service improvement demands
 - Importance of contractors/partners
 - Recruitment and retention
42. The key message for the General Fund given at the Finance Seminar was a £3.3 million budget gap over the next four years. The savings required to be found this budget round are £1million. It is going to be a challenge to bridge this gap and become self-sufficient from the Government.

Housing Revenue Account

43. The current 30 Year Business Plan for the Housing Revenue Account is robust. However, there are a few big issues that put this position at risk. They are summarised as:
- Government changes will lose Waverley more than £300million
 - Rent reductions 1% per year for four years from 2016/17
 - Sale of high value voids
 - Welfare reform
44. The areas where this will potentially have the biggest impact to the services provided by the Housing Revenue Account are:
- Improving service to tenants
 - Significantly reduced new build programme
 - Review stock remodelling
45. It is proposed to address the impact of these Government changes to Housing Revenue Account finances by:
- Further efficiencies
 - Opportunities for income generation (limited)
 - Reduced planned maintenance
 - Reduce new build
 - Reduce remodelling
- And if necessary:
- Reschedule debt

Financial Strategy Summary

46. For the General Fund and Housing Revenue Account there is uncertainty going into the budget process. There will be significant pressures on finances and challenging times ahead. However, the base position is strong and Waverley has a good track record of balancing the budget.

Conclusion

47. Service performance for the year, based on the mid-year revenue position, is in line with the budget, therefore, no action is required currently.
48. Members are asked to recognise the challenges ahead for the General Fund and the Housing Revenue Account, as presented at the Finance Seminar on the 5 October 2015. Budgets will be put under scrutiny as part of addressing the budget deficits and this will be undertaken throughout the budget setting process in the coming months.

Recommendation

It is recommended that the Executive notes the report and

1. recommends that the current Council Tax Support Scheme remains unchanged for 2016/17, see paragraph 13;
2. recommends that approval be given to the Employee Records Civica project at a cost of £25,000, to be funded from the Capital Urgent Schemes budget, see paragraph 26;
3. recommends that Council approves the rescheduling of £50,000 of the Godalming Cricket club grant budget into 2016/17, and Badshot Lea Football Club of £50,000, see paragraph 18 above;
4. recommends that approval be given to the rescheduling of £8,000 for the Aerial photography refresh into 2016/17, see paragraph 19 above;
5. recommends that Council approve the transfer of £55,000 from the Cranleigh Leisure Centre AHU budget to the Cranleigh Leisure Centre CHP unit (£23,000 – see paragraph 24) and LED Central Office Lighting Replacement (£32,000 - see paragraph 25);
6. recommends that Council approves the rescheduling of £230,000 of HRA Capital budget into 2016/17 as detailed in paragraph 31 above;
7. recommends that Council approves the rescheduling of £405,000 of the 2015/16 budget for Stock Improvement, see paragraph 32;
8. recommends that Council approves the rescheduling of £7,920,000 of the 2015/16 budget for New Affordable Homes, see paragraphs 33 and 36; and
9. accepts the mid-year budget projection and acknowledges that no immediate action is required for 2015/16 at this stage.

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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Cost Code	Project	Opening Budget	Rescheduled from 2014-15	Other in year movements	Approved Budget	Spend to Date	Committed	Total Spend & Committed	Forecast Outturn	Budget Remaining	Reschedule	Saving / (Overspend)	Notes
Community Services - Kelvin Mills													
K1331	Borough Hall - External Decoration	25,000			25,000	1,364	0	1,364	25,000	23,636			Works started. Delays in scaffolding license. Budget will be fully spent based on tender
K1331	Borough Hall - maintenance of chairs etc.	8,275		-650	7,625		0	0	5,275	5,275		2,350	More works to be carried out in spring, some budget vired to emergency works, Cranleigh Arts Centre below.
K1395	Cranleigh Arts Centre Emergency works			650	650	-2,204	2,204	0	650	650			Budget vired from Borough Hall works above.
K1390	Farnham Mallings	40,000	35,000	6,800	81,800	25,000	0	25,000	81,800	56,800			Work started in July, first draw down sent, processing second.
K1391	Museum of Farnham		8,666		37,666	-1,987	4,345	2,357	37,666	35,309			Additional £9.5k & £19.5k for brickwork repair. All will be spent plus possibly some more.
K1397	Cultural Strategy			10,000	10,000	1,110	0	1,110	10,000	8,890			Have appointed consultant and meetings are underway. On course to be spent
K1343	Tilford Institute pavilion			3,500	3,500		0	3,500	3,500	0			Funding to enable fully maintained public conveniences.
K1458	Tilford Recreation Ground Play Area			2,214	2,214		0	0	2,214	2,214			
K1110	Central Communications - Careline	30,000			30,000	19,836	0	19,836	30,000	10,164			Purchasing more units than usual this year (CE tried to mitigate this by negotiating reduced costs per unit), demand for the service has also slightly increased therefore again, more units have been purchased
K1115	Farncombe Day Centre	12,800			12,800		0	0	12,800	12,800			Separating from Bowring house. Need a business case.
K1520	Gostrey /Memorial Hall Day Centre	1,560,000		700,000	2,260,000	11,057	0	11,057	1,260,000	1,248,943	1,000,000		When tender process has started we will get payment profile. Tender likely end of year, on site early next year. Football Club needs to be relocated.
K1260	Blackheath Village flood alleviation	5,000			5,000		1,039	1,039	5,000	3,961			Hydrology survey returned, budget on track to be spent. To design silt trap, works to be considered in setting next years budget.
K1264	Ditch Works	70,000	1,152		71,152	5,900	52,009	57,909	71,152	13,243			Works due to start in Autumn.
K1265	Alderbrook Stream -watercourse erosion control	20,000			20,000		0	0	21,000	21,000		-1,000	Tender back. Slightly over budget. Query as to whether SCC or Waverley are responsible for these works. Consultant to draw up scheme
K1377	HLS Countryside Works	169,060			169,060	35,779	96,000	131,779	169,060	37,281			All works planned and circa £100k committed. Felling underway, on track to be spent in full
K1378	Frensham Dam	18,000			18,000	13,765	1,235	15,000	18,000	3,000			Work started.
K1379	Frensham Common - Site Facilities Redevelopment	75,000	2,323		77,323	4,640	2,320	6,960	77,323	70,363			Currently preparing business case. Bat surveys carried out.
K1406	Broadwater Park Boardwalk	10,000			10,000	4,166	698	4,864	6,000	1,136		4,000	Old boardwalk has been removed.
K1311	Godalming Leisure Centre		50,000		50,000	-91,707	91,707	0	0	0	50,000		Crickets club grant still held. Issues with lease causing delay. Business case needed, unlikely to be spent this financial year.
K1320	Haslemere Leisure Centre			14,000	14,000	-117,663	117,663	0	14,000	14,000			Various equipment
K1301	Client Rolling Programme	65,000			65,000	1,210	18,129	19,339	65,000	45,661			Will be spent.
K1301	Cranleigh Soft Play	35,000		15,000	50,000		0	0	50,000	50,000			Soft play has been tendered, waiting for contract to be signed.
K1319	Client Rolling Programme - Contingency	25,000			25,000		25,000	25,000	25,000	0			To be spent in full
K1450	Farnham Park SPA (S106 Funded)			1,500	1,500	1,500	0	1,500	1,500	0			Complete.
K1460	Godalming LC equipment		491	4,250	4,741	3,033	0	3,033	4,741	1,708			Places for people responsible.
K1460	Farnham LC equipment		3,917		3,917		0	0	3,917	3,917			Places for people responsible.
K1460	Cranleigh Leisure Centre Equipment		8,258	19,550	27,808	13,113	0	13,113	27,808	14,695			Places for people responsible.
K1520	Planning Application for redevelopment of Farnham Memorial Hall		40,000		40,000	24,566	0	24,566	40,000	15,434			Invoices coming in. Will be spent
K1223	Broadwater Toilets Refurbishment		63,000		63,000		0	0	63,000	63,000			Contractor appointed, to start works on 2nd November. 14 week lead time
K1343	Pavilions-Capital Works	10,000			10,000	9,506	0	9,506	9,520	14		480	Complete.
K1344	Recreational Facilities for young people		2,220		2,220	-779	790	1	60	59		2,160	Complete.
K1345	Playground Replacement	84,760	145,756		230,516	135,022	86,647	221,669	232,676	11,008		-2,160	Holloway Hill is complete, Farnham park nearing completion. Orders placed for Aarons Hill, & Broadwater park. Small overspend All works to be completed by end of Oct
K1349	Parks Signage	20,000			20,000	3,318	4,200	7,518	20,000	12,482			Comms implementing playground phase 2. Works ordered.
K1354	Philips Memorial Garden Improvement Programme	33,100	142,190		175,290	-3,614	5,080	1,466	175,290	173,824			Environment Agency holding up works. £60k for footpath, £41k for signage & boards, £11k for riverbank stabilisation, £6k for path to memorial. Must happen by the end of July 2016 due to deadline on funding. Potential slippage into 2016/17.
K1355	Parks Infrastructure works and DDA improvements	10,000			10,000	-1,675	12,467	10,792	10,792	-0		-792	To be spent on sports goals, replacing fixed with roll away.
K1357	Badshot Lea Football Club		50,000		50,000		0	0	0	0	50,000		Close to signing a lease. More PIC funding to be requested, 60-75K
K1120	Refurbish Pump house - extra classroom	40,000			40,000		0	0	40,000	40,000			Budget to introduce new porta-cabin classroom, anticipate spend this financial year.
K1512	Brightwells - Development Consultancy	40,000			40,000	3,641	5,880	9,521	40,000	30,479			Work started in August.
K1511	Riverside		99,500		99,500	68,819	43,032	111,851	111,850	-1		-12,350	Retention.
K1318	LC PVs and Biomass				0	512	0	512	510	-2		(510)	Estimated creditors not sufficient.
	Outside Table Tennis - Frensham			1,800	1,800		0	0	1,800	1,800			S106 project
	Safety Surfacing at Snoxhall Play Park - Cranleigh			6,065	6,065		0	0	6,065	6,065			S106 project
K1375	Countryside Vehicle			20,000	20,000		0	0	20,000	20,000			
		2,405,995	652,473	833,679	3,892,147	170,729	570,435	741,164	2,799,969	2,058,805	1,100,000	(7,822)	

Customer & Corporate Services - David Allum												
K0001	Forward Programme/Legislative Changes	10,000		10,000	479	0	479	10,000	9,521		Contingency budget. Likely to be spent when benefit changes are implemented.	
K0003	Desktop/Server Upgrades	20,000		20,000	8,238	0	8,238	20,000	11,762		Budget may be tight and plenty of demand. Full spend expected	
K0005	Corporate Texting Solution	10,000		10,000	7,500	0	7,500	10,000	2,500		Works underway, budget will be spent	
K0007	Business Continuity refresh at Mole Valley	15,000		15,000	9,718	0	9,718	15,000	5,282		Likely to underspend but could use the underspend for The Edge to achieve the required change prior to the next election in May	
K0008	Windows 2003 Server Replacement	10,000	10,000	20,000	17,084	0	17,084	20,000	2,916		Additional £10k approved by Executive Director	
K0009	Replace Core Switch	30,000		30,000		20,532	20,532	30,000	9,468		Close to full spend anticipated, works completed Oct 15	
K0206	Adelante upgrade (Chip + Pin)		6,010	6,010		0	0	6,010	6,010		Hand held devices still to be done. Projects in progress, will be spent	
K0216	Mobile Working Solutions	30,000	4,652	34,652	1,884	488	2,373	34,652	32,279		Services need to bid with a business case. Unlikely to achieve full spend by year end, possible savings, update will given in Jan as to progress	
K0221	Agenda Management System		13,500	13,500	7,000	0	7,000	13,500	6,500		Works up and running, full spend will be achieved	
K0225	Aerial Photography refresh	8,000		8,000		0	0	0	0	8,000	Due to absence of available aeroplane slots the budget of £8k will not be spent but needs to be carried over as the investment remains necessary.	
K0234	Achieve Forms upgrade/integration	5,000		5,000		0	0	5,000	5,000		Spend will be achieved, plan in place	
K0238	Call Management - contact centre technology	20,000		20,000		0	0	0	0	20,000	Will not be spent this year. But may be needed in future post conclusion of the Customer Care Project (the anticipated spend was on prairie fire but for technical reasons and the absence of commissioning managers will not now proceed).	
K0244	Records Scanning	20,000	63,481	83,481	31,367	36,316	67,682	83,481	15,799		Back scanning works, in progress	
K0247	Paper Free Planning		2,550	2,550		0	0	2,550	2,550		Spend will be achieved.	
K0247	Microfiche Scanning Project		42,139	42,139	24,383	0	24,383	42,139	17,756		Spend will be achieved.	
K0254	Network Upgrade & Flexible Working	5,000		5,000		0	0	5,000	5,000		Contingency budget. Will get spent.	
K0260	Agresso Upgrade	30,000		30,000	2,550	0	2,550	30,000	27,450		Budget on course to be spent by march as the upgrade is scheduled for Jan-March.	
K0261	Website Upgrade & Redesign		23,500	23,500	19,550	0	19,550	23,500	3,950		Planning to spend more of the website budget on improvements to usability, after some testing we have conducted. No quote for these works yet	
K0265	Implement Contact Manager		6,000	6,000		0	0	0	0	6,000	Not going ahead - see contact centre technology above.	
K0269	Orchard Modules	25,000		25,000	12,090	0	12,090	25,000	12,910			
K0271	Intranet Migration		3,600	3,600		0	0	0	0	3,600	Not required	
K0274	Sheltered Housing Wi-Fi	10,000		10,000		0	0	10,000	10,000		Options been explored it is probable that the solution will come in under budget but this has still to be confirmed	
K0275	SharePoint	10,000		10,000	10,830	0	10,830	10,000	-830			
K0280	PSN Compliance & Endpoint Management		7,126	7,126	910	0	910	7,126	6,216		Testing to be carried out in October. Spend depends on health-check outcome in November.	
K0281	Mobile Working Solutions - Housing	15,000	24,677	39,677		0	0	29,677	29,677	10,000	Currently not enough resource to carry out full project. Not likely to spend all of this. Floating Support and Surveyors commission equipment is in the pipeline but this will still leave a significant shortfall.	
K0282	Orchard/Agresso Interface	15,000		15,000		0	0	15,000	15,000		Will be spent, linked to upgrade	
K0283	Keystone - Asbestos Module	13,000		13,000	10,761	1,772	12,533	13,000	0	467	Spent. System live.	
K1022	Asbestos Removal - the Burys		11,482	11,482	9,361	0	9,361	10,480	1,119	1,002	Asbestos Survey still to be done and one panel still to be removed. About another £1k to be spent.	
K1020	Sound Insulation	25,000		25,000		0	0	25,000	25,000		Office partitioning required on first floor in particular and on also second floor. Work not commissioned yet but still expect to spend	
K1023	Asbestos Removal - corporate properties		14,085	14,085	15,087	0	15,087	15,087	0	(1,002)	Asbestos Survey still to be done and one panel still to be removed. About another £1k to be spent.	
K1024	Council Chamber corridor ceiling replacement	15,000		15,000		0	0	15,000	15,000		Skylights done. Ceiling design drafted. Will be spent.	
K1025	Health & Safety Works	20,000		20,000		0	0	20,000	20,000		To be spent on training.	
K1263	Inspection of culverted land drainage assets	25,000		25,000	14,240	1,290	15,530	25,000	9,470		Anticipate full spend by year end.	
K1510	Miscellaneous Properties	15,000		15,000	15,386	0	15,386	15,380	-6	(380)	Budget to ensure meeting lease obligations.	
K1001	Improved Working Environment	90,000		90,000	18,279	0	18,279	90,000	71,721		Air conditioning to Council Chamber (£25k), downstairs ladies toilets (£25k) then ceiling/floor tile replacement. So should fully spend.	
K1220	South Street, Farnham public conveniences demolition		6,500	6,500				6,500	6,500		Approved in exec report - 6/10/15. Taken from Urgent Schemes budget. Notice expires 12th Nov, will then commence	
Environmental Services - Richard Homewood												
K1021	Office Lighting Replacement - LED at central offices	30,000		30,000		0	0	62,000	62,000	(32,000)	Will be complete before March. Have had conversation with supplier and electrician, awaiting installation cost confirmation. Phase 3 required further 32K, this will then ensure completion before year end.	
K1316	Cranleigh LC replacement of AHU	55,000		55,000		0	0	0	0	55,000	This project will not take place. The AHU needed repair a couple of months ago and it was decided due to its urgency it was done as an emergency repair. It is not cost effective to now replace the units.	
K1314	Cranleigh LC CHP unit	88,000		88,000		0	0	111,000	111,000	(23,000)	Got a quote from the preferred CHP supplier and the cost works out more than what was quoted in the energy audit, from which the initial costs were taken from. Unable to progress with this one until agree with PIP a formal process to get back the savings. In the process of obtaining revised estimates.	
K1240	Rolling Programme	100,000		100,000	14,124	652	14,776	100,000	85,224		Currently seeking quotes for works. On hold awaiting final cost of Haslemere High street, possibly move some of this budget over to High Street Haslemere project.	
K1254	High Street Haslemere		83,620	83,620		0	0	83,620	83,620		Looking at scope of resurfacing. Project on hold whilst a more comprehensive review takes place via Environmental Services. Major reconstruction works required - budget not enough - commissioned full survey.	
K1201	Contaminated Land	30,000		30,000	26,365	0	26,365	30,000	3,635		Remaining budget being held due to privately owned properties	
K1204	Noise Recording Equipment	6,100		6,100	900	0	900	6,100	5,200		To purchase new equipment in Autumn.	
K1206	Air Quality Monitoring	33,500	-25,000	8,500	-478	478	0	8,500	8,500		Not yet successful in securing DEFRA funding, to reapply in Nov	
K1208	Weydon Lane	21,000		21,000		21,060	21,060	21,060	0	(60)	Spent	
K1230	Replacement of Bins	60,900		60,900	44,129	0	44,129	60,900	16,771			
		424,500	83,620	-25,000	483,120	85,040	22,190	107,230	483,180	375,950	0	(60)
Other												
K1101	Disabled Facilities Grants	400,000		400,000	126,669	1,153	127,822	350,000	222,178	50,000	£70K committed but not expected to spend more than £300K	
K1205	Warm Homes Project	40,000		40,000	5,412	0	5,412	40,000	34,588		Currently expecting more income from grant repayments than expenditure in grant payments!. Waiting to see whether the solid wall insulation project run by Action Surrey will have an impact on this budget.	
K1457	Wiggins Yard		5,000	10,500				15,500	2,420		Will be requesting all the S106 and some capital funding to see if can get the project completed	
K0284	Media Monitoring	4,680		4,680		0	0	4,680	4,680			
	Budget for urgent schemes	150,000	-	39,227	110,773		0	110,773	110,773		£3.5k transferred to Tilford Institute pavilion, £19.5k transferred to Museum of Farnham, £10k transferred to server replacement, £6.5k transferred to demolition of South Street PC's	
		594,680	5,000	-28,727	570,953	132,081	14,233	146,314	520,953	374,639	0	50,000
Total		3,916,175	963,895	796,452	5,676,522	624,547	667,256	1,291,803	4,486,717	3,194,915	1,108,000	81,805
	Revenue	569,775	0	-2,000	567,775	126,170	77,603	203,773	565,865	362,092	0	1,910
	Capital	3,346,400	963,895	798,452	5,108,747	498,377	589,653	1,088,030	3,920,852	2,832,823	1,108,000	79,895
Total		3,916,175	963,895	796,452	5,676,522	624,547	667,256	1,291,803	4,486,717	3,194,915	1,108,000	81,805

2015-16 HRA Core Capital Project Financial Monitoring

Annexe 2

Project	Original Budget	Rescheduled 2014-15	Approved Rescheduling into 2016-17	Other in Year Movement	Approved Budget	Total Spend and Committed	Rescheduled	Budget Remaining	Notes
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Decent Homes									
Bathrooms	653	97			750	618		132	88 bathrooms completed, 35 in progress. Additional properties to be released.
Doors	114			-84	30	14		16	Framework procurement agreed, tenders in production.
Electrical Upgrade	0	260			260	59		201	On site and planned completion by Christmas
Heating	928				928	249		679	102 properties completed. Planned completion by
Kitchens	1,510	135			1,645	1,161		484	95 kitchens have been completed, 64 in progress. Additional properties ready to be issued.
Mears O&P	477				477	477		0	
Rewiring	222	100			322	38		283	Testing to be completed in November, work on site.
Roofing	408	43			451	163		287	9 roofs completed by Mears, Leasehold consultations are taking place. Planned completion February.
Walls	153				153	161		-8	Survey's completed. Contract for work not yet tendered.
Windows	325			-55	270	0	200	70	Framework procurement agreed, tenders in production.
Total Decent Homes	4,789	635	0	-138	5,285	2,941	200	2,144	
Other Capital Work									
Aids and adaptations	200				200	118		82	Demand led.
Asbestos	235	50			285	85		200	Programme will be in place by the year end.
Communal Heating and hot water	0	155		215	370	303		67	Three systems have been completed.
Community Rooms	10	19			29	0		29	
Damp Proofing	0	300			300	33		267	Awaiting tenders. Anticipate budget will be spent this year.
Drainage	100			-77	23	7		16	
Emergency work arising in year	70			-35	35	0		35	
Energy Initiatives	50				50	13		37	Work identified, orders to be placed.
Fire walls	50				50	0		50	Awaiting tenders. Anticipate budget will be spent this
Garages	100				100	1	30	69	Work on site.
Lifts	346			35	381	0		381	Quote received for £108k, orders to be placed for two replacements. Awaiting return of fire safety tenders.
Parking and paths	20	30			50	0		50	
Professional Fees	100				100	32		68	Saving from in house work rather than use of consultants.
Sewerage Plant	0	85			85	0		85	Specialist consultant employed - awaiting recommendations.
Sheltered Lighting	0	550			550	473		77	Finish in November.
Structural Work	800		-320		480	104		376	£320k rescheduled into 2016-17 re pre war properties refurbishment scheme.
Total Other Capital Work	2,081	1,189	-320	138	3,088	1,169	30	1,889	
Grand Total	6,870	1,823	-320	0	8,373	4,110	230	4,033	

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Project title
CCP12
Employee file online solution
Service
Customer and Corporate services
Officer responsible for project
Paul Reeves
What is the need for the project & how will it meet corporate objectives?
All employee HR files are currently in paper copy stored in cabinets in employee services. Employee files should be available electronically for both accessibility and business continuity purposes. The corporate standard for document management where there is a line of business application is to store the documents in Civica W2 and link to them from that system (in this case Midland iTrent).
How will the project be managed?
Project plan and progress meetings IT Change Advisory board and IT Strategy meeting.
Key project target dates and milestones
Eg tender, start on site, completion May 2016 Agree solution June 2016 test scanning and indexing August 2016 live scanning and indexing October 2016 live link from iTrent
What are the potential risks to the successful completion of the project?
Agreement of where scanning of Employee files will take place Resource and structure in Employee Services team

Capital cost & phasing				
Eg land, equipment, fees, contractor	2016/17	2017/18	2018/19	Total
	£	£	£	£
Software	£15,000	£5,000		
Scanning	£10,000	£5,000		
Total Capital Cost	£25,000	£10,000		
How the cost Will Be Funded?				
Eg grants, S106 funding, WBC Capital	2016/17	2017/18	2018/19	Total
	£	£	£	£
WBC Capital	£25,000			
Total Funding	£25,000			
Will there be any ongoing costs or savings?				
Ongoing support cost £3,000				
What is the environmental impact, including carbon implications? (if applicable)				
N/A				
Has an equality impact assessment been carried out?				
<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A				
How will this project be publicised/branded?				
NA – internal to team process.				

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 1 DECEMBER 2015

Title:

TREASURY MANAGEMENT ACTIVITY – YEAR-TO-DATE 2015/2016

[Portfolio Holder for Finance: Cllr Wyatt Ramsdale]
[Wards Affected: All]

Summary and purpose:

The purpose of this report is to summarise Waverley's Treasury Management activities during 2015/16 to date.

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

The management of Waverley's cash is a key function that helps ensure sufficient funds are available to provide services and pay the Council's commitments.

Equality and Diversity Implications:

There are no implications arising from this report.

Resource and legal Implications:

There are no direct resource implications and any financial areas are covered in the report.

Introduction and Background

1. Waverley's Treasury Management Policy accords with the existing Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice on Treasury Management in the Public Services.

Treasury Activity 2015/16

2. Officers have prepared a number graphs that illustrate the current investment activity. The table below gives a brief description of four of the graphs. The first graph is based on the total external investments held on 4th November 2015 of £64.75 million which compares with £60.4 million held at 4th November 2015 and £56.9 million and £44.5 million in the previous 2 years. The graph excludes balances on Waverley's HSBC savings account, which holds relatively small balances and/or balances held for very short periods, as these are not strictly regarded as investments.

Annexe Number	Description of graph	Comments
Annexe 1	Plots the total balance of external investments held at weekly intervals throughout the year compared to previous years	The shape of the graph for 15/16 and 14/15 is very similar and together with savings balances (which are not included in the graph) the shape is almost identical. Major peaks and troughs remain broadly similar year on year as major income receipts and major expenditure commitments continue in the same pattern. However, since the middle of 14/15 the rate of increase in cash surpluses (the amount available for investment) has been less than in previous periods as capital spend has increased. Since the HRA reform, a larger proportion of invested surpluses are attributable to the HRA.
Annexe 2	Shows cumulative investment performance compared with bank base rate and market rate for 3 month terms obtained daily from the market	The base rate and the typical 3 month market rate are currently both the same at 0.5%. The graph shows 2015/16 performance starting at around 0.73% but improving marginally to around 0.76% and continuing at that level. The target rate of 0.59% is based on Waverley's traditional portfolio of investments- largely in the 3 month market. However, recent practice has been to target some longer term investment where rates are higher and to meet short term commitments from call accounts/savings. This explains why actual performance is better than target currently. The recent relative stability of the market has been a factor in the decision to adopt this practice.
Annexe 3	Shows the maturity profile of Waverley's investment holding.	The graph shows that 31% (by value) of total investments was on call on 5/11/15 giving the liquidity to meet some imminent large commitments. The graph shows an increased spread over the longer term aiding performance. Members may note, e.g. that in May 2014 some 88% (by value) of investments was within a 3 month maturity period whereas currently the figure is 54% - demonstrating the movement to longer terms generally over the period. All investments are pre-determined fixed rates and fixed periods with the exception of "call" money.

Annexe 4	Shows the approved ratings of Waverley's current investments. The letter indicates the latest credit rating and the "stable" or "pos" shows the future outlook rating judgment of Waverley's preferred rating agency. "Pos" indicates the likelihood of an improved rating being imminent.	This graph shows investments and their ratings at 5/11/15. Unusually a £3 million investment now has a BBB+ rating as reported previously. The investment was taken out in July when the rating was A or better as policy dictates but has subsequently deteriorated to BBB+. However, Members are reminded that this change is a result of an agency-wide change in the rating methodology rather than any change in the creditworthiness or economic fundamentals of this organisation. The changes arise from removing implicit sovereign support from the calculation. Officers constantly monitor the situation generally (and this investment particularly) and will report back to Members as necessary.
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Overall Reserves

3. Officers have included an additional graph on this occasion at Annexe 5, indicating the planned use of reserves over this year and the next 2 years. The graph indicates a significant use of reserves during 15/16 and a more substantial use of reserves in 16/17 to 17/18. The officer Treasury Management Panel meets monthly and has recently discussed the possibility of longer term investments in the near future. There were a number of other current issues discussed which impact on Waverley's ability and willingness to invest longer term:
- a) the practical limits on the amount of investment allowable for a term more than 1 year
 - b) the availability of counterparties suitable and willing to take longer terms (for example, Lloyds, BoS, RBS, Barclays and Santander are not currently offering)
 - c) the possibility of rate increases during those longer terms
 - d) the increased risk over the longer period
 - e) the additional margins achievable on longer terms (for example, 1 year investments can be achieved at 1% but 2 years only generates 1.2%)
 - f) the planned use of significant amounts of reserves over the next 2 years.

Officers concluded that investments over a 2 year term would be inadvisable currently but the situation will be monitored to take advantage of the markets wherever appropriate.

Investment Performance 2015/16

4. The Local Performance Indicator LI8, which relates to investment performance, is shown overleaf.

Full Description of PI	2014/15 Actual	2015/16 Performance to 5/11/15
Average rate of return on the Council's Investments	0.65% (being 0.10% above LIBOR but 0.15% below target)	0.76% (being 0.17% above the new target)

Note: Members are reminded that the target rate has changed from a LIBOR based rate in 2014/15 to a rate based on what was a typical Waverley portfolio of investments at the time at market rates current at that time – for 2015/16. This resulted in the target rate of 0.59% for 2015/16. However, recognising the increasing stability in the markets officers have changed investment practice to move from a 3 month term preference to 6 months to 1 year. This change, though still within current policy, has helped actual performance increase to 0.76%. Officers are confident that the 15/16 interest receipt budget of £500k will be exceeded and currently it is forecast that actual receipts will be around £580k.

Recommendation

It is recommended that the Executive

1. notes the Treasury Management Performance for 2015/16 to date; and
2. endorses the approach to Treasury Management activity.

Background Papers:

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

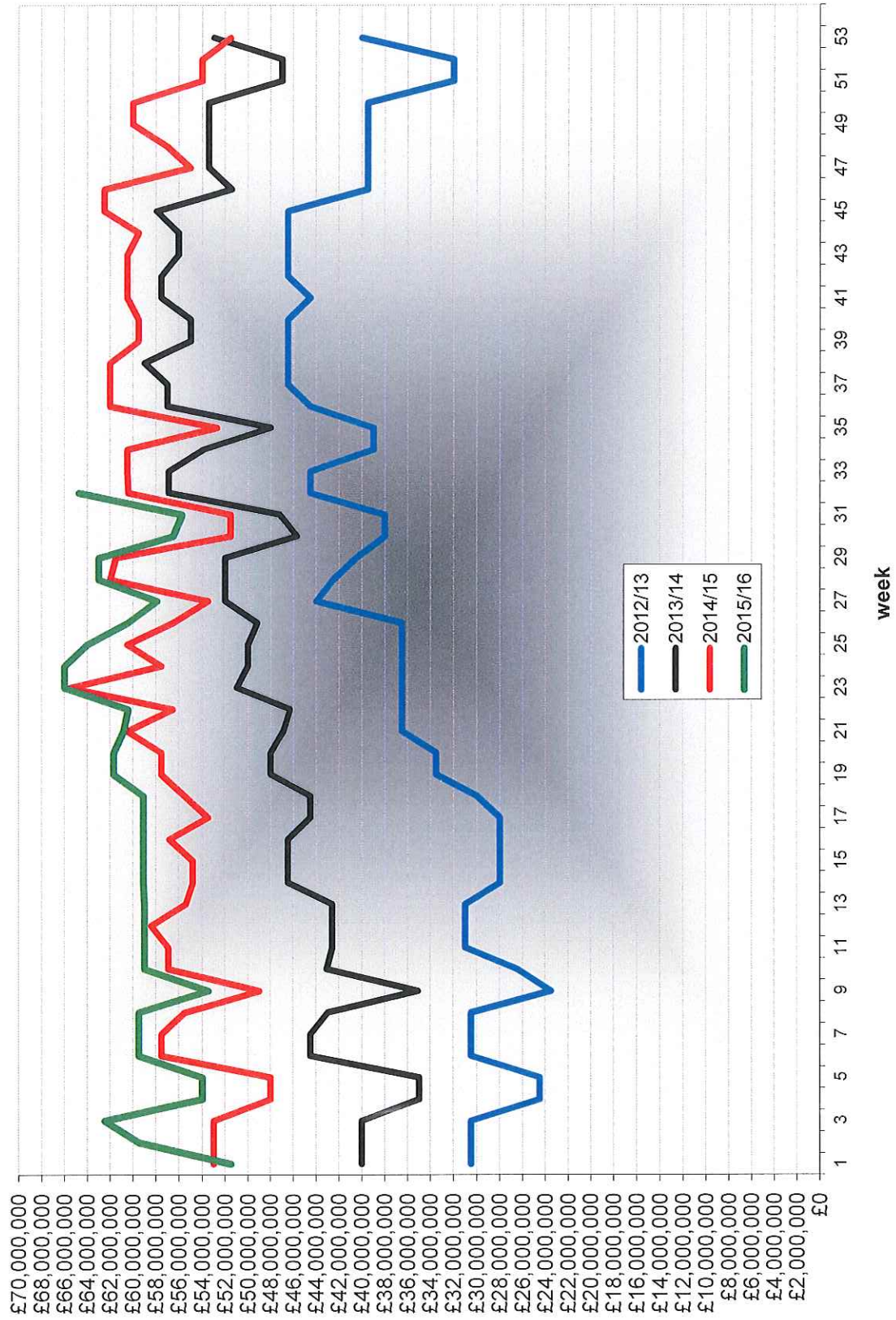
CONTACT OFFICER:

Name: Peter Vickers

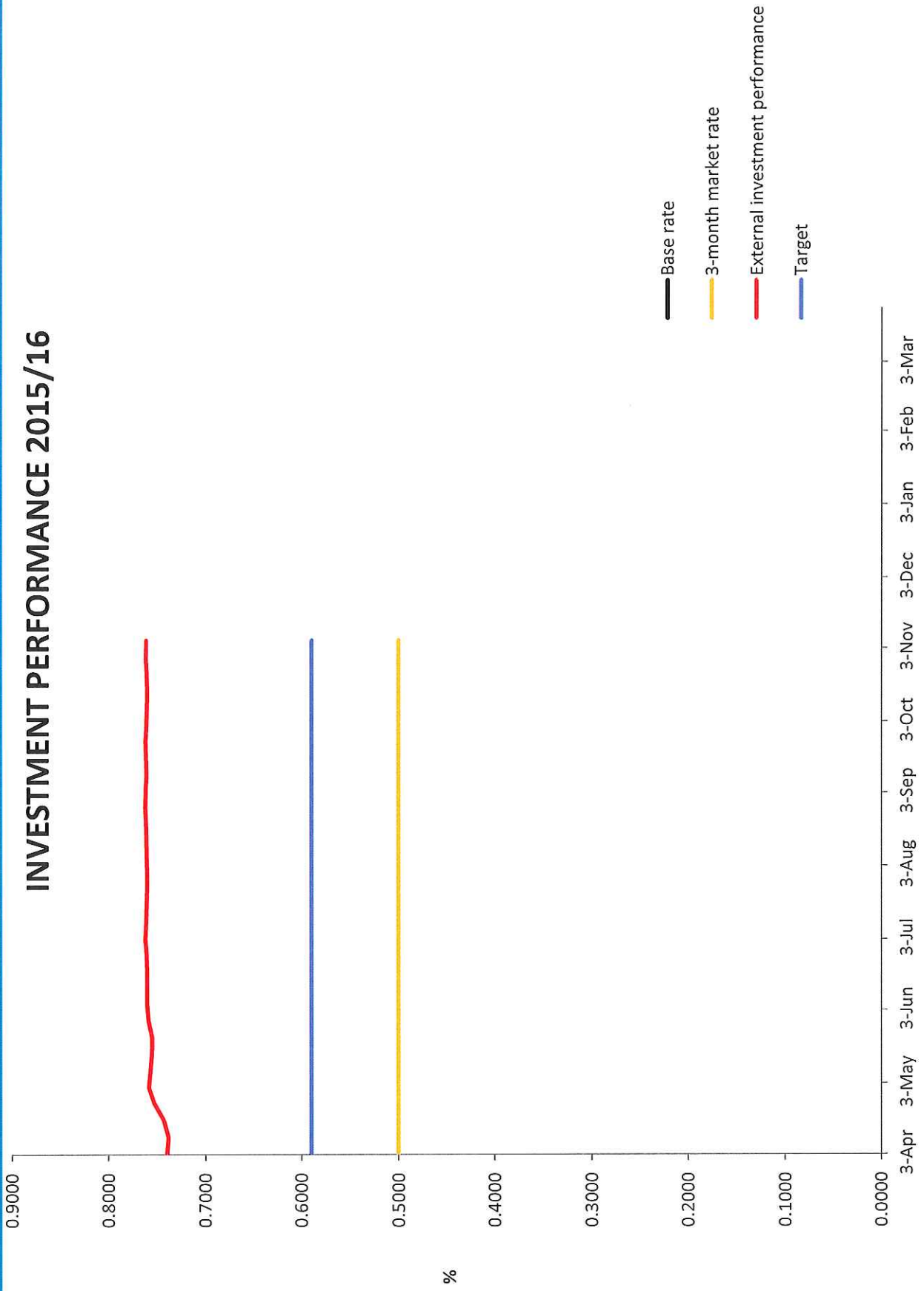
Telephone: 01483 523539

E-mail: peter.vickers@waverley.gov.uk

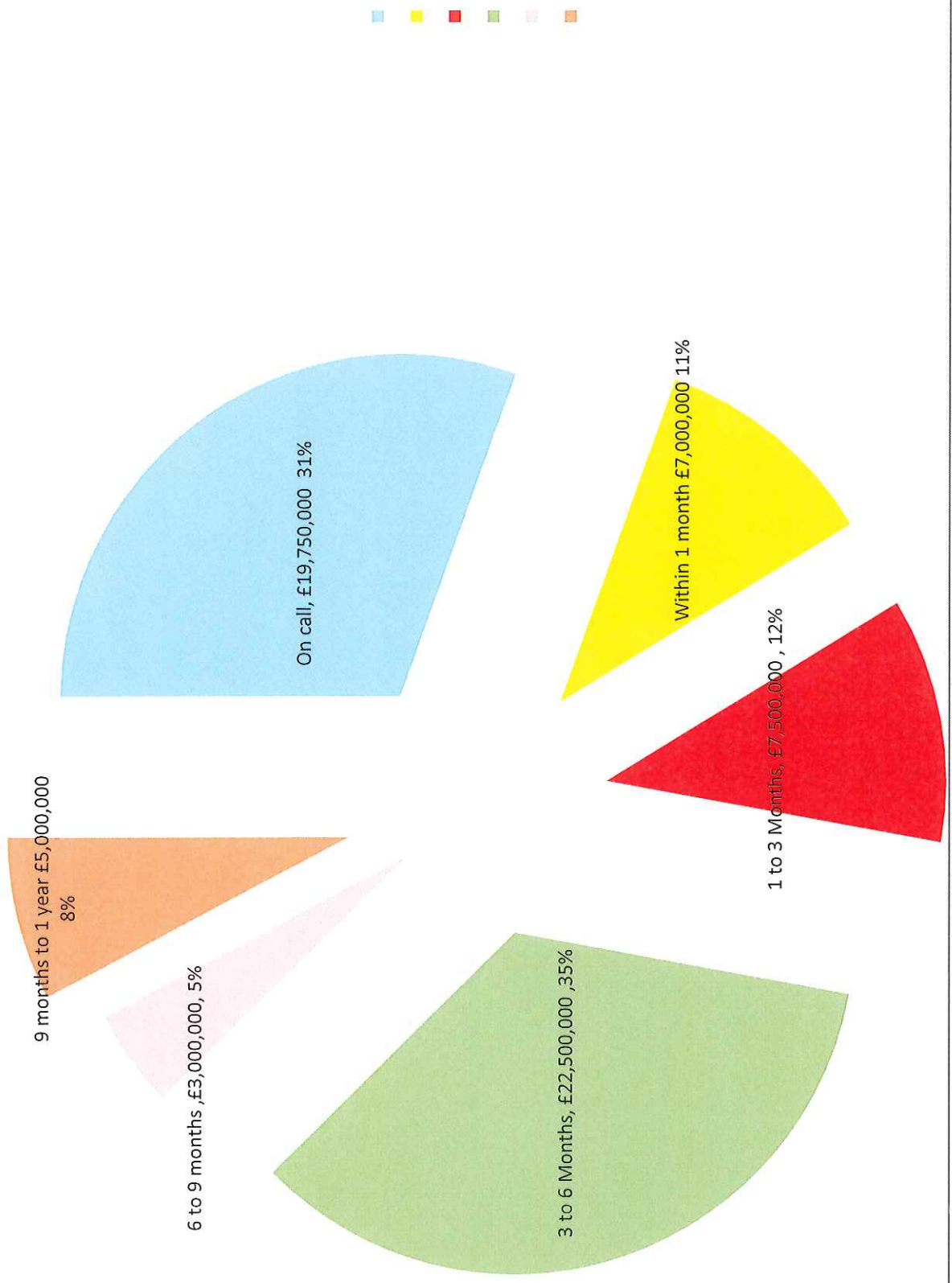
Waverley Borough Council External Investments Outstanding
 excl HSBC savings - by week



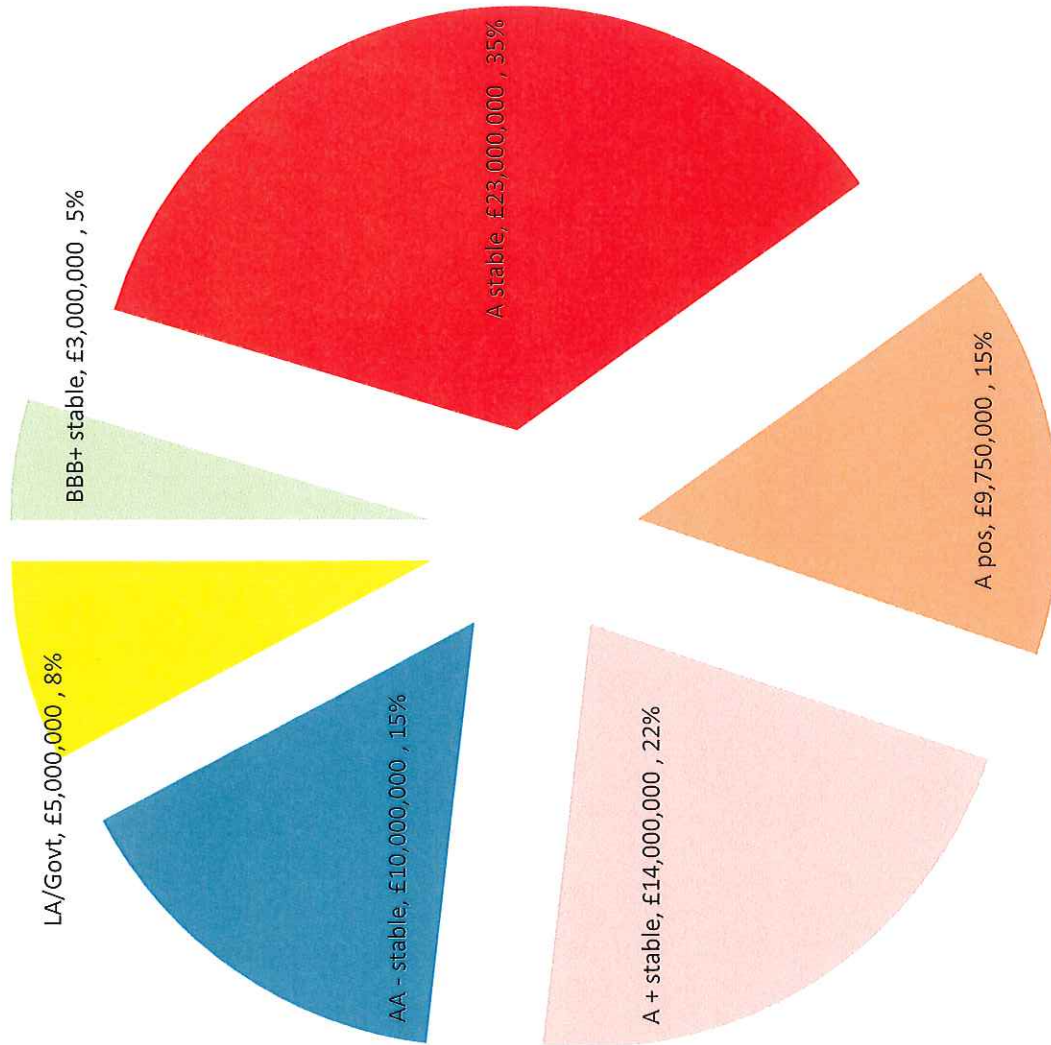
INVESTMENT PERFORMANCE 2015/16



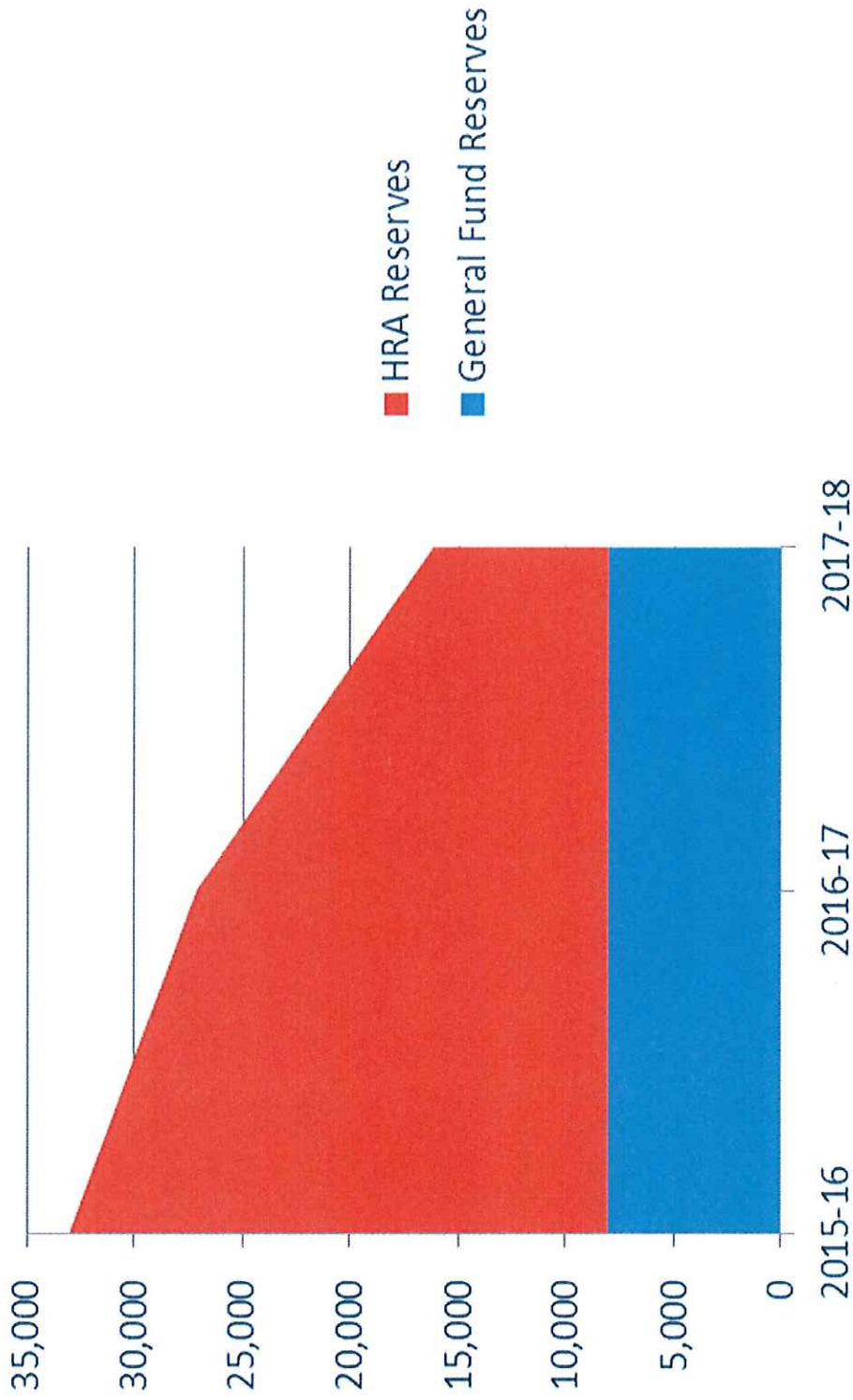
INVESTMENT MATURITY PROFILE 5/11/15



INVESTMENTS - CREDIT RATINGS 05/11/15



Overall Reserves



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WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 1 DECEMBER 2015

Title:

**SETTING OF COUNCIL TAX BASE AND
BUSINESS RATES BASE FOR 2016/17**

[Portfolio Holder: Cllr Wyatt Ramsdale]

[Wards Affected: All]

Summary and Purpose

The purpose of this report is to seek approval for:

1. the 2016/17 council tax base which, under the provisions of the Local Government Finance Act 1992, the Council is required to determine prior to approval of the Council's budget for 2016/17; and
2. the business rate forecast for 2016/17 which, under the provisions of the Local Government Finance Act 2012, forms a major element of Waverley's estimated core funding for its General Fund Budget.

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

This report is a key part of Waverley's budget setting which underpins the delivery of all of the Council's Corporate Priorities.

Financial Implications:

The council tax base is a measure of the taxable capacity within the Borough for council tax setting purposes. This report explains how the tax base is calculated, what estimates are used and how they impact on the budget and council tax charges. From 2013/2014 under the business rate retention scheme, Waverley's forecast of business rate income is critical to the estimated core funding. This report explains the estimated business rate figures put forward for approval.

The incorporation of the council tax reduction scheme into the council tax base calculation from 2013/14 transfers significant risk to all precepting authorities. Increases in the take up for council tax reductions will lead to a shortfall of council tax income which will need to be recovered in the subsequent year's budget-setting process. Also, under the business rates retention scheme, Waverley takes the additional risk of fluctuations in the value of rates payable and amount of rates collected including reductions resulting from successful rating appeals. The position on both issues are closely monitored in the year.

Legal Implications:

Waverley has a statutory duty to determine its council tax base by the 31 January each year as part of the budget process. The Local Government Finance Act 2012 included the requirement for Councils to set and operate a local council tax reduction scheme. The Local Government Finance Act 2012 also introduced the business rate retention scheme which fundamentally changed the way that business rates are used nationally to fund local government.

Council Tax Base 2016/17

1. Under the provisions of the Local Government Finance Act 1992 (as amended), the Council must determine the council tax base to be used in setting the council tax in any year before approval of the Council's Budget for that year. The council tax base is the estimated total net number of properties subject to a council tax charge in the forthcoming year. The tax base figure is expressed in equivalent number of Band D properties using the specified band proportions (see below). The total band D equivalent council tax base is divided into Waverley's net budget requirement to determine the council tax charge for the year. Each individual town and parish council's tax base is also used to calculate the share for each authority.

Calculation of the Council Tax Base

- a) The starting point for the council tax base calculation is the return (Form CTB (October 2015)) which all billing authorities are required to submit to the Government each October which gives an estimate of the tax base position at that time. The return is based on the Valuation List provided by the District Valuation Officer which details the actual number of dwellings in the Borough broken down over each of the eight valuation bandings. The calculation then takes into account discounts and exemptions in place at that time plus assumptions about potential change in the year ahead (for example changes in uptake of the council tax reduction scheme). The resultant net number of dwellings in each band is then converted to Band D equivalents by applying the following ratios:

Band	Ratio to Band D
A	6/9 ths
B	7/9 ths
C	8/9 ths
D	1
E	11/9 ths
F	13/9 ths
G	15/9 ths
H	18/9 ths

- b) The total of all Band D equivalents is then multiplied by its estimate of the 'collection rate' for the year, i.e. the Council's estimate of the percentage of the net collectable debit for the year it will ultimately collect. In view of the high level of council tax collection in Waverley in recent years it is considered that a 'collection rate' of 99.0% remains appropriate in respect of the 2016/17 council tax year.
- c) There are twenty one Town/Parish Councils in Waverley and it is necessary for the information shown on Form CTB 2016/17 to be analysed over each of the Town/Parish Council areas in order to determine the number of Band D equivalents for each of those areas. The potential ongoing impact of the council tax reduction scheme is also assessed for each town and parish council.

- d) The estimated council tax base, after taking account of assumptions about discounts, exemptions and council tax support, for each town and parish and for Waverley in total is shown in Annexe 1. The total figure will be used to determine Waverley's council tax charges for 2016/17 and each town and parish council will be notified of their individual council tax base figure to enable them to approve their local council tax charge for the year.
- e) The total net estimated council tax base in 2016/17 is 53,645.9 band D equivalent properties (52,832 in 2015/2016). The following table summarises the key changes on the overall 2016/17 estimated council tax base compared to 2015/16

Changes from 2015/16	Additional Properties	Band D Equivalent properties
Houses on VO List	+327	+404
Movement in assumptions on discounts, exemptions and the council tax support scheme	+384	+419
Growth in Tax Base	+711	+823

Business Rates Estimates 2016/17

2. The Business Rates Retention scheme replaced the previous central pooling system from 1 April 2013. The Government continues to set the rateable value of all businesses and the rate multiplier and dictates the proportions of rate income that local authorities can keep. In January 2013 the Council delegated authority to the Executive for setting the business rates base.
3. The retained part of business rates (after payments to Government and Surrey County Council) forms a key part of Waverley's core General Fund resources and it is, therefore, essential to make robust estimates of net business rate income to feed into the budget calculation. The following table illustrates how business rates links to the Council's funding for 2016/17:

Element	Estimate 2016/17 £'000
Non-domestic Rating Income net yield – as per estimated NNDR1 for 2016/17	36,875
Less – 50% central share paid to Government	-18,437
Less – 10% county share paid to Surrey County Council	-3,688
Waverley's share before tariff and levy deductions	14,750
Less – estimated tariff	-12,690
Less – estimated levy	-566
Total estimated net Business Rates income due to WBC	1,494

Waverley's share of the estimated Business Rates income is brought into the General Fund together with Government grants from certain reliefs and concessions. The tariff (estimated £12,690,000) and levy (estimated £566,000) are then paid out of these General Fund receipts before a final General Fund position for Business Rates is reached.

4. Waverley has to submit a statutory form NNDR1 by 31 January each year which sets out the Council's estimated business rate position for the coming year. This form will confirm the payments to the Government, Surrey County Council and Waverley that will need to be made out of the collection fund during the year. If the actual position for the year is different from the estimate, adjustments are made through the collection fund and surpluses/deficits are apportioned across the organisations in line with the above proportions.
5. The Government are currently consulting with CIPFA on the format and calculations inherent in the 2016/17 NNDR1 expected to be published in December 2015. It is this form and its resultant calculations which will drive the retained Business Rates for Waverley in 2016/17, the General Fund levy charge and compensation grants. The figures provided in this report are based on the current 2015/16 Business Rates system of reliefs and compensation but assuming a 0.8% increase in the small Business Rate multiplier (being the RPI for September 2015). Assumptions may need to be amended in the light of the 2015 Spending Review and Autumn Statement expected on 25 November 2015.
6. The year end calculations guidance for 2015/16 is not expected to be published until March 2016. It is the calculations inherent in this form which drive the actual surplus/deficit on the collection fund for Business Rates for 2015/16. In advance of this an estimated surplus/deficit will need to be assessed as at 31st January 2016, brought into Waverley's General Fund budget for 2016/17 and notified to Surrey County Council for precepting purposes.
7. Annexe 2 sets out the key figures estimated to form the business rate base for 2016/17. The figure that determines the payments to the Government, Surrey County Council and Waverley's budget is the 'Non-domestic Rating Income' amount. Members are requested to approve the figures proposed for 2016/17 and a delegation is requested to enable officers, in conjunction with the finance portfolio holder, to make adjustments if necessary before submitting the final form by 31 January. The adjustments will be as a result of updated estimates and clarifications from the 2015 Spending Review and Autumn Statement. Estimates currently show that Waverley will be able to retain rates in excess of the assumed Government's baseline funding level of £1,833k in 2016/17. It is proposed that the Business Rates Equalisation Reserve continues to be used to mitigate the risks of a fluctuating rateable value base going forward. This reserve is also used to balance significant timing differences between years due to statutory requirements. If the budget position requires this approach, approval will be sought for this measure in the budget report to be considered by the Council in February.

New Business Rates Developments

8. The Chancellor announced on 5 October 2015 major plans to allow local government nationally to retain 100% of local business rates and business rates growth by 2020. Based on the details announced so far it looks like Waverley may be no better off from Business Rates at the start of the new system because the Government will continue to balance out the rates collected across all authorities through the tariff system.

Recommendation

It is recommended that

1. the council tax base for Waverley be approved for the year 2016/17, as shown in Annexe 1; and
2. the business rate estimates for 2016/17 be approved, as set out in Annexe 2, and that authority be delegated to the Director of Finance and Resources, in conjunction with the Finance Portfolio Holder, to make any final changes necessary before the NNDR1 return is submitted to the Government on 31 January 2016.

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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COUNCIL TAX BASES 2016/2017										ANNEXE 1
Town/Parish	Relevant Amounts before application of 'collection rate'									Tax base at Band D after application of 'collection rate' of 99.0%
	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total Bands	
Alfold	21.7	12.5	27.8	91.2	73.4	84.8	120.5	42.5	474.5	469.7
Bramley	11.2	37.1	83.6	258.1	254.5	263.5	551.3	198.0	1657.2	1,640.6
Busbridge	7.5	3.5	2.7	29.3	27.0	54.5	207.1	103.5	435.1	430.7
Chiddingfold	8.3	6.0	76.1	236.1	189.8	343.4	293.3	231.0	1383.9	1,370.1
Churt	10.3	8.3	17.7	43.2	39.4	100.0	263.3	160.0	642.3	635.8
Cranleigh	16.3	150.1	665.8	878.8	1001.9	1221.1	1056.8	200.0	5190.8	5,138.9
Dockenfield	3.5	3.3	11.3	24.9	18.0	34.3	105.4	39.0	239.8	237.4
Dunsfold	12.7	6.3	28.7	82.1	63.7	90.6	155.4	100.0	539.5	534.1
Elstead	17.4	16.5	73.4	256.1	253.7	219.3	261.3	81.5	1179.1	1,167.3
Ewhurst	21.8	6.4	51.8	121.1	222.0	231.0	438.6	118.5	1211.0	1,198.9
Farnham	93.3	602.7	2058.6	3332.1	4065.6	2649.1	3611.4	657.8	17070.5	16,899.8
Frensham	11.3	2.9	36.3	98.8	90.4	192.5	274.6	159.5	866.3	857.7
Godalming	41.3	189.3	1713.9	2422.1	1636.5	1377.2	1466.3	136.0	8982.7	8,892.9
Hambledon	2.7	8.4	7.6	32.3	69.5	71.1	119.6	118.5	429.7	425.4
Hascombe	2.5	1.6	2.2	25.2	44.2	20.7	34.6	39.7	170.7	168.9
Haslemere	63.9	421.2	895.5	1311.9	985.9	1056.1	2331.0	623.5	7689.1	7,612.2
Peper Harow	2.3	1.6	0.0	2.8	21.9	14.8	40.0	32.5	115.8	114.7
Thursley	31.4	4.9	2.2	22.8	37.9	46.4	129.6	92.0	367.3	363.6
Tilford	5.2	1.6	7.8	28.0	50.9	49.7	99.2	125	367.2	363.5
Witley	14.9	85.6	279.9	840.8	651.4	608.2	732.0	204.5	3417.3	3,383.1
Wonersh	18.7	2.9	50.4	136.1	385.5	315.5	516.0	333.0	1758.0	1,740.4
Waverley	418.2	1,572.5	6,093.2	10,273.7	10,183.3	9,043.8	12,807.3	3,795.8	54,187.8	53,645.9

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BUSINESS RATE ESTIMATE 2016/17

	2016/17 Estimate RPI 0.8% £000
Estimated gross rate yield (total RV x multiplier)	46,010
Less Mandatory and Discretionary reliefs	(8,715)
Net Rates Payable	 37,295
Less Losses in collection including change in provision for appeals	(238)
Collectable Rates	37,057
Less Cost of collection and transitional arrangements	(182)
Non-domestic Rating Income	36,875
Less Central Government (50%)	(18,437)
Surrey County Council (10%)	(3,688)
Retained by Waverley Borough Council (before tariff, levy and 2013 Autumn statement grants)	14,750
Less Estimated tariff	(12,690)
Estimated levy	(566)
Total estimated net Business Rates income due to WBC	1,494

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

1 DECEMBER 2015

Title:

**NATIONAL NON-DOMESTIC RATES
DISCRETIONARY RATE RELIEF POLICY**

**[Portfolio Holder: Cllr Wyatt Ramsdale]
[Wards Affected: All]**

Summary and purpose:

Business rates (national non domestic rates or NNDR) are a tax on properties which are not used for domestic purposes. The Council has the power to grant local discretionary discounts where it is in the interests of the council tax payer.

This policy details the criteria and process against which the Council will consider applications for discretionary rate relief. The policy is reviewed periodically to ensure that it complies with current legislation and the Council's priorities and will be due for ratification again in December 2019.

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

The provision of financial assistance to community organisations within the Borough supports a range of Corporate Priorities including improving lives, protect vulnerable people and health and well being.

Financial Implications:

The cost of any relief granted under s47 is borne in relation to the business rates retention scheme ratio. That is 50% from central government, 10% from Surrey County Council and 40% from Waverley Borough Council. A full list of the organisations currently receiving discretionary rate relief is included at Annexe 2.

All organisations in receipt of discretionary relief awards have had notice that the relief terminates at the end of 2015/16 and the scheme will be reviewed.

Legal implications:

The Local Government Finance Act 1988, as amended, requires local authorities to grant mandatory rate relief to specific categories of business rate payers; the relief is fully funded by central government. The 1988 Act also enables local authorities to grant discretionary business rate relief.

Section 47- 49 of the 1988 Act is amended by the Localism Act 2011 to give local authorities a general power to grant discretionary rate relief to any business on a case by case basis so long as the relief is in the best interests of the residents and Council Tax payers.

Introduction and Background

1. There are two types of business rate relief – Mandatory and Discretionary. The Local Government Finance Act 1988 requires local authorities to grant Mandatory rate relief to the following categories of Business Rates payer:
 - Registered charities – 80%
 - Registered Community Amateur Sports Clubs (CASCs)- 80%
 - Village Post Offices, general stores, specialist food shops, public houses and petrol filling stations – where they are in a designated rural settlement. (Rural Rate Relief) - 50%
2. The Local Government Finance Act 1988 also gives local authorities the power to grant Discretionary rate relief as follows:
 - To make a further award, a top up of Mandatory relief up to 100% (of rateable value) to those categories listed above; and also up to 100%:
 - In respect of sports grounds and clubs;
 - To other non-profit making organisations;
 - To other rural businesses situated within a designated rural settlement.
3. The Discretionary rate relief policy is reviewed on a four-yearly cycle, following the election of a new Council. All organisations currently receiving discretionary business rate relief were given a year's notice in March 2015 that the existing relief terminates with effect from 31 March 2016 and they will need to reapply under the new policy guidelines.

Waverley's current policy guidelines

4. Discretionary Rate Relief Guidelines operated by Waverley is given in Annexe 1 and a full list of the organisations currently receiving discretionary rate relief is included at Annexe 2. Waverley's policy is to grant discretionary rate relief as follows:
 - i) Charities receiving 80% mandatory relief will not normally receive any additional discretionary relief, except for 58 organisations that currently receive 20% discretionary relief. The amount of discretionary relief given in 2015-2016 under this category is £66,174.
 - ii) 80% discretionary relief is granted for non-profit making organisations whose objects are charitable, philanthropic or religious or concerned with education, social welfare, science, or for the purpose of recreation and who are not in receipt of mandatory relief. In 2007 the Council agreed to include Waverley's leisure centres under this heading as they are operated under a 'commercial trust' model by DC Leisure (now Places for People Leisure Partnerships) which meets the rate relief criteria. The amount of discretionary relief given in 2015-16 under this category is £474,149.
 - iii) Where a sports club within Waverley is not allowed to register with the Inland Revenue as a Community Amateur Sports Club (CASC) and therefore be entitled to mandatory relief, the Council has awarded 50% discretionary relief (currently 5 in Waverley). The amount of discretionary relief given in 2015-16 under this category is £13,188.

- iv) Discretionary rate relief for properties in rural settlements is considered only for sole general stores, post offices or chemist shops. The amount of discretionary relief given in 2015-16 under this category is £10,873. Applications from a number of other businesses in rural settlements have been considered by Members, but no relief has been granted. See recommendation 2.

Community Interest Companies (CIC)

5. CICs are a type of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. This means that a CIC cannot be formed or used solely for the personal gain of a particular person, or group of people. CICs can be limited by shares, or by guarantee, and have a statutory 'asset lock' to prevent assets and profits being distributed, except as permitted by legislation. This ensures the assets and profits are retained within the CIC for community purposes, or transferred to another asset locked organisation, such as another CIC or charity. A company that is a charity cannot be a CIC, unless it gives up its charitable status.
6. A CIC is a limited company and is liable to pay Corporation Tax just like any other company. It is eligible for any reliefs which are available to all companies but there are no CIC specific tax exemptions/reliefs available.

Options for Discretionary Rate Relief Policy 2016/17 to 2019/20

7. There are a number of options available to the authority for discretionary business rate relief:
- a) To continue with the current policy and consider new requests for discretionary rate relief under the provisions in the Localism Act on a case by case basis including CIC's;
 - b) To withdraw some categories of the existing discretionary rate relief policy;
 - c) To withdraw the discretionary rate relief to those organisations receiving a 20% top-up to mandatory relief they receive – this would save Waverley £13,235;
8. In considering the options, Members are asked to consider a number of factors:
- Other financial and service pressures
 - Consistency of application of the Council's discretion across organisations
 - The need for clear and robust policy guidelines that enable the Director of Finance and Resources to fulfil his delegated authority to consider applications for relief, minimising the risk of challenge and objection
 - Waverley's aims, objectives and priorities

Appeals process

9. It is proposed that delegation will continue to be requested for the Director of Finance and Resources, in conjunction with the Finance Portfolio Holder, to make discretionary award decisions and that any objections will be considered by the Executive.

Recommendation

The Executive is requested to consider any observations and comments passed on from the Corporate Overview and Scrutiny Committee and recommend to the Council that:

1. the policy for the granting of discretionary rate relief for the period 2016/17 to 2019/20 remains the same as the current policy;
2. the policy on the use of the provision for granting discretionary rate relief to any body other than those currently included in the approved policy is to do so on a case by case basis, provided that any proposed reductions are clearly in the wider interests of all Waverley's council tax payers;
3. in relation to recommendation 2, delegation be given to the Director of Finance and Resources, in consultation with the Finance Portfolio Holder, to make decisions about such applications and only if an objection is received would the Executive be asked to consider the case, and the Scheme of Delegation be amended accordingly;
4. in relation to Community Interest Companies, each case should be taken on its merits in the same manner as cases under section 69 of the Localism Act 2011 (delegation to the Director of Finance and Resources, in consultation with the Finance Portfolio Holder, and only if an objection is received would the Executive be asked to consider the case); and
5. in relation to recommendation 4, consideration be based on the condition that relief can only be granted where it would be reasonable to do so having regard to the interests of all Waverley's taxpayers.

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

Discretionary Rate Relief Guidelines operated by Waverley Borough Council

For organisations that satisfy the conditions of Section 47 of the Local Government Finance Act 1988 for the granting of discretionary relief, and who are not in receipt of mandatory relief in respect of the property, for the general categories of properties listed below the rates chargeable will be reduced by 80%.

- (i) Welfare organisations; improvement of health and teaching of first aid; care of the sick, crippled and disabled.
- (ii) Institutes; village halls; community centre.
- (iii) Premises used for the advancement of religion.
- (iv) Educational Trusts.
- (v) National Trust premises.
- (vi) Youth Hostel.
- (vii) (a) Sports and Youth Clubs, whose membership is of a primarily local character, and where no liquor licence is in operation,

(b) In respect of those organisations falling into (vii) (a) above, **where a liquor licence is operated to reduce the payment of rates chargeable by 50%.**
- (viii) the sole village store, post office and chemist shop in a rural settlement.
- (ix) Waverley's leisure centres operated on a 'commercial trust' basis

For organisations that satisfy the conditions of Section 47, to remit the rates chargeable on premises used as Day Centres for the Elderly and premises used by the following bodies:-

Scouts and Guides Associations
Hindhead Playing Fields Association
WRVS Gostrey Club
Haslemere Educational Museum
Chantry Community Association
40 Degreez
Voluntary Action South West Surrey
Godalming Museum Trust
Old Kiln Museum Trust

Remit the payment of rates chargeable against the premises used by the following bodies for the purposes specified:

St. John Ambulance Brigade	Ambulance Station
Red Cross	Ambulance Station
Phyllis Tuckwell Hospice	Charity Shop
Cranleigh Village Hospital Trust	Charity Shop
Citizens Advice Bureaux	Advice Centres

For organisations that satisfy the conditions of Section 43 (6B) (rural properties) and qualify for 50% mandatory relief, to reduce the payment of the rates chargeable by a further 30%, thereby giving total relief of 80%. It is recommended that

1. the council tax base for Waverley be approved for the year 2016/17, as shown in Annexe 1; and
2. the business rate estimates for 2016/17 be approved, as set out in Annexe 2, and that authority be delegated to the Director of Finance and Resources, in conjunction with the Finance Portfolio Holder, to make any final changes necessary before the NNDR1 return is submitted to the Government on 31 January 2016.

NNDR Discretionary Rate Relief 2015/2016

Ratepayer	Property address	Disc relief	Cost to WBC	Relief %	
				Mand	Discret
Age UK Waverley	Rowleys, Community Day Centre, Victoria Road, Cranleigh	1,134	454	80%	20%
British Red Cross Society	Red Cross Centre, Wey Court, GODALMING	2,095	838	80%	20%
Chantrys Community Association	The Community Centre, The Chantrys, Farnham	242	97	80%	20%
Chiddingfold Boy Scout Group	Chiddingfold Scout Group, Coxcombe Lane, Chiddingfold, Godalming	104	41	80%	20%
Churt Scouts & Guides	Scout Hut, Hale House Lane, Churt, FARNHAM	113	45	80%	20%
Citizens Advice Bureau	Citizen Advice Bureau, Village Way, Cranleigh	601	241	80%	20%
Citizens Advice Bureau	Ground Floor, Montrose House, South Street, Farnham	1,331	532	80%	20%
Citizens Advice Bureau	Ground Floor, Well Lane House, 64 High Street, Haslemere	966	387	80%	20%
Cranleigh Village Hospital Trust	Oliver House, 93 High Street, Cranleigh	1,085	434	80%	20%
Farnham Youth Central Management Cmt	40 Degreez, Dogflud Way, Farnham	779	312	80%	20%
Brightwells Gostrey Centre	Welfare Centre, East Street, Farnham	306	122	80%	20%
Farnham Voluntary Services Council	Farnham Voluntary Services, Vernon House, 28 West Street, Farnham	394	158	80%	20%
Farnham Voluntary Services Council	Vernon House, 28 West Street, Farnham	197	79	80%	20%
Farnham Scouts	Garners Field, Sheephatch Lane, Tilford, Farnham	498	199	80%	20%
Hindhead Scouts	Scout Hut, Tilford Road, Hindhead	123	49	80%	20%
Godalming Old Peoples Welfare Assoc	The Denningberg Centre, Bridge Street, Godalming	234	94	80%	20%
Godalming Museum Trust	Museum, 109A High Street, Godalming	961	385	80%	20%
Haslemere Educational Museum	Haslemere Educational Museum, High Street, Haslemere	8,529	3,412	80%	20%
Hindhead Playing Fields Assoc	Hindhead Playing Field, Tilford Road, Hindhead	266	106	80%	20%
2nd Farnham (Hale) Scout Group	2nd Farnham Scout Hut, The Green, Farnham	153	61	80%	20%
Milford & Villages Day Centre	Milford & Villages Day Centre, Chapel Lane, Milford, Godalming	1,282	513	80%	20%
The Burys Scout & Guide HQ	Scout Hall, The Burys, Godalming	175	70	80%	20%
Ockford Scouts & Guides	Scout & Guide Hall, Seymour Road, Godalming	205	82	80%	20%
Old Kiln Museum Trust	The Rural Life Centre, The Reeds, Tilford, Farnham	148	59	80%	20%
Phyllis Tuckwell Memorial Hospice	57A Downing Street, Farnham	1,060	424	80%	20%
Phyllis Tuckwell Memorial Hospice	1 Bankside, Beacon Hill Road, Hindhead	917	367	80%	20%
Phyllis Tuckwell Memorial Hospice	The Old Bank Premises, Churt Road, Hindhead	838	335	80%	20%
Haslemere Scout & Guide Committee	Youth Campus, Wey Hill, Haslemere	710	284	80%	20%

Ratepayer	Property address	Disc relief	Cost to WBC	Relief %	
				Mand	Discret
3rd Farnham Scouts	Daniel Hall, 1 Long Garden Walk, Farnham	330	132	80%	20%
Godalming Scout Canoe Club	Godalming Dist Scout Canoe Clb, The Wharf, Godalming	23	9	80%	20%
5th Farnham (Bourne) Scouts	Scout Equipment Hut, Black Pond Lane, Lower Bourne, Farnham	44	18	80%	20%
5th Farnham (Bourne) Scouts	30 Frensham Road, Lower Bourne, Farnham	247	99	80%	20%
St John Ambulance Brigade	Ground Floor, St Johns House, Lion & Lamb Way, Farnham	1,602	641	80%	20%
1st Busbridge Scouts & Guides	Scout Hut Recreation Ground, Busbridge Lane, Godalming	113	45	80%	20%
St Peter & St Paul Scout Group	SS Peter & Paul Scout Group, Charterhouse Road, Godalming	145	58	80%	20%
1st Haslemere Scout Group	Haslemere Boy Scouts, Wey Hill, Haslemere	77	31	80%	20%
1st Milford Scout Group	Scout Hut At, 59 New Road, Milford, Godalming	316	126	80%	20%
1st Wonersh Scout Group	Scout Hut, Wonersh Common, Wonersh, Guildford	168	67	80%	20%
Surrey Scouts Water Activity Trust	Surrey Scout Water Activities, The Wharf, Godalming	57	23	80%	20%
Girl Guide Association	Girl Guide Headquarters, High Street, Cranleigh	239	96	80%	20%
Girl Guiding Surrey West	Herons Way Camp Site, Sheephatch Lane, Tilford, Farnham	1,233	493	80%	20%
WRVS	Brightwells, East Street, Farnham	3,673	1,469	80%	20%
Phyllis Tuckwell Memorial Hospice	98 Wey Hill, Haslemere	572	229	80%	20%
1st Witley Scout Group	Scout Hut, Church Lane, Witley, Godalming	316	126	80%	20%
Haslemere & District Community Centre	Haslewey, Lion Green, Haslemere	1,356	542	80%	20%
Phyllis Tuckwell Memorial Hospice	114 High Street, Godalming	2,071	828	80%	20%
Age Concern Farncombe	Bowring House, St Johns Street, Godalming	730	292	80%	20%
Phyllis Tuckwell Memorial Hospice	88 High Street, Cranleigh	1,627	651	80%	20%
St John Ambulance Service	Ambulance Station, Littlemead, CRANLEIGH	1,356	542	80%	20%
Phyllis Tuckwell Memorial Hospice	56 Downing Street, Farnham	641	256	80%	20%
Phyllis Tuckwell Memorial Hospice	Phyllis Tuckwell Memorial Hospice, Waverley Lane, Farnham	12,424	4,969	80%	20%
Phyllis Tuckwell Memorial Hospice	Unit F, 38-42 East Street, Farnham	5,867	2,347	80%	20%
Community Bungalow Trust	130 Upper Hale Road, Farnham	2,785	1,114	80%	20%
Godalming Scout Group	Baden Hall, Tottenham Road, Godalming	192	77	80%	20%
Phyllis Tuckwell Memorial Hospice	Lhs 57, Downing Street, Farnham	641	256	80%	20%
Phyllis Tuckwell Memorial Hospice	Rhs 57, Downing Street, Farnham	937	375	80%	20%
Phyllis Tuckwell Memorial Hospice	9 Farncombe Street, Godalming	828	331	80%	20%

Ratepayer	Property address	Disc relief	Cost to WBC	Relief %	
				Mand	Discret
11th Farnham Scout Group	11th Farnham Scout Group Headquarters, Farnham	<u>121</u>	<u>48</u>	80%	20%
Total category i		<u>66,174</u>	<u>26,470</u>		
Places for People Leisure Partnerships	Cranleigh Swimming Pool, High Street, Cranleigh	81,246	32,499	80%	
Cranleigh Model Engineering Society		276	111	80%	
Places for People Leisure Partnerships	Farnham Leisure Centre, Dogflud Way, Farnham	80,852	32,341	80%	
Places for People Leisure Partnerships	Godalming Leisure Centre, Summers Road, Godalming	98,600	39,440	80%	
Places for People Leisure Partnerships	The Herons, Sturt Road, Haslemere	131,138	52,455	80%	
Places for People Leisure Partnerships	Sports Clinic at The Edge, Woolmer Hill Road, Haslemere	461	184	80%	
Places for People Leisure Partnerships	The Edge, Woolmer Hill Road, Haslemere	68,231	27,292	80%	
Hazelbank Stores Ltd	Hazelbank Stores, The Street, Ewhurst, Cranleigh	4,608	1,843	80%	
A D Gohil	Oakbank, Portsmouth Road, Milford, Godalming	4,608	1,843	80%	
K Patel	Wonersh Village Store, The Street, Wonersh, Guildford	<u>4,128</u>	<u>1,651</u>	80%	
Total category ii		<u>474,149</u>	<u>189,660</u>		
Alfold Sports Council	Sports ground & pavillion, Dunsfold Road, Alfold, Cranleigh	2,520	1,008	50%	
The Bourne Club Ltd	12 Frensham Road, Lower Bourne, Farnham	5,916	2,366	50%	
Holloway Hill Sports Association Ltd	Holloway Hill Rec, Busbridge Lane, Godalming	1,416	566	50%	
Haslemere Recreation Ltd	Recreation ground, Old Haslemere Road, Haslemere	1,368	547	50%	
Witley & District Social Club Ltd	Crossways, Petworth Road, Witley, Godalming	<u>1,968</u>	<u>787</u>	50%	
Total category iii		<u>13,188</u>	<u>5,275</u>		
Hambledon Village Shop Ltd	Cricket Green Stores, Cricket Green, Hambledon, Godalming	333	133	30%	50%
D Whyte	Village Stores, The Green, Shamley Green, Guildford	1,139	456	30%	50%
M Adams	Post Office, Pockford Road, Chiddingfold, Godalming	1,154	461	30%	50%
F Gregory	Wormley Post Office, Petworth Road, Wormley, Godalming	525	210	30%	50%
I King	Post Office Stores, Loxwood Road, Alfold, Cranleigh	1,080	432	30%	50%
Boots UK Ltd	Willows, The Green, Chiddingfold, Godalming	2,918	1,167	80%	
A D Gohil	2 Carlton House, Milford Road, Elstead, Godalming	<u>3,725</u>	<u>1,490</u>	80%	
Total category iv		<u>10,873</u>	<u>4,349</u>		
Total cost to Waverley for rate relief			<u>225,754</u>		

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 1 DECEMBER 2015

Title:

OUTSTANDING DEBTS WRITE-OFF FOR DECISION

[Portfolio Holder for Finance: Councillor Wyatt Ramsdale]

[Wards Affected: All]

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

The annexe to this report refers to exempt information by virtue of which the public may 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:

The purpose of this report is to obtain approval for irrecoverable bad debts of more than a £7,500 individual value to be written off in accordance with the Council's Financial Regulations.

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

The efficient and professional management of outstanding debt ensures that the best possible collection rates are achieved at the lowest unit cost to Waverley. Such action falls within the Value for Money Corporate priority.

Equality and Diversity Implications:

Waverley treats all individuals consistently and fairly regardless of age, sex, gender, disability and sexual orientation and to ensure that individual's rights under data protection and human rights legislation is protected. The recommendations of this report are in line with these principles.

Resource and legal implications:

In accordance with recommended accounting practice, the Council maintains a provision for write offs in respect of council tax and sundry debt invoices. This provision meets with audit requirements and is subject to annual review. The write offs detailed in this report are within the normal annual allowance for such items therefore this report does not impact on Waverley's budgets. Business Rates are shared between the Government (50%), Surrey County Council (10%) and Waverley (40%). The yield lost in respect of council tax is allowed for when setting the council tax base and the impact is shared by all precepting authorities in proportion to their precepts.

Background

1. Waverley's Financial Regulations include a delegation to the Director of Finance and Resources to authorise the write-off of any individual debt up to the value of £5,000 and, in conjunction with the Executive Director, any debt up to £7,500. Any debt over £7,500 must be referred to the Executive for approval before it is written off. In arriving at a recommendation to write off a debt, officers pursue a rigorous testing process to establish whether funds can be recovered or, as a last resort, whether the debt has to be deemed to be irrecoverable. Every effort is made to trace debtors and recover amounts but some debtors become insolvent and some debts become uneconomical to pursue further. Waverley makes a prudent provision within its accounts for bad debts which is based on the age profile and type of outstanding debts in each of the main income areas.
2. Write-offs were last reported to the Executive in September 2014. This report requests the Executive to approve the write-off of eight business rates debts totalling £133,931.01 and one case of Former Tenant Arrears with a value of £8,870.47 as detailed in the Exempt Annexe. The reasons for write-off, together with the number of debts and the total values, are analysed as follows:
 - Uncollectable - Three debts with a total value of £27,031.29 where the debtor has no assets of significant value so further recovery is not cost effective.
 - Insolvent - Four debts totalling £91,683.90 which relates to companies/individuals that have been formally declared insolvent and a small distribution has been received and posted to the appropriate account or there is no distribution to unsecured creditors. Therefore, there is no chance of recovering any of the outstanding monies.
 - Absconded - Two debts with a value of £24,086.29 where the debtor has absconded and a current address is not forthcoming despite various efforts to trace the debtor, these efforts included the use of tracing agents.
3. In addition to these larger value debts, over the past year the Director of Finance and Resources has also approved write-off of business rates and council tax debts in the <£5,000 bracket, totalling £113,315.51 (sixty-one cases) and £39,473.46 (64 cases) respectively. The Executive Director and the Director of Finance and Resources have approved business rates and council tax write-offs in the >£5,000 to £7,500 bracket, totalling £19,141.42 (three cases) and £6,095.16 (one case) respectively. These debts have been approved for write-off under the delegated authority.

Recommendation

It is recommended that, under Financial Regulation D203, the Executive approve the debts put forward for write-off as listed in the (Exempt) Annexe to this 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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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 – 1 DECEMBER 2015

Title:

WAVERLEY BOROUGH LOCAL PLAN – EMERGING SPATIAL STRATEGY

[Portfolio Holder: Cllr Brian Adams]

[Wards Affected: All]

Summary and purpose:

This report sets out an emerging spatial strategy for the new Local Plan Part 1.

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

The Waverley Borough Local Plan and its policies will have an important role in supporting and delivering Corporate Priorities, including protecting the environment and delivering affordable housing.

Financial Implications:

There are no direct financial implications arising from this progress report. Adequate budget is available to support any costs associated with preparation of the Plan.

Legal Implications:

There are no legal issues arising specifically from this report. When the revised local plan is submitted for examination it will be necessary to ensure that it meets the legal tests of soundness, including the 'Duty to Co-operate'.

The Council has already consulted on potential housing scenarios under Regulation 18 of the Town and Country Planning (Local Planning)(England) Regulations 2012. It is intended that the next step would be to publish a full proposed submission version of the plan under Regulation 19 for formal representations to be made on the plan by the local community and other interests. The Council cannot completely discount the need for further Regulation 18 consultation, for example were the final spatial strategy to be significantly different to any of the scenarios consulted on last year.

1. Background

- 1.1 On 3 March 2015, the Executive received an update report on progress with the local plan. This included feedback on the outcome from the consultation on housing scenarios. This revealed a high level of support for a mixed use development at the Dunsfold Aerodrome site. However, it was also recognised that more work was needed, particularly in relation to transport matters, before a final decision could be made on the overall strategy and whether this includes housing at Dunsfold Aerodrome.

- 1.2 Since March officers have been working to complete the evidence necessary to support the preparation of the Local Plan. In September, the Executive received a further progress report and agreed a provisional timetable for the Local Plan. The timetable is for the draft Plan ready for formal Publication in April 2016 and Submission for examination in July 2016. Part of the work leading to completion of the plan was for the Council to agree the preferred spatial strategy and strategic allocations in November 2015 and to follow this with further testing of the Plan and completion of the evidence base.

2. The emerging spatial strategy

- 2.1 The focus of the strategy set out in Annexe 1 is the housing requirement and the approach to the distribution of new homes. It identifies the overall need of 519 homes per annum set out in the recently published SHMA. It also provides the latest position on potential housing supply from the current work to update the Housing Land Availability Assessment.
- 2.2 Over the whole plan period from 2013 to 2032 it identifies a shortfall of around 6,000 homes between what can be achieved from commitments (planning permissions etc.) as well as new sites likely to come forward within settlements, and the overall housing requirement. Based on emerging evidence, it re-enforces the Executive's current view that that some development at Dunsfold Aerodrome may offer the best prospect of meeting needs. At this stage the draft strategy indicates provision of 1,800 homes at Dunsfold Aerodrome, but stresses that the final decision on whether to include Dunsfold Aerodrome in the plan is still subject to the outcome of the transport assessment and the sustainability appraisal.
- 2.3 The accompanying report also acknowledges in principle the outcome of the Green Belt review with the proviso that further discussions with the affected Parish and Town Councils take place in respect of the detail of the boundaries.
- 2.4 Given current uncertainties around development in the latter part of the plan period (post 10 years), discussions are taking place with representatives from the Department of Communities and Local Government to identify how best this should be addressed, including the potential for a shorter timescale of 10 years.

3. Community Overview and Scrutiny Committee

- 3.1 The Community Overview and Scrutiny Committee received this report at its meeting on 16 November, to which all members of the Council were invited to attend. The Committee recognised the difficulties and constraints imposed on the Council drawing up the Local Plan and a summary of its observations to the Executive are below:
- Further evidence is needed to ensure a robust strategy to justify specific figures for certain settlements. If the evidence is not sufficient the strategy needs to change;

- Priority should be given to direct development away from mitigation areas and thus avoid the need for mitigation at all;
- The majority of consultee support was for Dunsfold in the southeast of the borough but housing need is greater in Farnham, Godalming and other areas of the borough. Focus needs to be given to match future housing with regional demand within the borough;
- Any development at Dunsfold needs to be large enough to sustain a self-contained village;
- Account should be taken of the ability to identify infrastructure needs including schools, sewerage etc required to support housing delivery
- Concern about the ability to deliver SANGS in the planned period
- A block is needed on green site developments. Greater attention should be given to developing the largest brownfield site in the borough – Dunsfold, and thus preserving the distinctive character of the borough’s settlements;
- Detailed transport assessments are needed throughout the borough;
- More consideration needs to be given to the impact on the larger town/village of Farnham and Cranleigh. Air Quality is an issue in Farnham and the development of Dunsfold would significantly impact on Cranleigh and both need to be assessed further;
- The single most important issue for future housing in Waverley is affordable housing and this is not addressed sufficiently in the draft strategy;
- Further account should be taken of the previous Inspector’s comments and issues raised in his pre-examination note;
- It would be more realistic to bring the Plan back to 10 years instead of 20 years and proceed with 591 houses over this period;
- There is a real need to get on with the Local Plan as Neighbourhood Plans cannot be completed until it is in place.

Recommendation

It is recommended that the Executive receives any observations and suggestions to shape the emerging spatial strategy from the Community Overview and Scrutiny Committee and gives approval to the strategy at 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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WAVERLEY BOROUGH LOCAL PLAN

EMERGING SPATIAL STRATEGY

Background

Waverley Borough Council has adopted a two-stage process in the preparation of the new Local Plan:

- Part 1: Spatial Strategy, key policies and strategic allocations
- Part 2: other development management policies and site allocations

In 2013 Waverley Borough Council submitted the equivalent of Local Plan Part 1 for Examination by the Planning Inspectorate. At that time the plan was known as the Core Strategy (CS). Following initial examination hearings, the Inspector recommended that the plan be withdrawn from examination. The Inspector raised concerns about the evidence of housing need and the Council's approach to meeting these needs. At the time, planning was going through a transition. The NPPF was relatively new and the South East Plan (which set the housing target for local authorities) had only recently been revoked by the Coalition Government.

Since then the Council has been focused on developing the new Local Plan taking account of the Inspector's comments. This has included updating the supporting evidence including:-

- The new Strategic Housing Market Assessment (SHMA) that was jointly commissioned with Guildford and Woking Borough Councils. The latest version of the SHMA was published by the Council on 1st October 2015.
- Updating the Land Availability Assessment (LAA), to accompany the new Local Plan.
- Updating the Employment Land Review (ELR). An update was published in November 2014.
- The Green Belt Review (published August 2014)
- A Landscape Review (published August 2014)
- A Strategic Transport Assessment (STA)(dated September 2014)
- A more detailed transport assessment, building on the findings of the STA, is being produced
- Level 1 Strategic Flood Risk Assessment Update (published July 2015)
- A Level 2 Strategic Flood Risk Assessment is in draft and is awaiting comments from the Environment Agency.

Other key supporting work includes an on-going dialogue with infrastructure and service providers to identify the implications of the emerging Spatial Strategy on current infrastructure and services and to identify the need for any new/upgraded

infrastructure. There is also the supporting work in terms of Sustainability Appraisal and Habitats Regulations Assessment.

Consultation on Housing Scenarios

In September/October 2014 the Council consulted on four alternative scenarios for the distribution of new homes across Waverley. In each case the scenario identified how the Borough might accommodate the 470 homes a year identified in the draft SHMA. In effect these were alternative spatial strategies.

Given the constraints of the Green Belt and the AONB, the areas identified with most potential were sites around Farnham and Cranleigh, which are not within the Green Belt or AONB, and the Dunsfold Aerodrome site. Scenario 1 did not include any housing at Dunsfold Aerodrome and therefore had the highest level of greenfield development around Farnham and Cranleigh. Scenarios 2-4 included different levels of housing at the Aerodrome site (1,800, 2,600 and 3,400 respectively). These are levels of growth being actively assessed by the site's promoters and a planning application for 1,800 homes is expected shortly.

The consultation provided the opportunity for residents and other interested parties to comment on these scenarios and other matters relevant to the Local Plan, so that these comments could be taken into account by the Council in moving the Plan forward.

Over 4,000 individuals/organisations responded to the consultation. Of these, 80% supported the scenario that included the highest amount of development (3,400 homes) at Dunsfold Aerodrome. A comprehensive summary of the responses formed part of the earlier report to the Executive in March 2015.

It was clear from that consultation that there was strong support for the use of the Dunsfold Aerodrome site to provide some of the housing required to meet the identified needs.

Transport Issues

Given the importance of transport matters in shaping the Local Plan, the Council has commissioned consultants to undertake a more detailed transport assessment. This builds on the earlier Strategic Transport Assessment undertaken by Surrey County Council and considers the potential impacts of alternative strategies on identified 'hotspots' on the highway network. These are mainly in and around Farnham and on the A281 north of Alfold. The transport assessment is also considering the wider transport sustainability credentials of the alternative spatial strategies.

Alongside the work that the Council has commissioned in relation to transport, Dunsfold Aerodrome are also preparing the necessary evidence on transport and other matters to support a planning application for 1,800 homes.

In March the Council received an update report on the Local Plan and recognised that, subject to the outcome of the more detailed transport assessment, including some housing at Dunsfold Aerodrome may offer the best opportunity to meet housing needs.

It has to be recognised that housing on the Aerodrome albeit a scheme proposing 2,600 homes has been previously dismissed on appeal.

Housing Need

The NPPF requires that Local Plans meet objectively assessed needs for development, including the need for new homes, unless the adverse impacts of doing so would significantly and demonstrably outweigh the benefits when assessed against other policies in the NPPF. The evidence of housing need both within Waverley, and the wider housing market area, which includes Guildford and Woking, is set out in the West Surrey Strategic Housing Market Assessment (SHMA). The most recent version was published on 1st October 2015. This identifies a need for 519 homes per annum in Waverley. Therefore, over the whole plan period from 2013 to 2032 the requirement would be for 9,861 new homes in Waverley.

Green Belt

Given the requirement in National Planning Policy to consider all reasonable options for delivering the amount of housing required to meet needs, the Council commissioned consultants to undertake a Green Belt review in 2014. This looked at the whole Green Belt in Waverley, in order to assess whether it fulfils its designated purpose.

The review concluded that the overwhelming majority of Waverley's Green Belt still fulfilled its designated purpose but did identify limited areas where changes to the Green Belt boundary would not compromise the role and purpose of the Green Belt in Waverley. This included removing two locations north of Godalming, adjoining the borough boundary. In addition the five large villages that are in the second tier of the Settlement Hierarchy (Bramley, Chiddingfold, Elstead, Milford and Witley) are all within the Green Belt and the Green Belt review considered the role of the Green Belt in these areas. It concluded that in the cases of Chiddingfold, Elstead, Milford and Witley there was scope to both remove these from the Green Belt and to allow some expansion to the settlement boundaries to provide space for these villages to grow. The Green Belt Review also identified some areas around Farnham and Cranleigh where there may be scope to extend the Green Belt.

The benefits of accepting the Green Belt Review findings are that it:-

- Demonstrates that the Council has explored the option of using Green Belt land to meet housing supply;
- Should be seen as a positive endorsement of the role that most of Waverley's Green Belt plays;
- Ensures that Green Belt boundaries accord with the NPPF
- Allows some planned growth at Green Belt villages; and
- Has the potential for giving additional protection in some areas.

An issue for consideration is that when consulted last year 52 % of those who responded were opposed to the potential changes to the Green Belt. Only 30% were in support with the remainder not expressing an opinion.

Components of housing supply

For the purposes of the emerging spatial strategy, the key components of housing supply are:-

- Completions between 2013 and 2015
- Outstanding planning permissions
- Any allocations in the existing Local Plan (assuming these are still considered to be appropriate)
- An estimate of the continued supply of housing from windfall sites (i.e. sites that have not previously been identified by the Council)
- Sites that do not have planning permission but that have a reasonable prospect of being both available and suitable for housing within the plan period.

In relation to the final point, the main source of evidence will be the Land Availability Assessment (LAA) (formerly known as the Strategic Housing Land Availability Assessment). In terms of potential new sites, the LAA includes sites within settlements and sites outside settlements, including rural brownfield sites. The most recently published LAA was published in September 2014 with a base date of 1st April 2014. That document is in the process of being updated to a new base date of April 2015 but will continue to be revised as further sites are promoted.

The Emerging Spatial Strategy

National planning policy, together with the work done to date including the evidence base, sustainability considerations and the outcome of the consultation in 2014, point to the following principles that should underpin further work. These are:-

1. As far as possible, directing development to the most sustainable locations:-
 - in/around the four main settlements (Farnham, Godalming, Haslemere and Cranleigh);

- moderate development in large villages (Bramley, Chiddingfold, Elstead, Milford and Witley)
 - Some limited planned growth in/around other villages (Alfold, Churt, Dunsfold, Ewhurst, Frensham, Tilford, Shamley Green, Womersley) – recognising that those villages not within Surrey Hills AONB or green belt offer more scope for growth
 - No planned growth in the smallest villages, i.e. only windfall developments.
2. Maximising opportunities on suitable brownfield sites, including rural brownfield sites – reflecting the direction of Government policy.
 3. Where greenfield development is planned, avoiding major development on land of the highest amenity value (e.g. the Surrey Hills AONB).
 4. Acknowledging the findings of the Green Belt Review 2014
 5. Avoiding/mitigating any potential adverse impact on European designated sites (Special Protection Areas) through the location of development, the provision of SANG where necessary and other appropriate measures.
 6. Ensuring that where new infrastructure is needed, it is provided alongside new development. This includes funding through the Community Infrastructure Levy (CIL).
 7. Having regard to the need for affordable homes
 8. Taking account of the availability of suitable sites

With regard to the Green Belt (point 4 above). The acceptance of the findings of the Green Belt Review is subject to discussions with the relevant towns/parishes about the fit with emerging neighbourhood plans, to ensure that local communities are involved in the setting of boundaries locally.

Further work to develop the Spatial Strategy and write the Plan itself will be informed by the sustainability appraisal.

As stated above, there are a number of components of housing supply. It is estimated that existing commitments (completions since 2013, sites with planning permission (or a formal resolution to grant planning permission), existing Local Plan allocations and estimated windfalls) will deliver approximately 3,200 homes.

The following table shows completions since 2013 and outstanding planning permissions as at 1 April 2015:

Table 1: Dwellings completed since 2013 and outstanding planning permissions

	Completions 2013-2015	Outstanding planning permissions as at 1st April 2015	TOTAL
Farnham	111	447	692
Godalming	107	582	690
Haslemere	60	242	168
Cranleigh	44	173	217
Rest of Waverley	45	259	304
TOTAL	367	1,703	2,071

In addition, it is estimated that sites within settlements that have potential for housing will deliver an around an additional 700 homes. This leaves a potential shortfall of around 5,961.

It is also estimated that around another 2,900 homes can be delivered on greenfield and other sites outside settlements. This is based on a preliminary re-assessment of sites in the 2014 SHLAA and new sites that have emerged since then. This reduces the shortfall to around 3,061. This information is set out in Table 2 below:

Table 2: Potential Housing Supply (01.04.15)

Overall Need	9,861 (519pa)
Commitments (completions, permissions and windfalls)	3,200 (approx.)
Additional sites within settlements	700 (estimate)
Additional sites outside settlements	2,900 (estimate)
Supply	6,800 (estimate)
Shortfall	3,061(estimate)

Making up the shortfall

The Council will be expected by the Inspector to show that it has made every effort to find additional sites to make up the shortfall.

One option for reducing the shortfall would be consider the scope for increasing the amount of development within settlements. This would mean either increasing densities in existing residential areas or releasing other non-residential brownfield land for housing. However, beyond the sources of housing already identified, the scope to deliver more housing from these sources is limited. Increasing densities would have implications for the character of settlements. The scope to release other land for housing is also limited. For example, existing employment land may be required to continue to meet the needs of the local economy.

In relation to land outside settlements, the scope to identify sites is constrained by the desire to avoid major development in the AONB and the fact that the Green Belt Review has confirmed that most of Waverley's Green Belt land is fulfilling its purpose.

The options, therefore, are either to allow more greenfield development within areas not constrained by Green Belt or AONB, or to identify suitable rural brownfield land. In relation to greenfield land, the most suitable locations are around Farnham and Cranleigh, as these are the largest settlements that are beyond the Green Belt and not significantly affected by the AONB. By contrast, the land around Godalming and Haslemere is much more constrained by Green Belt and/or AONB.

In sustainability terms it is necessary to ensure that the amount of development planned around the non-Green Belt, non-AONB settlements reflects the size of the settlement and its position in the Settlement Hierarchy. Therefore, whilst there are some small villages that are also outside the Green Belt and AONB, it is not considered that these are appropriate locations for significant housing growth, due to the limited availability of services.

In terms of suitable rural brownfield land, with the exception of Dunsfold Aerodrome, the potential opportunities are very limited. Those available sites that could have potential have largely been considered in the LAA. Dunsfold Aerodrome itself is being actively promoted as a potential allocation in the Local Plan for a new settlement containing between 1,800 and 3,400 dwellings, a scale sufficient to support the provision of additional services and facilities.

From the above it is clear that in terms of addressing the shortfall identified in Table 2 above the Council has two main choices. These are either to allow significant housing development at Dunsfold Aerodrome or to significantly increase the level of greenfield development around Farnham and Cranleigh. Elsewhere the choices in terms of the level of growth are much more limited for the reasons set out above. The choices the Council finally makes on these issues will be informed by the Sustainability Appraisal.

Given the amount of housing required to meet needs, the estimate of 2,900 homes outside settlements in Table 2 already draws heavily on promoted greenfield sites around Farnham and Cranleigh. Meeting the remaining shortfall of around 3,000 from further greenfield releases may have implications for the landscapes around these settlements.

The Executive has previously recognised that delivering some housing at Dunsfold Aerodrome may offer the best opportunity to meet the Council's housing needs. Planning for a settlement of 1,800 homes at Dunsfold Aerodrome would reduce the

deficit to around 1,200. A planning application is expected in the near future for a new settlement comprising 1,800 homes.

Including any housing at Dunsfold Aerodrome within the overall strategy is still subject to the satisfactory outcome of transport assessment work. However, if a development at Dunsfold Aerodrome can be achieved in transportation terms, with suitable mitigation, it would have a number of clear advantages, including:-

- Maximising brownfield land
- Avoiding development on greenfield sites
- Providing an opportunity for a balanced community, including jobs, homes and services
- Co-ordinated approach to infrastructure delivery
- Would reflect the support in the earlier consultation on scenarios for housing at Dunsfold Aerodrome.

Given the current uncertainty around the transport assessment, the potential of Dunsfold Aerodrome is that it may have capacity for 1,800 homes. However, it is recognised that, subject to the outcome from the transport assessment and other evidence, delivery of 2,600 or 3,400 homes on the site could be a longer term opportunity.

It is anticipated that a significant proportion of the 1,800 homes at Dunsfold Aerodrome, as well as the majority of housing from the other sources of supply identified in Table 2 above, could be delivered in the first 10 years of the plan post adoption (i.e. by 2027). It should also be noted that if this level of supply does come forward within this period then, annually, it would exceed the need figure of 519 homes. The challenge would then be the delivery of housing in the last 5 years of the plan period (i.e. 2027 to 2032). Even with 1,800 homes at Dunsfold Aerodrome, there would still be a shortfall over the whole plan period to 2032 of around 1,200. The options for meeting this shortfall would be:

- Allow more homes at Dunsfold Aerodrome;
- Identify further greenfield opportunities, principally around Farnham and Cranleigh; or
- A mix of both.

There have been circumstances elsewhere where uncertainty about housing delivery in the latter part of the Plan period has led to a plan that only fully covers a shorter period or does not meet in full its objectively need with a commitment to an early review of the Plan once these uncertainties have been resolved. Given the current uncertainties around Dunsfold Aerodrome, as well as the on-going issue of assessing the implications of Waverley growth and Guildford growth on the A3, the Council is liaising with CLG to identify if this could be a reasonable approach for Waverley so that a Local Plan can be adopted with a degree of certainty for the first 10 years post-adoption, even if it requires an early review.

Notwithstanding the above the Council will continue to test the deliverability of the Strategy against sustainability criteria and will work with infrastructure providers to ensure that the necessary infrastructure can be put in place to support the delivery of new housing.

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 01/12/2015

Title:

**CAR PARK REVIEW 2015 – RESPONSE TO CONSULTATION AND REVIEW OF
TARIFF STRUCTURES**

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

Summary and purpose:

The purpose of this report is to present the responses to the formal consultation on a reduction in the charging hours and recommend the making of the order to bring that proposal into effect. The report also presents proposed revisions to tariff structures as requested by the Executive at its meeting on 6 October 2015 and recommends the publication of a Notice of Variation to implement those changes.

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

The recommendations contained within this report will help to provide **Value for Money** by ensuring that the use of Waverley car parks is optimised, by contributing towards the maintenance and improvement of the car parks and the local environment in Waverley.

Also, through ensuring the appropriate use of the borough's car parks, the recommendations contribute towards the **Understanding Residents' Needs** priority, by ensuring the continued vitality of the borough's town centres.

Finally to protect and enhance the **Environment** by maximising the availability of car parking spaces and reducing unnecessary car journeys, looking for parking spaces.

Financial Implications:

The reduction in charging hours by half an hour each day (08.00 to 19.00 reduced to 08.00 to 18.30) will cost the Council in the region of £40,000 per annum.

The car park tariff structure, which was set by the Council following the 2011 Car Park Review, has remained broadly unchanged and most charges have not increased since that time despite an aggregate RPI uplift of approximately 7.5% over that period.

The proposed increases in pay and display tariffs set out in the report will, it is estimated, generate a further £200,000 after netting off the loss from reducing the charging hours. The proposed increases in Season Ticket charges will, it is estimated, generate an additional £24,000

A sum of £2,000 is provided annually in the Revenue Estimates for Car Parks specifically for the cost of tariff changes. The cost of advertising, revised tariff boards and reprogramming of machines can be contained within this budget.

Legal Implications:

The changes to charging hours require the making of a new Off-Street Parking Order. The process for making a new Order involves the statutory public consultation exercise in accordance with the Road Traffic Regulation Act 1984, which has now been completed. The Tariff increases can be implemented by giving 14 days' notice of the increase by publishing a Notice of Variation in the local press and in all car parks.

Background

- 1 At its meeting on 6 October 2015, the Executive considered a report on the Review of Car Parking. That report made a number of recommendations which were considered by the Executive and the Executive resolved to:
 - a. Authorise officers to commence the formal consultation process on the proposal to provide an additional 30 minutes free parking each day in all of Waverley's car parks by reducing the charging hours to 8am to 6.30pm in line with the requirements of the Road Traffic Regulation Act 1984.
 - b. Agree that officers report back to the Executive in December on the results of that consultation.
 - c. To note the contents of the review and agreed for a report back to the Executive in December on the proposed recommendations arising out of the review.
 - d. Endorse the decision of the Executive Director to continue to offer free Thursday afternoon parking from 3pm to the end of the charging period across all car parks throughout December 2015.

Reduction in charging hours

- 2 The proposed reduction in charging hours was advertised in the Surrey Advertiser and Farnham and Haslemere Heralds on 16 October and the consultation period ended on 13 November. Two responses were received by the closing date, one from the Farnham Chamber of Commerce and the other on behalf of Fabulous Farnham who also represent retailers and small businesses in Farnham.
- 3 Both respondents indicated that they would prefer the charging period to reduce from 7.00pm to 6.00pm rather than 6.30pm. This would result in a further reduction in income of £40,000 and cannot be recommended as a financially sustainable way forward. Other comments in the responses did not relate to the formal consultation and will be followed up separately by officers.
- 4 A further response was received after the closing date from Haslemere Town Council which advised that the Haslemere Town Council's Planning and Highways meeting on 12 November had considered the proposed amendment and had no objection and fully supported the proposal.

- 5 Copies of the responses are attached as Annexe 4. Having considered the formal responses the Executive is recommended to approve the making of the Order to implement the reduction in the end of the charging period from 7.00pm to 6.30pm.

Review of Tariff Structures

- 6 The Review of Car Parking 2015 attached to the report to the Executive on 6 October made two recommendations in respect of tariff structures which officers were requested to report back on at this meeting.

Recommendation 2: An RPI-linked tariff uplift should be applied in all Waverley car parks.

Recommendation 3: The daily charge at the long stay premium (with short stay option) and long stay (with short stay option) car parks should be increased from £4.00 to £5.00, and the charge at Meadow should rise from £1.50 to £2.00 per day. One hour and two hour short stay options be introduced in the long stay premium (with short stay option) and long stay (with short stay option) car parks.

- 7 Tariff structures have been compared with those of other nearby boroughs and districts and the results are set out in Annexe 1. In view of these comparisons, recognising the continued investment in Waverley car parks and recognising the fact that the tariff structure in Waverley has remained largely at the same level since at least February 2012 (and in many cases since 2008), a tariff increase to reflect inflation (and allowing for rounding up to the nearest 10p) is recommended.
- 8 The proposed tariff structure to implement the recommendations made to the Executive on 6 October is set out in Annexe 2 (with increases rounded up to the nearest 10p).
- 9 Season Ticket charges have similarly remained largely unchanged since 2012 and are heavily discounted compared to hourly and daily charges. It is therefore considered appropriate to apply an inflation increase to these also (rounded up to the nearest £1).
- 10 The proposed tariff structure for season tickets is set out in Annexe 3.

Update on other Recommendations

- 11 The Review of Car Parking 2015 attached to the report to the Executive on 6 October also made the following recommendations:

Managing limited capacity in shoppers car parks

Recommendation 1: - Existing parking stock in Waverley to be protected as a minimum, and the Council should continue to actively seek ways to increase capacity where the need is greatest.

- 12 Officers are keeping the occupancy rates and demand for parking in shoppers carparks under review and will seek to identify opportunities to increase capacity wherever possible.

Free car parks

Recommendation 5: Carry out a usage and condition survey of Waverley's free car parks and report back with findings and recommendations in February 2016.

- 13 This review has begun and will continue over the next three months and the report will be presented in February 2016 as requested.

Free / Concessionary Parking

Recommendation 6: - To continue with the provision of free Thursday afternoon parking from 3pm to the end of the charging period across all Waverley car parks throughout December.

- 14 Members were advised that this recommendation had been implemented via an Executive Director's Action. The Executive on 6 October endorsed the Executive Director's Action. Posters will be displayed in all car parks to promote the concession from the beginning of December.

Maintenance of car parks

Recommendation 7: - Continue to invest in the Council's car parking sites in accordance with ongoing condition surveys, to ensure sites remain attractive and safe, and fit for users and local businesses.

- 15 The Capital programme includes funding for a 10 year rolling programme of repair and maintenance of car parks totalling £2.5m.

Disabled Parking Provision

Recommendation 8: Carry out a review of the current level of provision of dedicated disabled (Blue Badge) parking spaces in line with current best practice and report back with findings and recommendations in December 2015.

- 16 The review has been completed and a report is being prepared which will be presented as part of the budget process in the New Year.

Recommendation

The Executive is recommended to:

1. authorise the making of the Waverley Borough Council (Off-Street Parking Places) Order 2015 to implement the reduction in charging hours (reduced from 08.00-19.00 to 08.00-18.30); and

2. approve the proposed revised tariff structures set out in Annexes 2 and 3 and the publication of a Notice of Variation to implement the changes to the tariff structure with effect from 11 January 2016.

Background Papers

Report to Executive on 6 October 2015 – Car Park Review 2015

CONTACT OFFICER:

Name: Richard Homewood

Telephone: 01483 523411

E-mail: richard.homewood@waverley.gov.uk

Name: Damian Roberts

Telephone: 01483 523398

E-mail: damian.roberts@waverley.gov.uk

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Car Parking Review 2015

Comparison of current position with other Districts and Boroughs- Standard Tariffs for town centre/ shoppers car parks (before potential changes)

Borough/ District	Charging Hours	Sunday Charging?	Bank Holiday Charging?	Evening Charging?	1 hour	2 hours	3 hours
Waverley Current (2012-2015)	8am-7pm Mon-Sat	No	Yes- standard tariff	Standard tariff to 7pm	£0.80	£1.60	£2.80
Waverley Proposed Inflationary catch up	8am-6.30pm Mon- Sat	No	Yes- standard tariff	Standard tariff to 6.30pm	£0.90	£1.80	£3.10
Chichester	8am-6pm Mon-Sat	£1 up to 4 hours; £2 over 4 hours	No	No	£1.20	£2.60	£3.90
East Hampshire	8am-6pm Mon-Sat	10am-4pm Sunday standard tariff	No	No	£0.60	£1.20	£1.60
Guildford	8am-6pm/ 7am-7pm Mon-Sat	£1.50 up to 3 hours; £2.50 3-6 hours	Yes	£1 flat rate 6pm-10pm	£1.20	£2.40	£3.60
Hart	8am-6pm Mon-Sat	£1 flat rate	£1 flat rate	£1 flat rate	£0.80	£1.60	£2.40
Horsham	8am-5pm Mon-Sat	No	No	£1 flat rate 6pm-8pm in selected sites	£1.00	£1.80	£2.70
Mole Valley	8am-6pm Mon-Sat	No	No	No	£0.60	£1.20	£1.80
Surrey Heath	8am-midnight	£1.50 flat rate	£1.50 flat rate	8am-midnight- standard tariff	£1.00	£1.50	£2.00

Borough/ District	Charging Hours	Sunday Charging?	Bank Holiday Charging?	Evening Charging?	1 hour	2 hours	3 hours
Woking	6am-7pm Mon-Sat	£1.30 for 1 hr; £2.60 for 2 hrs; £3.00 for over 3 hrs	Yes	£1.30 flat rate 7pm - midnight	£1.30	£2.60	£3.90
Elmbridge	9am-6pm Mon-Sat	No	No	No	£0.80	£1.60	£2.60
Epsom & Ewell	5am-6.30pm Mon-Sat	£1 (2 hours); £1.50 over 2 hours in some car parks	No	£1.50 flat rate 6pm-5am in selected sites	£1.50	£2.00	£2.70
Reigate & Banstead	8am-6pm Mon-Sat	£1 charge in selected car parks	No	No	£1.20	£1.90	£2.40
Runnymede	8am-6pm Mon-Sat	No	No	No	£0.80	£1.60	£2.50
Spelthorne	8am-7pm Mon-Sat	£2.00 flat rate	Staines – normal charges Other areas - No	£1 flat rate 7pm - midnight	£1.00	£2.00	£2.50

Car Parking Review - Proposed Parking Charges 2016

ANNEXE 2

	1 Hour		2 Hours		3 Hours		4 Hours		5 Hours		6 Hours		7 Hours		8 Hours		9 Hours		10 Hours		10½ Hours	11 Hours
	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old
Premium Sites																						
South Street Godalming	£0.90	£0.80	£1.80	£1.60	£3.30	£3.00	£4.40	£4.00	£6.60	£6.00	£8.80	£8.00	£11.00	£10.00	£13.20	£12.00	£15.40	£14.00	£17.60	£16.00	£18.70	£18.00
Mint Street Godalming	£0.90	£0.80	£1.80	£1.60	£3.30	£3.00	£4.40	£4.00	£6.60	£6.00	£8.80	£8.00	£11.00	£10.00	£13.20	£12.00	£15.40	£14.00	£17.60	£16.00	£18.70	£18.00
Lower Hart Farnham	£0.90	£0.80	£1.80	£1.60	£3.30	£3.00	£4.40	£4.00	£6.60	£6.00	£8.80	£8.00	£11.00	£10.00	£13.20	£12.00	£15.40	£14.00	£17.60	£16.00	£18.70	£18.00
Prime Sites																						
Central Farnham	£0.90	£0.80	£1.80	£1.60	£3.10	£2.80	£4.20	£3.80	£5.30	£4.80	£6.40	£5.80	£7.50	£6.80	£8.60	£7.80	£9.70	£8.80	£10.80	£9.80	£11.40	£10.80
Mill Lane Godalming	£0.90	£0.80	£1.80	£1.60	£3.10	£2.80	£4.20	£3.80	£5.30	£4.80	£6.40	£5.80	£7.50	£6.80	£8.60	£7.80	£9.70	£8.80	£10.80	£9.80	£11.40	£10.80
High Street Haslemere	£0.90	£0.80	£1.80	£1.60	£3.10	£2.80	£4.20	£3.80	£5.30	£4.80	£6.40	£5.80	£7.50	£6.80	£8.60	£7.80	£9.70	£8.80	£10.80	£9.80	£11.40	£10.80
Town Centre Sites (Premium)																						
Crown Court Godalming	£0.70	£0.60	£1.40	£1.20	£2.00	£1.80	£2.70	£2.40	£3.80	£3.40	£4.90	£4.40	£6.00	£5.40	£7.00	£6.40	£8.00	£7.40	£9.00	£8.40	£9.50	£9.40
Town Centre Sites																						
Waggon Yard Farnham	£0.70	£0.60	£1.40	£1.20	£2.00	£1.80	£2.70	£2.40	£3.30	£3.00	£4.00	£3.60	£4.60	£4.20	£5.30	£4.80	£6.00	£5.40	£6.60	£6.00	£6.90	£6.60
Queen Street Godalming	£0.70	£0.60	£1.40	£1.20	£2.00	£1.80	£2.70	£2.40	£3.30	£3.00	£4.00	£3.60	£4.60	£4.20	£5.30	£4.80	£6.00	£5.40	£6.60	£6.00	£6.90	£6.60
South Street Farnham	£0.70	£0.60	£1.40	£1.20	£2.00	£1.80	£2.70	£2.40	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Medium Stay																						
Croft Road Godalming	£0.60	£0.50	£1.20	£1.00	£1.80	£1.50	£2.40	£2.00	£3.00	£2.50	£3.60	£3.00	£4.20	£3.50	£4.80	£4.00	£5.40	£4.50	£6.00	£5.00	£6.30	£5.50
Dogflud Farnham	£0.60	£0.50	£1.20	£1.00	£1.80	£1.50	£2.40	£2.00	£3.00	£2.50	£3.60	£3.00	£4.20	£3.50	£4.80	£4.00	£5.40	£4.50	£6.00	£5.00	£6.30	£5.50
Upper Hart Farnham	£0.60	£0.50	£1.20	£1.00	£1.80	£1.50	£2.40	£2.00	£3.00	£2.50	£3.60	£3.00	£4.20	£3.50	£4.80	£4.00	£5.40	£4.50	£6.00	£5.00	£6.30	£5.50
Chestnut Avenue Haslemere	£0.60	£0.50	£1.20	£1.00	£1.80	£1.50	£2.40	£2.00	£3.00	£2.50	£3.60	£3.00	£4.20	£3.50	£4.80	£4.00	£5.40	£4.50	£6.00	£5.00	£6.30	£5.50
Stocklund Square Cranleigh	£0.60	£0.50	£1.20	£1.00	£1.80	£1.50	£2.40	£2.00	£3.00	£2.50	£3.60	£3.00	£4.20	£3.50	£4.80	£4.00	£5.40	£4.50	£6.00	£5.00	£6.30	£5.50
Medium/Long Stay (with cheaper rate season ticket)																						
Village Way Cranleigh	£0.60	£0.50	£1.20	£1.00	£1.80	£1.50	£2.40	£2.00	£3.00	£2.50	£3.60	£3.00	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50
Long Stay (Premium) (with short stay option)																						
North Street Farncombe (Mon-Fri)	£0.60	£0.50	£1.00	£0.50	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00
North Street Farncombe (Sat only)	£0.60	£0.50	£1.00	£0.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50
Council Offices (Sat only)	£0.60	£0.50	£1.00	£0.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50
Weydown Road Haslemere (Mon-Fri)	£0.60	£0.50	£1.00	£0.50	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00	£5.00	£4.00
Weydown Road Haslemere (Sat only)	£0.60	£0.50	£1.00	£0.50	£3.00	£2.50	£3.00	£2.50	£3.00	£2.50	£3.00	£2.50	£3.00	£2.50	£3.00	£2.50	£3.00	£2.50	£3.00	£2.50	£3.00	£2.50
Tanners Lane Haslemere	£0.60	£0.50	£1.00	£0.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50
St James Farnham	£0.70	£0.60	£1.00	£0.60	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50	£4.20	£3.50
Long Stay (with short stay option)																						
Riverside 1 Farnham	£0.70	£0.60	£1.00	£0.60	£3.50	£3.00	£3.50	£3.00	£3.50	£3.00	£4.00	£3.00	£4.00	£3.00	£4.00	£3.00	£4.00	£3.00	£4.00	£3.00	£4.00	£3.00
Riverside 2 Farnham	£0.70	£0.60	£1.00	£0.60	£3.50	£3.00	£3.50	£3.00	£3.50	£3.00	£4.00	£3.00	£4.00	£3.00	£4.00	£3.00	£4.00	£3.00	£4.00	£3.00	£4.00	£3.00
Riverside 3 Farnham	£0.70	N/A	£1.00	N/A	£3.50	N/A	£3.50	N/A	£3.50	N/A	£4.00	N/A	£4.00	N/A	£4.00	N/A	£4.00	N/A	£4.00	N/A	£4.00	N/A
Out of Town Parking																						
Meadow Godalming	£0.60	£0.50	£0.60	£0.50	£2.00	£1.50	£2.00	£1.50	£2.00	£1.50	£2.00	£1.50	£2.00	£1.50	£2.00	£1.50	£2.00	£1.50	£2.00	£1.50	£2.00	£1.50
Station Lane Milford	£0.10	£0.10	£0.10	£0.10	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50	£1.50
Leisure Centres																						
Leisure Centre Farnham	£0.70	£0.60	£0.70	£0.60	£1.70	£1.50	£3.30	£3.00	£4.40	£4.00	£6.60	£6.00	£8.80	£8.00	£11.00	£10.00	£13.20	£12.00	£15.40	£14.00	£16.50	£16.00

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Waverley Borough Council

Proposed Season Ticket Charges 2016/17

<u>Location and Car Park</u>	<u>Current Season Ticket Prices</u>				<u>New price with 7.5% increase</u>			
	<u>Year</u>	<u>6 Months</u>	<u>Monthly</u>	<u>Special Annual</u>	<u>Year</u>	<u>6 Months</u>	<u>Monthly</u>	<u>Special Annual</u>
<u>Godalming</u>								
Crown Court	£1,080.00	£594.00	£103.50	N/A	£1,161.00	£639.00	£111.00	N/A
South Street	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Mint Street	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Mill Lane	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Council Offices	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Queen Street	£1,080.00	£594.00	£103.50	N/A	£1,161.00	£639.00	£111.00	N/A
Croft Road	£968.00	£532.50	£93.00	N/A	£1,041.00	£572.00	£100.00	N/A
Meadrow	£323.00	£177.50	£31.00	N/A	£347.00	£191.00	£33.00	N/A
North Street (Mon-Fri)	£860.00	£473.00	£82.50	N/A	£925.00	£508.00	£89.00	N/A
North Street (Sat)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Station Lane, Milford	£323.00	£177.50	£31.00	£86.00	£347.00	£191.00	£33.00	£92.00
<u>Farnham</u>								
Central	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
South Street	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lower Hart	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Upper Hart	£968.00	£532.50	£93.00	N/A	£1,041.00	£572.00	£100.00	N/A
Upper Hart Contract	£1,065.00	£586.00	N/A	N/A	£1,145.00	£630.00	N/A	N/A
Dogflud	£968.00	£532.50	£93.00	N/A	£1,041.00	£572.00	£100.00	N/A
Waggon Yard	£1,080.00	£594.00	£103.50	N/A	£1,161.00	£639.00	£111.00	N/A
St James	£753.00	£414.00	£72.00	N/A	£809.00	£445.00	£77.00	N/A
Riverside	£645.00	£355.00	£62.00	N/A	£693.00	£382.00	£67.00	N/A
Riverside	£645.00	£355.00	£62.00	N/A	£693.00	£382.00	£67.00	N/A
Farnham Leisure Centre Car Park	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
South Street (Locality Office)	£1,065.00	£586.00	N/A	N/A	£1,145.00	£630.00	N/A	N/A
<u>Haslemere</u>								
High Street	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Chestnut Avenue	£968.00	£532.50	£93.00	N/A	£1,041.00	£572.00	£100.00	N/A
Weydown Road (Mon-Fri)	£860.00	£473.00	£82.50	N/A	£925.00	£508.00	£89.00	N/A
Weydown Road (Sat)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Tanners Lane	£753.00	£414.00	£72.00	N/A	£809.00	£445.00	£77.00	N/A
<u>Cranleigh</u>								
Village Way	£753.00	£414.00	£72.00	N/A	£809.00	£445.00	£77.00	N/A
Stocklund Square	£968.00	£532.50	£93.00	N/A	£1,041.00	£572.00	£100.00	N/A
Residents Permits	£250.00	£137.50	N/A	N/A	£269.00	£148.00	N/A	N/A

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12 November 2015

RE:amh

Mr Damian Roberts
Director of Operations
Waverley Borough Council
Council Offices
The Burys
Godalming
Surrey GU7 1HR

Dear Mr Roberts,

Re: Amendments to the Waverley Borough Council (Off-Street Parking Places) Order

I refer to the above amendment, the effect of which is to reduce the charging period by 30mins (from 7pm to 6.30pm).

Following our recent committee meeting the Chamber feels that an opportunity has been missed to support the night-time economy in the town. This would better be achieved by the charging period ending at 6.00 pm.

The difficulties with business permits have also still not been addressed. The Chamber calls for incentives for local businesses to give their staff reasonable price terms that are flexible enough to support part-time working.

Free parking on Thursdays could shift to Small Business Saturday in 2016, and it is suggested that this start at 10am so as not to encourage business employees to take up the free parking spaces.

48% of tickets are issued in Farnham representing a profit to Waverley Borough Council of £1m. In addition 40% of business rates are generated from Farnham. Given the size of the contribution from the town, we would like to see more support for business in Farnham and therefore welcome the continued consultation.

I would also take this opportunity to point out that under item 5.1 there is a reference to the display of tax discs, which are now obsolete.

Yours sincerely

Richard Ellmer
President

Responses to Consultation on reducing the Charging Period from 7.00pm to 6.30pm

From: Amy Corstin [<mailto:amy.corstin@redmistleisure.co.uk>]

Sent: Wednesday 11 November 2015 14:43

To: Farnham Chamber of Commerce; Damian Roberts

Cc: Farnham Clerk

Subject: RE: Off-Street Parking Proposed Amendments

Dear Richard and Damian,

Thank you for circulating the off-street parking proposed amendments.

Having reviewed this, I would like to write to you on behalf of Fabulous Farnham, who represent retailers and small businesses in Farnham.

The overall consensus is that this is too late and will lose the desired impact a change in times would be capable of making for retailers and also local pubs and restaurant. Visitors to the town centre are more likely to stay later and possibly visit more retailers, be that a shop and then a local restaurant on the basis that they can afford to do so.

We would like to propose an earlier time of 6pm, along with free parking on Saturdays.

For 2016, We would also like to propose that the December free parking on Thursday's for 2016 are in addition to free parking on Small Business Saturday, as there should be clear demonstration of supporting the opportunity to encourage footfall to the town in whatever means possible. These are two great opportunities with substantial awareness that should not be selective.

As a town, the retailers want to see improvements to the opportunities that are created for more footfall and feel parking will play a tremendous part in this one way or the other.

Kind regards,

Amy Corstin

17 November 2015

Dear Mr Homewood

I realise that this is a few days late however I just wanted to confirm that at Haslemere Town Council's Planning & Highways meeting on Thursday 12th November the above amendment was considered. Haslemere Town Council has no objection to the charged parking times being reduced by 30 minutes and fully supports such a proposal.

Yours sincerely

Sarah Nash

Deputy Town Clerk

Haslemere Town Council

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 1 DECEMBER 2015

Title:

REVIEW OF POLLING STATION PROVISION

[Portfolio Holder: Cllr Robert Knowles]

[Wards Affected: Farnham Castle; Haslemere East and Grayswood; Witley and Hambledon]

Summary and purpose:

This report outlines issues which have arisen regarding polling station provision in some polling districts in the lead up to and since the elections conducted in May 2015, and outlines recommendations to designate alternative polling places in three polling districts prior to the Police and Crime Commissioner Elections in May 2016.

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

Registered electors must be able to exercise their democratic right to vote for all types of elections and referendums. It is important to the Council that we understand our residents' needs and ensure our services are designed to meet peoples' needs across the Borough. The Council is committed to providing customer-focused services at the best value for money.

Financial Implications:

In the event that there is a move away from the use of a particular school as a polling station then there will be an increase in venue hire costs. The Returning Officer is entitled by law to use free of charge schools maintained or assisted by a local authority, as well as those schools that receive grants made out of monies provided by Parliament. This includes academies and free schools.

As Waverley only funds the cost of Borough elections which are not due until 2019 and all other elections are funded from grant monies from Central Government, the financial implications are insignificant. The election reserve should have enough funds to pay for any additional hall hire costs in 2019 because these additional costs are expected to be small.

Legal Implications:

Section 18B of the Representation of the People Act 1983 outlines that in the case of polling places at parliamentary elections, a polling place must be an area in the polling district, unless special circumstances make it desirable to designate an area wholly or partly outside the district (for example, if no accessible polling place can be identified in the district). Polling districts and polling places for elections other than parliamentary elections are based on UK Parliamentary polling arrangements.

Where, because of local circumstances, a polling place has been selected that is not fully accessible, then reasonable adjustments must be undertaken to provide access for all electors. Alternatively, the local authority can consider whether it would be appropriate to designate a polling place that falls outside the polling district.

Introduction

1. The next scheduled elections will be the Police and Crime Commissioner Elections to be held on Thursday 5 May 2016. The UK Government has introduced legislation which, if passed, will provide for a referendum on the UK's membership of the European Union to take place by the end of 2017. While the EU Referendum Bill in its current form provides that the poll at the referendum cannot be combined with the Police and Crime Commissioner Elections on 5 May, it could still take place at some time in 2016. The Returning Officer must ensure that polling places are in place in all polling districts for all scheduled and unscheduled elections in 2016.

Farnham Castle ward

2. Farnham Castle ward is divided into the BC Farnham Castle polling district and the BD Farnham Castle polling district. The designated polling place for the BC polling district is Farnham Memorial Hall, West Street and there are 2 polling stations run from this venue. The designated polling place for the BD polling district is the United Reformed Church, South Street with a single polling station run from this venue. This place is not suitable for a multiple polling station.
3. Farnham Memorial Hall is likely to close late March or early April 2016 for refurbishment work. The venue will not be available for polling station use for the May 2016 elections. As a result a suitable alternative venue must be identified.
4. The Garden Gallery behind Farnham Museum, West Street, GU9 7DX has been identified as a potential venue and a suitability visit has been conducted. Whilst this is an excellent venue, parking is on-street only and limited. This venue is considered not to be suitable.
5. Daniel Hall, Long Garden Walk, GU9 7HX has been considered although this falls just outside the BC polling district and into the BD polling district. A suitability visit has been conducted. There is no parking on site and it is not possible to provide a disabled parking place at the venue. The nearest parking provision can be found at the Lower Hart or Upper Hart car parks. The room that would accommodate a double polling station is upstairs and those unable to use the stairs would need to manage the stair lift. The venue is not considered to be suitable.
6. St. Andrews Parish Church, Upper Church Lane, GU9 7PW has been considered and a suitability visit conducted. The Church would provide ample space for a double polling station and good facilities including ramps into the building for disabled access. However Middle Church Lane would be the nearest location for possible disabled parking spaces and the nearest pay and display parking provision is at Wagons Yard and thus this venue is not considered to be suitable.
7. Farnham Library, 28 West Street, GU9 7DR has been considered as a potential venue. However the public car parks at Wagons Yard and the Lower and Upper

Hart car parks would be the nearest parking locations and thus this venue is not considered to be suitable.

8. The University for the Creative Arts Farnham, Falkner Road, GU9 7DS has been considered as a potential venue. However the University have advised that they are not able to accommodate our request for the use of their site as a polling station.
9. Farnham Baptist Church, The Hart, GU9 7HA has been considered as a potential venue. However the booking clerk has advised that they are not able to accommodate our request for the use of the Church hall as a polling station.
10. The facilities at Farnham Town Football Club, Babbs Mead, GU9 7DY have been considered as a potential venue but no suitable parking provision will be available once the works at Farnham Memorial Hall commence.
11. Potters Gate Sure Start Children's Centre, The Chantrys Community Centre, GU9 7AL has been considered as a potential venue. However the Information Officer at the Centre has advised that they are not able to accommodate our request for the use of the Centre as a polling station.
12. The Potters Gate C of E Primary School, GU9 7BB was used as a polling station in the past. The School were not happy with use of their premises as a polling station previously and there was an issue regarding disabled access. The Head Teacher has been informed that Waverley is considering reusing it on a temporary basis. Requiring use of the School is expected to be unpopular with the school, parents and governors, taking into account complaints received regarding polling station provision at schools across the Borough. Every effort is being made to identify a suitable alternative that would not require use of the school as a temporary measure while the building works at the Memorial Hall are completed. However, ultimately if no suitable alternative can be found, the Returning Officer can by law require use of Local Authority-maintained Schools.
13. In the absence of any suitable alternative, it is recommended that The Potters Gate C of E Primary School be designated for temporary use as a polling place once the Farnham Memorial Hall becomes unavailable, and that the length of the use be for 2016 or until the building works at Farnham Memorial Hall have been completed.

Haslemere East and Grayswood ward

14. Grayswood C of E Primary School, Lower Road, is the designated polling place for the Grayswood CD polling district. The school was not available for use as a polling station in May 2015 because of extensive building works. Council Members approved the use of Grayswood Village Hall for the May 2015 elections. The Village Hall proved to be a very suitable venue.
15. The building works at the School are due to be completed by the end of October 2015 and the Head Teacher has advised that the School would be able to be used as a polling station in May 2016.

16. In light of the suitability of Grayswood Village Hall and continued efforts to move away from using Schools as polling stations where a suitable alternative venue can be identified, it is recommended that Grayswood Village Hall be permanently designated as the polling place for the Grayswood CD polling district.

Witley and Hambledon

17. The Chandler Junior School, Middlemarch, Roke Lane is the designated polling place for the HA Witley polling district. Prior to the elections this year a complaint was received from a parent of children at Chandler School regarding its continued use as a polling station. After the elections Jeremy Hunt MP requested that alternatives to the School be identified following receipt of a complaint from a Governor at the School. The Returning Officer and his staff recognise the disruption that can be caused to schools, children and parents when a school is used as a polling station.
18. The Chichester Hall in Witley has been visited and assessed as a suitable venue. The large hall could accommodate a double polling station, there is level access into the building, good off-road parking provision with security lighting and good facilities for polling station staff. A-frame signs could be placed next to the road to indicate parking at the hall would be for voters only. Parking is reserved on site in this way for people attending other events at the hall. The booking clerk advised that local people and those travelling from further away to walk in the area are used to parking on the grass verge outside the site as necessary.
19. The ward councillors have been approached for their views on polling station provision in Witley. Councillor James has advised that some electors would be happy with the Hall, others would prefer the School. Councillor James felt that overall Chandler School would suit more people but those with young children walk to the infant school which is nearer to the Hall than Chandler School. Her view is that the School is the most suitable but the hall would be acceptable. Councillor Holder's view is the site of Chandlers School makes it readily accessible by foot for a large proportion of the Witley electorate who live in the immediate vicinity of the school. Those people, if they wished to vote at Chichester Hall, would have to drive there and with limited parking at the Hall would need to park on the grass verge opposite. He has pointed out that the road is the A283 and the Hall is situated on a bend. In summary Councillor Holder's first choice would be Chandler School and Chichester Hall second.
20. On balance it is recommended that The Chichester Hall be designated as the polling place for the HA Witley polling district.

Conclusion

21. This report provides an opportunity to consider polling place provision in those areas where issues have arisen in the lead up to and since the last elections. Alternative options for polling places have been identified. Ultimately the provision of convenient polling places in each polling district can contribute to a good turnout at elections, and Waverley consistently achieves turnout levels well above the national average.

Recommendation

It is recommended to the Council that:

1. the Potters Gate C of E Primary School be designated for temporary use as the polling place for FC Farnham Castle polling district once the Farnham Memorial Hall becomes unavailable, and that the length of the use be for 2016 or until the building works at Farnham Memorial Hall have been completed;
2. Grayswood Village Hall be designated as the polling place for the CD Grayswood polling district; and
3. the Chichester Hall be designated as the polling place for the HA Witley polling district.

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

LICENSING AND REGULATORY COMMITTEE – 26 NOVEMBER 2015

EXECUTIVE – 1 DECEMBER 2015

COUNCIL – 15 DECEMBER 2015

Title:

**GAMBLING ACT 2005 - PUBLIC CONSULTATION ON REVIEW OF THE
COUNCIL'S STATEMENT OF GAMBLING POLICY**

[Wards Affected: All]

Summary and purpose:

The purpose of this report is to enable the Council to consider comments (IF ANY) on the three-year review of the Statement of Gambling for Waverley, against which applications for licences under the 2005 Gambling Act (the Act) are considered.

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

Licensing contributes to improving lives and protecting the environment in Waverley.

Financial Implications:

There are no immediate resource implications in this report.

Legal Implications:

There are legal implications for the Council in that it will need to be prepared to defend the revised Policy, if challenged. Members will note that the existing policy has worked well for the past three years. The Human Rights implications are set out later in the report.

Background

1. The Gambling Act 2005 requires the Council to have a Statement of Gambling Policy that it keeps under review, and that it must completely review and republish the Policy every three years. The Policy must include information stipulated within the Gambling Commission's statutory Guidance to Licensing Authorities in England and Wales.
2. The Council's current Policy has been in place since 31 January 2013 and in accordance with legislation must this year undergo a full review and public consultation.

3. The policy has been reviewed by officers and was sent to external Counsel for consideration before being published for a six-week public consultation, which commenced 9 October and ended 20 November 2015.

Statement of Gambling Policy - public consultation

4. The Council's Statement of Gambling Policy was first adopted by the Council in December 2006, published on 3 January 2007 and came into effect on 31 January 2007. It has been reviewed and updated several times with the last updated policy coming into effect on 31 January 2013. The draft revised Statement of Gambling Policy must be published at least 28 days before it comes into effect in January 2016.
5. A draft revised Statement of Gambling Policy, incorporating the changes/amendments from the existing Statement of Gambling Policy and reflecting revised Government Guidance issued in October 2015, is attached at Annexe 1. The tracked changes are shown in red type.
6. The consultation has been conducted through a written process to all Responsible Authorities, bodies representing existing licence holders, representatives of registered clubs, Citizens Advice Centres, Chambers of Commerce, Town and Parish Councils and via the Council's website.
7. The timetable for the review of the current policy and implementation of the new policy is as follows:
 - Commence review, write to consultees and place consultation information on the website on 9 October 2015
 - Consultation period ends 20 November 2015 (6 weeks) - followed by:
 - Licensing and Regulatory Committee 26 November 2015
 - Executive 1 December 2015
 - Council 15 December 2015
 - Published on Council's website 3 January 2016
 - Policy comes into effect 31 January 2016
8. The Policy has worked well for Council (the Licensing Authority) and no adverse comments have been made by the Responsible Authorities designated under the legislation.
9. There have been no responses at the time of writing the report, and any that do arrive before the closing date of 20 November 2015 will be tabled at the meeting.

The Statement of Gambling Policy

10. The Council's Statement of Gambling Policy must promote the three licensing objectives of the Gambling Act 2005, which are:

- Preventing gambling from being a source of crime and disorder
- Ensuring that gambling is conducted in a fair and open way
- Protecting children and vulnerable persons from being harmed or exploited by gambling.

11. Since the introduction of the Gambling Act 2005, Waverley Borough Council has experienced no issues with any of its licensed gambling premises. Waverley has nine betting premises and one regular yearly Occasional Use Notice for a point to point race at Peperharow.

Human Rights Implications

12. The Human Rights Act 1998 incorporated into English law the protection of human rights enshrined in the European Convention on Human Rights (ECHR). The Council must have regard to the human rights of individuals affected by its decisions. Although there are no direct implications in this report, the Council will have regard to the following matters in considering applications for licences under the Gambling Act 2005.
13. Article 1 of the First Protocol of the ECHR provides for the protection of private property and possessions. In addition to Article 1 of the First Protocol, the Council must comply with the principles of Article 6, which provides for the right to a fair hearing in determining civil rights and obligations. This necessitates a fair and public hearing undertaken within a reasonable time by an independent and impartial tribunal established by law. In providing for determination of licensing matters by a local authority the legislation also provides for appeal to the magistrates' court, so that there is access to an independent and impartial tribunal and a public hearing.
14. Article 8 of the Convention says that everyone has the right to respect for his private and family life, his home and his correspondence. Accordingly, when making decisions on the grant of licences, the Council (the Committee) will consider representations on the effect of businesses on the amenities of residents living in the vicinity of premises which benefit from the licences.

Conclusion

15. The Licensing and Regulatory Committee has been asked to consider any comments received on the Statement of Gambling Policy and make its recommendations for amending the Policy. These will be sent to the Executive after the meeting. The Policy is ultimately set by the Council as part of the Policy Framework, on the recommendation of the Executive, and the activity under the Policy is the remit of the Licensing and Regulatory Committee and its Licensing Act Sub-Committees.

Recommendation

It is recommended that the Executive receives any recommendations from the Licensing and Regulatory Committee so that the final revised version of the

Statement of Gambling Policy for Waverley can be recommended to and approved by the Council and formally adopted in order for the new Policy to be published on 3 January 2016 and in place by 31 January 2016.

Background Papers

Gambling Act 2005, Licensing Conditions & Codes of Practice (LCCP) and revised Gambling Guidance September 2015

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WAVERLEY BOROUGH COUNCIL

GAMBLING ACT 2005 STATEMENT OF POLICY

JANUARY 2016

Approved by the Waverley Borough Council on (draft consultation to be approved)

All references to the guidance of the Gambling Commission to licensing authorities refer to the guidance published in September 2015.

WAVERLEY BOROUGH COUNCIL
GAMBLING ACT 2005
STATEMENT OF GAMBLING POLICY
IN FORCE FROM 31ST JANUARY 2016

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1. Introduction

1.1 The Licensing Objectives

The Gambling Act 2005 (“the Act”) gives licensing authorities various regulatory functions in relation to gambling.

The Gambling Commission will have responsibility for dealing with personal licences and operating licences.

Waverley Borough Council (“the Council”) is the Licensing Authority for the purposes of the Act.

The main functions of licensing authorities are:-

- Licensing premises for gambling activities;
- Considering notices given for the temporary use of premises for gambling;
- Granting permits for gaming and gaming machines in clubs;
- Regulating gaming and gaming machines in alcohol licensed premises;
- Granting permits to family entertainment centres for the use of certain lower stake gaming machines;
- Granting permits for prize gaming;
- Considering occasional use notices for betting at tracks;
- Registering small societies’ lotteries below prescribed thresholds.

In exercising most of their functions under the Act, licensing authorities must have regard to the licensing objectives as set out in section 1 of the Act. The licensing objectives are:-

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way;
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

Certain activities such as bingo, raffles, some types of lotteries may be exempt from licensing, depending on the scale and frequency of the activity. In referring to “disorder” the Council will take account of activity and behaviour which is excessively aggressive and/or abusive to an extent beyond what might be regarded as nuisance.

1.2 The Waverley Borough Area

Waverley Borough covers an area of 345 square kilometres in south-west Surrey and is the largest district by geographic area in Surrey. The Borough is predominantly rural; three-quarters of the area is agricultural land and woodland, 61 per cent is Green Belt and 80 per cent is covered by environmental protection policies including the Surrey Hills Area of Outstanding Natural Beauty. Waverley is 35 miles from central London and is served by good strategic road and rail links but has a predominantly rural road network and limited public transport.

Waverley has a population of 121,600 (2011 census), of whom three-quarters live in the Borough's four main settlements; Farnham, Godalming, Haslemere and Cranleigh. The proportion of young people (0-14 years) is 20 per cent and is close to the regional and national averages. The district has 19 per cent of the population above pension age. The proportion of people from ethnic groups other than “white

British” is 9.4 per cent; this compares with 14.8 per cent for the South East and 20 per cent for England.

The Council’s Vision is “to enhance the quality of life in Waverley, now and for the future, through strong local leadership and customer focused service”.

The Council recognises that the entertainment and leisure industry, and shopping, contribute to Waverley’s urban and rural economies. These have a part to play in attracting tourists and visitors and are major employers.

This policy statement will both guide the Council in exercising its licensing functions under the Gambling Act 2005 and provide clarity for applicants for licensing and for residents and others, including interested parties.

Applicants are required when submitting their licensing applications to show how their proposals will meet the Council’s Policy, as shown in this Statement, and the Government’s stated Licensing Objectives for gambling.

The Council is the Licensing Authority for the purposes of the Gambling Act 2005 (“the Act”) and is responsible for granting licences, permits and registration in the Borough of Waverley for the activities described by the Act.

A map of Waverley Borough is attached as Annexe 1.

1.3 Consultation

This statement of policy has been prepared in consultation with the following persons/bodies:-

- The Chief Officer of Police;
- One or more persons who appear to the Council to represent the interests of persons carrying on gambling businesses in the Council’s area;
- One or more persons who appear to the Council to represent the interests of persons who are likely to be affected by the exercise of the Council’s functions under the Gambling Act 2005.

A full list of consultees is attached as Annexe 3.

This Statement of Gambling Policy was published on, 07 January 2016 and comes into effect on 31st January 2016. It will remain in force for no more than 3 years, but may be reviewed at any time.

1.4 Declaration

This statement of policy has been prepared with due regard to the licensing objectives, the guidance to licensing authorities issued in October 2015 by the Gambling Commission, and with due weight attached to any responses received from those consulted.

This statement of policy will not override the right of any person to make an application, make representations about an application, or apply for a review of a licence, as each will be considered on its own merits and according to the statutory requirements of the Act.

1.5 Responsible Authorities

The contact details of all the Responsible Authorities under the Act are available via the Council's website at www.waverley.gov.uk , and also listed at Annexe 2 to this document

In exercising the Council's powers under Section 157(h) of the Act to designate, in writing, a body which is competent to advise the Council about the protection of children from harm, the following principles have been applied:

- the need for the body to be responsible for an area covering the whole of the Licensing Authority's area;
- the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group, etc.

Having regard to the above principles, the Council designates the Surrey Children's Service for this purpose.

1.6 Interested Parties

Interested parties can make representations about licence applications, or apply for a review of an existing licence. The Act defines interested parties as persons who, in the opinion of the Licensing Authority;

- a) live sufficiently close to the premises to be likely to be affected by the authorised activities;
- b) have business interests that might be affected by the authorised activities; or
- c) represent persons who satisfy paragraph (a) or (b)

Whether or not a person is an interested party is a decision that will be taken by the Council on a case-by-case basis. However, the following factors will be taken into account:-

- the size of the premises;
- the nature of the premises;
- the distance of the premises from the location of the person making the representation;
- the potential impact of the premises (number of customers, routes likely to be taken by those visiting the establishment);
- the nature of the complainant. This is not the personal characteristics of the complainant but the interests of the complainant which may be relevant to the distance from their premises. For example, it could be reasonable for the Council to conclude that "sufficiently close to be likely to be affected" could have a different meaning for (a) a private resident (b) a residential school for children with truanting problems and (c) a residential hostel for vulnerable adults;
- the "catchment" area of the premises (i.e. how far people travel to visit); and whether the person making the representation has business interests in that catchment area, that might be affected.

This list is not exhaustive and other factors may be taken into consideration in an individual case.

The Council considers the following bodies/associations to fall within the category of those who represent persons living close to premises, or having business interests that might be affected by the authorised activities:-

- town and parish councils
- trade associations;
- trade unions;
- residents' and tenants' associations;
- ward/county/parish councillors;
- MPs.

This list is not exhaustive and the Council may consider other bodies/associations and persons to fall within the category in the circumstances of an individual case.

The Council may require written evidence that the person/association/body represents an interested party.

1.7 Exchange of Information

The Council regards the lawful and correct treatment of information as very important to the successful and efficient performance of the Council's functions, and to maintaining confidence between the people/bodies we deal with and ourselves. We ensure that our organisation treats information lawfully and correctly.

The Council may share information in accordance with the following provisions of the Act and other Government legislation which may require the sharing of information: -

- Sections 29 and 30 (with respect to information shared between the Council and the Gambling Commission);
- Section 350 (with respect to information shared between the Council and the other persons listed in Schedule 6 to the Act).

In the exercise of the above functions, consideration shall also be given to the common law duty of confidence, the law relating to defamation, the guidance issued by the Gambling Commission and to the Council's policies in relation to data protection and freedom of information.

The Council adopts the principles of better regulation, that is:-

Proportionality: The Council will seek policy solutions appropriate for the perceived problem or risk.

Accountability: The Council will ensure that its decisions may be justified and are open to public scrutiny.

Consistency: The Council will refer to policies, rules and standards that are consistent with its other functional responsibilities and are fairly implemented.

Transparency: The Council's policy objectives will be clearly defined and effectively communicated to all stakeholders.

Targeting: The Council will focus its policies on relevant problems, seeking to minimise side effects and avoid unintended consequences.

Any information shared between the Council and Surrey Police must also be carried out in accordance with the Surrey Information Sharing Protocol produced by the Surrey Community Safety Unit.

Any person wishing to obtain further information about their rights under the Data Protection Act 1998 or the Freedom of Information Act 2000 may view the Council's policies at <http://www.waverley.gov.uk/foi/> or alternatively contact the Information Rights Officer on (01483) 444053 or Email; iro@guildford.gov.uk

1.8 Enforcement

The Council adopts a risk-based approach to the inspection of gambling premises. This will allow for the targeting of high-risk premises, or those where a breach would have serious consequences. Premises that are low risk and/or well run will be subject to a less frequent inspection regime.

Where necessary, appropriate enforcement (including prosecution under section 346 of the Act) will be carried out in a fair and consistent manner in accordance with:-

- The Enforcement Concordat;
- The Better Regulation and Hampton Principles;
- Waverley Borough Council enforcement policies.

The Council will endeavour to avoid duplication with other regulatory regimes so far as possible.

Concerns about manufacture, supply or repair of gaming machines will not be dealt with by the Council but will be notified to the Gambling Commission.

The Council recognises that certain bookmakers have a number of premises in its area. In order to ensure compliance issues are recognised and resolved at the earliest stage, operators are requested to give the Council a single named point of contact, who should be a senior individual, and whom the Council will contact first should any compliance queries or issues arise.

2. Premises Licences

2.1 Decision Making - General

In accordance with Section 153 of the Act, the Council shall aim to permit the use of premises for gambling in so far as it thinks it:-

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the Council's Statement of Gambling Policy.

The Council will not have regard to the expected demand for the facilities which it is proposed to provide, nor the likelihood of the applicant obtaining planning permission or building regulations approval for the proposal.

Moral objections to gambling will not be considered by the Council, as they are not a valid reason for rejecting an application for a premises licence.

Each case will be considered on its individual merits. However, in order to assist applicants and objectors alike, this section sets out the general factors that will be taken into account by the Council when considering applications for premises licences.

The Council's Scheme of Delegation sets out which of the Council's decision-making functions under the Act are delegated to officers.

2.2 Appropriate Licence Environment

The Guidance to Local Authorities and the Licence Conditions and Codes of Practice (LCCP) commencing May 2015, set out additional matters that the council should take into account when considering licence applications for premises licences.

Guidance section 19, LCCP condition 16 and code 9 prescribe restrictions on gambling activities on premises, previously known as primary gambling activity. The council will consider any application based on the provisions in these codes and guidance.

2.3 Licence Conditions and Codes of Practice

Section 7 of the Gambling Commission Guidance to Local Authorities sets out considerations that an operator must make in order to protect children and young people from accessing gambling premises.

The Licence Conditions and Codes of Practice (LCCP) issued in 2015 prescribe how operators must prevent children from using age restricted gaming or gambling activities, particularly where gaming machines are licensed. In particular operators must ensure that;

- All staff are trained
- That all customers are supervised when on gambling premises
- Must have procedures for identifying customers who are at risk of gambling related harm

The Council will expect all operators to have policies and procedures in place as required by the LCCP codes on social responsibility to cover all aspects of the code, in particular staff training records and self-exclusion records.

Further provisions with regard to self-exclusion and marketing are included in the social responsibility code. The Council will take all conditions and codes into account when considering applications or performing enforcement activities.

2.4 Risk Assessments: Betting Premises

Such risk assessments are required from new applicants, and from existing premises licensees seeking to vary a licence. The code requires all operators of Casinos, AGCs, Bingo Premises, FECs, Betting shops and remote betting intermediaries to assess local risks to the licensing objectives, and to have policies, procedures and control measures in place to mitigate those risks.

Operators are required by the SR code to make the risk assessment available to licensing authorities when an application is submitted either for new premises licence or variation of a premises licence, or otherwise on request, and this will form part of the Council's inspection regime and may be requested when officers are investigating complaints.

This Council expects the following matters to be considered by operators when making their risk assessment:-

- Information held by the licensee regarding self-exclusions and incidences of underage gambling
- Arrangement for localised exchange of information regarding self-exclusions and gaming trends
- Urban setting such as proximity to schools, commercial environment, factors affecting footfall
- Range of facilities in proximity to the licensed premises such as other gambling outlets, banks, post offices, refreshment and entertainment type facilities
- Known problems in the area such as problems arising from street drinkers, youths participating in anti-social behaviour, drug dealing activities etc.
- Matters relating to children and young persons, including:
 - Institutions, places or areas where presence of children and young persons should be expected such as schools, youth clubs, parks, playgrounds and entertainment venues such as bowling alleys, cinemas etc.
 - Any premises where children congregate including bus stops, cafes, shops, and any other place where children are attracted
 - Areas that are prone to issues of youths participating in an anti social behaviour, including such activities as graffiti/tagging, underage drinking etc.
- Recorded incidents of attempted underage gambling
- Matters relating to vulnerable adult including:-
 - Information held by the licensee regarding self-exclusions and incidences of underage gambling
 - Gaming trends that may mirror days for financial payments such as pay days or benefit payments
 - Arrangement for localised exchange of information regarding self exclusions and gaming trends
 - Proximity of premises which may be frequented by vulnerable people such as hospitals, residential care homes, medical facilities, doctors' surgeries, council housing offices, addiction clinics or help centres, places where alcohol or drug dependant people may congregate

2.5 Location

The location of premises may be relevant to the promotion of the licensing objectives. In particular, premises located in close proximity to the following may give rise to concern:-

- schools and colleges;
- vulnerable adult centres;
- residential areas with a high concentration of children.

Much will depend upon the type of gambling that it is proposed will be offered on the premises. The Council will, where appropriate, consider the location on a case-by-case basis. If the proposed location does pose a risk to the promotion of the licensing objectives, applicants will be invited to show how they propose to overcome such concerns.

2.6 Multiple Licences/Layout of Buildings

Premises are defined in the Act as including "any place", but no more than one premises licence can apply in relation to any one place. A single building can be subject to more than one premises licence, provided they are for different parts of the

building and those parts can reasonably be regarded as being “different premises” for the purposes of the Act.

Where multiple licences are sought for a building (or a discrete part of a building used for other non-gambling purposes), specific issues will need to be considered by the Council before such application(s) can be granted. These include:-

- the ability of children to gain access to or observe gambling facilities (even accidentally) – entrances and exits from parts of a building covered by more than one premises licence should be separate and identifiable so that the separation of different premises is not compromised and so that people (and, in particular, children) do not drift into a gambling area;
- whether entrances are supervised;
- the compatibility of the two or more establishments; and
- the ability of the establishments to comply with the requirements of the Act.

In accordance with the Gambling Commission guidance, an overriding consideration will be whether, taken as a whole, the co-location of the licensed premises with other facilities has the effect of creating an arrangement that otherwise would, or should, be prohibited under the Act.

2.7 Conditions

Conditions may be imposed upon a premises licence in a number of ways. These are:-

- (a) **Mandatory** – set by the Secretary of State (some set out on the face of the Act) and some to be prescribed in regulations, for all, or classes, of licences;
- (b) **Default** – to be prescribed in regulations made by the Secretary of State, to be attached to all or classes of licences unless excluded by the Licensing Authority;
- (c) **Specific** – conditions that can be attached to an individual premises licence by the Licensing Authority.

Conditions imposed by the Council will be proportionate to the circumstances that they are seeking to address. In particular, this Council will ensure that premises licence conditions:

- Are relevant to the need to make the proposed building suitable as a gambling facility;
- Are directly related to the premises and the type of licence applied for;
- Are fairly and reasonably related to the scale and type of premises; and
- Are reasonable in all other respects.

Certain matters may not be the subject of conditions. These are:-

- any condition on the premises licence which makes it impossible to comply with an operating licence condition;
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated); and
- conditions in relation to stakes, fees, winnings or prizes.

2.8 Door Supervisors

It is not a mandatory requirement of the Act to impose a condition relating to door supervision. However, if in any particular case the Council does consider it necessary to impose a condition on a premises licence requiring the presence of door supervisors, such persons would normally need to hold a licence from the Security Industry Authority (SIA) under the Private Security Industry Act 2001.

This requirement is relaxed when applied to door supervisors at licensed casino or bingo premises. Where 'contract' staff (those employed under a contract for services) are employed as door supervisors at casino or bingo premises, such staff will need to be licensed by the SIA. 'In-house' staff (those staff employed under a contract of service) operating as door supervisors at casino and bingo premises are exempt from the licensing requirements of the Private Security Industry Act 2001. The Council may, however, impose specific requirements on door supervisors at such premises, if considered appropriate in an individual case.

2.9 Adult Gaming Centres (AGC)

Persons operating an adult gaming centre must hold a 'gaming machines -general operating licence (adult gaming centre) from the Commission and a premises licence from the Council. This will allow the operator to make available any number of category C and D machines and; to make available a number of category B gaming machines not exceeding 20% of the total number of gaming machines which are available for use on the premises.

Premises in existence before 13 July 2011 are entitled to make available four category B3/B4 gaming machines, or 20% of the total number of gaming machines, whichever is the greater.

AGC premises licences granted on or after 13 July 2011 but before 1 April 2014 are entitled to a maximum of four category B3/B4 gaming machines or 20% of the total.

No one under the age of 18 is permitted to enter an adult gaming centre.

In considering licence applications for adult gaming centres, weight will be given to the need to protect children and vulnerable persons from harm or being exploited by gambling. The Council will therefore expect applicants to demonstrate that there will be sufficient measures in place to promote this objective.

Applicants are encouraged to consider the following steps:-

- Proof of age schemes;
- CCTV;
- Supervision of entrances/machine areas;
- Reviewing the location of, and entry to, premises (so as to minimise the opportunities for children to gain access);
- Notices/signage;
- Training for staff on challenging persons suspected of being under-age;
- Specific opening hours;
- Self-barring schemes;
- Provision of information leaflets/helpline numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures and good practice.

Please see paragraph 2.4 for details of conditions that may be attached to premises licences authorising adult gaming centres.

2.10 Licensed Family Entertainment Centres

Operators of licensed family entertainment centres **must hold a** gaming machine general (Family Entertainment Centre) operating licence from the Gambling Commission, and a premises licence from the Council. This will allow the operator to make category C and D machines available to their customers.

Children and young persons will be able to enter licensed family entertainment centres and play on the category D machines. They will not be permitted to play on category C machines.

As family entertainment centres will particularly appeal to children and young persons, weight shall be given to child protection issues. Where category C machines are available in licensed family entertainment centres the Council will normally require that:-

- all such machines are located in an area of the premises separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where the machines are located;
- access to the area where the machines are located is supervised;
- the area where the machines are located is arranged so that it can be observed by staff of the operator or the licence holder;
- at the entrance to, and inside any such area there are prominently displayed notices indicating that access to the area is prohibited to persons under 18; and
- provision of information leaflets/helpline numbers for organisations such as GamCare.

Applicants are therefore encouraged to consider the steps set out at paragraph 2.6 of this statement in order to prevent children and young persons from gaining access to category C machines. In addition, applicants are encouraged to consider the following:-

- Physical separation of areas;
- Measures/training for staff on how to deal with suspected truant school children on the premises.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

Please see paragraph 2.4 for details of conditions that may be attached to premises licences authorising licensed family entertainment centres.

2.11 Tracks

Tracks are sites (including racecourses and dog tracks) where sporting events take place. Operators of tracks will require a premises licence from the Council, but they do not need to obtain an operating licence from the Gambling Commission (although they may have one).

Tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track.

It will be a mandatory condition of all track licences that children and young persons are excluded from any areas where facilities for betting are provided, and any area where a gaming machine, other than a category D machine, is situated. Special dispensation from this rule is provided for dog tracks and horse racecourses, on days when racing takes place, in relation to the areas used for betting. On these days families will be entitled to attend the track or racecourse, and children enter the areas where facilities for betting are provided. This “race day dispensation” does not apply to the areas where gaming machines of category B and C are provided, and the Council will therefore wish to ensure that suitable measures are in place to prevent children from entering such areas.

Applicants are encouraged to consider the steps set out at paragraph 2.6 in order to prevent the access of children and young people to machines of category B and C. In addition, applicants are encouraged to consider the following:-

- Physical separation of areas;
- Measures/training for staff on how to deal with suspected truant school children on the premises.

Gaming machines – holders of betting premises licences in respect of tracks who also hold a pool betting operating licence may make available up to four gaming machines (categories B2 to D) on the track. The Council will therefore expect the applicant to demonstrate that suitable measures are in place to ensure that children are prevented from entering areas where machines (other than category D machines) are made available.

Betting machines at tracks - the Council will apply similar considerations to those set out in paragraph 2.10 (in relation to betting machines made available at off-course betting premises) to betting machines made available at tracks.

Condition on rules being displayed - the Council will attach a condition to track premises licences requiring the track operator to ensure that the rules are prominently displayed in or near the betting areas, or that other measures are taken to ensure that they are made available to the public. For example, the rules could be printed in the race-card or made available in leaflet form from the track office.

Applications and plans - the Council will require the following information from applicants for premises licences in respect of tracks: -

- detailed plans for the racetrack itself and the area that will be used for temporary “on-course” betting facilities (often known as the “betting ring”);
- in the case of dog tracks and horse racecourses, details of the fixed and mobile pool betting facilities operated by the Tote or track operator, as well as any other proposed gambling facilities.

Plans should make clear what is being sought for authorisation under the track betting premises licence and what, if any, other areas are to be subject to a separate application for a different type of premises licence.

2.12 Casinos

“No Casinos resolution” - The Council has not passed a “no casino” resolution under Section 166 of the Gambling Act 2005, but is aware that it has the power to do so. Should the Council decide in the future to pass such a resolution, it will update this policy statement with details of that resolution.

2.13 Betting Premises

This paragraph deals with off-course betting, that is betting that takes place other than at a track (commonly known as a licensed betting office). Operators of betting premises will require an operating licence from the Gambling Commission and a premises licence from the Council.

The holder of a betting premises licence may make available for use up to four gaming machines of category B, C or D. **machines at betting premises are restricted to sub-category B2, B3 and B4 machines.**

The Council may, in accordance with section 181 of the Act, restrict the number of betting machines, their nature, and the circumstances in which those machines are made available for use. When considering whether to impose such a condition, the Council will take into account the following: -

- the size of the premises;
- the number of counter positions available for person-to-person transactions; and
- the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people.

Please see paragraph 2.4 for details of conditions that may be attached to betting premises licences.

With respect to the protection of vulnerable persons, the Council will expect applicants to provide information leaflets/helpline numbers for organisations such as GamCare.

2.14 Bingo

Operators of premises offering bingo (cash or prize) will require a bingo operating licence from the Gambling Commission, and a premises licence from the Council.

The holder of a bingo premises licence may, in addition to bingo in all its forms, make available make available a number of category B gaming machines not exceeding 20% of the total number of gaming machines which are available for use on the premises and any number of category C and D machines.

Premises in existence before 13 July 2011 are entitled to make available eight category B3/B4 gaming machines, or 20% of the total number of gaming machines, whichever is the greater.

Bingo premises licences granted on or after 13 July 2011 but before 1 April 2014 are entitled to a maximum of eight category B3/B4 gaming machines or 20% of the total number of gaming machines, whichever is the greater; from 1 April 2014 these premises will be entitled to 20% of the total number of gaming machines only.

It is important that if children are allowed to enter premises licensed for bingo that they do not participate in gambling, other than on category D machines. Where category C or above machines are available in premises to which children are admitted the Council will normally require that:-

- all such machines are located in an area of the premises separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where the machines are located;
- access to the area where the machines are located is supervised;
- the area where the machines are located is arranged so that it can be observed by staff of the operator or the licence holder;
- at the entrance to, and inside any such area there are prominently displayed notices indicating that access to the area is prohibited to persons under 18; and
- provision of information leaflets/helpline numbers for organisations such as GamCare.

Please see paragraph 2.4 for details of conditions that may be attached to bingo premises licences.

2.15 Temporary Use Notices

Temporary Use Notices (TUNs) allow the use of premises for gambling where there is no premises licence but where a person or company holding a relevant operators licence wishes to use the premises temporarily for providing facilities for gambling.

There are a number of statutory limits in regards to temporary use notices.

If objections are received to a temporary use notice (from the Police, Gambling Commission, HM Revenues and Custom or any other licensing authority in whose area the premises are situated), the Council must hold a hearing to consider the representation (unless all the participants agree that a hearing is unnecessary).

If the Council, after a hearing has taken place or been dispensed with, considers that the temporary use notice should not have effect, it must issue a counter-notice which may:-

- prevent the temporary use notice from taking effect;
- limit the activities that are permitted;
- limit the time period of the gambling; or
- allow the activities to take place subject to a specified condition.

The Council will apply the principles set out in paragraph 2.1 of this statement to any consideration as to whether to issue a counter-notice.

3. Permits

3.1 Unlicensed Family Entertainment Centre gaming machine permits

Unlicensed family entertainment centres will be able to offer category D machines if granted a permit by the Council. If an operator of a family entertainment centre wishes to make category C machines available in addition to category D machines,

they will need to apply for an operating licence from the Gambling Commission and a premises licence from the Council.

The Council can grant or refuse an application for a permit, but cannot attach conditions.

The Council will require the applicant to provide appropriate insurance certificates and adequate plans of the premises.

As unlicensed family entertainment centres will particularly appeal to children and young persons, weight shall be given to child protection issues.

The Council will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will each be considered on their merits, however, they may include appropriate measures/training for staff as regards suspected truant school children on the premises, measures/training covering how staff should deal with unsupervised very young children being on the premises, or children causing perceived problems on/around the premises.

The Council will also expect applicants to demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed family entertainment centres; that the applicant has no relevant convictions (those that are set out in Schedule 7 to the Act); and that staff are trained to have a full understanding of the maximum stakes and prizes.

3.2 (Alcohol) Licensed premises gaming machine permits

Two machines or less

Premises licensed to sell alcohol for consumption on the premises can automatically have two gaming machines, of categories C and/or D. The holder of the premises licence authorising the sale of alcohol will simply need to notify the Council, and pay the prescribed fee.

The Council can remove the automatic authorisation in respect of any particular premises if:-

- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
- gaming has taken place on the premises that breaches a condition of section 282 of the Act;
- the premises are mainly used for gaming; or
- an offence under the Act has been committed on the premises.

More than two machines

If a premises wishes to have more than two machines, then the holder of the premises licence will need to apply for a permit. The Council shall consider that application having regard to the licensing objectives, any guidance issued by the Gambling Commission issued under Section 25 of the Act, and any other matters that are considered relevant.

The Council shall determine what constitutes a relevant consideration on a case-by-case basis, but weight shall be given to the third licensing objective, i.e. protecting

children and vulnerable persons from being harmed or being exploited by gambling. To this end, the Council will expect applicants to demonstrate that there will be sufficient measures in place to ensure that under 18 year olds do not have access to the adult only gaming machines. Measures which will satisfy the Council that there will be no access may include the adult machines being in sight of the bar, or in the sight of staff who will monitor that the machines are not being used by those under 18. Notices and signage may also be of help.

With respect to the protection of vulnerable persons, the Council will expect applicants to provide information leaflets/helpline numbers for organisations such as GamCare.

It is recognised that some alcohol-licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would most likely need to be submitted, and dealt with, as an Adult Gaming Centre premises licence.

The Council can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached.

The holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machine.

3.3 Prize gaming permits

Applicants for prize gaming permits should set out the types of gaming that they are intending to offer. The applicant should be able to demonstrate that:-

- they understand the limits to stakes and prizes that are set out in Regulations; and
- the gaming offered is within the law.

In making its decision on an application for this type of permit the Council does not need to have regard to the licensing objectives but must have regard to any Gambling Commission guidance. Weight will be given to child protection issues, and relevant considerations are likely to include the suitability of the applicant (i.e. if the applicant has any convictions which would make them unsuitable to operate prize gaming) and the suitability of the premises. Applicants for prize gaming permits must disclose any previous relevant convictions to the Council.

The Council can grant or refuse an application for a permit, but cannot attach any conditions. However, there are four conditions in the Act that permit holders must comply with. These are:-

- the limits on participation fees, as set out in regulations, must be complied with;
- all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played;
- the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
- participation in the gaming must not entitle the player to take part in any other gambling.

3.4 Club gaming and club machine permits

Members' clubs (but not commercial clubs) may apply for a club gaming permit, unless they already hold a Club Premises Certificate under the Licensing Act 2003. The club gaming permits allow the provision of no more than three gaming machines in total. Each of the three machines must be from categories B3A, B4, C or D but only one B3A machine can be sited, as part of this entitlement. Club gaming permits also allow equal-chance gaming (for example, poker) and games of chance (for example, pontoon, chemin-de-fer) under certain restrictions

If a club does not wish to have the full range of facilities permitted by a club gaming permit or if they are a commercial club not permitted to provide non-machine gaming (other than exempt gaming under section 269 of the Act), they may apply for a club machine permit. A club machine permit allows the holder to have no more than three gaming machines in total. Members' clubs and miners' welfare institutes may site up to three machines from categories B3A, B4, C or D but only one B3A machine can be sited, by agreement, as part of this entitlement. Commercial clubs may site up to three machines from categories B4, C or D (not B3A machines).

Members clubs must have at least 25 members and be established and conducted "wholly or mainly" for purposes other than gaming, unless the gaming is permitted by separate regulations. It is anticipated that this will cover bridge and whist clubs, which will replicate the position under the Gaming Act 1968. A members' club must be permanent in nature, not established to make commercial profit, and controlled by its members equally. Examples include working men's clubs, branches of Royal British Legion and clubs with political affiliations.

An application may only be refused on one or more of the following grounds:-

- the applicant does not fulfil the requirements for a members' or commercial club and therefore is not entitled to receive the type of permit for which it has applied;
- the applicant's premises are used wholly or mainly by children and/or young persons;
- an offence under the Act or a breach of a condition of a permit has been committed by the applicant while providing gaming facilities;
- a permit held by the applicant has been cancelled in the previous ten years; or;
- an objection has been lodged by the Gambling Commission or the Police

The Council shall have regard to the guidance issued by the Gambling Commission and (subject to that guidance), the licensing objectives.

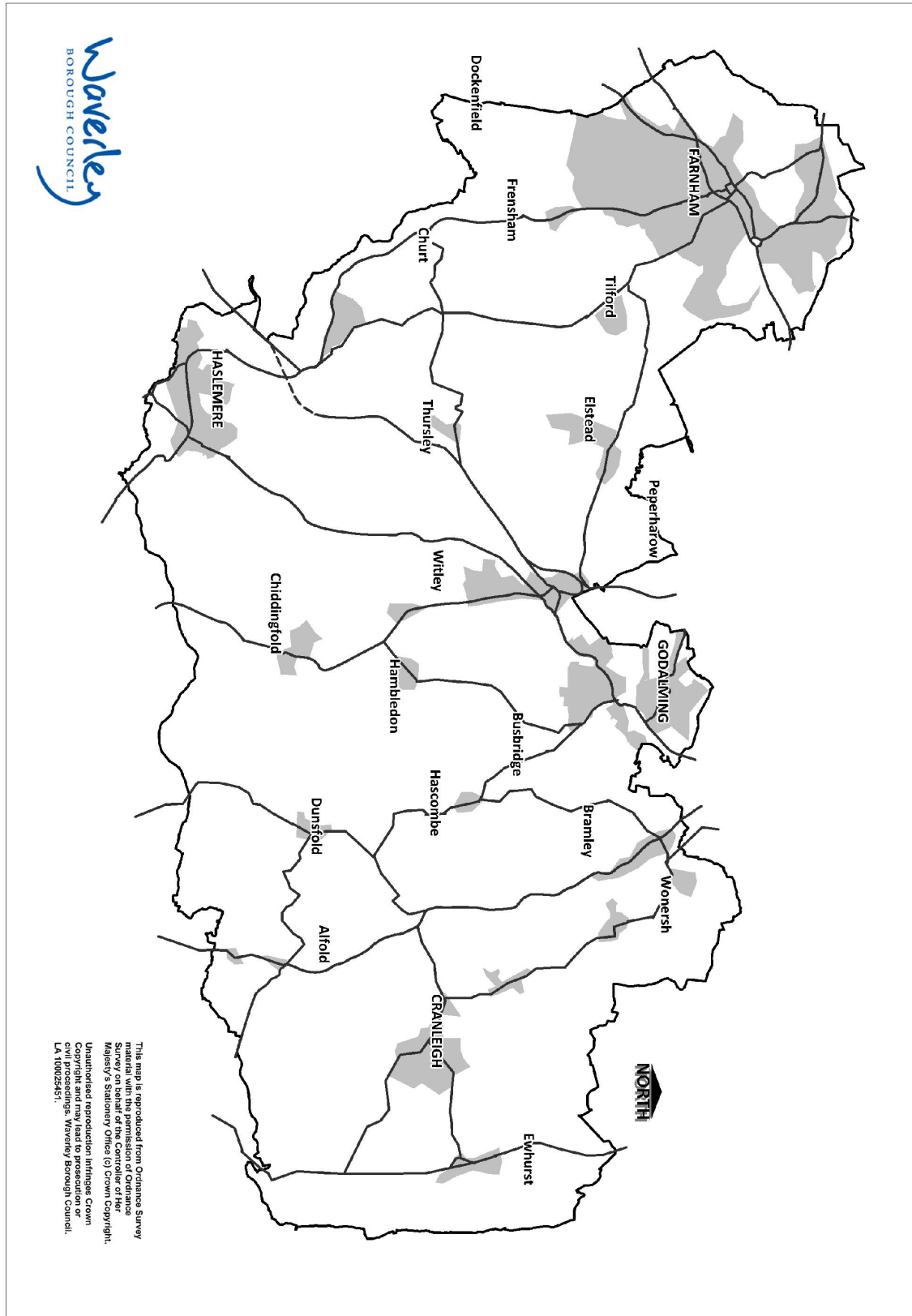
There is a "fast-track" procedure available for clubs which hold a club premises certificate under the Licensing Act 2003. Under the fast-track procedure there is no opportunity for objections to be made by the Gambling Commission or the Police, and the grounds upon which the Council can refuse a permit are reduced.

The grounds on which an application under the fast track procedure may be refused are:-

- that the club is established primarily for gaming, other than gaming prescribed under schedule 12;
- that in addition to the prescribed gaming, the applicant provides facilities for other gaming; or
- that a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled.

The Council can grant or refuse an application for a club gaming or club machine permit, but cannot attach any conditions. However, there are a number of conditions in the Act that the holder must comply with.

ANNEXE 1 – MAP OF WAVERLEY BOROUGH



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ANNEXE 2 - LIST OF RESPONSIBLE AUTHORITIES

- (a) **The Licensing Authority**
The Chief Executive, Council Offices, Waverley Borough Council, The Burys, Godalming, GU7 1HR; Tel: 01483 523333
- (b) **The Gambling Commission**
Victoria Square House, Victoria Square, Birmingham B2 4BP; Tel: 0121 230 6500
- (c) **The Police Authority**
Chief Officer of Police c/o Police Licensing Officer, Surrey Police, P.O. Box 101, GU1 9PE; Tel: 01483 639512
- (d) **The Fire Authority**
~~Surrey Fire & Rescue Service, . Headquarters, Croydon Road, Reigate, Surrey, RH2 0EJ
Tel: Tel: 01737 733733~~
- (e) **The Local Planning Authority**
Head of Planning, Waverley Borough Council, The Burys, Godalming, Surrey, GU7 1HR.
Tel: 014873 523333
- (f) **Local Authority – Prevention of Pollution to environment or harm to human health**
Head of Environment, Waverley Borough Council, The Burys, Godalming, Surrey, GU7 1HR.
Tel: 01483 523333
- (g) **Representative body in relation to Protection of Children from Harm**
County Child Employment and Strategy Manager, Quadrant Court, 35 Guildford Road, Woking, Surrey. GU22 7QQ
Tel: 01483 517839
- (h) **Her Majesty’s Commissioners for Customs and Excise (Revenue and Customs)**
~~HMRC, National Registration Unit, Betting & Gaming, Portcullis House, 21 India Street, Glasgow. G2 4PZ
Tel; 03000 516023 Revenue and Customs, St Mungo’s Road, Cumbernauld, Glasgow G70 5WY.
Tel. 08450 109000~~
- (i) **Any other person prescribed by regulations (to be advised)**

ANNEXE 3 – LIST OF CONSULTEES

The Gambling Commission
Citizens' Advice Bureau
GamCare
Town and Parish Councils
Surrey Police
Environmental Health Section
Planning and Development Department
Surrey Children's Service (or others if appropriate)
The Security Industry Authority
Waverley Business Forum
The Public via Waverley Website
The Fire Authority
Her Majesty's Commissioners for Customs and Excise

WAVERLEY BOROUGH COUNCIL

CORPORATE OVERVIEW & SCRUTINY COMMITTEE - 24 NOVEMBER 2015

EXECUTIVE – 1 DECEMBER 2015

Title:**REVIEW OF HOUSING-RELATED SUPPORT SERVICES
FOR VULNERABLE ADULTS IN WAVERLEY**

**[Portfolio Holders: Cllr Carole King]
[Wards Affected: All]**

Summary and purpose:

Housing-related support services are provided by a number of different teams within the Council's Housing Service. The 2015/16 Housing Service Plan identified the need to review the way in which housing-related support services are delivered to vulnerable adults and families in Waverley. The review set out to identify how a more streamlined and consistent service could be provided to residents, and deliver value for money without requiring additional funding from the Council.

This report presents the outcomes of the review, and outlines the proposed approach to taking forward the recommendations.

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

This report relates to Value for Money with regard to providing housing-related support services for vulnerable adults and families and Understanding Our Residents' Needs with regard to providing a service that meets their needs.

Financial Implications:

There are no direct financial implications as a result of the recommendations that follow this review. A more streamlined and consistent service can be delivered from within existing resources. This is particularly important given the new financial constraints to be placed on the landlord service from 2016-17.

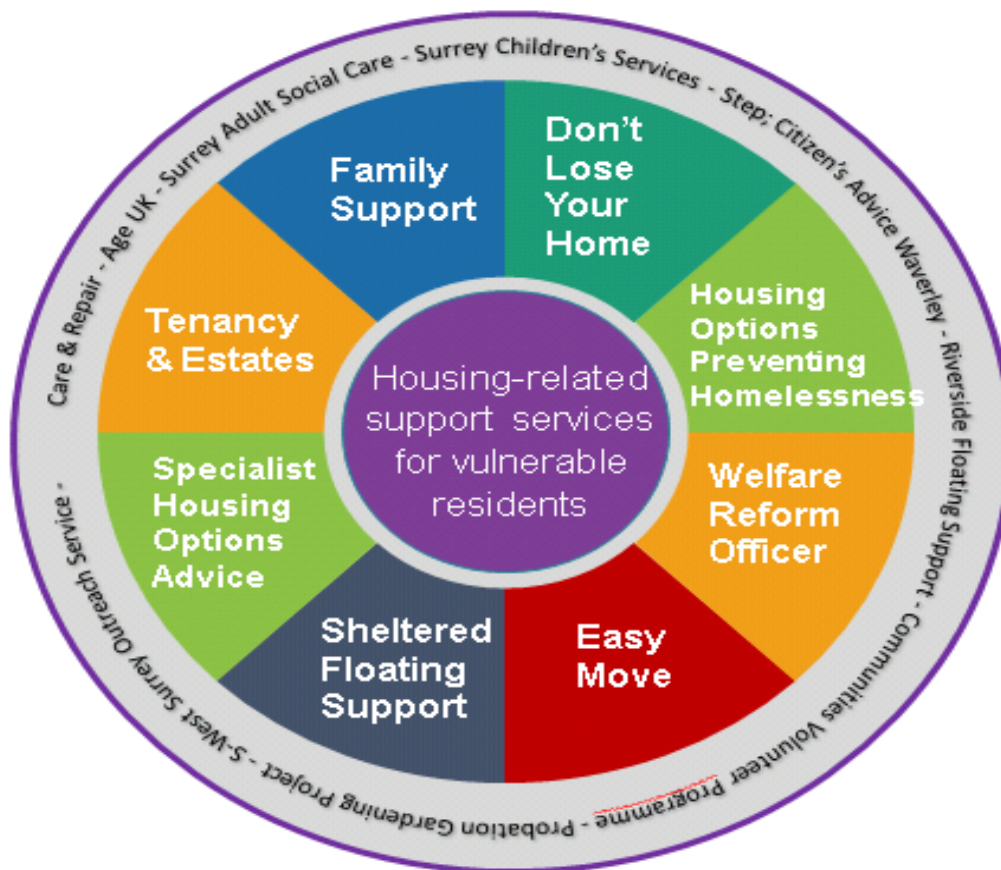
Legal Implications:

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

Introduction

1. The 2015/16 Housing Service Plan identified as a priority the need to review the way in which housing-related support services are delivered to vulnerable adults and families in Waverley to ensure that these residents can continue to live successfully in their own homes.
2. Housing-related support services in Waverley are provided by a number of different teams within the Council's Housing Service. Each support service has a different remit, different eligibility criteria, different processes and procedures and different

performance measures. These services are shown in the inner circle of the diagram below. The extent of housing-related support services provided by other teams within Waverley and external providers is shown in the outer circle of the diagram below.



3. The particular challenges to address were:
 - The approach to service delivery, record keeping and information sharing for vulnerable adults and families varies across teams and access to existing services varies depending on point of entry
 - Funding arrangements for these projects vary. Some external funding sources expect specific reported outcomes and have eligibility restrictions
4. The review set out to identify how a more streamlined and consistent service could be provided to residents, based on identified need rather than point of entry and deliver value for money without requiring additional funding from the Council.
5. The review considered what services Waverley should provide directly, what services could be provided to Waverley residents by other organisations and what services were beyond the scope of the Council.

Options for delivery

6. The following options were considered for undertaking the review:
 - LGA (Local Government Association) Housing Peer Challenge
 - External consultancy from organisations such as iESE (Improvement and Efficiency Social Enterprise), Housemark Consultancy, Housing Quality Network or Navigation Partners

- Internal Audit
- Cross-service review led by another Head of Service
- Review by Head of Service from another local authority for reciprocal project in the future

7. The preferred route to achieve a successful outcome to this review was to appoint an independent housing specialist that could bring a fresh perspective and uncompromised view.

Process

8. Following a competitive tendering process, HQN were appointed to complete the review in line with the scoping report and to meet the agreed timetable. They have specialist knowledge of providing housing-related support services and experience of change management.

9. As part of the review process, HQN:

- Researched the Council's services, performance and operating environment
- Interviewed Housing Service Managers and lead officers for each of the housing-related support services
- Held a series of team workshops
- Held workshops with external partners
- Conducted telephone interviews with external partners who were unable to attend workshops
- Held future feedback sessions with staff at the end of the process

10. The timetable that was agreed at the outset of the project is shown below:

March 2015	Agree scope of review
End March 2015	Advertise for consultant to undertake review
End April 2015	Appoint consultant
May – August 2015	Conduct review
September 2015	Discuss proposed outcomes and draft recommendations
October 2015	Agree final report Feedback to Portfolio Holder Presentation to staff
Nov/Dec 2015	Report on outcome and recommendations to Corporate O&S and Executive
January 2016	Complete Implementation Plan Implement outcomes

Review

11. HQN completed the review in October. They made a series of recommendations to address the outcomes required by the brief. The final report is attached at [Annexe 1](#).

12. The review did not recommend changes to the current establishment, but recognised that a change in the way services would be provided as a result of the review could create future opportunities for efficiencies.
13. HQN met with the Portfolio Holder for Housing and staff to discuss their recommendations.
14. The review made two overarching recommendations:

1	Services for people over working age to be brought together into one single team	<ul style="list-style-type: none"> • Sheltered housing support, Easy Move and aids and adaptations • One referral and assessment process • One risk assessment process • Records held centrally and accessible by the whole team
2	Services for people of working age to be brought together as a 'virtual' team	<ul style="list-style-type: none"> • Multiple referral points with a single assessment process • One referral and assessment process • One risk assessment process • Records accessible by all team members (case management system) • Existing posts to remain in existing teams

15. HQN were impressed with the way in which staff were open to challenge about their work. They praised areas of high performance and best practice that exist across the Housing Service. The review provided the opportunity for external validation of the quality of current service provision.

Next steps

16. The Housing Service is keen to start implementing the recommendations of the review early in 2016 and will be preparing an Implementation Plan with specific, measurable targets to enable this to be achieved.
17. Actions that will need to take place before the recommendations can start to be implemented include:
 - Establishing a cross-cutting team that jointly manages and monitors services to working age residents
 - Improving information sharing
 - Agreeing service standards and publishing a clear process for access to services
 - Agreeing measurable outcomes and performance indicators
18. Actions that will need to be completed in the next 12 months include:
 - Establishing an Older Persons Housing Service
 - Implementing the planned improvements to Orchard Dashboard to bring all relevant information together in one place
 - Setting up a single case management system
 - Exploring the scope to access external funding from health and social care budgets

- Increasing emphasis on reducing dependence and extending customer choice
- Investigating the scope to develop services to self-payers

Conclusion

19. The Review of Housing-Related Support Services has highlighted areas of high performance and best practice and made two overarching recommendations to combine services for older people together in one team and services for working age people together in another. The implementation of the report recommendations will start early next year. There are no changes to staffing arrangements as a result of the recommendations.

Recommendation

It is recommended that the Executive receives any comments from the Corporate Overview and Scrutiny Committee on the outcomes and recommendations of the Review of Housing-Related Support Services, approves the implementation plan and recommendations, noting that there are no resulting changes to the staffing arrangements.

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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Review of housing related support services – final report

Waverley Borough Council

OCTOBER 2015

Strictly private and confidential



The Housing Quality Network
Fast practical guidance on everything to do with housing.



The Neighbourhood Network
For everyone working in neighbourhood, tenancy and estate management.



The Excellence in Asset Management Network
Asset management, repairs and maintenance, and environmental issues.



The Excellence in Health and Safety Network
Promoting and supporting excellence in health and safety in the housing sector.



The Housing Finance Excellence Network
Supports excellence in financial and business management arrangements.



The Leasehold Excellence Network
Helps drive up service quality, performance and leaseholder satisfaction.



The Rent and Income Excellence Network
Help housing providers maximise income collection & minimise arrears.



The Residents' Network
The best place to keep up to date with co-regulation.



The Strategic Excellence Network
A resource for everyone with an interest in policy and strategy.

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1. Background

Waverley Borough Council (WBC) appointed HQN to carry out a review of its housing related support services, ie:

- Tenancy and estates team
- Housing options team
- Specialist housing options advice
- Family support team
- Welfare benefits officer
- Don't lose your home officer
- Floating support for sheltered housing
- Easy move officer.

The sheltered housing team has recently undergone a restructuring and was outside the remit of the review, but we have considered its work and the way this will evolve in bringing together the recommendations arising from this report. The services provided by WBC's external partners have also been considered.

HQN would like to thank all the staff at WBC for their co-operation with this review, for providing information as requested, and being open to challenge about their work.

2. The brief and our methodology

WBC is a stock-holding authority. Some of the services included in this review are offered only to WBC tenants, others are offered regardless of tenure. WBC is not looking to make savings from the services, but to ensure value for money and to maximise the impact that the services have. Some of the services benefit from external funding which is time-limited, so there is also a need to future-proof services where possible.

The brief required the following outcomes:

- A clear process for residents who need to access a service to ensure a consistent and unified approach irrespective of point of entry
- A service that has clear common goals
- Customer service standards to manage customer expectations, ie, what we can do, what we can't do, what our customers need to do themselves

- A way in which all the support services being provided to residents can be recorded and monitored through a single case management approach
- A service that provides value for money, can be delivered without an increase in costs and maximises the use of external funding
- A recommendation for how to implement the outcomes of the review.

In addition, the brief talked about the need for a clear understanding ‘about what services we (WBC) are able to provide ourselves, what services are provided by other organisations and available to our residents and what services are beyond the scope of the Council.’ The brief highlighted the need to avoid residents being caught in a cycle of referrals from one agency to another.

The brief identified a number of issues with the current services, including:

- Overlaps between services
- Lack of information sharing
- Lack of knowledge amongst staff about different services
- Lack of knowledge amongst residents about what is on offer
- Risks arising from inconsistent approaches to, eg, safeguarding.

All of the above have informed our approach and the recommendations discussed in this report.

The work was carried out by HQN associates Wendy Murphy and Grenville Hague, specialists in strategic housing and support and care. The work was carried out between July and September 2015 and included

- A desk-top assessment of information gathered from WBC and from HQN’s own pool of knowledge
- Interviews with individual members of staff and with the various staff teams
- Two workshops with external partners
- Telephone interviews with external partners and stakeholders.

In addition, two workshops have been held with staff to share the findings.

3. The key recommendations

Based on our findings this report recommends that:

- Services for those above working age (ie, sheltered housing floating support service, easy move) should be bought together to form one service for older people. Consideration should also be given to moving the adaptations work currently carried out by the Tenancy and Estates team into the new service. There should be one referral and assessment process and one risk assessment process. Records should be held in one place so that they can be assessed by anyone in the new team
- Services for working age tenants should be delivered through a “virtual team”. Referrals could come in to any service within the team but will be assessed in a consistent way and where appropriate referred on to a different service. Any of the services will be able to see which other services the customer is in receipt of, and information will be shared as far as practicable. Posts will remain where they are in the current structure for line management and reporting.

The above recommendations will streamline the process making it more efficient, easier to understand and more customer focused as demonstrated in the table below:

Older persons housing service	Support services for those of working age
The services	The services
Expanded team including: <ul style="list-style-type: none"> ▪ Existing sheltered housing team ▪ Easymove officer ▪ Consideration should be given to moving adaptations work for council tenants into this team 	Virtual team including: <ul style="list-style-type: none"> ▪ Family support team ▪ Specialist housing options advice ▪ Welfare benefits officer ▪ Don't Lose Your Home officer
Benefits	Benefits
All support services for working age residents in one place, holistic assessment, referral to most appropriate service, one risk assessment process, shared information = better outcomes for older customers	Consistent assessment process and referral to most appropriate service Shared information = better outcomes for customers of working age

Set out below is the summary of our recommendations against the required outcomes of the brief:

Required outcomes	Recommendations
<p>A clear process for residents who need to access a service to ensure a consistent and unified approach irrespective of point of entry.</p>	<p>Under our recommendations there would be two clear points of access, one for those above working age and one for those of working age. In both cases there would be a clear process to access the service and a common assessment process.</p>
<p>A service that has clear common goals.</p>	<p>Each of the new services would have a slightly different focus.</p> <p>For the older persons housing service, the clear goal would be to support people to live independently within the community, including adapting the existing property or making a move to more appropriate housing. Underpinning this core goal would be a range of goals around health and well-being.</p> <p>For the working age support service, the clear goal would be to sustain the existing tenancy. A range of performance indicators would underpin this, from maximising income to minimising anti-social behaviour.</p>
<p>Customer service standards to manage customer expectations, ie, what we can do, what we can't do, what our customers need to do themselves.</p>	<p>There is some danger that the creation of broader services in this way could raise expectations and this will need to be managed with partners, in particular. For the individual customer, the sheltered housing team and the housing options team already have good examples of contracts setting out what the service will provide and what the customer will do for themselves, and these can be adapted for other services.</p>
<p>A way in which all the support services being provided to residents can be recorded and monitored through a single case management approach.</p>	<p>The new services will provide a single case management approach and much more information sharing. We have only taken an overview of the IT systems and what is practicable, but it would appear that the planned implementation of the Orchard dashboard offers the opportunity to bring the relevant information together in one place. The Family Support team uses SharePoint and should continue to do so, but upload and download relevant information to and from the Orchard dashboard.</p>

Required outcomes	Recommendations
<p>A service that provides value for money, can be delivered without an increase in costs and maximises the use of external funding.</p>	<p>Our recommendations can be delivered without any increase in cost, and also position the services to maximise external funding, particularly the older persons housing service which could attract funding from health/social care partners and also private payers.</p> <p>Some services are embedded into wider teams, which makes it difficult to assess value for money for that element of the service. We have examined HouseMark benchmarking figures for performance and also for the staffing ratios in the tenancy and estates team, and comment further on this in the relevant section below.</p> <p>Some services are required to evidence value for money in order to secure external funding, others are clearly delivering savings on other WBC budgets.</p>
<p>A recommendation for how to implement the outcomes of the review</p>	<p>We have worked closely with all teams affected to develop these recommendations. The next stage will be some staff workshops to consider the way forward. We anticipate that many staff will be enthusiastic about the outcomes and keen to take the work forward.</p>

Detailed findings and recommendations for each service are set out in section 7.

4. The considerations underlying our key recommendations

4.1 Value for money and future-proofing housing-related support services

Part of the brief was to look at how best to future-proof these services. Many WBC funded services are funded from the HRA which is under increased pressure because of the cut in rental income. Although our brief does not require services to make savings, it does emphasise value for money and the need to evidence this. Alternative funding options also require evidence of savings delivered for other services, particularly health and social care. The brief was drawn up prior to the announcement about cuts in rent funding. This makes it even more important that all services can evidence the impact they are having, and where appropriate the savings they are delivering for WBC and for wider public sector budgets.

Partners are also experiencing similar budget pressures, particularly those partners who are wholly or partly dependent on public sector funding. It is notable that some partners have experienced increased funding, such as CAB which has had significant funding through national programmes to help mitigate the impact of welfare reform. WBC already

works closely with CAB and the officers we spoke to are generally very aware of the services on offer.

Despite the pressure on health and social care budgets there is definitely scope for receiving funding from these sources. This is not an easy option, but it is one that is worth pursuing. There is also scope to develop services which are paid for by the client: floating support and easy move being prime examples of this. Although we have not tested the views of clients, partner agencies feel strongly that a significant proportion of potential clients are both able and willing to pay for services. For those on lower incomes, many have individual budgets and can choose how they wish to spend their care funding. Many will feel more confident working with the Council rather than trying to choose from a myriad of smaller organisations.

Other changes point to an increased need for housing related support amongst council tenants. A proportion of WBC tenants are likely to be affected by the 'Pay to Stay' proposals, although it is not feasible to estimate numbers until detail is provided later this year. A key question is whether or not a taper will be applied, so that those whose income is just above cut-off points will pay more but not the full market rent. At present the government does not appear comfortable with the idea of a taper but this may change over the next few weeks. If there is no taper, a number of households will find themselves struggling to pay a significantly increased rent, and may require support with household budgeting, etc. The CAB are probably best placed to provide this service as these households will not be eligible for benefits.

The recent introduction of flexible tenancies will make it easier for WBC to manage the impact of 'Pay to Stay.' There will be additional work arising from flexible tenancies but this supports the direction of travel towards a more proactive service. Changes in the population profile of WBC, particularly the higher numbers of older and 'older older' people, will also put pressure on some services. The introduction of the older persons housing service recommended in this report is in direct response to that changing need.

A combination of policy changes, changes in customer expectations and technology are driving greater emphasis on customer choice, reducing dependence, and 'co-creation' of services. Our recommendations support choice and independence. Access to greater information and services on-line would also support this direction of travel and this is discussed further below.

Overall, then, our recommendations seek to 'future proof' services as far as possible, and anticipate known and likely changes in the sector.

4.2 Information-sharing

For some of the services, the main recommendation is focused on greater sharing of information about the clients they are working with, so that each team has a full picture of the services the client is accessing. This will improve the service for the customer, minimise duplication and maximise the impact of those services.

It is tempting to think that SharePoint would be the easiest solution, as the Council's intention is to run SharePoint out as a corporate tool. SharePoint would have the advantage of easy access for all teams to relevant data about support needs and what support is being provided. It should also be capable of uploading data from a variety of different operating systems, reducing the need for manual or duplicate data entry. However, as we understand it, SharePoint is effectively a document management system with no embedded workflow. Although SharePoint may be the best solution for the older persons housing service, it may not be the best solution for other services.

The alternative would be to use Orchard, which is used by all the services for working age tenants apart from the family support service. There is a project already planned to implement a customer dashboard for Orchard which would provide a flexible and easy to use solution. There would be no additional cost beyond that already budgeted.

The customer dashboard would need to contain relevant information, eg:

- Customers name
- Customers address (this may not be appropriate for some DV cases)
- Agreed identifiers, normally date of birth and national insurance number
- Referral source
- Type of support being given, including support officer and intensity.

Where inclusion of the address might put the individual at risk this can be excluded and an officer contact details given instead. There is already a procedure within the housing options team to deal with sensitive cases which can be expanded to cover other services.

We have noted that there are a number of directories or registers of voluntary sector services; different officers use different directories and there is concern that none are completely up to date. Smaller, very local services are often not included in these directories. There is no easy answer to this problem – it is clear that WBC has tried a number of different approaches over the years. If, however, WBC officers committed to one of the directories on offer, this would reinforce its importance and encourage organisations to ensure it is up to date. This does not mean that WBC has to do the work to keep it up to date, rather by focusing attention on one of the various directories WBC would be supporting the 'owner' to update it. WBC already has an area on the website for this information, with each organisation able to update its own details. Interestingly, most staff do not use this directory, but access one provided by Voluntary Action SW Surrey. There may be merit in WBC either offering to host the VASWS directory or providing a link from its website. An up to date directory is important if staff are to refer appropriate clients to other, external services.

4.3 One point of access

At the moment, clients access individual services and little consideration is given to whether the service being requested is the best one for them at that moment in time. Clients are often not aware of other services which could be provided. Our recommendations create one point of access for older people. This is critical, as there is a much wider range of services they can benefit from which many older people will not be aware of. It also means that the assessment can look to the future and not just provide a solution which may only be appropriate for a short period of time.

For other services, one point of access is less important than ensuring that when the client accesses a service, the officer dealing with the request has a full knowledge of other services they are receiving and is able to consider whether their own service is the most appropriate one at this point in time or whether they should be referring on. Referring on should be just that: passing over all the information collected to date, so that the tenant does not need to give the information twice. This can be achieved through a 'virtual' single entry point, with a consistent assessment using shared and agreed criteria.

5. Detailed findings and recommendations for each service

The baseline assessment confirms the concerns and issues raised in WBC's brief for the work. Whilst all of the housing-related support services are delivering good outcomes, each appears to be run in isolation from the others. Customers are generally offered the service they approach, with little consideration as to whether a different service might be more appropriate. Lack of data-sharing means that nobody has an overall view of the customers' needs.

We have taken each service and commented on it below.

5.1 Tenancy and estates

The brief stated:

Tenancy and estates officers provide housing management services to about 5,000 tenants living in Council-owned homes in Waverley to enable them to maintain their tenancies. Each officer manages a geographical 'patch' of about 1,000 properties. Their work includes dealing with neighbour disputes, noise nuisance, anti-social behaviour, estate management issues and compliance with tenancy conditions. More intensive housing management for vulnerable tenants or those with ongoing issues is provided by two intervention officers. Initial service requests are dealt with by office-based tenancy and estates co-ordinators.

5.1.1 Our findings

Although the interventions officer posts were intended to work as indicated above, in practice this has not panned out on the ground. At the time of our initial interviews only one

of the two posts was filled, and this officer was spending the majority of her time dealing with aids and adaptations in council properties – which was her previous role. She was carrying out some interventions work, mainly around hoarding. We understand that the second post has now been filled, and this person is working to the job description.

There has been much debate about whether the patch sizes for the housing officers are too big. Housing management costs in Waverley are low compared to the HouseMark Peer Group (2013/14 figures) and have reduced significantly since the previous year. WBC is currently shown as upper quartile on this indicator. This would indicate that staffing levels are relatively low compared to other authorities. WBC would like to move to a more proactive service, and this is supported by officers, but they feel they do not have the capacity to deliver more than a reactive service at present.

The interventions officer posts have the potential to make a difference to the tenancy and estates team, but there are some significant challenges. There needs to be a strong mutual understanding between the housing officers and the interventions officers on the focus of the interventions officer role, referral and handover arrangements. Because there was no-one in post at the time of our interviews, we have not been able to test this. However, in our initial interviews it was clear that some officers on the tenancy and estates team were unclear about how the new role would work. If the boundaries are not clear, there is a risk of a perverse incentive operating, whereby housing officers may be tempted to allow problem cases to build so that they can be handed over, rather than tackling them at the earliest opportunity.

A further issue arose around whether the roles would have the capacity to provide the intensive support required or whether they would end up doing a lot of sign posting to other sources of support. It is clear from the job description that the post is required to do both: reference is made to holding a caseload of complex or escalated cases, and providing practical support, as well as sign-posting to other services where appropriate, however there was some scepticism about whether this was realistic.

Rent arrears are dealt with by the income team. We were surprised that there appears to be little communication between the two teams, so that officers working to sustain a tenancy at risk because of ASB are not always aware of whether there are also arrears on the tenancy.

Rent loss due to voids appears to be an issue for WBC, with the financial loss increasing between 2012/13 and 2013/14. In the HouseMark report, performance is shown as lower quartile. Both void rates and the time taken to let properties have increased. At first sight, this issue might appear to be outside the remit of the review of housing related support, but it may be that the increase in void rates reflects tenants getting into difficulties and leaving their accommodation prior to steps being taken to repossess.

5.1.2 Recommendations

Our recommendation is that WBC should seek to reduce patch sizes for the housing officers. This will involve reviewing the resources on the team to ensure that best use is

being made of all the available resource. This would create capacity to work more proactively.

Consideration should also be given to passing the adaptations work carried out by the team to the new older persons housing service. This will enable a more holistic assessment of need and should help to control the adaptations budget. These recommendations will impact on the team structure which will require further consideration. There are some significant advantages to passing the adaptations work across to the new older persons housing service. The new service will ensure that all options for the older person are considered and that adaptations are seen in the context of wider support needs. A common assessment process will ensure that all support needs are considered together, and give access to floating support and the easy move service. The population profile for Waverley, and feedback from the tenancy and estates team and other teams, suggest that there will be ongoing demand for adaptations by council tenants and this wider context is needed in order to manage the impact on the budget. There does need to be much greater monitoring not just of the case-load, but of the outcomes and benefits of the work undertaken – particularly the potential savings for care and health sectors.

Communication between the income team and interventions officers needs to be improved. Any changes to patch sizes will need to consider co-terminosity, as at the moment the patches are mirrored across both teams.

It is notoriously difficult to collect robust information about the reasons for someone ending a tenancy, but at the least WBC should be monitoring whether or not notice has been given on a property, and whether or not there were arrears or reported ASB incidents associated with the tenancy at the time it came to an end. This will give a greater understanding of the context for the rise in voids.

There would still be a range of support services available for working age tenants. Financial difficulties will be picked up by the rents team, and support given by the welfare benefits officer. Council tenants also make up a significant proportion of the caseload of the Family Support Team.

5.2 Family support

The brief stated:

Family support is provided by a dedicated team of officers who are part-funded by Surrey County Council. Subject to a set of defined criteria, families can receive intensive intervention for a 12-week period, at the end of which a package of ongoing support provided by external agencies is set up as required.

5.2.1 Our findings

The Family Support Team was set up to deliver the government's 'troubled families' programme, and now continues with financial support from the County. Record keeping is exemplary, partly driven by funding being payable on evidenced outcomes.

In theory, the Family Support Team (FST) works across tenures. In practice, almost all cases are social housing tenants, a sizeable majority being council tenants and a smaller number of RP tenants, with occasional tenants who rent privately. The FST work with a wide range of other services, many of their clients will continue to receive support from partners during the period that the FST are involved with them and on-going afterwards. It is interesting that information flows between the FST and external partners are often better than between the FST and the Tenancy and Estates team. There are some relatively simple steps that can be taken to improve internal communication and to ensure that outcomes delivered continue to be sustained once the FST are no longer involved.

A number of officers we interviewed spoke of the fact that they have to support FST clients once the FST are no longer involved. This suggests a lack of understanding of the role of the FST and a need for clearer procedures and protocols for handover of information when clients have completed the FST programme. In part this can be met by better awareness of the role of the team, but we also feel that a formal handover should be arranged once the FST involvement comes to an end. This will help to ensure a smooth transition for the client, give the housing officer a good grasp of the progress made and challenges still to be met, and ensure that all relevant information is passed across.

There is a multi-agency panel supporting the work of the FST, this could be expanded to cover the relevant support services that will sit in the virtual team. The FST could continue to represent WBC at the panel meetings, but with greater feedback to and from other services. In particular, other services should have the opportunity to raise queries about clients who are receiving a support service from them but not from the FST.

5.2.2 Recommendations

We considered using this team as the core of an expanded housing-related support team which would co-ordinate all support for working age clients. On balance we felt that this did not bring sufficient advantages to justify such a change. Our recommendations for this team are therefore largely around creating a better understanding and appreciation amongst the wider staff group of what the team does, and greater information sharing.

5.3 Don't Lose Your Home or Business Project

The brief stated:

Within the housing needs team is a specialist project that supports those threatened with homelessness, primarily in the private sector, by liaising with mortgage providers to avoid repossessions, negotiating with debt management companies and providing tailored advice and assistance.

5.3.1 Our findings:

The Don't Lose Your Home (DLYH) officer is based in the housing needs team and works closely with other members of the team. Although the focus of the description above is on

mortgage repossessions, currently there is little demand for work in this area (although this may change if interest rates rise in the future). The focus of the work is on preventing landlord evictions in the private rented sector.

WBC performance on homelessness prevention is excellent. P1E numbers reflect a service which is under pressure yet is managing to prevent homelessness in a significant number of cases. The DLYH work is a key part of this, with 46 successful preventions in 2014/15. Other officers on the team spoke highly of the DLYH work and recognise its value. There was some concern that if the post were merged into a broader team or moved to another service area the focus on homelessness prevention might be lost.

5.3.2 Recommendations

This post is clearly doing work which is valued and valuable for WBC. The post should continue as it is and should continue to be based within the housing needs team. There is a potential overlap between the work of this officer and the welfare benefits officer, although there is a distinction as the latter focuses largely on council tenants. Any potential overlap can be resolved through greater data-sharing.

5.4 Sheltered Housing – Floating support service

The brief stated:

The Sheltered Housing Team has recently embarked on a 12 month floating support pilot service for older people currently living in the community. The long term vision is for the eight sheltered housing schemes in Waverley to become community hubs and support older people in the borough through a ‘hub and spoke’ model. The Floating Support Workers will support older people to access appropriate services, primarily through signposting rather than direct support, to enable them to maintain their independence.

5.4.1 Our findings

The Floating Support service is part-funded through Supporting People and will need to evidence that it is making savings for health and care services to attract long term funding. The current service is relatively new and there is little information as yet about its impact. 80 referrals have been made to the service in the past seven months. The service provides relatively short-term support: three to twelve months, but can refer on to other partners where there is a longer term support need. A range of partners also refer into the service, including adult social care, GP surgeries, day centres and community-based nurses.

The demography of WBC shows that there is likely to be significant demand for this type of floating support service. This was confirmed by partners who are keen to see the service established and expanded. Commissioners also spoke very positively about the scheme, there is a belief that it is having an impact even though there is little hard evidence to support this at present.

We also met with the scheme managers and other members of the sheltered housing team. The team has recently undergone a restructuring to deliver savings driven by cuts in Supporting People, with a view to making it entirely self-funding through an additional housing management charge.

There is good communication between the floating support officers and sheltered scheme managers, although the two services are run very separately at the moment. The aspiration to create a 'hub and spoke' model based around the eight sheltered/very sheltered housing schemes offers the opportunity to expand the floating support service, drawing on this wider capacity. This will need to be handled with care: some tenants may feel that the recent restructuring has already diluted the service, and it is important that they feel they are getting value for money. Nevertheless, the introduction of a 'hub and spoke' model which expands to meet the needs of vulnerable individuals living outside the schemes offers the opportunity to source a greater range of funding, and helps to future-proof the existing schemes.

In the workshop with the sheltered housing team, there was some discussion about the fact that sheltered housing no longer has such a distinctive identity, and there is a lack of understanding both from prospective tenants, and partners, about the role it plays. This can impact on demand, on the one hand, and give rise to very high expectations about the level of need which can be accommodated, on the other. The core work of the sheltered housing team is outside our remit but this discussion suggests that there may be a need to consider rebranding and raising the profile of the service. In terms of the expectations of partners, it may be helpful to think in terms of how these can be met, rather than managed. This may involve the schemes acting as a base for a wider range of health and care services, both for tenants and for those living in the surrounding community.

5.4.2 Recommendations

The floating support service, backed by the wider sheltered housing team, offers an opportunity to create a wider cross-tenure 'older persons housing service' dealing with everything from downsizing to adaptations to welfare benefits to social isolation. Such a service has the potential to attract those who are self-funding, as well as funding from Supporting People. There is also the potential to bring in funding from health if it can be demonstrated that services are leading to savings in this area. In particular, the Better Care Fund would invest in elements of the service if it can be evidenced that it is delivering savings for health and social care.

The Older Persons Housing Service would be made up of existing relevant WBC services. There is an option to bring in services from external partners, whether this is by expanding the team or creating a virtual delivery team which crosses organisational boundaries and some support from partners for this, but this will take much longer to deliver and should be seen as a later stage. The internal team could be established quite quickly, with consideration of external partners perhaps a year or two down the line.

5.5 Easy Move Project

The brief stated:

The Easy Move Project was set up in March 2013 to help older people downsize, by providing practical help to reduce anxiety and stress and financial assistance. The majority of the funding for the two year project comes from the Prevention, Personalisation and Partnership Fund (PPPF) from Adult Social Care. Initially, the project has supported Council tenants who are living in accommodation that is larger than they need and has delivered the added benefit of freeing up family homes for rent.

5.5.1 Our findings

The Easy Move Officer (EMO) carries a caseload of around 30 cases at any one time. 25 tenants have been supported to move. This is particularly impressive given that the officer works only three days a week on this service.

A number of landlords have similar projects, some of them set up in response to the bedroom tax and some to the increasing numbers of older people needing adaptations because the property they are in is unsuitable for them. This type of project is considered best practice nationally, and the WBC scheme appears to be a good example of this.

Referrals come from a number of different teams within WBC, and also from Adult Care Services and from Age UK. The EMO does not generally have information showing whether those on the scheme are also receiving support from elsewhere. A questionnaire is used before and after the move to evidence outcomes. This questionnaire could be expanded quite easily to provide greater evidence about the health benefits of the move, although this would also require additional follow-up at later stages.

It is clear that this post is needed, and is delivering valuable outcomes for WBC. Greater communication and information-sharing would help to ensure that the EMO is aware of wider support needs and able to access information held by other teams and refer on as appropriate.

The vast majority of clients are older people. There is also huge demand for this service in the private sector, and some potential clients would be prepared to pay for the service. Commissioners have also expressed some interest in funding a wider service, although this would be on a spot purchase basis rather than on-going funding.

5.5.2 Recommendation

Our recommendation is that this post is moved into the new older persons housing service, and that the remit is expanded over time to include other tenures. We are aware that capacity is limited and there is a need to prioritise WBC tenants at the moment. Logically, we would expect demand for the service from WBC tenants to fall over time – as many of those wanting to move will have done so, although new cases will also arise. This may offer an opportunity to expand the service across tenures. Funding could also be sought

for a pilot scheme with the aim of attracting self-funders – there was a positive response to this suggestion from relevant commissioners so it is certainly worth exploring.

5.6 Specialist housing options advice

The brief stated:

The housing options team provides advice and assistance to individuals and households who are homeless or threatened with homelessness or trying to find suitable accommodation in the borough to meet their housing needs. Many of the residents who approach the service are vulnerable and may require signposting or some ongoing assistance to help resolve their housing situation.

5.6.1 Our findings

As highlighted above, WBC's performance on homelessness prevention and homelessness is excellent. The team credit this in part to their ability to deal with a wide range of issues directly, without having to refer people on for support elsewhere, although the team does work with a wide range of other agencies.

Within the team is the specialist housing officer who deals primarily with domestic abuse cases. The team are keen to see this post focus retained and believe that a lot of their success in preventing homelessness for domestic abuse cases is down to the work of the officer. The officer works closely with the county wide service, and the boundaries between the teams appear to be clear. The county wide service does not have housing-related issues within its remit, but refers these to the housing needs team.

Some concern has been expressed by senior WBC officers at the low number of referrals from the housing needs team to the county wide service, giving rise to concern that there is potential duplication. We spoke to Chapter 1, the provider of the county wide service and they confirmed that they do not feel there is duplication. There is a good relationship between the two teams, with a lot of joint working and joint visits where needed. They recognise that the specialist advice post gives the housing options team access to greater expertise internally, and feel this is helpful in terms of ensuring that cases are dealt with quickly and effectively. They did confirm that both sides have put a lot of work in to establish this relationship, and perhaps historically the joint working was not as strong as it is today.

The specialist officer in the housing needs team is also working to ensure that all social landlords in the borough respond appropriately to domestic abuse cases, and to ensure that best use is made of available housing stock. Rather than being a point of concern, we feel that this post reflects best practice across the sector.

For the last decade, domestic abuse has featured in both local and national statistics as one of the top three causes of homelessness. It is interesting to note that both nationally and locally this has ceased to be the case in recent years. It is unlikely that rates of domestic abuse are reducing, but rather that the response now avoids making the

household homeless. This is certainly the case for WBC, which is using a wide range of approaches and tools to ensure that homelessness is prevented wherever possible.

5.6.2 Recommendation

Our recommendation is that this post is retained within the housing needs team in its current role. There is a need to ensure that appropriate information on support needs is shared with other services, and that appropriate referrals are made to other services when needed. This is more sensitive in domestic abuse cases but it is possible to make this work.

5.7 Welfare Benefits Officer

The brief stated:

To help tenants to reduce the impact of welfare reforms, the Council appointed a welfare benefits officer who sits within the rent accounts team. The role has a strong focus on assisting vulnerable or less able tenants ensure they have as much assistance as possible to meet all their financial demands, in particular rent and council tax. The work of the welfare benefits officer helps to ensure money from sources, such as Discretionary Housing Payments and charitable organisations are fully utilised to assist tenants.

5.7.1 Our findings

The welfare benefits officer (WBO) has dealt with 75 cases since October 2014, raising more than £28,000 in additional benefits for tenants. There is a clear referral process, with the majority of referrals coming from the rent accounts team. Referrals can also come from colleagues in Housing Benefit, and occasionally from other teams, such as tenancy and estates. The role is still evolving, with strengthening links to agencies such as DWP, Jobcentre Plus, HMIC, and Catalyst, who provide drug and alcohol services.

As with other services, there is a lack of communication and data-sharing. The WBO does have a greater knowledge of other services and refers people to them as appropriate. The WBO is conscious that her remit is a narrow one, and is focused on the core areas of her work, although she will also support people towards employment as part of this.

Many landlords have appointed similar posts as part of their response to welfare reform. Many social landlords are also experiencing a rise in arrears at the moment, but this is not the case for WBC. In the HouseMark report, total arrears as a percentage of rent due is shown as upper quartile, as are write-offs. We also reviewed more up to date performance information which confirms that WBC remains upper quartile for rent collection. WBC is therefore managing arrears well, and minimising the impact of welfare reform. However, there are still significant changes to come on welfare reform, and it would be unhelpful to reduce resources going in to this area of work.

5.7.2 Recommendation

Our recommendation for this post is to leave it as it is, with its current remit and location within the rent accounts team. The focus on council tenants would also be maintained. We considered the option of widening the scope of the role to include all tenures, but the DLYH officer focuses on other tenures, and widening the scope of the role without increasing resources would be unhelpful.

The two officers (WBO and DLYH) might benefit from working more closely, particularly in sharing knowledge of external partner services, and supporting each other to remain up to date as legislation changes. This does not require a structural change. As noted previously, the tenancy and estates team are not always aware when the WBO is working with a tenant and this also needs to be addressed. This is a systems issue, which is discussed in section 5.

6 Other options considered and rejected

Set out below are the other options which were considered and the reasons why they were rejected.

6.1 *No structural change, introduce one referral point, data-sharing*

This option would meet the need to have one single entry point into support services whilst minimising the impact on existing services. The one entry point could be virtual, through a shared system with different officers carrying out an initial assessment using shared and agreed criteria.

This option was not taken forward as we do not believe that a virtual team would work well across the wider range of services, and it also misses the opportunity to create a more flexible and forward looking service for older people.

6.2 *Bring together all services into one housing-related support team*

This option was not preferred because some existing services work closely with the teams in which they are embedded, and the benefits of this outweigh the advantage of bringing all support teams together. There is a risk of losing the focus on services for older people and the potential future development of these services.

6.3 *Create older persons housing service (as above) and bring together other posts into a new housing related support team*

Under this option, the older persons housing service would be formed as set out above. Services for those of working age (DLYH officer, specialist housing options advice, welfare benefits and potentially the family support team) would be brought together into a new housing-related support team. As with option one above, we felt that this risked losing the advantages of having some posts embedded in the teams they work most closely with.

6.4 As recommendations, but widen OPHS to include partners

Under this option, the older persons housing service would be expanded to include posts from partner organisations. These could be seconded in, or a virtual team could be formed. This is an option that we feel WBC could continue to explore but it is not deliverable in the short term. WBC needs to bring together existing services to establish the OPHS as a first stage, and perhaps consider broadening this to include some partner services as a second stage.

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 1 DECEMBER 2015

Title:

APPROVAL TO SUBMIT A PLANNING APPLICATION: PART OF VILLAGE GREEN, OCKFORD RIDGE

[Portfolio Holder: Cllr Carole King]

[Wards Affected: Godalming Central and Ockford]

Summary and purpose:

The purpose of this report is to seek approval for the submission of a full planning application for the temporary use of land at the Green, Ockford Ridge as a site compound.

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

This report relates to the Council's Corporate priority of providing more affordable housing in the Borough for local people in housing need. The provision of a site compound supports the redevelopment of land at Ockford Ridge to build 98 new homes and refurbish 78 existing council-owned properties on the estate.

Financial Implications:

Funding for the redevelopment and refurbishment on this site is available through the approved in the 2015-16, 2016-17 New Affordable Homes capital programme. The pre-development costs budget is sufficient to cover the costs associated with seeking planning permission for this temporary use. It is envisaged that the appointed contractor(s) will undertake and fund the site compound works as part of the overall redevelopment contract, to be let in Spring 2016 as part of the redevelopment programme.

Legal Implications:

As planning permission has already been granted for the scheme, the provision of a site compound required for the purposes of carrying out the development in accordance with the planning permission can be provided without applying for planning permission as it is a form of permitted development governed by Part 4 Class A of the General Permitted Development Order 2015.

Given the intention to have contractors on site to commence refurbishment works at the same time as implementing the planning permission for new build, it is considered, however, advisable for an application to be made for temporary consent to use the green to ensure that residents are kept informed and able to participate in the planning process.

Introduction

1. Waverley Borough Council owns the Land at the Green, Ockford Ridge, Godalming. A location plan is attached at Annexe 1. It is a public open space, laid out with formal recreational facilities – a children's play area and enclosed ball game 'cage' together with open, informal grassed areas to the south of the 'cage.' The proposed compound use would occupy this grassed area for the duration of the redevelopment and refurbishment works and then be reinstated to its former state subject to any enhancements agreed with the community. Site hoarding / semi-transparent hoarding would be erected with security gates and a separate Welfare and off-street contractors parking area, as depicted on the plan at Annexe 1.
2. Housing Delivery Board has previously considered this and other sites on the estate for this temporary use and concluded that this site has over-riding advantages in terms of ease and safety of access; ease of security surveillance and sufficient space to accommodate the proposed use. Other sites on the estate may be suitable for specialised storage on a much reduced scale but are likely to cause greater disturbance to residents and / or access and security problems in their use. A fall-back site was also identified – 127/128 Ockford Ridge but it would be subject to securing vacant possession (128) and then demolition.
3. Preliminary consultation with Surrey County Council (Transportation Development Planning, Team West) has been supportive in principle. Waverley Planning Services have also been consulted and have no objection in principle to the proposed development.
4. The council owns the Green. The proposed development is temporary in nature – expected to last for 5 years on the basis that each development sites on the estate (4) are developed in sequence rather than simultaneously. This is a community preference. The site would be returned to its former (informal) recreational use in the future.
5. A site meeting has taken place with the Community Consultative Group and the Ward Member. Two public sessions have also taken place and a number of issues have been raised. Attendance at both meetings was low (20) despite estate-wide leafletting a week before the events.
6. The community's main concerns centre on residents' safety as pedestrians, Green users and drivers, as a result of the construction traffic using the compound. There is also concern that local residents will break into the compound. Other issues raised included the existing poor condition of the estate roads and how construction traffic will affect them; traffic calming measures; environmental issues associated with porta-loo toilets on the compound area and potential conflicts between residents' cars, buses that serve the estate and construction traffic – especially at peak times of movement.
7. Discussions with these stakeholders have commenced. Many of the residents' concerns can be addressed in the planning conditions attached to the desired Consent.

Housing Need

8. Waverley is an area of high housing need and there is a shortage of affordable housing to meet this need. The Housing Register and the Strategic Housing Market Assessment (SHMA) 2014 demonstrates a significant need for affordable housing in Waverley.
9. The site and its temporary use as a compound support the council's plans to address Housing Need. There is also an opportunity to refresh and enhance this public open space and recreational area once the construction works have been completed. At this time (2021) the existing play areas would in any event be in need of modernising and refurbishment. Community ideas have been invited on this.

Budget

10. Pre-development services have been provided to date by Sprunt Architects. Pre-development costs are contained within the existing budget for this development at Ockford Ridge

Recommendation

The Executive is recommended to approve the submission of a planning application for the development of the land at the Green, Ockford Ridge, Godalming to support the redevelopment and refurbishment programme on the estate.

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

EXECUTIVE - 1 DECEMBER 2015

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 2, 2015/16 (JULY – SEPTEMBER 2015)**

**[Portfolio Holder: Cllr Robert Knowles]
[Wards Affected: All]**

Summary and purpose:

The Council's Performance Management Framework (PMF) contains a number of indicators that assist Members and officers in identifying current improvement priorities and progress against targets. The indicators are reviewed quarterly by the Executive and are aligned to our Corporate Plan priorities.

This report gives an analysis of the Council's performance in the second quarter of 2015/16. Annexe 1 to this report contains the list of indicators used for reporting performance and includes targets, graphs, trend lines and comments.

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

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

Equality and Diversity Implications:

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

Resource/Value for Money implications:

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

Legal Implications:

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

Background

1. The Performance Indicators for both Corporate and Community O&S Committees are set out in Annexe 1. All services have generally performed well during the second quarter of 2015/16 however; some indicators remain below target.

Corporate (Housing, Finance, Resources and Complaints)

2. The **Housing** indicators show good performance with the same three indicators remaining off target. The *average number of days taken to re-let* Council houses is still well above target at 52 days. The team have faced challenges with improving performance and have a backlog of empty homes to progress. Re-defined calculations and recording of normal voids data as well as the absence of a Voids Officer to manage, monitor and deliver to target have contributed to the performance remaining off target. However, a good improvement was made in September with the re-let figure down to 46 days and the new Voids Officer is starting in November. *Boiler services and gas safety checks* are 0.02% off its 100% target due to two tenants not providing access. In September the team secured court orders to gain access to the two properties. Responsive repairs relating to the overall service which is collected via contractors hand-held devices remains above target. However, *responsive repairs: was the repair completed right the first time* was 1.3% off target. The Team is working with the contractors to ensure first time fixes are promptly carried out.
3. **Finance** performance of *time taken to process housing benefit and council tax claims* and *time taken to process support change events* has worsened this quarter taking 34 days and 13 days respectively, due to the impact of the welfare reforms and the new trial data matching exercise with HMRC and DWP which has increased workload. A one year temporary contract officer is now in place and the outstanding work has now been reduced to 300 items. The *percentage of invoices paid within 30 days* has fallen again slightly this quarter by 1.2% below target which represents 3,695 out of 3,778 invoices paid in 30 days.
4. There has been a decrease in the overall number of **complaints** received; the lowest level since quarter one 2014/15. The majority of complaints in quarter two related to Planning Development Control, Housing Responsive Repairs and Environmental waste.

Community (Planning, Environmental Services and Community Services)

5. The quarterly **Planning** results of the national indicators measuring *processing of planning applications* were excellent and all exceeded their targets and the UK national averages. *Planning appeals* worsened in quarter two with 12 appeals allowed out of 27 determined since April 2015. The *percentage of tree applications determined within eight weeks* also fell below target for the first time since Q3 2012/13. The *percentage of building control applications checked within 15 days* has fallen below its new target to 77.8%. Remedial action is being taken to improve performance by improving the efficiency of work flows and IT.
6. To address the target query raised at the last Community O&S Committee meeting regarding *affordable housing delivered*; for the financial year 2016-17, the Council will report on the level of affordable housing provided on development sites, benchmarked against its planning policy requirement (currently 30% affordable housing on qualifying sites).
7. In **Environmental Services**, performance on *residual household waste per household (kg)* continues to improve although it remains slightly above target by 3.8kg per household. However, quarter one benchmarking results from LG Inform show Waverley excelling and out performing most other Councils with only Surrey Heath performing marginally better. These benchmarking results shall be overlaid in the fourth quarter report.

8. Quarter two outturn for the *percentage of waste sent for reuse, recycling and composting* has remained above Waverley's target of 52%. A reward grant from the Government is received when the 52% target is met or exceeded. The Surrey Waste Partnership has a joint borough target of 60% to be achieved by 2022/23. LG Inform benchmarking results show Waverley excelling and out performing other Councils in its reuse, recycling and composting. These benchmarking results shall be overlaid in the fourth quarter report.
9. The *Average number of missed bins per 104,000 bin collections each week* has now been added to the quarterly performance reporting. The 26 missed bin target per 104,000 bins collected is being considered for revision as it is very ambitious compared to other authorities. The average number of bins collected each week is 104,000 (approx. 26,000 refuse, 26,000 recycling and 52,000 food caddies). An increase in missed bins in quarter two to 56 is due to new properties mainly in the Cranleigh area. A new collection round was added and other rounds were amended. Hydraulic overheating issues were also experienced by Dennis vehicles in June and July and Veolia raised this under warranty with the manufacturer.
10. Environmental Health *food premise inspections* remained below its 100% target due to demands on the team during the summer. However, the outstanding food inspection has now been carried out. No quarter two data was available for *satisfaction of business with local authority regulation* as the Team is still awaiting the return of the questionnaires.
11. **Leisure centres** performance for quarter two has been good however, Farnham Leisure Centre has fallen below target due to students having left for the summer and a new 24/7 low cost gym opening locally.
12. **Museums** have seen very good performance and Godalming Museum had a strong local exhibition (Alan Paine) during the summer and also took presentations out to Milford Fete, and to the WWI event on Heritage Weekend.. Farnham Museum has had a very successful and increasingly popular pop-up museum moving between care homes in the Farnham area.

Observations and Recommendations

1. The observations and recommendations of each of the main Overview & Scrutiny Committees are set out below:

Ref	Description	Observations and Recommendations
COMMUNITY OVERVIEW & SCRUTINY COMMITTEE		
NI 191	Residual household waste	<ul style="list-style-type: none"> • Members noted that the target had not been met but the long-term trend showed outturn was declining overall.
NI 192	% of waste sent for reuse, recycling and composting	<ul style="list-style-type: none"> • LG Inform benchmarking results were shared with Members and it was noted that Surrey Heath is the only Borough outperforming Waverley. Members asked Officers to have a look at what Surrey Heath is doing differently to see if this could help Waverley.
HOUSING IMPROVEMENT SUB-COMMITTEE		
H2	Average number of calendar days taken to re-let	<ul style="list-style-type: none"> • Members continue to be concerned regarding re-let performance. It was agreed that a detailed re-let performance report shall be submitted each quarter at the Housing Improvement Sub-

Committee.

CORPORATE OVERVIEW & SCRUTINY COMMITTEE

- Any observations and recommendations from the main Corporate O&S Committee shall be circulated to the Executive once the meeting has occurred on the 24th November.

Recommendation

It is recommended that the Executive:

1. thanks the Overview and Scrutiny Committees and gives consideration to their observations regarding the quarter 2 performance, as detailed above; and
2. notes the performance figures for quarter 2 as set out in 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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Quarter 2 Performance Report 2015/16 (July – September 2015)

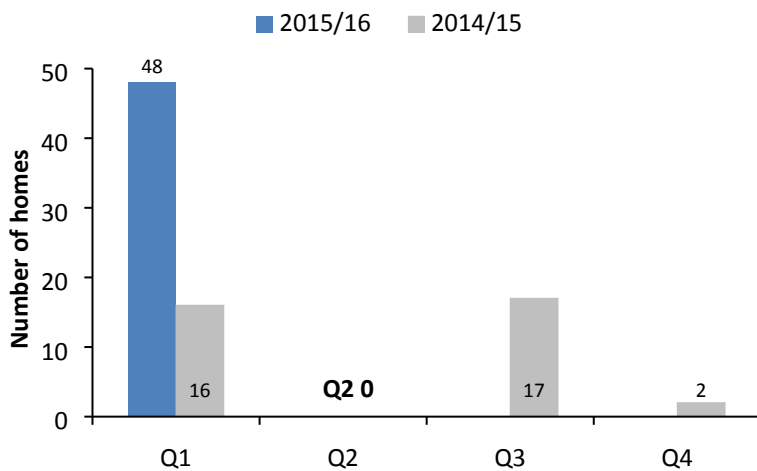
RAG Legend		Graph Lines Legend	
On target	Green	Waverley 2015/16 (current year outturn)	
Up to 5% off target	Amber	Waverley Outturn 2014/15 prior year	
More than 5% off target	Red	Waverley Target	
Data not available	Not available	UK Average	
Data only/ no target/ not due	No target		

HOUSING

H1: Number of affordable homes delivered by all housing providers

No target

Number of affordable homes delivered by all housing providers



Time period	2015/16	2014/15
Q1	48	16
Q2	0	0
Q3		17
Q4		2

Comments

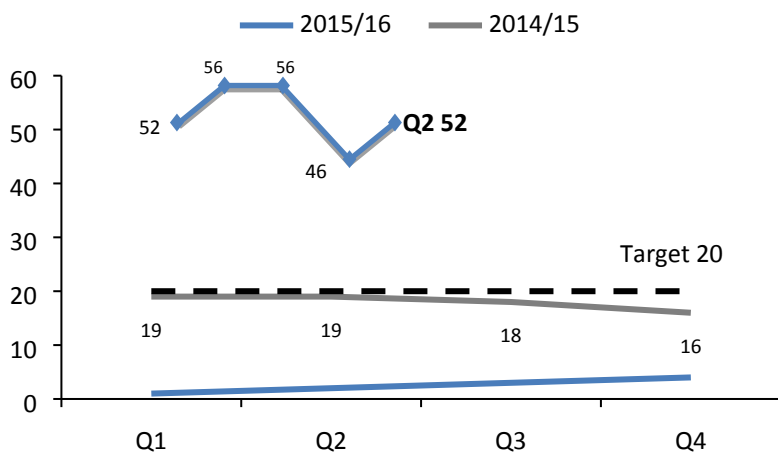
No affordable homes completed this quarter however, 18 homes have been completed so far in Q3 (October) and a further 75 affordable homes are currently on site, 7 of which are expected to complete during Q3 and 68 in Q4. Starts on site: 6 dwellings being converted to affordable homes at Farnham Police station.

HOUSING

H2: Average number of calendar days taken to re-let

RED

Average number of calendar days taken to re-let (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	20	52	19
Q2	20	52	19
Q3	20		18
Q4	20		16

Comments

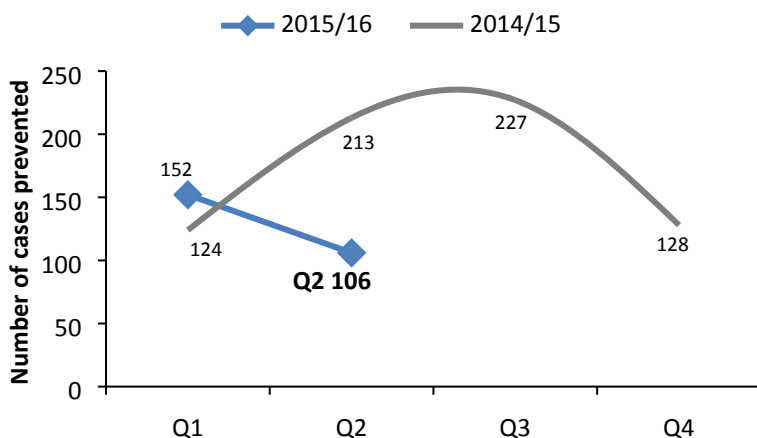
Quarter 2 results are off target at 52 days which is due to the re-defined calculations and recording of normal voids data, in addition to the absence of a Voids Officer to manage, monitor and deliver to target performance remains off target. There was an improvement in September down to 46 days and the new Voids Officer is starting in November. 60 homes were relet in Q2.

HOUSING

H3: Housing advice service – homelessness cases prevented

No target

Number of homelessness cases prevented (higher outturn is better)



Quarter	2015/16	2014/15
Q1	152	124
Q2	106	213
Q3		227
Q4		128

Comments

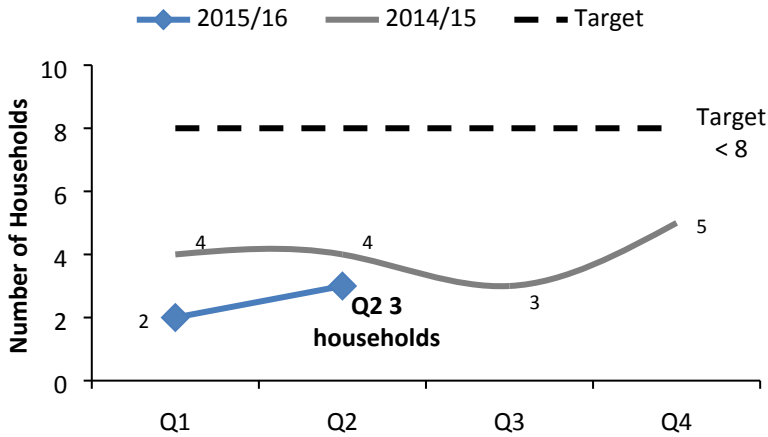
106 homelessness cases were prevented in quarter 2. The team provide comprehensive advice to prevent homelessness.

HOUSING

H4: Number of households living in temporary accommodation

GREEN

Number of households living in temporary accommodation (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	<8	2	4
Q2	<8	3	4
Q3	<8		3
Q4	<8		5

Comments

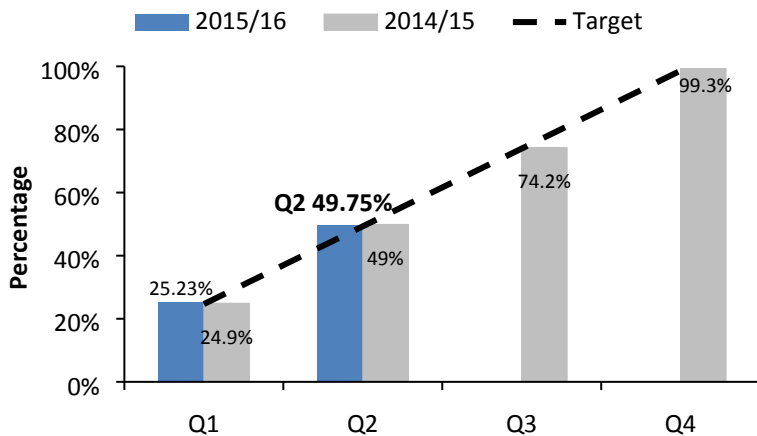
Waverley's homelessness prevention work is reflected in the low number of households in temporary accommodation.

HOUSING

H5: Percentage of estimated annual rent debit collected

GREEN

% of estimated annual rent debit collected (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q 1	24.65%	25.23%	24.92%
Q2	49.30%	49.75%	49.90%
Q3	73.95%		74.27%
Q4	98.65%		99.30%

Comments

The Rent Team exceeded the target for rent collection.

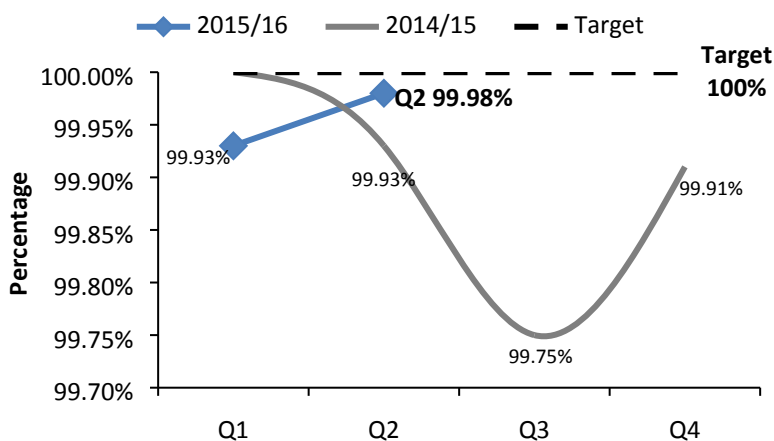
- £7.8m collected in quarter 1
- £7.6m collected in quarter 2

HOUSING

H6: Percentage of annual boiler services and gas safety checks undertaken on time

AMBER

% of annual boiler services and gas safety checks undertaken on time (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	100%	99.93%	100%
Q2	100%	99.98%	99.93%
Q3	100%		99.75%
Q4	100%		99.91%

Comments

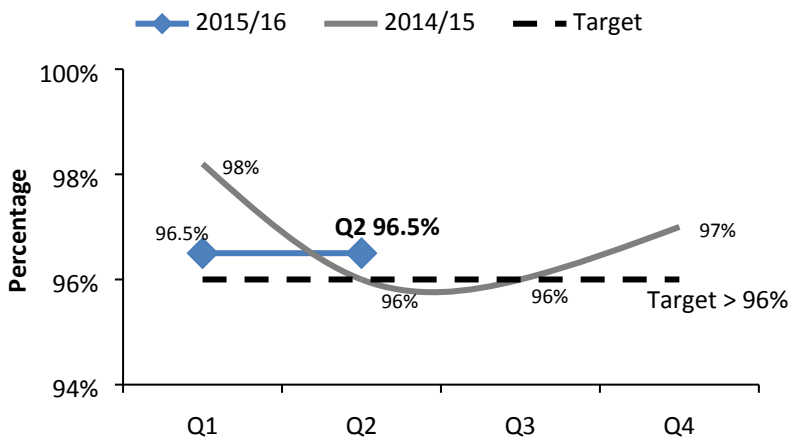
Two checks were outstanding at the end of September due to the tenants not giving access to their home despite numerous appointments and contacts. In September the team secured court orders to gain access to two properties.

HOUSING

H7: Responsive Repairs: how would you rate the overall service you have received

GREEN

Responsive Repairs: how would you rate the overall service you have received (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	96%	96.5%	98%
Q2	96%	96.5%	96%
Q3	96%	-	96%
Q4	96%	-	97%

Comments

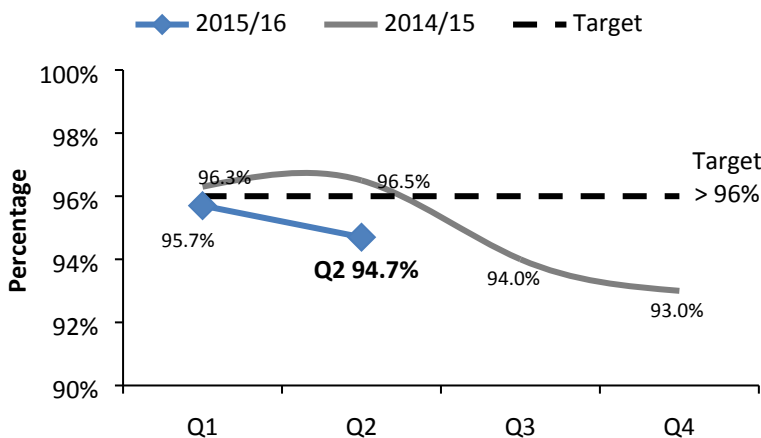
Information collated from 1,472 responses to a post work survey (via contractor hand-held device). The indicator shows the percentage of tenants who rated the overall service as excellent or good.

HOUSING

H8: Responsive Repairs: Was the repair fixed right the first time

AMBER

Responsive Repairs: Was the repair completed right the first time (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	96%	95.7%	96.3%
Q2	96%	94.7%	96.5%
Q3	96%	-	94.0%
Q4	96%	-	93.0%

Comments

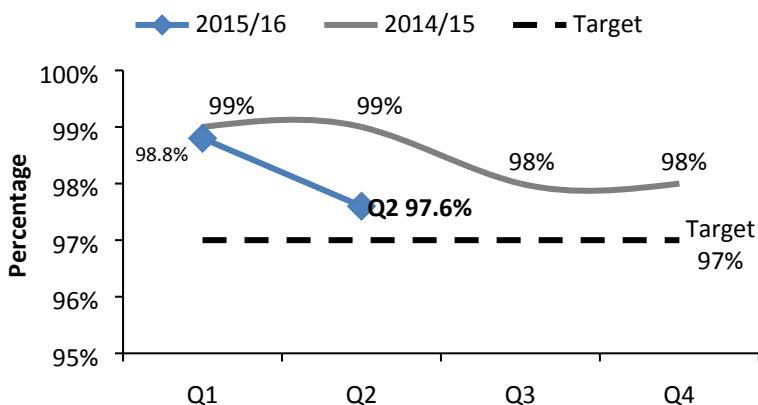
Information collated from 1,472 responses to a post work survey (via contractor hand-held device). The indicator reflects the tenants' view of the completed repair.

HOUSING

H9: Did the tradesperson arrive within the two-hour appointment slot

GREEN

Responsive Repairs: Did the tradesperson arrive within the two-hour appointment slot (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	97%	98.8%	99%
Q2	97%	97.6%	99%
Q3	97%	-	98%
Q4	97%	-	98%

Comments

Information collated from 1,472 responses to a post work survey (via contractor hand-held device). The indicator reflects the tenants' view of the service.

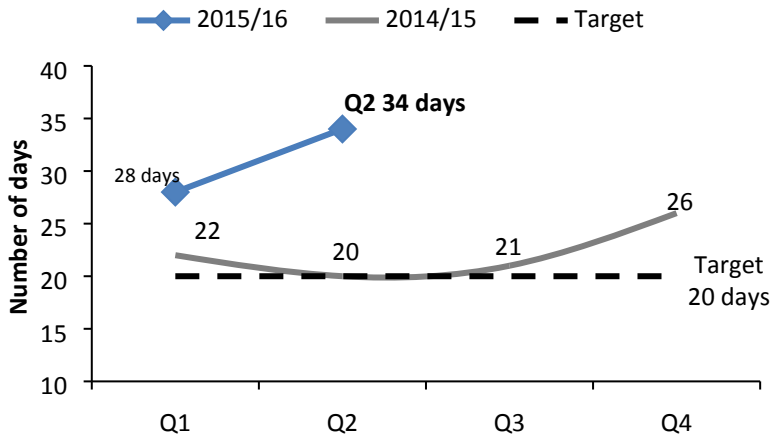
FINANCE

FINANCE

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

RED

Time taken to process HB/CT support new claims (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	20	28	22
Q2	20	34	20
Q3	20		21
Q4	20		26

Comments

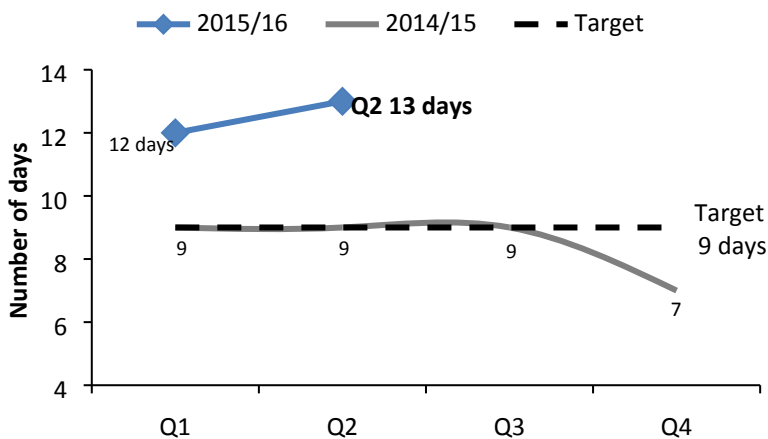
Quarter 2 performance has worsened. The impact of the welfare reforms and the new trial data matching exercise with HMRC and DWP has increased workload. Work outstanding has now been reduced to 300. A one year temporary contract officer in place.

FINANCE

NI 181b Time taken to process Housing Benefit & Council Tax support change events

RED

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



Quarter	Target	2015/16	2014/15
Q1	9	12	9
Q2	9	13	9
Q3	9		9
Q4	9		7

Comments

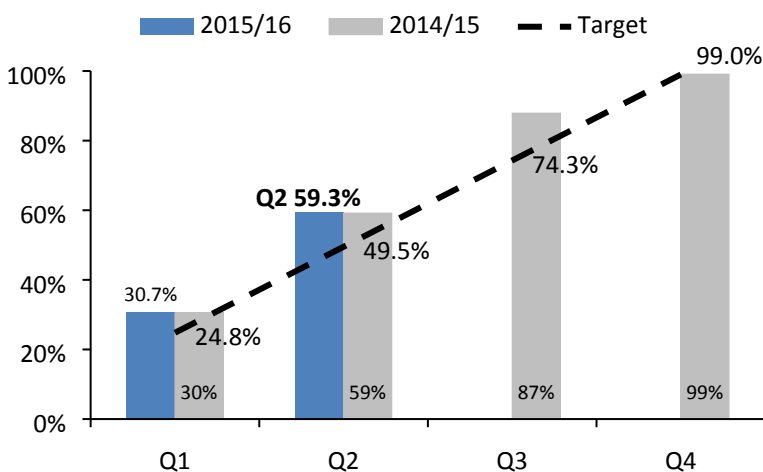
The impact of the welfare reforms and the new trial data matching exercise with HMRC and DWP has increased workload and time taken to process claims. Work outstanding has now been reduced to 300. A one year temporary contract officer in place.

FINANCE

F1: Percentage of Council Tax collected

GREEN

% of Council Tax collected (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	24.8%	30.7%	30.5%
Q2	49.5%	59.3%	59.2%
Q3	74.3%		87.9%
Q4	99.0%		99.1%

Comments

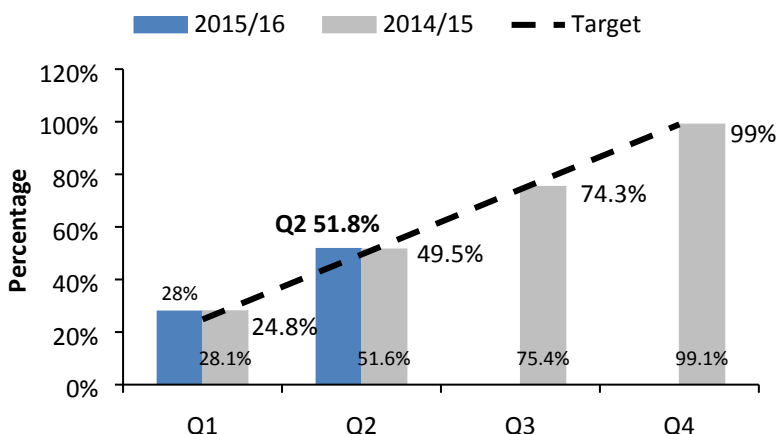
The percentage of council tax collected has exceeded its target again. Waverley collected 59.3% this quarter, similar to performance in quarter two performance in 2014/15.

FINANCE

F2: Percentage of non-domestic rates collected

GREEN

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



Quarter	Target	2015/16	2014/15
Q1	24.8%	28%	28.1%
Q2	49.5%	51.8%	51.6%
Q3	74.3%	74.3%	75.4%
Q4	99.0%	99.0%	99.1%

Comments

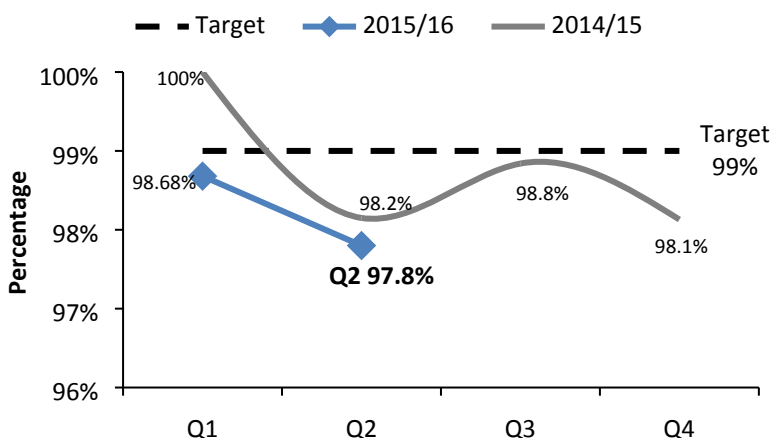
The percentage of non-domestic rates collected has exceeded its target again. Waverley collected 51.8% this quarter, similar to performance in quarter 2 2014/15.

FINANCE

F3: Percentage of invoices paid within 30 days

AMBER

**% of invoices paid within 30 days
(higher outturn is better)**



Quarter	Target	2015/16	2014/15
Q1	99%	98.68%	100.0%
Q2	99%	97.80%	98.2%
Q3	99%	98.8%	98.8%
Q4	99%	98.8%	98.8%

Comments

3,695 out of 3,778 paid in time.

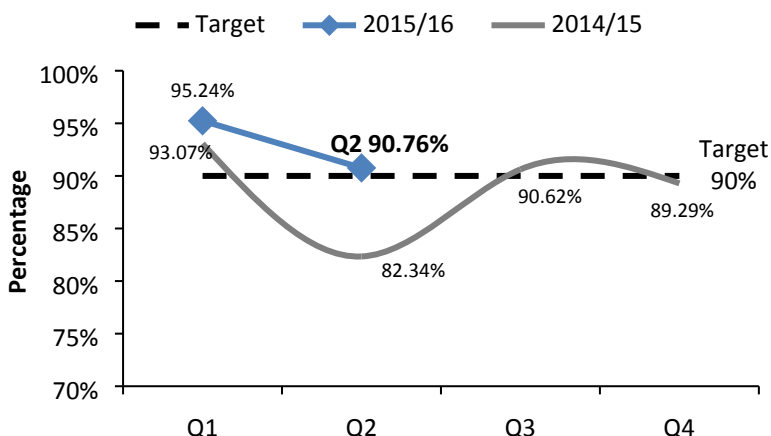
The percentage of invoices paid within 30 days has fallen slightly to 97.8%. Waverley continues to work towards maintaining a 99% target of paying invoices within 30 days.

FINANCE

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

GREEN

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



Quarter	Target	2015/16	2014/15
Q1	90%	95.24%	93.07%
Q2	90%	90.76%	82.34%
Q3	90%	90.62%	90.62%
Q4	90%	90.14%	90.14%

Comments

59 out of 65 paid in time.

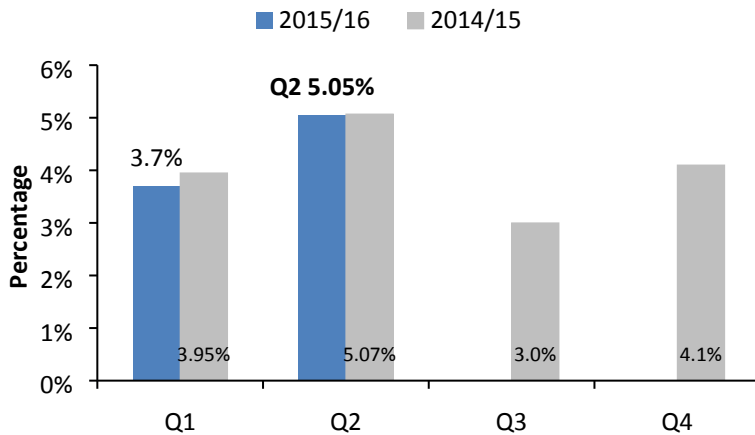
Waverley met its target of paying small and local business invoices within 10 days.

RESOURCES

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

No target

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



Quarter	2015/16	2014/15
Q1	3.7%	3.95%
Q2	5.05%	5.07%
Q3	3.0%	3.0%
Q4	4.1%	4.1%

Comments

There were 23 leavers in quarter 2 similar to the corresponding quarter in 2014/15.

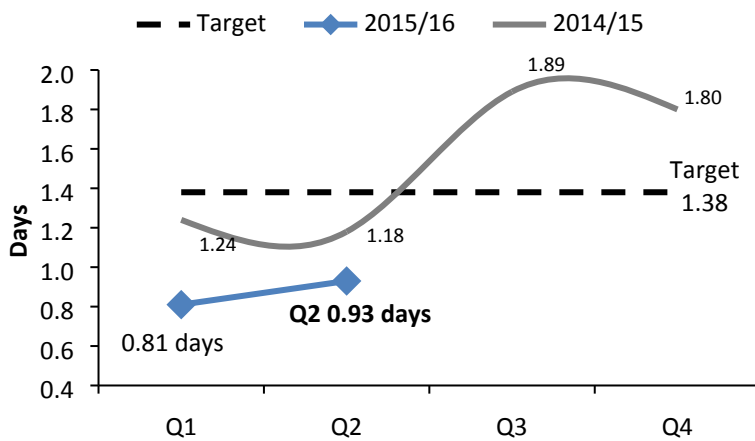
Staff turnover shows all leavers including retirees, voluntary and non-voluntary leavers.

RESOURCES

HR2: Working days lost due to sickness absence

GREEN

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



Quarter	Target	2015/16	2014/15
Q1	1.38	0.81	1.24
Q2	1.38	0.93	1.18
Q3	1.38	1.18	1.89
Q4	1.38	1.80	1.80

Comments

Quarter 2 performance shows that working days lost due to sickness absence was 0.93 days per employee which is the second lowest it has been since Q3 2012/13. The winter season may see this indicator rise slightly in quarter 3.

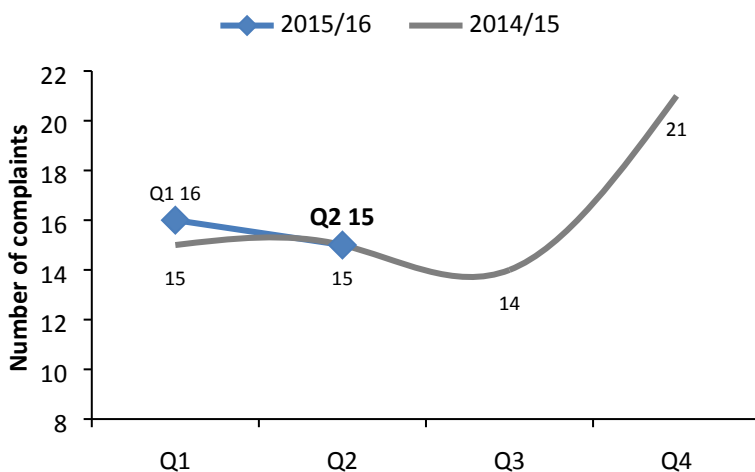
COMPLAINTS

COMPLAINTS

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

No target

Number of Level 3 (CEX) and Ombudsman complaints received



Quarter	2015/16	2014/15
Q1	16	15
Q2	15	15
Q3	14	14
Q4	21	21

Comments

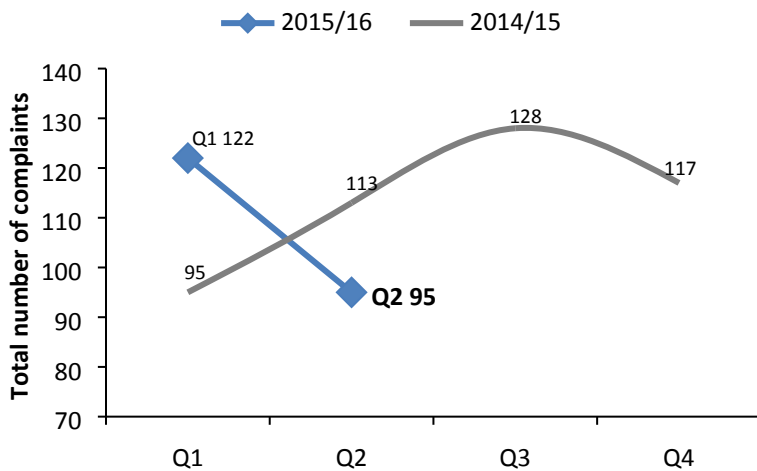
The number of Level 3 Executive Director and Ombudsman complaints has remained the same as in prior quarters. The complaints were related to Planning Development Control, Housing Responsive Repairs and Right-to-buy and Environmental Health.

COMPLAINTS

M2: Total number of complaints received

No target

Total number of complaints received



Quarter	2015/16	2014/15
Q1	122	95
Q2	95	113
Q3		128
Q4		117

Comments

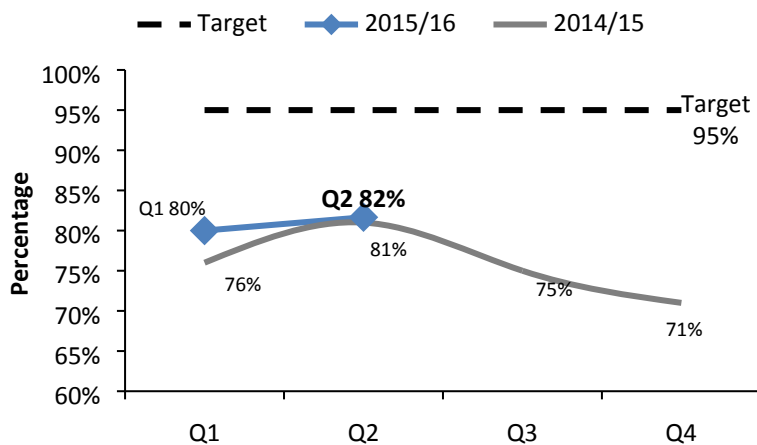
There was a decrease in the number of complaints received in quarter 2 down to 95. The complaints were related to Planning Development Control, Housing Responsive Repairs and ASB, Environmental waste and Council Tax.

COMPLAINTS

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

RED

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



Quarter	Target	2015/16	2014/15
Q1	95%	80%	76%
Q2	95%	82%	81%
Q3	95%		75%
Q4	95%		71%

Comments

The percentage of complaints responded to within Waverley target times has seen a marginal improvement for quarter 2 but remain well below target.

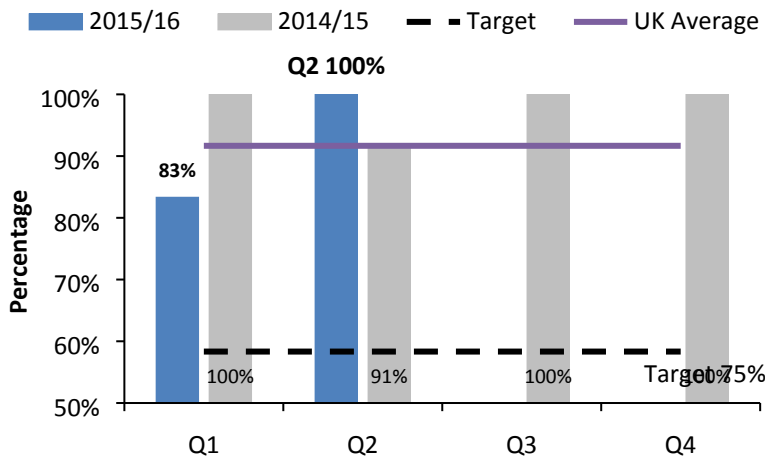
- 75% of Level 1 responded to in time
- 77% of Level 2 responded to in time
- 93% of Level 3 responded to in time.

PLANNING:

NI157a: Processing of planning applications: Major applications - % determined within 13 weeks

GREEN

Major applications: % determined in 13 weeks (national indicator) (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	75%	83.33%	100%
Q2	75%	100%	91.66%
Q3	75%	-	100%
Q4	75%	-	100%

Comments

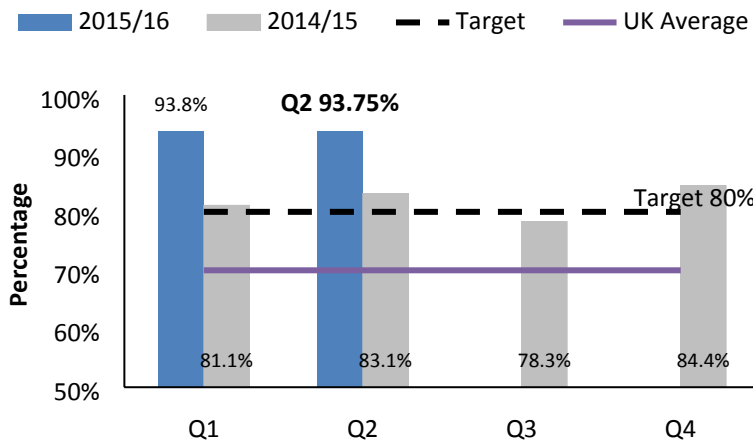
Quarter 1: 10 out of 12 in time.
 Quarter 2: 18 out of 18 in time.

PLANNING:

NI157b: Processing of planning applications: Minor applications - % determined within 8 weeks

GREEN

Minor applications: % determined in 8 weeks (national indicator) (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	80%	93.81%	81.11%
Q2	80%	93.75%	83.13%
Q3	80%	-	78.33%
Q4	80%	-	84.48%

Comments

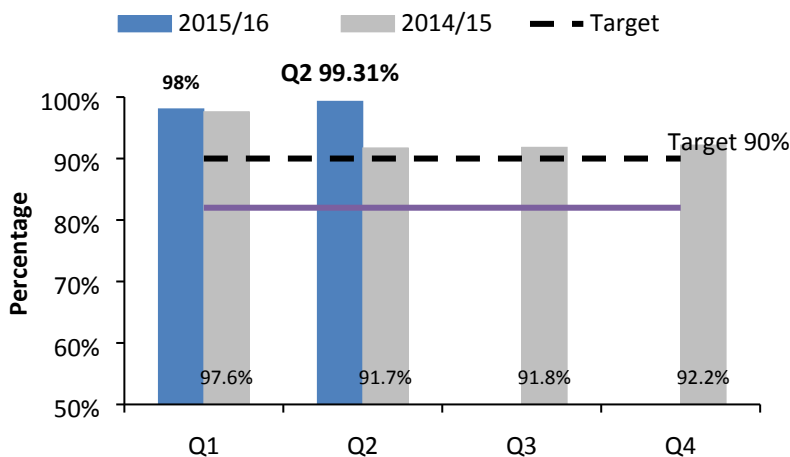
Quarter 1: 91 out of 97 in time.
 Quarter 2: 105 out of 112 in time.

PLANNING

NI157c: Processing of planning applications: Other applications - % determined within 8 weeks

GREEN

Other applications: % determined within 8 weeks (national indicator) (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	90%	98.08%	97.62%
Q2	90%	99.31%	91.73%
Q3	90%	-	91.83%
Q4	90%	-	92.20%

Comments

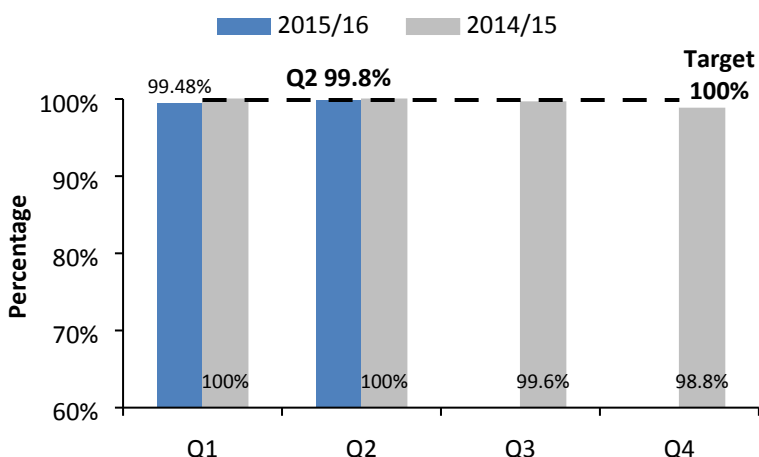
Quarter 1: 459 out of 468 in time.
 Quarter 2: 434 out of 437 in time.

PLANNING:

P1: All planning applications - % determined within 26 weeks

AMBER

All applications: % determined in 26 weeks (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	100%	99.48%	100%
Q2	100%	99.8%	100%
Q3	100%	-	99.6%
Q4	100%	-	98.8%

Comments

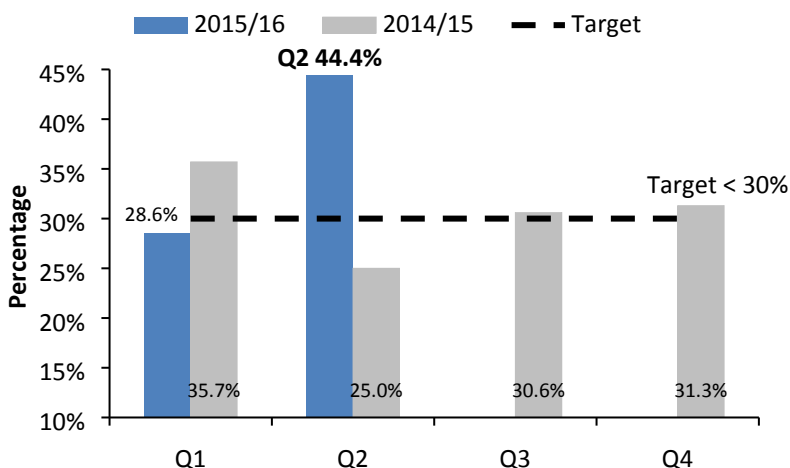
Quarter 1: 574 out of 577 in under 26 weeks.
 Quarter2: 505 out of 506 in under 26 weeks.

PLANNING:

P2: Planning appeals allowed (cumulative year to date)

RED

Planning appeals allowed (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	30%	28.6%	35.7%
Q2	30%	44.4%	25.0%
Q3	30%	-	30.6%
Q4	30%	-	31.3%

Comments

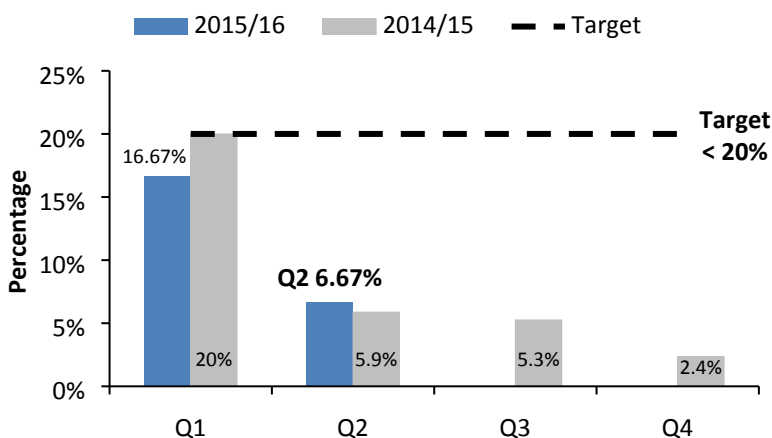
The combined total of the first two quarters is 12 appeals allowed out of 27 determined since April 2015.

PLANNING

P3: Major planning appeals allowed as % of major application decisions made

GREEN

Major planning appeals allowed as % of Major Application decisions made (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	20%	16.67%	20.0%
Q2	20%	6.67%	5.9%
Q3	20%	-	5.3%
Q4	20%	-	2.4%

Comments

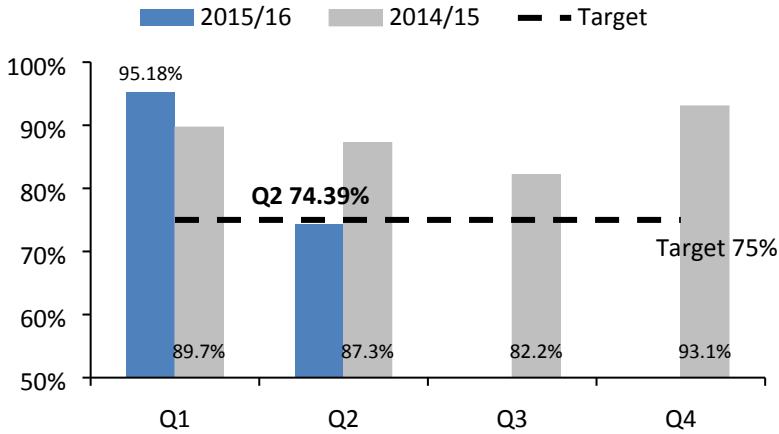
2 major appeals allowed since April 2015 out of 30 Major decisions made.

PLANNING:

P4: Percentage of enforcement cases resolved within 12 weeks of receipt

AMBER

% of enforcement cases resolved within 12 weeks of receipt (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	75%	95.18%	89.7%
Q2	75%	74.39%	87.3%
Q3	75%	-	82.2%
Q4	75%	-	93.1%

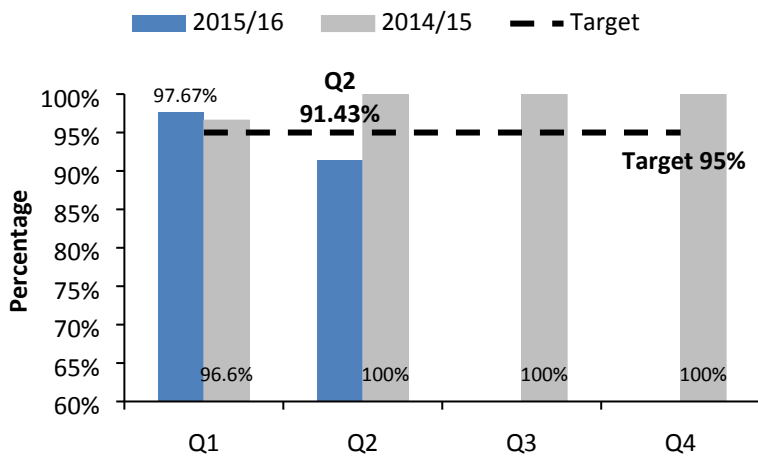
Comments
 Quarter 1: 79 out of 83 in time.
 Quarter 2: 69 out of 82 in time.

PLANNING:

P5: Percentage of Tree applications determined within 8 weeks

AMBER

% of tree applications determined within 8 weeks (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	95%	97.67%	96.6%
Q2	95%	91.43%	100%
Q3	95%	-	100%
Q4	95%	-	100%

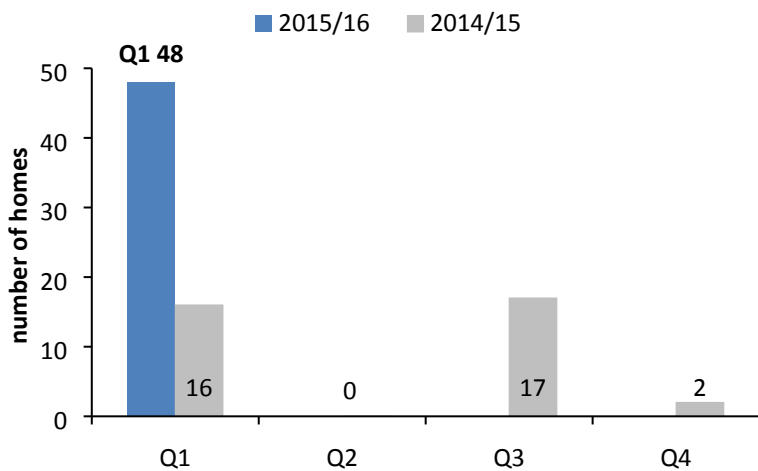
Comments
 Quarter 1: 42 out of 43 in time.
 Quarter 2: 32 out of 35 in time.

PLANNING

P6: Number of Affordable homes delivered by all housing providers

No target

Number of affordable homes delivered (gross)



Quarter	2015/16	2014/15
Q1	48	16
Q2	0	0
Q3	0	17
Q4	0	2

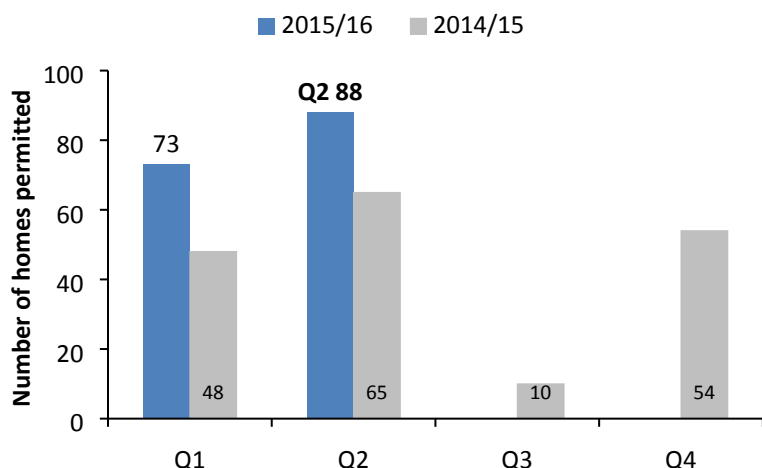
Comments
 No affordable homes were completed this quarter however, 18 affordable homes have been completed already in Q3 (October) and a further 75 affordable homes are currently on site, of which a further 7 are expected to complete during Q3 and the remaining 68 in Q4. Starts on site: 6 dwellings being converted to affordable homes at Farnham Police station.

PLANNING:

P7: Number of affordable homes permitted (homes granted planning permission)

No target

Number of affordable homes permitted



Quarter	2015/16	2014/15
Q1	73	48
Q2	88	65
Q3		10
Q4		54

Comments

88 affordable new homes were granted planning permission during quarter 2.

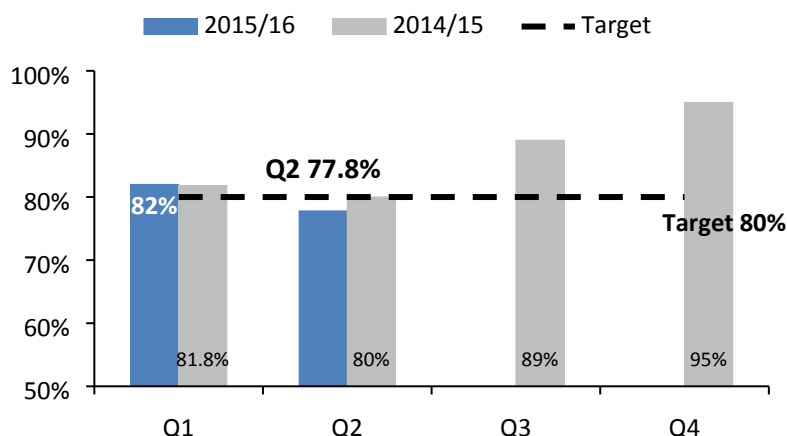
- 66 affordable homes granted permission at Horsham Rd, Cranleigh
- 28 affordable homes granted permission at St George's Rd, Badshot Lea.

PLANNING:

P8: Percentage of complete Building Control applications checked within 15 days

AMBER

% of building control applications checked within 15 days (higher outturn is better)



Quarter	New Target	2015/16	2014/15
Q1	80%	82%	81.8%
Q2	80%	77.8%	80%
Q3	80%		89%
Q4	80%		95%

Comments

84 out of 108 in time.

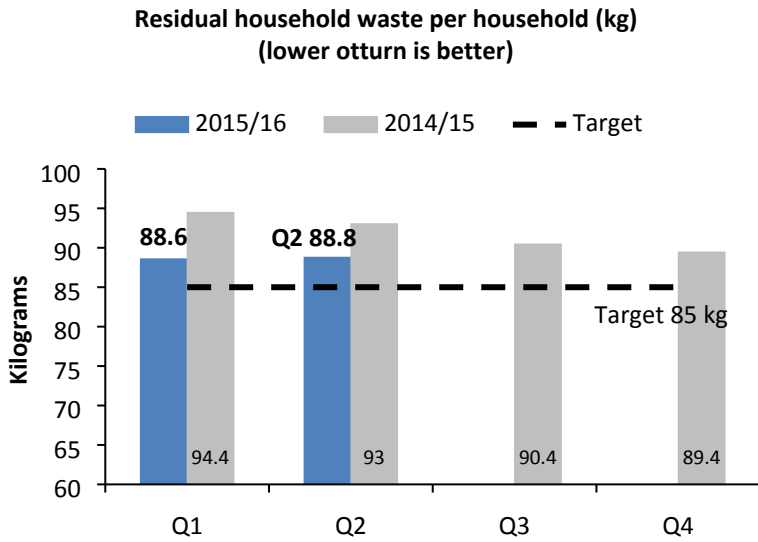
Performance has fallen this quarter when compared with the new target of 80%. Remedial action is being taken to improve performance by improving the efficiency of work flows and IT.

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES

NI 191: Residual household waste per household (kg)

AMBER



Quarter	Target	2015/16	2014/15
Q1	85	88.60	94.49
Q2	85	88.80	93.05
Q3	85		90.48
Q4	85		89.46

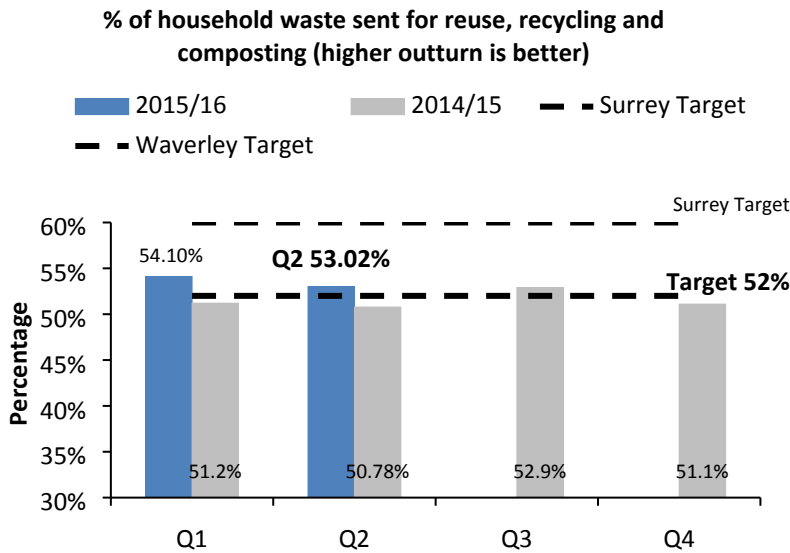
Comments

Outturn declining overall. No side waste and closed lid policy in place and replacement smaller bins offered for free where applicable to encourage recycling (80% typically can be recycled). Why Recycle promotion/ advisory campaign ongoing to encourage greater recycling.

ENVIRONMENTAL SERVICES

NI192: Percentage of household waste sent for reuse, recycling and composting

GREEN



Quarter	Target	2015/16	2014/15
Q1	52%	54.10%	51.20%
Q2	52%	53.02%	50.78%
Q3	52%		52.90%
Q4	52%		51.10%

Comments

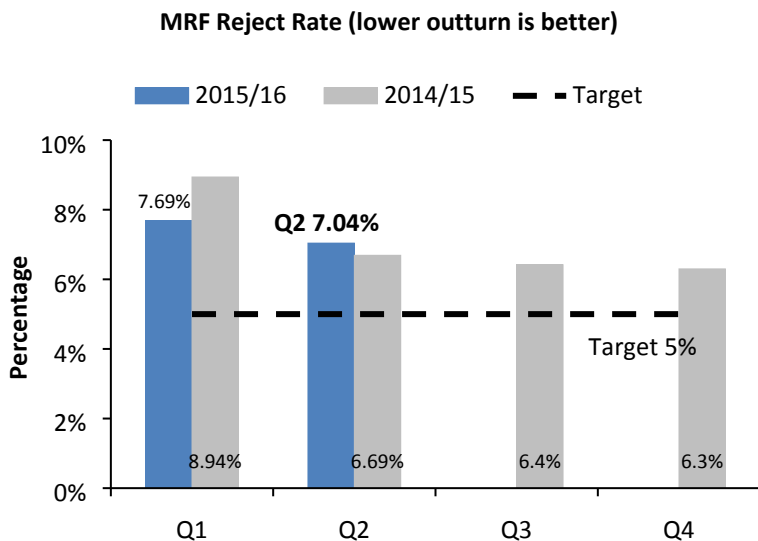
Waverley target of 52% has been exceeded again this quarter and a reward grant from the Government is received when the 52% target is met or exceeded.

Surrey has a joint borough target of 60% to be achieved by 2022/2023.

ENVIRONMENTAL SERVICES

E1: MRF (materials recycling facility) reject rate

RED



Quarter	Target	2015/16	2014/15
Q1	5%	7.69%	8.94%
Q2	5%	7.04%	6.69%
Q3	5%		6.42%
Q4	5%		6.30%

Comments

MRF reject rate has seen a slight improvement in the number of materials rejected for recycling.

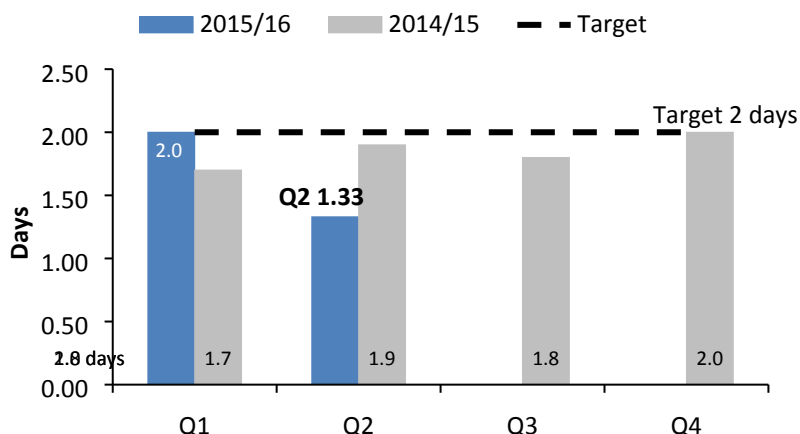
The *Why Recycle* promotional campaign is in progress throughout the year to encourage greater resident recycling and reduce recycling contamination.

ENVIRONMENTAL SERVICES

E2: Average number of days to remove fly-tips

GREEN

**Average number of days to remove fly-tips
(lower outturn is better)**



Quarter	Target	2015/16	2014/15
Q1	2	2.0	1.7
Q2	2	1.33	1.9
Q3	2	1.8	1.8
Q4	2	2.0	2.0

Comments

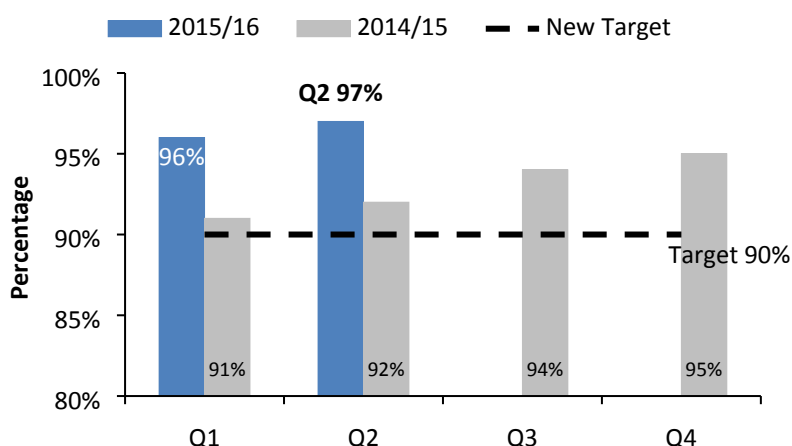
There were 116 fly tips requiring removal in quarter 2.

ENVIRONMENTAL SERVICES

E3: Percentage of compliance for litter and detritus

GREEN

**Percentage of compliance for litter and detritus
(higher outturn is better)**



Quarter	New Target	2015/1	2014/1
Q1	90%	96%	91%
Q2	90%	97%	92%
Q3	90%	94%	94%
Q4	90%	95%	95%

Comments

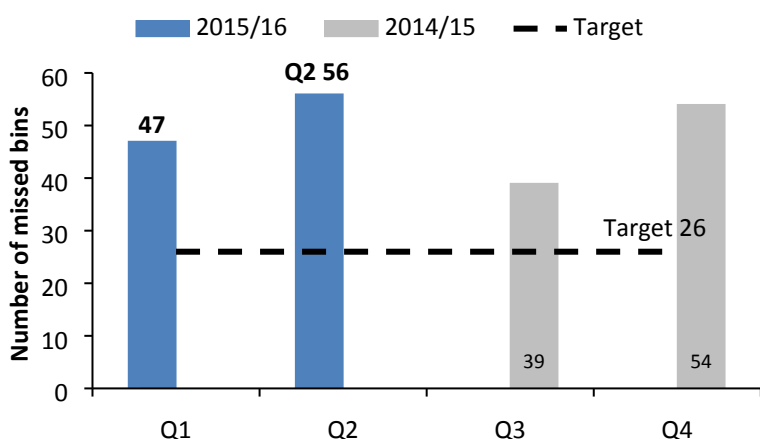
A random collection of 25% of streets reported as cleaned are inspected on a weekly basis across the Borough based on the report received by the street cleaning contractor.

ENVIRONMENTAL SERVICES

E4: Average number of missed bins per 104,000 bin collections each week

RED

**Average number of missed bins per 104,000 bin collections each week
(lower outturn is better)**



Quarter	Target	2015/16	2014/15
Q1	26	47	-
Q2	26	56	-
Q3	26	39	39
Q4	26	54	54

Comments

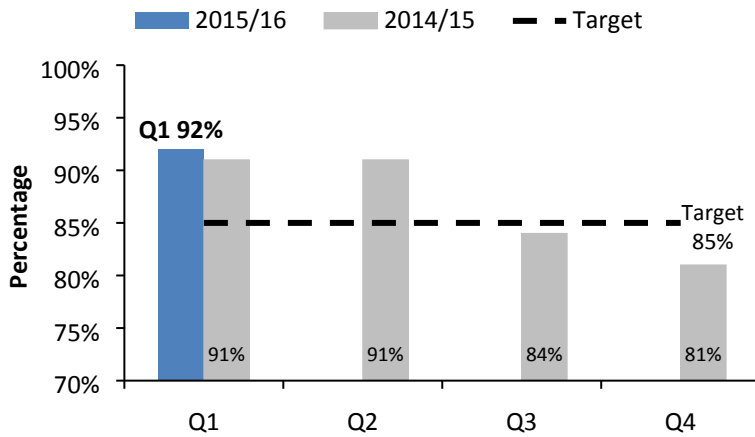
Increase in missed bins due to new properties in Cranleigh area. New collection round added and others amended. Hydraulic overheating issues were also experienced by Dennis vehicles in June and July and Veolia raised this under warranty with the manufacturer. No comparative data available for Q1 & Q2 2014 as calculations methods have changed.

ENVIRONMENTAL SERVICES

NI 182: Satisfaction of Business with local authority regulation services

No data available for Q2

% of businesses satisfied with LA regulation services (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	85%	92%	91%
Q2	85%		91%
Q3	85%		84%
Q4	85%		81%

Comments

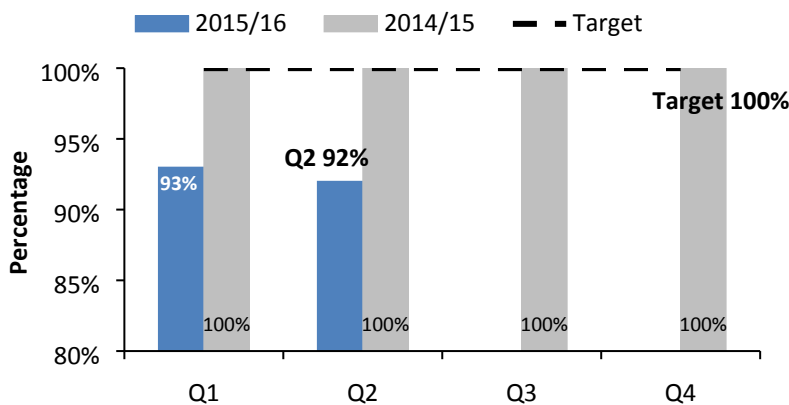
Figure for Q2 not yet available - awaiting return of September questionnaires.

ENVIRONMENTAL SERVICES

E5: Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due

RED

Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	100%	93%	100%
Q2	100%	92%	100%
Q3	100%		100%
Q4	100%		100%

Comments

13 programmed inspections for category A/ B (High Risk) food premises have been carried out, 12 within the target timescale of 28 days. One was outside the timescale due to workload demands on the Team and has now been inspected.

- Q1 14 out of 15 in time
- Q2 12 out of 13 in time

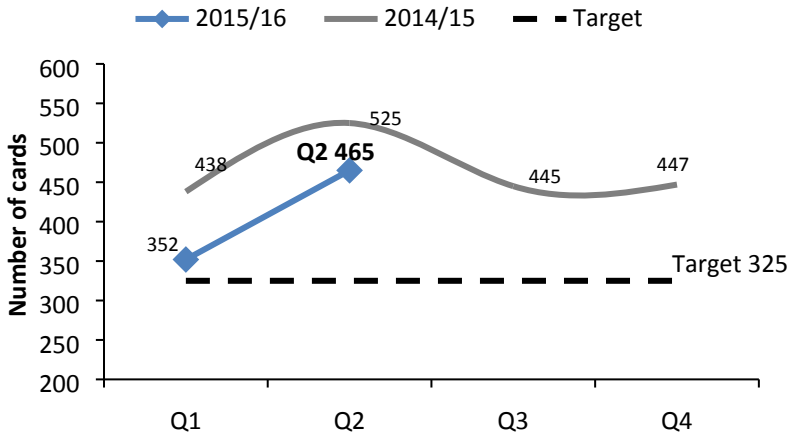
COMMUNITY SERVICES

COMMUNITY SERVICES

CS1: Number of Access to Leisure Cards issued

GREEN

Number of Access to Leisure cards issued (higher is better)



Quarter	Target	2015/16	2014/15
Q1	325	352	438
Q2	325	465	525
Q3	325		445
Q4	325		447

Comments

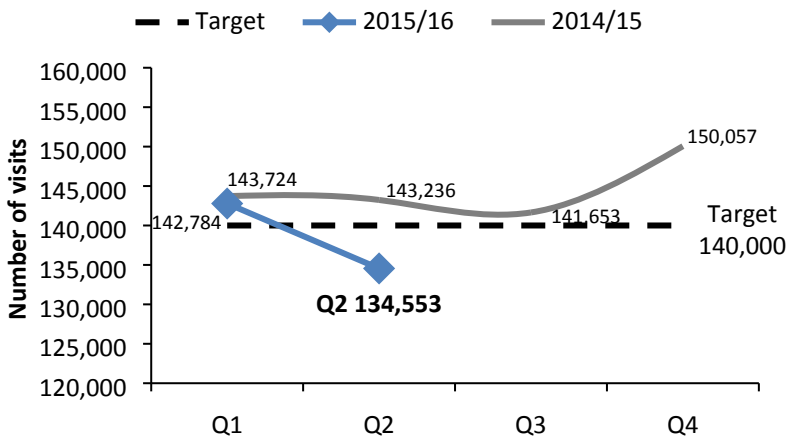
Performance for quarter 2 has been good and indicates a general seasonal trend in performance which peaks in quarter 2.

COMMUNITY SERVICES

CS2: Number of Visits to Farnham Leisure Centre

AMBER

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



Quarter	Target	2015/16	2014/15
Q1	140,000	142,784	143,724
Q2	140,000	134,553	143,236
Q3	140,000		141,653
Q4	140,000		150,057

Comments

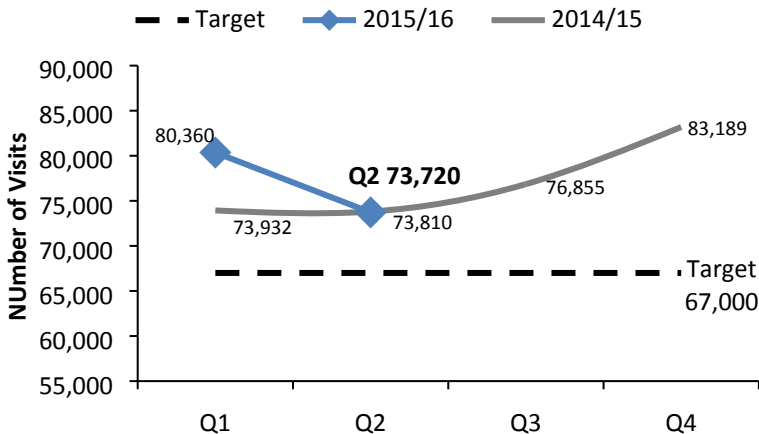
Performance for Farnham has fallen below target for quarter 2. Students have left for the summer which sometimes impacts performance. Furthermore, a new 24/7 gym has opened just around the corner from Farnham which may impact on usage.

COMMUNITY SERVICES

CS3: Number of Visits to Cranleigh Leisure Centre

GREEN

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



Quarter	Target	2015/16	2014/15
Q1	67,000	80,360	73,932
Q2	67,000	73,720	73,810
Q3	67,000		76,855
Q4	67,000		83,189

Comments

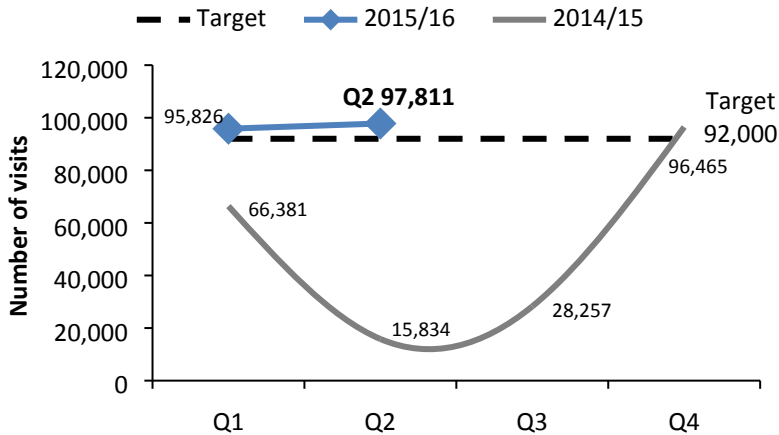
Good performance and similar to quarter 2 last year. A new sales team is in place in addition to an extended outreach programme to help with increasing participation rates.

COMMUNITY SERVICES

CS4: Number of visits to Haslemere Leisure Centre

GREEN

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



Quarter	Target	2015/16	2014/15
Q1	92,000	95,826	66,381
Q2	92,000	97,811	15,834
Q3	92,000	-	28,257
Q4	92,000	-	96,465

Comments

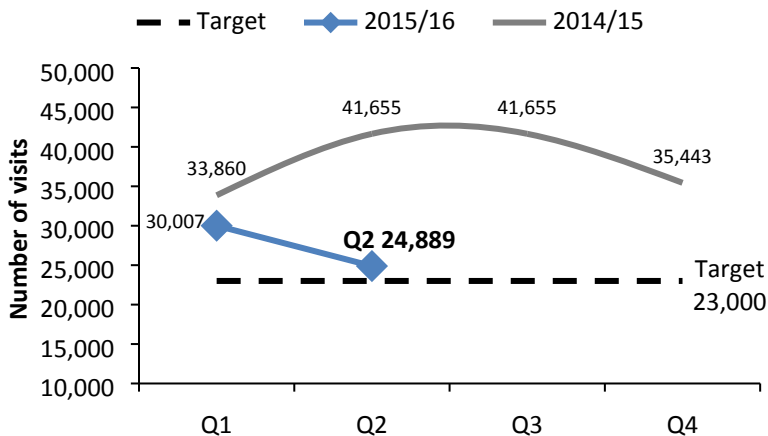
Strong performance from the site above target following the completion of the refurbishment, seeing a major increase on usage compared to quarter 2, 2014/15.

COMMUNITY SERVICES

CS5: Number of Visits to The Edge Leisure Centre

GREEN

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



Quarter	Target	2015/16	2014/15
Q1	23,000	30,007	33,860
Q2	23,000	24,889	41,655
Q3	23,000	-	41,655
Q4	23,000	-	35,443

Comments

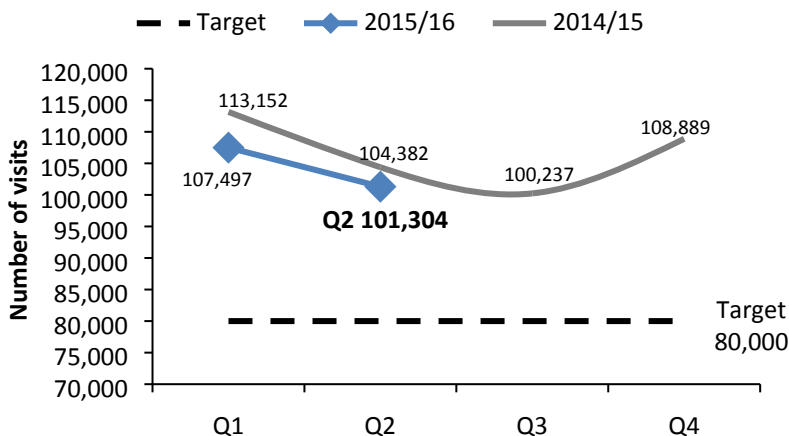
Expected continued decline on usage at The Edge as customers have now returned to Haslemere Leisure Centre. Participation will return to normal levels as in the same quarters in 2013/14 and 2012/13 which was 17,661 and 24,238 respectively.

COMMUNITY SERVICES

CS6: Number of Visits to Godalming Leisure Centre

GREEN

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



Quarter	Target	2015/16	Year 2014/15
Q1	80,000	107,497	113,152
Q2	80,000	101,304	104,382
Q3	80,000	-	100,237
Q4	80,000	-	108,889

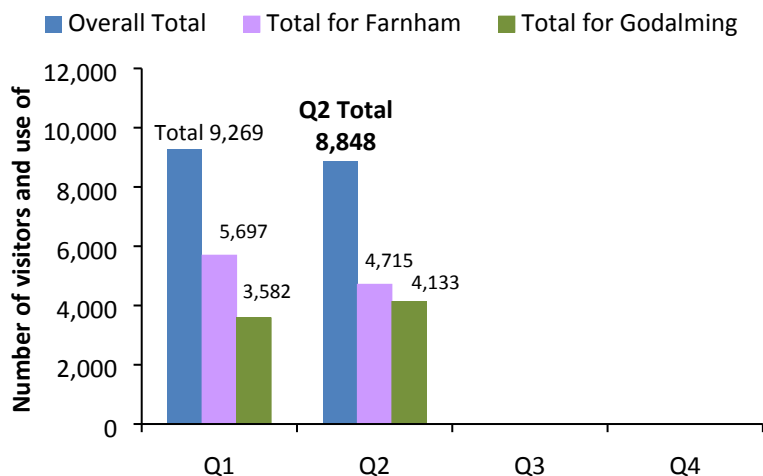
Comments

Performance for quarter 2 saw a very slight drop in usage in comparison to last year. There has been some additional competition from a local low-cost gym which may account for the drop in usage.

COMMUNITY SERVICES
CS7: Total number of visits to and use of museums

No target

Total users of Waverley Museum & Gallery services



Quarter	Overall Total	Total for Farnham	Total for Godalming
Q1	9,269	5,697	3,582
Q2	8,848	4,715	4,133
Q3			
Q4			

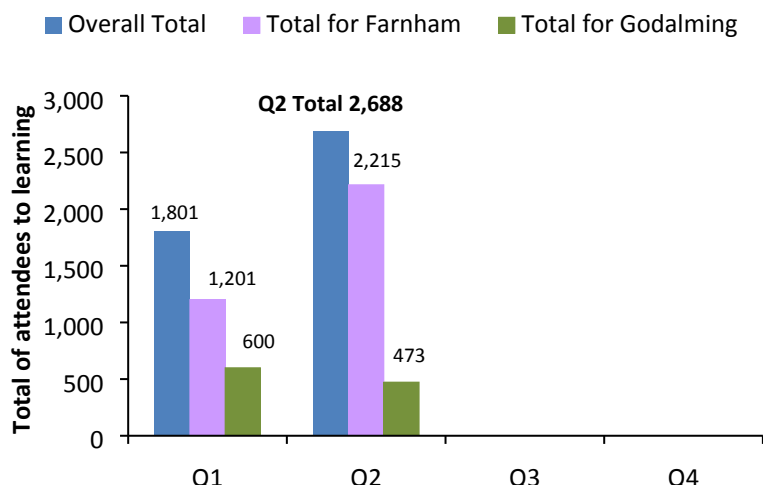
Comments

Results for quarter 2 are strong for the summer period which is traditionally a quieter season for museum visits. Godalming Museum had a strong local exhibition (Alan Paine) which resulted in an increase in visitor figures over the summer and Farnham placed more emphasis on community activities and developing a strong museum presence within the town.

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

No target

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



Quarter	Overall Total	Total for Farnham	Total for Godalming
Q1	1,801	1,201	600
Q2	2,688	2,215	473
Q3			
Q4			

Comments

Performance has increased for Farnham Museum by 1,000 additional attendees due to increased participation in a number of talks and Farnham’s increasingly popular pop-up museum currently moving between care homes in the Farnham area. Godalming presentations were also taken out to Milford Fete, and to the WWI event on Heritage Weekend.

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 1 DECEMBER 2015

Title:

SIX MONTH PROGRESS REPORT ON SERVICE PLANS

[Portfolio Holder: All]

[Wards Affected: All]

Summary and purpose:

Service Plans are devised each year in order to deliver the Council's corporate priorities. This report gives the Executive the opportunity to monitor the six month progress of the 2015/16 Service Plans.

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

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

Financial Implications:

Service Plans were prepared as part of the budget process. This monitoring report will highlight, if applicable, any implications for the budget under each action.

Legal Implications:

There are no specific legal implications arising from this report.

Background

1. Each year, in the autumn, Service Plans are prepared which set out the service objectives for the coming year and the actions to achieve these objectives. The Plans form an important part of Waverley's Performance Management Framework, forming the link between the Council's Corporate Priorities and appraisal goals for individual members of staff.
2. Set out at Annexe 1 is a monitoring report showing progress on each of the service areas; the actions have been RAG rated to assist with monitoring. The progress reports have been considered by the Overview and Scrutiny Committees and the observations of the Community Overview & Scrutiny Committee are set out below whilst those from the Corporate Overview and Scrutiny Committee will follow separately.
3. The report indicates that progress at six months has been excellent in all service areas and that actions are on target to be completed by the year end.

Observations and Recommendations

Ref	Description	Observations and Recommendations

Recommendation

It is recommended that the Executive:

1. gives consideration to the observations of the Overview and Scrutiny Committees regarding the six month progress on Service Plans, as detailed above; and
2. notes the performance to date, as set out in 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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Community Overview & Scrutiny Committee - Six Month Progress Report on 2015/16 Service Plans







RAG Legend	
On target or achieved	
Missed initial target but now on track	
Not on target	






Service:		Head of Service:	Matthew Evans
Planning		Director:	Paul Wenham
		Portfolio Holder(s):	Cllr Brian Adams
Desired outcome / Objective		Increasing the supply of houses to meet Waverley's needs, including affordable houses	
Ref	Action(s)	Timescales / Deadlines	Progress to date
PL/1 	Secure planning permissions for new housing including affordable housing	Timescales for planning permissions dependant on development industry	<p>Ongoing through development control process.</p> <p>558 houses (including 161 affordable homes) approved – or resolution to approve - in first two quarters</p> <p>Overall housing supply position updated annually.</p>
PL/2 	Update planning policy and new sites identified Local Plan adopted	Milestones set out in Local development Scheme Preparation of neighbourhood plans dependant on parish councils	Timetable agreed with the Executive and currently on target. See report to Executive 3 November for current position
PL/3 	Support the preparation of neighbourhood plans by parish councils	Dependant on timescales of parishes	Neighbourhood Plans have been approved for Alfold, Chiddingfold, Elstead & Weyburn, Ewhurst & Ellens Green, Hascombe and Witley. Draft plans and evidence gathering continues with Farnham, Godalming, Haslemere and Cranleigh.





Desired outcome / Objective		Supporting the needs of businesses	
Ref	Action(s)	Timescales / Deadlines	Progress to date
PL/4 	Ensure the planning process is supportive of local businesses.	Timescales for planning permissions dependant on development industry Milestones set out in Local Development Scheme	Performance determining planning applications in first two quarters meets or exceeds targets
PL/5 	Support the preparation of neighbourhood plans to deliver locally led growth	Dependant on timescales of parishes	See above
Desired outcome / Objective		To promote and celebrate excellence in design and improve the public realm	
Ref	Action(s)	Timescales / Deadlines	Progress to date
PL/6 	Maintain quality of new development	Ongoing via planning application process Implementation of Design Training programme	Ongoing through assessment of planning applications Design training on hold due to staff capacity / staff turnover etc. To be reviewed in January 2016.
PL/7 	Carry out Conservation Area appraisals in accordance with programme	In line with project plan	The following Conservation Area Appraisals have been completed since 1 April 2015: <ul style="list-style-type: none"> • Godalming Crownpits • Godalming Ockford Road • Witley • Amended boundary in Milford The following CAA's are in production: <ul style="list-style-type: none"> • Alfold (consultation complete) • Cranleigh Town Centre (draft stage)
PL/8 	Tree Preservation Orders kept under review	On-going	Ongoing – approx. one Order reviewed per month






 PL/9	Preparation and agreement of Buildings of Local Merit.	Dependant on timescale of local groups	None adopted since April 2015, but project progressing with Farnham and Haslemere.
 PL/10	Undertake Design Awards	November 2015	Design Awards Ceremony will take place on 29 October 2015 at the Anniversary Hall, St Catherine's School, Bramley.
Desired outcome / Objective		Put in place adequate	Infrastructure to support new development
Ref	Action(s)	Timescales / Deadlines	Progress to date
 PL/11	Community Infrastructure Levy (CIL) adopted	Infrastructure schemes funded and implemented Timescales subject to progress on Local Plan	Project team lead by Director of Resources with input from Planning and Finance portfolio holders has been formed with the objective of adopting the CIL.
Desired outcome / Objective		Secure resilient Building Control team	
Ref	Action(s)	Timescales / Deadlines	Progress to date
 PL/12	Implement Building Control Business Plan	March 2016	<ul style="list-style-type: none"> The Business Manager has been recruited and elements of the Business Plan have been implemented and the remaining elements are underway. Market share has been maintained. Regular updates are monitored by Senior Management.



Service:		Head of Service:	Richard Homewood
Environmental Services		Director:	Damian Roberts
		Portfolio Holder(s):	Cllr Simon Thornton - Environment Cllr Kevin Deanus – Environmental Health & Car Parks
Desired outcome / Objective		Environmental Services develops and delivers high quality customer services	
Ref	Action(s)	Timescales / Deadlines	Progress to date
ES/1.1	Deliver the highest quality customer services and support and embed the	May 2015	<ul style="list-style-type: none"> Embedded and monitored on a monthly basis.

	recommendations from the Foresight Customer Service Project.	December 2015	
 ES/1.2	Develop improved mechanisms for capturing and using customer feedback to inform/improve future service delivery.	August 2015	<ul style="list-style-type: none"> Survey Monkey questions in early stages of production to better direct and collate customer feedback.
 ES/1.3	Monitor and manage performance against key customer service performance indicators.	Ongoing	<ul style="list-style-type: none"> Monthly Environmental and Parking Services report submitted. Changes to illustrate longer term trends have been implemented. Monthly covalent reports submitted.
Desired outcome / Objective		The Environmental Health Service provides a range of mandatory / regulatory activities that protect the health and well being of the residents and visitors of the Borough.	
Ref	Action(s)	Timescales / Deadlines	Progress to date
 ES/2.1	Implement the Mobile Working Solution for Food Inspections as part of the wider "Foresight" Mobile Working programme	April 2015	<ul style="list-style-type: none"> Tablets purchased and being by used by Food safety staff. Still in early adoption phase - so unable to determine if revenue costs of IT is being covered through operational efficiencies delivered over the next three years.
 ES/2.2	<p>Trial using a range of different hardware and software for different disciplines and make better use of technology to improve administrative efficiency of services and processes.</p> <p>Specifically, introduce the use of 'RH Environmental Noise App'.</p>	September 2015	<ul style="list-style-type: none"> Tablets assessed for private water supply on-site inspection use but issues regarding communications network in remote areas. RH Environmental Noise App purchased to be used by complainants to record noise and securely send their recording to the Environmental Protection Team. Scheme to be rolled out by end of December.
 ES/2.3	To continue working effectively by delivering projects with partnership organisations.eg Food Hygiene Rating Scheme.	April 2016	<ul style="list-style-type: none"> Successful bids for grants from the Food Standards Agency (FSA) for food safety projects- <ul style="list-style-type: none"> Joint FSA funded project with Guildford and Woking – Aimed at increasing the number of businesses displaying 3,4,5 Food Hygiene Rating Scheme stickers. Aim was to raise awareness of the scheme and improved food safety compliance and customer knowledge. Food safety coaching for Takeawys premises, to support food businesses which have received a low Food Hygiene rating of 0,1,2 Scheme. This was a Surrey wide project arranged via the





Desired outcome / Objective		Improve the cleanliness of the Borough by delivering the agreed recommendations of the 2012 Street Cleaning Review	
Ref	Action(s)	Timescales / Deadlines	Progress to date
			Surrey Food Liaison Group.
 ES/2.4	To help protect the health of Waverley's population through monitoring the quality of the air they breathe and the safety of private water supplies.	April 2016	<ul style="list-style-type: none"> • Air Quality Action Plan delivered and air quality monitoring throughout the borough carried out. • Air Quality Updating and Screening Assessment (USA) report submitted to DEFRA and approved. Reported to Executive 6 October 2015. Funding options for Low Emission Zone project in Farnham being investigated; but project in place if funding source identified. • Risk-based PWS sampling programme delivered.
 ES/2.5	To ensure land is safe and fit for the purpose for its current or future intended use.	April 2016	<ul style="list-style-type: none"> • Council's contaminated land strategy to be reviewed, updated and delivered. -Review of the current strategy is underway and options for the future approach is under consideration, subject to funding.
 ES/2.6	To offer Primary Authority partnerships to businesses wishing to take advantage of the national scheme.	April 2016	<ul style="list-style-type: none"> • DJ Squires Primary Authority Partnership established and working well • One further Primary Authority Partnership is in the process of being established and offers are being made to other businesses.
 ES/3.1	Work with Veolia to improve the current street cleaning schedules and continue to deliver improved performance relating to street cleaning.	May 2015	<ul style="list-style-type: none"> • Inspection pass rate improved with each quarter. • Amendments made and new roads added in May 15. • Preparation for 2015 leafing schedule currently in progress with Veolia and priority roads identified.
 ES/3.2	Introduce mobile working solution for Contract Monitoring Officers (CMO)	September 2015	<ul style="list-style-type: none"> • Civica 'briefcase' software being developed for CMO use on tablets. Delay in commencement owing to IT optimisation. • A smart phone version of the Civica database available from autumn may offer a better and more cost effective solution. Further information and costs are being obtained by IT. • Tablet provided to Parking Technical Assistant for use on site.




Desired outcome / Objective		Improve the cleanliness of the borough by delivering the agreed recommendations of the 2012 Street Cleaning Review	
Ref	Action(s)	Timescales / Deadlines	Progress to date
ES/4.1 	<p>Implement agreed actions from the Waverley Recycling Improvement Plan 2014; including:</p> <ul style="list-style-type: none"> • Greater publicity, information and awareness-raising. • Replacement of larger black bins with small black bins as needed. • Effective management of closed lid/ side-waste policy • Promotion of sale of food waste caddy liners. • Promotion to reduce contamination in recycling bins. • Targeted work to improve recycling performance at communal developments. • Work with Surrey County Council & Surrey Waste Partnership to lobby government regarding street arising's & leaves 	March 2016	<ul style="list-style-type: none"> • Application of Why Recycle advice stickers due to be completed by 8th November. • Phased introduction of contamination bin hangers commenced. • Why Recycle campaign advertised on website, in current Making Waves, on email auto-return and telephone hold message (including contamination hanger advice). • Tweets and Facebook messages undertaken promoting recycling and food caddy liners. • Closed lid and no side waste policy in place. • Smaller 140L black bins offered for free when replacing 240L black bins to assist residual waste reduction/ recycling rate improvement. • Posters designed for communal bin stores to promote recycling and advise on contamination policy. Due to be placed from end October beginning with priority developments (list established). Managing agents of priority developments to be targeted directly. • Food waste caddy liners on sale in town council, libraries and Waverley reception. Additional promotion to be undertaken.
ES/4.2 	Maximise potential of new garden waste scheme and promote the scheme to encourage new subscribers.	August 2015	Subscription still increasing.
ES/4.3 	Secure the best available price for all recycling materials.	April/ May 2015	There is ongoing liaison with the Surrey Waste Partnership to secure the best value during a period of low market prices.
Desired outcome / Objective		Further build on efficiencies achieved to date, using new technologies to create a modern and cost-effective and customer-friendly parking service	
Ref	Action(s)	Timescales / Deadlines	Progress to date
ES/5.1 	Maximise use of Pay by Phone facilities in Waverley.	December 2015	<ul style="list-style-type: none"> • Use of service increasing (currently 10% of income). • Service advertised on all cash machines and website.




	ES/5.2	Ensure Cale Web Office (new car park machines information system) is fully integrated, and benefits maximised.	May 2015	<ul style="list-style-type: none"> • Cale Web Office 2 installed. • Use by NSL to be put in place in terms of access to machine alerts and entry of reconciliation data.
	ES/5.3	Car washing - introduction of car washing services in two of Waverley's car parks.	December 2015	<ul style="list-style-type: none"> • Trial in Central car park currently in place with high usage.
	ES/5.4	Review and update Car Parks Review 2011.	July 2015	<ul style="list-style-type: none"> • Parking Order alterations currently being advertised for change of operating times.
	ES/5.5	Implement the projects identified in year 1 of the new Waverley Borough Council 10-year Car Parks Asset Management Plan	March 2016	<ul style="list-style-type: none"> • Majority of scheduled tasks in 10 year plan for this year complete or in progress. • Stilwell Partnership undertaking feasibility study for options for resurfacing of High St Haslemere incorporating initial existing borehole samples. Resolving drainage issues may provide mid-term solution as opposed to full resurface. Options to be received October 2015. • Cost options for works to be provided with tenders by Stilwell Partnership.
Desired outcome / Objective		Deliver key objectives in Emergency Planning, Business Continuity and Corporate Health and Safety; building on Waverley's safe working culture and strengthening response and recovery measures to incidents & emergencies		
Ref	Action(s)	Timescales / Deadlines	Progress to date	
	ES/6.1	Implement Emergency preparedness actions in line with Corporate Vision and Civil Contingencies Act 2004, including; <ul style="list-style-type: none"> • Development of specific emergency response plans to cover known natural hazards and threats • Delivery of training and exercise programme to develop emergency roles of responsible officers • Development of Community Resilience Programme to enhance community 	August 2015	<ul style="list-style-type: none"> • Specific emergency response plans were updated in Nov/Dec 2014 in relation to Severe Weather - additional corporate review of Multi-Agency Flood Plan was due in Sept 2015 • Initial training plan developed for strategic level officers only • Community Resilience Programme being developed with Surrey County Council and in joint partnership working with Guildford Borough Council • Winter Resilience campaign sent out in Making Waves in Nov 2014 – no specific Waverley campaign has been developed beyond this date • Emergency store replenished and additional incident liaison officers have been trained





	<p>preparedness</p> <ul style="list-style-type: none"> • Greater publicity, information and awareness-raising. • Replenishment of Emergency Store and identification and training of key officer resources to allow a strengthened response to emergencies. 		
ES/6.2 	<p>Implement an agreed Business Continuity (BC) Management system, including;</p> <ul style="list-style-type: none"> • Development of a Corporate BC Plan • Production, adoption and testing of individual BC Service Plans • Development of annual BC exercises to continuously improve and test BC response and recovery. 	October 2015	<ul style="list-style-type: none"> • Development of a corporate Business Continuity Plan is still in progress • Production of BC service plans has been done • BC Exercise planned before year end.
ES/6.3 	<p>Develop a strong Corporate Health and Safety Policy and Safety culture in line with Corporate Vision and HSE Guidance 65</p>	May 2015	<ul style="list-style-type: none"> • New Health and Safety Policy has been developed and signed off by full Council • Health and Safety roll out and cultural gains to be determined following implementation of Policy in 2015-2016



Service:		Head of Service:	Kelvin Mills
Community Services		Director:	Damian Roberts
		Portfolio Holder(s):	Cllr Simon Thornton – Leisure, Parks & Countryside Cllr Carole King – Youth & Young People Cllr Stefan Reynolds – Economic Development Cllr Julia Potts – Waverley Training Services, Major Projects, Culture Cllr Kevin Deanus – Community Safety, Health & Wellbeing
Desired outcome / Objective		To manage Waverley’s cultural offering effectively, be that in our own facilities or working with partners, to deliver value for money and high quality services for residents of the Borough.	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/1	Plan effectively for culture and the arts through the Planning system by refreshing the Cultural Strategy	Scope strategy April 2015	<ul style="list-style-type: none"> • Tender advertised • Interviews held and Consultant appointed in July

	to establish the need for new or improved cultural facilities and services over the next 10 to 20 years.	Write and tender brief June 2015 Commission Cultural Strategy September 2015 Strategy produced April 2016	<ul style="list-style-type: none"> Strategy on course to be completed and formally adopted in April 2016.
CS/2 	Improve the operational effectiveness of the Memorial Hall in conjunction with the project plan to re-locate the Gostrey Day Centre.	June 2015	See CS/14 Project Working Group established and a workshop event has delivered consensus around governance and management Consultation meetings have been held with regular hirers to facilitate temporary re-location arrangements and income and expenditure projections for the new facility have been drawn up.
CS/3 	Establish 3-year SLAs with Farnham Maltings, Cranleigh Arts Centre and Godalming Museum to ensure cultural organisations in the Borough are delivering agreed social outcomes.	April 2015	2015 – 18 SLA agreed with Farnham Maltings incorporating £10,000 reduction in Museum Contract 2015 – 18 SLA agreed with Cranleigh Arts Centre
Desired outcome / Objective		Leisure management contract to ensure value for money and high quality services	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/4 	Maximise profit share from the contract.	July 2015	Ongoing, but £51,643 to date
	Implement improved management fee at Haslemere Leisure Centre following the completion of the refurbishment programme.	April 2015	New management fee implemented
	Improved energy savings and income from the new Combined Heat Power unit (CHP) and Photo	August 2015	There has been a delay in the installation of the Combined Heat and Power unit and subsequently savings will also be delayed.




	Voltaic (PV) at Haslemere Leisure Centre.		Energy savings and FIT contributions are being received for the Photo Voltaics.
Desired outcome / Objective		Health and Well-being – re-align the focus of the leisure service on key preventative health objectives	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/5 	<ul style="list-style-type: none"> Prepare a plan to action issues identified and positively effect health agenda. Maximise outreach service across the Borough. Maximise external funding opportunities. 	May 2015 Feb 2016 April 2016	<ul style="list-style-type: none"> Action Plan has been written and is being implemented. Health Checks and Adult Weight Management are being offered across the Borough, in addition to existing health services. Funding obtained in partnership with Places for People for cancer rehabilitation and Adult Weight Management programme.
Desired outcome / Objective		Ensuring contract compliance and value for money	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/6 	Carry out grounds maintenance contract performance monitoring, using client assessments, public survey and professional audit. Monitoring of contractors adherence to contract management system and own implementation plan.	Ongoing month by month and then overall yearly average, March 2015/2016	Completed but an ongoing piece of work.
Desired outcome / Objective		Improving standards for Surrey County Council highway and re-negotiating a new agency agreement	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/7 	<ul style="list-style-type: none"> Continue to review Surrey County Council (SCC) highways data to ensure accuracy. Re-negotiate new agency agreement with SCC highways as current agreement finishes March 2016. Continue to work with Town & Parish Councils and ward members over identifying contract specification in respective areas. 	March 2015	<ul style="list-style-type: none"> Data has been reviewed and is constantly updated when required Contact made with SCC, however no further progress at the current time. Continual contact as and when required.







Desired outcome / Objective		Continued management of Councils Tree Stock	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/8 	<ul style="list-style-type: none"> Regular tree inspections. Identified works completed. Review of Tree Risk management inspection frequency to ensure continued efficiency and safety. Explore woodland grant opportunities and wood fuel. 	Ongoing	<ul style="list-style-type: none"> Tree inspections occur regularly and are on-going. Works orders raised, but potential amount of work required to Waverley owned trees exceeds budgetary provision. Tree Risk Management will be reviewed by March 2016 The Woodland grants opportunities were explored and £9k of funding from Forestry Commission has been granted to help write management plans for WBC woodlands
Desired outcome / Objective		Delivering biodiversity responsibilities for key sites	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/9 	Deliver Higher Level Stewardship (HLS) work programme for Mare Hill, Frensham, Farnham Park, Lammas Lands, Weybourne Nature Reserve, Blackheath.	March 2016	Projects are being delivered in line with Stewardship Grants.
Desired outcome / Objective		Supporting Voluntary Organisations in Waverley	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/10 	<p>Evaluate the Pilot Waverley Commissioning Fund for 2015/16. Report to the Executive on the process and future direction.</p> <p>Explore opportunities with the voluntary, faith, partner and commercial organisations to maximise funding resources, bid and deliver services for older people.</p> <p>Work with voluntary and faith organisations to support them to become resilient to change and become less reliant on grant funding.</p>	<p>March 2016</p> <p>October 2015.</p> <p>Throughout 2015/16</p>	<ul style="list-style-type: none"> First year successful report taken through Overview & Scrutiny and Executive. Extended for another year to allow more detailed review of SCC committed funding. Grant scheme for 2016/17 opening October 2015 Extended SLA programme to include more organisations Regular dialogue held with voluntary and faith organisations including encouraging them to align objectives with the Council and wider stakeholders.








Desired outcome / Objective		Develop and implement health and wellbeing activity/services to improve the lives of vulnerable adults across Waverley	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/11 	In conjunction with Surrey County Council's Adult Commissioning Manager deliver, monitor and evaluate the Personalisation, Prevention and Partnership (PPP) Fund Activity List and other identified projects. Identify and deliver projects and services that improve the lives of older people with the early signs of memory loss and other related conditions. Develop a Health and Well-being Plan.	Potential 5 year funding 2012 – 17. July 2015	Projects are being delivered with identified project leads. Performance indicators are being completed for SCC which demonstrates success of the scheme. See Ageing Well Strategy Draft Strategy completed work ongoing to produce a SMART Action Plan
Desired outcome / Objective		Implement Waverley's Ageing Well Strategy	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/12 	Implement Waverley's Ageing Well Strategy's Action Plan.	Throughout 2015 / 16	Ageing Well Strategy adopted October 2015.
CS/13 	Review of Meals and Wheels Service.	Sept 2015	Consultations have begun. Findings of Review to be completed with recommendations by November 2015.
Desired outcome / Objective		Delivery of new Community Centre on the Memorial Hall site	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/14 	Delivery of new Community Centre on the Memorial Hall site - to include day centre service currently delivered from Brightwells Gostrey Centre.	Stakeholder engagement September 2014 to end November 2014 Committee approval to appoint contractors	<ul style="list-style-type: none"> Stakeholder engagement is ongoing with regular update meetings taking place with nominated Gostrey Trustees and representatives for Farnham Town Football Club. Planning application submitted June 2015 Planning permission granted August 2015 Committee approval given to appoint consultant team. Tender process completed October 2015.








		2015	<ul style="list-style-type: none"> Team appointed October 2015
Desired outcome / Objective		To continue to evolve the Careline service, focusing on delivering value for money and continuous improvement for the benefit of our customers	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/15 	<p>To develop a sustainable Careline and Telecare service for the future, independent of external funding.</p> <p>Manage the external Service Level Agreement (SLA) between the Careline services and Chichester District Council, Surrey County Council and successfully negotiate new SLA and charges.</p> <p>Write Marketing plan to underpin service growth and inform Business Plan</p>	<p>March 2016</p> <p>April 2016</p>	<ul style="list-style-type: none"> The growth of client numbers and maximisation of the Careline / Telecare is ongoing and measured by targets quarterly. Ongoing Business Plan completed March 2016. Marketing Plan started with a view to launching January 2016.
Desired outcome / Objective		Waverley Training Services - Improve service provision to deliver effective courses and apprenticeships to support people in, and help people into, employment	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/16 	<p>Engaging a consultant to work with Waverley Training Services to achieve Grade 2 (Good) at the next inspection.</p> <p>Refurbishment of the Pump House and surrounding land and an additional classroom to deal with increased learners.</p>	<ul style="list-style-type: none"> Specification to be developed April 2015 Tender for works June 2015 Appoint Consultant July 2015 Complete work March 2016 To be completed by 31.08.2015 ready for September intake 	<ul style="list-style-type: none"> Specification created May 2015 Works were tendered in July / August 2015 Consultant appointed September 2015 Quality review commencing October 2015. External area cleared to enable additional classroom to be added. Currently reviewing the proposed design and layout before obtaining costs for additional classroom.









CORPORATE OVERVIEW & SCRUTINY COMMITTEE - Six Month Progress Report on 2015/16 Service Plans







RAG Legend	
On target or achieved	
Missed initial target but now on track	
Not on target	




Service:		Head of Service:	Robin Pellow
Monitoring and Returning Officer Service		Director:	Paul Wenham
		Portfolio Holder(s):	Cllr Robert Knowles Cllr Julia Potts
Desired outcome / Objective		Maintaining high standards of governance and ethical standards	
Ref	Action(s)	Timescales/ Deadlines	Progress to Date
CG/1 	Continue to promote ethical standards with Waverley staff and councillors and Town and Parish councillors.	May 15	Continuing- Induction process for new Councillors held over Summer
CG/2 	Ensure all Councillors briefed on ethical standards before taking any decisions after Waverley Borough Council elections.	May 15	Completed
CG/3 	Finish Individual Elector Registration process.	Sep. 15	Canvass well under way with high response rate. Government financial support continued in this financial year.
CG/4 	Administer successful combined triple or quadruple combined elections.	May 15	Very complex triple combined elections held in May- almost 400 candidates. Not envisaged that any more financial resources needed.
Desired outcome / Objective		Effective Internal Audit service and good relationship with external Auditors	
CG/5 	Continue to monitor external contractor performance and quality.	Continuing	Very detailed monitoring continues, with regular reports to Audit Committee.
CG/6 	Review anti fraud resources within Council once universal credit introduced.	May 15	Corporate anti-fraud risk assessment report currently being developed.

Service:		Head of Service:	David Allum
Customer, IT and Office Services		Director:	Graeme Clarke
		Portfolio Holder(s):	CLlr Tom Martin – IT, Property and Customer Services CLlr Simon Thornton- Sustainability
Desired outcome / Objective		Provide valuation and estates support for Housing in the procurement and development of new housing units.	
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/01 	Complete Valuation Requests.	Variable	Ongoing
C&O/02 	Provide estates advice on new and existing land.	Variable	
C&O/03 	Provide advice on potential developments including completing appraisals.	Variable	
C&O/04 	Undertake search and provide advice for new housing opportunities and acquisitions.	Variable upon request.	Ongoing. Team Manager routinely attends Housing Delivery Board.
Desired outcome / Objective		Provide strategic advice on land acquisitions, disposals and developments.	
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/05 	Prepare Delegation Scheme for purchase of assets	31 March 2015	Ongoing
C&O/06 	Provide advice on proposed land acquisitions	Ongoing	Ongoing
C&O/07 	Provide advice on proposed property disposals	Ongoing	Ongoing






C&O/08 	Provide advice on existing and potential development opportunities including completing associated appraisals / valuations.	Ongoing	Ongoing
Desired outcome / Objective		Review telephone call handling arrangements	
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/09 	Ensure that Waverley's corporate phone system provides management information and statistics to support service managers improve their services.		The corporate phone system does provide management information but needs to be used as a routine measure of performance and as a means to drive improvement. A related target will appear again in the 2016/2017 Service Plan and the internal telephone structure is also under active consideration from the customer services perspective.
C&O/10 	Carry out internal monitoring of telephone call handling arrangements by services.		This is being done as part of the Customer Services Project.
Desired outcome / Objective		Review and implement robust health and safety practices and procedures for corporate properties	
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/11 	To compile a database of all maintenance contracts and to centralise the information on SharePoint.	March – August 2015	Underway. To be completed by the end of December.
C&O/12 	To set up a database of all Health and Safety files on SharePoint.	March – August 2015	Underway. To be completed by the end of December.
Desired outcome / Objective		Review and provide an Engineering Service to an agreed service level	
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/13 	To compile a database of Waverley's drainage assets and complete survey of their condition.	June 2015	Underway. To be completed by the end of March.
C&O/14 	To compile a drawing register of all Waverley's engineering drawings and to have them scanned.	May 2015	Underway. No completion date as yet.

 C&O/15	Update website with drainage/flood information and responsibilities.	June 2015	Website to be updated in November 2015.
 C&O/16	Develop an awareness training programme for councillors of the drainage responsibilities of the Council and the level of service that Waverley provides.	June/July 2015	Briefing planned for January 2016 O&S Committees.
Desired outcome / Objective		Complete a review of IT data communications arrangements to deliver value for money	
Ref	Action(s)	Timescales / Deadlines	Progress to date
 C&O/17	Carry out review of IT data communications services and costs.	September – October 2015	This year's work programme is on course to be achieved and capital bids have been submitted for future investment needs.
 C&O/18	To bring forward proposals for the rationalisation of IT communications including consideration of Unicorn service offering and Surrey Data Centre.	November 2015	Unicorn is used for Public Sector Network purposes but has not proved to be competitive outside of that data. The Surrey Data Centre offering is not compelling at present although we will be looking at the Guildford Business Case.
Desired outcome / Objective		To deliver value for money mobile working initiatives	
Ref	Action(s)	Timescales / Deadlines	Progress to date
 C&O/19	Establish a plan for introducing further mobile working solutions in particular integration with line of business systems.	April – June 2015	Some mobile solutions have been delivered this year others are ongoing and will be completed by the end of the year. We expect to do more again in 2016/2017.
 C&O/20	Report to Foresight Board with recommendations for implementation.	July 2015	Complete.
 C&O/21	Implement proposal(s) for using tablets for visiting officers to make better use of electronic information and to reduce the wasted time coming back into the office.	From September 2015	As per the mobile solution comment above.
 C&O/22	Prepare programme for future projects.	January 2016	A capital bid for future investment has been prepared for consideration.






Desired outcome / Objective		To review office cleaning arrangements to provide a clean and tidy working environment for staff, councillors and building users	
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/23 	Review alternative office cleaning methods and programmes.	August – November 2015	We are seeking to expand the current service by adding additional sites as we believe this to be cost effective. A report/business case is expected to be completed by November.
C&O/24 	Obtain alternative costs from cleaning contractors to compare against an in-house service for the proposed cleaning service.	Dec 2015	As per comment above. We will be making bids for two contracts currently with private sector organisations.
C&O/25 	Prepare a report with the outcome and recommendations of the review of alternative office cleaning methods and programmes.	Dec 2015	As per comments above.
Desired outcome / Objective		To carry out a review of the business case for scanning all incoming post	
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/26 	To undertake a feasibility study into the costs and service benefits of scanning all incoming mail. Actions will include: visits to sites where incoming post is scanned, estimated costs of system software and training and analysis of service and or cost benefits.	By end of August 2015	A Document Management project is underway. Recommendations to be forthcoming early in 2016. A separate but related capital bid has been made for the Employee Services business need.
C&O/27 	Prepare report on outcome of feasibility study.	September 2015	As per comment above.
Desired outcome / Objective		Review catering services	
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/28 	Review catering services at the offices and alternative methods of service provision.	Nov 2015	Review is underway.






C&O/29 	Report on the sustainability of catering services at the offices.	Dec 2015	As per comment above.
Desired outcome / Objective Setting and delivery of new carbon management commitments			
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/30 	Develop and implement a new Carbon Management Plan inclusive of new targets. This will include a recalculated baseline and targeting efficiency in new buildings.	Plan adopted by August 2015	Energy Efficiency Plan adopted by Council 7 th July 2015 to replace the Carbon Management Plan.
C&O/31 	Involvement in projects to maximise opportunities to deliver affordable housing with high environmental performance and minimise fuel poverty. Review the Code for Sustainable Homes as a housing standard for Council housing into the future.	Ongoing	Sustainability Officer works closely with affordable housing delivery to ensure high environmental performance. A review has been done and a Code for Sustainable Homes has now been discontinued due to government changes.





Service:		Head of Service:	Robin Taylor
Policy & Governance		Director:	Paul Wenham
		Portfolio Holders / Committee Chair:	Cllr Robert Knowles - Policy & Governance Cllr Stefan Reynolds - Member Support and Communications Cllr Simon Inchbald - Licensing
		Desired outcome / Objective Democratic Services - Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors.	
Ref	Action(s)	Timescales / Deadlines	Progress to date

PG/1 	Fully implement and embed Modern.Gov, the Council's new Electronic Agenda Management System.	By 31 March 2016.	Complete. The system is fully implemented and being used in respect of all public meetings.
PG/2 	Deliver high quality committee reports, minutes and agendas.	Ongoing.	Ongoing. The Democratic Services team have introduced a number of new processes to improve the quality of papers including a pre-despatch checklist and designated officer proof-read. This remains a top priority for the team. All identified errors in agenda papers are now routinely logged, allowing trends in performance to be tracked and any issues to be tackled.
PG/3 	Manage the pre and post election programme, ensuring a smooth transition and effective induction process for new Councillors as well as ongoing training.	Main Councillor induction programme delivered in May 2015. Ongoing training programme throughout 2015-16.	On target. Pre-election events (e.g. prospective members evening) delivered. 19 member induction events planned and delivered. This accounts for 90% of the scheduled programme. Attendance at member induction events has been high and feedback very positive. Now moving into ongoing programme of member events. Officers have also provided additional 1-1 and small group elected member training and information sessions on request.
Desired outcome / Objective		<u>Licensing</u> - Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley so that the objectives of the Licensing Act 2003 are upheld.	
PG/4 	Continue to deliver the Council's new planned Licensing compliance inspection programme.	Ongoing.	On target. Compliance visits have been taken place and the team is on track to meet the target of 240 during the year.
PG/5 	Complete Licensing back office process and systems review.	By 31 March 2016.	Complete. The review is complete resulting in a number of recommendations which are being taken forward as a separate project.
PG/6	Make changes to improve performance and	By 31	On target.











	customer focus in the Council's licensing of Hackney Carriages and Private Hire Vehicles.	March 2016.	New Taxi Driver newsletter launched and venue of taxi liaison panel changed (CR1 rather than Council Chamber) to promote constructive dialogue. Driver penalty points system researched and proposals developed. Subject to consultation, the new approach will be adopted as part of the revised Taxi and Private Hire Licensing Policy.
Desired outcome / Objective		<u>Legal Services and Land Charges</u> - 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	
PG/7 	Ensure high quality internal and external legal advice is provided to Council staff and elected members to support the delivery of corporate objectives.	Ongoing.	Ongoing. High quality advice provided with internal customer survey demonstrating high levels of satisfaction amongst internal customers.
PG/8 	Analyse and plan for the potential outcomes of the Government's Land Charges review.	By 31 March 2016.	On target. Initial officer research and analysis work complete. Discussions have taken place with the Land Registry about the government's proposals. Work now underway preparing the action plan which can be employed as and when the government completes and implements its review.
PG/9 	Maintain key land charges turnaround times.	Ongoing.	On target. Performance has continued to be significantly better than target of 10 working days. Average turnaround time is currently between 2 and 3 days.
PG/10 	Provide a timely and effective response to Freedom of Information requests and ensure good progress is made against the information risk management agenda.	Ongoing.	On target. 97% of FOI requests turned around in less than 20 days (statutory target). Average turnaround time is currently 11.1 days. Information Security Risk Group established and overseeing the Council's risk management agenda.
Desired outcome / Objective		<u>Corporate Policy</u> - Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture	
PG/11 	Project-manage the development and publication of the Corporate Plan 2015-18.	October 2015.	On target.











			All project plan activities delivered on time.
PG/12 	Implement a management framework at Waverley to ensure consistency and excellence across the Council.	Ongoing.	Complete and ongoing . The management framework (titled 'delivering excellence together') has been developed and publicised. The framework was launched as a part of the new staff Intranet (known as 'backstage') and all members of the Waverley Managers Group have been briefed on it.
PG/13 	Manage the Council's participation in the National Graduate Development Programme (NGDP) and its Apprenticeship Programme.	Apprenticeship intake – annually by calendar year end. Graduate intake – September annually.	Apprenticeships – on target, 4 apprentices recruited autumn 2015. NGDP – Fully participated in NGDP however, recruitment unsuccessful. The Council is currently looking at other options for this year.
PG/14 	Manage the Council's Citizens Panel and use the opinion data arising from it to support decision-making.	Ongoing.	On target. The project to refresh the citizen panel membership to ensure it remains demographically representative is now complete and members of the new citizens panel will receive their first survey in November.
PG/15 	Provide accurate, timely and useful performance information to enable Councillors and others to scrutinise Council performance and make informed decisions.	Ongoing	On target. The structure and content of quarterly performance reports received by the O&S committees and the Council's Executive have been overhauled. Feedback from members on the new format has been very positive.
Desired outcome / Objective		Communications & PR - Ensure that information about our services reaches the right people at the right time in the most accurate, efficient and cost-effective way.	
PG/16 	Oversee the development of a structured and planned approach to communications.	Ongoing	Complete. Corporate messages and activities are planned in advance in consultation with senior managers and elected members.




PG/17 	Increase and enhance signage and branding at Key Waverley sites to provide useful information to Waverley's customers and promote civic pride in the Borough.	By 31 March 2016.	On target. New signs designed, manufactured and installed at 23 playground sites and 8 further priority community sites.
PG/18 	Create and deliver an internal communications strategy to ensure staff are informed and engaged.	By 31 March 2016.	On target A number of initiatives have been implemented to ensure staff are informed and engaged, including: a revised staff electronic newsletter (titled 'cascade') and staff 'celebrating success' boards at The Burys. The Communications and PR team have also supported key staff engagement meetings including the Executive Director's staff briefings and the Waverley Managers Group. Work is now underway to develop an overall strategy.
PG/19 	Develop and publish 'Making Waves', the Council's magazine, ensuring that it is interesting, informative and cost effective.	3 editions per year.	On target. The design and content of Making Waves has been reviewed and improved in line with customer feedback. The newly titled 'your Waverley' is being distributed in November.
PG/20 	Continue to make the best use of online and social media channels to provide Waverley residents with news and information.	By 31 March 2016.	Complete and ongoing. The Council's web site has been redesigned and re-launched to ensure it is more focused on customer needs and is easy to view across all types of devices. The Council continues to make use of a number of social media channels (Facebook, Twitter and LinkedIn) to keep Waverley's residents and customers up to date and informed.






Service:		Head of Service:	Hugh Wagstaff/Jane Abraham
Housing		Director:	Damian Roberts
		Portfolio Holder(s):	Cllr Carole King
Objective		Delivering excellent customer service	
Ref	Action	Timescales / Deadlines	Progress to date


H/1.1 	Implement the outcomes of the customer service training to contribute to a stronger performance and customer service culture.	July 2015	Completed – Action Plan implemented.
H/1.2 	Deliver improved customer service standards for housing.	October 2015	Completed – Feedback to Housing Improvement Sub Committee March 2015. Reiterated standards at ‘All in Housing Briefings’ and embedded in appraisal process.
H/1.3 	Use smarter techniques to deliver excellent customer service through a reduction in repeat transactions.	October 2015	Progressing – Researched Orchard/ Agresso interface currently in development. Process Improvement Programme reduced repeat transactions e.g. responsive repairs interface, cyclical works interface, ASB process and right to buy process.
H/1.4 	Improve the efficiency of handling complaints.	April 2015 – March 2016	Completed - Focus on level one complaints at ‘All in Housing Briefings’ with top tips for replying for consistency across service. All managers receive weekly open case reports. Recruited Officer to investigate and resolve level two cases.
H/1.5 	Increase self-service opportunities including enabling tenants to access their rent accounts at any time.	March 2016	<u>Deferred until 2016/17</u> - Project deferred as requires additional IT capacity to deliver project. Included in Star Chamber proposal.
H/1.6 	Increase online service delivery options, such as online Housing Register applications, planned maintenance programme.	March 2016	Progressing - Pre application process online for Housing Needs Register applicants. Orchard self service project to start December 2015
H/1.7 	Provide tenants with a single contact number for their enquiries.	March 2016	Completed - Proposal review completed no recommendation to progress, information will be used to inform next steps.
H/1.8 	Increase mobile working to enable services to be delivered to tenants in their own homes.	March 2016	Progressing - Citrix available to all to work off site. Family Support Team adopted mobile working with use of devices for case management. Keystone mobile technology used for stock condition surveys.
H/1.9 	Extend customer feedback methods.	December 2015	Progressing - Increased use of telephone surveys to verify service deliver/customer satisfaction e.g. Disabled Facilities Grant. Tenants Panel created twitter, Facebook and website pages to collect feedback. Property Services and Mears appointed Voluntas to carry out independent telephone surveys for responsive repairs.










Objective		Investing in high performing staff	
H/2.1 	Ensure staff have clear objectives, monthly 121s with their managers and an annual Performance Review meeting.	May 2015	Completed – All housing team had summer/autumn 2015 annual performance review. Clear objectives monitored at 121s.
H/2.2 	Maximise opportunities for staff to develop their skills through a variety of learning opportunities, including professional housing qualifications.	March 2016	Progressing – Range of learning and development opportunities utilised including work shadowing, mentoring, legal training, and partnership training and networking. All housing team had learning and development needs reviewed at annual performance review and needs identified.
H/2.3 	Introduce ‘super users’ for key IT business systems to take a lead on specific functions, by recognising expertise and offering staff development.	June 2015	Progressing – Four super users in place. Further users to be identified and supported.
H/2.4 	Embed the revised staff structure and continuously ensure staff understand and take ownership of the responsibilities for their role.	April 2015 – March 2016	Progressing – The “take ownership” value is reiterated at 121s and at the All in Housing briefings to embed and ingrain the values of the organisation.
H/2.5 	Ensure clear, effective and relevant processes and procedures are in place to enable staff to deliver a consistent service.	April 2015 – March 2016	Progressing – Process Improvement Programme reviewed 37 end to end processes including 22 sub processes and designed 17 new processes. 66 training manuals and 30 quick reference guides available to team to implement processes.
Objective		Delivering new affordable homes	
H/3.1 	Invest in new Council house-building programme.	March 2016	Progressing – Six new homes delivered, 6 buy backs and on target to meet annual target.
H/3.2 	Deliver Ockford Ridge regeneration project.	March 2016	Progressing – Full time Project Management Officer in post. Continued community engagement / consultation and builders on site to develop show homes.
H/3.3 	Explore opportunities to maximise the delivery of affordable housing through joint initiatives, such as facilitated land acquisition and by working with local housing associations.	March 2016	Progressing – Became Homes and Community Agency (HCA) approved partner and received £600k grant. Working with Thames Valley Housing Association to facilitate local authority land purchase.








H/3.4	Explore broader rent regime for new housing delivery.	March 2016	Progressing – Project work commenced.
Objective		Investing in existing homes and delivering an effective housing service	
H/4.1 	Continue to monitor health and safety issues.	Ongoing September 2015	Progressing – Monthly monitoring reports with traffic light rating and progress reports to Housing Improvement Sub Committee. Risks lowered due to additional mitigation.
H/4.2 	Complete asset management strategy.	June 2015	Completed – Adopted by Council October 2015
H/4.3 	Publish planned maintenance programme and keep tenants informed about when works will be carried out on their properties.	Ongoing April 2015	Progressing – All tenants on planned works programme written to at start of financial year.
H/4.4 	Develop long term strategy for responsive repairs contract.	November 2015	Progressing – Preliminary work commenced.
H/4.5 	Invest in stock improvement programme	March 2016	Progressing – Stock improvement work agreed for Ockford Ridge and identified review pre 1945 homes.
H/4.6 	Explore how best to extend the reach of housing services.	December 2015	Progressing – Floating Support and EasyMove schemes.
H/4.7 	Review leasehold management	March 2016	Progressing – Key processes included in Process Improvement Programme (Right to Buy and Service Charge processes – additional support capacity identified)
Objective		Empowering tenants and residents	
H/5.1 	Implement outcomes of the review of support services to vulnerable adults.	September 2015	Progressing – Review received September 2015
H/5.2 	Respond proactively to issues arising from welfare reform that affect tenants and residents.	March 2016	Progressing – Welfare Benefit Officer and Service Improvement Team monitoring horizon. Slow implementation of proposals.
H/5.3 	Maximise opportunities for collaborative working to extend services to older people, through links with the wellbeing agenda.	March 2016	Progressing – Floating Support and EasyMove officers working with Adult Social Services, attending events and networking.


 H/5.4	Manage tenancies effectively, by clarifying tenants' rights and responsibilities and ensuring compliance with tenancy conditions.	April 2015 - March 2016	Progressing – Tenancy visit programme established, introductory tenancy monitoring and review processes developed and implemented.
 H/5.5	Increase our understanding of our tenants and residents aspirations and needs.	September 2015	Completed – STAR survey completed. Working with Tenants Panel and tenant Scrutiny Group Regular review of complaints of lessons learnt.
Objective		Improving service delivery	
 H/6.1	Embed service improvements through implementation of new processes.	July 2015	Completed – Process Improvement Programme delivered.
 H/6.2	Ensure that the IT system effectively supports the delivery of services and enables efficient record keeping.	March 2016	Progressing – To launch Dashboard early 2016.
 H/6.3	Demonstrate excellence through benchmarking against other social housing providers.	March 2016	Progressing – Annual review report expected December 2015.
 H/6.4	Carry out tenancy audits across the Council's housing stock.	March 2016	Progressing - Tenancy visit programme established.
 H/6.5	Use tenant profiling information to inform service improvements and future development.	March 2016	Progressing – Pre 1945 homes review outcome of STAR survey. Developing new tenant involvement opportunities and training programme for younger tenants.
 H/6.6	Involve tenants in improving services and developing new homes.	March 2016	Progressing – Tenant Scrutiny Group report recommendations agreed. Consultation events for all proposed housing developments.
 H/6.7	Strengthen contract management practice.	April 2015 – March 2016	Progressing – Monthly contract meetings with clear agenda items for performance, H&S and safeguarding.
 H/6.8	Respond to changes in external funding that effect existing services.	March 2016	Progressing – Building relationships with Better Care fund.
 H/6.9	Review Housing Key Performance Indicators (KPIs)	October 2015	Completed – Reviewed agreed nine indicators to be reported to Committee. New format presented and welcomed September 2015

Objective		Delivering value for money	
 H/7.1	Deliver the Housing Revenue Account (HRA) Business Plan.	Ongoing March 2016	Progressing – Delivered homes, planned works and rent collection.
 H/7.2	Maintain high collection rates.	Ongoing March 2016	Progressing – 49.75% of annual rent collected as at 30 September 2015. (total £15.4m)
 H/7.3	Identify efficiencies to deliver savings across the service.	Ongoing March 2016	Progressing - Increase collection of homelessness prevention deposits.
 H/7.4	Explore external funding opportunities to reduce risk of reductions in current government grants.	Ongoing March 2016	Progressing – Successful HCA Grant and Ewart Bequest funds.
 H/7.5	Review how small contracts are procured.	December 2015	Completed – New Contract Procedure Rules promoted and adopted for small contracts.


Service:		Head of Service:	Peter Vickers
Financial Services		Director:	Graeme Clark
		Portfolio Holder(s):	CIlr Wyatt Ramsdale
Desired outcome / Objective		Support the delivery of Waverley's corporate objectives with highly effective financial management	
Ref	Action(s)	Timescale s / Deadlines	Progress to date
 F/01	Ensure that the Medium Term Financial Strategy (MTFS) presents a sustainable and robust plan for Waverley's financial resources, anticipating the impact of future financial pressures and recognising the desire to deliver corporate plan priorities and improve services in accordance with customers' needs. Mid-year review to Members	30 Sept 2015	Completed



F/02 	Ensure that funding mechanism is understood and the impact on Waverley calculated and embedded in the Financial Strategy projections	On going	Completed
F/03 	Improve the robustness and timeliness of budget monitoring arrangements to ensure Waverley can respond effectively to unexpected issues.	Ongoing	In progress: report going to every Executive meeting, recognised improvement in quality and content, work still progressing.
F/04 	Support the delivery of the Housing Revenue Account (HRA) Business plan through effective financial and treasury management and robust monitoring and reporting	Ongoing	Completed: Senior Accountant and Accounts Assistant in place and a significant amount of the Financial Services Manager's capacity. Agreed a reporting process with Head of Housing, regular monthly budget monitoring meetings, support project is in place and minuted.
F/05 	Building capacity within the Finance team to enable the team to focus on key priorities.	Ongoing	In progress, significant change in roles already achieved, more change to come in next 4 months to maximise team capacity.
F/06 	Introduce new ways of working to utilise technology to increase team capacities	Ongoing	In progress: Agresso upgrade project planning is under way. Standardisation of working papers project started.
Desired outcome / Objective		Support the delivery of Waverley's corporate objectives with highly effective financial management	
F/07 	Ensuring team members have adequate support	Ongoing	Financial Services Manager appointed on an interim basis, focus in on team management and leadership. Appropriate capacity is being put into the team. Appraisals and supervision are being done on timely basis. Team meetings are effective.
F/08 	Introduce a more structured project management process to key activities	Ongoing	In progress, final accounts closedown for 2015/16 will be delivered through a structured process.
F/09 	Services are supported with proactive financial management and support.	Ongoing	All services are allocated a service accountant, Effective monthly monitoring meetings held between accountants, Head of Finance and finance manager, and between accountants and service managers.
Desired outcome / Objective		Maximise revenue base for council tax and business rates and achieve 'best in County' collection rates for all main income sources	
F/10 	Verify that all commercial and residential properties are correctly recorded on the revenue systems and are receiving accurate bills	Ongoing	Ongoing task




F/11 	Issue accurate demands in March for 1st April instalment and robustly apply approved enforcement and recovery measures in all cases	Ongoing	Completed
Desired outcome / Objective		Maximise revenue base for council tax and business rates and achieve 'best in County' collection rates for all main income sources	
F/12 	Review past year historical debts for council tax, business rates and housing benefit overpayments and pursue or consider for write off	Ongoing	Ongoing
Desired outcome / Objective		A smooth transition of the Investigations Team to the Department of Work and Pensions (DWP)	
F/13 	Prepare and communicate a project plan for transfer of the Investigations team to Single Fraud Initiative Service, Including impact upon the service.	Develop based upon timescales set by DWP	Completed – transfer happens at end of October.
F/14 	Review impact of this transfer on Waverley's Fraud deterrent requirement for council tax.	October 2015	Review in progress between internal Audit and Head of Finance
Desired outcome / Objective		Ensure that all of Waverley's residents that are eligible for housing benefit or council tax support claims are assessed and paid quickly and accurately	
F/15 	Extend the monitoring of customer satisfaction levels with the benefits service and use results to help identify improvements	On-going	Some surveys done on the counter. Benefits will be doing a Systems thinking/lean management project during 2016/17 to redesign the service from a customer perspective and reduce number of processing days to a minimum: based upon Rushmoor DC experience and achievements, also in conjunction with Customer services project
F/16 	Monitor the speed of processing targets and take any corrective action necessary	On-going	Monitoring in progress and reported.
F/17 	Review working practises in Benefits (particularly the counter) to further develop the service and improve speed and accuracy of claims	June 2015	See F15

Desired outcome / Objective		Implement comprehensive project plan for the transformation of benefits to Universal Credit	
F/18 	Ensure a project plan is established which balances the needs of staff, the Council and claimants during and following the transition period	Potentially Universal Credit to be introduced in 2015/16 with full transfer by 2017	Watching brief due to delay in roll out of Universal Credit. Working with DWP to agree the way forward for Waverley.
Desired outcome / Objective		To support staff and managers across the organisation to become a high-performing resource capable of providing excellent customer service.	
F/19 	Undertake a cost benefit analysis and develop a business case for further development of the iTrent HR system for the following functions: Widen the self-service function to include the learning and development module Additional payroll functions including online claim forms. Develop online councillors' mileage claims Introduction of electronic appraisal system using new Performance Management module of iTrent	March 2016 March 2016 March 2016 October 2015	Systems development is now part of the Employee Services review recommendations and a project plan is being developed to address functionality. Awaiting outcome from Epsom and Tandridge service review and evaluation before proceeding. Review due to be completed in January.
F/20 	Introduction of full online recruitment functionality from Jobs Go Public	March 2016	Online recruitment set up and trialled, in progress to roll out.
F/21 	Establish a pool of staff who can help provide temporary cover for administrative and customer services.	March 2016	Still under consideration.

Desired outcome / Objective		To support staff and managers across the organisation to become a high-performing resource capable of providing excellent customer service.	
F/22 	Develop the Learning and Development Strategy further and support it with: Introduction of automated training feedback Implementation of a new Manager Induction programme Further develop the e-learning packages available from Learning Pool Analyse training requirements from 2014 appraisals - research, procure and commission appropriate training or signpost to existing training offer (STOG).	March 2016	Being progressed as part of an L&D Foresight project and on target.
F/23 	Maintain payroll relationship within the SLA with Epsom and Ewell.	March 2016	Monthly payroll is delivered. Relationship is maintained, Partnership is under review, due for completion end of January.

Service:		Head of Service:	Wendy Gane
Strategic HR		Director:	Paul Wenham
		Portfolio Holder(s):	Cllr Robert Knowles
Desired outcome / Objective		Contribute to organisational and service resilience by continuing to develop and maintain a high performing, highly engaged staff team to deliver value for money, high quality, customer-focused front-line services.	
Ref	Action(s)	Timescales / Deadlines	Progress to date
SHR/01 	To continue to develop a culture of high quality performance management and staff engagement throughout the Council.	Ongoing	In collaboration with the Senior Management Team, to support high quality delivery of the new Corporate Plan, the following plans have been developed : - the HR Strategy Action Plan for 2015 – 2018, - the Investors in People (IIP) Action Plan, and the Staff Engagement Strategy action plan continues to be embedded. The collaborative culture promoted by the new Senior

			<p>Management Team continues to increase staff engagement.</p> <p>The ILM Learning and Development initiative has clear measurements of impact and value established.</p> <p>The procurement of the next ILM has been successfully completed and has now commenced.</p> <p>Actively supported the ongoing development of the Waverley Manager's Group.</p> <p>Actively contributed to the collaborative development of Waverley's Vision Statement and refreshed set of organisational Values. Continue to actively embed a culture of Success to support our commitment to being an Employer of Choice.</p> <p>Continue to develop high quality staff briefings in collaboration with the Executive Director and Communications Manager.</p>
<p>SHR/02</p> 	To develop a Staff Skill and Capacity management Strategy to address skills gaps and skills shortages which affect the Council's service delivery.		<p>In collaboration with the Senior Management Team:</p> <ul style="list-style-type: none"> - developed Skills Gap and Capacity Management Strategy and Action Plan - established a project/working group to actively develop this Action Plan and Waverley's position as an Employer of Choice.
<p>SHR/03</p> 	To continue to develop the analysis of high value, high impact benchmarking metrics linked to recruitment and retention.	ongoing	<p>Pay Negotiations</p> <p>Data was provided for the 2015/16 pay negotiations, this formed part of the pack used by Members. Data collected included both internal and local and national external benchmark information.</p> <p>Service Resilience</p> <p>HR metrics are available to Heads of Service to add to Service Profiles to demonstrate the impact/value of HR policies and practices in supporting continuous improvement in each service area. To be produced annually and as requested.</p>

			In depth reviews of Planning and Housing Operations were also produced to inform recruitment and retention issues. Metrics for turnover, sickness and equality data to present an organisational overview were produced and included in the HR Strategy, to be updated annually and as requested.
SHR/04 	Address sensitive employee issues, sustain and enhance effective employee relations and maintain trusting relationships with Staffside/ union representatives.	Officer time	The collaborative culture promoted by the new Senior Management Team continues to increase staff engagement. Sensitive staffing issues have been successfully addressed. High quality employment advice and support continues to be provided. Positive relationships with the Union and Staffside representatives have been maintained.
SHR/05 	To support organisational resilience through the provision of a governance framework: Continue to develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.	Officer time	Continued to deliver the rolling programme of review of HR policies and procedures to ensure compliance with employment law. In collaboration with the Chair of the Equality Group (currently the Corporate Policy Manager), the impact of our equality and diversity practices is measured. We continue to be eligible to use the 'Two Ticks' symbol supporting those with disability.
SHR/06 	Work with the Leadership and senior management team to continue to maintain a high quality working relationship between Members and Officers.	Officer time	Positive relationships between Members and Officers continue to be maintained.

WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 1 DECEMBER 2015

Title:

BUILDING CONTROL ESTABLISHMENT

[Portfolio Holder: Cllr Brian Adams]

[Wards Affected: All]

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

The annexe 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 1 of Part I of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to an individual.

Summary and purpose:

This report seeks approval to delete two vacant part-time posts within the Building Control Admin Team and to use the budget released to create a new post more appropriate to the needs of the Team going forward.

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

The work undertaken in the Building Control Team provides statutory compliance of Building Regulations and ensures the integrity of the Council's service delivery.

Financial Implications:

Building Control is a self financing service required to meet a budget neutral position each year. The proposals will create a growth in the current establishment but it is anticipated that the additional cost in 2016/17 and future years will be offset by additional income generated by new business. There would be a minimal financial impact in 2015/16 due to the timing of recruitment.

Legal Implications:

There are no direct legal implications relating to this report.

HR Implications:

As posts to be deleted are currently vacant, there are no HR implications.

Introduction

1. The Building Control team delivers a regulatory service for the Local Authority, using Building Regulations and associated legislation it monitors construction to ensure the safety and energy efficiency of each project. The Local Authority Building Control Team is a not-for-profit service required to show a budget neutral position at the end of each year. Building Control works within a competitive market with Approved Inspectors marketing their service for the fee earning element in direct competition to Local Authorities. Approved Inspectors currently hold between 25-30% of the business in the Waverley area.

2. The service is threatened by increasing competition and, with individuals having left not being replaced, this has created cost savings, however, there is no capacity to develop new business or improve the service.
3. The administration team supports the delivery of the service which is heavily paper based at the moment, we are now working towards upgrading technology and becoming agile in alignment with other Waverley services. Two P/T Administrators having left the business provides the opportunity to reassess the structure with the intention to support the integration of technology and develop new business opportunities, ultimately providing an 'outward looking' customer-focused service.
4. It is proposed to create a Business Support role to support the Business Manager with the implementation of new technology and new processes and to lead and support the remaining two Administrators in developing a first class, customer focused building control service. This is anticipated as a 'first step' with the requirement to also fill the vacant Surveyor post in this financial year and the Trainee post in 2016/17.
5. The current and proposed structures of the team are set out at (Exempt) Annexe 1.

Conclusion

6. The Building Control Team is working in a competitive environment with Approved Inspectors and needs to manage and develop the service in an effective way to take full advantage of the construction industry recovery, developing systems and processes alongside customer relationships and providing a 'one stop' shop to become the 'preferred' option and not an option of last resort and thereby an onerous cost on the Council.

Recommendation

The Executive recommends to the Council that approval be given to the deletion of two part-time Administrator posts (post numbers CB13 and CB08a) and the creation of a Business Support Officer post within the Building Control team.

Background Papers

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

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

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 1 DECEMBER 2015

Title:

ACCOUNTANCY ESTABLISHMENT

[Portfolio Holder: Cllr Wyatt Ramsdale]

[Wards Affected: All]

Summary and purpose:

This report seeks approval to delete an existing post within the Accountancy Team following the retirement of the post holder and to use the budget released to create a new post more appropriate to the needs of the Team going forward.

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

The work undertaken in the Accountancy Team ensures the integrity of the Council's finances to enable services to deliver the Corporate Priorities.

Financial Implications:

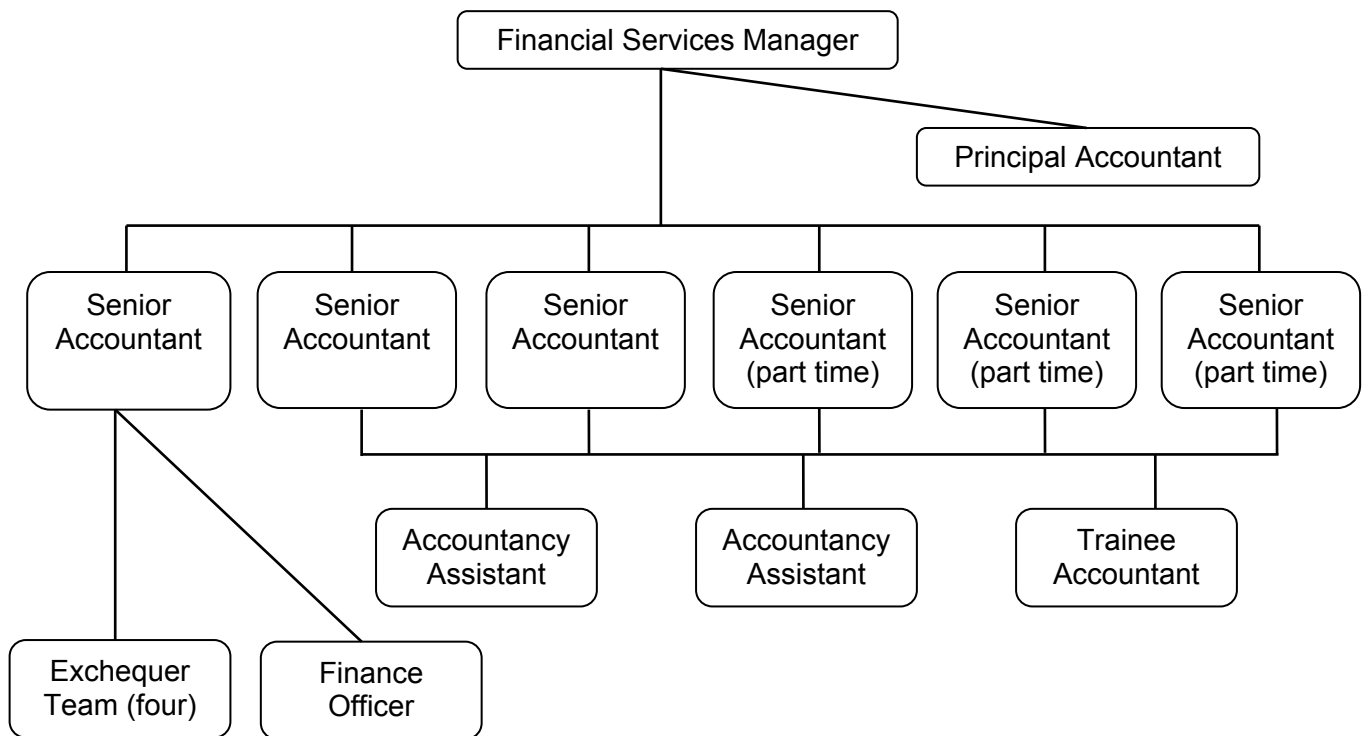
The proposals will be contained within the existing budget.

Legal Implications:

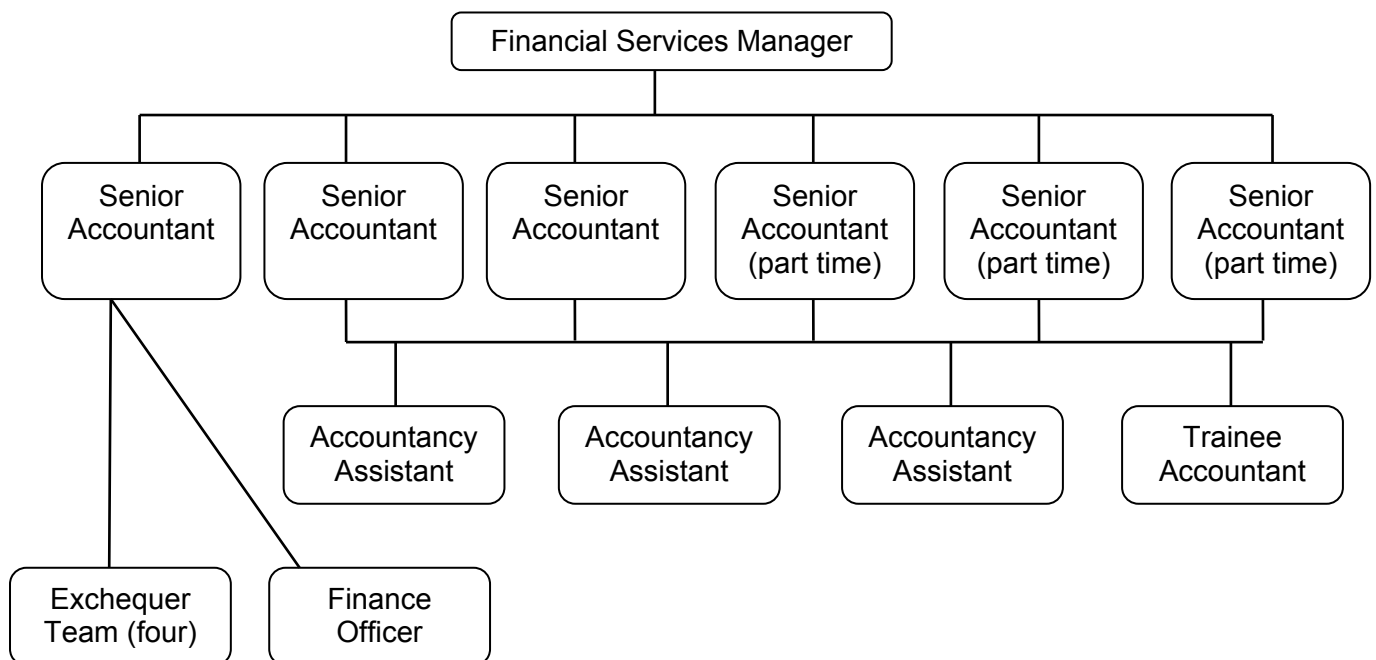
There are no direct legal implications relating to this report.

Introduction

1. The Accountancy team staffing has been stable and resilient for many years. A number of staff will be retiring in the near future presenting opportunities to review the service to ensure capacity is utilised appropriately across the technical, professional and transactional aspects of service delivery.
2. The position of Principal Accountant (part-time 3 days per week) predominantly supports the Housing Service at a technical level and will become vacant at the end of December 2015 following the retirement of the post holder. A review of the needs of the service has identified that the Housing Service requires significantly more support across all aspects of its finances.
3. It is proposed that a more effective way to support the Housing Service and increase capacity within the Accountancy team is to delete the Principal Accountant post, and use the budget released to create a new full-time Accountancy Assistant post.
4. The current organisation chart of the team is as below:



5. Approval is sought to change it to:



Conclusion

6. The Accountancy Team will already be delivering savings in 2016/17 as a result of the retirement of the Chief Accountant in August 2015 and the subsequent replacement with a Financial Services Manager, creating a saving of £10,000. The changes proposed above will be contained within the existing budget whilst also leaving the Accountancy Team adequately resourced.

Recommendation

The Executive recommends to the Council that approval be given to the deletion of the post of Principal Accountant (post number BD05) and creation of a post of Accountancy Assistant within the accountancy team.

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

EXECUTIVE – 01/12/2015

Title:

EASEMENT OF ACCESS ACROSS LAND AT ACRES PLATT, CRANLEIGH

**[Portfolio Holder: Cllr Tom Martin]
[Wards Affected: Cranleigh East]**

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

An annexe 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:

Authorisation is sought for the grant of an easement of access across land at Acres Platt, as shown coloured brown on the attached plan, to a proposed development site shown outlined in red to the rear of Kilnfield and Byway Cottage, Barhatch Lane, Cranleigh, on the terms and conditions as set out in the (Exempt) Annexe.

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

The easement will provide Waverley with a capital sum and will also help to increase the number of new houses within the Cranleigh area.

Financial Implications:

The income from the easement will provide Waverley with a capital sum.

Legal Implications:

The applicant will be required to meet Waverley's reasonable legal costs in the preparation of the Deed of Easement.

Introduction

1. The owners of Kilnfield and Byway Cottage have requested an easement of access across Waverley-owned open space, as shown coloured brown on the attached plan, to permit a proposed development of two semi-detached houses with up to four bedrooms each.

2. The applicants have sought permission for the easement in advance of seeking planning permission for the development. The grant of the easement will also be dependent upon receipt of permission to use the open space for this purpose.
3. Terms for the easement are set out in the (Exempt) Annexe.

Recommendation

It is recommended that the easement of access across land at Acres Platt be granted upon the terms and conditions as set out in the (Exempt) Annexe, with other terms and conditions being agreed by the Estates and Valuation Manager.

Background Papers

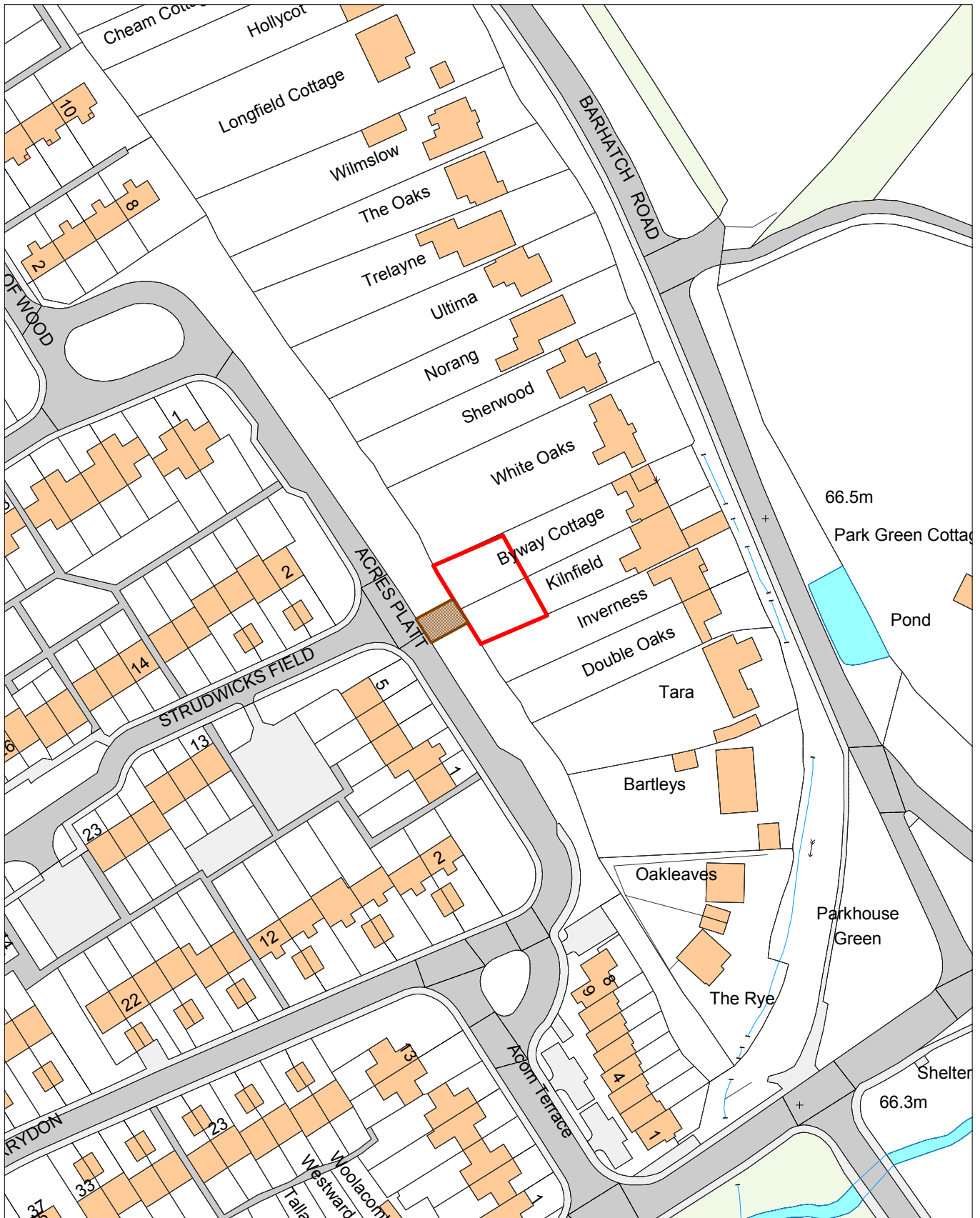
There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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Access to Development site, Acres Platt, Cranleigh

Scale 1: 1,250

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