

To: All Members of the EXECUTIVE

When calling please ask for:

Emma McQuillan, Democratic Services  
Manager

**Policy and Governance**

E-mail: [emma.mcquillan@waverley.gov.uk](mailto:emma.mcquillan@waverley.gov.uk)

Direct line: 01483 523351

Calls may be recorded for training or monitoring

Date: 22 January 2016

**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, 2 FEBRUARY 2016

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 5.30pm on Tuesday 9 February 2016]***

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

Agendas are available to download from Waverley's website ([www.waverley.gov.uk/committees](http://www.waverley.gov.uk/committees)), where you can also subscribe to updates to receive information via email regarding arrangements for particular committee meetings.



Alternatively, agendas may be downloaded to a mobile device via the free Modern.Gov app, available for iPad, Android, Windows and Kindle Fire.

Most of our publications can be provided in alternative formats. For an audio version, large print, text only or a translated copy of this publication, please contact [committees@waverley.gov.uk](mailto:committees@waverley.gov.uk) or call 01483 523351.

**This meeting will be webcast from the conclusion of Informal Question Time and can be viewed by visiting [www.waverley.gov.uk/committees](http://www.waverley.gov.uk/committees)**

---

## **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 5 January 2016 (to be laid on the table half-an-hour before 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 Mrs Anne Cooper of Farnham

“Taking into account the recent cold wet weather, it would be good to hear the Portfolio Holder for East Street give a report on the current state of Grade II Listed Brightwell House. The Redgrave Theatre, built by public subscription, is attached to Brightwell House and although this extension is scheduled for demolition, it currently remains part of the

principal building under the protection of the Grade II Listing. These buildings have been left in a derelict condition since 1999 and reportedly contain bat roosts. In the intervening 17 years both buildings have been vandalised, subject to thefts of valuable items and to water penetration. There have been plans for the renovation of Brightwell House since 2006 as part of the long delayed Crest Nicholson redevelopment of East Street, but there is still uncertainty about when this might happen. Please could we have the dates of all previous and any expected structural surveys of the fabric of Brightwell House and the Redgrave?"

ii. from Mr Jerry Hyman of Farnham

"My question relates to Farnham's town-centre road system and the Air Quality Action Plan, and asks whether anyone knows what we are doing, as there are conflicting Plans in place.

For instance, the consented plans for the almost-completed development on the old Police Station site indicate that a new pedestrian crossing will soon be installed in Longbridge, whilst the consented Crest Nicholson plans show traffic lights and three new pedestrian crossings at the Longbridge junction; the Council's Farnham Area Conservation Management Plan proposes a shared-space solution, and the Herald recently reported that Surrey are planning a mini-roundabout there.

We appear to have a similarly confused situation regarding the main Royal Deer junction, for which the Council has repeatedly approved CNS's reconfiguration proposals to more-than-double both pedestrian and traffic waiting times - resulting Crest being tasked with finding a different 'solution' - whilst our MP and Surrey Highways have together been pursuing and claiming public approval for entirely contradictory proposals. We now find that the Woolmead planning application proposes yet another different design for the junction. However, Mr Hunt's recent 'update' in his End-of Year Letter informed us that a practical solution is still being sought.

Hence it's difficult to know what the Plan is for our gyratory system, with at least seven different Plans either agreed or being pursued, and it's unclear quite when the interesting process of continually installing, uninstalling and replacing them all will commence.

Our Local Plan, our AQAP and numerous major developments depend upon this, so if anyone knows what we are doing, can you please describe the current Plan for Farnham's gyratory system, and the likely timescales?"

**[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 receive the forward programme of Executive decisions for Waverley Borough Council.

**FINANCIAL STRATEGY 2016/17 - 2019/20**

6. GENERAL FUND BUDGET 2016/17 (Pages 17 - 52)

[Portfolio Holder: Councillor Wyatt Ramsdale]

[Wards Affected: All Waverley Wards]

The report outlines the General Fund Budget position for 2016/17. The Executive is reminded of the need to achieve savings throughout the four-year period covered by the Financial Strategy. Information is provided on the details of the provisional Local Government Finance Settlement 2016/17 and the Council's financial position following this.

The Executive is requested to make recommendations to Council regarding Waverley's Budget and its element of the Council Tax for 2016/17.

Recommendation

**That the Executive, after considering comments from the Joint Overview and Scrutiny Committee, makes the following recommendations to Council:**

1. **agree a 1.95% increase for Waverley's element of Council Tax for 2016/17, or if the Government permits, increase the Band D equivalent charge by £5;**
2. **to implement the savings proposals as shown at Annexe 4, including any staffing changes;**
3. **to implement the growth proposals as shown at Annexe 4 , including any staffing changes;**
4. **approve the changes to Fees and Charges as shown at Annexe 5;**
5. **approve the General Fund Budget for 2016/17, as amended by the above changes;**
6. **transfer £2million from the Revenue Reserve Fund in 2015/16 to the Asset Development Reserve with £1million earmarked for potential SANG site acquisition;**
7. **approve that delegated authority be given to the Director of Finance and Resources and Portfolio Holder for Finance to make a decision on accepting a four year finance settlement from the Government if this is deemed to be advantageous for Waverley once the details are published;**

8. **agree that in the event of Waverley's final grant settlement showing an improved position, and/or the Government allowing a £5 Band D council tax increase, the additional revenue be transferred to the business rates equalisation fund to mitigate the risk of reducing business rate income;**
  9. **agree that the Executive carries out a mid-year review of the General Fund Budget and takes any appropriate action in the light of the position at that time; and**
  10. **approve the Financial Strategy, as set out at Annexe 1.**
7. DRAFT GENERAL FUND CAPITAL PROGRAMME 2016/17 (Pages 53 - 64)  
 [Portfolio Holder: Councillor Wyatt Ramsdale]  
 [Wards Affected: All Waverley Wards]

The report puts forward proposals for the draft 2016/17 Capital Programme in respect of the General Fund services for consideration by the Executive. The report also considers proposed revenue projects to be included within the 2016/17 Budget. The purpose of the report is to recommend to Council the General Fund Capital Programme for 2016/2017, together with projects to be included with the Revenue Budget. Observations from the Joint Overview and Scrutiny Committee are set out in the report.

Recommendation

**The Executive considers any comments from the Joint Overview and Scrutiny Committee and recommends that the Council:**

1. **approves the list of Revenue Projects totalling £562,800 as shown at Annexe 2 to be included within the Revenue Estimates;**
  2. **approves the 2016/17 General Fund Capital Programme totalling £2,587,750 as shown at Annexe 1;**
  3. **agrees the financing proposals for 2016/2017 in Annexe 1; and**
  4. **agrees that the budgets for schemes marked with an asterisk on the schedules be approved, but spending on these projects is subject to the agreement of the Director of Finance and Resources and Finance Portfolio Holder or the Executive if appropriate.**
8. HOUSING REVENUE ACCOUNT BUSINESS PLAN, REVENUE BUDGET AND CAPITAL PROGRAMME 2016/17 (Pages 65 - 98)  
 [Portfolio Holder: Councillor Carole King, Councillor Wyatt Ramsdale]  
 [Wards Affected: All Waverley Wards]

The report advises the Executive of the latest position regarding the Housing Revenue Account (HRA) Revenue Estimates for 2016/17 and the updated 30-year Business Plan. The Executive is requested to make recommendations to Council regarding Waverley's HRA budget and Business Plan for 2016/17.

## Recommendation

Having considered the comments from the Joint Overview and Scrutiny Committee it is recommended that the Executive makes the following recommendations to Council, that:

1. a fundamental review of every budget within the Business Plan be undertaken before December 2016 to take account of the Government's legislative changes when the details are published;
2. subject to the new legislation being in force, the rent level of Council dwellings be reduced by 1% from the 2015/16 level with effect from April 2016 in compliance with the Housing and Welfare Act;
3. the weekly charge for garages rented by both Council and non-Council tenants be increased by 1.3% from April 2016;
4. the garages at Waggon Yard, Farnham to increase by 7% to reflect their prime town centre location;
5. the service charge in sheltered accommodation be increased by 50p/week from 7 April 2016;
6. the recharge for energy costs (as appropriate) be increased by 50p/week from April 2016, with a review being carried out in 2016/17 to assess changing energy prices;
7. fees and charges increases be agreed as set out in Annexe 6;
8. the proposals included on the List of Savings and Growth Items be implemented as shown at Annexe 5;
9. the resultant HRA Revenue Budget and Business Plan updated for 2016/17, which incorporate the above changes, be approved;
10. the total spend proposed in the 2016/17 Housing Revenue Account Capital Programme as shown at Annexe 8 be approved;
11. the indicative 2016/17 New Affordable Homes Programme be approved with specific scheme approvals to be sought when detailed costs are available;
12. the indicative 2016/17 Stock Improvement Programme be approved with specific scheme approvals to be sought when detailed costs are available; and
13. the financing of these programmes be approved in line with the resources shown.

9. TREASURY MANAGEMENT 2016/17 (Pages 99 - 122)  
[Portfolio Holder: Councillor Wyatt Ramsdale]  
[Wards Affected: All Waverley Wards]

The purpose of the report is to approve the:

- revised Treasury Management Policy
- 2016/17 Treasury Management Strategy
- 2016/17 Investment Strategy
- and the Prudential Indicators to 2018/19.

Recommendation

**The Executive recommends to the Council that the 2016/17 Treasury Management Policy, the 2016/17 Treasury Management Strategy, the Annual Investment Strategy for 2016/17, and the Prudential Indicators to 2018/19 be approved.**

10. FUNDING FOR VOLUNTARY SECTOR ORGANISATIONS 2016/17 (Pages 123 - 140)  
[Portfolio Holder: Councillor Stefan Reynolds]  
[Wards Affected: All Waverley Wards]

The purpose of the report is to consider the applications to the Waverley Community Grant Scheme for revenue funding in 2016/17, taking into account the observations made by the Community Overview and Scrutiny Grants Sub-Committee and Community Overview and Scrutiny Committee.

The report proposes to continue to protect the Council's overall level of discretionary spending on grants at £725,110 to the voluntary sector despite significant reductions in Waverley's government funding.

Recommendation

**It is recommended that the Executive:**

1. **confirms the overall funding to the voluntary sector at £725,110 for 2016/17;**
2. **considers the applications for Waverley Community Partnership funding in 2016/17, having regard to the comments of the Community Overview and Scrutiny Committee and Grants Sub-Committee; and**
3. **recommends grant levels for each organisation, as detailed in Annexe 1 to the report, to the Council for approval.**

11. ANNUAL PAY POLICY STATEMENT 2016/17 (Pages 141 - 146)  
[Portfolio Holder: Councillor Robert Knowles]  
[Wards Affected: All Waverley Wards]

The purpose of the report is to advise Members of the Annual Pay Policy Statement for 2016-17.

Recommendation

**It is recommended that the Annual Pay Policy Statement for 2016-17 be approved and recommended to the Council for adoption.**

12. CORPORATE PLAN 2016-2019 (Pages 147 - 154)  
[Portfolio Holder: Councillor Robert Knowles]  
[Wards Affected: All Waverley Wards]

The report sets out the proposed content of the new Corporate Plan 2016-19. The design concept will be presented to the Executive at the meeting. The observations from the Joint Overview and Scrutiny Committee on the Corporate Plan are included.

Recommendation

**The Executive is requested to consider the draft Corporate Plan 2016-2019 and recommend it to the Council for approval and adoption.**

13. SERVICE PLANS 2016/17 (Pages 155 - 162)  
[Portfolio Holders: All]  
[Wards Affected: All Waverley Wards]

The report presents the draft Service Plan objectives for all of the Council's services for 2016/17.

Recommendation

**It is recommended that**

1. **the Joint Overview and Scrutiny Committee be thanked for its observations, and the observations be noted; and**
2. **the Service Plan objectives for 2016-17 be endorsed.**

14. UPDATE ON 3 SOUTHERN COUNTIES DEVOLUTION PROPOSALS (Pages 163 - 168)  
[Portfolio Holder: Councillor Robert Knowles]  
[Wards Affected: All Waverley Wards]

The purpose of the report is to advise the Executive on the 3SCs (3 Southern Counties) proposals for devolution and how these might affect this Council.

Recommendation

**It is recommended that the Executive**

1. **note and provide any comment in respect of the submission of the 3SCs Devolution Proposal; and**
2. **include '3SC devolution proposals' on the Executive's Forward Programme as a potential key decision.**



15. HEALTH AND WELLBEING STRATEGY 2016-2021 (Pages 169 - 230)  
[Portfolio Holder: Councillor Kevin Deanus]  
[Wards Affected: All Waverley Wards]

The report sets out the first Health and Wellbeing Strategy for Waverley. The aim of the Strategy and accompanying Action Plan is to demonstrate the ways in which the Council and its partners will support the health and wellbeing of all residents, including children and young people, families, adults and older adults.

Recommendation

**It is recommended that, subject to the observations of the Community Overview and Scrutiny Committee, the strategy be approved and adopted.**

16. STARTER HOMES LOCAL AUTHORITY FUNDING PROGRAMME (Pages 231 - 236)  
[Portfolio Holder: Councillor Carole King]  
[Wards Affected: Farnham Firgrove; Godalming Central and Ockford]

The purpose of the report is to inform the Executive of the outcome of the bid for funding through the Local Authority Starter Homes Funding programme to prepare land to facilitate the development of Starter Homes on two small sites in Waverley and seeks approval to enter into a funding agreement with the Homes and Communities Agency (HCA) for the grant allocation of £124,000, approval to submit a planning application and approval to dispose to a private developer or build contractor.

Recommendation

**That the Executive recommends to the Council that:**

- 1. the funding agreement with the Homes and Communities Agency be signed to enable the grant allocated through the Starter Homes Programme to be received;**
- 2. approval be given for a planning application to be submitted in due course; and**
- 3. approval be given for the disposal of the site for Starter Homes at best consideration to a private developer or build contractor, subject to final agreement on price with the Portfolio Holder for Housing and the Director of Finance and Resources.**

17. LEGISLATION CHANGES AFFECTING THE PRIVATE RENTED SECTOR (Pages 237 - 246)  
[Portfolio Holder: Councillor Carole King]  
[Wards Affected: All Waverley Wards]

The purpose of the report is to outline the changes to legislation affecting the private rented sector and the additional duties imposed on the Council.

### Recommendation

**It is recommended that the Executive notes the impact on the Council of new legislation affecting the private rented housing sector and**

- 1. recommends to the Council that the Scheme of Delegation be amended, as set out in Annexe 1, to include the enforcement provisions under a) the Redress Schemes for Lettings Agency Work and Property Management Work Order 2014; and, b) the Smoke and Carbon Monoxide Alarm Regulations 2015; and**
- 2. the statement of principles at Annexe 2 be adopted, which the Council will follow in determining the amount of penalty charge payable by a landlord who has failed to comply with a remedial notice under the Smoke and Carbon Monoxide Regulations 2015.**

18. DISPOSAL OF COUNCIL DWELLINGS AND CARRYING OUT MAJOR WORKS (Pages 247 - 252)

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

The purpose of the report is to seek approval to dispose of eight properties, each requiring major works in excess of the Asset Management Strategy viability threshold and with other risk factors and to seek approval for a budget to refurbish three properties.

### Recommendation

**That the Executive recommends to the Council the following:**

- 1. the disposal by open market sale of eight properties, as shown in (Exempt) Annexe 1, in accordance with the Asset Management Strategy, thus generating a capital receipt;**
- 2. the funding of the major works to three properties as shown in (Exempt) Annexe 1, from the 2016/17 Stock Remodelling Reserve and/or the capital receipt from the disposal programme and the re-letting of the vacant properties for an Affordable Rent of up to 80% of open market value; and**
- 3. the tendering of the refurbishment works for the three properties and the appointment of contractors.**

19. APPOINTMENT OF OVERVIEW AND SCRUTINY SUB-COMMITTEE

The Community Overview and Scrutiny Committee seeks approval from the Executive for the establishment of a Sub-Committee to review the Meals on Wheels service. It is proposed that the membership of the Sub-Committee is as follows:-

Cllrs Carole Cockburn, Jim Edwards, Jenny Else, Kika Mirylees and Nabeel Nasir.

Recommendation

**It is recommended that approval be given to the establishment of a Meals on Wheels Review Sub-Committee, to consist of the above five members.**

20. 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.

21. 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.

22. PROPERTY MATTER - BRAMLEY (Pages 253 - 256)

To consider the (Exempt) report attached on this matter.

23. PROPERTY MATTER - CRANLEIGH (Pages 257 - 268)

To consider the (Exempt) report attached on this matter.

24. 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](mailto:emma.mcquillan@waverley.gov.uk)**

**This page is intentionally left blank**

## 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](mailto:committees@waverley.gov.uk).

### Executive Forward Programme for the period 3 February 2016 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
<b>POLICY AND GOVERNANCE, HUMAN RESOURCES – CLLR ROBERT KNOWLES (LEADER)</b>						
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
<b>MAJOR PROJECTS, LEP, WAVERLEY TRAINING SERVICES – CLLR JULIA POTTS (DEPUTY LEADER)</b>						
1. Brightwells Redevelopment, Farnham [E3]	To agree funding arrangements	Executive and Council	√	February 2016	Kelvin Mills	CORP/COMM

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
<b>PLANNING – CLLR BRIAN ADAMS</b>						
1. Shopfronts SPD	For adoption of the SPD	Executive and Council		March 2016	Sarah Wells	COMMUNITY
2. Cranleigh CAA	Adoption of CAA	Executive and Council		May 2016	Sarah Wells	COMMUNITY
3. Local Plan	Approval of the plan for publication	Executive and Council	√	April 2016	Matthew Evans	COMMUNITY
<b>OPERATIONAL SERVICES – CLLR KEVIN DEANUS</b>						
<b>HOUSING – CLLR CAROLE KING</b>						
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		April 2016	Jane Abraham	CORPORATE

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
<b>CUSTOMER AND CORPORATE SERVICES – CLLR TOM MARTIN</b>						
1. Age Concern Farncombe	To agree new lease arrangements	Executive		April 2016	Kelvin Mills	CORPORATE
<b>FINANCE – CLLR WYATT RAMSDALE</b>						
1. Budget Management [E3]	Potential for seeking approval for budget variations	Executive (and possibly Council)	√	Every Executive meeting	Peter Vickers	CORP/COMM
<b>COMMUNICATIONS AND GRANTS - CLLR STEFAN REYNOLDS</b>						
<b>LEISURE AND ENVIRONMENT – CLLR SIMON THORNTON</b>						
1. Cultural Strategy	To adopt a revised Cultural Strategy	Executive and Council	√	April 2016	Kelvin Mills	COMMUNITY
2. Weydon Lane	To agree the way forward for the site based on SIG recommendations	Executive		April 2016	Richard Homewood	CORPORATE

#### Background Information

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

**Exempt Information** - whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals such as requests for early or flexible retirements and property matters relating to individual

transactions. These may relate to key and non-key decisions. If they are not key decisions, 28 days notice of the likely intention to consider the item in exempt needs to be given.

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

[E1 – Information relating to any individual; E2 – Information which is likely to reveal the identity of an individual; E3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); 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 - 2 FEBRUARY 2016

---

**Title:**

**FINANCIAL STRATEGY 2016/17 – 2019/20  
GENERAL FUND BUDGET 2016/17**

**[Wards Affected: All]**

**[Portfolio Holder: Cllr Wyatt Ramsdale]**

---

**Summary and purpose:**

This report outlines the General Fund Budget position for 2016/17. The Executive is reminded of the need to achieve savings throughout the four-year period covered by the Financial Strategy. Information is provided on the details of the provisional Local Government Finance Settlement 2016/17 and the Council's financial position following this.

The Executive is requested to make recommendations to Council regarding Waverley's Budget and its element of the Council Tax for 2016/17.

---

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

The Council could not deliver the Corporate Priorities without a robust Budget-setting process in place.

**Equality and Diversity Implications:**

An Equality Impact Assessment will be carried out to ensure there are no adverse equality implications.

**Resource/Value for Money implications:**

All decisions made with regard to the Budget will impact on Waverley's resources.

**Legal implications:**

There are no direct legal implications as a result of the recommendations of this report.

---

**Introduction**

1. This report presents the Council's Medium Term Financial Strategy and the 2016/17 draft General Fund Budget, including an outline of the financial background, key financial and topical issues, and details of Savings and Growth proposals.
2. This report contains the following Annexes:
  - Annexe 1 – Medium Term Financial Strategy
  - Annexe 2 – draft General Fund Budget Summary (detail is in separate booklet)
  - Annexe 3 – Government Grants

- Annexe 4 – Savings and Growth Proposals
- Annexe 5 – Fees and Charges (separate booklet)
- Annexe 6 – Schedule of Reserves & Balances
- Annexe 7 – Special Expense (Council only)

### **General Fund Background**

3. The Annual Finance Seminar was held on 5 October 2015 for all members of the Council. The seminar set out the key aims of the Finance Strategy and the issues and risks for the next four years and is shown at Annexe 1. Significant savings will be required over the next four years in view of ongoing Government Grant reductions.

### **Provisional Local Government Finance Settlement**

4. A further reduction has been applied to Waverley's grant in 2016/17 on top of the very substantial reductions already made. Details of the impact of the provisional Settlement on Waverley are shown at Annexe 3. The overall Revenue Support Grant reduction is £814,000, (52% from 15/16 amount of £1,574,000) with other reductions to Government Grants of £224,000.
5. Since publishing the Provisional Local Government Finance Settlement consultation, the government has indicated that the Council will be offered a four year finance settlement from 2016/17, and will have to decide whether to accept this offer before the end of March. There is insufficient detail at the moment to be able to make a decision and delegated authority is requested for the Director of Finance and Resources and Portfolio Holder for Finance to make this decision once the necessary information is available.

### **New Homes Bonus**

6. The Finance Seminar reported that there is considerable uncertainty about the future level of payments to be made under the New Homes Bonus. The Government has now announced that it will continue with the New Homes Bonus for the foreseeable future but it is going to consult on reforms to it potentially reducing the length of payments from six to four years. The Financial Strategy currently provides for continuing Waverley's policy of New Homes Bonus being earmarked within the Revenue Reserve Fund, to be used for 'Invest-to-Save' schemes, so that the Council does not rely on the New Homes Bonus to support ongoing service provision therefore should the payments cease or reduce there would be no impact on services. Therefore, any future reduction would impact directly on the Council's invest to save funding.

### **Increases in Fees and Charges**

7. Fees and charges have been reviewed as part of the budget process. Some fees and charges are statutory but for those determined by Waverley some increases are proposed for 2016/17 where appropriate. Details of the proposed changes to fees and charges from 1 April 2016 are included at Annexe 5. The Council has already approved some increases to car park charges so this is not a matter for further consideration at this stage. In its response to the Government's consultation on the finance settlement, Waverley has asked the Government for freedom to set charges in key statutory areas, including planning and licensing, with a view to being able to move closer to recovering the true costs of the services.

## **Inflation**

8. The Council's main contracts are indexed to the Consumer Price Index (CPI). An inflationary amount has been assumed for General Fund Budget projections in line with the Government's longer term projections. Inflation in December 2015 was 0.2% for CPI.

## **Pay Award**

9. The cost of any pay award agreed from 1 April 2016 will form part of the Budget proposals to Council on 16 February 2016. The pay award has not yet been agreed.

## **'Star Chamber' Proposals**

10. 'Star Chamber' sessions have again taken place with Portfolio Holders and Heads of Service to examine operational and staffing budgets in detail. The Star Chamber proposals for cost savings and additional income are set out in Annexe 4. These items are subject to consideration by Members and have not at this stage been included in the detailed budget shown in the separate booklet.
11. For the 2016/17 Budget, if approved, the Star Chamber proposed reductions will deliver savings of £384,300. The Star Chamber also considered proposals for improving or extending services and these are referred to as growth items. The proposed growth items are also detailed in Annexe 4 and amount to £323,000. These savings and growth items are also subject to consideration by Members and not included in the detailed budget pages.

## **Revenue Contribution to Capital**

12. The core funding for the General Fund Capital Programme is from Revenue Contributions via the Revenue Reserve Fund.
13. The Budget proposals include a Contribution to Capital from the Revenue Budget of £1.1 million and, as explained above; the New Homes Bonus of £2.1 million is currently identified to be earmarked in the Invest to Save Fund.

## **2015/16 Draft Revenue Estimates**

14. The General Fund Summary is shown at Annexe 2. Following the Star Chamber process in November, good progress had been made to close the budget shortfall. However, the government grant settlement was more severe than expected which has resulted in an increased shortfall being the current position.
15. Details of the impact of government grants on Waverley in 2016/17 are shown at Annexe 3.
16. Star Chamber savings proposals and growth items at Annexe 4. These have not yet been incorporated within the detailed budget sheets. Members are asked to consider the Star Chamber proposals, including the growth items. The detailed estimates for all services are provided in the separate booklet

17. Budget variances, which may be reductions as well as increases, resulting from such matters as contractual commitments, projected additional income including from car parks, changed levels of use, lower starting salaries for new members of staff, other changes to staff allocations, or updated asset charges have been built into the estimates.
18. Applications for grants under the Community Partnership Scheme for 2016/17 are the subject of a separate report elsewhere on this agenda. At this stage despite Waverley's significant government grant reduction, the detailed estimates for 2016/17 show no change in the overall level of money allocated to organisations compared to 2015/16.

### **Statutory Services**

19. Each budget page contains an indication of whether the service provided is statutory, discretionary, or a mixture of the two. There are some statutory services where the level of service provided is greater than that required by law. This analysis may assist Members in giving consideration to the resources allocated to the various services. There will of course be other factors, such as the Council's approved aims and objectives, public demand and corporate priorities.

### **Support Costs**

20. Support costs and other central overheads are the costs of central functions that are necessary to support the delivery of front line services and projects and to discharge Waverley's statutory duties and governance requirements. These functions include internal professional services, such as legal and accountancy and direct service related costs, such as IT, postage, payments, offices etc. Central budgets are treated in the same way as front line service costs in the accounts except that accounting rules require Waverley to recharge the full costs of central and support costs to services and projects on an appropriate basis. Waverley's central and support costs are subject to scrutiny by the 'Star Chamber' process.
21. For services of a trading nature, including Land Charges, Careline, Waverley Training Services, Building Control and Car Parks, a notional apportionment of the corporate overheads that Waverley bears but does not allocate to services is shown to give an indication of the position if all costs were allocated.

### **Comments from the Joint Overview and Scrutiny Committee**

22. The Joint Overview and Scrutiny Committee considered this report at its meeting on 18 January 2016. The Committee made a number of observations which related mostly to the Service Plans for 2016/17. However, it was proposed that phased funding should be considered for the budget relating to the Frensham Common Site Facilities Redevelopment.

### **Local Government Act 2003 – Financial Administration**

23. The Local Government Act 2003 formally introduced a number of specific sections covering:
  - a. Budget calculations: report on robustness of estimates;

- b. Adequacy of reserves; and
- c. Budget monitoring.

24. The sections were introduced to ensure sound financial management across all local authorities. Waverley's budget has always complied with best financial management practice. Prudent allowance has always been made for risk and uncertainties in budgets. Budgets are monitored by officers on a monthly basis and reported to Members on a bi-monthly basis supplemented by monthly exception reports. Waverley's financial management continues to receive favourable comments from its external auditors.

### **The Robustness of the Estimates**

25. Full account has been taken of potential costs and adequate provision has been made. A prudent assessment of income has been undertaken and only income that has a high level of certainty of being received is included within Waverley's budgets. Waverley's Financial Strategy, together with information presented at the Annual Finance Seminar and subsequent reports, demonstrates the financial challenges to Waverley in the future.

26. The key Financial Strategy issues for the General Fund will include:

- Removal of Revenue Support Grant over the next two years.
- Increased risk from changes in business rate income due to downward valuations and loss of businesses in the Borough; and
- Risk associated with the local Council Tax support scheme.

27. In addition to the detailed scrutiny of the Budget by officers, Councillors have taken the opportunity through the Executive and Overview and Scrutiny process to:

- i. Critically examine Budget Variations
- ii. Continue the Star Chamber process to examine the budget in detail and advise on potential reductions

28. In view of the level of awareness amongst Members and the action taken to produce Waverley's Budget in 2016/17, the Section 151 Officer is satisfied with the robustness of the estimates presented. The Section 151 Officer is confident that overall the Budget is prudent especially in view of the track record of achievement of substantial budgeted savings over the past years.

### **Adequacy of Reserves**

29. Waverley maintains a number of reserves, which are detailed in the Financial Strategy. Waverley aims to maintain a prudent level of balances to support revenue spending and finance unforeseen events. The two major reserves for General Fund purposes are the General Fund Working Balance and the Revenue Reserve Fund.

30. The Financial Strategy explains the purpose of each fund. The General Fund balance supports fluctuations in normal business, eg unexpected changes in inflation or interest rates, higher than anticipated expenditure or loss of income, and spending on unforeseen events. The Revenue Reserve is used to finance

capital expenditure (including bridging financing of land purchase as part of the Brightwell's project) and one-off costs. It is essential that adequate balances are available to meet these and unforeseen costs.

31. The General Fund Working Balance and the Revenue Reserve Fund for the next four years is shown on Annexe 6, along with other key balances. It is the view of the Director of Finance and Resources that a level of £3.2m on the General Fund Working Balance, which is effectively 10% of the gross General Fund Budget or equivalent to just over one month's spending, satisfies the adequacy requirements of the Local Government Act 2003.
32. In the light of the identified future significant pressures, the levels of combined balances as detailed in this report are considered prudent, but not excessive.

### **Budget Monitoring**

33. It is the view of Waverley's Section 151 Officer that the arrangements for budget monitoring, referred to above, satisfy the requirements of the Local Government Act 2003. Budget Monitoring in 2015/16 shows that the Council has delivered the savings assumed in the Budget and will deliver further savings at the year-end.

### **Assessment of Key Risks**

34. The main key risks affecting Waverley's budget in the next few years, which have previously been raised at the Financial Seminar and in The Financial Strategy are:
- The level of Government Grant/Business Rates Income beyond 2015/16 under the new financial regime
  - Continuing levels of fee income
  - Failure to ensure adequate levels of balances to meet known and unforeseen pressures in the future
35. Since publishing the Provisional Local Government Finance Settlement consultation, the government has indicated that there will be new qualification criteria for the New Homes Bonus going forward and Business Rates will be rebased earlier than 2019/20. The details will be available by the summer, at which point the Medium Term Financial strategy will be refreshed.

### **Forward Budget Projections – Medium-Term Financial Strategy**

36. At the Finance Seminar, Members received Budget projections covering the full period of the Financial Strategy. These have been updated in line with the draft Budget proposals and Budget assumptions and are shown in the document at Annexe 1. 'Invest-to-Save' schemes are particularly important in reaching the level of savings expected to be required throughout the period of the Medium-Term Financial Strategy. Implications of the latest information on government grants will be assessed and incorporated as soon as possible. A mid year review will be completed in the Summer incorporating the detail of these changes.

## **Council Tax Levels**

37. Under the Local Government Finance Act 1992 each billing authority and precepting authority must determine whether its relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive a referendum must be held in relation to that amount. For 2016/17, the relevant basic amount of council tax of an authority is excessive if it is 2% or more greater than the 2015/16 amount.
38. The Government has confirmed it will not offer local authorities who don't increase their council tax an additional grant in 2016/17. Waverley's council tax has been held at £161.91 since 2010/11. In the light of the 52% cut to government grant, It is recommended that council tax increases by 1.95% to a band D equivalent of £165.06. This will generate an additional £173,000.
39. However, the Secretary of State for Local Government has indicated that he would consider a case made by Waverley to allow a £5 increase on the Band D equivalent charge, similar to many other District and Borough Councils including some of Waverley's neighbouring authorities. In the event that the Government confirm that Waverley will be able to apply this increase, it is recommended to Council that, in the light of the 52% grant reduction, that Waverley's element of Council Tax for 2016/17 is increased by £5 at Band D.

## **Special Expense**

40. Annexe 7 to be presented to Council will show the effect, in 2016/17, of the decision taken by Council on 12 October 1999 to levy a special expense from 1 April 2000 in respect of cemeteries costs. The figures to be reported to Council will accord with the Executive's recommendation regarding Council Tax levels. In practice, the special expense has been zero, thus having no impact.

## **Recommendation**

That the Executive, after considering comments from the Joint Overview and Scrutiny Committee, makes the following recommendations to Council, to:

1. agree a 1.95% increase for Waverley's element of Council Tax for 2016/17, or if the Government permits, increase the Band D equivalent charge by £5;
2. implement the savings proposals as shown at Annexe 4, including any staffing changes;
3. implement the growth proposals as shown at Annexe 4, including any staffing changes;
4. approve the changes to Fees and Charges as shown at Annexe 5;
5. approve the General Fund Budget for 2016/17, as amended by the above changes;
6. transfer £2million from the Revenue Reserve Fund in 2015/16 to the Asset Development Reserve with £1million earmarked for potential SANG site acquisition;

7. approve that delegated authority be given to the Director of Finance and Resources and Portfolio Holder for Finance to make a decision on accepting a four year finance settlement from the Government if this is deemed to be advantageous for Waverley once the details are published;
8. agree that in the event of Waverley's final grant settlement showing an improved position, and/or the Government allowing a £5 Band D council tax increase, the additional revenue be transferred to the business rates equalisation fund to mitigate the risk of reducing business rate income;
9. agree that the Executive carries out a mid-year review of the General Fund Budget and takes any appropriate action in the light of the position at that time; and
10. approve the Financial Strategy, as set out at Annexe 1.

---

### Background Papers

Provisional Local Government Finance Settlement 2016/17; Financial Strategy 2016/17 – 2018/19; Revenue Budget 2015/16.

---

### **CONTACT OFFICER:**

<b>Name:</b>	Vicki Basley	<b>Telephone:</b> 01483 523250 <b>E-mail:</b> victoria.basley @waverley.gov.uk
<b>Name:</b>	Graeme Clark	<b>Telephone:</b> 01483 523099 <b>Email:</b> graeme.clark@waverley.gov.uk
<b>Name:</b>	Peter Vickers	<b>Telephone:</b> 01483 523539 <b>Email:</b> peter.vickers@waverley.gov.uk





**DRAFT  
MEDIUM TERM  
FINANCIAL STRATEGY**

**UPDATE – FEBRUARY 2016**

2016/17 – 2019/20

# FINANCIAL STRATEGY 2016/17 – 2019/20 WAVERLEY BOROUGH COUNCIL

## Introduction

The Medium Term Financial Strategy (MTFS) is Waverley's key financial planning document which takes account of all the various factors and influences that may impact on Waverley for the next few years. These factors include economic conditions, Government spending plans, current expenditure patterns, inflation, planned changes to service delivery, changing demand for services, sources of income etc. It also includes an assessment of the risks faced by Waverley.

The MTFS includes a forward look over the next four years to anticipate the spending pressures faced by Waverley. Planning now to meet known changes in the future provides greater opportunity to phase in the impact of the changes. Planning for the future will mean that Waverley can ensure sufficient funds are held in balances to be in a position to react swiftly to changing demands and emergencies as priorities or policy demands changes. Anticipating forward pressures at an early stage, help ensure that limited financial resources are targeted to Waverley's residents' highest priorities.

## Purpose

The purpose of this Strategy is to:

- Provide a framework for managing resources in medium term.
- Demonstrate that sufficient resources will be available to meet Waverley's objectives and priorities, particularly in the delivery of value for money.
- Look ahead to the longer term to protect and help plan sustainable services within an extremely challenging external economic and funding environment.
- Strengthen Waverley's financial resilience and manage volatility and risk, including maintaining an adequate level of reserves.
- Secure, maintain and develop Waverley's capital assets consistent with the Asset Management Plan.
- Anticipate financial pressures and identify potential ways to balance Waverley's budget including through efficiency measures.

## Delivering The Council's Priorities

The Council's Vision for 2016 -19 is:

### **To make Waverley a better place to live and work**

The role of the council's financial planning process is to support the achievement of Waverley's Strategic Priorities and Corporate Plan.

Waverley has four main priorities that respond to residents' concerns and to ensure the delivery of high quality, cost effective services:

- Customer Service
- Community and Wellbeing
- Environment
- Value for Money

## National Context

The problems of demography and caring for an increasing elderly population are well known as are increasing costs of pensions. Further significant reductions in public spending means that 2016/17 and subsequent years will continue to be extremely challenging for Waverley. Now, more than ever, Waverley needs to be clear about the priorities and focus on them to guide its decision making process.

## Financial Strategy Key Risks

- Continued Government grant cuts – 52% reduction in Revenue Support Grant in 2016/17 and complete withdrawal in 2017/18 with negative grant beyond this.
- Funding uncertainty and impact of Comprehensive Spending Review – Waverley's core resources of New Homes Bonus and business rates are being reviewed – early indications are that Waverley's resources will be cut further and additional risk transferred.
- Government proposals for Housing – 1% rent cut for 4 years and high value forced home sell offs will take £300million from forecast resources.
- How to focus resources on Corporate Plan objectives and priorities without impacting on other services.
- Responding to service demands, residents' and tenants' needs.
- How to achieve further efficiency gains and generate additional income from grants and charging.
- Government restriction on council tax levels and key income streams.

Successes in recent years:

- Waverley's Council Tax same level for sixth year.
- Good record of staying within budget.
- Star Chamber still delivering – need to also focus on medium term.
- No service cuts and protected funding for community organisations.

### Financial Projection – General Fund

The latest financial projections for the General Fund are shown in appendices 1 to 3. The tables in appendix 3 show a projected accumulative budget shortfall of £3m over the next 3 years after 2016/17. The figures in appendices 1 and 2 show the impact of the changing Government funding position and highlight the importance of Council Tax in the medium term.

### Financial Projection – Housing Revenue Account

Appendix 5 shows the expenditure breakdown in 2016/17 of the HRA Business Plan. Appendix 7 shows the financial projection on the HRA in the medium term. There is a projected budget shortfall of £3m over the three years after 2016/17 hence the need for the fundamental review. Appendix 8 shows that HRA Capital resources are sufficient to finance spending plans in 2016/17 and 2017/18 but the detailed review of the Business Plan will need to address the shortfall in future years. This review will need to consider:

- reviewing capital spending proposals;
- identifying revenue savings and efficiencies;
- review borrowing options within overall Government cap;
- asset disposals and other ways of generating income and/or delivering new affordable housing in innovative ways.

### Reserves and Balances

Waverley holds a number of balances and reserves for a range of specific and general purposes. These amounts must be used for their intended purpose and support Waverley's key objectives.

**General Fund and HRA Balance** – These balances are to cover variations in budgeted income & spending due to:

- Unexpected price increases
- Unbudgeted calls for spending e.g. major one-off inquiry

- Loss of income if offsetting savings can't be found
- Increased demand for services e.g. homelessness

Key policies are as follows:

- General Fund balances will be maintained at a prudent level of at least £ 3.2 million – This represents approximately 25% of net running costs.
- The Housing Revenue Account balance will be maintained at a prudent level of at least £2.0 million.
- Business rate equalisation fund to balance the impact of fluctuations and between-year adjustments on the General Fund.
- The Revenue Reserve will be the principal funding source for the General Fund Capital programme, invest to save schemes and one-off items of revenue and capital expenditure.
- No dependency on reserves or one off uncertain funding sources to fund ongoing services.
- New Homes Bonus will be used to fund one off revenue projects and to support invest-to-save projects.
- Implement and maintain Community Infrastructure Levy in conjunction with the new Local Plan to provide capital infrastructure funding.

Appendix 4 shows the projected reserves for the General Fund and Appendix 6 shows reserves for the Housing Revenue Account.

#### Key Actions 2016/17

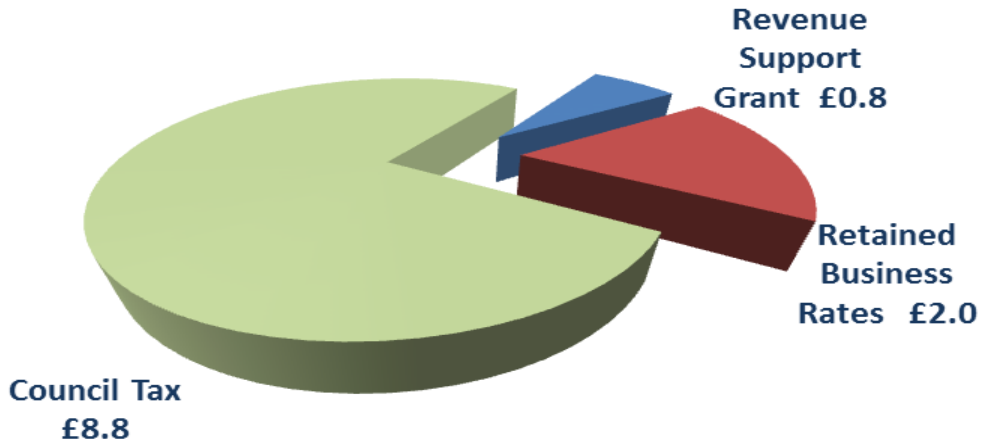
- Continue the 'Star Chamber' reviews and the Foresight Programme to ensure budgets deliver good value for money and are aligned to Corporate Plan priorities.
- Optimising return on cash surplus in times of low interest rates, balancing security, liquidity and return.
- Undertake a fundamental review of HRA budgets and capital spending plans in light of Government changes to ensure a sustainable Business Plan with affordable capital programmes.
- Utilise General Fund and HRA asset strategies including disposals and acquisitions including SANG where appropriate.
- Maximise invest to save opportunities to generate income, improve processes and/or make savings.

- Identify further efficiencies under the 'Foresight' Efficiency Plan including from reconfiguring IT systems procurement.
- Assess the benefit of accepting a 4 year grant settlement from Government.
- Secure new funding opportunities to help deliver priority services and projects.
- Model and monitor sensitivities on key budget areas e.g. inflation and interest.
- Rigorously test all capital proposals for relevance, timeliness and deliverability.
- Review procurement methods and contracts to identify efficiencies and cost savings including agency staff.
- Achieve social inclusion and providing accessible, affordable services for the Borough's most vulnerable residents.
- Support Service Managers to manage finances effectively.

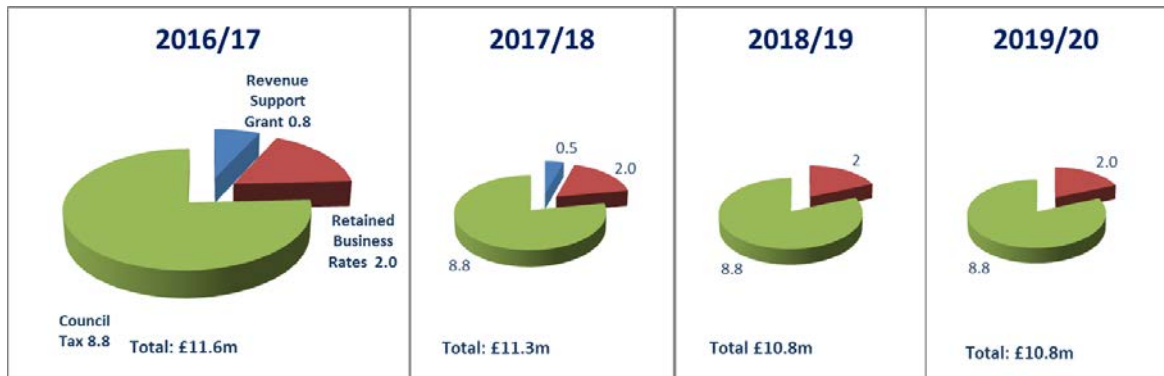
### Equality Impact Assessment

Waverley's Medium Term Financial Strategy aims to ensure that the Council can deliver all its services and target its resources on priority areas. These priorities were developed having regard to the Council's approved Equality and Diversity policy. This Strategy recognises Waverley's diverse population and its unique geography and is intended to have a positive impact on the most disadvantaged and vulnerable citizens by focusing resources on providing affordable and accessible services throughout the Borough.

**General Fund Financing 2016/17 £11.6m**

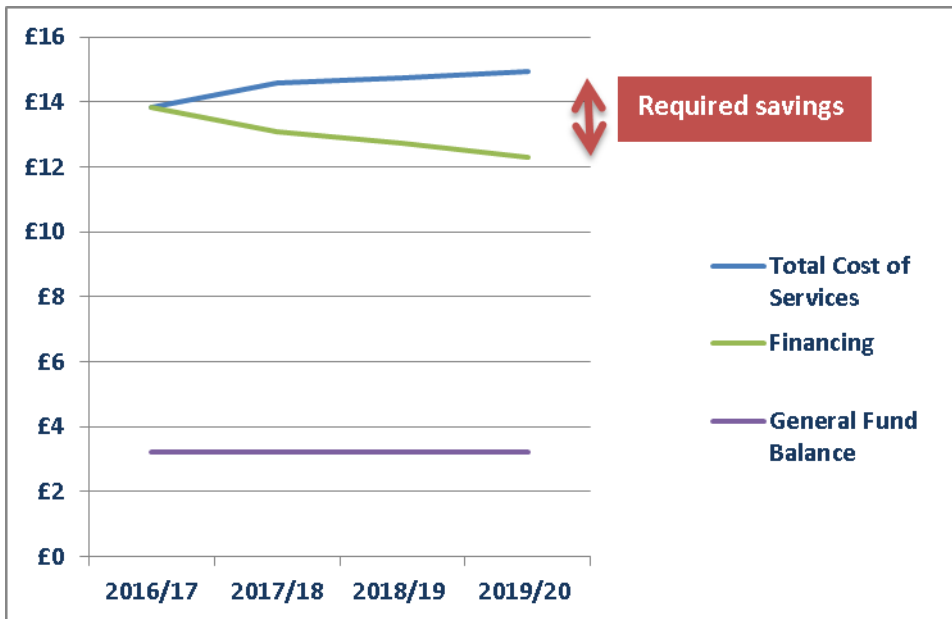


**Self sufficiency and the importance of Council Tax**

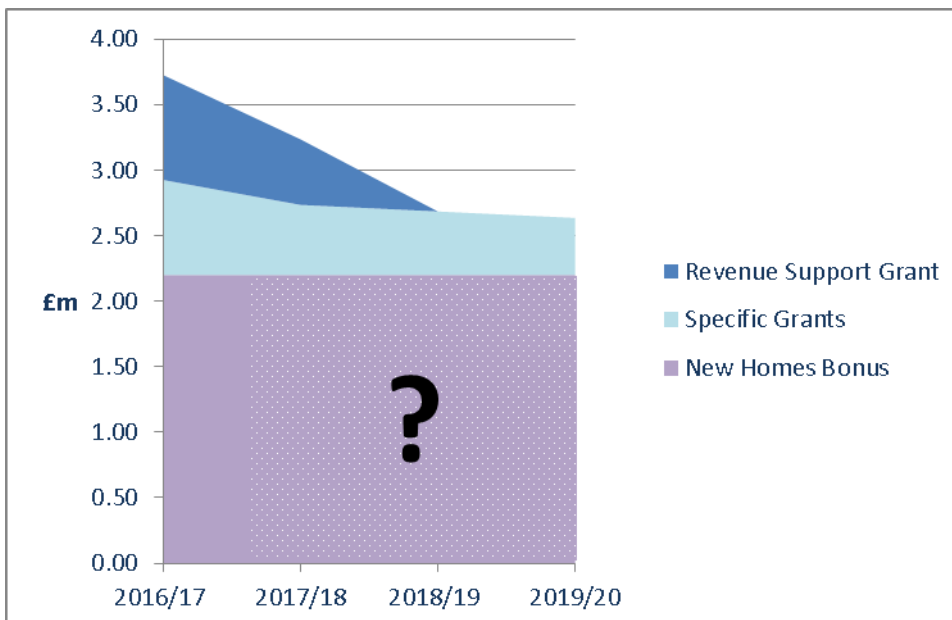


Note: Before any Council Tax increases

### 4 year General Fund Projection £m



### What is happening to our Government funding?



Note: Revenue Support Grant will be negative from 2018/19 onwards



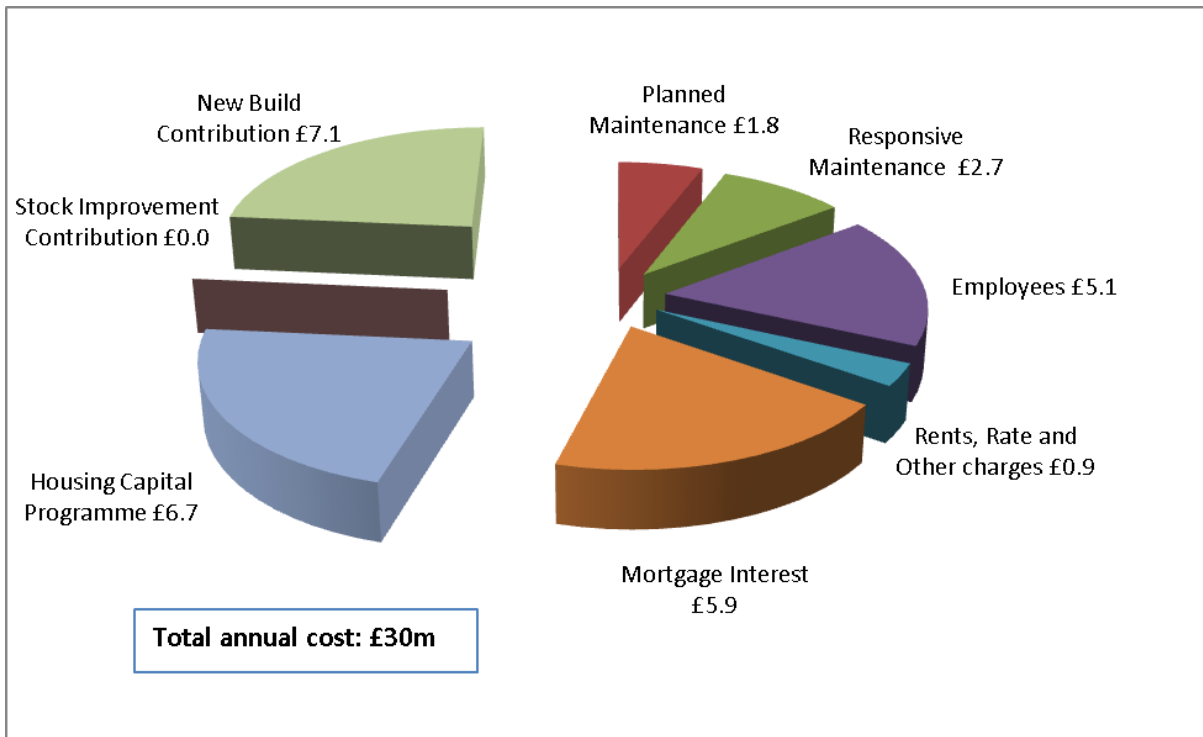
## Appendix 3

### General Fund Budget Forecast beyond 2016/17

<b>Estimated variations from 2016/2017 Budget - Cumulative</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>
Inflation non-pay (2%)	150	150	150
Inflation non-pay (2%)	0	150	150
Inflation non-pay (2%)	0	0	150
Pay award	?	?	?
Triennial pension review 1/4/17	200	200	200
Government grant reduction	760	1,110	1,570
Benefit admin grant- loss	50	100	150
Loss of supporting people grant	50	100	100
Apprenticeship levy	70	70	70
New minimum wage	20	20	20
Waste and recycling contract	50	100	100
<b>Cumulative Budget Shortfall</b>	<b>1,350</b>	<b>2,000</b>	<b>2,660</b>

<b>Schedule of Reserves and Balances - Actual and Projected</b>										
<b>General Fund</b>	31.3.2015	31.3.2016			31.3.2017			31.3.2018		
	Balance	In	Out	Balance	In	Out	Balance	In	Out	Balance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>General Fund Working Balance</b>	3,290		(90)	3,200			3,200			3,200
<b>Capital Financing Reserves</b>										
Revenue Reserve Fund (inc NHB)	1,918	2,962	(3,700)	1,180	3,221	(2,920)	1,481	3,530	(3,530)	1,481
General Fund Capital Receipts	1,192	142		1,334			1,334			1,334
	3,110	3,104	(3,700)	2,514	3,221	(2,920)	2,815	3,530	(3,530)	2,815
<b>Earmarked Reserves</b>										
LEP loan repayment	1,500		(1,500)	0			0			0
Asset Development	2,300		1,000	3,300		(3,300)	0			0
Potential SANG site acquisitions			1,000	1,000			1,000		(1,000)	0
Renewals Fund (to replace vehicles and equipment)	101		(26)	75			75			75
Insurance Fund (to meet potential historical liabilities)	301			301			301			301
Insurance Reserve	167			167		(36)	131			131
	4,369	0	474	4,843	0	(3,336)	1,507	0	(1,000)	507
<b>General Fund Total</b>	<b>10,769</b>	<b>3,104</b>	<b>(3,316)</b>	<b>10,557</b>	<b>3,221</b>	<b>(6,256)</b>	<b>7,522</b>	<b>3,530</b>	<b>(4,530)</b>	<b>6,522</b>

**Housing Revenue Account 2016/17 £m**  
**Total Annual Cost £30m**  
**Funded from Rent Income**



<b>Schedule of Reserves and Balances - Actual and Projected</b>										
<b>Housing Revenue Account</b>	31.3.2015	31.3.2016			31.3.2017			31.3.2018		
	Balance	In	Out	Balance	In	Out	Balance	In	Out	Balance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Working Balance</b>	2,385		(77)	2,308			2,308			2,308
<b>Earmarked Capital Reserves</b>										
Revenue Reserve	2,546	6,770	(7,883)	1,433	6,878	(8,311)	0	7,138	(7,138)	0
Capital Receipts Unapplied	12,765			12,765		(508)	12,257		(12,257)	0
New Affordable Homes	5,602	7,068	(7,974)	4,696	7,068	(7,870)	3,894	1,791	(5,685)	0
Stock Remodelling	8,130		(945)	7,185		(3,847)	3,338	1,791	(2,436)	2,693
HCA Grant					600	(600)	0			0
Commuted Sums	1,266		(1,266)	0			0			0
	30,309	13,838	(18,068)	26,079	14,546	(21,136)	19,489	10,720	(27,516)	2,693
<b>Housing Revenue Account Total</b>	<b>32,694</b>	<b>13,838</b>	<b>(18,145)</b>	<b>28,387</b>	<b>14,546</b>	<b>(21,136)</b>	<b>21,797</b>	<b>10,720</b>	<b>(27,516)</b>	<b>5,001</b>

## Waverley Borough Council 2016-17 Housing Revenue Account

Variations compared to Original 2016/17 Business Plan		
	2016/17 £'000	2017/18 to 2019/20 (3 years) £'000
Business Plan December 2015 Impact of 1% rents reduction compared to agreed Business Plan	1,308	11,097
Sale of high value voids/tariff	0	900
Business Plan minor realignment	28	(61)
Contribution from HRA working balance	(77)	
	<b>1,259</b>	<b>11,936</b>
Star Chamber Revenue savings	(620)	(1,000)
Growth	83	
Contribution to capital programme (freeze at 2015/16 level including debt repayment)	(722)	(8,798)
<b>Shortfall</b>	<b>0</b>	<b>2,138</b>

## HRA Capital Programme and Resources Summary

	2015/16 Revised Budget	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Capital Bids</b>	£000	£000	£000	£000	£000	£000
Core Capital Programme	7,883	<b>8,819</b>	8,291	8,723	8,500	8,500
New Affordable Homes	9,240	<b>8,470</b>	17,212	14,391	9,838	1,576
Stock Remodelling	945	<b>3,847</b>	2,013	1,102	-	-
<b>Total Capital Bids</b>	<b>18,068</b>	<b>21,136</b>	<b>27,516</b>	<b>24,216</b>	<b>18,338</b>	<b>10,076</b>

<b>Resources</b>						
Balance Brought Forward 1/4/15		<b>26,079</b>	19,489	2,693	(10,813)	(18,736)
MRR bal b/f 15/16	2,546					
NAH bal b/f 15/16	5,602					
SR bal b/f 15/16	8,130					
Capital Receipts bal b/f 15/16	5,688					
Capital receipts - NAH b/f 15/16	6,119					
Estimated capital receipts for 15/16	408					
Estimated capital receipts - NAH for 15/16	550					
HCA grant - Wey Court		<b>600</b>				
Commuted Sums - Station Rd	1,266					
<b>Total Resources</b>	<b>30,309</b>	<b>26,679</b>	<b>19,489</b>	<b>2,693</b>	<b>(10,813)</b>	<b>(18,736)</b>

<b>Contributions</b>						
Core Capital Programme	6,770	<b>6,878</b>	7,138	7,350	7,568	7,794
New Affordable Homes	7,068	<b>7,068</b>	1,791	1,680	1,423	1,383
Stock Remodelling			1,791	1,680	1,423	1,383

<b>Resources Carried Forward (Shortfall)</b>	<b>26,079</b>	<b>19,489</b>	<b>2,693</b>	<b>(10,813)</b>	<b>(18,736)</b>	<b>(18,252)</b>
--	---------------	---------------	--------------	-----------------	-----------------	-----------------

Potential Re-borrowing			3,487	3,708	4,223	4,303
<b>Resources Available if re-borrowed</b>			<b>6,180</b>	<b>(3,618)</b>	<b>(7,318)</b>	<b>(2,531)</b>

### Assumptions

No more capital receipts  
No more S106 funding

## General Fund Government Grants 2016/2017

7th December 2015 (after announcement of provisional local government finance settlement)

	(1)	(2)	(3)
	2015/16	2016/17 Estimate (after announcement of provisional settlement)	Reduction (1)-(2)
	£'000	£'000	£'000
<b>Core Grant funding on Budget Summary</b>			
Revenue Support Grant	1,574	760	814
Council Tax Freeze grant 2015/2016	92	0	92
<b>Other grants included in detailed estimate pages</b>			
Council Tax Support Administration Grant	86	61	25
Other Benefits Administration Grant	344	290	54
Business Rate Collection Allowance	181	179	2
Supporting People Funding	201	175	26
Environmental Health - DEFRA	25	0	25
<b>Total</b>	<b>2,503</b>	<b>1,465</b>	<b>1,038</b>

Also coming from Central Government is New Homes Bonus of £2.2million as shown on the Budget Summary.

**This page is intentionally left blank**



## General Fund - Star Chamber 2016/17

## Annexe 4

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
<b>Summary</b>			
Policy and Governance	(26,000)	58,000	
Planning	(15,000)	95,000	
Customer and Corporate	(38,000)	0	
Finance	(129,000)	0	
Community	(72,300)	48,000	
Environment	(104,000)	82,000	
Housing	0	40,000	
<b>Total</b>	<b>(£384,300)</b>	<b>£323,000</b>	

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
<b>Policy and Governance</b>			
Reduce agenda printing costs	(8,000)		This proposal is part of the Council's wider mobile working strategy. The Council's existing agenda management IT system ('Mod.Gov') already provides the facility for committee papers to be received, viewed and annotated on screen via a tablet rather than being printed. Under this proposal, all tier 1-3 managers (CMT, Heads of Services, those who report to a head of service) at Waverley will utilise this functionality to go paperless, reducing printing costs by £8,000 per annum.
Cancel Local Government Association Subscription	(10,000)		Waverley will still be able to access the majority of key services provided by the LGA, albeit at slightly increased 'non-member' rates in some cases.
Corporate Communications		3,000	To meet the costs of corporate communications activity where this is required to meet corporate plan objectives and to communicate professionally, positively and consistently with residents and customers.
Review Media Monitoring service		5,000	To renew the existing subscription which has enabled the Council to streamline its approach to media monitoring, reducing officer time spent on collating press clippings and other activities.

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
Planning Lawyer - funded from additional planning income		50,000	The increased level of planning applications requires a correspondingly increased level of internal legal advice and support on planning matters. This additional resource has already been provided on a temporary basis as a necessity and this proposal seeks to formalise this arrangement.
mayoral budgets - staffing, travel and printing	(6,000)		Aligning budget to demand
Cancel South East England Councils subscription	(2,000)		Minimal impact if any. Waverley does not rely on SEE Councils for any core services or support and it is therefore judged that there is no longer a business case for continuing to pay the annual subscription fees.
<b>Total:</b>	<b>(£26,000)</b>	<b>£58,000</b>	

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
<b>Planning</b>			
Out of hours Payment to planning officers subject to report by ME/WG		10,000	As part of recruitment and retention offer.
Funding to support officer training to achieve membership of Royal Town Planning Institute		20,000	As part of recruitment and retention offer.
Combining planning officer and senior officer grades to achieve greater opportunities for career progression		50,000	As part of recruitment and retention offer.
Change in Building Control Staff establishment to meet business needs		15,000	To meet the Building Control business improvement plan's aspiration to increase market share.
Reassessment of Building Control Income	(15,000)		Reflecting current income forecast, achievable through new staff structure.
<b>Total:</b>	<b>(£15,000)</b>	<b>£95,000</b>	

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
<b>Customer and Corporate Services</b>			
IT Budget realignment (termination of the Frontline contract)	(5,000)		Zero impact. Existing system has been replaced by a superior solution.
Reconfiguration of the IT help desk team	(8,000)		Minimal impact, savings due to retirement.
Asset Management Strategy - increased revenue from the existing property portfolio)	(25,000)		No impact. This will be achieved by rent review and negotiation as enabled by existing leases. The projected growth matches current performance.
<b>Total:</b>	<b>(£38,000)</b>	<b>£0</b>	

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
<b>Finance</b>			
Revenues Team Staffing	(13,000)		Savings due to staff changes whilst increasing service capacity.
Finance Team Staffing	(17,000)		Savings due to staff changes whilst increasing service capacity.
Employee Services Staffing	(23,000)		Savings due to staff changes whilst increasing service capacity.
Council Tax Transition hardship relief	(30,000)		Hardship relief was put in place three years ago as a transition measure from Council Tax Benefit to Council Tax Support Scheme. To date there has been minimal requirement for this fund. There is a £50k reserve accumulated.
Self insurance contribution	(15,000)		A significant reserve has been established to cover self insurance, experience shows that there is a minimal call each year compared to the contributions and can be reviewed yearly for any adverse impact.
Compensatory grants	(7,000)		Towns and Parishes grant has been reduced in line with the Councils loss of government grant, and have been consulted with each of the last three years to enable them to adjust their plans.
Council Tax Support Grant	(11,000)		Same as compensatory grants
Bank Contract	(13,000)		No service impact from this saving. It reflects adjustments in transaction volumes.
<b>Total:</b>	<b>(£129,000)</b>	<b>£0</b>	

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
<b>Community</b>			
Tree Risk		20,000	Additional funds required to ensure delivery of Waverley's Tree Risk Management Guide.
Ditch/ground maintenance		28,000	Ongoing maintenance following clearance of Waverley ditches as part of the capital programme.
Careline	(25,000)		Growth in client numbers to address the latent demand.
Health & Wellbeing Officer	(10,000)		Attraction of external funding to deliver key elements of the preventative health agenda.
Income generated by new Events Coordinator (created from existing post)	(20,000)		Increased income through more proactive marketing, promotion and booking of events on Waverley land.
Standardisation of fees	(5,000)		Standardisation of fees across a range of services.
Gostrey Meadow	(10,000)		Rental income from the introduction of a mobile 'café' offer on Gostrey Meadow.
Ashgate Gallery	(2,300)		Part of the standardisation of funding support.
<b>Total:</b>	<b>(£72,300)</b>	<b>£48,000</b>	

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
<b>Environment</b>			
Car Park Officer increased hours		15,000	Additional supervision, inspection and routine maintenance of car parks required to meet health and safety standards and customer expectation.
Emergency Planning and Safety Assistant - 1 Year contract		12,000	Additional short term support required for emergency planning and resilience officer to review and embed emergency plans and safety culture in organisation.
Environmental Enforcement Officer		28,000	Enhanced enforcement activity to deal with fly tipping, litter, dog fouling and anti-social behaviour required in response to public expectation and increased offending (net of income).
Litter picking A3 and A31 additional costs		17,000	Statutory responsibility for clearing litter on these roads. Additional costs for A3. Traffic management requirements increase the costs.
Video - recycling promotion		10,000	Need to continue to promote recycling in order to achieve targets for increased recycling performance.
Revised arrangements for discounted parking concessions for schools 1/2 year starting September 2016	(20,000)		Additional income generated from sales of permits for parent parking in partnership with schools.
Garden Waste Service - £5 increase in annual charge	(50,000)		Scheme cheaper than neighbouring areas. Will generate additional income.
Garden Waste Service - improved bin cost recovery	(5,000)		Need to recover full cost of bin rather than subsidise it.



2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
Saturday garden waste - termination of service in Godalming from October 2016	(6,000)		Service cannot be justified financially now residents have alternative of Garden Waste subscription service or community recycling centres.
Public conveniences closure - North Street, Farncombe	(11,000)		Facility significantly underused and costly to operate.
Car Parks - car washing franchise	(12,000)		Additional income generated from extending franchise to additional car parks.
<b>Total:</b>	<b>(£104,000)</b>	<b>£82,000</b>	

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
<b>Housing (General Fund)</b>			
Homelessness prevention		10,000	To give discretionary support to households with children in private rented accommodation negatively impacted by the benefit cap being introduced in April 2016 to prevent homelessness.
Homelessness Budget		30,000	To enable the provision of rent deposits and rent in advance to households threatened with homelessness in order to avoid use of temporary accommodation.
<b>Total:</b>	<b>£0</b>	<b>£40,000</b>	

## Schedule of Reserves and Balances - Actual and Projected

General Fund	31.3.2015	31.3.2016			31.3.2017			31.3.2018		
	Balance	In	Out	Balance	In	Out	Balance	In	Out	Balance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>General Fund Working Balance</b>	3,290		(90)	3,200			3,200			3,200
<b>Capital Financing Reserves</b>										
Revenue Reserve Fund (inc NHB)	1,918	2,962	(3,700)	1,180	3,221	(2,920)	1,481	3,530	(3,530)	1,481
General Fund Capital Receipts	1,192	142		1,334			1,334			1,334
	3,110	3,104	(3,700)	2,514	3,221	(2,920)	2,815	3,530	(3,530)	2,815
<b>Earmarked Reserves</b>										
LEP loan repayment	1,500		(1,500)	0			0			0
Asset Development	2,300		1,000	3,300		(3,300)	0			0
Potential SANG site acquisitions			1,000	1,000			1,000		(1,000)	0
Renewals Fund (to replace vehicles and equipment)	101		(26)	75			75			75
Insurance Fund (to meet potential historical liabilities)	301			301			301			301
Insurance Reserve	167			167		(36)	131			131
	4,369	0	474	4,843	0	(3,336)	1,507	0	(1,000)	507
<b>General Fund Total</b>	<b>10,769</b>	<b>3,104</b>	<b>(3,316)</b>	<b>10,557</b>	<b>3,221</b>	<b>(6,256)</b>	<b>7,522</b>	<b>3,530</b>	<b>(4,530)</b>	<b>6,522</b>

**This page is intentionally left blank**

## WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 2 FEBRUARY 2016

---

**Title:**

**FINANCIAL STRATEGY 2016/17 – 2019/20  
DRAFT GENERAL FUND CAPITAL PROGRAMME 2016/17**

**[Wards Affected: All]**

**[Portfolio Holder: Cllr Wyatt Ramsdale]**

---

**Summary and purpose:**

The report puts forward proposals for the draft 2016/17 Capital Programme in respect of the General Fund services for consideration by the Executive. The report also considers proposed revenue projects to be included within the 2016/17 Budget. The purpose of this report is to recommend to Council the General Fund Capital Programme for 2016/2017, together with projects to be included with the Revenue Budget. Observations from the Joint Overview and Scrutiny Committee are set out in the report.

---

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

The Capital Programme proposed supports the Council's Corporate Priorities.

**Equality and Diversity Implications:**

An Equality Impact Assessment will be carried out to ensure there are no adverse equality implications.

**Resource/Value for Money implications:**

Resource implications are contained throughout the report.

**Legal implications:**

The recommendations of this report do not have direct legal implications.

---

**Introduction**

1. Each year, the Council reviews its three-year Capital Programme and in particular agrees the provisions to be included within the Budget for the year ahead. The overall parameters for the Capital Programme are set out within the Council's Financial Strategy. The Capital Programme and revenue project proposals for 2016/17, as put forward by the Heads of Service, are presented for consideration.

**Draft 2016/2017 Capital Programme**

2. The proposed 2016/17 Capital Programme amounts to £2.6million as shown at Annexe 1 to this report.

3. The Annexe also presents the proposed financing, which shows significant external funding of over £0.5million, £1.2million coming from Waverley's own resources in the Revenue Reserve Fund and £880,000 from Waverley's 'Invest-to-save' fund.

### **Approval Process**

4. Certain schemes as identified by an asterisk on the schedule will be included within the overall Programme, but specific approval under delegation will be required before they proceed because further information is needed in support of these schemes. Once Council has approved the Budget, it is proposed that authority to proceed in these cases is delegated to the Director of Finance and Resources in conjunction with the Finance Portfolio Holder.

### **Revenue Projects**

5. Accounting rules require that certain one-off project-type expenditure is classified as revenue expenditure. These items have been identified as revenue projects as they maintain an asset rather than enhance it and are summarised at Annexe 2 along with the funding. The total requests are included in Annexe 1 for the General Fund Revenue Report and if approved will be included within the appropriate revenue budget.

### **Conclusion**

6. Allowance for the total of the Revenue Projects is included within the Revenue Budget proposed and individual schemes will be shown as part of the appropriate Estimate sheets when the final proposals have been agreed. The financing proposals in Annexe 1 show that the draft Capital Programme is within the resources available for 2016/2017.
7. The Programme will be subject to final approval by Council on 16 February 2016.

### **Observations from the Joint Overview and Scrutiny Committee**

8. The Joint Overview and Scrutiny Committee considered this report and, whilst making a number of specific observations on the Service Plans for 2016/17, recommended that the funding for the the Frensham Common Site Facilities Redevelopment should be phased.

### **Recommendation**

The Executive considers any comments from the Joint Overview and Scrutiny Committee and recommends that the Council:

1. approves the list of Revenue Projects totalling £562,800 as shown at Annexe 2 to be included within the Revenue Estimates;
2. approves the 2016/17 General Fund Capital Programme totalling £2,587,750 as shown at Annexe 1;

3. agrees the financing proposals for 2016/2017 in Annexe 1; and
4. agrees that the budgets for schemes marked with an asterisk on the schedules be approved, but spending on these projects is subject to the agreement of the Director of Finance and Resources and Finance Portfolio Holder or the Executive if appropriate.

---

### 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:**

<b>Name:</b>	Vicki Basley	<b>Telephone:</b> 01483 523250 <b>E-mail:</b> victoria.basley@waverley.gov.uk
<b>Name:</b>	Graeme Clark	<b>Telephone:</b> 01483 523099 <b>Email:</b> graeme.clark@waverley.gov.uk
<b>Name:</b>	Peter Vickers	<b>Telephone:</b> 01483 523539 <b>Email:</b> peter.vickers@waverley.gov.uk

**This page is intentionally left blank**



## Capital Programme General Fund

	2016/2017 Funding						2017/2018 Estimate	2018/2019 Estimate
	2016/17							
	Total Programme	Revenue Reserve Fund	Housing Revenue Account	Invest to Save	S106 Funding	External Funding		
£	£	£	£	£	£	£	£	
<b>General Fund Summary</b>								
Provision for Urgent Schemes during Year	150,000	150,000	0	0	0	0	150,000	150,000
Customer and Corporate	434,000	378,000	56,000	0	0	0	240,000	20,000
Community Services	1,515,750	451,820	0	880,000	28,400	155,530	797,200	520,200
Environmental Services	118,000	118,000	0	0	0	0	0	0
General Fund Housing Services	370,000	38,000	0	0	0	332,000	370,000	370,000
<b>Total</b>	<b>£2,587,750</b>	<b>£1,135,820</b>	<b>£56,000</b>	<b>£880,000</b>	<b>£28,400</b>	<b>£487,530</b>	<b>£1,557,200</b>	<b>£1,060,200</b>

## Capital Programme General Fund

	2016/17	2016/2017 Funding					2017/2018 Estimate	2018/2019 Estimate
	Total Programme	Revenue Reserve Fund	Housing Revenue Account	Invest to Save	S106 Funding	External Funding		
	£	£	£	£	£	£	£	£

### Customer and Corporate

* Customer Services - Invest to Save							150,000	
<b>Central Offices</b>								
Vending Machine	3,000	3,000						
<b>Properties</b>								
Ramsnest Flood Alleviation	18,000	18,000						
* Farnham Museum works	92,000	92,000						
<b>IT</b>								
Forward Programme/Legislative Changes	10,000	10,000					10,000	10,000
Desktop/Server Upgrades	20,000	20,000					35,000	
Mobile Working Solutions	35,000	35,000						
Network Upgrade & Flexible Working	10,000	10,000					10,000	10,000
Property Terrier Database	40,000	40,000						
Mobile Phone Procurement	30,000	30,000						
Document Management	60,000	60,000						
Employee File Online Solution							10,000	
Pump House Business Continuity Arrangements	40,000	40,000						
Agresso Experience Packs	20,000	20,000						
Orchard Development	40,000		40,000				25,000	
Keystone	16,000		16,000					
<b>Total Customer and Office Services</b>	<b>£434,000</b>	<b>£378,000</b>	<b>£56,000</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£240,000</b>	<b>£20,000</b>

\* Project requires delegated approval before work can commence

## Capital Programme General Fund

	2016/17	2016/2017 Funding					2017/2018	2018/2019
	Total Programme	Revenue Reserve Fund	Housing Revenue Account	Invest to Save	S106 Funding	External Funding	Estimate	Estimate
	£	£	£	£	£	£	£	£
<b>Community Services</b>								
Central Communications (Careline)	30,000	30,000					40,000	40,000
<b>Parks and Countryside</b>								
Weydon Lane Landfill site	8,000	8,000					58,000	58,000
HLS Countryside Works	139,200	80,000				59,200	119,200	119,200
Frensham Common - Site Facilities Redevelopment	800,000			800,000			20,000	10,000
Pond Restorations	14,000	14,000					14,000	14,000
Proactive Woodland Management	35,000	35,000					35,000	35,000
Frensham Pond Dam	25,000	25,000					15,000	15,000
Lammas Lands flood relief channel	5,000	5,000					55,000	
Ditch Renovation	70,000	70,000						
Broadwater Park Improvement Project	130,000	39,000				91,000	106,000	30,000
Greenspace Infrastructure & DDA Improvements	53,170	30,000			23,170		50,000	50,000
Phillips Memorial Park Improvement Project	11,150	5,820				5,330		
Playground Refurbishments	75,230	70,000			5,230		160,000	119,000
Pavilions - Improving energy efficiency and	20,000	20,000					30,000	30,000
* Gostrey Meadow Pavilion	80,000			80,000			80,000	
Farnham Park Golf Club/Café - Sewerage works							15,000	
<b>Arts</b>								
External decorating repairs to the new Ashgate Gallery	20,000	20,000						
<b>Total Community Services</b>	<b>£1,515,750</b>	<b>£451,820</b>	<b>£0</b>	<b>£880,000</b>	<b>£28,400</b>	<b>£155,530</b>	<b>£797,200</b>	<b>£520,200</b>

\* Project requires delegated approval before work can commence

**Capital Programme  
General Fund**

	2016/17	2016/2017 Funding					2017/2018	2018/2019
	Total Programme	Revenue Reserve Fund	Housing Revenue Account	Invest to Save	S106 Funding	External Funding	Estimate	Estimate
	£	£	£	£	£	£	£	£
<b>Environmental Services</b>								
High Street, Haslemere Car Park	118,000	118,000						
<b>Total Environmental Services</b>	<b>£118,000</b>	<b>£118,000</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>

**Capital Programme  
General Fund**

	2016/17	2016/2017 Funding					2017/2018	2018/2019
	Total Programme	Revenue Reserve Fund	Housing Revenue Account	Invest to Save	S106 Funding	External Funding	Estimate	Estimate
	£	£	£	£	£	£	£	£
<b>General Fund Housing Services</b>								
<b>House Renovation Grants</b>								
- Disabled Facilities	350,000	28,000				322,000	350,000	350,000
Warm Homes Project	20,000	10,000				10,000	20,000	20,000
<b>Total General Fund Housing Services</b>	<b>£370,000</b>	<b>£38,000</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£332,000</b>	<b>£370,000</b>	<b>£370,000</b>

**This page is intentionally left blank**

**CAPITAL PROGRAMME**  
**2016/2017 REVENUE SCHEMES - GENERAL FUND**

Project	Essential Maintenance	2016/17			
		Total Programme £	WBC funding £	Repairs & Renewals Reserve £	External Funding £
<b>Customer and Corporate</b>					
Central Offices	Essential Maintenance	90,000	90,000		
Development Consultancy		40,000	40,000		
<b>Community Services</b>					
<b>Community</b>					
Day Centres					
Farncombe Day Centre		12,800	12,800		
<b>Sports Centres</b>					
General	Y	100,000	100,000		
Contingency		25,000	25,000		
Haslemere Leisure Centre		60,000			60,000
<b>Recreation</b>					
Parks Signage		20,000	20,000		
<b>Environmental Services</b>					
<b>Environmental Health</b>					
Contaminated Land		30,000	30,000		
Air Quality		52,500	2,500		50,000
Noise Recording Equipment		5,000		5,000	
<b>Refuse Collection</b>					
Green Recycling Containers		25,000			25,000
<b>Car Parks</b>					
Rolling Programme	Y	102,500	102,500		
<b>General Fund Total</b>		<b>£562,800</b>	<b>£422,800</b>	<b>£5,000</b>	<b>£135,000</b>

**This page is intentionally left blank**



## WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 2 FEBRUARY 2016

---

### Title:

#### **HOUSING REVENUE ACCOUNT BUSINESS PLAN, REVENUE BUDGET AND CAPITAL PROGRAMME 2016/17**

[Portfolio Holders: Cllr Carole King and Cllr Wyatt Ramsdale]  
[Wards Affected: All]

---

### Summary and purpose:

This report advises the Executive of the latest position regarding the Housing Revenue Account (HRA) Revenue Estimates for 2016/17 and the updated 30-year Business Plan. The Executive is requested to make recommendations to Council regarding Waverley's HRA budget and Business Plan for 2016/17.

---

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

Waverley's landlord service deals with the management and maintenance of existing stock and delivering affordable housing which helps to improve lives – two of the Council's five corporate priorities. A viable business plan, which takes account of these priorities, needs to be in place to aid delivery of these priorities.

### Equality and Diversity Implications:

Providing more and better affordable housing for residents of the Borough in housing need, particularly the more vulnerable in our society.

### Resource/Value for Money Implications:

Resource implications are contained throughout the report.

### Legal Implications:

There are no direct legal implications as a result of this report.

---

### Introduction

1. This report outlines the draft budgets to be included within the annual review and update of the HRA 30 year Business Plan and the Budget for the year ahead, including the five-year Capital Programmes. The Business Plan is underpinned by the Council's Financial Strategy and provides the resources to fund the 30-year maintenance forecast and fund proposals for building new affordable homes and investment in stock remodelling.
2. This report contains the following Annexes:

- Annexe 1 – Business Plan Approved February 2015 - 2016/17 to 2020/21
- Annexe 2 – Business Plan Revised December 2015 - 2016/17 to 2020/21
- Annexe 3 – Business Plan Assumptions
- Annexe 4 – Detailed budget pages
- Annexe 5 – Star Chamber Proposals
- Annexe 6 – Housing Fees and Charges
- Annexe 7 – Revised 2016/17 Business Plan compared to Original
- Annexe 8 – Capital Programme comprising
  - Housing Core Programme
  - New Affordable Homes Programme
  - Stock Remodelling Programme
- Annexe 9 – HRA Capital Resources summary
- Annexe 10 – HRA Reserves Summary

## **Business Plan**

3. The next five years' latest projection for the Business Plan, commencing with 2016/17, is attached at Annexe 2. For information, the previously approved Business Plan figures for this period are also included at Annexe 1. The assumptions behind the Business Plan are illustrated in Annexe 3.
4. The Government announced changes to HRA finances in the summer budget which, as reported at the Finance Seminar, will lose the HRA over £300million over the life of the Plan compared to the Business Plan projections approved in February 2015. The changes are shown below:
  - Rent reductions of 1% per year for 4 years from 2016/17 (incorporated into Annexe 2)
  - Impact of the sale of high value voids from 2017/18
  - Welfare reforms
5. These changes will have a significant impact on the continued delivery of the current strategy for the Housing service depicted by the Business Plan. As a consequence, and given that the detailed regulations and guidance has not been published yet, it is proposed that a full review of every aspect of the Business Plan and its underlying budget costings is carried out in the summer to assess the right activity levels and the desired capital programme expenditure in the longer term. These Government changes have already created a £1.3million shortfall in the 2016/17 revenue budget compared to the Business Plan approved in February 2015.
6. There has been rigorous scrutiny of draft budgets through the Council's 'Star Chamber' process involving the Directors, Portfolio Holders, and Heads of Service particularly in light of the budget shortfall. The Star Chamber proposals are summarised in Annexe 5. These have not yet been incorporated in the Business Plan or detailed budgets.
7. A detailed breakdown of the budgets behind the summary Business Plan figures for 2016/17 is provided at Annexe 4.

## **Rents**

8. The Council usually follows a rent setting policy that supports Waverley's Business Plan objectives with broad adherence to the Government's social rent policy of an annual rent increase calculated as September RPI (0.8%)+ 1/2 % (2015/16 increase 2.8%). However, the government have imposed a 1% per year rent reduction for the next four years from 2016/17. The Bill is currently in the House of Lords. This change is reflected in the revised Business Plan at Annexe 2 and has resulted in £1.3million less rent income than originally budgeted for in.
9. It is proposed to increase garage rents by 1.3%. The proposal for the garages at Waggon Yard, Farnham, is to increase rents by 7% to reflect their prime town centre location.
10. It is proposed that service charges in sheltered accommodation be increased by 50p/week in 2016/17 and the heating reimbursement charge by the same amount in line with previous energy increases. The position will be reviewed in 2016/17 in the light of current market conditions.
11. It is proposed that rents for Temporary Accommodation (TA) and Bed and Breakfast be increased in line with Local Housing Allowance rates when these are announced in due course.

## **Fees and Charges**

12. A proposed schedule of charges for various services to leaseholders and shared owners is given in Annexe 6. Whilst the income from fees and charges are already included in the business Plan, Members are required to approve these annually.

## **Draft 2016/17 Capital Programme**

13. The draft Capital Programme at Annexe 8 shows the proposals estimated to be spent in 2016/17 on each of the three elements to the capital programme. A five-year core capital programme of works has been drawn up to help ensure compliance with landlord and employee obligations and to bring systems and equipment up to standard.

## **Draft 2016/17 New Affordable Homes Programme and Stock Remodelling Programme**

14. The 30-year Business Plan also includes a programme to develop new affordable homes and a programme to remodel some of the existing stock. The major project at Ockford Ridge will be a combination of redevelopment and remodelling existing dwellings. Estimates at this stage are on a very broad basis and will be refined as survey work is carried out. These programmes will form part of the full review of the Business Plan in the summer as they need to be affordable within the Business Plan after taking account of the impact of the 1% rent reduction and forced high value sales.

## **Financing**

15. The financial model in Waverley's Business Plan incorporates the transfer to the HRA Revenue Reserve to support capital expenditure. Annexe 9 shows the Capital Programme proposals against the resources available in the next five years. Even after taking account of the significant accumulated resources prior to 2016/17, including capital receipts, the table at Annexe 9 shows that latest capital expenditure plans significantly exceed available capital resources over the five year period from 2016/17 to 2020/21. This is not a sustainable position and the review of the entire Business Plan during 2016 will examine to what extent Capital Programmes will need to be revised to meet available resources and will examine other ways to generate additional funds.

## **Robustness of Estimates**

16. Full account has been taken of potential costs and adequate provision has been made. A prudent assessment of income has been undertaken and only income that has a high level of certainty of being received is included within the Council's budgets.
17. The Council's Financial Strategy, together with information presented at the Annual Finance Seminar and subsequent reports demonstrate the financial challenges to Waverley Borough Council and Landlord Service in the future.
18. In view of the level of awareness amongst Members and the action taken to produce the Council's budget in 2016/17, the Director of Finance and Resources is satisfied with the robustness of the estimates presented.

## **Adequacy of reserves**

19. Adequate reserves are necessary to meet significant cost that could not reasonably have been foreseen in the preparation of the budget. The levels of the HRA working and repairs fund balances have been reviewed and the working balance maintained at £2m. It is proposed to apply the repairs fund balance to support specific revenue projects leaving a projected balance of some £35k at the end of 2016/17. Annexe 10 shows the schedule of reserves.

## **Joint Overview and Scrutiny Committee**

20. The Joint Overview and Scrutiny Committee considered the report and, whilst making a number of specific suggestions on the Service Plans for 2016/17, also gave its support for a review of the Housing Business Plan being undertaken in light of government reforms.

## **Conclusion**

21. As a result of efficiency measures and reductions in some activities, the 2016/17 budget is now showing a balanced position. However, subsequent years of the Business Plan will need to be reviewed thoroughly in the light of the impact of Government's changes.

## **Recommendation**

Having considered the comments from the Joint Overview and Scrutiny Committee, it is recommended that the Executive makes the following recommendations to Council, that:

1. a fundamental review of every budget within the Business Plan be undertaken before December 2016 to take account of the Government's legislative changes when the details are published;
  2. subject to the new legislation being in force, the rent level of Council dwellings be reduced by 1% from the 2015/16 level with effect from April 2016 in compliance with the Welfare Reform and Work Bill 2015;
  3. the weekly charge for garages rented by both Council and non-Council tenants be increased by 1.3% from April 2016;
  4. the garages at Waggon Yard, Farnham to increase by 7% to reflect their prime town centre location;
  5. the service charge in sheltered accommodation be increased by 50p/week from 7 April 2016;
  6. the recharge for energy costs (as appropriate) be increased by 50p/week from April 2016, with a review being carried out in 2016/17 to assess changing energy prices;
  7. fees and charges increases be agreed as set out in Annexe 6;
  8. the proposals included on the List of Savings and Growth Items be implemented as shown at Annexe 5;
  9. the resultant HRA Revenue Budget and Business Plan updated for 2016/17, which incorporate the above changes, be approved;
  10. the total spend proposed in the 2016/17 Housing Revenue Account Capital Programme as shown at Annexe 8 be approved;
  11. the indicative 2016/17 New Affordable Homes Programme be approved with specific scheme approvals to be sought when detailed costs are available;
  12. the indicative 2016/17 Stock Improvement Programme be approved with specific scheme approvals to be sought when detailed costs are available; and
  13. the financing of these programmes be approved in line with the resources shown.
-

## Background Papers

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

---

### **CONTACT OFFICERS:**

**Name:** Graeme Clark

**Telephone:** 01483 523099

**E-mail:** [graeme.clark@waverley.gov.uk](mailto:graeme.clark@waverley.gov.uk)

**Name:** Peter Vickers

**Telephone:** 01483 523539

**E-mail:** [peter.vickers@waverley.gov.uk](mailto:peter.vickers@waverley.gov.uk)

**Name:** Vicki Basley

**Telephone:** 01483 523250

**E-mail:** [victoria.basley@waverley.gov.uk](mailto:victoria.basley@waverley.gov.uk)

## Waverley Housing Revenue Account Next 5 Years Business Plan Original February 2015 approved

£'000	2016-17	2017-18	2018-19	2019-20	2020-21
	(2)	(3)	(4)	(5)	(6)
<b>INCOME</b>					
1 Gross Dwelling Rent income (net of subsidy penalty)	30,471	31,767	33,113	35,031	35,482
Less Voids @2.125%	(686)	(635)	(662)	(701)	(710)
<b>Net Dwelling Rent</b>	<b>29,785</b>	<b>31,131</b>	<b>32,451</b>	<b>34,331</b>	<b>34,772</b>
2 Gross Garage rents	375	385	394	404	414
Less Voids @ 20%	(75)	(77)	(79)	(81)	(83)
<b>Net Garage Rent</b>	<b>300</b>	<b>308</b>	<b>315</b>	<b>323</b>	<b>331</b>
3 Service Charges	268	274	281	288	295
4 Costs recovered	276	283	290	297	304
5 Other Income	357	366	375	384	394
<b>COSTS</b>					
6 Housing Management	(5,391)	(5,479)	(5,599)	(5,697)	(5,767)
7 Maintenance	(4,418)	(4,488)	(4,560)	(4,633)	(4,707)
8 Other Costs	(570)	(624)	(636)	(649)	(662)
9 Interest	(5,827)	(5,796)	(5,742)	(5,672)	(5,587)
10 Debt management	(30)	(50)	(50)	(50)	(50)
11 Net Operating Expenses	<b>14,750</b>	<b>15,925</b>	<b>17,125</b>	<b>18,922</b>	<b>19,324</b>
12 Contribution to Core Capital Programme	6,932	7,138	7,350	7,568	7,794
13 Contribution to Stock Improvement	0	2,691	3,046	3,555	3,575
14 Contribution to New Build	7,790	2,691	3,046	3,555	3,575
15 Principal repayment		3,487	3,708	4,223	4,303
16 Shortfall(-)/Surplus	27	(82)	(24)	21	77
	<b>14,750</b>	<b>15,925</b>	<b>17,125</b>	<b>18,922</b>	<b>19,324</b>
17 Loan brought forward	192,035	192,035	188,548	184,840	180,617
18 Loan carried forward	192,035	188,548	184,840	180,617	176,314
19 HRA Working Balance brought forward	2,000	2,000	2,000	2,000	2,000
20 HRA Working Balance carried forward	2,000	2,000	2,000	2,000	2,000

**This page is intentionally left blank**



## Waverley Housing Revenue Account Revised Business Plan Incorporating 4 Year Rent Reduction

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	(1) £'000	(2) £'000	(3) £'000	(4) £'000	(5) £'000	(6) £'000
<b>INCOME</b>						
1 Gross Dwelling Rent income (net of subsidy penalty)	<b>29,413</b>	29,097	29,333	29,382	29,871	30,255
Less Voids @2.125%	<b>(629)</b>	<b>(655)</b>	<b>(587)</b>	<b>(588)</b>	<b>(597)</b>	<b>(605)</b>
<b>Net Dwelling Rent</b>	<b>28,784</b>	<b>28,477</b>	<b>28,747</b>	<b>28,795</b>	<b>29,274</b>	<b>29,650</b>
2 Gross Garage rents	<b>366</b>	375	385	394	404	414
Less Voids @ 20%	<b>(73)</b>	<b>(75)</b>	<b>(77)</b>	<b>(79)</b>	<b>(81)</b>	<b>(83)</b>
<b>Net Garage Rent</b>	<b>293</b>	<b>300</b>	<b>308</b>	<b>315</b>	<b>323</b>	<b>331</b>
3 Service Charges	<b>261</b>	295	302	310	318	326
4 Costs recovered	<b>269</b>	269	276	283	290	297
5 Other Income	<b>348</b>	398	357	366	375	384
<b>COSTS</b>						
6 Housing Management	<b>(5,306)</b>	<b>(5,444)</b>	<b>(5,695)</b>	<b>(5,820)</b>	<b>(5,921)</b>	<b>(5,994)</b>
7 Maintenance	<b>(4,348)</b>	<b>(4,453)</b>	<b>(4,577)</b>	<b>(4,631)</b>	<b>(4,665)</b>	<b>(4,675)</b>
9 Other Costs	<b>(570)</b>	<b>(653)</b>	<b>(624)</b>	<b>(636)</b>	<b>(649)</b>	<b>(662)</b>
10 Interest	<b>(5,827)</b>	<b>(5,827)</b>	<b>(5,796)</b>	<b>(5,742)</b>	<b>(5,672)</b>	<b>(5,587)</b>
11 Debt management	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>
12 Net Operating Expenses	<b>13,874</b>	13,332	13,268	13,210	13,642	14,041
13 Contribution to Core Capital Programme	<b>6,770</b>	6,878	7,138	7,350	7,568	7,794
14 Contribution to Stock Improvement	<b>0</b>	0	2,691	3,046	3,555	3,575
15 Contribution to New Build	<b>7,068</b>	7,790	2,691	3,046	3,555	3,575
16 Principal repayment			3,487	3,708	4,223	4,303
17 Contribution from working balance		<b>(77)</b>				
18 Shortfall(-)/Surplus	<b>36</b>	<b>(1,259)</b>	<b>(2,739)</b>	<b>(3,938)</b>	<b>(5,259)</b>	<b>(5,207)</b>
	<b>13,874</b>	13,332	13,268	13,210	13,642	14,041
19 Loan brought forward	<b>192,035</b>	192,035	192,035	188,548	184,840	180,617
20 Loan carried forward	<b>192,035</b>	192,035	188,548	184,840	180,617	176,314
21 HRA Working Balance brought forward	<b>2,000</b>	2,000	2,000	2,000	2,000	2,000
22 HRA Working Balance carried forward	<b>2,000</b>	2,000	2,000	2,000	2,000	2,000

### KEY ASSUMPTIONS

Rents reduced by 1% pa for 4 years from 2016-17 in line with Government policy

Maintain working Balance at £2m

Rent increases from 2020-21 assumed at 3.0%

**This page is intentionally left blank**

## Business Plan Assumptions 2016-17

<b>WAVERLEY ASSUMPTIONS</b>	
Estimated housing stock 1 April 2016	4,865
Inflation	
Contracts (CPI)	1.6%
Energy and Rents(RPI)	
Rent reduction – 2016/17 to 2019/20 inclusive	1%
Stock growth through new homes programme (included in stock total above)	38
Average interest rate on borrowing	2.8%
Stock Loss through right-to-buys over the life of the Business Plan	240
Percentage of voids assumed	2.125%
Provision for bad debts	0.1%

**This page is intentionally left blank**

**Housing Revenue Account  
Revenue Estimates 2016/2017**

## Landlord Services

Ref. No.	2015/2016 Estimate (1)	Details	2016/2017 Estimate (2)
<b>Housing Revenue Account Summary</b>			
	£		£
		<b>Expenditure</b>	
		<b>Premises</b>	
1	5,140,760	Repairs and Maintenance	5,234,420
		<b>Administration</b>	
		Supervision and Management	
2	3,252,430	- General	3,503,320
3	504,300	- Special	345,900
4	133,110	Waverley Families	109,570
5	549,560	'Back-Funded' pension contributions	548,300
		<b>Capital Charges</b>	
6	73,890	Capital Work Expenses	73,480
		<b>Special Items</b>	
7	470	Inflation Provision	40,000
8	0	Bad Debts Provision	25,000
9	0	Uninsured Loss Reserve	25,000
10	20,000	Fraud Initiative	20,000
11	36,000	Energy saving Initiatives	36,000
12	20,000	Transitional Funding of Support Costs	15,000
13	<b>9,730,520</b>	<b>Total Expenditure</b>	<b>9,975,990</b>
		<b>Income</b>	
14	28,965,860	Dwelling Rents	28,653,990
15	(177,000)	Negative housing subsidy/Rebates Contribution	(177,000)
16	28,788,860		28,476,990
17	292,690	Garage Rents	300,000
18	123,200	Other Income	123,200
19	<b>29,204,750</b>	<b>Total Income</b>	<b>28,900,190</b>
20	(50,000)	Target Reduction - Vacancy factor	(50,000)
21	<b>(19,524,230)</b>	<b>Net Cost of Services</b>	<b>(18,974,200)</b>
22	5,857,230	Capital Finance	5,857,230
23	(135,000)	Interest receivable	(215,000)
24	<b>(13,802,000)</b>	<b>Net Operating Expenditure</b>	<b>(13,331,970)</b>
25	6,734,000	Contribution to Core Capital Programme	6,878,320
26	7,068,000	Contribution to New Build	7,790,000
27		Contribution from working balance	(77,000)
28		Star Chamber net savings	(1,259,350)
29	<b>£0</b>	<b>(Surplus)/Deficit in Year</b>	<b>£0</b>

## Landlord Services

Ref. No.	2015/2016 Estimate (2)	Codes	Details	2016/2017 Estimate (3)
<b>Repairs and Maintenance</b>				
<b>Main Code H2000</b>				
	£			£
		<b>1000s</b>	<b>Employees</b>	
1	622,400		Housing - Operations	640,770
2	52,500		Housing - Strategic	55,410
3	5,100		Policy & Governance	4,840
4	8,490		Civic & Monitoring	8,620
5	26,740		Finance	27,140
6	<u>715,230</u>		Total Staff Recharges	<u>736,780</u>
		<b>1100s</b>	<b>Premises</b>	
7	2,608,480	1104	Responsive Repairs and Voids	2,650,220
8	1,731,950	1104	Cyclical Maintenance	1,759,660
9	7,400	1163-91	Void properties	7,520
		<b>1300s</b>	<b>Supplies and Services</b>	
10	5,050	1302-12	Equipment, Tools and Materials	5,050
11	4,500	1332	Printing	4,500
12	2,250	1337	Books and Publications	2,250
13	8,500	1344	Consultants Fees	8,500
14	5,600	1345	Out of Hours Emergency Service	5,600
15	2,970	1351-3	Telephones	3,020
16	3,000	1393	Health and Safety	3,050
17	1,000	1399	Company Searches	1,000
18	150	1399	Sundry	150
		<b>1600s</b>	<b>Support Costs</b>	
19	44,680	1600	Computer Cost Recharge	47,120
20	<b>5,140,760</b>		<b>Gross Expenditure</b>	<b>5,234,420</b>
21	<b>£5,140,760</b>		<b>Net Cost to Summary</b>	<b>£5,234,420</b>

## Landlord Services

Ref. No.	2015/2016 Estimate (2)	Codes	Details	2016/2017 Estimate (3)
<b>Supervision and Management General</b>				
<b>Main Code H4001</b>				
	£			£
		<b>1000s</b>	<b>Employees</b>	
1	1,233,540		Housing - Operations	1,234,960
2	486,340		Housing - Strategic	494,730
3	33,200		Policy & Governance	31,560
4	29,500		Civic & Monitoring	29,940
5	10,180		Planning	25,290
6	153,550		Finance	153,310
7	118,190		Office and IT	116,090
8	1,830		Environment	1,760
9	500		Community Services	420
10	<u>2,066,830</u>		Total Staff Recharges	<u>2,088,060</u>
11	45,950	<b>1050s</b>	Former Employee Costs	44,690
		<b>1100s</b>	<b>Premises</b>	
12	40,140	<b>1131-2</b>	Hired and Contracted Services	184,660
13	66,920	<b>1176</b>	Council Tax/Business Rates	67,990
14	148,770	<b>1191</b>	Insurances	163,650
		<b>1300s</b>	<b>Supplies and Services</b>	
15	4,000	<b>1302-5</b>	Equipment and Furniture	4,000
16	14,500	<b>1332</b>	Printing	14,500
17	250	<b>1337</b>	Books and Publications	250
18	10,000	<b>1341</b>	Legal Expenses	10,000
19	12,100	<b>1344</b>	Consultants Fees	12,100
20	9,200	<b>1345</b>	Hired and Contracted Services	9,200
21	6,000	<b>1345</b>	Annual stock valuation Fee	6,000
22	3,100	<b>1351-3</b>	Telephones	3,140
23	8,700	<b>1354</b>	Postages	8,700
24	40,000	<b>1371</b>	Transfer Grants	40,000
25	5,000	<b>1387</b>	Subscriptions	5,000
26	3,450	<b>1393</b>	Health & Safety	3,500
27	1,000	<b>1395</b>	Other Supplies	1,000
28	7,500	<b>1398</b>	Assisted removals and decants	7,500
29	28,000	<b>1398</b>	Compensation(including home loss)	28,000
30	5,000	<b>1398</b>	Vulnerable Tenant Support	5,000
31	9,500	<b>1399</b>	Miscellaneous Expenses	13,500
			<b>Special Items</b>	
32	17,500	<b>H4005</b>	Tenants' Panel Expenses:	17,500
33	7,500	<b>H4006</b>	Social Inclusion	7,500
34	25,000	<b>H4007</b>	Tenant Participation	25,000
35	40,000	<b>H2112</b>	Community Safety/Estate Management	40,000
36	11,000	<b>H4008</b>	Benchmarking costs	11,000
37	10,000	<b>H9120</b>	IT upgrades	60,000
		<b>1600s</b>	<b>Support Costs</b>	
38	185,180	<b>1600</b>	Democratic Representation	188,130
39	110,790	<b>1600</b>	Computer Cost Recharge	117,620
40	402,020	<b>1600</b>	Corporate Costs	410,010
			<u>Recharge from:-</u>	
41	25,280	<b>R1011</b>	Financial Expenses	23,870
<b>42</b>	<b>3,370,180</b>		<b>Gross Expenditure</b>	<b>3,621,070</b>



## Landlord Services

Ref. No.	2015/2016 Estimate (2)	Codes	Details	2016/2017 Estimate (3)
----------	------------------------------	-------	---------	------------------------------

### Supervision and Management General (Continued)

#### Main Code H4001

	£			£
		<b>2000s</b>	<b>Income</b>	
43	46,000	2350	Service Charges	46,000
44	58,750	2704	Rents	58,750
45	8,000	2903	Re-imbursements	8,000
46	5,000	2906	Contributions	5,000
<b>47</b>	<b>117,750</b>		<b>Total Income</b>	<b>117,750</b>
<b>48</b>	<b>£3,252,430</b>		<b>Net Cost to Summary</b>	<b>£3,503,320</b>

## Landlord Services

Ref. No.	2015/2016 Estimate (2)	Codes	Details	2016/2017 Estimate (3)
----------	------------------------------	-------	---------	------------------------------

## Waverley Families Main Code H4999

	£				£
		<b>1000s</b>	<b>Employees</b>		
1	174,210		Housing - Operations		180,620
2	530		Finance		520
3	174,740		Total Staff Recharges		181,140
		<b>1300s</b>	<b>Supplies and Services</b>		
4	100	1302-12	Equipment, Tools and Materials		100
5	550	1332	Printing		550
6		1345	Contracted Services		20,000
7	1,920	1351-3	Telephones		1,950
8	4,000	1371	Grants and Donations		4,000
9	1,800	1393	Health and Safety		1,830
<b>10</b>	<b>183,110</b>		<b>Gross Expenditure</b>		<b>209,570</b>
		<b>2000s</b>	<b>Income</b>		
11	50,000	2100	Contributions and Grants		100,000
<b>12</b>	<b>50,000</b>		<b>Total Income</b>		<b>100,000</b>
<b>13</b>	<b>£133,110</b>		<b>Net Cost to Summary</b>		<b>£109,570</b>

<b>Landlord Services</b>				
Ref. No.	2015/2016 Estimate (2)	Codes	Details	2016/2017 Estimate (3)
<b>Supervision and Management Special</b>				
<b>Main Code H5001</b>				
	£			£
		<b>1000s</b>	<b>Employees</b>	
1	149,630		Housing - Operations	149,890
2	13,120		Housing - Strategic	13,850
3	20,980		Finance	21,760
4	1,830		Environment	1,760
5	77,090		Community	83,150
6	<u>262,650</u>		Total Staff Recharges	<u>270,410</u>
7	80,000	<i>H5601</i>	Cleaners Wages	81,280
		<b>1100s</b>	<b>Premises</b>	
8	3,000	<i>1121</i>	Fixtures and Fittings	3,000
9	183,290	<i>1131-2</i>	Hired and Contracted Services	38,770
10	129,090	<i>1163</i>	Electricity	131,140
11	37,720	<i>1163</i>	Landlord's lighting	38,320
12	153,900	<i>1164</i>	Gas	156,380
13	46,830	<i>1176</i>	Council Tax	47,590
14	3,050	<i>1178</i>	Water Services	3,100
15	6,090	<i>1182</i>	Cleaning Materials	6,180
16	22,540	<i>1184</i>	Contract Cleaning	23,620
17	7,540	<i>1185</i>	Window Cleaning	6,960
18	2,540	<i>1188</i>	Cesspool Emptying	2,580
19	12,220	<i>1191</i>	Insurances	13,440
		<b>1300s</b>	<b>Supplies and Services</b>	
20	32,000	<i>1302-5</i>	Equipment and Furniture	34,290
21	200	<i>1332</i>	Printing	200
22	9,830	<i>1351-3</i>	Telephones	10,000
23	1,250	<i>1389</i>	Television Services	2,250
24	170	<i>1391</i>	Insurances	170
25	1,250	<i>1399</i>	Miscellaneous Expenses	1,250
		<b>1600s</b>	<b>Support Costs</b>	
26	1,140	<i>1600</i>	Computer Cost Recharge	1,210
<b>27</b>	<b>996,300</b>		<b>Gross Expenditure</b>	<b>872,140</b>
		<b>2000s</b>	<b>Income</b>	
28	7,900	<i>2300</i>	Fees and Charges	7,900
29	269,340	<i>2903</i>	Central Heating	269,340
30	214,760	<i>2,350</i>	Service Charges	249,000
<b>31</b>	<b>492,000</b>		<b>Total Income</b>	<b>526,240</b>
<b>32</b>	<b>£504,300</b>		<b>Net Cost to Summary</b>	<b>£345,900</b>

## Landlord Services

Ref. No.	2015/2016 Estimate (2)	Codes	Details	2016/2017 Estimate (3)
----------	------------------------------	-------	---------	------------------------------

### Capital Work Expenses Main Code H1010

	£				£
		<b>1000s</b>	<b>Employees</b>		
1	14,700		Housing - Operations		15,220
2	12,620		Housing - Strategic		-
3			Civic & Monitoring		12,800
4	20,590		Policy & Governance		19,570
5	6,220		Finance		6,130
6	54,130		Total Staff Recharges		53,720
		<b>1300s</b>	<b>Supplies and Services</b>		
7	16,260	1345	Contracted Services - sustainability		16,260
8	3,500	1391	Insurances		3,500
9	<b>73,890</b>		<b>Gross Expenditure</b>		<b>73,480</b>
10	<b>£73,890</b>		<b>Net Cost to Summary</b>		<b>£73,480</b>

### Other Activity Main Code H1000

	£				£
		<b>1000s</b>	<b>Expenses</b>		
1	20,000		Fraud initiative		20,000
2	<b>20,000</b>		<b>Gross Expenditure</b>		<b>20,000</b>
		<b>2000s</b>	<b>Income</b>		
3	36,000	2705	Solar Panel Roof Rental		36,000
4	87,000	2905	Water Rate Commission		87,000
5	200	2410	Mortgagors Interest		200
6	<b>123,200</b>		<b>Total Income</b>		<b>£123,200</b>
7	<b>(£103,200)</b>		<b>Net Cost to Summary</b>		<b>(£103,200)</b>

2016/17			
	Star Chamber item requiring decision		Impact assessment of saving/ justification for growth
	Saving/ Increased Income £	Growth/ Reduced Income £	
<b>Housing Revenue Account</b>			
Specialist advice for contract reprocurement costs (£80k over three years, £20k first year)		20,000	To be funded by saving in Cyclical maintenance budget (30:30:20)
Compliance Officer (3 year contract)		50,000	To be funded by reduction in capital budget for surveying and fees
Sheltered Staff domestic hours - build increased hours into establishment		12,500	To standardise hours to 20 hours per week which will provide scope and time for all domestic duties within each scheme to be covered and provide additional staff presence for tenants following the reduction in staff earlier in the year. Approval is sought to increase the establishment as this growth is covered by service charge income that has already been built into the budget for 2016/17.
Cyclical Maintenance Budget	20,000		To fund contract re procurement
Reduction in capital budget for surveying and fees	50,000		To fund Compliance Officer
Temporarily suspend budget for Strategic Senior Surveyor subject to review going forward	50,000		Reduced works undertaken so no impact
Delete Housing Development Officer post	50,000		Reduced works undertaken so no impact
Reduce void rent loss	300,000		Need to ensure void properties are turned round faster and the decant process is efficient
Reduce contribution to Capital Programme	150,000		
<b>Total:</b>	<b>£620,000</b>	<b>£82,500</b>	

**This page is intentionally left blank**

**Housing Services**  
**Schedule of Fees and Charges for 2016/2017**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Proposed Charge	
			£	£	
<b>Housing Revenue Account</b>					
<b>Supervision and Management Special</b>					
8	Guest Rooms - E P Units - Single	Per Night	OS	15.00	15.00 } }
9	Guest Rooms - E P Units - Double	Per Night	OS	20.00	20.00 } }
10	Community Rooms - Residents	Session	OE	15.00	15.00 } ) Sessions 10am - 1pm }
11	Community Rooms - Non Resident	Session	OE	33.00	33.00 } ) 2pm - 5pm } ) 7pm - 10pm
<b>Leaseholder Charges</b>					
<b>The following charges replace the flat rate charge currently in place</b>					
Annual practical notes and information to leaseholder. Check of leaseholder account to ensure there are no problems and ground rent invoicing with supporting documentation.					
	Annual	OO	25.00	25.00	
Annual practical notes and information to shared owners. Check of account to ensure there are no problems, check to see if ground rent payable					
	Annual	OO	22.50	22.50	No ground rent payable
Annual practical notes and information to shared owners. Check of account to ensure there are no problems, check to see if ground rent payable					
	Annual	OO	25.00	25.00	Ground Rent payable
Service charge invoicing and supporting documentation non-shared ownership.					
	Quarterly	OO	2.50	2.50	Only if repairs/maintenance during quarter
Service charge invoicing and supporting documentation non-shared ownership.					
	Annual	OO	10.00	10.00	Only if repairs/maintenance during year
Service charge invoicing and supporting documentation shared ownership.					
		OO	25.00	25.00	
Consent to alter					
		OS	55.00	55.00	
Retrospective/ Complex consent to alter					
		OS	75.00	75.00	
Consent to underlet					
		OS	30.00	30.00	
Consent to keep pets					
		OS	30.00	30.00	
Letter to lenders and other third parties					
		OS	25.00	25.00	

**Housing Services**  
**Schedule of Fees and Charges for 2016/2017**

Ref. No.	Unit of Charge	VAT Indicator	Existing Charge	Proposed Charge
			£	£
Reminder in relation to arrears with full printout of account		OE	25.00	<b>25.00</b>
Section 20 management		OE	35.00	<b>35.00</b>
Obtaining Land Registry document as requested by leaseholder		OS	10.00	<b>10.00</b> Plus Land Registry cost
Provision of duplicate invoices		OS	2.50	<b>2.50</b>
Contacting or responding to you in relation to a problem with your flat. Non-complex replies by email will be free		OS	5.50	<b>5.50</b>
Written contact and liaison with you in relation to statutory requirements, such as fire and asbestos risk assessments		OE	2.50	<b>2.50</b>
Leasehold enquiry responses		OS	New Charge	<b>234.00</b>
Leasehold (with sink fund) enquiry responses		OS	New Charge	<b>246.00</b>
Preliminary telephone advice for non-complex issues relating to your leasehold property			<b>FREE</b>	<b>FREE</b>
Changing leaseholder records, leaseholder responsible for advising changes in writing			<b>FREE</b>	<b>FREE</b>



**Waverley Borough Council  
2016-17 Housing Revenue Account**

<b>Variations compared to Original 2016/17 Business Plan</b>		
	<b>2016/17 £'000</b>	<b>2017/18 to 2019/20 (3 years) £'000</b>
Business Plan December 2015 Impact of 1% rents reduction compared to agreed Business Plan	1,308	11,097
Sale of high value voids/tariff	0	900
Business Plan minor realignment	28	(61)
Contribution from HRA working balance	(77)	
	<b>1,259</b>	<b>11,936</b>
Star Chamber Revenue savings	(620)	(1,000)
Growth	83	
Contribution to capital programme (freeze at 2015/16 level including debt repayment)	(722)	(8,798)
<b>Shortfall</b>	<b>0</b>	<b>2,138</b>

**This page is intentionally left blank**

## Housing Revenue Account Capital Programme

Project Title	2016/17 Capital Bid £	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £	2020/21 Estimate £
<b>Housing Revenue Account Summary</b>					
Core Housing Capital Programme	<b>8,819,310</b>	8,291,530	8,722,860	8,500,000	8,500,000
New Affordable Homes	<b>8,470,330</b>	17,211,840	14,390,650	9,837,580	1,575,500
Stock Remodelling	<b>3,846,500</b>	2,013,000	1,102,200	0	0
<b>Total</b>	<b>£21,136,140</b>	<b>£27,516,370</b>	<b>£24,215,710</b>	<b>£18,337,580</b>	<b>£10,075,500</b>

## Housing Revenue Account Capital Programme

Project Title	2016/17 Capital Bid £	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate * £	2020/21 Estimate * £
<b>Core Housing Capital Programme</b>					
Kitchens and Bathrooms	3,579,850	3,669,530	3,761,430		
Windows and Doors	622,000	492,000	492,000		
Roofing and Associated Work	1,247,000	1,216,200	1,232,840		
Aids and Adaptations	200,000	203,200	206,450		
Structural and Damp work	705,000	629,050	633,210		
Health and Safety	275,500	244,080	248,230		
Building Services	1,855,960	1,672,470	1,983,700		
Communal and Estate Work	274,000	115,000	115,000		
Professional Fees	60,000	50,000	50,000		
<b>Total</b>	<b>£8,819,310</b>	<b>£8,291,530</b>	<b>£8,722,860</b>	<b>£8,500,000</b>	<b>£8,500,000</b>

\* Indicative estimate

## Housing Revenue Account Capital Programme

Project Title	2016/17 Capital Bid £	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £	2020/21 Estimate £
<b>New Affordable Homes</b>					
Pre-development costs for 2016/17	83,500	83,500	83,500	83,500	83,500
Ockford Ridge	1,912,000	7,384,400	7,825,300	7,810,500	1,092,000
Sherrydon, Cranleigh		467,500			
Wey Court, Godalming	1,573,330	2,964,840			
Weyhill, Haslemere	700,000	1,269,410	4,269,410	1,543,580	
Binhams Lea, Dunsfold	345,000	172,500			
Middlefield, Farnham	862,500				
Bridge Road, Haslemere	535,900				
Nursery Hill, Shamley Green	1,113,100	371,030			
Other schemes identified but not approved	345,000	4,098,660	1,812,440	0	0
Buy Backs	600,000				
<b>Total New Affordable Homes Projects</b>	<b>£8,070,330</b>	<b>£16,811,840</b>	<b>£13,990,650</b>	<b>£9,437,580</b>	<b>£1,175,500</b>
Development Staff Costs	400,000	400,000	400,000	400,000	400,000
<b>Total New Affordable Homes Budget</b>	<b>£8,470,330</b>	<b>£17,211,840</b>	<b>£14,390,650</b>	<b>£9,837,580</b>	<b>£1,575,500</b>

## Housing Revenue Account Capital Programme

<b>Project Title</b>	<b>2016/17 Capital Bid £</b>	<b>2017/18 Estimate £</b>	<b>2018/19 Estimate £</b>	<b>2019/20 Estimate £</b>	<b>2020/21 Estimate £</b>
<b>Stock Remodelling</b>					
Ockford Ridge Refurbishment	<b>2,626,000</b>	2,013,000	852,200		
Parkhurst Fields, Churt			250,000		
Community Rooms, Borough Wide	<b>590,000</b>				
Cranleigh Day Centre	<b>312,000</b>				
8 Elmbridge Cottages *	<b>318,500</b>				
<b>Total Stock Remodelling</b>	<b>£3,846,500</b>	<b>£2,013,000</b>	<b>£1,102,200</b>	<b>£0</b>	<b>£0</b>

\* subject to decision from Executive re: disposal of site.

## HRA Capital Programme and Resources Summary

	2015/16 Revised Budget	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Capital Bids</b>	£000	£000	£000	£000	£000	£000
Core Capital Programme	7,883	<b>8,819</b>	8,292	8,723	8,500	8,500
New Affordable Homes	9,240	<b>8,470</b>	17,212	14,391	9,838	1,576
Stock Remodelling	945	<b>3,847</b>	2,013	1,102	-	-
<b>Total Capital Bids</b>	<b>18,068</b>	<b>21,136</b>	<b>27,516</b>	<b>24,216</b>	<b>18,338</b>	<b>10,076</b>
<b>Resources</b>						
Balance Brought Forward 1/4/15		<b>26,079</b>	19,489	2,692	(10,813)	(18,737)
MRR bal b/f 15/16	2,546					
NAH bal b/f 15/16	5,602					
SR bal b/f 15/16	8,130					
Capital Receipts bal b/f 15/16	5,688					
Capital receipts - NAH b/f 15/16	6,119					
Estimated capital receipts for 15/16	408					
Estimated capital receipts - NAH for 15/16	550					
HCA grant - Wey Court		<b>600</b>				
Commuted Sums - Station Rd	1,266					
<b>Total Resources</b>	<b>30,309</b>	<b>26,679</b>	<b>19,489</b>	<b>2,692</b>	<b>(10,813)</b>	<b>(18,737)</b>
<b>Contributions</b>						
Core Capital Programme	6,770	<b>6,878</b>	7,138	7,350	7,568	7,794
New Affordable Homes	7,068	<b>7,068</b>	1,791	1,680	1,423	1,383
Stock Remodelling			1,791	1,680	1,423	1,383
<b>Resources Carried Forward (Shortfall)</b>	<b>26,079</b>	<b>19,489</b>	<b>2,692</b>	<b>(10,813)</b>	<b>(18,737)</b>	<b>(18,252)</b>
Potential Re-borrowing			3,487	3,708	4,223	4,303
<b>Resources Available if re-borrowed</b>			<b>6,179</b>	<b>(3,618)</b>	<b>(7,319)</b>	<b>(2,531)</b>

**Assumptions**

No more capital receipts

No more S106 funding

**This page is intentionally left blank**



<b>Schedule of Reserves and Balances - Actual and Projected</b>										
<b>Housing Revenue Account</b>	31.3.2015	31.3.2016			31.3.2017			31.3.2018		
	Balance	In	Out	Balance	In	Out	Balance	In	Out	Balance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Working Balance</b>	2,385		(77)	2,308			2,308			2,308
<b>Earmarked Capital Reserves</b>										
Revenue Reserve	2,546	6,770	(7,883)	1,433	6,878	(8,311)	0	7,138	(7,138)	0
Capital Receipts Unapplied	12,765			12,765		(508)	12,257		(12,257)	0
New Affordable Homes	5,602	7,068	(7,974)	4,696	7,068	(7,870)	3,894	1,791	(5,685)	0
Stock Remodelling	8,130		(945)	7,185		(3,847)	3,338	1,791	(2,436)	2,693
HCA Grant					600	(600)	0			0
Commuted Sums	1,266		(1,266)	0			0			0
	30,309	13,838	(18,068)	26,079	14,546	(21,136)	19,489	10,720	(27,516)	2,693
<b>Housing Revenue Account Total</b>	<b>32,694</b>	<b>13,838</b>	<b>(18,145)</b>	<b>28,387</b>	<b>14,546</b>	<b>(21,136)</b>	<b>21,797</b>	<b>10,720</b>	<b>(27,516)</b>	<b>5,001</b>

**This page is intentionally left blank**

## WAVERLEY BOROUGH COUNCIL

### EXECUTIVE – 2 FEBRUARY 2016

---

**Title:**

**TREASURY MANAGEMENT 2016/17**

**[Portfolio Holder: Cllr Wyatt Ramsdale]**

**[Wards Affected: All]**

---

**Summary and purpose:**

The purpose of this report is to approve the:

- revised Treasury Management Policy
- 2016/17 Treasury Management Strategy
- 2016/17 Investment Strategy
- and the Prudential Indicators to 2018/19.

---

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

An effective treasury management function is critical to all Council services in that it ensures financial resources are available at the right time to deliver the Council's priorities and services. It supports the Council's Value for Money priority and is a key element in the management of Waverley's financial resources.

**Equality and Diversity Implications:**

Treasury management provides financial resources to support all services including those which promote equality and diversity.

**Financial implications:**

A sound treasury management policy which achieves an appropriate balance between risk and return is essential to support service provision.

**Legal Implications:**

The current Code of Practice on Treasury Management (the Code) produced by CIPFA supports the provisions of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) Regulations 2003 and it is expected that local authorities will apply the Code to their individual circumstances.

---

**Introduction**

1. Treasury management is the management of the Council's investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.

2. For Waverley Borough Council this means collecting around £130m per annum and managing a similar amount of revenue expenditure, together with an average investment of around £65m each day invested in financial markets and, with the introduction of HRA Self-financing in 2012/13, it now also includes borrowing of £192m.
3. The latest revision to the code by CIPFA in November 2011 incorporates the implications of the new HRA Self-Financing framework and tightens up on the requirements for the management of risk. These changes were incorporated in Waverley's Policy and originally approved in February 2012.
4. The code requires local authorities to maintain their Treasury Management Policy in accordance with the code, and any of its revisions, and with legislation. It also requires local authorities to determine their Treasury Management strategies and Investment strategies on an annual basis and their Prudential Indicators on an annual basis.

### **Purpose of the Code**

5. CIPFA has produced this Code and the accompanying guidance notes to help satisfy nine main purposes:
  - i. To assist public service organisations in the development and maintenance of firm foundations and clear objectives for their treasury management activities, and thereby to add to their credibility in the public eye.
  - ii. To emphasise the over-riding importance of effective risk management, as the foundation for treasury management in all public service bodies.
  - iii. To provide transparency for treasury management decisions including the use of counterparties and financial instruments that individual public service organisations intend to use for the prudent management of their financial affairs.
  - iv. To encourage the pursuit of value for money in treasury management, and to promote the reasoned use, development and appreciation of appropriate and practical measures of performance.
  - v. To enable CIPFA members to fulfil their professional and contractual responsibilities to the organisations they serve and, in accordance with the members' charter, *"to maintain and develop the professional competence of both themselves and those they supervise"*.
  - vi. To help facilitate a standardisation and codification of treasury management policies and practices in the public services.
  - vii. To assist those involved in the regulation and review of treasury management in the public services, particularly those charged with the audit of the same

- viii. To foster a continuing debate on the relevance and currency of the statutory and regulatory regimes under which treasury management in the various parts of the public services operates.
- ix. To further the understanding and confidence of, and to act as a reference work for, financial and other institutions whose businesses bring them into contact with the treasury management activities of public service organisations.

### **Treasury Management Statements**

6. The key documents in line with the requirements of the Code are approved by Council annually as follows:
  - Treasury Management Policy Statement is included at Annexe 1 and sets out the headline objectives of the Treasury Management function.
  - Treasury Management Strategy 2016/17 is included at Annexe 2 and sets out the way in which Waverley's policy objectives for Treasury Management will be achieved and the high level approach to borrowing and investment. As required by the Code, the Strategy includes a statement of Waverley's Treasury Management Practices (TMPs) which set out specific areas of note and how they will be dealt with.
  - Annual Investment Strategy 2016/17 is included at Annexe 3 and sets out how Waverley's investments will be managed, in accordance with the Treasury Management Strategy, and how this will help achieve Waverley's TM policy objectives. This Strategy is required by local government investment regulations.

### **Prudential Indicators to 2018/19**

7. The Local Government Act 2003 requires local authorities to comply with CIPFA's Prudential Borrowing Code. This in turn requires local authorities to agree a specified set of prudential indicators relating to their investment and borrowing activities. Waverley's Prudential Indicators are in line with the requirements of the Code and the current conditions which are included at Annexe 4. The prudential indicators are intended to support decision-making and are ways of targeting and measuring performance.

### **Corporate Overview and Scrutiny Committee**

8. The Corporate Overview and Scrutiny Committee is considering this report at its meeting on 26 January 2016 and any observations will be circulated.

### **Recommendation**

The Executive recommends to the Council that the 2016/17 Treasury Management Policy, the 2016/17 Treasury Management Strategy, the Annual Investment Strategy for 2016/17, and the Prudential Indicators to 2018/19 be approved.

## Background Papers

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

---

### **CONTACT OFFICER:**

**Name:** Peter Vickers

**Telephone:** 01483 523539

**E-mail:** [peter.vickers@waverley.gov.uk](mailto:peter.vickers@waverley.gov.uk)

## **STATEMENT OF TREASURY MANAGEMENT POLICY**

### **Overview**

The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 5 of the Code. The full Code is available for Members on request and identifies 3 key principles which organisations should apply:

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

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

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

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

The Council will receive reports on its treasury management policy and practices and the Executive will receive reports on treasury activities and performance, including, as a minimum, the annual strategy in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.

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

The Council nominates the Corporate Overview and Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

#### **Overall policy:**

Waverley Borough Council defines its treasury management objectives as:

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

#### **Risk:**

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

#### **Value for money:**

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

#### **Borrowing:**

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

#### **Investment:**

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



**Treasury Management Strategy Statement 2016/17**  
**(incorporating Treasury Management Practice statements)**

**Overall policy:**

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

**Investments:**

Waverley's policy is to give security of investment a higher priority than rate of return/yield. Waverley's strategy and day-to-day practice, therefore, continue to be refined, within the boundaries agreed in the Annual Investment Strategy, in response to market conditions.

**Risk:**

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

- to lend only to those institutions which fit the Council's policy in terms of financial standing, credit ratings etc;
- generally to restrict lending to the shorter-term or to cover precept dates or known expenditure commitments, except where the Director of Finance and Resources or Head of Finance agree to an investment within Waverley's criteria over a longer period if interest rates are favourable;
- to identify financial limits for each counterparty institution depending on the quality of its financial ratings;
- to make all cash investments in GBP sterling thus avoiding exchange rate risk;
- that Waverley's general preference is for fixed rate investments for budgetary certainty and the avoidance of yield risk and
- to consider other forms of investment, such as property acquisitions, on a case by case basis subject to a comprehensive business case being presented to Members including analysis of risk and viability.

The Council is also committed to using available market intelligence to aid investment and borrowing decision making.

### **Value for money:**

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

### **Borrowing:**

Waverley borrowed £192m in March 2012, £5m of which was borrowed internally, for the purposes of HRA self-financing implementation. The Council adopted a flexible approach to this borrowing in consultation with treasury management advisers and in accordance with the approved HRA Financing Strategy approved by Council on 21<sup>st</sup> February 2012.

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

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

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

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

Currently there is no planned long/medium term borrowing planned in respect of General Fund services. Temporary borrowing for the purposes of financing day-to-day expenditure commitments is allowed for short periods if economic on the day. All borrowing activity will be reported to the Executive.

Overall, borrowing will be managed within the Authorised Limit for External Debt (See Prudential Indicator 5) and the HRA debt will not exceed the specified statutory cap.

*Minimum Revenue Provision (MRP) Annual Policy Statement* - The scheme of Minimum Revenue Provision (MRP) requires Local Authorities to set aside some of their revenues as provision for debt each year of an amount considered to be 'prudent'. Prudent provision should ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.

Following the implementation of International Financial Reporting Standards, finance leases may also be subject to the requirements of MRP. However, borrowing to finance capital expenditure on housing assets is not subject to MRP.

Guidance on MRP has been issued by the Department of Communities and Local Government. The guidance sets out options for making a prudent provision for MRP. If the Council undertakes borrowing requiring an MRP provision, it will apply the most appropriate option having regard to the guidance. A more detailed statement on the MRP policy adopted will then be submitted to Council.

## **TREASURY MANAGEMENT PRACTICES (TMP)**

### **TMP1 RISK MANAGEMENT**

#### **General Statement**

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

#### **Credit and Counterparty Risk Management**

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

#### **Liquidity Risk Management**

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

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

#### **Interest Rate Risk Management**

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

## **Exchange Rate Risk Management**

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

## **Refinancing Risk Management**

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

## **Legal and Regulatory Risk Management**

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

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

## **Fraud, Error and Corruption, and Contingency Management**

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

## **Market Risk Management**

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

## **TMP2 PERFORMANCE MEASUREMENT**

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

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

## **TMP3 DECISION-MAKING AND ANALYSIS**

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

## **TMP4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES**

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

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

## **TMP5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, ANDN DEALING ARRANGEMENTS**

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

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

If the Council has to depart from these principles, the Director of Finance and Resources will ensure that the reasons are properly reported in accordance with

TMP6 *Reporting requirements and management information arrangements* and the implications properly considered and evaluated.

The Director of Finance and Resources will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management and the arrangements for absence cover. The responsible officer will also ensure that at all times those engaged in treasury management will follow the policies and procedures set out. The present arrangements have been agreed with the Portfolio Holder for Finance and the Director of Finance and Resources in March 2010 as included in the Additional Guidance document.

The delegations to the Director of Finance and Resources in respect of treasury management have been agreed with the Portfolio Holder for Finance and the Director of Finance and Resources in March 2010 as included in the Additional Guidance document. The Director of Finance and Resources will fulfil all such responsibilities in accordance with the Council's policy statement and TMPs and CIPFA's *Standard of Professional Practice on Treasury Management*.

#### **TMP6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS**

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

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

As a minimum:

The Executive will receive:

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

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

#### **TMP7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS**

The Director of Finance and Resources will prepare, and the Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at a minimum be those required by statute or

regulation, together with such information as will demonstrate compliance with *TMP1 Risk management*, *TMP2 Performance measurement* and *TMP6 Approved instruments, methods and techniques*. The Director of Finance and Resources will exercise effective controls over this budget and will report upon and recommend any changes required in accordance with *TMP6 Reporting requirements and management information arrangements*.

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

#### **TMP8 CASH AND CASH FLOW MANAGEMENT**

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Director of Finance and Resources, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis and the Director of Finance and Resources will ensure that these are adequate for the purposes of monitoring compliance with *TMP1[1] liquidity risk management*.

#### **TMP9 MONEY LAUNDERING**

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

#### **TMP10 TRAINING AND QUALIFICATIONS**

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

The Director of Finance and Resources will ensure that Members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

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



## **TMP11 USE OF EXTERNAL SERVICE PROVIDERS**

Waverley Borough Council recognises that responsibility for treasury management decisions remains with the Council at all times. The Council recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons, which have been submitted to a full evaluation of the costs and benefits. The Council will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the Director of Finance and Resources.

## **TMP12 CORPORATE GOVERNANCE**

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

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

### Annual Investment Strategy 2016-17

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

The 2016/17 Strategy is framed against a backdrop of a long period of market stability. On a local level, the Strategy also recognises the significant levels of cash accumulated by Waverley, mainly due to the accumulated HRA funds which will be spent on delivering the HRA capital programmes.

The capital finance regulations require the Council to determine a number of limits and guidelines for its investment activity including 'specified' and 'non-specified' investments. Specified investments are those held in sterling with a maturity of no more than a year and must be with the UK Government, UK local authorities or "high" credit rated institutions. Non-specified investments are any investments that do not meet the above criteria.

To meet the requirements of the Regulations it is proposed that the following policy and limits apply to all of Waverley's investment activity in 2016/17:

- Cash investments only with UK Local Authorities and the UK Government and institutions assessed as having a 'high credit quality'
- 'High credit quality' means having AAA rating for sterling money market funds or a minimum rating of A- for any banks and building societies, and being considered to have high credit credentials after taking account of the factors listed below.
- Waverley will not make any non-specified cash investments, other than when the investment is non-specified by virtue of it being for a period of more than one year, subject to it being an approved counterparty and an assessment of risk.
- £10million is the maximum investment in any single specified organisation at any one time.
- £15m is the total investment with any group - £7.5m remaining the maximum with any single member of that group
- Up to date information gathered by officers, together with specialist advice if appropriate, will be used to ensure compliance with the strategy
- Every investment will have a ratings check on the day of the investment and a list of potential counterparties will be prepared and approved by the S151 Officer before 1st April each year and updated throughout the year
- The maximum total investment at any one time that can prudently be committed for more than one year is £10 million.
- If cashflow certainty can be demonstrated over a longer term, Waverley will consider investing in property provided that a business case is presented to Members including a risk and viability assessment.

- The Director of Finance and Resources can seek the approval of the Executive to change the above limits during the year if necessary, provided that it is in the best interests of the Council to do so.

The proposed boundaries set out above are unchanged from 2015/16. In practice, the continuing market conditions mean that day-to-day controls are actually tighter, but still within the bounds of the approved policy, in order to create as much security as possible for Waverley's investment portfolio. These measures include:

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

A major problem in the current environment is acknowledged as finding a sufficient number of investment counterparties providing acceptable levels of counterparty risk. In order to diversify an investment portfolio largely invested in cash, investments will be placed with a range of approved investment counterparties in order to achieve a diversified portfolio of prudent counterparties, investment periods and rates of return. Maximum investment levels with each counterparty within the limits set out in this Strategy will be set to ensure prudent diversification is achieved.

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

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

- Corporate developments, news, articles, markets sentiment and momentum

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

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

**Training** - CIPFA's Code of Practice requires the *responsible officer* to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities. Waverley's approach to training is set out in the schedule supporting Treasury Management Practice (TMP) 10.

## Prudential Indicators

To fulfil the requirements of the Prudential Code, the Council must produce and maintain a specified set of 'Prudential Indicators'. In setting and revising these indicators, and more importantly in any decision on borrowing, the Council must take into account affordability, eg implications for Council Tax and housing rents and prudence and sustainability, eg implications for external borrowing. All of the required Prudential Indicators are included below. Explanatory text is included where necessary.

The prudential indicators are there to support decision-making and are not designed to be comparative performance indicators with other councils. The indicators which require future forecasts are rolling scenarios, not fixed for the three-year period. They can be reviewed at any time by the S151 Officer, subject to Council approval. The S151 Officer must monitor performance against each indicator during the year.

There are other major decisions for the Council in the next few years that may have a significant impact on capital financing decisions, such as the ongoing development of the HRA Business Plan and the Brightwells development. As these details become available, the indicators will be reviewed and, if necessary, reconsidered by Members.

### Indicator 1 - Estimates of capital expenditure

	<b>2014-15 £000 Actual</b>	<b>2015-16 £000 Latest Estimate</b>	<b>2016-17 £000 Estimate</b>	<b>2017-18 £000 Estimate</b>	<b>2018-19 £000 Estimate</b>
General Fund	5,562	3,425	2,254	1,462	1,060
HRA	10,181	17,911	22,745	27,786	24,036
<b>Total</b>	<b>15,743</b>	<b>21,336</b>	<b>24,999</b>	<b>29,248</b>	<b>25,096</b>

These estimates are as included in the capital programme report and, in the case of the previous year's actuals, as shown in the Statement of Accounts.

### Indicator 2 - Estimates of the ratio of financing costs to net revenue stream

	<b>2014-15 Actual</b>	<b>2015-16 Estimate</b>	<b>2016-17 Estimate</b>	<b>2017-18 Estimate</b>	<b>2018-19 Estimate</b>
General Fund	-2.42%	-2.48%	-2.49%	-2.59%	-2.69%
HRA	20.14%	19.95%	20.16%	18.51%	17.73%

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

The estimates of financing costs include current commitments and the proposals in the budget report. At 31st March 2015, investments totalling £51.5 million were held, much of which represented balances and reserves, with the balance being held for cash flow purposes. The projected reduction in the General Fund ratio reflects

## Annexe 4

estimates of the overall draw on capital receipts and other internal resources to fund the capital programme. The HRA figures are determined by Regulations and reflect the external borrowing rate on the self-financing debt.

### **Indicator 3 - Capital financing requirement**

	<b>2014-15 £000 Actual</b>	<b>2015-16 £000 Estimate</b>	<b>2016-17 £000 Estimate</b>	<b>2017-18 £000 Estimate</b>	<b>2018-19 £000 Estimate</b>
General Fund	2,056	00	0	0	0
HRA	192,187	192,187	192,187	192,187	192,187
<b>Total</b>	<b>194,243</b>	<b>192,187</b>	<b>192,187</b>	<b>192,187</b>	<b>192,187</b>

This indicator is a measure of the underlying need to borrow for capital purposes, it is not the level of actual borrowing held or required or of the actual level of other capital resources held. The requirement increases as capital expenditure is incurred or planned, and reduces when financing from capital receipts, grants or revenue is applied. The HRA self-financing debt is deemed to be capital expenditure under the regulations. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing.

Waverley intends to finance most of its General Fund routine capital programme from existing resources in the medium term. The programme will be reviewed as part of each year's General Fund budget setting process to match planned expenditure to the level of resources available.

### **Indicator 4 - Actual External Debt**

<b>Actual External Debt as at 31/03/2015</b>	<b>£m</b>
Borrowing	187.0
Other Long-term Liabilities	0
<b>Total</b>	<b>187.0</b>

This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit. The HRA self-financing transaction included internal borrowing of £5m from the General Fund which is not included in the prudential indicators.

### **Indicator 5 - Authorised limit for external debt**

	<b>2015-16 Estimate</b>	<b>2016-17 Estimate</b>	<b>2017-18 Estimate</b>	<b>2018-19 Estimate</b>
General Fund	£5m	£5m	£5m	£5m
HRA	£188m	£188m	£188m	£188m
<b>Total</b>	<b>£193m</b>	<b>£193m</b>	<b>£193m</b>	<b>£193m</b>

The Authorised Limit sets the maximum level of external borrowing on a gross basis (ie not net of investments) for the Council. It is measured on a daily basis against all external borrowing items on the Balance Sheet ie long and short term borrowing,

## Annexe 4

overdrawn bank balances and long term liabilities. This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases.

Whilst cash flows are currently managed using the investment portfolio, it is possible that short-term borrowing may be necessary. As the indicators in this report show, other than the £187m self-financing external debt on the HRA, a significant amount of borrowing for capital purposes is not currently expected to be necessary in the short term. However, it is sensible to have in place an authorised borrowing limit at a prudent level to enable treasury activity if necessary. In approving this limit, the Council is approving the limit as required under section 3(1) of the Local Government Act 2003.

The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

### **Indicator 6 - Operational boundary for external debt**

	<b>2015-16 Estimate</b>	<b>2016-17 Estimate</b>	<b>2017-18 Estimate</b>	<b>2018-19 Estimate</b>
General Fund	£5m	£5m	£5m	£5m
HRA	£188m	£188m	£188m	£188m
<b>Total</b>	<b>£193m</b>	<b>£193m</b>	<b>£193m</b>	<b>£193m</b>

The operational boundary for external debt is the most likely, prudent but not worst-case scenario, without the additional headroom allowed for in the authorised limit to allow for unusual cash movements. As the authorised limit for external debt is currently intended to cover mainly cash flow movements and the £187m HRA self-financing external borrowing, it is not necessary to set the operational boundary at a lower level. If a greater degree of borrowing for capital purposes is required in the future, both indicators will be reviewed.

### **Indicator 7 - Incremental impact of current capital investment decisions on the council tax**

	<b>2016-17 £000 Estimate</b>	<b>2017-18 £000 Estimate</b>	<b>2018-19 £000 Estimate</b>
For Band D Council Tax	Nil	Nil	Nil
For average weekly housing rents	Nil	Nil	Nil

This indicator shows the impact of the capital investment decisions on the Council Tax and rent levels. It allows the totality of the Council's plans to be considered at budget setting time. Whilst this is an indicator that Members must consider when taking decisions on borrowing, it doesn't necessarily follow that council tax or rent has actually been increased by the amount shown in the indicator.

In reality, due to the pressures on Waverley's budget, any net cost of borrowing will have to be offset by savings in other budgets, therefore the impact on the council taxpayer in cash terms would be zero. This is currently the intention with any future

## Annexe 4

borrowing for General Fund capital schemes. The self-financing debt on the HRA does not impact adversely on housing rents as the HRA 30-year business plan is modelled to meet interest and principal repayments from the cessation of negative housing subsidy payments. If this position changes in the future, this indicator will be revised and reported to Members for approval.

### **Indicator 8 – Limits on Investments**

	<b>2016-17 Estimate</b>	<b>2017-18 Estimate</b>	<b>2018-19 Estimate</b>
The upper limit on fixed rate investments as a % of net outstanding principal sums	100%	100%	100%
The upper limit on variable rate investments as a % of net outstanding principal sums*	10%	10%	10%

\*Excludes money held in call or instant access deposit accounts

These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The Council calculates these limits on net principal outstanding sums. The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate reductions which could adversely impact on the revenue budget.

### **Indicator 9 – Maturity Structure of Borrowing**

The maturity structure of borrowing (as % of overall projected fixed rate borrowing)	<b>2016-17 Estimate</b>		<b>2017-18 Estimate</b>		<b>2018-19 Estimate</b>	
	Upper	Lower	Upper	Lower	Upper	Lower
-under 12 months	100%	90%	100%	90%	100%	90%
-between 1 and 30 years	100%	100%	100%	100%	100%	100%

This indicator highlights the existence of any large concentrations of fixed rate debt and is intended to help protect against excessive exposures to interest rate changes in any one period. All borrowing related to the HRA.

### **Indicator 10 – Upper Limits on Investments >364 days**

	<b>2015-16 Estimate</b>	<b>2016-17 Estimate</b>	<b>2017-18 Estimate</b>	<b>2018-19 Estimate</b>
The upper limit of principal sums invested for periods of more than 364 days	£10m	£10m	£10m	£10m

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.



### Indicator 11 – Gross debt and the Capital Financing Requirement

	<b>2016-17 Estimate</b>	<b>2017-18 Estimate</b>	<b>2018-19 Estimate</b>
Gross debt (Indicator 4)	£187m	£187m	£187m
Capital Financing Requirement (Indicator 3)	£193m	£193m	£193m

In order to ensure that over the medium term debt will only be for a capital purpose, external debt should not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. Based on the definition of this indicator, Waverley's figures are showing a prudent position.

**This page is intentionally left blank**

## WAVERLEY BOROUGH COUNCIL

### COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE – 19 JANUARY 2016

#### EXECUTIVE – 2 FEBRUARY 2016

---

#### Title:

#### **FUNDING FOR VOLUNTARY SECTOR ORGANISATIONS 2016/17**

[Portfolio Holder: Cllr Stefan Reynolds]  
[Wards Affected: All]

---

#### Summary and purpose:

The purpose of this report is to consider the applications to the Waverley Community Grant Scheme for revenue funding in 2016/17, taking into account the observations made by the Community Overview and Scrutiny Grants Sub-Committee and Community Overview and Scrutiny Committee.

The report proposes to continue to protect the Council's overall level of discretionary spending allocated in grants at £725,110 to the voluntary sector despite significant reductions in Waverley's government funding.

---

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

The Waverley Community Grant Scheme awards funding towards the running costs of organisations that provide high priority services for the benefit of Waverley residents, in partnership with the Council. The services that the partner organisations deliver across all corporate objectives could fall into any of the 5 priority areas. In addition the Council made a specific commitment in the Corporate Plan to work with voluntary groups to meet the needs of residents. Waverley's contribution to the Waverley Voluntary Partnership also helps support organisations to deliver wellbeing activities.

#### Financial Implications:

- i. The Council's total grants allocated to Community organisations in 2016/17 are £725,110 showing the Council's continued commitment to its partnerships with voluntary organisations. This overall budget has been maintained over the past four years, despite the Council's significant reductions in its government grant. As a proportion of the Council's overall net budget spend, the level of financial support has increased.
- ii. Summary of grant and Service Level Agreement funding proposed in 2016/17:

	<b>Proposed</b>	Actual
	<b>2016/17</b>	2015/16
Waverley Community Grant Scheme (grants)	<b>£158,650</b>	£158,650
Waverley Voluntary Partnership (commissioning)	<b>£42,770</b>	£42,770
Service Level Agreements	<b>£523,690</b>	£523,690
<b>Total proposed funding allocated to Voluntary Sector organisations</b>	<b>£725,110</b>	<b>£725,110</b>

- iii. In addition to the above funding, the Council supports these and additional organisations in many other ways including assistance with accessing other sources of funding, one-off capital investment, discretionary rate relief and rent relief.

### **Waverley Community Grant Scheme**

- iv. At its meeting on 6 October 2015, the Executive agreed to open the 2016/17 funding round of the Waverley Community Grant Scheme (previously called the Waverley Community Partnership) to coincide with the budget setting process. In the current year 2015/16, the Council maintained its overall financial package for the voluntary sector and the total funding for the Waverley Community Grants Scheme was £158,650.
- v. The Council will receive a further 52% reduction in its grant from the Government for 2016/17 and will need to identify cost savings to balance its budget. However, Members recognise the vital services delivered in partnership with the voluntary sector and are mindful of the potential impact that any cut would have on our voluntary organisations. Members are also keen to ensure services that support Waverley's growing older population and more vulnerable residents are prioritised in the current economic climate. It is currently proposed in the draft budget 2016/17 that the overall funding budget for voluntary organisations be maintained at the same level as the current year. Within this, the budgets for the Waverley Community Grant Scheme, Voluntary Grants Partnership and Service Level Agreements will vary.
- vi. The Council has not decreased its overall funding to the voluntary sector for five years and this clearly demonstrates Waverley's continued commitment to the voluntary sector despite the Council having to make its own budget reductions.

### **Waverley Voluntary Partnership (WVP)**

- vii. Despite further significant reductions in Government funding, it is proposed that the total amount of money that Waverley contributes to the Waverley Voluntary Partnership (WVP) commissioning pilot scheme should remain at the same level for 2016/17 at £42,770. Given this, Surrey County Council has also agreed to maintain its contribution at the same level as the current year, bringing the total pot to £85,540. It is proposed to continue with this pilot for 2016/17 and its

success is reported to Committee after one full year of the pilot to agree whether to continue with the scheme for 2017/18.

### **Service Level Agreements (SLAs)**

- viii. The Council financially supports seven other voluntary organisations to deliver high priority services through SLA arrangements. Following a successful nominated pilot project to sign three organisations up to this new way of working in 2012/13, at its meeting on 3 February 2015 the Executive agreed to move four other organisations out of the Waverley Community Grant scheme process on to three year SLAs from April 2015. This meant that their combined funding of £160,250 was transferred out of the Waverley Community Grant Scheme overall pot for 2015/16. In addition, the overall SLA funding to voluntary sector organisations for the next three years, 2015-2018, was increased by 6.7%. A one-off reserve of £19,420 was set up in 2015/16 to invest in any further opportunities to meet community needs and to enable the SLA organisations to deliver even better outcomes where a clear case can be made. No additional funding has been awarded in 2015/16 to date and it is proposed to carry forward the ring-fenced SLA provision to 2016/17.
- ix. The Royal Voluntary Service is also funded through an SLA for the Meals on Wheels service in partnership with Surrey County Council. Waverley's contribution of £30,000 is matched by the County Council Adult Social Care directorate to provide a service to residents in the borough.
- x. The SLAs enable key voluntary sector organisations to continue to work in partnership with the Council to deliver and develop vital services for the most vulnerable residents and older people. The Council will be working to increase the number of organisations funded through SLAs in future years.

### **Legal Implications:**

In making grants to voluntary organisations, the Council is required to obtain value for money for Borough residents.

Having a robust grant scheme that is reviewed annually ensures that the Council is not open to challenge under the Surrey Compact Funding Code 2009, which is consistent with funding bodies' duty to achieve value for money, principles in accounting and European Union procurement law.

---

### **Introduction**

1. The principal aim of the Waverley Community Grant Scheme is to provide financial support for not-for-profit organisations that deliver high priority services for the benefit of Waverley residents in partnership with the Council.

### **Applications**

2. A total of 23 applications to the Waverley Community Grant Scheme have been received with 7 new applications. The total level of funding requested by

organisations for 2016/17 was £275,050 and Annexe 1 details all the applications received and proposed allocations.

### **The Waverley Community Grant Scheme Assessment Process**

3. Each grant application has been reviewed by the relevant 'link officer' within each service area. In addition, a financial assessment of each organisation's annual accounts has been undertaken to identify any changes/concerns in the financial position of partner organisations. Where appropriate, Member Representatives for organisations were invited to comment in general on their work.
4. A Grants Panel, chaired by the Portfolio Holder for Grants, made proposals on funding levels. The Chairman was supported by the Portfolio Holder for Operational Services, the Portfolio Holder for Leisure and Environment and the Portfolio Holder for Housing, plus officers from Finance and Communities. The Panel made proposals on levels of funding ahead of the Community Overview and Scrutiny Committee consideration.
5. Annexe 1 shows notes on the reasons for the proposed grant levels for some organisations where this is considered to be particularly relevant. Information on other discretionary financial support that the Council provides to partner organisations is detailed in Annexe 2.
6. Requests for funding exceeded the overall budget by £116,400 which meant the Grants Panel had to make very difficult decisions. The Panel's proposed allocations reflect the clear outcomes being delivered by organisations to our most vulnerable residents including both older people and vulnerable families. It was also mindful that in recent years organisations have been advised to continue to identify other sources of income as continued support from the Council cannot be relied upon. As a result, the Panel carefully considered the applications and financial information from organisations that continue to receive smaller grants year-on-year. It felt that some of these organisations would be in a position to absorb a nil grant, which would enable the scheme to award funding to new organisations. It, however, also felt that if some services became affected as a result of not receiving funding, the Council may be able to provide support through its Emergency Funding provision. The Panel proposed to increase funding to one organisation and to award funding to two new applicants.

### **Rowleys Centre for the Community**

7. The Council is hugely committed to the current and future success of Rowleys Centre for the Community which supports the needs of older people and has almost 300 members. The service is currently delivered through Age UK Waverley. The Council increased its funding for Rowleys by 16% to £55,000 for 2015/16 recognising that it is a popular local venue and much valued by the community and its users.
8. At its meeting on 3 February 2015 the Executive agreed that the funding for Rowleys be ring-fenced to support its running costs and that the full grant be held in restricted funds within the Age UK Waverley financial accounts for Rowleys. In addition the Council requested full and transparent accounts detailing income,

expenditure and a balance sheet for Rowleys (excluding other Age UK Waverley activities).

9. Whilst holding the balance of funding for the Rowleys grant, the Council has been seeking clarity with Age UK Waverley on the required financial information and a number of issues in relation to the 2015/16 Funding Agreement for Rowleys. Progress has recently been made and the Council has now released the full grant of £55,000. The Council continues to work in partnership with the newly formed Rowleys Centre for the Community Management Committee.
10. The Grants Panel did not wish any funding award for 2016/17 to be affected as a result of Age UK Waverley's actions during 2015/16 and therefore proposed that the funding for Rowleys should be maintained for 2016/17 on the condition that:
  - Rowleys makes progress to become an independent registered charity to operate as a separate entity with its own constitution and separate governance procedures;
  - The funds are ring-fenced to support the direct running costs of the Rowleys day centre service;
  - The Council continues to receive full and transparent accounts detailing income, expenditure and a balance sheet for Rowleys (excluding other Age UK Waverley activities);
11. The Council will work with Rowleys over the coming year to prepare them for a possible move to a Service Level Agreement in 2017/18 including the condition that a new lease arrangement is in place, which will help strengthen their ability to meet the needs of older people in their community and provide additional certainty over future years funding levels.

### **Age UK Surrey**

12. The Council has started to build a strong partnership with Age UK Surrey during the year. It is providing information and advice to Waverley residents as well as projects enabling older people to be socially connected such as Farnham Making Connections, Living Well and computer drop-in etc. In the grant round of 2015/16 it was agreed not to award funding to Age UK Waverley towards its information and advice service due to continuing concerns about not operating a borough-wide service and not providing value for money compared to other information and advice providers in Waverley. Age UK Surrey plan to develop, extend and enhance its existing information and advice service to increase provision for Waverley residents in 2016/17. This will be delivered at drop-in accessible venues across the borough, telephone helplines, surgeries on particular issues affecting older people and home visits to ensure it reaches the most vulnerable and isolated older people. The Grants Panel proposed awarding funding of £9,000 towards the enhanced information and advice outreach service across Waverley on the condition that Age UK Surrey funds the balance required to deliver the service. It also proposed to award a further £6,000 to enable Age UK Surrey to build its partnership and wider work supporting older residents, bringing the total funding to £15,000.

## **Community Overview and Scrutiny Grants Sub-Committee**

13. A Sub-Committee was established in November 2011 to review application documentation and scrutinise the Grants Panel's initial allocations. At its meeting on 14 September 2015 the Community O&S agreed to re-appoint the Sub-Committee this year to consider the initial allocations in more detail before bringing observations back to the O&S Committee at its meeting in January 2016. The Sub-Committee met on 9 December 2015 and the minutes of the meeting are attached at Annexe 3.

## **Service Level Agreements**

14. Following the work of a Member Special Interest Group (SIG) in 2011, the Executive agreed to invite three organisations to negotiate SLAs. In 2012, Farnham Maltings, Citizens Advice Waverley and Waverley Hoppa Community Transport signed three year Service Level Agreements, as a pilot for this new way of working. The Agreements ensure the Council has greater control and influence over the services delivered with its funding. They provide greater accountability for the funding given and the delivery of clear outcomes with robust performance measures.

15. Due to the success of the pilot, at its budget setting meeting on 17 February 2015, the Council agreed to fund these organisations and four further organisations under new SLAs for a further three years. The four additional organisations are The Orchard Club, The Clockhouse, Age Concern Farncombe and Cranleigh Arts Centre. These seven organisations are being funded from 1 April 2015 to 31 March 2018.

## **Conclusion**

16. Despite year on year reductions in Government funding the Grants Panel felt that it was important to maintain the overall financial package to the voluntary sector next year while at the same time recognising the best performing services that deliver clear outcomes for residents. The proposal is to continue to maintain the overall financial support allocated to the voluntary sector for the fifth year running at £725,110 emphasising the important role high performing voluntary organisations play in supporting local communities. This funding enables the Council to work with voluntary organisations to deliver vital services to residents, particularly older people, and build partnership collaboration which is increasingly important in order to meet the scale of financial challenge and needs of our communities. In addition these organisations provide volunteering opportunities that keep residents active and involved in their local communities, which contribute towards their overall happiness and wellbeing. This clearly demonstrates the value and continued commitment to those organisations working on the Council's behalf to deliver high quality services that meet local need.

17. Financial support through its funding schemes is just one way in which the Council supports and works with voluntary sector organisations. The Council financially supports voluntary organisations in many other ways including



assistance with accessing other sources of funding through its investment in a free-to-use funding portal, one-off capital investment, discretionary rate relief, Section 106 funds and rent relief.

18. In addition the Council works in partnership with many other voluntary organisations across the borough including developing community projects and services, providing information to support their sustainability, championing their services and facilitating links with partners.
19. Both the Grants Panel and Community O&S Committee have had to make difficult decisions this year as requests for financial support increased hugely compared to 2015/16. Both have recognised the need to prioritise funding on those activities that best meet local need and recognise those organisations that achieve meaningful outcomes for residents, particularly older people and vulnerable families.
20. The final approval of funding levels will not be made until the Council meeting on 16 February 2016, four months after organisations submitted their applications. To assist organisations with their financial planning and in the spirit of the Surrey Compact Funding Code 2009, a letter has been sent to all applicants informing them of their draft initial grant allocations. The letter has made it clear to organisations that the proposed draft allocations are subject to Member scrutiny and final approval by full Council on 16 February 2016.

### **Community Overview and Scrutiny Committee**

21. The Community Overview and Scrutiny Committee considered this report at its meeting on 19 January 2016 and made the following observations:-
  - The Committee had concerns about ring-fencing the grant funding to Rowleys and wanted confidence that it would receive its whole grant. There was frustration that it was still necessary to look into detail of the accounts and residents were worried about the continuation of the service. The Committee wanted to give residents confidence that there was no reason to close the service and that Waverley would continue to support Rowleys; and
  - The Committee was concerned about a reduction in funding for organisations and the effect of this on the morale of volunteers in trying to raise funds.

### **Recommendation**

It is recommended that the Executive:

1. confirms the overall funding to the voluntary sector at £725,110 for 2016/17;
2. considers the applications for Waverley Community Partnership funding in 2016/17, having regard to the comments of the Community Overview and Scrutiny Committee and Grants Sub-Committee; and

3. recommends grant levels for each organisation, as detailed in Annexe 1 to the report, to the Council for approval.

---

### 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:** Katie Webb

**Telephone:** 01483 523340

**E-mail:** [katie.webb@waverley.gov.uk](mailto:katie.webb@waverley.gov.uk)

**Name:** Jane Todd

**Telephone:** 01483 523067

**E-mail:** [jane.todd@waverley.gov.uk](mailto:jane.todd@waverley.gov.uk)

ORGANISATION	Grant Approved for 2015/16 (£)	Grant Applied for 2016/17 (£)	Grants Panel Proposals 2016/17 (£)	Grants Panel Comments on their proposals Notes Reference	O&S Grants Sub-Committee Comments on Grants Panel Proposals
<b>Community Themed Organisations</b>					
Rowleys Centre for the Community (Age UK Waverley service)	55,000	55,000	55,000	1	ENDORSED
Brightwells Gostrey Centre	55,000	65,000	55,000	2	ENDORSED
Farnham Assist	7,000	8,000	8,000	3	ENDORSED
Age UK Surrey	did not apply	18,738	15,000	4	ENDORSED
Farnham Maltings (Arts & Elders Programme)	did not apply	13,560	0	5	ENDORSED
Voluntary Action South West Surrey	7,500	28,900	7,500	6	ENDORSED
St Marks Community Centre	3,000	3,500	0	7	ENDORSED
Wrecclesham Community Centre	1,000	1,500	0	8	ENDORSED
Jubilee Church - Community Development Worker	1,000	1,000	0	9	ENDORSED
Farncombe Community Centre	1,000	did not apply	did not apply	-	ENDORSED
Guildford Action for Community Care - Waverley service (Action for Families service)	did not apply	5,897	4,800	10	ENDORSED
The Woodlarks Centre	did not apply	7,980	0	11	ENDORSED
Cranfold Job Seekers Club	750	1,000	500	12	ENDORSED
Help In Elstead	400	1,000	500	13	ENDORSED
Sandy Hill Community Bungalow	3,000	did not apply	did not apply	-	ENDORSED
3 Counties Money Advice	0	2,000	0	14	ENDORSED
Surrey Welfare Rights Unit	did not apply	5,000	0	15	ENDORSED
<b>Sub-Total</b>	<b>134,650</b>	<b>218,075</b>	<b>146,300</b>		

**NOTES ON PANEL'S COMMENTS**

- Rowleys** - received a 16% increase in funding last year. The Panel recommended awarding the same level of funding for 2016/17 with a number of conditions attached. Further detail is provided in sections 7-11 of the Committee report.
- Brightwells** - The Council financially supports the service not only through the grant but by maintaining the building and paying for running costs of the building such as utility and water costs. Brightwells received a 10% increase in funding last year and the Panel recommended awarding the same level of funding for 2016/17.
- Farnham Assist** - deliver a high quality service and the application identified a number of new activities for 2016/17 and increased service delivery. The Panel felt that Farnham Assist should receive an increase in funding of £1,000 to meet the needs of older residents and in recognition of its high performance.
- Age UK Surrey** - proposes to develop, extend and enhance its existing provision to Waverley residents. The Council has started to build a strong partnership with Age UK Surrey. The Panel agreed to award funding of £9,000 towards this service and a further £6,000 to support the development of Age UK Surrey's partnership with the Council. Further detail on the Panel's proposals are provided in sections 12 of the Committee report.
- Farnham Maltings** - The application was for the Arts and Elders area of work and the Panel recognised that the Maltings are funded by the Council through an SLA towards the delivery of outreach, youth development and arts & elders activities. The application would therefore replicate some of these areas.
- VASWS** - The Panel felt that VASWS is delivering vital support to voluntary organisations, particularly small groups.
- 7,8 and 9** - The Panel welcomed the work of these organisations with the Housing service and that they had a significant impact on those people living on Waverley estates. The Panel felt these organisations had been funded over a number of years and should be sustainable by now without funding from the grant scheme. It therefore recommended a nil grant for all three organisations and felt that consideration may also be given to funding these organisations through the Housing Revenue Account.
- Guildford Action** - The service provides support as part of the step-down process from the Council's Family Support Team. The Panel felt that Waverley residents have access to a limited number of family support services and recommended awarding funding for one year only.
- Woodlarks** - The application did not meet the criteria as the request for funding was to support individuals.
- Cranfold Job Club** - Residents are securing jobs with the support of the Club and the Panel acknowledged this good work. However, the Panel felt that with the current level of reserves compared to other organisations, the Club could absorb a reduction in funding and should expect to receive a nil grant next year.
- Help In Elstead** - The Panel proposed awarding a reduced grant this year of £500 and that Help In Elstead should expect a possible reduction next year or a nil grant. It also suggested they approach their Surrey Councillor to seek funding through the Member's Local Allocation.
- 3 Counties Money Advice** - Citizens Advice Waverley, which the Council funds through an SLA, offers money and accredited debt advice to support residents across the borough.
- Surrey Welfare Rights Unit** - As above - the Council funds Citizens Advice Waverley through an SLA to provide support to residents.

ORGANISATION	Grant Approved for 2015/16 (£)	Grant Applied for 2016/17 (£)	Grants Panel Proposals 2016/17 (£)	Grants Panel Comments on their proposals Notes Reference	O&S Grants Sub-Committee Comments on Grants Panel Proposals
<b>Environment &amp; Leisure Themed Organisations</b>					
Godalming Museum Trust	3,700	3,700	1,850	16	PARTLY ENDORSED. There was concern from some Members about the imbalance of funding between the museums in the Borough. Consequently, although some were in favour of the recommendations, others felt that the whole grant should not be cut for Haslemere but there should be a partial reduction only.
Haslemere Educational Museum	1,900	2,900	0	17	PARTLY ENDORSED (comments as above)
Haslemere Hall	3,000	3,000	0	18	PARTLY ENDORSED. Some Members felt that the whole grant should not be cut but there should be a partial reduction only. They also acknowledged the Council's offer of support to the Hall to seek alternative sources of funding for the heating system.
Rural Life Centre	2,000	2,500	2,000	19	REJECTED Members felt that the funding awarded should be half of what they received last year so should be awarded £1,000.
40 Degreaz	3,400	14,000	0	20	ENDORSED
Disability Challengers (youth, play services)	7,500	17,360	7,500	21	ENDORSED
High Sheriff of Surrey Youth Awards	1,000	1,000	1,000	22	ENDORSED
Cranleigh Youth Café (Cranleigh Parish Council)	1,000	did not apply	did not apply	-	-
A Place To Be Youth Group	500	1,000	0	23	ENDORSED
The Eikon Charity	did not apply	9,720	0	24	ENDORSED
Cranleigh Youth Council (C/o Cranleigh Parish Council)	did not apply	1,795	0	25	ENDORSED
Sub-Total	24,000	56,975	12,350		
<b>OVERALL TOTAL FOR YEAR</b>	<b>158,650</b>	<b>275,050</b>	<b>158,650</b>		

**NOTES ON PANEL'S COMMENTS (Cont.)**

**16. Godalming Museum** - received an increase in funding for 2015/16 with £1,800 towards running costs and the remaining £2,160 ring-fenced for the Museum to reimburse volunteers' parking costs throughout the year. The Museum is unique in being supported towards parking as the Council no longer supports volunteer parking across the borough. The Panel recommended ceasing funding this element of grant support towards parking.

**17. Haslemere Museum** - has worked hard to secure its financial sustainability. It has achieved its Museum in a Million target quickly and also received an unrestricted legacy of £421,296 during 2014/15. The Panel felt that the Museum was in a more stable financial position to absorb a decrease or nil grant.

**18. Haslemere Hall** - The Panel recognised the Hall's good work in recent years. The Council has provided funding towards the roof project and had offered support to seek and apply for additional grant funding towards the new heating system although the Hall had not pursued this offer.

**19. Rural Life Centre** - The Panel felt this was a unique asset in Waverley that also supported activities for young people.

**20. 40 Degreaz** - The grant funding was initially awarded to support the organisation with revenue funding whilst it established links with organisations that would hire space to deliver youth work and support its sustainability. In view of this 40 Degreaz has been advised to expect a continual reduction in grant in future years. This grant has been reduced for the past 2 years.

**21. Disability Challengers** - provides play and leisure activities for disabled young people.

**22. High Sheriff Youth Awards** - The grant levers in funding for projects in Waverley.

**23. A Place To Be** - The Panel welcomed that the organisation was seeking other sources of funding. It felt that the service had been funded over a number of years and should be sustainable by now without funding from the grant scheme.

**24. The Eikon Charity** - This charity is funded through Surrey County Council Youth Service and the Panel felt that any award for funding would be duplicating the expenditure of Waverley taxpayers money.

**25. Cranleigh Youth Council** - The Panel felt the application for the first year running costs to support a new Youth Council should be funded by the Parish Council.

**Overall Financial Assistance Provided to Organisations That Have Applied to the Waverley Community Grant Scheme 2016/17**

ANNEXE 2

(Figures are for 2015/16 year to date)

ORGANISATION	Waverley Community Grant Scheme 2015/16 (£)	Waverley Voluntary Partnership 2015/16 (#)	Discretionary Rate Relief 2015/16 (##) (£)	Rent-Related Grant 2015/16 (*) (£)	Other Miscellaneous Financial Support 2015/16 (£)	Total Financial Support to Date (£)	Notes on Support
<b>Community Themed Organisations</b>							
Rowleys Centre for the Community (Age UK Waverley service)	55,000	8,090	1,533	0	0	64,623	
Brightwells Gostrey Centre	55,000	12,770	306	0	48,487	116,563	The amount of miscellaneous support varies each year depending on necessary maintenance to the Centre. This is the amount spent in 2014/15 towards running costs for the centre and non-emergencies throughout the year.
Farnham Assist	7,000	0	0	0	0	7,000	
Age UK Surrey	did not apply	0	0	0	0	0	
Farnham Maltings (Arts & Elders Programme)	did not apply	0	0	0	112,140	112,140	The miscellaneous support is the amount allocated for 2015/16 for the SLA & PPP Funding, running of Museum & Museum insurance/ maintenance
Voluntary Action South West Surrey	7,500	0	592	0	0	8,092	
St Marks Community Centre	3,000	0	0	0	0	3,000	
Wrecclesham Community Centre	1,000	0	0	0	0	1,000	
Jubilee Church - Community Development Worker	1,000	0	0	0	0	1,000	
Farncombe Community Centre	1,000	0	0	0	0	1,000	
Guildford Action for Community Care - Waverley service (Action for Families)	did not apply	0	0	0	0	0	
The Woodlarks Centre	did not apply	0	0	0	0	0	
Cranfold Job Seekers Club	750	0	0	0	0	750	
Help In Elstead	400	0	0	0	0	400	
Sandy Hill Community Bungalow	3,000	0	0	0	0	3,000	
3 Counties Money Advice	0	0	0	0	0	0	
Surrey Welfare Rights Unit	did not apply	0	0	0	0	0	
<b>Sub-Total</b>	<b>134,650</b>	<b>20,860</b>	<b>2,431</b>	<b>0</b>	<b>160,627</b>	<b>318,568</b>	

ORGANISATION	Waverley Community Grant Scheme 2015/16 (£)	Waverley Voluntary Partnership 2015/16 (#)	Discretionary Rate Relief 2015/16 (##) (£)	Rent-Related Grant 2015/16 (*) (£)	Other Miscellaneous Financial Support 2015/16 (£)	Total Financial Support to Date (£)	Notes on Support
<b>Environment &amp; Leisure Themed Organisations</b>							
Godalming Museum Trust	3,700	0	1,533	2,380 (Museum charged rent of £4,600)	52,000	57,233	The miscellaneous support is the approx overall support which includes building maintenance, insurance & costs associated with employing the Curator
Haslemere Educational Museum	1,900	0	306	0	0	2,206	
Haslemere Hall	3,000	0	0	0	0	3,000	
Rural Life Centre	2,000	0	0	0	0	2,000	
40 Degreez	3,400	0	0	0	0	3,400	
Disability Challengers (youth, play services)	7,500	0	592	0	0	8,092	
High Sheriff of Surrey Youth Awards	1,000	0	0	0	0	1,000	
Cranleigh Youth Café (Cranleigh Parish Council)	1,000	0	0	0	0	1,000	service suspended, did not reapply
A Place To Be Youth Group	500	0	0	0	0	500	
The Eikon Charity	did not apply	0	0	0	0	0	
Cranleigh Youth Council (C/o Cranleigh Parish Council)	did not apply	0	0	0	0	0	
<b>Sub-Total</b>	<b>24,000</b>	<b>0</b>	<b>2,431</b>	<b>2,380</b>	<b>52,000</b>	<b>80,811</b>	
<b>OVERALL TOTAL FOR YEAR</b>	<b>158,650</b>	<b>20,860</b>	<b>4,861</b>	<b>2,380</b>	<b>212,627</b>	<b>399,378</b>	

**NOTES**

(#) Waverley Voluntary Partnership - The amount shown is the funding from the pooled arrangement with Surrey County Council. Funding is for specific activities that meet the health and wellbeing needs of the community.

(##) Discretionary Rate Relief - the amount of grant-aid is reviewed at the time of rent review and organisations must reapply for grant-aid upon renewal of their lease.

(\*) Rent-Related Grants - organisations must complete for rate relief and satisfy certain criteria.

**This page is intentionally left blank**

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE COMMUNITY OVERVIEW AND SCRUTINY GRANT SUB-COMMITTEE - 9 DECEMBER 2015

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

**Present**

Cllr Jim Edwards  
Cllr Brian Ellis  
Cllr Denis Leigh

Cllr David Round  
Cllr Nick Williams

**Also Present**  
Cllr Carole King

1. APOLOGIES FOR ABSENCE (Agenda item 2.)

There were no apologies for absence.

2. DISCLOSURE OF INTERESTS (Agenda item 3.)

Councillor David Round declared a Disclosable Pecuniary Interest in the grant application for Haslemere Museum and left the room during consideration of this grant.

The following non-pecuniary interests were declared from Members:

Councillor Denis Leigh	-	Orchard Club
Councillor Nick Williams	-	Farncombe Day Centre, St Marks and the Godalming Museum
Councillor Brian Ellis	-	Rowleys Day Centre, Cranford Job Seekers Club, Cranleigh Youth Council

3. EXCLUSION OF PRESS AND PUBLIC (Agenda item 4.)

At 9.35am the Sub-Committee RESOLVED 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 on the grounds that it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item(s), there would be disclosure to them of exempt information (as defined by Section 1001 of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of the revised Part 1 of Schedule 12A to the Local Government Act 1972, namely:-

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

4. INITIAL ALLOCATIONS SUGGESTED BY THE GRANTS PANEL (Agenda item 5.)

The Sub-Committee received the initial allocations suggested by the Grants Panel. Officers reported that seven organisations were now being funded under a Service Level Agreement. These organisations would, therefore, not be considered as part of the Grants Process.

The Sub-Committee discussed the individual applications and the Grant Panel's proposed amounts (which are detailed in Annexe 1 to the agenda report).

After considering all of the Grants Panel's initial proposals, the Sub-Committee endorsed all except two of the proposed grants which were partly endorsed and rejected one. The following observations were made during discussion.

Rowleys Centre for the Community

The Sub-Committee noted that any grant awarded in 2016/17 would be ring fenced to support its running costs and consideration would be given to funding the service through a Service Level Agreement in the future if the organisation met the appropriate requirements, including the establishment of a new management team.

The Grants Panel recommendation was endorsed.

Brightwells Gostrey Centre

The Sub-Committee agreed that Brightwells Gostrey Centre did not need additional funding as the costs associated with the relocation to the Memorial hall site were separate from the grant scheme.. Furthermore, the Council managed the maintenance of the building so there was no need for a larger grant to cover this aspect.

The Grants Panel recommendation was endorsed.

Farnham Assist

The Sub-Committee noted the service met the needs of more mobile, independent older people and it continued to provide high quality services and had delivered everything it said it would do in 2015/16. Members agreed that as the application identified a number of new activities for 2016/17 and increased service-delivery it should receive a higher grant than the previous year. Consequently the Sub-Committee agreed that Farnham Assist should receive an increase in funding of £1,000 to meet the needs of older residents and in recognition of its high performance.

The Grants Panel recommendation was endorsed.

Age UK Surrey

The Sub-Committee noted that Council had started to build a strong partnership with Age UK Surrey during the year. Age UK Surrey planned to develop, extend and enhance its existing information and advice service to increase provision for



Waverley residents in 2016/17. Consequently, Members agreed with the Panel's recommendation to award funding of £9,000 to develop this service and a further £6,000 towards Age UK Surrey's work in Waverley to support the development of the Council's partnership with the organisation and deliver services for older people.

The Grants Panel recommendation was endorsed.

#### Farnham Maltings

The Sub-Committee noted the application was for the Maltings Arts and Elders area of work supporting older people. Members recognised that the Maltings were funded by the Council through an SLA towards the delivery of community outreach, youth development and arts & elders activities. Consequently, recognising the good work being delivered by the Maltings, members agreed with the recommendation that funding should not be awarded.

The Grants Panel recommendation was endorsed.

#### Voluntary Action South West Surrey

The Sub-Committee noted that the VASWS was delivering well and particularly supported small voluntary organisations that operated in Waverley. It was felt that there were other sources of funding for the organisation and that they should be awarded the same as 2015/16.

The Grants Panel recommendation was endorsed.

#### St Marks Community Centre, Wrecclesham Community Centre and Jubilee Church

The Sub-Committee was advised that all three organisations had been funded over a number of years and should be more sustainable by now to not continually require support from the grant scheme. And, although there was slight concern about cutting the grant, Members supported the proposal as long as they were given support from officers in other ways.

The Grants Panels recommendations were endorsed.

#### Guildford Action for Care

The Sub-Committee noted that the application focussed on the Guildford Action for Families service which provided support as part of the step-down process from the Council's Family Support Team and although it was based in Guildford it did support Waverley residents. The Sub-Committee agreed with the Panel's recommendation that it was an appropriate time to award funding to support the Waverley service and families.

The Grants Panel recommendation was endorsed.

### The Woodlarks Centre

The Sub-Committee agreed with the Panel's recommendation that the application did not meet the criteria as the request for funding was to support individuals.

The Grants Panel recommendation was endorsed.

### Cranfold Job Seekers Club

The Sub-Committee noted that the service was for securing jobs for people and had improved in recent years. Members suggested whether or not they could expand the service to help other areas.

The Grants Panel recommendation was endorsed.

### Help in Elstead

The Sub-Committee noted that this was volunteer based and offered good value for money and met the priorities of the Ageing Well Strategy. However, there were other avenues for funding and support and Members agreed with the recommendation for a reduced grant subject to Officers helping them with this process.

The Grants Panel recommendation was endorsed.

### 3 Counties Money Advice and Surrey Welfare Rights

The Sub-Committee agreed with the Panel's recommendations for both organisations not to award funding as, similar to last year, recognised that the Council worked in partnership with and funded Citizens Advice through an SLA to provide support to residents.

The Grants Panels recommendations were endorsed.

### Godalming and Haslemere Museum

The Sub-Committee noted that the Museum had been given support to help reimburse volunteers' parking costs but this had been known to be temporary and it was partly agreed that this part of the grant should be ceased.

Reviewing both grants, there was concern from some Members about the imbalance of funding between the museums in the Borough. Consequently, although some were in favour of the recommendations others felt that the whole grant should not be cut for Haslemere but only a partial reduction.

The Grants Panels recommendations were partly endorsed.

### Haslemere Hall

The Sub-Committee noted that the Council had provided additional funding towards the roof project and that the Hall had been offered support to apply for S106 funding

towards its heating. Regardless of these alternative means of funding, some Members felt that there should only be a partial reduction to the grant.

The Grants Panel recommendation was endorsed.

#### Rural Life Centre

The Sub-Committee noted that the Rural Life Centre was unique and delivered a good service, but, noted that similar organisations were being recommended a reduction in funding and felt that the same approach should be applied to the Centre. Consequently, the Sub-Committee rejected the recommendation and felt that it should be halved.

The Grants Panel recommendation was rejected.

#### 40 Degreez

The Sub-Committee noted that the top floor of the centre was used by Surrey CC and it had been advised to expect a continual reduction in grant funding of which, over the last two years this had been the case.

The Grants Panel recommendation was endorsed.

#### Disability Challengers

The Sub-Committee noted that the service met the Council's corporate objectives and delivered good work and essential play and leisure opportunities for disabled children. Consequently, Members agreed with the recommendation to award the same level of funding.

The Grants Panel recommendation was endorsed.

#### High Sheriff of Surrey Youth Awards

The Sub-Committee noted that this modest amount supported a large number of young people in the Borough. Consequently, Members agreed with the recommendation to award the same level of funding.

The Grants Panel recommendation was endorsed.

#### A Place to Be

The Sub-Committee agreed with the recommendation that the service had been funded over a number of years and should be more sustainable by now without funding from the grant scheme. Support would be given in other ways by officers.

The Grants Panel recommendation was endorsed.

The Eikon Charity

The Sub-Committee noted that this was a youth organisation that delivered youth contracts for Surrey County Council youth services across the County.

The Grants Panel recommendation was endorsed.

Cranleigh Youth Council

The Sub-Committee noted that this project had some work to go and was something that was being delivered by the Parish Council.

The Grants Panel recommendation was endorsed.

**The meeting commenced at 9.30am and concluded at 12.15pm.**

**Chairman**

## WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 02/02/2016

---

**Title:**

**ANNUAL PAY POLICY STATEMENT 2016/17**

**[Portfolio Holder: Cllr Robert Knowles]**

**[Wards Affected: All]**

---

**Summary and purpose:**

The purpose of this report is to advise Members of the Annual Pay Policy Statement for 2016-17.

---

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

**Value for Money:** the pay policy supports Waverley's strategic aim to ensure that the Council is equipped to provide excellent services to local people and strong community leadership by creating a high performing staff team and operating first class policies and practices.

**Financial Implications:**

The pay policy supports the strategic aim to ensure that all spending delivers value for money.

**Legal Implications:**

The policy meets the requirements of the Localism Act 2011 and all other relevant legislation.

---

**Introduction**

1. The Localism Act 2011 requires all public authorities to publish Annual Pay Policy Statements.
2. The Council is required to adopt the Annual Pay Policy Statement each year and the Council is not legally permitted to depart from the policies set out in that statement when it considers actual decisions in relation to individuals' remuneration, including redundancy and/or severance.
3. The Annual Pay Policy Statement for 2016-17 has been updated in line with the requirements of the Localism Act 2011, resulting in minimal adjustment from last year and the amendments are shown as tracked changes.

## **Recommendation**

It is recommended that the Annual Pay Policy Statement for 2016-17 be approved and recommended to the Council for adoption.

---

## **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:** Wendy Gane

**Telephone:** 01483 523538

**E-mail:** [wendy.gane@waverley.gov.uk](mailto:wendy.gane@waverley.gov.uk)

Date of Policy: January 2015~~6~~Review Date: Annual review and approval  
by Council

Date uploaded to website:

**WAVERLEY PAY POLICY 201~~6~~5/176****PUBLISHED AS AN ANNUAL STATEMENT FROM 2012/13**

In line with the Government's principles of pay accountability set out in the Localism Act 2011, Waverley has an open and transparent approach to the salaries and payments of all our staff. The Council publishes the salaries of the Executive Director, Directors and Heads of Service with a description of each role and responsibility within the authority. This means that all our senior salaries are easily accessible by members of the public who can see exactly what is paid for particular roles and responsibilities. Full Council will vote on any new appointment with a salary package of £100,000 or more. From April 2014, in line with the revised Code of Recommended Practice for Local Authorities on Data Transparency, the number of staff whose remuneration (including benefits) exceeds £50,000 and a list of their responsibilities, has been published on the website.

The Council's organisational structures are also published on its website with the job descriptions for our senior staff. We are committed to ensuring that our salaries and payments are subject to the principles of fairness, openness and consistency and these can be tested against value for money and equal pay. The salary structure is published on our website and this shows that salaries are linked to particular grades. Grades are determined by job evaluation giving each job description a relative value. The current salary structure was agreed by the full Council in December 2010 after consultation with staff representatives through the Council's Joint Negotiating Committee (JNC), this was last updated in April 201~~5~~4 and continues to apply the the UK Living Wage as the minimum evaluated salary grade . The [Joint Negotiating Committee meets annually to review the salary structure](#)~~Council considers whether to give a pay award each year. If a pay award is agreed, it is applied to the salary structure with effect from 1 April.~~

The grading structure covers a wide range of jobs. The differentials between the salary grades for these jobs is objectively justified by our job evaluation system which takes account of equal pay for work of equal value and evaluates each job based on the level of skills, knowledge, problem solving and accountability required. The pay multiple (ratio between the Executive Director's salary and the median salary of the authority's workforce) is 1:4.

More details can be found at [www.waverley.gov.uk/spend](http://www.waverley.gov.uk/spend).

The Council has ~~adopted~~—tight controls on workforce costs including salaries and payments. Any newly appointed or promoted staff start at the bottom of the grade (the "starting salary"). In exceptional circumstances, where salary benchmarking and recruitment experience demonstrates the impact of salary competitiveness on the ability to recruit suitably qualified staff, the Corporate Management Team may authorise recruitment to a higher point within the grade [and/or additional payments to support the recruitment process](#). Except in exceptional circumstances, Waverley is also committed to 'clean pay' for newly recruited staff and only pays staff an allowance where it is absolutely necessary such as for election duties or when overtime needs to be worked, and the Council no longer pays any market supplement or responsibility allowance to newly appointed staff.

The role of Returning Officer ~~and Electoral Registration Officer~~ is a separate responsibility and is remunerated separately after each election in accordance with the appropriate Statutory Fees and Charges Order.

The Council does not have performance related pay or bonuses. The Council does not employ any staff through personal service companies, except in exceptional circumstances agreed by the Executive Director and Portfolio Holder for Strategic HR.

The Council has 12 grades on the pay scales, plus the grades for the Directors and Executive Director. Each has 5 salary increments which progressively go up from the lowest pay point to the highest, except for that of Executive Director which is a spot salary. The Council has also approved, from November 2013, a professional planners salary scale with 5 grades and 5 salary increments. This incremental progression applies to all staff on the pay grades until they reach the top pay point. The progression is dependent on satisfactory performance and would normally be applied in April each year.

As a result of careful financial management and budgetary planning, the Council endeavours to avoid making compulsory redundancies and our policy is to minimise any job loss wherever possible. We only consider applications for early retirement and voluntary redundancy if there is a business case which can be justified under the principles of public interest and value for money. If a redundancy is necessary, the Council's policy is to pay at a rate of 1.5 weeks for each completed year of service. In accordance with this policy, in exceptional circumstances, the Council may decide to make a one-off termination payment in the interests of the efficiency of the Council's services. This will normally be no more than the person concerned would have received under the redundancy policy. Any proposal to make a termination payment of ~~£95,000~~ ~~100,000~~ or more would only be proposed if it complied with any Government regulations in place at that time and will need approval ~~be approved~~ by full Council, with a detailed breakdown of the components of the package (for example pay in lieu of notice, redundancy, pension, outstanding holiday) provided to Councillors.

The Council's flexible retirement policy can allow a smoother transition between work and retirement and as a way of transferring skills and knowledge within the workforce and supporting succession planning. This applies where there is no financial or service detriment for Waverley. Requests for early retirement, for example in the interests of the efficiency of the service, are considered on a case by case basis by ~~full Council~~ the Executive. If the request balances the needs of the service, tax payer and individual then it may be granted.

The Council's usual policy is not to re-employ staff who have left the Council's employment on the basis of redundancy or early retirement or for some other reason and receives compensation will not normally be re-engaged in any capacity, including as consultants or agency staff, for a period of two years from their leaving date. Any re-employment within the two year period will be determined by the Executive Director, in partnership with the Strategic HR Manager, on an exceptional basis and will comply with all Government regulations in place at that time. ~~and are in receipt of a pension.~~

The Council continues to invest in successful apprenticeship and Graduate trainee schemes. We also invest in the learning and development identified through the appraisal process of all our managers and staff so that we can continuously improve the quality of service to Council Tax payers and customers.



Waverley has held Investors in People accreditation since 2004 and has again been awarded the Investors in People standard following a rigorous assessment. Waverley demonstrates key features of a “High Performing Workplace” such as the development of a high performing, highly engaged staff team, a clear appraisal system linked to structured service plans and a measurement and celebration of individual and service success.

Investors in People is a national award which recognises organisations that improve performance through the effective management and development of their people.

The Council considers that everyone should be able to understand how this Pay Policy applies in practice and therefore the salary and staff information will be updated when changes occur and at the start of each financial year following approval by full Council.

**This page is intentionally left blank**

## WAVERLEY BOROUGH COUNCIL

### JOINT OVERVIEW AND SCRUTINY COMMITTEE – 18 JANUARY 2016

#### EXECUTIVE – 2 FEBRUARY 2016

---

#### Title:

#### **CORPORATE PLAN 2016-19**

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

---

#### Summary and purpose:

This report sets out the proposed content of the new Corporate Plan 2016-19. The design concept will be presented to the Executive at the meeting. The observations from the Joint Overview and Scrutiny Committee on the Corporate Plan are included.

---

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

Waverley's Corporate Plan sets out the Council's priorities for the next four years and is a vital part of the Performance Management Framework which helps ensure that Waverley delivers against all of its corporate objectives.

#### Financial Implications:

The financial implications arising from the Corporate Plan have been reflected in the draft budget papers for 2016/17 and will be updated each year through the annual Service Planning and budget setting process.

A limited number of Corporate Plans will be printed, the cost of which will be contained within existing budgets.

#### Legal Implications:

There are no specific legal implications arising from this report.

---

#### Introduction

1. The Council's last Corporate Plan expired in 2015 and there is a need for a new Plan to set out and deliver the Council's objectives during the life of the current administration 2016-19.
2. The Corporate Plan, attached at Annexe 1, provides the strategic direction of the Council by setting out its priorities for the next four years. The Plan also forms a vital part of the Performance Management Framework for the Council. The objectives contained in the Plan are delivered through annual Service Plans which in turn are delivered through individual staff targets and these are monitored through the appraisal process.

3. The objectives set out in the Corporate Plan have been arrived at through discussion, research and consultation over the last year taking into consideration the needs of customers and partner organisations.
4. It is proposed that the overall design of the Corporate Plan will follow the existing design concept adopted for Waverley's recruitment material. The concept ideas and examples of page layouts will be presented to the Joint Overview and Scrutiny Committee at the meeting.

### **Joint Overview and Scrutiny Committee**

5. The Joint Overview and Scrutiny Committee considered the Corporate Plan at its meeting on 18 January 2016 and its observations are as follows:-
  - Consideration to be given to the inclusion of youth and young people in the document
  - Inclusion of air quality
  - Suggestion that the achievements should be grouped under the same headings as the priorities
  - Make reference in the document to Waverley working as part of an integrated hierarchy of local government (with County/Towns/Parishes).

### **Recommendation**

The Executive is requested to consider the draft Corporate Plan 2016-2019 and recommend it to the Council for approval and adoption.

---

### **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:** Louise Norie                      **Telephone:** 01483 523464  
**E-mail:**                                      louise.norie@waverley.gov.uk

## Corporate Plan 2016-2019

### Page 1

#### **Our vision is to make Waverley a Better Place to Live and Work**

Introduction by Leader and Executive Director

### Page 2

#### **Our Achievements**

Over the life of our previous Corporate Plan we:

- delivered a brand new leisure centre in Godalming and refurbished centres in Farnham, Haslemere and Cranleigh at an overall cost of £9.5m which has increased the usage at our centres by nearly 20%
- launched a new garden waste service which has doubled the amount of green waste collected and trebled the number of customers using this service
- introduced a new street cleaning fleet and achieved much improved standards of street cleanliness across the Borough working closely with our contractor Veolia.
- invested £33.7 in refurbishing our housing stock and have delivered 156 affordable homes over the past four years
- prevented 1,798 households from becoming homeless and continue to have the lowest use of temporary accommodation for homeless households in Surrey.
- undertook a robust and successful emergency response to the Christmas floods in 2013 and continue to work with different agencies to ensure a better defence against flooding in the future.
- protected funding to the voluntary sector by providing annual grants of £3/4 million to maintain citizens advice and day centre facilities and other services which support the needs of vulnerable people.
- successfully created a brand new facility for Brightwells Tennis Club in 2015 including a new club house and tennis courts as part of our on-going plans for the redevelopment of the Brightwells area in Farnham
- refurbished 11 play areas throughout the Borough and two skate parks.
- secured the future of Godalming Football Club on its present site by granting the Club a new 30 year lease
- made savings on our office space in Godalming and enabled the co-location of essential front-line services from other organisations.

## Page 3

### **Our Borough**

Waverley is a beautiful place to live and work. It has good quality housing, good transport connections, first class schools, active communities, good health facilities, and a diverse range of leisure and recreational opportunities

Situated in south west Surrey it covers 345 square kilometres of predominantly rural countryside, much of which is designated Green Belt and an Area of Outstanding Natural Beauty with extensive areas of heath and woodland. Waverley is shaped by four distinct settlements; Godalming, Farnham, Haslemere and Cranleigh which bring with them a rich mix of historical perspective and identity. The local economy has shown itself to be relatively resilient through the recent economic difficulties and the Borough has an above average level of economic activity. Although the Borough is relatively affluent and has been voted on a number of occasions one of the best places to live in the country, it is not without its challenges. These challenges present the Council with opportunities to constantly reassess the best and most effective way to deliver services.

### **Our Council**

Waverley Borough Council provides over 110 local services to a population of around 121,000. These services include housing, planning, refuse collection, recycling, leisure and recreational facilities, countryside management and regulatory services such as Environmental Health and Licensing. The Council provides essential services to support older people and vulnerable families and works with other agencies to enhance the wellbeing of residents. Our services are delivered either directly by the Council or in partnership with a range of organisations including the private sector, other public sector partners, charities and local and community groups.

Despite the pressure on spending across the public sector nationally, Waverley's robust financial platform enables us to continue to invest in the future and improve our service delivery. We are now developing the Borough blueprint for the future in the form of the Council's Local Plan setting out how we will support the success of our communities and businesses over the coming years.

## Page 4

### **Local and National Pressures**

Whilst Waverley is a large rural borough it is highly constrained in planning terms as much of the area is designated as Green Belt. This results in pressure for development land which in turn leads to high house prices. The rural nature of the Borough also gives rise to issues relating to aspects of social isolation and proximity to services.

The major demographic pressure facing Waverley is the aging population. With 20% of the current population being over 65 this will inevitably present a challenge to our services for the future and all support providers.

The high cost of housing makes it difficult for first time buyers and for employers looking to recruit local employees. Although there are good rail and transport links running north south through the Borough there are rural transport and infrastructure issues especially for those who do not have easy access to transport.

National pressure on public sector finances means that Waverley will see its funding from central government being withdrawn over the next three years. Waverley will therefore need to seek ways of becoming independent of Government funding within this time.

## Page 5

### What we want to achieve in the next four years

We are an ambitious Council seeking to deliver top class services. In the next four years we will continue to ensure our services are accessible, designed for residents and customers and delivered in an efficient and cost effective way.

As part of the Government's deficit reduction plans we will receive more funding cuts in the next few years and this will further test our initiative and skill in delivering essential services to our residents. Nevertheless, we have high expectations that we will find ways of delivering more with less.

We will embrace new technology and look to deliver services in ways that best suit our residents in this increasingly digital age. However we recognise our diverse population and we will continue to provide a variety of communication channels being very aware that not everyone has access to the internet.

Waverley's aging population poses a number of challenges to our services. It also presents us with opportunities for delivering new services in the areas of leisure, recreation, telecare, housing and initiatives in the area of independent living for older residents. We will need to work collaboratively with other organisations to make this happen and to make the best use of diminishing resources. In the next four years we will be exploring the best ways to work in partnership for the benefit of Waverley residents.

## Page 6

# Our Priorities

## Customer Service

We will strive to make continuous improvement in customer service and engage, listen to and understand the needs of our residents.

### Priority 1

We aim to deliver excellent, accessible services which meet the needs of our residents by

- consulting and engaging our customers to ensure services are designed and delivered appropriately
- ensuring high standards and quality of care and professionalism in dealing with customer enquiries
- ensuring our services are accessible and our response to customers is fair and meets our equality standards

- maintaining a range of communication channels to ensure we provide maximum access to information about Council services
- focusing on new and improved processes to enhance customer service

## Page 7 & 8

### Community Wellbeing

The wellbeing and prosperity of our varied communities is at the heart of everything we do. Through the provision of affordable housing, leisure and recreational facilities, support for older people and vulnerable families as well as support for local businesses we will endeavour to secure the wellbeing of our communities.

### Priority 2

We will support the wellbeing and vitality of our communities by -

- providing community leadership to champion the local issues that most affect our residents
- continuing to invest in the council's housing stock to maintain decent homes and to deliver affordable housing across the Borough, including a major development project at Ockford Ridge in Godalming
- preventing homelessness and giving people housing options
- investing in the delivery of new community facilities on the Farnham Memorial Hall site including day centre services
- implementing a Health and Wellbeing Strategy and action plan to deliver activities and services to improve the lives of Waverley residents
- implementing an Aging Well Strategy which will support older people to lead healthy and independent lives
- implementing a Leisure Strategy which identifies the needs and demands for leisure services in the next 10 years
- providing high quality public protection services such as Licensing, Building Control and Environmental Health to maintain the health and safety of our residents
- implementing a Cultural Strategy to plan effectively for culture and the arts in Waverley for the next 10 years
- supporting young people to train and further their potential through Waverley Training Services



## Environment

Waverley is a beautiful place to live and work and we want to make it even better. The Council has an important role in the stewardship of the land we own and manage on behalf of others. Through the Planning service we can influence and support the aspirations for development in our towns and villages. We will also continue to invest in making Waverley a clean and sustainable place.

### Priority 3

We will strive to protect and enhance the environment of Waverley by -

- delivering a Local Plan which will support good development in Waverley, achieve sustainable housing needs for the future and contribute to the wellbeing of our communities
- continuing to encourage our residents to improve the quality and rate of recycling to 55%
- reducing the amount of household waste that is mistakenly put into recycling to under 5% by 2019.
- increasing the number of customers of the garden waste scheme by 20% by 2019 so as to reduce the amount of garden waste in household and recycling collections
- improving street cleanliness by ensuring 95% of streets cleaned are carried out to the top two grades of cleanliness measured against average yearly figures
- supporting the preparation of Neighbourhood Plans to deliver locally led growth
- managing our green spaces to ensure they offer biodiversity, remain attractive and continue to be safe for our communities to enjoy
- bring forward proposals for a new. visitor centre at Waverley's flagship attraction at Frensham Ponds

## Value for Money

The Council faces enormous financial challenges over the next four years. We want to maintain and enhance our service delivery and will do this by careful financial management and planning.

### Priority 4

We will continue to provide excellent value for money that reflects the needs of our residents by -

- taking a sustainable and robust approach to our financial planning in order to continue to deliver excellent services and to live within our means
- seeking ways to be independent of Government funding within five years
- using and investing in assets to enhance service delivery and to maximise value and income
- supporting the needs of businesses and the local economy to enhance the prosperity of our Borough
- identifying other groups who can use our services and thus share the cost base
- maximise commissioning opportunities associated with new and renewed contracts to improve working relationships and thus improve services

## Page 11

### Our Approach

Within the Council we have made major strides in developing a culture based on inclusion and communication, placing a strong emphasis on objectives, performance and outcomes. Any organisation needs good teamwork to achieve great outcomes. We asked our teams what values were important to them in order to be able to deliver good customer service. These are the values our staff told us were important to them and they have become our organisational values:-

- Openness** In Waverley we value **openness and honesty** where **communication** is **clear and constructive** and actions are **transparent**.
- Excellence** In Waverley we value **excellence**, working in a **consistent** and **professional** way to achieve the highest standards possible, taking the time to recognise and **celebrate success**.
- Fairness** In Waverley we value **fairness and respect**, working with **integrity** to ensure that everyone is treated well and has **equal access** to the **opportunities** available.
- Team Work** In Waverley we value **team work and collaboration**, with **approachable** staff **actively contributing** to our shared corporate goals.
- Taking Ownership** In Waverley we value taking **ownership**, where everyone feels **personally committed** to issues at hand and is working towards a **positive outcome**.

**WAVERLEY BOROUGH COUNCIL**  
**JOINT OVERVIEW AND SCRUTINY COMMITTEE - 18 JANUARY 2016**  
**EXECUTIVE – 2 FEBRUARY 2016**

---

**Title:**

**2016/17 SERVICE PLANS**

**[Portfolio Holder: All]  
[Wards Affected: All]**

---

**Summary and Purpose:**

This report presents the draft Service Plan objectives for all of the Council's services for 2016/17.

---

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

Waverley's performance management framework helps ensure that Waverley delivers against all of its Corporate Priorities. Service Plans form an important part of this, setting out the strategic tasks for each service for the coming year, and how they help to deliver the Council's priorities.

**Financial Implications:**

Draft Service Plans were prepared as part of the budget process and any financial implications are included in the draft budget.

**Legal Implications:**

There are no specific legal implications arising from this report.

---

**Background**

1. Each year Service Plans are produced in order to deliver the Council's service objectives and to provide an important element of the Council's overall Performance Management Framework. Each year the full detail of these Service Plans are presented to a Joint meeting of the Overview and Scrutiny Committees in January.
2. A progress report on the current year Service Plans was presented to the November meeting of the Corporate Overview and Scrutiny Committee. Members of the Committee felt that the breadth and detail of the various Plans did not help to facilitate a useful and focused discussion on new service developments and contained too many actions which could be considered 'business as usual'. For this reason, a new format for the 2016/17 Service Plan report has been devised which focuses on the high level objectives in each service area.
3. Annexe 1 to this report sets out the top level objectives for 2016/17 for each service area.

4. Each Head of Service presented the key objectives, features and priorities of their Service Plans to the Joint Overview and Scrutiny Committee on 18 January 2016 and the observations from the Committee are below.
5. On a general theme, the Committee requested that all objectives should be SMART and it was agreed specifically that the detailed list of objectives for Customer and Corporate Services should be submitted to the Corporate Overview and Scrutiny Committee. Observations on each Service Area were as follows:-

### **Community Services**

The Committee suggested the following:

- Inclusion of Brightwells Regeneration Scheme
- Recognition that Waverley Training Service is a hidden jewel to be maximised
- The wording of the Careline objective to be amended as follows: “to grow to the appropriate size to reach those residents who need it”.

### **Environmental Services**

The Committee proposed that education about recycling should be continued to include schools; and that street cleaning should be prioritised.

### **Housing**

The Committee requested quantifiable objectives relating to voids and customer feedback on responsive repairs and gave its support for a review of the Housing Business Plan being undertaken in light of government reforms.

### **Planning**

The Committee supported a proposal that the draft Local Plan be completed by April 2016 and asked that the Council’s critical friend be invited to address the Community Overview and Scrutiny Committee.

### **Corporate and Customer Services**

The Committee proposed improved IT provision and education for councillors, including iPads.

### **Finance**

The Committee suggested that objectives F8, F9, F15 and F16 should be removed from the Service Plan as these related to business as usual items. It was proposed that procurement and contract management efficiency should be included, as well as contract monitoring.

### **Policy and Governance**

The Committee suggested the following:

- Clarity around timely responses for legal services
- Improved customer relations with the taxi licensing trade
- Members be included in improved communications and information for councillors to be forthcoming, ongoing and correct.

### **Monitoring and Returning Officer**

- The Committee encouraged the use of good Public Relations for the Mayoralty

### **Strategic HR**

- The Committee asked that Succession Planning be included and for the use of agency and temporary staff to be monitored.
- It was also proposed that it may assist the current skills gap if consideration be given to extending the notice period for new starters in certain roles.

### **Recommendation**

It is recommended that

1. the Joint Overview and Scrutiny Committee be thanked for its observations, and the observations be noted; and
2. the Service Plan objectives for 2016-17 be endorsed.

---

### **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:** Louise Norie

**Telephone:** 01483 523464

**E-mail:** [louise.norie@waverley.gov.uk](mailto:louise.norie@waverley.gov.uk)

## Service Plans Objectives 2016/17

<b>Service:</b>	Communities
<b>Head of Service:</b>	Kelvin Mills
<b>Director:</b>	Damian Roberts
<b>Portfolio Holders:</b>	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, Careline
<b>Ref</b>	<b>Service Plan Objective/Outcome</b>
C1	Leisure – To ensure a high level of service at our leisure centres and increase participation in sports / exercise to improve the health and wellbeing of Waverley's residents.
C2	Parks and Countryside – To manage our greenspaces to ensure they offer biodiversity, are attractive and safe for our communities to enjoy.
C3	Community Services – To support Waverley's voluntary organisations and work closely with partners to improve the health and wellbeing of our residents and ensure our communities are safe.
C4	Arts and Culture – To ensure Waverley's cultural assets are managed well and enjoyed by residents and to increase the opportunity and participation in arts and cultural based activities across the Borough.
C5	Careline – To deliver a high level of service and offer value for money for the clients of Careline and ensure the service continues to grow and benefit more residents.
C6	Waverley Training Services – To offer high level training and teaching opportunities for young people which helps them into employment or higher education through well delivered apprenticeships and classroom based activities.

<b>Service:</b>	Environmental Services
<b>Head of Service:</b>	Richard Homewood
<b>Director:</b>	Damian Roberts
<b>Portfolio Holders:</b>	Cllr Kevin Deanus - Environmental Health & Parking Cllr Simon Thornton - Environmental Services, Emergency Planning and Sustainability
<b>Ref</b>	<b>Service Plan Objective/Outcome</b>
ES1	Environmental Services will continue to develop and deliver high quality refuse, recycling and street scene services and a high standard of customer care.
ES2	Providing high quality public protection services to maintain the health, safety and welfare of our residents, visitors and businesses.
ES3	Promote and deliver energy efficiency in Waverley.

ES4	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 and emergencies.
ES5	Further build on efficiencies achieved to date, using new technologies to create a modern and cost-effective and customer-friendly parking service.
<b>Service:</b>	Housing
<b>Head of Service:</b>	Hugh Wagstaff Jane Abraham
<b>Director:</b>	Damian Roberts
<b>Portfolio Holders:</b>	Cllr Carole King
<b>Ref</b>	<b>Service Plan Objective/Outcome</b>
H1	To develop the service and enhance its reputation.
H2	To deliver and maintain affordable homes.
H3	To manage and maintain healthy and sustainable communities.
H4	To excel at Customer Service.
H5	To deliver value for money.

<b>Service:</b>	Planning
<b>Head of Service:</b>	Matthew Evans
<b>Director:</b>	Paul Wenham
<b>Portfolio Holder:</b>	Cllr Brian Adams
<b>Ref</b>	<b>Service Plan Objective/Outcome</b>
PL1	Increasing the supply of houses to meet Waverley's needs, including affordable houses.
PL2	Supporting the needs of businesses.
PL3	To promote and celebrate excellence in design and improve the public realm.
PL4	Put in place adequate Infrastructure to support new development.
PL5	Successful neighbourhood plans.
PL6	Secure resilient Building Control team.

<b>Service:</b>	Corporate & Customer Services
<b>Head of Service:</b>	David Allum
<b>Director:</b>	Graeme Clark
<b>Portfolio Holder:</b>	Cllr Tom Martin
<b>Ref</b>	<b>Service Plan Objective/Outcome</b>
CC1	Produce an IT Strategy meeting the strategic and operational objectives of the Council and to execute effectively the commensurate work programme.
CC2	Review, revise and re-launch a Corporate Asset Management Strategy ensuring

	that the Council maximises the potential returns from its portfolio.
CC3	Review facilities infrastructure to ensure optimum arrangements are in place for the delivery of services.
CC4	Review support services infrastructure to ensure optimum arrangements are in place for the delivery of services.
CC5	Re-design the Customer Services Delivery Model for corporate application.
CC6	Ensure staffing resources are appropriate to service needs and account for succession needs.

<b>Service:</b>	Finance
<b>Head of Service:</b>	Peter Vickers
<b>Director:</b>	Graeme Clark
<b>Portfolio Holder:</b>	Cllr Wyatt Ramsdale

<b>Ref</b>	<b>Service Plan Objective/Outcome</b>
F1	Carry out a service review to improve efficiency of the Benefit Service.
F2	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.
F3	Improve Customer Service/satisfaction levels in the Benefits Service.
F4	Review residual fraud deterrent requirements and impact of Single Point of Contact (SPOC) impact on Benefit team capacity after transfer of Fraud Investigation team to DWP.
F5	Implement comprehensive project plan for the transformation of Benefits to Universal Credit.
F6	Implement recommendations from the Employee service review to improve efficiency, internal and external communications, develop resilience and adequately resource the service.
F7	Maximise revenue base for local taxation.
F8	Maximise in year revenue collection rates.
F9	Improve prior year debt recovery.
F10	Revenues Service improvement plan to maximise capacity and improve customer access.
F11	Finance: Support the delivery of Waverley's corporate objectives with effective financial management.
F12	Finance: Improve budget monitoring process.
F13	Finance: Increase financial management and technical accounting support to the Housing Service.
F14	Finance: Finance team structure is staffed to required capacity and focused upon key priorities.
F15	Finance team: Improve debt administration and collection.
F16	Finance: Treasury management operates within the approved strategy, credit ratings and limits.

<b>Service:</b>	Policy & Governance
<b>Head of Service:</b>	Robin Taylor
<b>Director:</b>	Paul Wenham
<b>Portfolio Holders /Committee Chair:</b>	Cllr Robert Knowles – Policy & Governance Cllr Stefan Reynolds – Member Support and Communications Cllr Simon Inchbald – Chair of Licensing and Regulatory Committee



<b>Ref</b>	<b>Service Plan Objective/Outcome</b>
PG1	Democratic Services - Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors.
PG2	Licensing - Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley.
PG3	Legal Services and Land Charges - Provide high quality advice to ensure the Council acts lawfully and transparently and provide vital information to house and property buyers in Waverley.
PG4	Corporate Policy - Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture.
PG5	Communications & PR - Ensure that information about Waverley's services reaches the right people at the right time in the most accurate, efficient and cost-effective way.

<b>Service:</b>	Monitoring and Returning Officer Service
<b>Head of Service:</b>	Robin Pellow
<b>Director:</b>	Paul Wenham
<b>Portfolio Holders:</b>	Cllr Robert Knowles

<b>Ref</b>	<b>Service Plan Objective/Outcome</b>
MR1	Maintain high standards of governance and ethical standards.
MR2	Increase turnout at elections and maintain the accuracy of the Electoral Register.
MR 3	Develop pro-active anti-fraud measures.

<b>Service:</b>	Strategic HR
<b>Service Manager:</b>	Wendy Gane
<b>Director:</b>	Paul Wenham
<b>Portfolio Holders:</b>	Cllr Robert Knowles

<b>Ref</b>	<b>Service Plan Objective/Outcome</b>
SHR1	Contribute to organisational and service resilience by continuing to develop and maintain a high performing, highly engaged staff team to deliver high quality customer-focused, value for money front-line services.

**This page is intentionally left blank**

## WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 2 FEBRUARY 2016

---

### Title:

#### **UPDATE ON 3 SOUTHERN COUNTIES DEVOLUTION PROPOSALS**

**[Portfolio Holder: Cllr Robert Knowles]**

**[Wards Affected: All]**

---

### Summary and purpose:

The purpose of the report is to advise the Executive on the '3SCs' (3 Southern Counties) proposals for devolution and how these might affect this Council.

---

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

Through devolution, Central Government aims to improve the economic vitality of the country and to share some of those benefits directly with participants. Any agreed arrangements could potentially help the Council deliver its corporate priorities.

### Financial Implications:

There are no specific financial implications at this time. One of the important aims of devolution will be to secure an improved financial position from Government over that which would otherwise be available to Waverley. The Council will be looking to ensure that potential financial gains outweigh the costs of any devolution arrangements.

### Legal Implications:

There are no legal implications at this time. However, if the Government support a Devolution arrangement the Council and other partners will be asked to formally support the 3SC deal. The ability for individual Councils to be included or not included in a devolution deal will be provided for by the Cities and Local Government Devolution Bill which is currently progressing through Parliament.

---

### Background

1. The Government is keen to devolve further powers to local authorities to boost productivity and economic growth throughout the country. Although called 'devolution', it is very unlike the Scottish experience. In the summer of 2015 the Government asked authorities to submit proposals for devolution. The timescales allowed for submission were extremely short. Thirty eight submissions were made including those from Manchester, Liverpool, the West Midlands and Sheffield. The leading submissions have now been formally agreed by Government.
2. Locally, the three southern counties of East Sussex, Surrey and West Sussex submitted a Devolution Prospectus involving the County Councils and all the Districts and Borough Councils titled '3SCs' (3 Southern Counties) which can

be found online at:

[http://www.surreycc.gov.uk/\\_data/assets/pdf\\_file/0005/66911/WS31256-Three-Counties-DEVOLUTION-Prospectus-v2.pdf](http://www.surreycc.gov.uk/_data/assets/pdf_file/0005/66911/WS31256-Three-Counties-DEVOLUTION-Prospectus-v2.pdf).

The Prospectus does not commit any partner at this stage but allows councils to envisage what changes might be possible and how these might benefit local residents. The 3SCs prospectus document outlined how devolution across the three Counties might allow for a greater degree of coordination and control over road and rail networks in the area, speed up housing development, pioneer new digital technology and launch University Enterprise Zones to support high-tech business. There are 44 Partners in total, including Local Enterprise Partnerships and Clinical Commissioning Groups, two police forces, as well as the South Downs National Park and East Sussex Fire & Rescue Service. A formal concordat with neighbouring Brighton and Hove Council is also being drawn up.

3. Two key workstreams feature in the Prospectus:
  - Economic growth and enhanced productivity; and
  - Public service transformation
4. These workstreams are intended to help the 3SC realise the potential of the area by:
  - Investing in a long-term infrastructure strategy;
  - Increasing housing delivery and land supply;
  - Increasing productivity; and
  - Re-imagining public service delivery.
5. The proposals are ambitious but certainly not straightforward. Given that the authorities involved cover a wide range of authorities, the appetite for growth, for example, varies immensely and this will need to be recognised in any final agreement reached.
6. So far, the Government has received the Prospectus favourably and two meetings have been held between Baroness Williams, a Junior Minister at the DCLG and a number of County and District Leaders. A letter from Baroness Williams to the Leader of West Sussex County Council following the most recent meeting is attached as Annexe 1. Further meetings are planned including one with the Secretary of State. The Government's timetable in respect of devolution bids remains challengingly tight. It wishes to sign off any deals by the end of March 2016.
7. It is clear that Waverley's participation is dependent on Waverley receiving benefits from any devolution deal.

### **Financial Benefits**

8. It is not exactly clear what benefits will accrue to authorities although earlier Bills have allowed authorities to keep a greater share of Business Rate growth on the condition that they can demonstrate to Government that growth is promoted. The Draft Local Government Settlement contains a number of

adverse changes which impact negatively on Waverley's business rate income so potential benefits will need to be considered carefully.

## **Governance**

9. Whilst no formal governance arrangements have been agreed, the combined authority model is being used in a number of other devolution areas. Waverley's position to date in respect of any governance proposals reflects our position to date on the entirety of the proposals – that any change should only be endorsed if it is in the best interests of Waverley's communities. In terms of governance, this effectively means it is essential that Waverley's sovereignty be protected and that decisions are not taken away from democratically elected local Waverley Members.
10. In Metropolitan areas the Government has been keen to have locally elected mayors although there is some indication that the Secretary of State may be prepared to reconsider this.
11. Although an amended Cities and Local Government Devolution Bill was produced in 2015 it seemed that local authorities would be wholly free to enter into any devolution deal. However, the latest update suggests that the Government could allow local wishes to be over-ridden.

## **Conclusion**

12. Waverley is operating in an extremely difficult financial environment and, as such, has a duty to consider any and every opportunity to maintain and improve the value for money provided to the Borough's residents. Accordingly, Waverley will continue to remain engaged in discussions and explore the potential opportunities provided by the 3SCs deal. However, as of today's date, Waverley, nor indeed any other council has signed up to any proposal. Like Waverley, all councils will be looking to identify and secure benefits to accrue to their residents before taking that step.

## **Recommendation**

It is recommended that the Executive

1. note and provide any comment in respect of the submission of the 3SCs Devolution Proposal; and
- 2 include '3SC devolution proposals' on the Executive's Forward Programme as a potential key decision.

---

## **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:** Paul Wenham

**Telephone:** 01483 523238

**E-mail:** [paul.wenham@waverley.gov.uk](mailto:paul.wenham@waverley.gov.uk)



**Department for  
Communities and  
Local Government**

**Baroness Williams of Trafford**  
*Parliamentary Under Secretary of State*

**Department for Communities and Local  
Government**

4th Floor, Fry Building  
2 Marsham Street  
London SW1P 4DF

Tel: 0303 444 3461  
Fax: 0303 444 3291  
E-Mail: [baroness.williams@communities.gsi.gov.uk](mailto:baroness.williams@communities.gsi.gov.uk)

[www.gov.uk/dclg](http://www.gov.uk/dclg)

19 January 2016

Cllr Louise Goldsmith  
Leader, West Sussex County Council  
County Hall  
West Street  
Chichester  
PO19 1RQ

Dear Louise,

I was pleased to be able to meet with you and colleagues from the Three Southern Counties Region to discuss your devolution proposals recently. Thank you to you and the team for the work that you have put into this since we last spoke; it is clear that a lot of time and effort has gone into this, and I look forward to seeing how this work develops going forward.

I would encourage you to continue to liaise with officials at DCLG to work up your prioritised asks, as well as to be clear as to what asks you need devolution for, and what the area could already do without any devolved powers or funding. As I explained in the challenge session, it is important – for all your asks – that you consider the appropriate accountability structures needed, but this should not delay you in carrying forward those areas that you can already deliver and will make a real difference to the region. Your Cities and Local Growth Relationship Manager Philip Carr ([Philip.carr@bis.gsi.gov.uk](mailto:Philip.carr@bis.gsi.gov.uk)) will continue to help you with this moving forward.

I hope to be able to meet with you again in the near future to see the progress that has been made.

*Best wishes,*  


**BARONESS WILLIAMS OF TRAFFORD**

**This page is intentionally left blank**



## WAVERLEY BOROUGH COUNCIL

### COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE - 19 JANUARY 2016

#### EXECUTIVE – 2 FEBRUARY 2016

---

**Title:**

**HEALTH AND WELLBEING STRATEGY 2016-2021**

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

---

**Summary and purpose:**

This report sets out the first Health and Wellbeing Strategy for Waverley. The aim of the Strategy and accompanying Action Plan is to demonstrate the ways in which the Council and its partners will support the health and wellbeing of all residents, including children and young people, families, adults and older adults.

---

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

The Health and Wellbeing Strategy relates to all of the Council's Corporate Priorities.

**Financial Implications:**

The Action Plan that supports the Health and Wellbeing Strategy identifies key priorities and activities that will be delivered over the period of the Strategy. Some of the activities within the Action Plan may require funding, however, no additional/new funding has been identified from Council budgets as they will be delivered within existing capacity and budgets. The Action Plan identifies key stakeholders that the Council will work in partnership with and this may provide the opportunity for some of these organisations, particularly those in the voluntary sector, to seek external funding from grant-giving organisations. An aim of the Strategy is to align specific services/activities with key organisations to open up joint funding and commissioning opportunities to deliver services.

Some of the outcomes within the Action Plan will be funded through the Personalisation Prevention and Partnerships Fund, which was allocated to Waverley Council by Surrey County Council in 2013. This fund is aimed at providing locally driven preventative services to support and empower vulnerable adults on a sustainable basis. This funding is worth £180,000 per year and will expire on 31 March 2017.

**Legal Implications:**

There are no legal implications associated with this report.

---

## 1. Background

- 1.1 The Health and Wellbeing Strategy comes at a time when public health services are increasingly prevention-focused. North East Hampshire & Farnham Clinical Commissioning Group have recently become a Vanguard pilot site, which is enabling health and social care professionals in North East Hampshire and Farnham to speed up plans to develop new ways of providing and paying for support and services for local people. The Clinical Commissioning Group's ambitious programme aims to keep people happy, healthy and at home. The Council is represented as a key partner within the Prevention work stream of the Vanguard programme, which aims to improve residents' health and wellbeing and prevent ill-health.
- 1.2 The opportunities for district councils to contribute to public health are increasingly being recognised nationally. Most recently (November 2015) The Kings Fund published a report commissioned by the District Councils' Network which highlights the opportunities for district councils to influence many of the factors which influence health. It also recognises the impact that district councils may have on cost savings within health care.
- 1.3 The Joint Strategic Needs Assessment and other sources of data highlight that Waverley has some of the best health outcomes in England. However, data also highlights ward-level variations within Waverley, with pockets of relative deprivation and high health needs along with links to poor health including smoking, alcohol consumption, obesity, physical activity and mental health.
- 1.4 Much of the work the Council undertakes is already contributing, either directly or indirectly, to health and wellbeing locally. The Health and Wellbeing Strategy is an exciting opportunity to acknowledge the contribution that the Council's work is already making in this area and to demonstrate how the Council will continue to positively influence the health and wellbeing of residents.
- 1.5 The Health and Wellbeing Strategy intends to be a broad document in which much of the work of the Council and its partners will feature. For example, the Action Plan fully encompasses the development of Waverley's Strategy for Ageing Well (see figure 1.), and also features relevant aspects of the Council's other strategies and plans (e.g. Waverley Borough Council's Homelessness Strategy and the Safer Waverley Partnership Plan, among others).

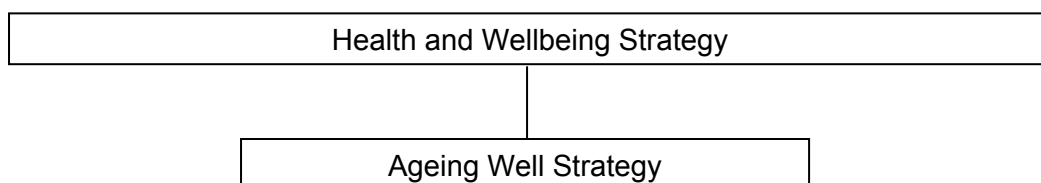


Figure 1. Flow chart demonstrating that the Ageing Well Strategy sits under the Health and Wellbeing Strategy

## **2. The Council's support to residents' health and wellbeing**

2.1 The Council is proud of its history in meeting the needs of its residents and the steps it has taken to focus the delivery of its services and activities to support their health and wellbeing needs. Examples of the work that the Council already undertakes to support residents, captured within the Action Plan, include:

- The development of an Ageing Well Strategy, which sets out the Council's aims for supporting older adults in all aspects of health and wellbeing
- £2.2million project to develop the Farnham Memorial Hall, which will host wellbeing-related services
- Delivery of accessible physical activity programmes such as walks for health, GP referral, access to leisure discounts and weight management programmes
- The development of wellbeing-related services within our leisure centres, such as NHS Health Checks
- The EasyMove Scheme, which supports Council tenants to move to accommodation better suited to their needs
- Work undertaken with partners in the delivery of the successful Waverley Arts Wellbeing programme
- Major regeneration at Ockford Ridge, an area with some of the highest health needs in the borough.

## **3. Population profile of Waverley**

3.1 A range of data was reviewed from various sources to support the development of the Strategy such as the Joint Strategic Needs Assessment. The data was used to look at the profile of the borough and the wellbeing needs of the population. The headline statistics are:

- Life expectancy in Waverley of 82.6 years for men and 85.1 years for women, higher than the UK average of approximately 79.4 years for men and 83.1 years for women (PHOF 2011-13)
- Proportionally, Waverley has the highest population of over 85's in Surrey and this population is predicted to increase by approximately 30% over the next 5 years
- The borough experiences high demand and low supply within the care sector
- More than 1 in 10 children leave primary school obese
- 60% of adults in Waverley are overweight or obese
- Approximately 1 in 5 people in Waverley are physically inactive (i.e., not meeting the recommended 150 minutes per week)
- In 2013, physical inactivity in Waverley was estimated to cost £2million
- Smoking continues to be the major preventable cause of premature death and disability
- Some of Waverley's wards feature in the top 10 in Surrey for having the highest estimated number of dwellings in fuel poverty
- Godalming Central & Ockford is the ward with the highest levels of common mental illness in Surrey. Farnham Moor Park is 5th highest in the same table

(Waverley is the only district of Surrey to feature twice in this 'top 5' of ward-level data)

#### **4. Development of the Strategy and Action Plan**

4.1 It was agreed that the Waverley Health and Wellbeing Strategy would reflect the five priorities of the Surrey Health and Wellbeing Strategy, which aims to help with planning the delivery of joined up and integrated local services by collectively addressing the determinants of health and wellbeing. The five priorities were formed based on evidence from the Joint Strategic Needs Assessment and views of local people.

4.2 Based on health and wellbeing data and information specific to Waverley and in consultation with partners and stakeholders, such as the Waverley Health and Wellbeing Partnership, key themes under each of the five priorities were developed:

Priority 1. Develop a preventative approach

- Encourage healthy lifestyles
- Ensure healthy homes and living conditions
- Support residents to access information and services

Priority 2. Promote emotional wellbeing and mental health

- Raise awareness and tackle stigma and discrimination
- Reduce social isolation

Priority 3. Improve older adults' health and wellbeing

- Support the implementation of Waverley's Strategy for Ageing Well

Priority 4. Improve the health and wellbeing of children and young people

- Ensure families are supported to be happy and healthy
- Support and enable young people to access jobs and training
- Support opportunities for children and young people to participate in physical activity, sports and play

Priority 5. Safeguard the population

- Support the implementation of the Safer Waverley Partnership Plan
- Keep safeguarding policy and training relevant and up-to-date

4.3 Within the action plan, under each of the priorities and themes, specific projects/actions for delivery over the first two years of the strategy are identified. These will be reviewed and updated after the first two years. As this is a completely new strategy, this initial two year timeframe was chosen as it provides opportunity for review and further development. This decision was made in consultation with partners.

4.4 It is proposed that progress against the Health and Wellbeing Strategy Action Plan be reported annually.

## **5. Conclusion**

5.1 The draft Health and Wellbeing Strategy and Action Plan lays the foundations for improving residents' health and wellbeing and achieving recognition for the Council's excellent existing work and services. It builds on the existing work of the Council and identifies new activities to support the health and wellbeing needs of residents. The Action Plan aims to take a preventative approach to ensure that Waverley continues to have some of the best health outcomes in England.

## **6. Community Overview and Scrutiny Committee**

6.1 The Community Overview and Scrutiny Committee considered this draft Strategy at its meeting on 19 January 2016 and made the following observations:

- There was concern that there was no mention about how the Council could utilise the planning system to improve health and wellbeing, such as by improving air quality. It was suggested that this should not be considered in isolation through individual short term projects but considered alongside all service areas; and
- The Committee applauded the work that has been done already for the Health and Wellbeing of residents in the Borough.

## **Recommendation**

It is recommended that, subject to the observations of the Community Overview and Scrutiny Committee, the strategy be approved and adopted.

---

## **Background Papers**

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

---

## **CONTACT OFFICERS:**

<b>Name:</b> Katie Webb	<b>Telephone:</b> 01483 523340
	<b>E-mail:</b> katie.webb@waverley.gov.uk
<b>Name:</b> Lynda Butler	<b>Telephone:</b> 01483 523145
	<b>E-mail:</b> lynda.butler@waverley.gov.uk

**This page is intentionally left blank**



## **Health and Wellbeing Strategy**

**2016 - 2021**

## Contents

Background .....	i
Introduction.....	1
National ambition for health and wellbeing.....	1
The Waverley Health and Wellbeing Partnership.....	1
Why do we need a health and wellbeing strategy? .....	2
How was the strategy developed?.....	4
Definition of health and wellbeing.....	5
Life in Waverley .....	6
Health and wellbeing in Waverley – local demographics, strengths and challenges .....	6
Demographic characteristics.....	7
Demand within the care sector.....	9
Lifestyle and behaviours .....	10
Children and young people .....	13
Families.....	13
The built and natural environment.....	14
Homes and housing .....	15
Mental health and emotional wellbeing .....	17
Connectivity and social isolation .....	18
Community safety .....	20
Summary – the overall picture in Waverley .....	21
Our shared vision for health and wellbeing in Waverley .....	23
How will Waverley achieve this vision? .....	24
Overarching work streams .....	25
Embedding health and wellbeing outcomes.....	25
Systems Leadership.....	25
Work of the Clinical Commissioning Groups.....	25
Appendix A: Health and Wellbeing Action Plan 2016-2018 .....	27
Developing a preventative approach .....	28
Promoting emotional wellbeing and mental health .....	38
Improving older adults’ health and wellbeing.....	42



Improving the health and wellbeing of children and young people .....44  
Safeguarding the population .....50

## Background

Waverley enjoys excellent quality of life and residents have good reason to be happy and healthy. According to the Halifax rural Areas Quality of Life Survey 2013, people living in Waverley enjoy the best overall quality of life in the country. It has a combination of relative prosperity, low crime rates, good employment prospects and above average health.

Waverley has a total population of 121,572 (2011 Census, Office for National Statistics), is the largest local authority in Surrey in geographical terms and also has the lowest population density in the county. Around 70% of Waverley's population lives in Farnham, Godalming, Haslemere or Cranleigh, with the remaining 30% living in rural wards. The diversity of rural and urban environments is seen as a significant feature and asset of the borough.

The overwhelming picture in Waverley is one of a borough steeped in history, with rural landscapes, picturesque towns and villages and an active, healthy and affluent population. However, pockets of relative deprivation and high health needs exist in the borough. For example, the rates of depression and suicide in Waverley are no better than the rates across the rest of Surrey, despite out-performing on almost all known measures of risk factors for poor mental health, meaning we are keen to ensure residents' mental and emotional wellbeing is a priority. Residents' physical health and wellbeing is also important for Waverley, with smoking continuing to be the major preventable cause of premature death and disability and considerable gaps existing in life expectancy between the most and least disadvantaged wards.

The high standard of Waverley's services and quality of life is reflected in the life expectancy of a large proportion of our residents. However, our rural nature and ageing population means that social isolation is also a key concern. Our population of residents over 65 and 85 years of age is one of the fastest growing in Surrey and there are increased numbers of residents with neurological conditions such as stroke or dementia. This means that services for older people must also be a priority, alongside supporting community engagement and promoting good health and wellbeing throughout the borough.

This document provides a background to health and wellbeing locally and nationally, an overview of the health and wellbeing challenges in Waverley, our vision for health and wellbeing and, crucially, how we plan to achieve it. This strategy has been produced with the Waverley Health and Wellbeing Partnership. Together, we can help ensure that Waverley's residents have access to the activities and support to live full, active and healthy lives.

## Introduction

This is the first Health and Wellbeing Strategy of Waverley Borough Council. The strategy aims to reflect Surrey's overarching priorities to promote health and wellbeing, as well as recognising the local health and wellbeing needs, other relevant local strategies and plans, and stakeholder and public feedback.

Waverley Borough Council is committed to working with both statutory and voluntary organisations, Clinical Commissioning Groups and the local community to ensure that everyone in Waverley has access to the advice and support they need to live full, active and healthy lives. The Health and Wellbeing Strategy will set out how we will continue to demonstrate our vision for and commitment to the health and wellbeing of our residents and communities.

### National ambition for health and wellbeing

Nationally, health and wellbeing continues to be a priority. Healthy Lives, Healthy People: Update and way forward<sup>1</sup> is part of a series of updates that set out what the Department of Health wants to achieve in a new and reformed public health system. The framework focuses on two high-level outcomes:

- Increased healthy life expectancy
- Reduced differences in life expectancy and healthy life expectancy between communities

The Public Health Outcomes Framework sets out four public health indicator domains that will help focus understanding of progress year by year nationally and locally on priority areas:

- Improving the wider determinants of health
- Health improvement
- Health protection
- Healthcare public health and preventing premature mortality

(Source: Surrey Information Point)

### The Waverley Health and Wellbeing Partnership

As part of Waverley's commitment to health and wellbeing, a local Health and Wellbeing Partnership was established in 2013. The Waverley Health and Wellbeing Partnership is chaired by a Waverley Executive Member and supported by the Director of Operations. Members include representatives from the two Clinical Commissioning Groups covering Waverley (Guildford & Waverley Clinical Commissioning Group and North East Hampshire & Farnham Clinical Commissioning

---

<sup>1</sup> Healthy Lives, Healthy People: Update and way forward can be read at: <https://www.gov.uk/government/publications/healthy-lives-healthy-people-update-and-way-forward>

Group), Adult Social Care, Public Health, the Royal Surrey County Hospital, the Surrey and Borders Community Mental Health Trust, Waverley Borough Council and key representatives from the voluntary and independent sectors.

The aim of the Health and Wellbeing Partnership is to ensure that residents' needs are fully recognised in the work of partner agencies, and to support a more joined up and integrated approach to service delivery that achieves better outcomes for Waverley's residents.

Examples of key projects and actions that have been progressed through the Partnership include:

- Proposals for the development of the Memorial Hall (for which financial contributions have been made from Partnership members)
- The development of the Ockford Ridge Regeneration initiative
- Health and Wellbeing in Leisure Centres
- The Personalisation, Prevention and Partnership Fund initiative (with Partnership members making financial contributions towards several health and wellbeing projects)
- Local Health and Wellbeing infrastructure
- Implementation of more integrated locality working across health and social care

Waverley's work with the Partnership has already been recognised through a number of national and regional awards. These have included Systems Leadership recognition by the National Leadership Centre in 2014, finalist in two separate categories in the 2015 national Association for Public Service Excellence (APSE) awards, and an award winning nomination in the 2014 Surrey Living and Ageing Well Awards.

## **Why do we need a health and wellbeing strategy?**

Both nationally and locally, health and wellbeing is at the forefront of many current agendas, reflecting the significant overlap with many areas of public services and the impact on the population and wider communities.

Most recently, the District Councils' Network commissioned a report by The Kings Fund in order to deepen understanding of the role of district councils in the health of our residents and communities. Published in November 2015, the report writes that:

“Our health is primarily determined by factors other than health care. District councils are in a good position to influence many of these factors through their key functions and in their wider role supporting communities and influencing other bodies... public health reform and localism also create opportunities for them to increase their contribution to the health of their citizens. Moreover, many of their actions are likely to release savings to the public purse – primarily (but not solely) in the NHS. District councils therefore need to be more integrated in local health and social care policy than many currently are” (Buck and Dunn, 2015; pp. 5).

Much of the work we do in Waverley is already contributing, either directly or indirectly, to health and wellbeing locally. The Health and Wellbeing Strategy is an exciting opportunity to acknowledge the contribution our work is already making in this area and to demonstrate how we will continue to positively influence health and wellbeing in Waverley.

This strategy has been developed in order to set out the challenges facing Waverley, our priorities and our shared vision for health and wellbeing - It is our public statement of our intentions, setting out what we aim to do to and what we are already doing to positively influence the wellbeing of our residents and support them to live full, active and healthy lives.

## How was the strategy developed?

This strategy has been developed with the Waverley Health and Wellbeing Partnership, in recognition of the shared responsibility for improving public health and wellbeing and reducing inequalities.

In order to identify local needs we have considered the available local data on Waverley and the wider Surrey area, such as the Joint Strategic Needs Assessment and local health profiles.

The strategy has been developed with current and future resources in mind, with an emphasis on sustainability, joint-working and preventative approaches to promoting health and wellbeing. It reflects the five priorities of the Surrey Joint Health and Wellbeing Strategy<sup>2</sup>. It also recognises the priorities of North East Hampshire & Farnham Clinical Commissioning Group<sup>3</sup> and Guildford & Waverley Clinical Commissioning Group<sup>4</sup>, and health and wellbeing needs specific to Waverley.

### **The priorities of our Health and Wellbeing Strategy are:**

- Developing a preventative approach
- Promoting emotional wellbeing and mental health
- Improving older adults' health and wellbeing
- Improving the health and wellbeing of children and young people
- Safeguarding the population

As part of the Council's work to develop its capacity to demonstrate impact on health and wellbeing outcomes for our residents, the Action Plan accompanying the Strategy aims to provide measurable outcomes aligned to indicators from the Public Health Outcomes Framework. This will enable us to identify changes in the health and wellbeing of our residents throughout the lifespan of the Strategy. The data will support us to focus some our work on areas of higher need as well as open up opportunities for further joint working with statutory partners. Some of the examples of the indicators collected by Public Health that relate to the health wellbeing of our residents and are aligned with the Council's services include:

- Utilisation of green space for exercise/health reasons
- Social connectedness
- Perceptions of community safety
- Falls and injuries in the over 65s
- Dementia and its impacts
- Take up of NHS Health Check programme by those eligible

---

<sup>2</sup> The Joint Strategic Health and Wellbeing Strategy can be read at:

<http://www.healthysurrey.org.uk/about-us/health-and-wellbeing-strategy/>

<sup>3</sup> Priorities and strategies of North East Hampshire & Farnham Clinical Commissioning Group can be found at: <http://www.northeasthampshireandfarnhamccg.nhs.uk/documents/class-1-who-we-are-and-what-we-do/strategies>

<sup>4</sup> Priorities and strategies of Guildford & Waverley Clinical Commissioning Group can be found at: <http://www.guildfordandwaverleyccg.nhs.uk/documents.aspx>

## Definition of health and wellbeing

Our health as individuals and communities is influenced by many factors - our family background, our lifestyles and health-related habits, and the quality of services we receive. It is also influenced by the wider physical, social and economic environment in which we are raised and in which we subsequently live and work.

This strategy therefore considers health in its broad, holistic definition. In producing this strategy, we have recognised the borough's health inequalities and have carefully considered the wider influences on health and wellbeing.

This strategy distinguishes between total life expectancy and healthy life expectancy, and it emphasises a preventative approach to health and wellbeing. This is because we recognise the benefit to our residents and wider communities of spending as much of our lives as possible in good health.

The difference in years between total life expectancy and healthy life expectancy can act to indicate the quality of health and wellbeing at a population level. For example, total life expectancy tells us simply how many years individuals are likely to live for, and is often expressed as an average across a population. Healthy life expectancy demonstrates how many years, on average, individuals are likely to spend in good health and in the absence of disease and disability.

The balance between these averages can have important implications for communities. For example, a high total life expectancy combined with a low healthy life expectancy can indicate that there is a likelihood of people within a community living many years in a poor health. This is not only detrimental to individuals and communities in terms of quality of life and emotional and mental wellbeing, but also represents greater costs to the NHS and Adult Social Care in terms of providing treatment and support for long-term health conditions and disability in later life.

In short, whilst high life expectancies are a reflection of excellent health care services and disease management, it is not good enough to simply live a long life. More important is preventing the onset of disease and disability to ensure we live long *and healthy* lives.

## Life in Waverley

In Waverley we generally enjoy a high standard of living. The borough is one of the least deprived in England, ranking 322th out of 326 local authorities in terms of deprivation (IMD 2015). Waverley is also often named in national surveys as one of the best places to live in Great Britain<sup>5</sup>, reflecting the low levels of deprivation, good quality housing, good transport connections, first class schools, active communities, good health facilities, and diverse range of leisure and recreational opportunities.

### Health and wellbeing in Waverley – local demographics, strengths and challenges

In producing this strategy we have carefully considered the needs of our residents based on the available local data on Waverley and the wider Surrey area, such as the Joint Strategic Needs Assessment and local health profiles. This section presents our local demographic characteristics, our strengths and also the areas in which we face health and wellbeing challenges. Additionally, it highlights the way in which these factors may interact and possible opportunities for us to have an impact.

#### **Summary (source: Joint Strategic Needs Assessment):**

- Life expectancy of 82.6 years for men and 85.1 years for women, higher than the UK average of approximately 79.4 years for men and 83.1 years for women (PHOF 2011-13)
- Proportionally, Waverley has the highest population of over 85's in Surrey and this population is predicted to increase by approximately 30% over the next 5 years
- We experience high demand and low supply within the care sector
- Waverley has the fewest children living in poverty in the whole of Surrey – lowest proportion, not the fewest number (2013 data)
- More than 1 in 10 children leave primary school obese
- 60% of adults in Waverley are overweight or obese
- Approximately 1 in 5 people in Waverley are physically inactive (i.e., not meeting the recommended 150 minutes per week)
- In 2013, physical inactivity in Waverley was estimated to cost £2million
- Smoking continues to be the major preventable cause of premature death and disability
- Some of Waverley's wards feature in the top 10 in Surrey for having the highest estimated number of dwellings in fuel poverty
- Godalming Central & Ockford is the ward with the highest levels of common mental illness in Surrey. Farnham Moor Park is 5<sup>th</sup> highest in the same table (Waverley is the only district of Surrey to feature twice in this 'top 5' of ward-level data)

<sup>5</sup> For example, every year since 2011 has seen Waverley feature in the UK top 10 in the Halifax Quality of Life Survey.



## ***Demographic characteristics***

### ***Life expectancy and healthy life expectancy***

Average life expectancy in Waverley is higher than the average for England, with men and women living to an average age of 81.9 years and 85.1 years, respectively. We are proud of this reflection of the excellent services and quality of life we enjoy in Waverley. However, average life expectancy for residents living in the most deprived wards is 8.2 years lower for men and 10.6 years lower for women than those living in the least deprived wards. Men and women in Waverley live approximately 85.5% and 83.8%, respectively, of their lives in 'good health'.

### ***Deprivation***

Overall, the level of deprivation in Waverley is very low, being one of the least deprived places in England. However, relative to Surrey as a whole, some areas do face high levels of deprivation. Aarons Hill (Godalming) falls within the 10 most disadvantaged in Surrey and Sandy Hill (Farnham) falls within the top 15 (source: IMD 2010). In Waverley we have a strong history of productive multi-agency social inclusion activity not only in these communities but in a number of other neighbourhoods with similar profiles (e.g. The Chantrys, Farnham).

Income deprivation is consistently and systematically linked with life expectancy and healthy life expectancy across England. This may be because people living in deprived communities might encounter fewer opportunities to engage with or poorer access to health, community and education services. This could impact health and lifestyle behaviours and subsequently cause individuals to experience more long term conditions at a younger age.

### ***Ethnicity***

Waverley's population is predominantly White British (90.6%). However, Waverley does have a significant Gypsy and Traveller community, especially in Cranleigh.

### *Age profile of residents*

Waverley has substantially fewer young adults than the English average and currently has the highest proportion of over 85's in Surrey. Table 1 shows Waverley's population distribution by age.

**Table 1. Waverley's population distribution by age. Souce: JSNA**

<b>Age range</b>	<b>Percentage of the population</b>
0-4	6
5-15	13.8
16-17	2.9
18-24	6.4
18-64	57.7
65+	19.6
85+	3.2

The population of over 65's in Waverley is predicted to grow by 13.3% over the next 5 years, compared to a growth of 1.5% among those aged 18-64. Moreover, the population of people aged over 85 is predicted to increase by approximately 30% over the next 5 years.

In recognition of our role in supporting older people, Waverley Borough Council has developed an Ageing Well Strategy, with which the Health and Wellbeing Strategy should be read.

### ***Demand within the care sector***

It is forecast that the adult social care sector in England will need to add approximately 1 million care workers over the next 10 years in response to population ageing and increases in the numbers of people with long-term health conditions.

The demand for additional care workers also comes from a deliberate and progressive shift in the delivery of care for older people to their own homes or their local community where a more tailored service can be provided that promotes independence and achieves better outcomes.

While there are challenges nationally in achieving the target for additional care workers, Waverley and surrounding areas face particular challenges in terms of the high demand and low supply of care workers. This includes a lack of adequate numbers of care workers in the local market, inadequate public transport, high property prices and a predominance of graduates and higher-skilled individuals in the local working-age population.

Clearly, there are multiple factors influencing the issues faced by the care sector and the issues are felt widely across government, health services and other organisations. This complex nature means that there is no single solution to this problem and it is therefore dubbed a 'wicked' challenge. Problems of this kind instead require a joined-up and focussed approach from multiple relevant organisations. Pertinent to Waverley Borough Council is the role we can play locally in bringing together public and private sector organisations in order to drive forward change and develop sustainable solutions.

## ***Lifestyle and behaviours***

A range of lifestyle factors and behaviours can affect both our mental and physical health and wellbeing. For example, what we eat and drink, whether or not we smoke, and how physically active we are can all influence our risk of becoming obese or developing diseases like diabetes, coronary heart disease and cancer. They also play a complex role in our mental health and emotional wellbeing, with exercise and obesity though to have links with depression, for example.

Waverley plays a role in supporting and providing services which can directly or indirectly influence the lifestyles and behaviours of our residents which, subsequently, can have a profound effect on their overall health and wellbeing. It is important that we understand the current patterns of health behaviours in Waverley in order for us to adequately support the health and wellbeing of residents.

### ***Eating Behaviour***

Good nutrition is important to maintain health and in the prevention and management of diet-related conditions such as cardiovascular disease, some cancers, type 2 diabetes and obesity.

#### **Nutrition in Waverley:**

For good health, children and adults in the UK are recommended to eat 5 portions of fruit and vegetables a day. An estimated 35% of Waverley's population eat at least 5 portions of fruit and vegetables a day, meaning 65% are not eating enough fruit and vegetables. (Source: JSNA).

### ***Alcohol consumption***

Addressing the harm caused by alcohol remains a priority both nationally and locally. Alcohol-related hospital admissions have more than doubled in the last decade and it is estimated that more than 25% of adults drink alcohol above recommended limits. The social, economic and health impacts of alcohol misuse affect the population at large, as well as the most vulnerable individuals and groups.

#### **Alcohol Consumption in Waverley:**

Based on the demographic and social characteristics of Waverley, it is estimated that more than one in five people over the age of 16 engage in increasing risk drinking, which is slightly higher than the average for England and the South East. (Source: Public Health England, 2014 Local Alcohol Profiles for England)

## **Smoking**

Smoking is the main cause of preventable illness and premature death with an estimated 459,900 hospital admissions attributed to smoking in 2010/11 and an estimated 80,000 smoking related deaths in adults aged over 35 years in 2012. 85% of COPD deaths are attributed to smoking along with one in four cancer deaths and 14% of deaths from heart and circulatory disease.

### **Smoking in Waverley:**

Approximately 14.8% of Waverley's population smoke. Similarly to the rest of Surrey, this rate is lower than the England average (18.4%). However, Waverley sees a higher smoking prevalence in some wards, such as Godalming Binscombe (22.5%), Godalming Central & Ockford (20%), Farnham Upper Hale (18.9%) and Godalming Farncombe & Cattershall (18.1%).

In comparison, smoking prevalence in Godalming Holloway and Farnham Bourne is estimated at 8.2% (Source: JSNA).

## Physical activity

Physical activity plays an important role in the health and wellbeing of individuals and the wider community, such as in the health and development of children and the prevention of disease, obesity and falls in adults. Benefits of physical activity are demonstrated in figure 1.

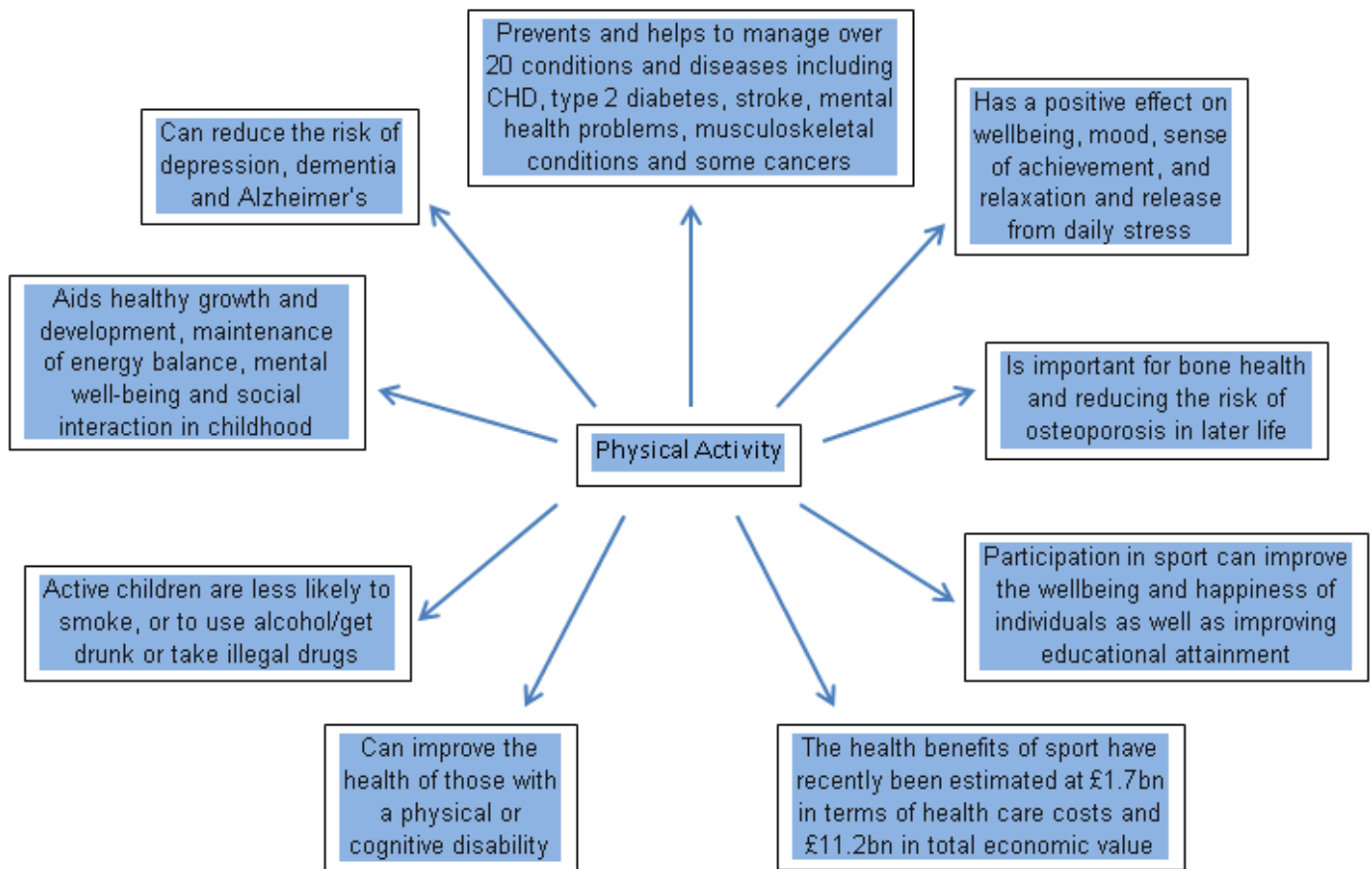


Figure 1. The benefits of physical activity. Sources: NICE 2013; JSNA

### Physical activity in Waverley:

In Waverley, 69.3% of adults (PHOF) are estimated to be active, doing at least 150 minutes of moderate equivalent physical activity per week (better than the average of 63.1% for Surrey), while 19.5% are inactive, doing less than 30 minutes of moderate equivalent physical activity per week (better than the average of 21.7% for Surrey). Despite this, physical inactivity was estimated to cost almost £2million in Waverley in 2013.

If 75% of the population aged 39-79 in Waverley were to meet the recommended levels of physical activity we could prevent 44 deaths, 7 emergency admissions for coronary heart disease, 11 new cases of breast cancer and 6 new cases of colorectal cancer (Source: JSNA).

## ***Children and young people***

Waverley has the lowest proportion of children living in poverty in Surrey (6.9% in Waverley compared to the district with highest of 13.0%) (Surrey-i), and also the lowest teenage conception rates in Surrey. However, we face challenges in other aspects of health and wellbeing. For example, 6.4% of Waverley's children are obese in Reception Year of Primary School. By the time children in Waverley leave Primary School, 11.9% (PHE NCMP profile) are obese.

Whilst these figures are no higher than the Surrey averages, it still represents the growing issue of childhood obesity. Additionally, since research tells us that obese children are highly likely to become obese adults, it highlights a potential area for actions that can improve the health of children and young people living in Waverley and prevent obesity and ill-health within our population.

## ***Families***

The Family Support Programme was first piloted in Waverley in 2012 before being expanded to the other districts and boroughs in Surrey. This programme aims to support families within their local communities to overcome a range of issue such as unemployment, poor school attendance, self-esteem and self-reliance, and wellbeing.

Further support for families and children is available through Children's Centres, located throughout Waverley in Godalming, Farnham, Haslemere and Cranleigh. Each Children's Centre aims to provide services that are tailored to their communities needs. Services can include play and learn sessions, parenting courses, information and advice on how to improve skills and find work, and help with keeping healthy, including advice on breastfeeding, nutrition and healthy lifestyles from pregnancy and beyond.

Waverley Borough Council is committed to working in partnership with existing organisations and services to improve the health and wellbeing of children, young people and families.

## ***The built and natural environment***

The local built and natural environment can have a profound effect on the health and wellbeing of the population. For example, the inability to access green open space can have negative impacts on both physical and mental health.

### **Mental and physical correlates of the built and natural environment include:**

- Mortality
- Cardiovascular disease
- Respiratory illnesses
- Increased blood pressure
- Falls and unintentional injuries
- Social isolation
- Mental health issues
- Physical fitness and wellbeing

Waverley benefits from being one of the most wooded districts of any local authority in England. Good quality, accessible green space and infrastructure can provide many potential health and wellbeing benefits. Green space, parks and countryside provide a platform for community activities, social interaction, physical activity and recreation, as well as reducing social isolation, improving community cohesion and positively affecting the wider determinants of health.

The percentage of people across Surrey using green space specifically for exercise or health reasons is 17.6% compared to the national average of 17.1%, despite being the most wooded county with a high percentage of green belt space.

Promoting use of existing green spaces to increase physical activity and enhance mental wellbeing in partnership is therefore a priority across Surrey and features in the Public Health Outcomes Framework.

Waverley Borough Council has recently developed a ten-year Play Area Strategy through a review of play provision across the Borough of all known playground, skatepark and multi-use games area sites. The Council aims to provide clean and challenging play environments that are accessible for all.

The Play Area Strategy promotes the health and wellbeing benefits of adequate play provision and of open space and physical activity for children and adults alike. This research complements the physical activity guidelines for children and adults produced by the Department of Health. There is also evidence that the more children access green and open space, the more likely they are to do so as adults.



## **Homes and housing**

Health and wellbeing is strongly dependent upon a person being in secure, comfortable and adequately heated housing. It is critical that there is access to an adequate supply of affordable housing to:

- Help reduce numbers in unsuitable or overcrowded accommodation
- Avert homelessness
- Address issues where health conditions are linked to current housing, for example, where homes are in poor repair
- Help people to find employment and avert long-term unemployment (e.g., by providing individuals with a fixed address to enable the completion of job applications)
- Enhance children's educational attainment (e.g., by providing families and children with the space and facilities necessary for adequate rest and study)

Individuals and families who are disadvantaged due to factors such as low income, mental illness, substance abuse, frailty or long term health conditions may need support to access and maintain appropriate housing.

Waverley, along with the other districts and boroughs of Surrey, has identified the need to increase the supply of affordable housing as a key priority. Housing with care and support is a joint responsibility of borough and district councils Waverley Borough Council has contributed to Surrey County Council's Joint Accommodation Strategy<sup>6</sup>, which identifies key priorities throughout Surrey.

A specific objective of the Joint Accommodation Strategy is to enable people with care and support needs to live as independently as possible in their own homes. Stable accommodation is a key requisite to this, whether the individual requires relatively low level of support to retain their independence or access to support 24-hours a day.

Waverley Borough Council is also implementing an Affordable Homes Delivery Plan 2012-2017<sup>7</sup>, setting out our strategic approach to becoming a driving force in the development of new affordable housing in the borough, in line with the Council's Corporate Plan<sup>8</sup>.

---

<sup>6</sup> Joint Accommodation Strategy for People With Care And Support Needs  
<http://new.surreycc.gov.uk/social-care-and-health/care-and-support-for-adults/adult-social-care-strategies,-policies-and-performance/joint-accommodation-strategy-for-people-with-care-and-support-needs>

<sup>7</sup> Waverley's Affordable Homes Delivery Plan can be read at:  
[http://www.waverley.gov.uk/downloads/file/3286/affordable\\_homes\\_delivery\\_plan\\_2012-2017](http://www.waverley.gov.uk/downloads/file/3286/affordable_homes_delivery_plan_2012-2017)

<sup>8</sup> Waverley's Corporate Plan can be read at:  
[http://www.waverley.gov.uk/downloads/download/1149/draft\\_corporate\\_plan\\_2012-2015](http://www.waverley.gov.uk/downloads/download/1149/draft_corporate_plan_2012-2015)

Preventing homelessness is also a key priority for Waverley, as outlined in Waverley's Homelessness Strategy 2013-2018<sup>9</sup>. Research estimates that taking a preventative, as opposed to reactive, approach to homelessness saves anywhere between £5,300 and £30,000 per household per year<sup>10</sup>.

Even taking the most conservative estimate, the homeless preventions carried out by Waverley Borough Council in 2012/13 saved the public purse approximately £3million<sup>11</sup>. Combining this financial benefit to the health and wellbeing benefits to those who are prevented from becoming homeless highlights the value of this work.

Cold temperatures (seasonal changes and excess cold weather) can have considerable impact on those who cannot afford to heat the home to an adequate level of warmth. These households are likely to be in fuel poverty, living in cold and damp properties and exposed to an increased risk of associated health impacts. Some of Waverley's wards feature in the top 10 in Surrey for having the highest estimated number of dwellings in fuel poverty (Source: BRE Housing Stock Appraisal 2014). Waverley Borough Council implements a Home Improvement Policy<sup>12</sup> which outlines how the Council will provide assistance for repairs, improvements and adaptations to the homes of those residents in Waverley who need it most.

The impact of adverse environmental conditions is felt unequally across certain groups of society (i.e. the elderly, the very young, long term sick, those living with disabilities and low income households) and puts increased, but avoidable, pressure on our health and social care services. How severely a person or group will be affected will depend not just on their exposure to the event, but how well they are able to cope with and respond to such conditions, such as their ability to access support and services and their mental health and emotional wellbeing (source: Surrey Information Point).

---

<sup>9</sup> The Homelessness Strategy can be read at:

[http://www.waverley.gov.uk/downloads/file/722/homelessness\\_strategy](http://www.waverley.gov.uk/downloads/file/722/homelessness_strategy)

<sup>10</sup> Research carried out by Heriot-Watt University (2007) and more recently by Shelter and the UK Government

<sup>11</sup> Source: Waverley's Homelessness Strategy 2013—2018

<sup>12</sup> Waverley's Home Improvement Policy can be read at:

[http://www.waverley.gov.uk/downloads/file/3984/home\\_improvement\\_policy](http://www.waverley.gov.uk/downloads/file/3984/home_improvement_policy)

## ***Mental health and emotional wellbeing***

Surrey is a relatively prosperous county and, at a population level, Surrey has lower rates of several key risk factors for mental health than the England average. In Waverley, there are particular areas that have a higher than average incidence and risk of mental health issues, such as:

- Cranleigh
- Godalming Central & Ockford Ridge (ward with the highest levels of common mental illness in Surrey)
- Farnham Moor Park (ward with the 5<sup>th</sup> highest levels of common mental illness in Surrey)
- The Chantrys, Farnham

There are several factors that influence mental health, such as individual factors (e.g. genetics and age), family factors (e.g. childhood events) and wider factors (e.g. employment status and housing). Whether or not a person belongs to a high risk group (e.g. people with long term health conditions and victims of crime and abuse) can also influence ones mental health status. Figure 2 demonstrates these factors.

<p><b>Wider factors:</b></p> <ul style="list-style-type: none"> <li>• Deprivation</li> <li>• Unemployment</li> <li>• Social isolation/exclusion</li> <li>• Financial difficulty and debt</li> <li>• Poor housing and homelessness</li> <li>• Crime and fear of crime</li> </ul>	<p><b>Individual factors:</b></p> <ul style="list-style-type: none"> <li>• Genetics</li> <li>• Age</li> <li>• Lifestyle behaviours</li> <li>• Bereavement</li> <li>• Poor resilience</li> </ul>
<p><b>Family factors:</b></p> <ul style="list-style-type: none"> <li>• Parental mental health and poor infant attachment</li> <li>• Parental substance misuse</li> <li>• Family break up</li> <li>• Being a looked after child</li> </ul>	<p><b>High risk groups:</b></p> <ul style="list-style-type: none"> <li>• Victims of abuse and violence</li> <li>• People with long term health conditions</li> <li>• Carers</li> <li>• Black and Minority Ethnic groups</li> <li>• People who are lesbian, gay bisexual and transgender</li> </ul>

**Figure 2. Factors influencing mental health. Source: JSNA**

In Waverley there is already a range of services and support which have the potential to influence these factors and, subsequently, impact on wider health and wellbeing. It is important to acknowledge the work we are already doing which can have a positive effect of mental health and emotional wellbeing and to ensure services of this kind are joined-up and sustainable.

## ***Connectivity and social isolation***

### ***Connectivity***

Waverley has the lowest connectivity index in Surrey (i.e., ability to access services that are not in walking distance; Source: Connectivity Index, 2005). Figures over 100 indicate a higher level of connectivity. Taking Surrey as a whole, the connectivity index is 135. However, Waverley has a connectivity index of just 29.

This represents the fact that residents of Waverley have to travel further to access friends and family and to access local amenities, including community groups, their GP and specialist mental health services. Geographically, Waverley is the largest local authority in Surrey and also has the lowest population density in the borough. Around 70% of Waverley's population lives in Farnham, Godalming, Haslemere or Cranleigh, with the remaining 30% living in rural wards.

The diversity of rural and urban environments is seen as a significant feature and asset of the borough. However, the rural nature of much of Waverley makes transport difficult for some, especially older and vulnerable residents. Parts of Waverley benefits from excellent transport and road links as the borough is traversed by the A3, A31 and four major north-south A-roads. Nevertheless, travel between the east and west of the borough is predominantly via minor roads so can be challenging for our residents.

A Surrey Rural Strategy<sup>13</sup> is being developed for the next five years. The previous strategy recognised transport and accessibility as two of the most serious challenges facing Surrey's rural communities.

---

<sup>13</sup> Information on the Surrey Rural Strategy can be found at: <http://www.surreycc.gov.uk/environment-housing-and-planning/countryside/looking-after-the-countryside/our-work-to-manage-surreys-countryside/surreys-rural-development>

### ***Social isolation***

Social isolation and loneliness impact upon an individual's quality of life and wellbeing, adversely affecting health and increasing their reliance on health and social care services.

'Loneliness' is defined as being a subjective, negative feeling associated with loss, whilst 'social isolation' is defined as imposed isolation from normal social networks caused by loss of mobility or deteriorating health.

Waverley has pockets of isolation, particularly in rural areas. Several wards in Waverley have a high rate of one person households, which highlights possible areas with more loneliness and isolation (Surrey rank in brackets):

- Farnham Castle 40.93% (1st)
- Alfold, Cranleigh Rural and Ellens Green 38.79% (4th)
- Godalming, Farncombe & Catteshall 35.44% (14th)

Isolation can also occur within communities when services, support and infrastructure fall short of meeting communities' needs. This further highlights the crucial links between health and wellbeing and the planning of community developments, a priority that Waverley is already committed to.

## Community safety

In Waverley, approximately 1.5% of all hospital admissions are alcohol related. Whilst this is close to the Surrey average, it still represents avoidable illness and treatment costs. Alcohol and substance misuse are linked with a number of crime and community safety issues, such as violent offences, domestic assaults and driving offences.

Average rates of recorded criminal offences, anti-social behaviour and domestic violence in Waverley are lower than the Surrey average. Nevertheless, the challenge remains to maintain this low crime prevalence and ensure that our residents also *feel* safe. This personal perception of safety within a community is especially important for mental health, emotional wellbeing and encouraging social interaction and cohesion, especially for older adults. Perceptions of safety also feature within the Public Health Outcomes Framework.

Also related to community safety and health and wellbeing is the rate at which people killed or seriously injured on Waverley's roads. Figures for Waverley are slightly higher than the average for England. This is not unusual for rural districts and boroughs in Surrey<sup>14</sup>, but still represents challenges.

A local community safety partnership exists in Waverley as The Safer Waverley Partnership. This Partnership consists of representatives from Waverley Borough Council, Surrey County Council, Surrey Police, Surrey Fire and Rescue, National Probation Service, Guildford & Waverley Clinical Commissioning Group, and North East Hampshire & Farnham Clinical Commissioning Group. The Partnership also works with many other organisations to deliver projects and improve community safety.

The Partnership has several delivery groups focusing on areas, individuals and different types of crime and disorder. It also links with groups at divisional, county and regional levels. The responsible bodies that make up the Safer Waverley Partnership are under statutory duty to work together to reduce reoffending, tackle crime and disorder, tackle anti-social behaviour, tackle alcohol and substance misuse, and tackle any other behaviour which has a negative effect on the local environment.

All of these issues feature in the rolling three year priorities of the Safer Waverley Partnership. The Health and Wellbeing Strategy recognises the shared interests between these community safety priorities and health and wellbeing. This strategy should be read alongside the Safer Waverley Partnership Plan 2014-2017<sup>15</sup>.

---

<sup>14</sup> For example, Tandridge, Mole Valley, Guildford and Runnymede all have significantly higher numbers of people killed or seriously injured on their roads than is average for England (Source: Health Profiles).

<sup>15</sup> Information on the Safer Waverley Partnership Plan can be found at:

[http://www.waverley.gov.uk/info/870/community\\_safety/320/community\\_safety\\_in\\_waverley/2](http://www.waverley.gov.uk/info/870/community_safety/320/community_safety_in_waverley/2)

## Summary – the overall picture in Waverley

The majority of Waverley's residents experience excellent overall health, wellbeing and quality of life. Waverley also benefits from outstanding (and in some cases, award-winning) services and a diverse mix of rural and urban environments.

Generally speaking, the borough has very low levels of deprivation and scores higher than average on most health indicators, meaning that the overwhelming picture of Waverley is one of a picturesque borough with a healthy, active and affluent population. However, health and wellbeing challenges do exist, along with opportunities to promote and protect the health and wellbeing of our residents and communities.

Perhaps most striking is the presence of pockets of relative deprivation and their links with health and wellbeing. For example, there is a considerable life expectancy gap between the most- and least-disadvantaged wards in Waverley. Smoking continues to be the major preventable cause of premature death and disability, and smoking prevalence in Waverley's most deprived wards is higher than local averages. Our most deprived wards also have some of the highest levels of mental illness in Surrey. Excellent work to improve the health and wellbeing of our residents and communities is already ongoing. However, we must continue to work purposefully to encourage health and wellbeing equity throughout Waverley. This includes encouraging the use of green space, addressing fuel poverty, ensuring adequate homes, community spaces and community infrastructure, discouraging increasing- and higher-risk drinking, and encouraging healthy weight.

Mental health in Waverley does indeed appear to be a particularly pertinent issue, with Waverley having some of the highest rates of depression and suicide in Surrey. Whilst there are lots of factors that can influence mental health, we can only speculate on the factors affecting mental health in Waverley. We do however have the lowest connectivity index in Surrey, meaning that residents in Waverley have to travel further in order to see friends and family and to access local amenities, including community groups, their GP and specialist mental health services. We also have a high rate of one-person households and the lowest population density in Surrey. It therefore seems plausible that this combination of low connectivity and social isolation could affect the mental health and emotional wellbeing of residents. Moreover, the difficulty experienced by some in accessing health services through low connectivity could also influence residents' mental and physical health. This highlights the difficulties within Waverley which, due to our unique and diverse geography and demographics, may not be easy to overcome. However, it is essential that we continue in our proactive work, contributing to enhancing residents' quality of life and preventing against factors which can influence mental illness.

Waverley has substantially fewer young adults than the English average. Furthermore, our population of residents over 65 and 85 years of age is one of the fastest growing in Surrey and there are increased numbers of residents with neurological conditions such as stroke or dementia. Whilst the absolute number of

people aged 85 and over continues to be a small proportion of the total population, it remains likely that Waverley will have a greater preponderance of residents with developing or developed long term conditions in the working adult population, as well as greater proportion of frail elderly than the English norm<sup>16</sup>. Moreover, Waverley and surrounding areas face particular challenges in terms of the high demand and low supply of care workers. Taking preventative approaches to health and wellbeing, creating sustainable solutions to the issues facing older people and the wider community and promoting ageing-well are therefore vital to Waverley continuing to be a great place to live and work.

Children and young people in Waverley appear to experience relatively good health and wellbeing compared to the rest of England. Despite this, looking after the health and wellbeing of our families, children and young people remains crucial so that we can help children to have the best start in life, make the most of their opportunities and prevent illness and disability in later life.

This information has informed our strategy for health and wellbeing and has fed into our shared vision for health and wellbeing in Waverley. We want Waverley to be a great place to live and work. To do this, we must ensure that Waverley's residents and employees have access to the support, advice and services they need to live full, active and healthy lives. We must take this opportunity to lead the way in influencing and enhancing our existing services, ensuring that health and wellbeing is reflected across all areas of our work in order to maximise value and achieve the best health outcomes possible for our residents and communities.

---

<sup>16</sup> Source: JSNA



# Our shared vision for health and wellbeing in Waverley

The health and wellbeing of our residents can be affected by many factors and poor health has implications across multiple services and communities. In order to ensure that residents have access to the support, advice and services they need to live full, active and healthy lives, we must reflect health and wellbeing across all areas of our work. With our partners, we must also take joined-up and coherent approach to delivering sustainable services and support for health and wellbeing and add value to those which already exist.

Working in partnership with local and voluntary and statutory organisations, it is our aim to deliver on the following priorities and sub-themes:

- 1. Develop a preventative approach**
  - Encourage healthy lifestyles
  - Ensure healthy homes and living conditions
  - Support residents to access information and services
  
- 2. Promote emotional wellbeing and mental health**
  - Raise awareness and tackle stigma and discrimination
  - Reduce social isolation
  
- 3. Improve older adults' health and wellbeing**
  - Support the implementation of Waverley's Strategy for Ageing Well
  
- 4. Improve the health and wellbeing of children and young people**
  - Ensure families are supported to be happy and healthy
  - Support and enable young people to access jobs and training
  - Support opportunities for children and young people to participate in physical activity, sports and play
  
- 5. Safeguard the population**
  - Support the implementation of the Safer Waverley Partnership Plan
  - Keep safeguarding policy and training relevant and up-to-date

## How will Waverley achieve this vision?

In Waverley there already exists a range of excellent services which contribute to these priorities and positively influence health and wellbeing in the borough. We want to acknowledge this great work we are already doing and reframe our approaches to ensure that health and wellbeing is consistently recognised in our current and future projects and services. To this end, we have created an Action Plan (Annex A) for each priority, with measurable outcomes so that we can ensure we are delivering in these important areas.

Under each of the five priorities in the Action Plan we have developed themes of work. These themes have been developed through consultation with Surrey County Council Public Health and other internal and external partners in addition to public consultation. Each theme has corresponding actions, which will contribute towards the overall priorities. Many of the themes relate to the Public Health Outcomes Framework, meaning we will be able to objectively measure our progress against the Public Health Indicators. Appropriate indicators will be agreed with Public Health as part of this new way of working.

It is proposed that progress against each action will be reported annually to the Council.

The Action Plan identifies the higher level measures of success, although each action will result in more detailed outcomes. The Action Plan also recognises the essential role our partners play in delivering the outcomes and we will continue our vital dialogue to address and deliver the actions to support our community.

As this is the first Health and Wellbeing Strategy of Waverley Borough Council we have created a two year Action Plan covering 2016-2018, to be reviewed and updated for 2018-2021. This will allow us to set realistic and effective targets for the first two years, and to be responsive to the needs of our population and the changing public health landscape over the lifespan on the strategy.

All of the activities within the Action Plan will contribute to supporting residents to live full, active and healthy lives, and to making Waverley a great place to live and work. The activities within the Action Plan build upon the existing work of the Council whilst identifying new activities to support the health and wellbeing needs of our residents.

## **Overarching work streams**

There is some work already ongoing which spans all five priorities and therefore is not included in the Action Plan, but remains an important part of the Health and Wellbeing Strategy.

### ***Embedding health and wellbeing outcomes***

For example, at Waverley Borough Council we are continuing to work towards driving health and wellbeing outcomes from the services we provide or support. We are achieving this by embedding these outcomes into funding agreements within Voluntary Sector Grants, and by extending the link between funding and the delivery of improved outcomes for residents by developing and implementing Service Level Agreements with our partners. This will allow us to ensure that services are having a measurable effect on the health and wellbeing of our residents and to ensure that services are providing value for money.

### ***Systems Leadership***

Additionally, Waverley Borough Council was successful in gaining support in 2014 from the National Leadership Centre as part of the Systems Leadership – Local Vision programme. This programme supports the development of new ways of working in order to deliver integrated services and achieve measurable improvements in health, care and wellbeing. In Waverley, we are already using this opportunity to develop solutions, with our partners, to our ‘wicked’ challenge – the complex issues within our local care sector related to the high demand and low supply within the local care market. Not only must we ensure that our work continues to reflect this important agenda, but we must also ensure that we continue to implement whole-systems approaches to tackling health and wellbeing challenges by working across organisations and with partners and stakeholders. This ethos will be reflected throughout the work we will undertake in order to achieve the aims of this strategy.

### ***Work of the Clinical Commissioning Groups***

Local work by North East Hampshire & Farnham Clinical Commissioning Group sees the implementation of the innovative Vanguard programme, which is enabling health and social care professionals in North East Hampshire and Farnham to speed up plans to develop new ways of providing and paying for support and services for local people. The Clinical Commissioning Group’s ambitious programme aims to keep people happy, healthy and at home. It will see local people supported to improve their own health and wellbeing and when they are ill or need support, they will receive the best possible joined-up care. This new model of health and social care will:

- Result in better outcomes and experience for local people – helping them to be happy, healthy and wherever possible, supported at home
- Provide better value for money, helping to close the gap between the available resources and the costs of providing services to meet need.

The way services are commissioned and the way organisations are set up to provide the services will also be reshaped to best support the new model of care.

Waverley Borough Council is a committed partner of the North East Hampshire & Farnham Vanguard programme. This includes working in partnership to deliver innovative projects which aims to improve residents' health and wellbeing and prevent ill-health.

Guildford & Waverley Clinical Commissioning Group's programme 'My Care, My Choice' forms part of the wider local health and social care system's integration programme which is to support frail older people in the community. The My Care My Choice vision is to have a much more intensive management of the frail elderly over time with more resources focused on supporting this group of patients in the community and preventing expensive acute hospital admission. The patient and carer experience of services can be confusing and disjointed, so the programme also aims to improve these. The Health and Wellbeing Strategy aims to acknowledge and reflect this way of working. Waverley Borough Council is also committed to our role in supporting vulnerable adults within the community.

## **Appendix A: Health and Wellbeing Action Plan**

**2016-2018**

## Developing a preventative approach

A preventative approach to health and wellbeing involves promoting good health and preventing ill-health. Crucial to this is spotting potential problems as early as possible and ensure effective support is in place. It also involves giving residents the information, services and support necessary to take control of their own health and wellbeing, live healthy lives and reduce their risk of becoming ill. People are healthy when they:

- Have a good start in life
- Reach their full potential and have control over their lives
- Have a healthy standard of living
- Have good jobs and working conditions
- Live in healthy and sustainable places and communities

(Source: [www.healthysurrey.org.uk](http://www.healthysurrey.org.uk))

An effective preventative approach will benefit all of Waverley's residents, including children, working-age adults and adults who are older or vulnerable. A successful preventative approach will also address health inequalities, such as life expectancy gaps and will also address the causes of ill health, which include social, lifestyle and environmental factors pertinent to Waverley, discussed earlier in this strategy.

For 2016-2018, we will focus on three main themes in order to develop a preventative approach. These themes are:

1. **Encouraging healthy lifestyles**
2. **Ensuring healthy homes and living conditions**
3. **Supporting residents to access information and services**

**Priority 1: Developing a Preventative Approach**  
 “Focusing on creating good health rather than simply responding to ill-health, and giving residents the information, services and support necessary to take control of their own health and wellbeing, live healthy lives and reduce their risk of becoming ill”

**Theme 1: Encouraging Healthy Lifestyles**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
1.1.1.	Promote utilisation of green space by maintaining the standard and improving accessibility of our parks and green spaces, e.g. <b><u>Broadwater Park Accessibility project.</u></b>	<ul style="list-style-type: none"> <li>Feedback from “Friends of” groups and public consultations</li> <li>Reduced maintenance costs of parks, making them sustainable investments in health and wellbeing and our local communities - comparisons to previous years, as measured through Waverley Borough Council’s annual budget</li> </ul>	Waverley Borough Council – Parks and Countryside	Waverley Borough Council – Planning, Surrey County Council	Works on Broadwater Park Accessibility due for completion by mid-2016 with further sites to be identified and scoped by 2017. PPP funding allocated for 2015/16 and potentially 2016/17
1.1.2.	Encourage the use of greenspace for physical activity and health by installing <b><u>Trim Trails</u></b> , the first of which is <b><u>Farnham Park Trim Trail</u></b> , and supporting <b><u>Walks for Health</u></b> .	<ul style="list-style-type: none"> <li>Number of Trim Trails across the borough</li> <li>Number of people participating in Walks for Health</li> </ul>	Waverley Borough Council - Parks and Countryside	Waverley Borough Council – Leisure, Places for People Leisure, Surrey County Council	Works to install a Farnham Park Trim Trail due for completion by mid 2016 with further potential trim trail sites to be identified and scoped by 2017. Walks for Health – Ongoing.
1.1.3.	<b><u>Places for People Leisure’s pilot tier 2 weight management service</u></b> , which includes nutrition, exercise and behaviour change components.	<ul style="list-style-type: none"> <li>Number of residents accessing the service</li> <li>Amount of weight lost by participants through the service</li> </ul>	Places for People Leisure, Surrey Sports Park	Surrey County Council Public Health, CCGs GP surgeries, Health Professionals, Waverley Borough Council – Leisure	Weight management pilot funded by SCC Public Health until March 2016, to be evaluated after this date.

### Theme 1: Encouraging Healthy Lifestyles

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
1.1.4.	Development and implementation of future local <b><u>weight management</u></b> services, should Public Health funding become available.	<ul style="list-style-type: none"> <li>Development and implementation of such a service</li> </ul>	Surrey County Council Public Health, any contracted weight management provider	Waverley Borough Council - Leisure, Places for People Leisure, Health Professionals, GP practices, CCGs	Date TBC
1.1.5.	Work with internal and external partners to promote <b><u>local and national public health campaigns, projects and initiatives</u></b> both within the Council and in the community.	<ul style="list-style-type: none"> <li>Support a minimum of four campaigns per year</li> <li>Public Health Outcomes relevant to each health campaign/initiative we support</li> </ul>	Waverley Borough Council (all services), Places for People Leisure, Surrey County Council Public Health, CCGs	Waverley Health and Wellbeing Partnership	Minimum of four campaigns annually
1.1.6.	Continue to provide more opportunities for residents to take up <b><u>NHS Health Checks</u></b> within the community through the Waverley Contract Places for People Leisure Health and Wellbeing post.	<ul style="list-style-type: none"> <li>Number of NHS Health Checks delivered in non-clinical venues (e.g. leisure centres, workplaces, community settings)</li> <li>Number of Places for People Leisure's staff trained to deliver health checks.</li> </ul>	Places for People Leisure	Waverley Borough Council – Leisure, Surrey County Council Public Health, CCGs	By March 2016 - increase the number of health checks delivered through PfPL in Godalming, Cranleigh and Haslemere to achieve parity with those delivered in Farnham. Continue to increase the number of PfPL staff trained to deliver NHS Health Checks and the total number delivered to residents throughout 2016/17.



### Theme 1: Encouraging Healthy Lifestyles

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
1.1.7.	Develop and implement a ' <u>running for wellbeing</u> ' group.	<ul style="list-style-type: none"> <li>• Development and implementation of such as group</li> <li>• Number of group sessions delivered per week</li> <li>• Attendance at sessions</li> </ul>	Waverley Borough Council – Leisure	Places for People Leisure	By mid-2016/17
1.1.8.	Utilising the <u>Places for People Leisure Health and Wellbeing Post</u> to develop our leisure centres' capacity as 'Health Hubs'. This include the provision of services such as smoking cessation, stroke, COPD, cancer and cardiac rehabilitation classes, falls prevention and seated Pilates.	<ul style="list-style-type: none"> <li>• Number of wellbeing-related sessions provided in each site</li> <li>• Number of Places for People Leisure staff trained to deliver the activities across all sites</li> <li>• Attendance at each session</li> <li>• Objectively measured wellbeing scores of people taking part in the activities</li> <li>• Case studies</li> </ul>	Places for People Leisure	Waverley Borough Council – Leisure, Surrey County Council Public Health, CCGs, GP practices and Health Professionals.	<ul style="list-style-type: none"> <li>• PfPL post funded through PPP until March 2016, with the role to be subsumed into PfPL contract after this date</li> <li>• Increase number of PfPL staff trained to deliver sessions by the start of 2016/17</li> </ul>
1.1.9.	Develop and implement a <u>Leisure Facilities Strategy</u> .	<ul style="list-style-type: none"> <li>• Strategy developed, agreed and implemented</li> </ul>	Waverley Borough Council – Leisure	Places for People Leisure, Waverley Borough Council - Planning	Draft Leisure Facilities Strategy completed by Spring 2016.
1.1.10.	Continue to provide <u>Access to Leisure</u> and <u>GP Referral</u> which both provide low cost access (either for low-income residents or people with specific health conditions) to the leisure centres.	<ul style="list-style-type: none"> <li>• Number of residents accessing these services</li> <li>• Number of GPs referring to the GP Referral programme</li> </ul>	Places for People Leisure	Waverley Borough Council – Leisure and, CCGs, GP practices, health professionals and Surrey County Council Public Health	Ongoing

### Theme 1: Encouraging Healthy Lifestyles

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
1.1.11.	Develop and implement <b><u>cycling for health</u></b> clubs/sessions	<ul style="list-style-type: none"> <li>• Implementation of sessions</li> <li>• Number of sessions run</li> <li>• Attendance at sessions</li> </ul>	Waverley Borough Council – Leisure (Leisure Services Manager)	Cycling organisations, charities, Places for People Leisure	By start of 2016/17
1.1.12.	Continue to <b><u>expand the range of health and wellbeing activities in outreach locations</u></b> through the Places for People Leisure Health and Wellbeing Post.	<ul style="list-style-type: none"> <li>• Number of sessions delivered in community outreach locations</li> <li>• Number of people attending sessions</li> </ul>	Places for People Leisure	Waverley Borough Council – Leisure, CCGs, GP practices, health professionals and Surrey County Council Public Health	Ongoing
1.1.13.	Continue to hold the council's <b><u>Health and Wellbeing Week</u></b> to support Waverley Borough Council staff in all aspects of health and wellbeing.	<ul style="list-style-type: none"> <li>• Number and types of opportunities provided during the health and wellbeing week and during the year</li> <li>• Number of staff attending</li> <li>• Staff feedback</li> </ul>	Waverley Borough Council – all services	Places for People Leisure, Voluntary Organisations, Surrey County Council Public Health, Private Health and Wellbeing Providers	Event to be held every other year, with the next due in 2017
1.1.14.	Develop a plan for the implementation of the <b><u>Making Every Contact Count</u></b> initiative, part of the Prevention work-stream of the NEH&F CCG Vanguard programme.	<ul style="list-style-type: none"> <li>• A plan developed with relevant actions</li> <li>• A plan which is in synergy with NEH&amp;F CCG's work</li> <li>• Agreement from senior management to implement the initiative</li> </ul>	Waverley Borough Council – Community Services	Waverley Borough Council – all other service areas, NEH&F CCG Vanguard programme	By March 2016

**Theme 2: Ensuring Healthy Homes and Living Conditions**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
1.2.1.	<b>Major regeneration at Ockford Ridge</b>	<ul style="list-style-type: none"> <li>• Number of new homes built</li> <li>• Number of existing homes improved</li> </ul>	Waverley Borough Council - Housing Operations	Waverley Borough Council – Community Service and Planning, Surrey County Council Highways	Planned developments by 2020.
1.2.2.	Provide <b>Disabled Facilities Grants</b> to private sector residents meeting the eligibility criteria so that adaptations can be carried out to dwellings in order to meet the basic housing needs of disabled people	<ul style="list-style-type: none"> <li>• Number grants approved annually</li> <li>• Percentage approved within 12 weeks of application</li> </ul>	Waverley Borough Council – Private Sector Housing	Surrey County Council Adult Social Care, Citizens Advice Bureau, other referring agencies	Ongoing
1.2.3.	Provide <b>Safe and Warm Grants</b> to private sector residents meeting the eligibility criteria so that energy efficiency or home security measure can be carried out.	<ul style="list-style-type: none"> <li>• Number of dwellings made more energy efficient annually under this scheme</li> </ul>	Waverley Borough Council – Private Sector Housing	Surrey County Council Adult Social Care, Citizens Advice Bureau, other referring agencies	Ongoing

**Theme 2: Ensuring Healthy Homes and Living Conditions**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
1.2.4.	Implementation of <b>Waverley Borough Council’s Homelessness Strategy 2013-2018</b> and subsequent homelessness strategies. The priorities of the strategy are: <ul style="list-style-type: none"> <li>• <b>Homelessness Prevention</b> – continue to use budgets flexibly in a “spend to save” approach</li> <li>• <b>Accommodation</b> – develop a range of supported/affordable housing, make the most of existing housing and forge links with private sector landlords</li> <li>• <b>Improvement</b> – give homelessness/ housing advice to a high standard</li> <li>• <b>Support</b> – Ensure households receive the necessary support to enable them to maintain their tenancy</li> <li>• <b>Partnership Work</b> – with voluntary and statutory organisations to give advice and support to residents</li> </ul>	<ul style="list-style-type: none"> <li>• Number of the 33 targets set out in the Homelessness Strategy Action Plan that are met</li> </ul>	Waverley Borough Council – Housing Options	Voluntary and Statutory Organisations, Surrey County Council, Adult Social Care, Waverley Family Support Team, Housing Associations, Private Landlords and Letting Agencies, Police, Schools, Public Health.	Reviewed annually – March 2016
1.2.5.	Support the ongoing development and embedding of the <b>Easy Move</b> service, which supports older or vulnerable residents living in Waverley housing stock to downsize their homes.	<ul style="list-style-type: none"> <li>• Number of people supported by Easy Move</li> <li>• Explore expansion of scheme to other tenures including owner-occupiers</li> <li>• Objectively measured wellbeing scores</li> <li>• Case studies</li> </ul>	Waverley Borough Council - Housing	Waverley Borough Council – Communities, referring organisations including Adult Social Care, Surrey County Council and voluntary sector.	PPP funding allocated until April 2016, with future funding options to be explored to allow the service to continue beyond this date.

**Theme 2: Ensuring Healthy Homes and Living Conditions**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
1.2.6.	Support the ongoing development and embedding of the Waverley <b>Gardening Service</b> , which transforms the unmanageable gardens of Waverley residents.	<ul style="list-style-type: none"> <li>• Number of people supported by the Gardening Service</li> <li>• Explore the expansion of the service and models to ensure sustainability</li> <li>• Case studies</li> </ul>	Waverley Borough Council - Housing	Waverley Borough Council – Communities, referring organisations including Adult Social Care, Surrey County Council, and voluntary sector.	PPP funded until September 2016, with future options to be explored (including the considering the introduction of payment for the service) to allow the service to continue beyond this date.
1.2.7.	<b><u>Pilot a range of films which provide advice to residents on viewing a property</u></b> to rent, particularly aimed at helping them to identify poor conditions at an early stage, such as mould and damp.	<ul style="list-style-type: none"> <li>• Films available to access by residents on the Waverley Borough Council website</li> <li>• Number of views</li> </ul>	Waverley Borough Council – Housing Options	Waverley Borough Council - Communications	Piloting of films in 2016

**Theme 3: Supporting residents to access information and services**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
1.3.1.	Develop a <b>Wellbeing Centre in Farnham</b> to provide information and support for services related to memory loss, dementia and other problems.	<ul style="list-style-type: none"> <li>• Development of a centre</li> <li>• Types of activities provided in the centre</li> <li>• Partnerships with other initiatives and organisations</li> <li>• Number of people accessing information and support through the centre</li> </ul>	Waverley Borough Council – Community Services	Adult Social Care, Public Health, voluntary organisations, North East Hampshire & Farnham CCG	Procurement for contract completed by February 2016, build completed by March 2017
1.3.2.	Investigate options for further developing a <b>Community Asset Map</b>	<ul style="list-style-type: none"> <li>• Reporting of potential options and providers for the project, with initial and ongoing costs</li> </ul>	Waverley Borough Council – Community Services	Adult Social Care, Public Health, CCGs, voluntary organisations	Fully investigated with options reported by March 2016
1.3.3.	Continue to deliver <b>Farnham Making Connections</b> and develop and implement additional social prescribing services where there is need	<ul style="list-style-type: none"> <li>• Number of community connection initiatives/projects established</li> <li>• Number of GPs involved in the services</li> <li>• Number referrals for support</li> <li>• Objectively measured wellbeing outcomes</li> </ul>	Age UK Surrey, North East Hampshire & Farnham CCG	Waverley Borough Council – Community Services, Guildford and Waverley CCG, Public Health, voluntary organisations, Adults Social Care, Medical Professionals, GP practices	Farnham Making Connections established in August 2015. Project funded through PPP until July 2016. Ongoing work if funding is available and until the need is met.
1.3.4.	Vulnerable adults will be signposted to relevant agencies for information and advice as part of services provided by statutory and voluntary organisations such as the <b>Floating Support Service, Integrated Care work</b> etc.	<ul style="list-style-type: none"> <li>• Number of people accessing the Floating Support Service</li> <li>• Number of older people accessing Citizens Advice Waverley</li> <li>• Improved wellbeing of people using these services</li> <li>• Number of people accessing community connections projects</li> </ul>	Waverley Borough Council – Housing	Surrey County Council, Clinical Commissioning Groups, Age UK Surrey, Citizens Advice Waverley and voluntary sector partners	Continue ongoing work. Floating Support service funding extended until March 2017

**Theme 3: Supporting residents to access information and services**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
1.3.5.	Continue to facilitate an <b><u>Integrated Care approach</u></b> by working together with a range of partners to address a shared leadership challenge to foster deeper collaboration and make connections with partners and support the care needs of our residents	<ul style="list-style-type: none"> <li>Waverley Cares film completed</li> <li>Development of marketing campaign</li> <li>Marketing and promotion of the film</li> <li>Successful model of integrated working</li> </ul>	Waverley Health and Wellbeing Partnership Board	Surrey County Council Adult Social Care, Clinical Commissioning Groups, care providers, training providers, schools, Jobcentre, police, local businesses	Continuation of Systems Leadership Programme and projects identified through this work. Film completed by end of November 2015 Marketing campaign developed by start of Dec 2015 Marketing campaign to be delivered between Jan 2016 and July 2016
1.3.6.	Develop activities and services with partners to provide <b><u>support and respite time for carers.</u></b>	<ul style="list-style-type: none"> <li>Deliver a pilot project to support carers</li> <li>Objectively measured wellbeing of carers supported</li> <li>Case studies</li> <li>Number of opportunities for carers to have respite</li> </ul>	Surrey County Council Adult Social Care	Waverley Borough Council – Community Services, Clinical Commissioning Groups, befriending projects, Carers Support Waverley, Surrey Young Carers	Actions and outcomes being shaped through the Waverley Cares programme during spring/summer 2015 and a pilot project will be delivered in 2015/16 and 2016/17, dependent on funding.
1.3.7.	Activities will be developed with our Leisure contractors, Places for People, to develop a <b><u>'carer-friendly' brand.</u></b>	<ul style="list-style-type: none"> <li>Activities and 'carer friendly' brand developed</li> <li>Improved wellbeing of carers</li> <li>Case studies</li> </ul>	Places for People Leisure	Waverley Borough Council Leisure	Carer Friendly brand developed by Winter 2016.
1.3.8.	Support residents to access <b><u>digital devices and digital inclusion projects.</u></b>	<ul style="list-style-type: none"> <li>Deliver a digital inclusion pilot project to improve links between sheltered schemes and centres for older or vulnerable people</li> <li>Number of digital inclusion sessions delivered</li> <li>Number of people taking part in the sessions</li> </ul>	Waverley Borough Council - Communities and Housing	Voluntary sector partners including Drop By, centres for older people, sheltered housing schemes, care home providers	Digital inclusion project funded through PPP with funds allocated for 2015/16

## Promoting emotional wellbeing and mental health

Positive mental health is essential for individual and community wellbeing. The communities in which we live, the local economy and the environment all impact on an individual's mental health. We want to promote good mental health for the wider population by ensuring the necessary support and services are available, providing services which will enhance residents' emotional and mental wellbeing, and by fostering inclusive communities that are free from stigma and discrimination.

A commissioning strategy to promote emotional wellbeing and improve mental health of people in Surrey has been produced by health and social care services, in collaboration with people who use services, carers and local organisations<sup>17</sup>.

An effective strategy will complement the local work on emotional wellbeing and mental health by providing services and activities that have the potential to influence the wider factors related to our residents' mental health and wellbeing.

For 2016-2018, we will focus on two main themes in order to promote emotional wellbeing and mental health. These themes are:

1. **Tackling Stigma and Discrimination**
2. **Reducing Social Isolation**

---

<sup>17</sup> The strategy can be read at: <http://www.healthysurrey.org.uk/a/7364897-7972953>



**Priority 2: Promoting emotional wellbeing and mental health**

“Promoting positive mental health by ensuring the necessary support and services are available, providing services which will enhance residents’ emotional and mental wellbeing and fostering inclusive communities that are free from stigma and discrimination”

**Theme 1: Tackling Stigma and Discrimination**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
2.1.1.	Continue to work with partners in the delivery of the successful <b><u>Waverley Arts Wellbeing programme</u></b> , including projects such as the Keepsake reminiscence project, Vitamin G gardening project, Dementia Diaries, Singing for the Brain and intergenerational projects.	<ul style="list-style-type: none"> <li>• Number of training opportunities for programme staff on mental health awareness, etc.</li> <li>• Number of intergenerational social opportunities provided</li> <li>• Attendance at activities</li> <li>• Objectively measured wellbeing outcomes in those who take part in activities</li> </ul>	Waverley Borough Council - Arts Development	Arts Partnership Surrey, Clinical Commissioning Groups, centres for older people, schools, Alzheimer’s Society, Age UK Surrey, care home providers, voluntary sector groups, key arts providers including Farnham Maltings, Cranleigh Arts Centre, Creative Response	Programme initially funded through PPP from autumn 2013 until summer 2016 with the aim of sourcing other funding opportunities to continue.
2.1.2.	Promote awareness and support for individuals, organisations and communities to work towards a <b><u>Dementia Friendly future for the Borough.</u></b>	<ul style="list-style-type: none"> <li>• Number of dementia friendly champions in Waverley</li> <li>• Achieve Dementia Friendly status in our towns</li> </ul>	Waverley Borough Council and Surrey County Council	Local businesses and voluntary organisations.	Ongoing
2.1.3.	Continue to implement mandatory <b><u>Dementia Friendly training</u></b> for staff.	<ul style="list-style-type: none"> <li>• Staff training delivered for existing and new Council employees</li> </ul>	Waverley Borough Council – Community Services	Waverley Borough Council – all services	Ongoing

### Theme 2: Reducing Social Isolation

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
2.2.1.	Encourage and facilitate <b>volunteering opportunities</b> , through Welcome to Volunteering and Countryside Volunteering in order to reduce the risk of residents who are unemployed or retired becoming socially isolated.	<ul style="list-style-type: none"> <li>• Number of people accessing volunteering opportunities</li> <li>• Improvements in objectively measured wellbeing</li> </ul>	Parks & Countryside, Voluntary Action South West Surrey	Waverley Borough Council – Community Services and Economic Development, local businesses and voluntary organisations	Welcome to Volunteering project funded through PPP until 2016, with the aim of a sustainable legacy beyond this date. Countryside volunteering ongoing.
2.2.2.	Existing <b>Befriending</b> schemes will be supported to grow and more befriending schemes, including friendship groups and group befriending, will be established where a need is identified	<ul style="list-style-type: none"> <li>• Number of befriending schemes established in Waverley</li> <li>• Number of people supported through befriending schemes</li> <li>• Objectively measured wellbeing of people supported by befriending schemes</li> </ul>	Waverley Borough Council - Communities Team	Hambleton & Busbridge Church and other faith groups, Clinical Commissioning Groups, voluntary sector groups, Age UK Surrey	Hambleton & Busbridge Church Befriending Project funded through PPP from autumn 2014 until autumn 2017 (but project will be ongoing) This and other schemes will be continually developed based on need and saturation

## Theme 2: Reducing Social Isolation

2.2.3.	The Surrey County Council <b>Timebanking</b> initiative will be developed in Waverley to support and encourage the community to establish at least two Timebanks in Waverley including the Farnham and Godalming areas. This will provide opportunities to build community cohesion and capacity, and allow residents to share their skills with others to improve overall health and wellbeing and reduce social isolation.	<ul style="list-style-type: none"> <li>• Number of Timebanks established</li> <li>• Number of people taking part in Timebanking exchanges/ befriended</li> <li>• Objectively measured wellbeing of people taking part in Timebanking</li> <li>• Number of organisations signed up to offer Timebanking opportunities</li> </ul>	Surrey County Council - Adult Social Care	Waverley Borough Council, voluntary & faith sector groups, Clinical Commissioning Groups, Age UK Surrey	Timebanking project funded through PPP from autumn 2015  Timebanks will be continually developed based on need and saturation
2.2.4.	Existing <b>voluntary sector transport schemes</b> will be promoted and the growth of new ones will be encouraged to meet client needs so that they can access vital services such as social activities, local business and shops, medical and hospital appointments	<ul style="list-style-type: none"> <li>• Number of people using volunteer transport schemes</li> <li>• Number of volunteer transport schemes established</li> <li>• Hoppa Service Level Agreement monitoring</li> </ul>	Waverley Borough Council and Surrey Community Action	Volunteer transport schemes, Hoppa, Clinical Commissioning Groups	Continue ongoing work with current providers

## Improving older adults' health and wellbeing

More people in Waverley are living longer. This is great news, but it also brings some challenges. The growing number of older people will have a major impact on communities and services, as older people are more likely to experience disability and long-term health conditions.

By supporting sustainable solutions to the issues faced by older people in Waverley, taking preventative approaches and encouraging ageing well, and ensuring the right services are in place, more older people in Waverley will be able to remain independent and live full and active lives for as long as possible.

Older adults' health and wellbeing is affected by a range of factors. For example, older people may be particularly vulnerable to social isolation and may also have a greater reliance on public transport than the younger population. Since ageing is associated with increased health needs, older adults may also need more support to live independently or might require support in terms of care, such as informal care from family or friends, residential care, or care in their own homes from a paid carer. Health and wellbeing in later life is not necessarily associated with frailty and ill-health, but may be about providing inclusive and attractive services for older people and creating a society that values older adults and the positive contributions that they can make within our communities.

Waverley and our partners have a collective responsibility to work together to create a society and services that value and support older adults. An effective strategy for improving older adults' health and wellbeing will reflect this and the multidimensional nature of health and wellbeing in later life.

The Health and Wellbeing Strategy should be read alongside Waverley's Ageing Well Strategy.

For 2016-2018, we will focus on one main theme in order to improve older adults' health and wellbeing:

### **1. Supporting the Implementation of Waverley's Strategy for Ageing Well**

**Priority 3: Improving older adults' health and wellbeing**

“Supporting sustainable solutions to the issues faced by older people in Waverley, and ensuring the right services are in place to allow older people in Waverley to remain independent and live full and active lives for as long as possible”

**Theme 1: Supporting the implementation of Waverley's Strategy for Ageing Well**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
3.1.1.	<p>Waverley has introduced an Ageing Well Strategy 2015-2020 to enable us to make Waverley the best possible place to live and age well. The Strategy offers a framework for the Council to continue its work with partners in health, at Surrey County Council and in the voluntary sector to enhance the wellbeing of our residents.</p> <p>The Strategy has three main priorities:</p> <p><b>Priority 1:</b> Community – feeling part of a community</p> <p><b>Priority 2 :</b> Home – remaining independent at home</p> <p><b>Priority 3 :</b> Support – accessing information and support</p>	<ul style="list-style-type: none"> <li>• Delivery and progress against the 36 actions of the Strategy for Ageing Well Action Plan 2015-2020</li> </ul>	Waverley Borough Council – Community Services	Surrey County Council Public Health, Surrey County Council Adult Social Care, Voluntary and Faith organisations, The Waverley Health and Wellbeing Partnership	Reviewed Annually

## **Improving the health and wellbeing of children and young people**

Improving the health and wellbeing of children and young people involves supporting families to give children the best start in life, and providing support for children and young people as they journey into adulthood. For us, this also means recognising that some children and families sometimes need extra support.

Whilst children and young people in Waverley experience good health and wellbeing compared to the rest of England, looking after the health and wellbeing of our families, children and young people remains important to Waverley.

By supporting families and children in this way, we can help children to have the best start in life, make the most of their opportunities and prevent illness and disability in later life.

For 2016-2018, we will focus on three main themes in order to improve older adults' health and wellbeing:

- 1. Ensure families are supported to be happy and healthy**
- 2. Support and enable young people to access jobs and training**
- 3. Support opportunities for children and young people to participate in physical activity, sports and play**

**Priority 4: Improving the health and wellbeing of children and young people**

“Supporting families to give children the best start in life, providing support for children and young people as they journey into adulthood and recognising that some children and families sometimes need extra support”

**Theme 1: Ensure families are supported to be happy and healthy**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
4.1.1.	Continue to provide <b>Complimentary Access to Leisure</b> for vulnerable/cared for children and their families through the Places for People Leisure contract.	<ul style="list-style-type: none"> <li>Number of Access to Leisure passes provided</li> </ul>	Waverley Borough Council - Leisure	Places for People Leisure	Ongoing
4.1.2.	Continue to implement Surrey County Council’s <b>Family Support Programme</b> through the Waverley Family Support Team, which supports troubled families within their local communities.	<ul style="list-style-type: none"> <li>Number of families supported</li> <li>Types and number of issues resolved</li> <li>Number of signposting to other agencies and support</li> </ul>	Surrey County Council	Waverley Borough Council – Housing, Children’s Centres, Adult Social Care, Schools, Surrey Police.	Ongoing
4.1.3.	Development and implementation of local <b>childhood weight management services</b> , should Public Health funding become available.	<ul style="list-style-type: none"> <li>Development and implementation of such a service</li> <li>Number of children and families accessing the service</li> <li>Weight and lifestyle outcomes as a result of the service</li> </ul>	Surrey County Council Public Health, any contracted childhood weight management provider	Waverley Borough Council, Places for People Leisure, Health Professionals, GP Practices, Children’s Centres.	TBC
4.1.4.	Continue to make available a range of <b>Arts and Cultural activities</b> and opportunities for children and young people, including summer holiday and afterschool activities and youth theatre development, among others.	<ul style="list-style-type: none"> <li>Number of children and young people accessing Arts and Cultural opportunities and activities</li> </ul>	Waverley Borough Council – Arts and Cultural Services	Voluntary Organisations, Schools	Ongoing

Theme 2: Support and enable young people to access jobs and training					
No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
4.1.1.	Continue to offer <b><u>apprenticeship opportunities within the Council.</u></b>	<ul style="list-style-type: none"> <li>• Number of apprenticeships available and positions filled</li> <li>• Qualifications achieved by our apprentices</li> <li>• Long-term outcomes (i.e. number of apprentices gaining permanent employment)</li> </ul>	Waverley Borough Council	Schools, Colleges, Jobcentre, training providers.	Ongoing
4.1.2.	Continue to deliver the <b><u>Waverley Training Services Study Programme</u></b> for learners aged 16-18 who need help with getting employment, a college place, or are unsure where to go next.	<ul style="list-style-type: none"> <li>• Number of young people accessing the programme</li> <li>• Qualifications achieved on the programme</li> <li>• Long-term outcomes (i.e. number of young people going onto employment or further study)</li> </ul>	Waverley Borough Council – Waverley Training Services	Schools, Colleges, Jobcentre, training providers.	Ongoing



**Theme 3: Support opportunities for children and young people to participate in physical activity, sports and play**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
4.3.1.	Implementation of <b>Waverley Borough Council’s Play Area Strategy 2014-2024</b> , which provides an action plan to address current needs for play provision and also the future needs. The action plan lists playground sites in order of priority of need for refurbishment and also includes areas for review and consideration such as new play areas.	<ul style="list-style-type: none"> <li>• Implementation of the Action Plan</li> <li>• Refurbishment of playgrounds</li> <li>• Potential development of new playgrounds</li> </ul>	Waverley Borough Council – Parks and Countryside	Waverley Borough Council - Planning	2014-2024. Actions dependent on funding
4.3.2.	Continue with programme of refurbishing and expanding <b>Skate Parks</b> (e.g. at the Heron’s, Haslemere) as a facility aimed at young people.	<ul style="list-style-type: none"> <li>• Number of skate park refurbishments</li> </ul>	Waverley Borough Council – Parks and Countryside	Waverley Borough Council - Planning	Ongoing
4.3.3.	Continue to hold/support <b>Skate Park Events</b> to engage children and young people, encourage use of the facilities and promote initiatives with partners (e.g. community safety).	<ul style="list-style-type: none"> <li>• Number of events held annually</li> <li>• Number of attendees</li> <li>• Links with partners at events</li> </ul>	Waverley Borough Council – Parks and Countryside and Leisure	Waverley Borough Council – Community Services, Community Safety Partnership, Health and Wellbeing Partnership, local businesses and voluntary organisations.	Ongoing
4.3.4.	Develop a range of <b>sport sessions for children with disabilities and their siblings</b>	<ul style="list-style-type: none"> <li>• Number of children attending sessions</li> <li>• Number of children introduced to new sports</li> </ul>	Waverley Borough Council - Leisure	Places for People Leisure, local sports clubs and coaches, national and local disability sport charities.	By start of 2016/17

**Theme 3: Support opportunities for children and young people to participate in physical activity, sports and play**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
4.3.5.	Continue to support <b>Community Games</b> held within the borough to bring communities together for a celebration with sports and arts activities, help to get families and communities more active and create other beneficial outcomes such as encouraging volunteering, engaging communities, building local partnerships and improving health and wellbeing.	<ul style="list-style-type: none"> <li>• Number of events held</li> <li>• Number of attendees</li> <li>• Links with local partners</li> </ul>	Waverley Borough Council - Leisure	Local Sports Councils	Ongoing
4.3.6.	Continue to support <b>Surrey Youth Games</b> , which encourage young people (aged 7-16) to develop their sporting skills, promote physical activity and promote fair play in sport. Included is free sports training and competition with other Surrey districts and boroughs.	<ul style="list-style-type: none"> <li>• Number of young people registering for events</li> </ul>	Active Surrey	Waverley Borough Council – Leisure, Schools, local sports clubs and coaches	Ongoing - annually
4.3.7.	Provide <b>free swimming in our leisure centres to under 8's</b> as part of an ongoing contract with Places for People Leisure	<ul style="list-style-type: none"> <li>• Number of children accessing free swimming</li> </ul>	Waverley Borough Council - Leisure	Places for People Leisure, channels of promotion including Children's Centres, Family Support Programme, etc.	Ongoing

**Theme 3: Support opportunities for children and young people to participate in physical activity, sports and play**

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
4.3.8.	Introduce young people aged 11-15 to our gym and leisure facilities through the <b>Teen Fit</b> programme, which allows safe and supervised access to the gyms in our leisure centres.	<ul style="list-style-type: none"> <li>• Number of young people accessing the programme</li> <li>• Number of young people who go on to take out gym membership when they reach age 16.</li> </ul>	Waverley Borough Council - Leisure	Places for People Leisure, channels of promotion including Family Support Programme, Youth Support Service, etc.	Ongoing
4.3.9.	Ensure <b>free sponsorship memberships</b> for local aspiring athletes at David Lloyd Leisure Centre as part of an existing planning agreement	<ul style="list-style-type: none"> <li>• Number of memberships provided</li> </ul>	Waverley Borough Council - Leisure	David Lloyd Leisure and	Ongoing
4.3.10.	Develop <b>mobile skate ramp sessions</b> , to make this activity available to children and young people living in areas of rural isolation and/or unable to access the borough's skate parks.	<ul style="list-style-type: none"> <li>• Implementation of sessions</li> <li>• Uptake of sessions</li> <li>• Number of sessions delivered</li> </ul>	Waverley Borough Council - Leisure	Mobile skate ramp providers	By start of 2016/17
4.3.11.	Develop a <b>Junior Parkrun</b> - free timed running sessions in local parks which are supported by volunteers	<ul style="list-style-type: none"> <li>• Number of junior parkrun taking place on a regular basis</li> <li>• Number of young people taking part</li> <li>• Number of volunteers taking part</li> </ul>	Waverley Borough Council - Leisure	Waverley Borough Council – Parks and Countryside, Parkrun UK	By start of 2016/17
4.3.12.	Continue the provision of <b>affordable holiday activities</b> for children at our leisure centres.	<ul style="list-style-type: none"> <li>• Number of activities taking place in each centre</li> <li>• Number of children accessing the activities</li> </ul>	Waverley Borough Council - Leisure	Places for People Leisure, Schools, sports clubs and activity providers	Ongoing

## **Safeguarding the population**

Safeguarding the population is about ensuring every person is protected from harm and abuse regardless of their age, gender, religion or ethnicity. By safeguarding Waverley's residents, we can make sure people can grow up and live safely, and live a life that makes the most of their opportunities.

Protecting residents from harm and abuse has far-reaching consequences for the overall health and wellbeing of individuals and communities, especially considering the close links between mental health and being a victim of crime or abuse. Living a life that is free from harm and abuse is a fundamental right of every person and everyone has a responsibility for safeguarding children and adults.

Please also refer to the Safer Waverley Partnership Plan 2014-2017.

For 2016-2018, we will focus on one main theme in order to improve older adults' health and wellbeing:

- 1. Support the rolling priorities of the Safer Waverley Partnership Plan**
- 2. Keep safeguarding policy and training relevant and up-to-date**

**Priority 5: Safeguarding the population**

“Ensuring every person is protected from harm and abuse regardless of their age, gender, religion or ethnicity, making sure people can grow up and live safely, and live a life that makes the most of their opportunities”

### Theme 1: Support the Safer Waverley Partnership Plan

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
4.1.1.	Deliver the <b>Safer Waverley Partnership Plan 2014-2017</b> to develop and deliver services and support which contribute to safeguarding the population and improving wellbeing.	Delivery of the 17 actions of the Safer Waverley Partnership Plan 2014-2017, which will work towards achieving the Plan’s priorities including tackling crime, building confidence in our communities, confronting anti-social behaviour, promoting acceptable behaviour and responding to change.	The Safer Waverley Partnership	Waverley Borough Council - Community Safety Officers, Waverley Borough Council -Communities, Waverley Health and Wellbeing Partnership	Reviewed annually.

### Theme 2: Keep safeguarding policy and training relevant and up-to-date

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information
4.2.1.	Following changes in legislation, the <b>Council’s Safeguarding Policies, Procedures and Training requirements</b> have undergone a self-assessment and will be reviewed annually	<ul style="list-style-type: none"> <li>• Completion of annual reviews</li> <li>• Policies and procedures remain up-to-date</li> </ul>	Waverley Borough Council		Annual reviews
4.2.2.	Ensuring <b>safeguarding training</b> is undertaken by staff, Members and relevant contractors	<ul style="list-style-type: none"> <li>• All staff, Members and contractors trained</li> </ul>	Waverley Borough Council	All contractors	Ongoing

**This page is intentionally left blank**

## WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 2 FEBRUARY 2016

---

**Title:**

**STARTER HOMES LOCAL AUTHORITY FUNDING PROGRAMME**

**[Portfolio Holder: Councillor Carole King]**

**[Wards Affected: Godalming Central and Ockford, Farnham Firgrove]**

---

**Summary and purpose:**

The purpose of this report is to inform the Executive of the outcome of the bid for funding through the Local Authority Starter Homes Funding programme to prepare land to facilitate the development of Starter Homes on two small sites in Waverley and seeks approval to enter into a funding agreement with the Homes and Communities Agency (HCA) for the grant allocation of £124,000, approval to submit a planning application and approval to dispose to a private developer or build contractor.

---

**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.

**Legal Implications**

Assistance will be required from the Legal Services team in relation to the investigation and preparation of the sites for Starter Home purposes. The legal support will include producing title reports for the two sites and assisting with the contracts for pre-commencement works.

**Financial Implications**

By entering into the two separate funding agreements with the HCA, the Council has a commitment to carrying out pre-commencement works in relation to the two sites.

---

**1. Introduction**

- 1.1 The Council has a long-standing commitment to delivering affordable housing in Waverley. One of the Government's objectives for housing is to enable more young people in home ownership by offering access to lower cost newly built market housing by building 200,000 Starter Homes, to be offered at a minimum 20% discount on open market value, in the next four years. The maximum open market value for a Starter Home is £250,000.
- 1.2 In October 2015, the Homes and Communities Agency invited bids from local authorities to bring forward sites for the development of Starter Homes. The grant is available for undertaking investigative works by March 2016 to make the site ready for development.

1.3 Land eligible for funding through this programme was expected to be:

- commercial, industrial, leisure or other non-residential institutional land which is either vacant, under-used or unviable in its current or former use, and
- not currently identified for housing in a local or neighbourhood plan or within the authority's 5 year housing land supply, and
- in local authority ownership.

1.4 During 2016/17, the Council would need to enter into an unconditional contract with a developer for the sale of the site and secure planning permission to deliver six Starter Homes.

## 2. **Bids**

2.1 Bids were submitted to fund pre-development costs on two small sites in Waverley at the former garage site in Aarons Hill, Godalming and land to the rear of 13 Ryle Road, Farnham to enable them to be brought forward for the delivery a total of six Starter Homes.

2.2 A breakdown of the bids is set out below:

<b>Scheme</b>	<b>No of Starter Homes</b>	<b>Site investigation costs £</b>	<b>Remediation costs £</b>	<b>Ecological works £</b>	<b>Planning permission £</b>	<b>Total £</b>
Aarons Hill	4	20,000	50,000	8,000	8,000	<b>86,000</b>
Ryle Road	2	10,000	20,000	4,000	4,000	<b>38,000</b>
						<b>124,000</b>

2.3 As the maximum open market value for a Starter Home is £250,000, the proposed schemes provide one and two bedroom homes. Based on initial pre-planning advice, the site at Aarons Hill has capacity for 4 x 1bed flats to the front of the site and the land at Ryle Road has potential for 2 x 2 bed houses.

## 3.0 **Delivery Timetable**

<b>Milestone</b>	<b>Date</b>
Funding incurred on allowable costs for pre-development works	31 March 2016
Site remediated and ready for the development of Starter Homes	31 March 2017
Planning permission achieved for Starter Homes development	31 March 2017
Unconditional contract entered into by the Council with a developer or build contractor for Starter Homes development	31 March 2017
Commencement of start on site works related to Starter Homes	31 March 2018
Starter Homes practically completed	31 March 2019



#### **4.0 Disposal**

- 4.1 The grant funding enables the Council to carry out pre-development works to bring the sites forward for development. When each site is ready for development, the Council will dispose of it to a developer or build contractor, for the construction and sale of Starter Homes.
- 4.2 The Council will market the site to achieve best consideration, subject to planning consent. Planning permission will be sought in partnership with the successful bidder.
- 4.3 The provision of Starter Homes will be secured through a planning obligation, under section 106 of the Town and Country Planning Act 1990. This will bind the developer to offer the homes to a first time buyer under the age of 40, for a discount of at least 20% up to a maximum of £250,000. Restrictions will exist to preventing the homes being resold or let at their open market value for 5 years, following the initial sale.
- 4.4 The capital receipt generated from sale of the land will be re-invested in the New Affordable Homes Programme.

#### **5.0 Conclusion**

- 5.1 The Homes and Communities Agency has awarded the Council a grant of £124,000 to bring two small sites forward for the development of six Starter Homes, subject to signing a funding agreement.
- 5.2 The allocation of funding through the Starter Homes programme will enable the Council to bring forward these sites without incurring any costs. The sites can be sold to developers for best consideration and the capital receipt re-invested in the New Affordable Homes Programme.

#### **Recommendation**

That the Executive recommends to the Council that:

1. the funding agreement with the Homes and Communities Agency be signed to enable the grant allocated through the Starter Homes Programme to be received;
2. approval be given for a planning application to be submitted in due course; and
3. approval be given for the disposal of the site for Starter Homes at best consideration to a private developer or build contractor, subject to final agreement on price with the Portfolio Holder for Housing and the Director of Finance and Resources.

---

#### **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:** Jane Abraham

**Telephone:** 01483 523096

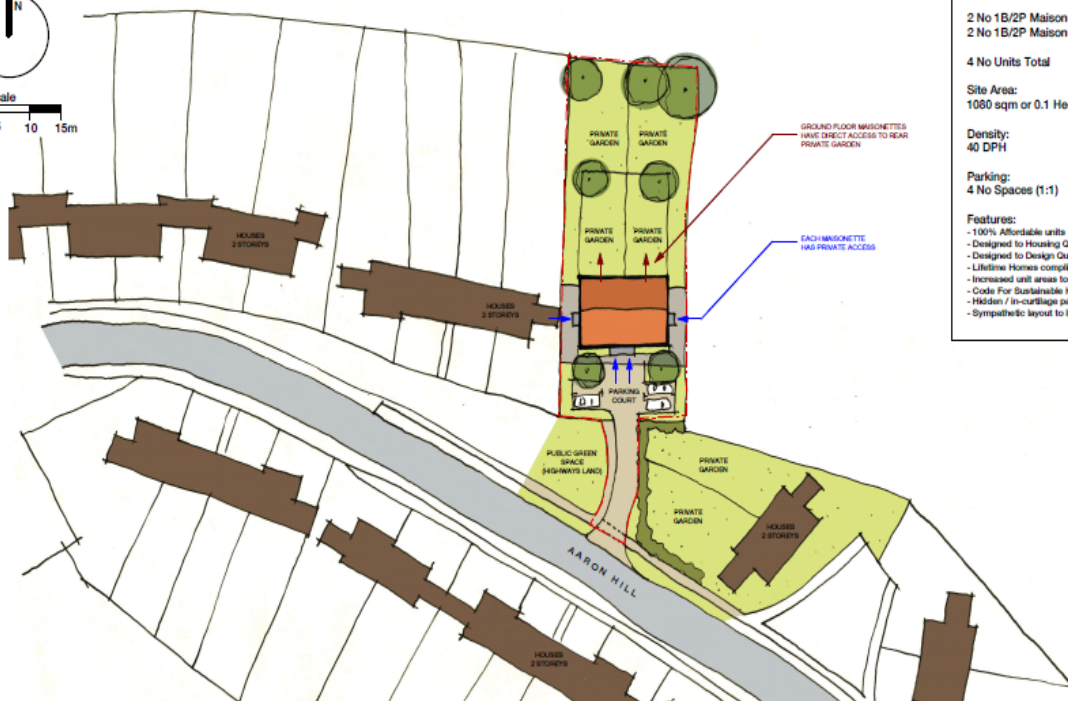
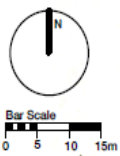
**E-mail:** [jane.abraham@waverley.gov.uk](mailto:jane.abraham@waverley.gov.uk)

Site plan for land adjacent to 85 Aarons Hill, Godalming



Proposals for land adjacent to 85 Aarons Hill, Godalming

AARONS HILL - GODALMING



<b>Accommodation Schedule:</b>
2 No 1B/2P Maisonettes @ 47 sqm
2 No 1B/2P Maisonettes @ 54.8 sqm
<b>4 No Units Total</b>
<b>Site Area:</b>
1080 sqm or 0.1 Hectares
<b>Density:</b>
40 DPH
<b>Parking:</b>
4 No Spaces (1:1)
<b>Features:</b>
- 100% Affordable units
- Designed to Housing Quality Indicators (HQI)
- Designed to Design Quality Standards (DQS)
- Lifetime Homes compliant
- Increased unit areas to meet above standards
- Code For Sustainable Homes (CFSH) level 4
- Hidden / in-courtyard parking
- Sympathetic layout to landscape / context

**Site plan for land adjacent to 13 Ryle Road, Farnham**



## WAVERLEY BOROUGH COUNCIL

### CORPORATE OVERVIEW & SCRUTINY COMMITTEE - 26 JANUARY 2016

#### EXECUTIVE – 2 FEBRUARY 2016

---

#### Title:

### **LEGISLATION CHANGES AFFECTING THE PRIVATE RENTED SECTOR**

**[Portfolio Holder: Cllr Carole King]**

**[Wards Affected: All]**

---

#### Summary and purpose:

The purpose of this report is to outline the changes to legislation affecting the private rented sector and the additional duties imposed on the Council.

---

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

This report relates to the Council's corporate priority on healthy communities.

#### Financial Implications:

The enforcement of the new legislation will incur both costs and income for the Council of which should be cost neutral overall.

The introduction of the penalty charges will help cover the costs of installation, any remedial actions required and staff time incurred in enforcing the new regulations.

#### Legal Implications:

There are new enforcement duties and rights placed on the Council by the new legislation, and these are set out within the report. The new provisions also provide certain rights of appeal, but such appeals would be made to the First Tier Tribunal rather than to the Council, and as such the Council does not need to implement an appeals process.

---

#### Introduction

1. There have been a number of new pieces of legislation which affect the private rented sector. Some of the changes do not affect the Council directly but do impact on advice provided to landlords and tenants. However, some changes introduce new legal duties on the Council or have the potential to significantly affect the way that enforcement action is taken.
2. The new pieces of legislation are as follows:

#### Redress Scheme for Lettings and Property Management Work

3. The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) Order 2014 came into force on 1 October 2014. This Order requires persons who engage in lettings agency or property management work to belong to a redress scheme for dealing with complaints in connection with that work. The Order imposes a duty on local authorities to enforce the provisions.
4. Where the enforcement authority is satisfied that a person has failed to comply with the requirement it may, by notice, require that person to pay a monetary penalty of such amount as the authority determine, which must not exceed £5,000. The authority may recover the monetary penalty on the order of a court by providing a certificate, signed by the authority's Chief Finance Officer, stating that the amount due has not been received by the date specified.
5. The Council needs to update the Scheme of Delegation to include the new enforcement provisions under the Order and decide on the level of the monetary penalty.

### **Retaliatory Evictions**

6. The Deregulation Act 2015 contains provisions to prevent landlords from responding to a legitimate complaint from their tenants about the condition of the property by serving a Section 21 eviction notice. It applies to all new assured shorthold tenancies that start on or after 1 October 2015.
7. To gain protection against this kind of retaliatory eviction a relevant tenant must report any disrepair or poor conditions to the landlord in writing. If the landlord does not respond within 14 days, or responds by issuing a Section 21 Notice, the tenant should ask the local authority to carry out an inspection to determine whether the property contains any serious health or safety hazards. If the local authority then serves an Improvement Notice or Notice of Emergency Remedial Action, the landlord cannot evict the tenant for 6 months using the no-fault eviction procedure. This protection does not apply to Section 8 Notices i.e. eviction where the tenant has failed to pay rent for 2 months.
8. There are two main areas of impact on the Private Sector Housing team arising from this:
  - a. There will be a need to carry out an inspection and take enforcement action quickly in response to a tenant's complaint. Failure to do so may result in the tenant being evicted in spite of these new provisions, which potentially will cause an increase in unintentional homeless cases. With a small Private Sector Housing Team there are times when it will only be possible to tenants to acknowledge their complaint in order to respond more fully when there is capacity.
  - b. Under Waverley's current enforcement approach, the action that is taken proportionate to the seriousness of the risk. The majority of tenant complaints have been dealt with successfully by taking informal action. However, if one of the above Notices are not served, the landlord will be able to evict the tenant rather than carrying out the repair. This may affect Waverley's relations with private landlords, most of whom comply with

requirements under the informal approach, and this may lead to an increase in appeals and enforcement.

9. The Council needs to consider the capacity of the private Sector Housing Team to carry out full inspections and serve Notices to meet the requirements of these provisions.

### **Smoke and Carbon Monoxide Alarm Regulations 2015**

10. From 1 October private landlords (with certain exemptions – Registered providers of social housing and Licensed Houses in Multiple Occupation (HMO) are exempt, but unlicensed HMOs are not) must ensure that a smoke alarm is provided on each floor of the property and a carbon monoxide alarm is provided in any room which contains a solid fuel combustion appliance. In addition, the landlord is required to ensure that such alarms are in proper working order on the day each tenancy begins. The government has provided funding to Fire & Rescue authorities to provide free smoke and CO alarms and the Surrey Fire Service has made 7,000 alarms available.
11. These Regulations place enforcement duties on local housing authorities. Where the landlord is in breach of these requirements, the local authority has a duty to serve a remedial notice within 21 days to specify the action that needs to be taken. If the landlord does not comply with the notice within 28 days, the local authority must (if the occupier of the premises consents) arrange for an authorised person to carry out the remedial action within 28 days of the breach of notice. The local authority may also require the landlord to pay a penalty charge, which must not exceed £5,000. There is a right of appeal to the First Tier Tribunal for the penalty charge but not for the remedial notice.
12. The impact to the Council arising from this is:
  - a. The Scheme of Delegation will need to be updated to include the new provisions. This will require full Council approval.
  - b. Waverley will have to prepare and publish a statement of principles to be followed in determining the amount of a penalty charge.

### **Energy Act 2011**

13. In addition to the immediate provisions outlined above, the Energy Act 2011 includes more provisions which will affect the private rented sector:
  - a. From 1 April 2016 private landlords will be unable to refuse a tenant's reasonable request for consent to energy efficiency improvements to a property. Now that the Green Deal funding has come to an end, Waverley will need to consider whether to provide grant funding to vulnerable tenants for these improvements. Enforcement of this requirement is through the First Tier Tribunal and not through the Council. However, the tenant may also request the service of a housing improvement notice to support the claim.

- b. From 1 April 2018 it will be against the law to rent out a property where a minimum EPC rating of E has not been achieved. This may affect several rural properties in Waverley. This is to be enforced by the local authority and will require service of compliance and penalty notices.

### **Conclusion**

14. The new legislation is intended to improve the rights of private tenants against bad management practices and retaliatory evictions and to reduce the risk of injury or death from fire or carbon monoxide poisoning. Despite the promotion of alarms through a non-regulatory approach, private sector tenants remain significantly more at risk from fire or carbon monoxide poisoning than owner occupiers or public sector tenants. The new Regulations are therefore to be welcomed and the Private Sector Housing Team need to be empowered to use them.
15. To enable the Private Sector Housing Team to meet the requirements under the new Regulations, the Council is recommended to amend the Scheme of Delegation.

### **Corporate Overview and Scrutiny Committee**

16. The Corporate Overview and Scrutiny Committee considered this report at its meeting on 26 January 2016 and any observations will be circulated separately.

### **Recommendation**

It is recommended that the Executive notes the impact on the Council of new legislation affecting the private rented housing sector and

1. recommends to the Council that the Scheme of Delegation be amended, as set out in Annexe 1, to include the enforcement provisions under a) the Redress Schemes for Lettings Agency Work and Property Management Work Order 2014; and, b) the Smoke and Carbon Monoxide Alarm Regulations 2015; and
2. The statement of principles at Annexe 2 be adopted, which the Council will follow in determining the amount of penalty charge payable by a landlord who has failed to comply with a remedial notice under the Smoke and Carbon Monoxide Regulations 2015.

---

### **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:** Simon Brisk

**Telephone:** 01483 523421

**E-mail:** [simon.brisk@waverley.gov.uk](mailto:simon.brisk@waverley.gov.uk)



**O&S REPORT – 26 JANUARY 2016**

**Legislation Changes Affecting Private Rented Sector**

**Background**

The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) Order 2014 places a duty on the Council to take enforcement action to ensure that lettings agents and property management agents have joined one of three Government approved schemes, except where their work is wholly covered by the exclusions in the Order. This now means that tenants and landlords with agents in the private rented sector, and leaseholders and freeholders dealing with residential property managers, will be able to complain to an independent person about the service they have received. The Council may also impose a monetary penalty for non-compliance, which must not exceed £5,000. The Order came into force on 1 October 2014.

The Smoke and Carbon Monoxide Alarm Regulations 2015 place a duty on the Council to take enforcement action to ensure that in all rented properties:

1. a smoke alarm is provided on each storey on which there is a room used as living accommodation;
2. a carbon monoxide alarm is provided in any room used as living accommodation and contains a solid fuel burning combustion appliance;
3. checks are made by or on behalf of the landlord to ensure that each prescribed alarm is in proper working order on the day the tenancy begins if it is a new tenancy.

Note: The Regulations do not apply to registered providers of social housing, licensed houses in multiple occupation, live-in landlords, leases of seven or more years, student halls of residence, hostels and refuges or NHS accommodation.

The Council may also impose a penalty charge for non-compliance, which must not exceed £5,000. The Regulations came into force on 1 October 2015.

**Amendment to Scheme of Delegation**

The new legislation will require a change to the Council's Scheme of Delegation to enable Council Officers to take the necessary enforcement action and to impose the charges for non-compliance.

It is proposed that the following additional provisions are added to the Council's Scheme of Delegation:

**Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme) Order 2014**

1. Private Sector Housing Manager to exercise powers and duties to take enforcement action under the Order.
2. Head of Strategic Housing and Delivery and Private Sector Housing Manager to determine the level of monetary penalty to impose on agents who do not comply with the provisions of the Order.

## **Smoke and Carbon Monoxide Alarm Regulations 2015**

1. Private Sector Housing Manager to exercise powers and duties to take enforcement action under the Regulations, including the duty to carry out the remedial action with the occupier's consent.
2. Head of Strategic Housing and Delivery and Private Sector Housing Manager to apply the penalty charge for non-compliance in accordance with the Council's Statement of Principles.

## **The Smoke and Carbon Monoxide Alarm (England) Regulations 2015**

### **Statement of Principles for determining financial penalties**

November 2015

#### Summary

This statement sets out the principles that Waverley Borough Council (the Council) will apply in exercising its powers to require a relevant landlord to pay a financial penalty.

#### **Introduction**

The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 (the regulations) introduces the following requirements for landlords during any period beginning on or after 1st October 2015 when the premises are occupied under a tenancy:

- (i) a smoke alarm is equipped on each storey of the premises on which there is a room used wholly or partly as living accommodation;
- (ii) a carbon monoxide alarm is equipped in any room of the premises which is used wholly or partly as living accommodation and contains a solid fuel burning combustion appliance; and
- (iii) checks are made by or on behalf of the landlord to ensure that each prescribed alarm is in proper working order on the day the tenancy begins if it is a new tenancy.

Note: The Regulations do not apply to registered providers of social housing, licensed houses in multiple occupation, live-in landlords, leases of seven or more years, student halls of residence, hostels and refuges or NHS accommodation.

Where the local housing authority has reasonable grounds to believe that:

- there are no or an insufficient number of smoke alarms or Carbon Monoxide detectors in the property as required by the regulations: or
- the Smoke Alarms or Carbon Monoxide detectors were not working at the start of a tenancy of licence.

Then the Authority must serve on the landlord (this may include the letting agent if they are the immediate landlord) in a method prescribed by the Regulations, a Remedial Notice detailing the actions the landlord must take to comply with the Regulations. It is a statutory duty on the Council to serve the Remedial Notice.

If the local authority is satisfied, on the balance of probabilities, that a landlord has breached the duty to comply with the Remedial Notice within 28 days, the authority must arrange for remedial action to be taken (where the occupier consents).

Under Regulation 8, the Council may also require the landlord to pay a penalty charge if the Council is satisfied on the balance of probabilities that the landlord on whom it has served a Remedial Notice (the notice) has failed to take the remedial action specified in the notice within the period specified.

## **Background**

Regulation 13 of the regulations requires the Council to prepare and publish a statement of principles, which it proposes to follow in determining the amount of a penalty charge.

Where a penalty charge is made, the Council must have regard to the statement of principles published and in place at the time when the breach in question occurred, when determining the amount of the penalty charge.

The aim of financial penalties will be to:

- deter non-compliance;
- eliminate any financial gain or benefit from non-compliance with the regulations;
- reimburse the costs incurred by the Council in undertaking works in default.

## **Charging a Financial Penalty**

Under Regulation 8, a failure to comply with the requirements of a Remedial Notice allows the Council to require payment of a penalty charge.

Where the Council is satisfied on the balance of probabilities that the landlord on whom it has served a Remedial Notice has failed to take the remedial action specified in the notice within the period specified, the landlord will be required to pay a penalty charge.

## **Procedure for Charging a Financial Penalty**

Under the regulations, the Council is required to follow a number of procedural steps before requiring a financial penalty to be paid.

The penalty can only be charged where a Remedial Notice has been served, which will give 28 days to take action (for example, to install alarms).

The Council must, within a period of six weeks from the point at which it is satisfied that the landlord has failed to comply with the requirements of the Remedial Notice, serve a Penalty Charge Notice setting out the following:

- the reasons for the penalty charge;
- the premises to which the penalty charge relates;
- the number and type of prescribed alarms (if any) installed at the premises;
- the amount of the penalty charge;
- the obligation to pay that penalty charge or to give written notice of a request to review the penalty charge;
- how payment of the charge must be made; and
- the name and address of the person to whom a notice requesting a review may be sent.

## **The Financial Penalty**

Regulation 8(2) states the penalty charge must not exceed £5,000.

In determining the level of the penalty charge, the Council has considered the following factors:

- The penalty needs to be at a level which is significant to deter non-compliance ;
- The cost of compliance with the regulations is minimal;
- The consequences of non-compliance can be fatal for tenants;
- The landlord should already have complied with the requirements of the Regulations prior to service of the Remedial Notice:
- The landlord will have been given the opportunity to comply with the Regulations following service of the Remedial Notice;
- There is a defence under the Regulations that the landlord has taken all reasonable steps to comply with the duty.

However in the interests of proportionality, the Council considers that a lesser penalty will be merited on a first offence only and that prompt payment of the penalty on that first occasion should attract a reduced penalty in recognition of early admission of liability.

It has been decided that the penalty charge shall be set at £2,500 for the first offence, which shall be reduced to £2,000 if payment is made within 14 days of service of the Notice. For further offences by the same landlord the level of charge shall be £5,000 with no reduction for prompt payment.

The period within which the penalty charge is payable is 28 days beginning with the day on which the Penalty Charge Notice is served.

The Council may, in exceptional circumstances, exercise discretion where the landlord gives written notice to the Council that the landlord wishes the authority to review the Penalty Charge Notice. This request must be made within 28 days beginning on the day on which the Penalty Charge Notice was served.

In conducting the review, the Council will consider any representations made by the landlord, and serve notice of its decision whether to confirm, vary or withdraw the penalty charge to the landlord.

A landlord who is served with a notice confirming or varying the Penalty Charge Notice may appeal the Council's decision to the First-tier Tribunal.

**This page is intentionally left blank**

## WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 2 FEBRUARY 2016

---

**Title:**

**DISPOSAL OF COUNCIL DWELLINGS AND CARRYING OUT MAJOR WORKS**

**[Portfolio Holder: Councillor Carole King]**

**[Wards Affected: Cranleigh, Witley, Farnham, Farncombe and Godalming Central]**

---

**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 seek approval to dispose of eight properties, each requiring major works in excess of the Asset Management Strategy viability threshold and with other risk factors and to seek approval for a budget to refurbish three properties.

---

**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.

**Financial Implications:**

The sale of these properties would enable the Council to dispose of properties that are expensive to repair and therefore generate a potential capital receipt in the region of £1.4m. The HRA would lose out on circa £800k rental income, net of maintenance and major works costs, over the period of the next 30 years.

However, the capital receipt would be available to reinvest in new affordable homes and planned works to our existing houses. This would help regain some of the rental income with likely far reduced maintenance costs in the short term.

**Legal Implications:**

The freehold disposals of the properties will be dealt with as standard conveyancing transactions by the Council's Legal Services Team.

---

## **Background**

1. The Council owns a number of properties across the Borough that require extensive refurbishment works to bring them up to Decent Homes standard, estimated to cost in excess of £1 million.
2. The major works required to these properties include repairing structural defects, treating damp floors and walls, replacing ceilings, re-plastering walls, replacing kitchens and bathrooms, upgrading central heating and electrical re-wiring and drainage remedial works to make them suitable for letting.
3. The major works to each property have been highlighted in the attached decision making model at (Exempt) Annexe 1. The model considers whether the refurbishment work is appropriate and cost effective and uses the following criteria:
  - i. Financial
  - ii. Other risk factors – e.g. listed building status, high level of day-to-day repairs (predominantly properties built before pre-1945), not on mains drainage
  - iii. Demand (Housing Need)
  - iv. Redevelopment potential
4. The options considered in conjunction with the Housing Development Team were:
  - i. Refurbish
  - ii. Refurbish and consider letting at a higher affordable rent level
  - iii. Renovate and configure to create an improved layout
  - iv. Redevelop
  - v. Extend to increase the number of affordable homes
  - vi. Offer to a Housing Association for continued use as affordable housing
  - vii. Sell on the open market.

## **Assessment Criteria - Detail**

### **Financial**

5. The properties listed in (Exempt) Annexe 1 require major works in excess of the Asset Management Strategy viability threshold. Column L shows the estimated long term cost over thirty years (including the immediate repairs, as shown in column S). These costs were considered in relation to the total income potential from each property, over 30 years. Column M indicates if the reinvestment would be financially feasible. Where costs equate to between 33% and 66%, other factors are taken into consideration. Where costs equate to more than 66% of income, disposal is recommended. Column M shows that this applies to eight properties.

### **Other risk factors**

6. The 2015-2020 Asset Management Strategy sets out the other risk factors to take into account when considering disposals. These include properties



where the Council spends most on day-to-day repairs, listed buildings, properties not on mains drainage and those located outside the borough.

### **Demand**

7. The Housing Options Team assessed the demand for each property, using data from the Housing Register. Column N shows that all the properties were assessed as being in high demand and meet a housing need.

### **Redevelopment Potential**

8. Housing Development rated the development potential of each property under the following categories. Column O shows that four properties had some limited development potential. Further work was undertaken to develop proposals for these properties, but the alternative options failed to deliver value for money. The remaining properties were not considered to have development potential.

### **Budget**

9. The sale of the eight properties is expected to generate a capital receipt in excess of £1,400,000 for investment in new affordable homes and stock improvement works. The cost of the refurbishment works will be funded by the 2016/17 Stock Remodelling Reserve. Refurbished properties that are currently vacant will be re-let at Affordable Rents of up to 80% of open market value to reduce the pay back period.

### **Conclusion**

10. Taking into account these criteria, officers have concluded that the identified reinvestment for the first eight properties is not cost-effective and recommend they are disposed of. With regard to the remaining properties, where the required investment either falls below the Asset Management Strategy threshold or there are no additional risk factors, and demand for the properties is high, refurbishment is recommended at a budgeted cost of £163,000.

### **Recommendation**

That the Executive recommends to the Council the following:

1. the disposal by open market sale of eight properties, as shown in (Exempt) Annexe 1, in accordance with the Asset Management Strategy, thus generating a capital receipt;
2. the funding of the major works to three properties as shown in (Exempt) Annexe 1, from the 2016/17 Stock Remodelling Reserve and/or the capital receipt from the disposal programme and the re-letting of the vacant properties for an Affordable Rent of up to 80% of open market value; and
3. the tendering of the refurbishment works for the three properties and the appointment of contractors.

---

**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:** Hugh Wagstaff

**Telephone:** 01483 523129

**E-mail:** [hugh.wagstaff@waverley.gov.uk](mailto:hugh.wagstaff@waverley.gov.uk)

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

**Document is Restricted**

**This page is intentionally left blank**

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

Document is Restricted

**This page is intentionally left blank**

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

Document is Restricted

**This page is intentionally left blank**



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

**Document is Restricted**

**This page is intentionally left blank**

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

**Document is Restricted**

**This page is intentionally left blank**

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

**Document is Restricted**

**This page is intentionally left blank**

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

**Document is Restricted**

**This page is intentionally left blank**