

To: All Members of the EXECUTIVE

When calling please ask for:

Fiona Cameron, Democratic Services
Manager & Deputy Monitoring Officer

Policy and Governance

E-mail: fiona.cameron@waverley.gov.uk

Direct line: 01483 523226

Calls may be recorded for training or monitoring

Date: 23 November 2020

Membership of the Executive

Cllr John Ward (Chairman)
Cllr Paul Follows (Vice Chairman)
Cllr Peter Clark
Cllr Andy MacLeod
Cllr Michaela Martin

Cllr Mark Merryweather
Cllr Nick Palmer
Cllr Anne-Marie Rosoman
Cllr Liz Townsend
Cllr Steve Williams

Dear Councillors

A meeting of the EXECUTIVE will be held as follows:

DATE: TUESDAY, 1 DECEMBER 2020

TIME: 6.00 PM

PLACE: ZOOM MEETING - VIRTUAL MEETING

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), 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 or call 01483 523351.

This meeting will be webcast and can be viewed by visiting 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 Leader, Deputy Leader or an appropriate Portfolio Holder to respond to any informal questions from members of the public, for a maximum of 15 minutes.

[Questions will be taken in the order in which questioners register with the Democratic Services Officer on committees@waverley.gov.uk by midday on Tuesday 1 December, to be sent details of how to join the Zoom meeting. When read out, each question must be concluded within 2 minutes. In the event that it is not possible to give a verbal response, a written response will be provided following the meeting.]

AGENDA

1. **MINUTES**

To confirm the Minutes of the Meeting held on 3 November 2020, and the Special Meeting held on 20 November 2020.

2. **APOLOGIES FOR ABSENCE**

To receive apologies for absence.

3. **DECLARATIONS OF INTERESTS**

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

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

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

The deadline for receipt of questions is 5pm on Tuesday 24 November 2020.

5. **QUESTIONS FROM MEMBERS OF THE COUNCIL**

The Chairman to respond to any questions received from Members in

accordance with Procedure Rule 11.

The deadline for receipt of questions is 5pm on Tuesday 24 November 2020.

6. LEADER'S AND PORTFOLIO HOLDERS' UPDATES

7. UPDATE TO GENERAL FUND MEDIUM TERM FINANCIAL PLAN 2021/22-2024/25 (Pages 7 - 24)

[Portfolio Holder: Councillor Mark Merryweather]
[Wards Affected: All Wards]

Following on from the Contingency Revised Budget agreed at Full Council in August, a commitment was made to undertake an update to the Medium Term Financial Plan (MTFP) including a review of the longer-term effect of the pandemic on the Council's future financial resilience, taking account of the wider economic conditions. It was agreed that this should be reported to Council no later than its December meeting.

Recommendation

It is recommended that the Executive, after considering comments from the Value for Money Overview & Scrutiny Committee, make the following recommendations to Council, to:

1. Approve the updated forecast and assumptions in the latest Medium Term Financial Plan and request that a full review of the Plan is brought to Council in February 2021 alongside the draft 2021/21 Budget report; and
2. Agree that capital receipts are applied to fund business transformation and efficiency projects as allowed under the statutory provisions.

8. REVISED CORPORATE STRATEGY 2020 - 2025 (Pages 25 - 36)

[Portfolio Holder: Councillor John Ward, Councillor Paul Follows]
[Wards Affected: All Wards]

A review of the Corporate Strategy has been undertaken over the last six months and this report presents the outcome of the consultation process and the resulting Corporate Strategy for adoption.

Recommendation

It is recommended that the Executive recommend the Corporate Strategy, set out at Annexe 1, to Council for adoption at its 15 December Full Council meeting.

9. CARBON NEUTRALITY ACTION PLAN 2020-2030 (Pages 37 - 98)

[Portfolio Holder: Councillor Steve Williams]
[Wards Affected: All Wards]

In September 2019, the Council joined a growing number of Councils that made a commitment to taking urgent action to address Climate Change and

aim to become Carbon Neutral by 2030. We committed to becoming a carbon neutral council and doing everything in our power to ensure that Waverley is a zero carbon borough by 2030. Officers are working towards significantly reducing Waverley's impact on climate change and will strive to get as close as possible to carbon neutrality.

This report presents Waverley's Strategic Carbon Neutrality Action Plan 2020-2030 (Annexe 1) and the Climate Change and Sustainability Strategy (Annexe 2) bringing together input from all Council services and the wider public through a consultation that took place between September and October 2020. The action plan sets out the objectives and measures that will be taken in order to achieve the Council's carbon neutrality commitment. The Strategy is the overarching strategic document with links to all areas of work that have an impact on environmental sustainability.

Recommendation

It is recommended that the Executive:

- a. Approve final Strategic Carbon Neutrality Action Plan 2020-2030 attached in Annexe 1, including the high-level targets within it, and acknowledges that it will be an evolving document.
- b. Approve the final Climate Change and Sustainability Strategy in Annexe 2
- c. Endorse the governance structure proposed, including the membership of the Climate Emergency Board.
- d. Note the responses within the consultation summary which is attached in Annexe 3.

10. **BOUNDARY COMMISSION ELECTORAL REVIEW 2020-2022** (Pages 99 - 136)

[Portfolio Holder: Councillor John Ward, Councillor Paul Follows]
[Wards Affected: All]

The Local Government Boundary Commission for England (LGBCE) has notified the Council that it will conduct an electoral review of the Borough during 2020-2022. The review process has now commenced. It would be preferable for the Council to put forward a single agreed submission and so this report seeks approval to appoint an Informal Working Party to prepare a recommendation to the Executive on the preferred size of the Council which is the first stage of the Commission's review. The submission must be made by the end of February 2021 and therefore will need to be debated by Full Council no later than its February 2021 meeting.

Recommendation

It is recommended that the Executive:

- i. Approve the setting up of an Informal Working Group of councillors,

comprising two representatives from the three larger political Groups and one each from the two smaller political Groups, nominated by Group Leaders, together with one Independent Councillor.

- ii. Ask the Informal Working Group to bring forward recommendations (on the LGBCE 'Size Submission' document relating to the size of the Council from 2023) for consideration at the Executive's February 2021 meeting at the latest so that the Executive can, in turn, make recommendations for the Full Council to debate at its February 2021 meeting.

11. 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 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 there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in Paragraph 5 of the revised Part 1 of Schedule 12A to the Local Government Act 1972.

Paragraph 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

12. PROPERTY MATTER (Pages 137 - 148)
[Portfolio Holder: Councillor Mark Merryweather]

Recommendation

That the Executive agree the recommendation set out in the Exempt report.

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

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

1 DECEMBER 2020

Title:

UPDATE TO GENERAL FUND MEDIUM TERM FINANCIAL PLAN 2021/22 – 2024/25

Portfolio Holder: Cllr Mark Merryweather, Portfolio Holder for Finance, Assets & Commercial Services

Head of Service: Peter Vickers, Head of Finance and Property

Key decision: Yes

Access: Public

1. Purpose and summary

- 1.1 Following on from the Contingency Revised Budget agreed at Full Council in August, a commitment was made to undertake an update to the Medium Term Financial Plan (MTFP) including a review of the longer-term effect of the pandemic on the Council's future financial resilience, taking account of the wider economic conditions. It was agreed that this should be reported to Council no later than its December meeting.
- 1.2 This report contains the outcome of that review which has resulted in an increase to £7.9million in the projected net budget shortfall for the four year medium term which is now estimated to comprise a £17.1million gross shortfall against which currently only £9.1m of compensating measures have been identified. While Covid is one key direct driver in this, other consequential factors still leave an unresolved recurring annual deficit for 2024/25 and beyond projected at £1.2m per annum..
- 1.3 The principal aim of the revised MTFP is to protect core services so a one off repurpose of earmarked reserves in 2021/22 is likely to be necessary if government funding continues to fall short of meeting the full impact of COVID-19 on the Council's finances. Clearly drawing on reserves to fund ongoing costs is not a sustainable position given that Waverley has very limited General Fund reserves. The budget and MTFP projections are being prepared with a range of assumptions made in very uncertain economic conditions therefore the figures are volatile, particularly with regard to the timing and extent of recovery of income streams impacted by the pandemic.
- 1.4 The February 2020 MTFP already included some challenging targets supported by a range of strategies and it is crucial that these continue to be fully supported and remain the central focal point for addressing the budget shortfall.
- 1.5 This report contains the following Annexes:

- Annexe 1 – General Fund MTFP update at October 2020
- Annexe 2 – Contingency budget ongoing impact schedule
- Annexe 3 – Update to projected reserves position

2. Recommendation

- 2.1 It is recommended that the Executive, after considering comments from the Value for Money Overview & Scrutiny Committee, make the following recommendations to Council, to:
1. Approve the updated forecast and assumptions in the latest Medium Term Financial Plan and request that a full review of the Plan is brought to Council in February 2021 alongside the draft 2021/21 Budget report; and
 2. Agree that capital receipts are applied to fund business transformation and efficiency projects as allowed under the statutory provisions.

3. Reason for the recommendations from Executive to Council

- 3.1 The budget is a major decision for the Council and setting a balanced budget is a statutory requirement. As a result of the sudden and unexpected COVID-19 impact, the Council had to act quickly to take steps to address the significant projected net budget shortfall so that the Council can continue to function. A revised budget for 2020/21 was set in August and Council asked that the medium term financial projections are updated in December, ahead of the budget setting process in February 2021. The Medium Term Financial Plan projects future financial pressures and opportunities to enable the Council to take action to ensure sufficient funding is in place to deliver services.

4. Background

- 4.1 The 2020/21 budget and MTFP included a range of estimates based on assumptions which, at the time the budget was set, were deemed to be robust and deliverable overall. However, the sudden, unexpected and material adverse impact of the COVID-19 pandemic necessitated a thorough review of the Council's in-year budget which identified a projected budget deficit of £6.6million as shown in the summary below. The Contingency Revised Budget also highlighted the risk that the Council may not have yet identified all of the impacts and that the pandemic may not be controlled as currently envisaged, these have been addressed in the updated MTFP projections.

Contingency Revised Budget Summary 2020/21	£
Leisure facilities	£2.7m
Car park income	£2.0m
Property income	£0.7m
Planning and land charges income	£0.6m
Other costs and loss of income	£0.6m
Total estimated budget deficit	£6.6m

Agreed actions to address the deficit:	
Cost saving and efficiency measures	£2.3m
Government one-off grant	£1.5m
One-off draw on reserves	£2.8m
Total	£6.6m

The government has so far given the Council £1.527million of COVID-19 support grant towards its £6.6million 2020/21 projected budget deficit, and the Council estimates that it may be eligible to claim £2.3million from the government's compensation scheme for lost income from fees and charges. This year's claim is not certain yet and it is not clear yet if the government will continue the compensation scheme into next year.

Revised Budget Shortfall Summary.

- 4.2 The Council's MTFP has been updated to include the latest General Fund projections, including the reserves earmarked for specific purposes, that may have to be drawn upon to meet the budget shortfall. This report sets out the emerging pressures, risks and the projected budget shortfall over the next four years. The report also develops existing strategies for addressing the shortfall to protect vital services and put the council in a more sustainable financial position.
- 4.3 This report does not present a balanced position and highlights a significant unresolved funding shortfall over the medium term and, due to the current fluidity of the economic conditions within which the MTFP is framed, it will be necessary for a further review to be considered by the Council alongside the budget setting report for 2021/22.

The following table shows the total projected change in the forecast gross budget shortfall (before mitigating measures) since the MTFP was agreed in February.

	2021/22	2022/23	2023/24	2024/25	
	Change from 2020/2021 Base	Change from 2021/2022 Base	Change from 2022/2023 Base	Change from 2023/2024 Base	Total
	£000	£000	£000	£000	£000
Projected Shortfall Feb 2020	1,270	1,280	980*	0*	3,530
Projected Shortfall Oct 2020	3,873	136	540	143	4,692
Total change per year	2,603	-1,144	-440	143	1,162

* February 2020 MTFP extended to 2023/24, the Oct 2020 revision includes 2024/25

- 4.4 The updated MTFP projection is included in **Annexe 1** which details the revised projections and assumptions for the four year period. This is further illustrated with graphs at **Annexe 1**. The changes from the February position are based on a review of the ongoing impact of the items identified in the Contingency Revised Budget, new emerging issues and cost pressures.

Key Assumptions

- 4.5 The detail of the estimated ongoing impact of the pandemic is included on **Annexe 2** which builds on the contingency revised 2020/21 budget. The underlying assumption is that the income streams will fully recover within the time period of the MTFP.
- 4.6 Due to the significant financial pressures resulting from the pandemic, it will take a number of years for some income to recover to normal levels and therefore will require the identification of short or longer term measures to address this. Any change of use of earmarked reserves does not resolve the ongoing budget pressure and will require a resolution in the following year, this is represented by the line "Previous year net deficit" in the table above. Specific detail on the line items in the table is given in the following paragraphs.
- 4.7 Inflation - including pay and contractual increases assumes that inflation will not increase beyond 2% in line with the Bank of England's commitment. The inflation figure now includes all contractual increases resulting from non inflation related increases such as pay grade incremental progression and the refuse and recycling contractual increase resulting from growth in the property base. Inflationary increases on income streams such as fees and charges are included as part of the commercial strategy target.
- 4.8 Waverley currently retains £2million of the £38million business rates collected as its core funding for general fund services. The main element of this amount, approximately £1.8million, is derived from a Government formula which determines each Council's safety net position against its 'baseline need' for funding. The second element, approximately £0.2million, is related to the total Rateable Value (RV) of business premises in the borough which is affected by physical properties and the RV assessed by the Government's Valuation Office. This can also fluctuate according to appeals from rate payers. The Government is committed to reviewing business rate funding for local authorities and its 'relative needs' calculation. Waverley's MTFP forecasts significant reductions in Government funding over the next four years. This review has already been delayed for several years and it has announced recently that the review is delayed again. This delay has been reflected in the reprofiling of the Business Rate Retained Income reduction in the MTFP and relieves cost pressure in 2021/22. Officers have taken a cautious view of the impact of these reviews on Waverley's budget given previous past experience of redistribution formula. District and borough councils across southern England would tell a similar tale, and further lobbying is being undertaken with local Members of Parliament and the Local Government Association on this issue, as the Government prepares its 'Fair Funding Review' and its proposed new policies on devolution.
- 4.9 The government has indicated that the 2021/22 finance settlement will be a one year settlement, again. The assumptions such as the historical correction of the £0.8million negative grant, loss of Retained Business Rates and reduction in New Homes Bonus in the February MTFP are still valid. These will be covered in the 2021/22 budget report in February 2021 when more detail is known from the Government.

- 4.10 Investment property contributed a £0.742million cost pressure to the Contingency Revised Budget before mitigation from the Investment Property Void provision. This pressure has been resolved by the expected resolution of the Wey Court East void, a number of lease regears within the current property portfolio and the anticipated completion of an investment property acquisition. The balance of the investment property £1.2million target over the MTFP period yet to be achieved is included in the ongoing funding identified below.
- 4.11 Treasury management interest has been achieving an average return of 1.1% prior to the pandemic, netting the General Fund £0.577million. Since then the Bank of England reduced the base rate from 0.75% to 0.1% in March and due to the significant economic uncertainty the rates available on fixed term fixed rate money deposits has reduced to 0.2%. The immediate impact of the rate reduction is mitigated by the strategy in recent years to place cash deposits over longer terms where the rates were better. These will unwind over the next 18 months. The long term forecast does not indicate an increase in the base rate in the MTFP period.
- 4.12 In common with many other councils, it is proposed that under these challenging financial circumstances, Waverley should take advantage of the government's time limited Flexible Capital Receipts scheme to utilise capital receipts to fund business transformation projects that deliver efficiencies and savings. A schedule is being compiled of projects from the Corporate Projects list including the cost of the Business Transformation team. This will be submitted to government for approval. As this is a new policy approach, a specific recommendation has been included in this report.

Addressing the Budget Shortfall

- 4.13 The cumulative deficit to be resolved by the end of the MTFP period 2025 is £17.1million (see annexe 1). In Feb 2020 £3.5m in mitigating savings measures had been identified. In order to still achieve a sustainable and balanced budget in the medium term, all projected shortfalls in funding must be resolved with an ongoing resolution. The table below shows a summary of the profiling of the budget deficit and an update to the measures identified in the February plan to address this. The table shows a significant unresolved balance still to identify in the coming weeks ahead of the formal budget setting process.

	2021/22	2022/23	2023/24	2024/25	
	Change from 2020/2021 Base	Change from 2021/2022 Base	Change from 2022/2023 Base	Change from 2023/2024 Base	Total
	£'000	£'000	£'000	£'000	£'000
October 2020 updated February 2020 increase on previous year base	3,873	136	540	143	4,692
Oct 2020 updated on previously identified Feb 2020 savings proposals	-912	-929	-1,053	-595	-3,491
Funding yet to be identified to be met from Government Funding, further savings or	2,961	-793	-513	-452	1,201

one-off use of earmarked reserves					
-----------------------------------	--	--	--	--	--

The full detail is set out in **Annexe 1** and specific items discussed below.

Council tax

- 4.14 The table on **Annexe 1** shows three aspects to council tax income (1) an inflationary uplift at the maximum permissible under the governments referendum principles (2) a modest forecast of tax base growth that is eroded by any increase in the number of people claiming Council Tax Support and (3) a surplus or deficit on the planned collection rate each year.

The amount of council tax that will be paid to each of the precepting bodies, including Waverley, Surrey County Council and the parish and town councils, is fixed for the financial year. Any variation in actual compared to estimated forecasts used in calculating the council tax base and/or the estimated in-year collection rate will impact in the following and subsequent years. For example, if Council Tax Support caseload and value increase above the estimated amount, or if the collection rate was lower than the assumed amount, the collection fund will fall into deficit which will be apportioned in future years. In its recent announcement, the Government has confirmed that it will allow councils flexibility to spread this impact over more than one year but the details are not yet known. Government COVID-19 support to business in the form of reliefs and grants will be fully reimbursed and not impact on Waverley's finances. The forecast included in **Annexe 1** is based upon the council tax support caseload and the collection rate as at the end of September. It is too early to judge the likely total case load until January.

- 4.15 The detail, strategy and progress behind the Investment Property, Head of Service cost review, Business Transformation and Commercial Strategy are adequately reported and available through the Value for Money Scrutiny and Executive minutes. The commercial strategy highlights the need to review existing income sources to generate additional revenue including a review of possible increments to all fees and charges. This will be covered in more detail as part of budget setting and included in the February MTFP update.
- 4.16 Part of the package of measures within the Contingency Budget was a recruitment freeze to hold back on £0.6million of vacancies following on from the Management Board decision to suspend all non-critical recruitment, review all external staff costs and suspend non-urgent spending where possible. This is proving to be an effective interim measure to help reduce costs although it must be recognised that it does place pressure on services and staff and can affect performance. The ability to and impact of continuing with these staff budget controls beyond 2020/21 is being carefully considered.
- 4.17 The non urgent expenditure review included in the Contingency Budget achieved £0.436million of savings, this will be considered as part of the 2021/22 budget setting exercise with heads of service being asked to identify the extent to which these savings can be repeated without impacting on essential services.
- 4.18 The core funding for the General Fund Capital Programme is from Revenue Contributions from the revenue budget of £1.05million. This was reduced following

a corporate projects review under the Contingency Budget by £0.472million. Within the MTFP the revenue contribution may have to be scaled back again to balance the budget, acknowledging that this may reduce investment in existing and new facilities and assets. Clearly, there will be need to be a proper assessment of the impact of this reduction on health and safety and the potential deterioration of assets and this will be done as part of the budget review and updated in the February MTFP.

Earmarked and non-earmarked reserves and provisions.

- 4.19 A summary of the projected impact of the pandemic on the available reserves is included on **Annexe 3**. In line with the Contingency Budget agreed recommendation, the additional Sales, Fees and Charges compensation grant (£2.3million) claimed in 2020/21 will be used to replenish the reserves. It is not yet certain how much of the claim will be received.
- 4.20 The Property Investment Void provision is an important revenue mitigation supporting the Property Investment Strategy. Going forward this provision is intended to be maintained at a sufficient level to limit the impact in the event of rent loss due to a void period (such as Wey Court East). Until the property portfolio is fully established and self sustaining, it will require a contribution from the New Homes Bonus to replenish the provision.
- 4.21 The future financial resilience of the council is dependant upon the availability of reserves to manage financial shocks such as more lockdowns. Ideally, the use of reserves should be limited as far as possible to mitigating the temporary impact of the pandemic net of any government assistance. It is important to therefore ensure sustainable resolutions are found where ever possible and if necessary or appropriate temporary measures such as a vacancy freeze to limit the need to call upon reserves, which should always be a last resort.

Risk and Impact

- 4.22 There is a risk that, if not monitored adequately, the proposed MTFP prolonged vacancy freeze, reduced capital spend and pared back service costs could put pressure on services, particularly if the Council continues to experience further pressure as a result of local or national lockdowns and the predicted wider economic downturn.
- 4.23 The MTFP 2021/22 projected base has accounted for a £2.6million reduction in income prior to subsequent recovery, this compares to £3.3million impact from the first lockdown (excluding leisure start up costs), which would be a reasonable estimate for an equivalent lockdown period in 2020/21. The equivalent government compensation would be £2.35million resulting in a net deficit of £0.95million. There is no information about the government compensation scheme in respect of subsequent years and the estimated income loss is accounted for in the MTFP.
- 4.24 The biggest single budget impact of the first lockdown has been on leisure income and the MTFP assumes that there will be no income at all during 2021/22 and a steady recovery going forwards. The impact of subsequent lockdowns on the viability of the leisure contract will need to be closely monitored as this will be a significant financial impact. Car parking income was the second biggest budget impact with an annual income of £5.2million equating to £0.1million per week. Post

lockdown monitoring showed parking to be at 70% of pre COVID-19 capacity. Parking income will be zero for the duration of subsequent lockdowns, and the MTFP assumes the capacity usage will recover over the MTFP. Changes in Planning fee income are not considered to be directly related to lockdowns and more aligned to the macro economic climate. The remaining smaller income streams in total contributed an estimated £25,000 per week to the Contingency Budget deficit.

- 4.25 The MTFP projections include costs for additional capacity in Housing Benefit and Revenues team to cover the increased workload and also additional PPE expenditure. This insulates the cost base to a reasonable degree from further lockdowns and a worsening economic climate. It is envisaged that short term spikes in community pandemic response teams will be resourced internally resulting in services levels being temporarily reduced whilst staff are deployed.
- 4.26 The MTFP projections include a moderate recovery. Any delay or adverse change in the income projection profile will result in the need to draw down additional reserves to balance the budget.
- 4.27 The impact in future years of Waverley needing to unexpectedly draw down significant value of reserves is difficult to assess but, given the £5million budget shortfall already projected in the medium term, these risks will put serious pressure on the Council's financial resilience. In the light of the COVID-19 impact, the government need to urgently give clarity to councils on the continuation of the COVID-19 Sales, Fees and Charges compensation scheme, the business rate funding and address the growing risk of business rate appeals and declining rateable values to local council budgets.

Considerations for the 2021/22 and subsequent years budget setting

- 4.28 Options for members to consider as part of next and subsequent years budget settings in the light of the challenging position are:
- car park charges
 - other charges
 - importance of property income
 - further efficiency and business transformation, including collaboration opportunities with willing partners
 - council tax to be increased by the maximum level
 - funding for growth areas will be extremely challenging and require reprioritisation of funds and service reductions in non-critical areas

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 Having a robust, sustainable budget is essential to deliver all aspects of the Corporate Plan.

6. Implications of decision

- 6.1 **Resource (Finance, procurement, staffing, IT) - covered above**

- 6.2 **Risk management – covered above**

6.3 Legal

The Coronavirus Act came into force on 25 March 2020, and since that date the government has introduced a significant amount of secondary legislation (statutory instruments) that has required the Council to change the way in which its services are delivered; required partner organisations and contractors to change their operational pattern, or temporarily cease operations altogether; and placed additional temporary functions within the Council's statutory powers, including additional enforcement powers in relation to businesses and additional homelessness duties.

Throughout this period the Council's Legal Services team has supported the Council's COVID-19 response by providing advice in relation to any and all suspended, additional and revised discretionary and non-discretionary functions, to ensure the Council has continued to operate lawfully in accordance with both existing and COVID-19-related legislation.

Over the coming months as the impacts of the effect of COVID-19 continue to be evaluated, that advice will continue so as to enable the Council to function lawfully in circumstances where the financial resources available to its non-discretionary and discretionary services are under far greater pressure than anticipated when the 2020/21 budget was set. Any and all further legislative changes and statutory guidance will be assessed and the Council's service supported with advice targeted to those changes, including through the Recovery, Change and Transformation programme.

6.4 Equality, diversity and inclusion

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

6.5 Climate emergency declaration

There are no direct implications arising from this report but reference is made to the need for the main budget proposals to address the resource requirement for the emerging climate change action plan. The current proposals retain in full the budget allocated to support the delivery of the action plan.

7. Consultation and engagement

- 7.1 As with the contingency budget in July/August, the revised MTFP was considered by the Value for Money Overview & Scrutiny Committee for discussion and scrutiny at their meeting on 16 November. There will also be an all-member briefing on the subject to enable councillors to receive a presentation on the main issues and ask questions ahead of the Council meeting in December. A separate briefing for O&S councillors was held in September specifically on reserves and provisions. Officers have been working with the Staff side/Union in the formation of the Recovery, Change and Transformation programme and this work will continue. In parallel to the council's scrutiny and decision making process, officers will discuss the position and proposals with Grant Thornton, Waverley's external auditors.

7.2 The Value for Money Overview & Scrutiny Committee asked for the presentation of the figures to be changed in order to show the gross baseline position, so that the significance of the year of year changes was more apparent. The Committee asked questions about the assumptions underpinning the estimates for leisure centre and property investment income going forward; and also the impact of changes in staff working arrangements on staffing costs. The Committee also reminded the Executive of the suggestions made in July regarding potential cost-saving measures. The Committee asked for an off-line briefing on the Council's reserves and provisions ahead of consideration of the formal budget-setting in January 2021.

8. Other options considered

8.1 The report is an update to previously agreed projections. A range of assumptions have been made in the financial projections and a number of options are set out in the report and annexe for consideration by the Council in the coming weeks ahead of the budget setting meeting in February 2021.

9. Governance journey

9.1 This report will be considered by the Executive following scrutiny by the VFM O&S Committee. Full Council will receive the Executive's recommendation at its meeting in December.

Background Papers

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

CONTACT OFFICER:

Name: Graeme Clark
Position: Strategic Director and Section 151 Officer
Telephone: 0148 3523099
Email: graeme.clark@waverley.gov.uk

Name: Peter Vickers
Position: Head of Finance and Property
Telephone: 01483 523539
Email: peter.vickers@waverley.gov.uk

GENERAL FUND MEDIUM TERM FINANCIAL PLAN: October 2020

Annexe 1

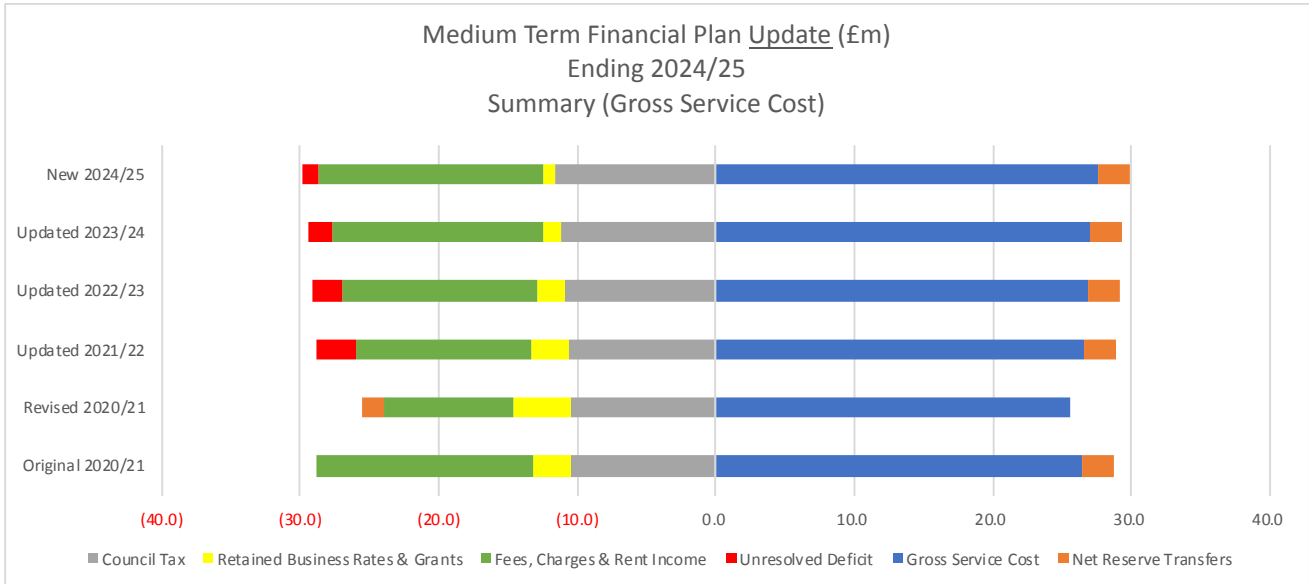
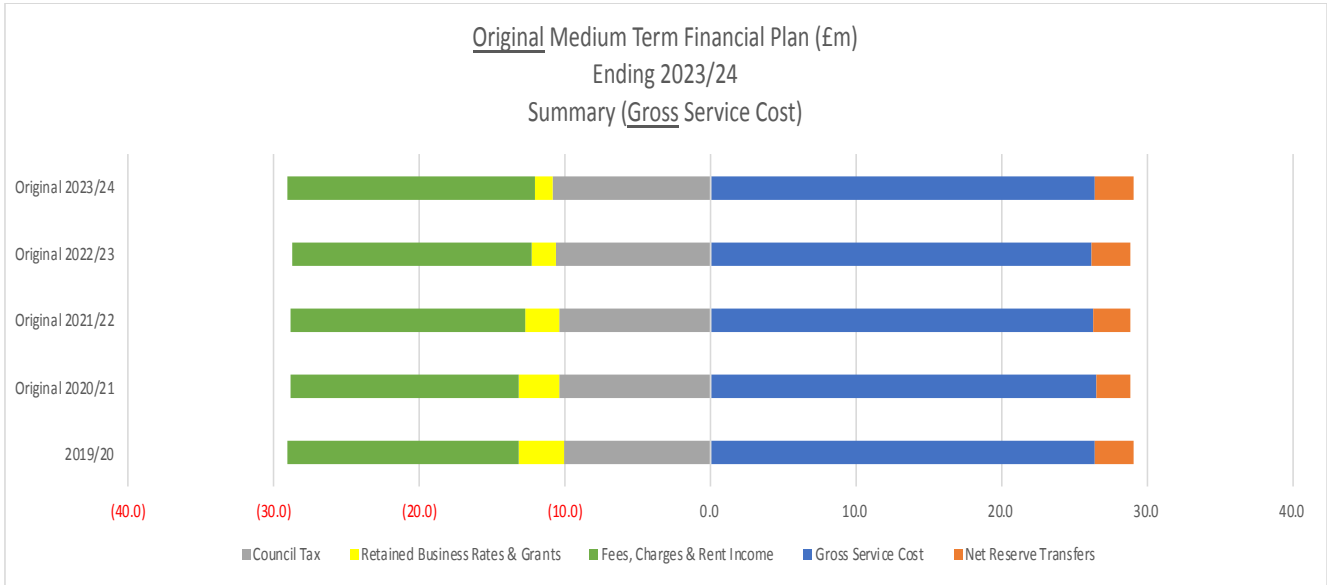
	2020/21 revised	2021/22	2022/23	2023/24	2024/25	Total
	Contingency revised budget	Change from 2020/21 Feb Base	Change from 2021/22 Base	Change from 2022/23 Base	Change from 2023/24 Base	
	£'000	£'000	£'000	£'000	£'000	£'000
Anticipated Budget Variations						
Contingency budget, on going impact	5,894	2,777	-1,226	-722	-840	-11
Inflation and contractual increases		478	524	569	616	2,187
Housing benefit admin grant		0	30	30	30	90
Business Rate Retained Income		0	700	700	400	1,800
Investment Properties	742	-460	-262	-100		-822
Treasury management interest		298	150			448
One off capital receipts funding for Business Transformation team		-220	220			0
Borough Elections Reserve 2020/21 deferred contribution				63	-63	0
Income volatility provision: 8 weeks income loss		1,000				1,000
Budget Shortfall	6,636	3,873	136	540	143	4,692
	<i>From Feb Base</i>	3,873	4,009	4,549	4,692	
	<i>Total over MTFP</i>		7,882	12,431	17,123	

Addressing the Budget Shortfall						
Council tax increase - 1.9%/1.99%		-207	-240	-273	-307	-1,027
Council tax change in tax base		-28	-28	-28	-28	-112
Council tax collection fund surplus / deficit		120	-40	-40	-40	0
Investment Property income target - Balance of £1.2m		-340	-38	-200		-578
Head of Service Cost Review 2019/20 ongoing impact		-191	-63	-13	0	-267
Business Transformation		-121	-400	-379	-100	-1,000
Commercial Strategy		-145	-120	-120	-120	-505
Staff salaries: vacancy saving from a recruitment freeze	-600	0				0
Cancelled revenue contributions to reserves	-510		0			0
Reduction in revenue contribution to capital	-472			0		0
On going base budget reductions	-1,582	-912	-929	-1,053	-595	-3,491
	<i>From Feb Base</i>	-912	-1,842	-2,895	-3,491	
	<i>Total over MTFP</i>		-2,754	-5,649	-9,140	

Budget Shortfall: recurrent deficit	5,054	2,961	2,167	1,654	1,201	7,983
	<i>Total over MTFP</i>		5,128	6,782	7,983	

This page is intentionally left blank

Annexe 1



This page is intentionally left blank

Contingency budget, on going impact

Contingency budget, on going impact	Contingency revised budget						
	2020/21 revised	2021/2022	2022/2023	2023/2024	2024/2025	Total	
	in year change from 2020/2021 Base	Change from 2020/2021 Original Base	Change from 2021/2022 Base	Change from 2022/2023 Base	Change from 2023/2024 Base		
	£000	£000	£000	£000	£000	£000	
Planning Income Pressure	454	250	-250			0	Based upon performance against contingency budget, assumes will recover due to development pressure in Local Plan.
Leisure Centres	2,744	523	-177	-177	-169	0	Assumes recovery will graduate back up to 2024/25
Car Parks General	1,994	1,590	-590	-500	-500	0	Assumes 30% down pre COVID-19 on £5.2m budget, reflects monitoring at end of Sept
Land Charges	106	50	-50			0	Reflects monitoring end of Sept. Assume property sales will fully recover
Parks and Countryside	59	0				0	Will be contained within business as usual budgets
Borough Hall	56	25	-25			0	Nursery is back, larger events are challenging due to social distancing
Building Control	46	46	-46			0	Reflects contingency budget, this is panning out as estimated, assume will recover due to Approved Inspectors exiting the market
Memorial Hall	38	38	-38			0	Biggest income is weddings, will be restricted for a period of time
Careline	23	25	-25			0	Removal of supporting people funding and assumes service growth will be achieved
Council Tax and Business Rates debt summons charges	83	123	-25	-25	-65	8	Courts not functioning and COVID-19 impact on ability to enforce debt recovery due to hardship.
Financial Expenses	-40	0				0	COVID-19 impact on car parks closure reduced transaction cost, this will return to a normal level.
Green Waste Recycling	-19	-19				-19	Increase in take up on service
COVID-19 - PPE	9	20		-20		0	Will be required ongoing at £1,600 per month
COVID-19 - Additional Staffing Revenues and Housing	205	106			-106	0	COVID-19 impact on tax recovery capacity
COVID-19 - Admin Town and Parish contribution from grant	80					0	One off contribution
COVID-19 - Additional cleaning staff	40					0	Going forward will be contained within original budget
COVID-19 - Biffa bring site additional servicing	37					0	
Other small variances	-22					0	
Debt write off provisions						0	Assess this in December alongside Collection Fund estimates
Council Tax hardship relief						0	Rely upon the government funding before committing Waverley budget
Investment Properties	742						Contingency budget gross of void provision drawdown
Total: Contingency budget, on going impact	6,635	2,777	-1,226	-722	-840	-11	

This page is intentionally left blank

Annexe 4 – Update to projected reserves position

Update to projected reserves position	Annexe 3		
	2020/21	2020/21 revised	2021/2022
	Pre COVID-19 balance	Contingency revised budget	Projected opening reserves 2021/2022
	£`000	£`000	£`000
Earmarked reserves:			
Flexible Homelessness Support Grant	(974)	474	(500)
Commercial Property Void provision	(425)	425	0
Emergency Funding	(17)	17	(0)
Climate change	(300)	0	(300)
Brightwells reserve - licence from Dogflud	(311)	296	(16)
Local Plan reserve	(236)	0	(236)
Place shaping	(320)	188	(132)
Investment Advisory Board	(2,432)	418	(2,014)
Revenue Reserve Fund - Capital Programme funding	(197)	0	(197)
Insurance reserve - MMI run off	(188)	0	(188)
Insurance reserves	(566)	0	(566)
Borough Elections reserve	(63)	0	(63)
Business Rates Equalisation reserve	(3,850)	649	(3,201)
SANG site acquisition	(1,000)	200	(800)
Total Earmarked Reserves:	(10,880)	2,668	(8,212)
General Fund working balance: min balance £3.2m *	(3,406)	206	(3,200)
Total General Fund Useable Revenue Reserves	(14,286)	2,874	(11,412)

* 2020/21 Sales, Fees and charges compensation claimed of £2.3m, will be used to replenish reserve:

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

EXECUTIVE
1 DECEMBER 2020

Title:

Revised Waverley Corporate Strategy 2020-2025

Portfolio Holders: Cllr John Ward, Cllr Paul Follows

Head of Service: Robin Taylor, Head of Policy & Governance

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 A review of the Corporate Strategy has been undertaken over the last six months and this report presents the outcome of the consultation process and the resulting Corporate Strategy for adoption.

2. Recommendation

It is recommended that the Executive recommend the Corporate Strategy, set out at Annexe 1, to Council for adoption at its 15 December Full Council meeting.

3. Reason for the recommendation

To adopt a revised Corporate Strategy taking into account the new challenges facing the Council over the next few years.

4. Background

- 4.1 The Council's Corporate Strategy is of significant importance for setting the direction of the Council for the next five years. It sits above all other strategies and policies and informs the service delivery and business programme for council services. The delivery mechanism for the Strategy is an action plan which in turn is reflected in the Service Plans for each service area. These Plans are also an essential part of the performance management framework. Each member of staff will have agreed annual targets in order to ensure the effective delivery of the Council's strategic priorities.
- 4.2 The current Corporate Strategy was first published in 2019 and since then the Council has faced the significant impact of the coronavirus pandemic, the recession, continuing uncertainties over Brexit, possible Government devolution proposals and the overall financial implications of all of these. The Corporate Strategy has been reviewed in order to be ready to respond to these

uncertainties.

- 4.3 The Corporate Strategy has been considered by each of the Overview & Scrutiny Committees during the November cycle and the following comments have been put forward for consideration:

Environment O&S - 11 November 2020:

- Reservations were expressed about the vision being a list of statements rather than one concise vision statement.
- The safety of residents wasn't expressed strongly enough.
- Priorities should be 'Strategic Priorities'

Value for Money O&S - 16 November 2020

- More detail needed on Environment and Housing sections.
- Reservation about the vision not being able to be envisaged.
- Suggest it should be 'Strategic Objectives'

Community Wellbeing O&S – 17 November 2020

- Consideration of mental health should be made more strongly including suicide prevention
- Safety of residents should be made more strongly
- A good action plan is needed

Housing O&S – 23 November 2020

To be reported.

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 This report details the revised Corporate Strategy proposals.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The financial implications of the new strategy, if adopted, will drive changes in the Medium Term Financial Plan and the Annual Budget which will be taken through the committee process separately. The strategy puts importance in careful financial management and affordability of plans.

6.2 Risk management

The scrutiny process gives an opportunity to examine the potential risks arising from the corporate objectives. The Corporate Performance Report allows for an ongoing assessment of any risks as a result of underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

6.3 Legal

There are no legal implications arising directly from this report.

6.4 Equality, diversity and inclusion

The equality impact assessment undertaken on the original Corporate Strategy will be reviewed and any implications brought to the attention of the Executive.

6.5 Climate emergency declaration

The Corporate Strategy sets out the Council's environmental and sustainability objectives and how these will be delivered through the Action Plan.

7. Consultation and engagement

7.1 Two Corporate Strategy Councillor workshops were held on 7th and 9th September and the draft Strategy was presented to the September cycle of O&S meetings. Further feedback was obtained on the revised version from the November cycle of Overview & Scrutiny meetings and these comments are set out at 4.3 above.

8. Other options considered

8.1 None.

9. Governance journey

9.1 The Overview and Scrutiny Committees passed on their comments and recommendations to the Executive who will consider any final changes before the Strategy is considered for approval by Council in December.

Annexes:

Annexe 1 – Revised Corporate Strategy 2020-2025

Background Papers

There are / are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

CONTACT OFFICER:

Name: Louise Norie
Position: Corporate Policy Manager
Telephone: 0148 3523464
Email: louise.norie@waverley.gov.uk

Agreed and signed off by:

Legal Services: N/A

Head of Finance:

Strategic Director:

Portfolio Holder: 30 October 2020

This page is intentionally left blank

Corporate Strategy 2020-25

Introduction by Leader and Deputy Leader

Since our Corporate Strategy was first published in 2019 we have all experienced unprecedented change and challenge. In particular, as well as maintaining our critical services, Waverley Borough Council has done an amazing job in responding to the coronavirus pandemic, supporting the vulnerable in our community and helping local businesses, alongside the health and emergency services and other councils.

Despite facing further uncertainty, we felt that now is a good time to review our objectives as a council and to reflect on the work and measures we have put in place to ensure the continued delivery of our services. Some of these measures have created new opportunities to work in different and more agile ways.

We are facing huge uncertainties and our revised Strategy needs to consider how this Council will respond to these uncertainties in order to protect service delivery and the interests of our residents.

Financial Management

Before coronavirus, we were facing a large financial challenge due to cuts in government funding. Through careful financial management we put measures in place through our Medium Term Financial Plan to secure continued service delivery and to respond to the emergency of climate change. However, as a result of the pandemic we are now facing further financial challenges and the likelihood that the local economy and employment will be impacted by recession. We have maintained ambitious objectives in our revised strategy; however, we recognise that these will need to be affordable so our plans will be costed carefully to secure our desired outcomes. We will maximise the use of our assets and work imaginatively to source income, including grants and other funding, whilst protecting those on low incomes.

Devolution

At the time of reviewing our strategy the Government's proposals on devolution were unknown. However, should proposals be forthcoming we would want a solution that is in the best interests of Waverley's residents as we value the importance of delivering services locally and on a scale where knowledge of community matters. We do not consider one single authority covering the whole of Surrey's 1.2 million inhabitants, such as the scheme suggested by Surrey County Council, is the best option for residents. Waverley Borough Council passed a resolution in favour of a more localist approach and against such a large unitary authority and we will therefore be working collaboratively with other Surrey councils to secure the best outcome for our residents both financially and in terms of locally focused services.

Health and Wellbeing

This strategy recognises that the impact of the pandemic may well last for some time and will continue to have an effect on the health and wellbeing of our residents, many of whom are elderly. Through the work we have done on understanding health

inequalities we know we can make a positive impact on the wider determinants of health such as housing, employment and lifestyle choices. Health outcomes vary widely throughout the borough and it is ever more important that we continue to work closely with our partners in the health and social care services, neighbouring councils, emergency services, cultural and leisure providers and the voluntary and faith sectors to protect and support our residents to live long and healthy lives.

Climate Emergency

In September 2019 the Council declared a climate emergency with an aim to becoming a carbon-neutral council by 2030, within the financial and other constraints laid upon us. Our determination to take urgent action to reduce carbon emissions and conserve biodiversity is embedded in our Corporate Strategy and continues to be an overarching aim. The climate impact of some of our decisions in the coming months and years may not be evident immediately but we are confident that our Climate Emergency Action Plan will ultimately produce beneficial results for our communities. This is not something we can do alone and we will be working with the local community, parish and town councils and all other relevant agencies to support making the entire area carbon-neutral by 2030 – as well as encouraging residents to do their bit to help create a greener, more sustainable and environmentally-friendly borough.

Achieving the target will require additional powers, funding and other resources from central government, so the council will be seeking opportunities to make the case for these to local MPs, Ministers and government agencies.

Our Commitment

Despite the uncertainties facing us in the coming years we will work hard to support our communities to withstand the economic and social pressures facing us by delivering services which are more resilient, accessible and ultimately stronger as a result of our experiences in the last year. In order to realise our vision and objectives a Corporate Strategy Action Plan will demonstrate the progress made and the outcomes achieved.

Signed

Leader

Deputy Leader

Vision

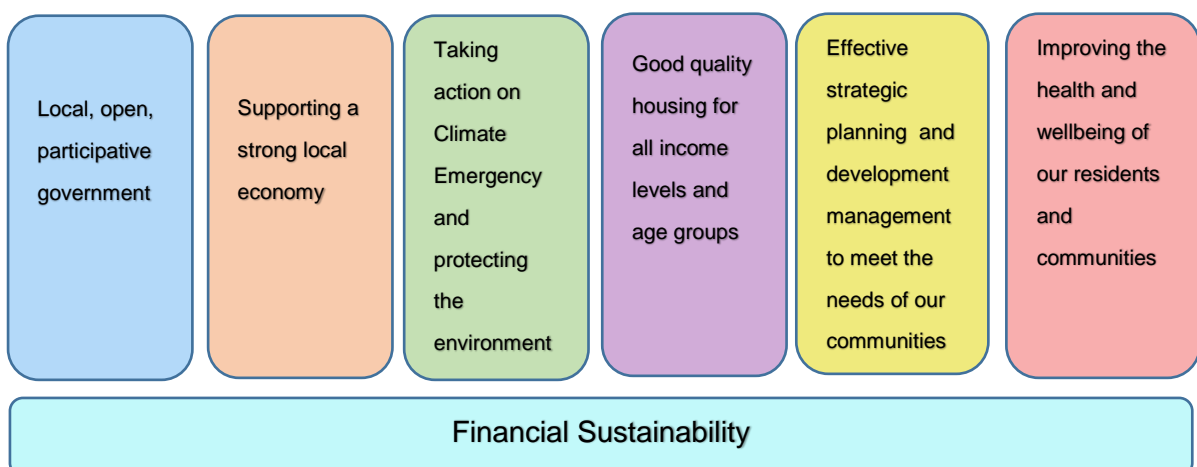
Waverley Borough Council is an authority which promotes and sustains:

- open, democratic and participative governance
- the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth
- high quality public services accessible for all
- a financially sound Waverley, with infrastructure and resilient services fit for the future
- a strong, resilient local economy, supporting local businesses and employment
- housing to buy and to rent, for those at all income levels
- effective strategic planning and development management which supports the planning and infrastructure needs of local communities
- a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet
- the health and wellbeing of our communities.

Our priorities:

- ✓ Local, open, participative government
- ✓ Supporting a strong, resilient local economy
- ✓ Taking action on Climate Emergency and protecting the environment
- ✓ Good quality housing for all income levels and age groups
- ✓ Effective strategic planning and development management to meet the needs of our communities
- ✓ Improving the health and wellbeing of our residents and communities

(for illustrative purposes only)



We cannot achieve our priorities without a sound financial future achieved by careful budgeting and a robust Medium Term Financial Plan. This will depend on making significant savings in expenditure in the next few years as well as securing new income, funding and grant opportunities.

We will deliver savings through a major change programme in the next three years as well as implementing robust Commercial and Investment Strategies. However, central government has a vital role to play in providing financial certainty for local government and we will be lobbying them to secure a fair and future proofed financial settlement.

Local, open, participative government

We are committed to an open, inclusive approach to communications and decision-making.

We will achieve this by:

- ✓ continuing to ensure easy access to council meetings either on-line or in person with opportunities for public speaking;
- ✓ encouraging participation in local democracy by everyone in the community including local forums to consider current issues.

A strong, resilient local economy

We will support new and existing businesses and seek to attract new enterprises and employment opportunities focusing on economic, social and environmental outcomes.

We will achieve this by:

- ✓ implementing Waverley's Economic Development Strategy 2018-32 and the Economic Development COVID-19 Action Plan 2020/21
- ✓ actively engaging and supporting local businesses, both large and small to understand business needs
- ✓ working with partners such as the Enterprise M3 Local Economic Partnership to promote the borough to new businesses and to identify sources of funding and support.

Climate Emergency and the environment

Our aim is to become a net zero-carbon council by 2030, encouraging carbon reduction and the promotion of biodiversity and sustainable homes, businesses and transport across the borough.

We will achieve this by:

- ✓ implementing Waverley's Climate Emergency Action Plan
- ✓ promoting reduction and re-use as well as recycling so as to achieve our targets on household waste and recycling

- ✓ promoting a pedestrian-friendly and cycle-friendly transport network
- ✓ taking action on air quality issues, especially those caused by vehicle emissions, and encouraging zero-carbon buses and taxis
- ✓ working with partners to ensure the environmental stewardship of our open spaces are of the highest quality including the promotion of biodiversity, rewilding and the phasing out of pesticide use other than in exceptional and defined circumstances
- ✓ making Waverley Borough Council a zero carbon organisation, including the offices and other assets, by working with staff and partners to implement carbon reduction schemes and other projects.

Good quality housing for all income levels and age groups

We will optimise the availability of housing that meets the needs of local people at all income levels and which is sustainable and energy efficient.

We will achieve this by:

- ✓ delivering Waverley's new Housing Strategy to ensure homes are the right homes in the right places and that they are truly affordable for those who need them
- ✓ preventing homelessness and meeting housing needs, including needs for supported accommodation and housing for older people
- ✓ working in partnership with social housing providers to deliver good quality homes, building and managing communities which are sustainable in the long term
- ✓ continuing to secure affordable housing on new developments in line with planning policy and ensuring developers meet their planning obligations.

We aim to be the best council landlord in the South East and to be acknowledged so by our tenants.

We will achieve this by:

- ✓ ensuring all our tenants have a safe, warm, high quality, energy efficient and affordable home
- ✓ providing services and support that our tenants need
- ✓ ensuring all new homes on council land achieve energy efficiency level A
- ✓ ensuring the service is financially robust to support improvements to our homes and the building of new homes

Effective strategic planning and Development Management to meet the needs of our communities

Our aim is to ensure that our Local Plan and neighbourhood plans are consistent with meeting local needs and protecting the natural environment.

We will achieve this by:

- ✓ delivering Local Plan Part 2 by December 2021

- ✓ supporting the production of Neighbourhood Plans which are consistent with local needs
- ✓ engaging with central government to influence the outcome of the 'Planning for the Future' proposals to safeguard good development in the borough
- ✓ spending the Community Infrastructure Levy fairly and transparently to deliver the strategic and local community infrastructure necessary to support growth

Major Projects

We will continue to work with Crest Nicholson and Surrey County Council to achieve the best possible outcomes for residents from the Brightwells regeneration scheme and we will support Dunsfold Aerodrome Ltd to deliver Dunsfold Park Garden Village.

Health and wellbeing of our residents

We will use our power and resources to protect the health and wellbeing of all our residents, especially our vulnerable residents, during the coronavirus pandemic and afterwards, to support the capacity of our health services and to mitigate the negative effects of the recession.

We will achieve this by:

- ✓ having robust business continuity plans in place to meet future emergencies and challenges to our ability to deliver services
- ✓ working closely with the Local Resilience Forum

Through the wide variety of services we provide we will seek to reduce health inequalities and support our communities by

- ✓ supporting affordable access to cultural, sports and leisure facilities, open spaces and recreational areas
- ✓ delivering improvements to services across the borough, focusing on health inequalities and where need is greatest
- ✓ continuing to support and work in partnership with our community stakeholders, voluntary and faith organisations to provide vital services to our most vulnerable residents
- ✓ working closely with Health, hospitals and general practitioners, social care and neighbouring councils through the partnerships already in existence to achieve a more joined up approach for the whole borough to improve the health and wellbeing of all our residents
- ✓ using our strategic housing and landlord role to provide healthy homes and to support and guide social housing providers in improving resident wellbeing
- ✓ supporting the most vulnerable in our communities, particularly those experiencing social isolation, loneliness and poor mental health
- ✓ paying benefits quickly and efficiently, in accordance with targets, to support those on low incomes
- ✓ supporting an increasing number of young people into employment through Waverley Training Services and apprenticeships

- ✓ improving and developing engagement through the Safer Waverley Partnership with all stakeholders to better control crime and anti-social behaviour

New Ways of Working

As a result of the coronavirus pandemic, we have had to adopt new agile ways of working which has brought a number of benefits.

We have been able to conduct our council meetings on-line whilst continuing to web cast them and we have enabled all our staff to work effectively from home. We will continue to embrace new technology to increase working efficiency through the delivery of our ICT Strategy. As part of this strategy we have formed a new centralised customer service team which will improve our capacity to respond to customers quickly and efficiently. Through our enhanced use of technology we can also reduce our reliance on paper by largely phasing out printed agendas and reports by December 2022, continuing and enhancing suitable arrangements where appropriate. This will support our cost reduction and climate and sustainability strategy but will be dependant on the control of the Covid virus and resumption of "live" meetings.

We will also continue to explore shared opportunities with other local authorities to work at scale where there are benefits to be achieved for our residents.

In order to meet changing circumstances we will embrace new ways of working whilst maintaining standards, improving public participation and caring for our staff.

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

EXECUTIVE COMMITTEE

1 DECEMBER 2020

Title: Carbon Neutrality Action Plan 2020-2030

Portfolio Holder: Cllr Williams, Portfolio Holder for Environment and Sustainability

Head of Service: Richard Homewood, Head of Environmental and Regulatory Services

Key decision: Yes

Access: Public

1. Purpose and summary

1.1. In September 2019, the Council joined a growing number of Councils that made a commitment to taking urgent action to address Climate Change and aim to become Carbon Neutral by 2030. We committed to becoming a carbon neutral council and doing everything in our power to ensure that Waverley is a zero carbon borough by 2030. Officers are working towards significantly reducing Waverley's impact on climate change and will strive to get as close as possible to carbon neutrality.

1.2. This report presents Waverley's Strategic Carbon Neutrality Action Plan 2020-2030 ([Annexe 1](#)) and the Climate Change and Sustainability Strategy (Annexe 2) bringing together input from all Council services and the wider public through a consultation that took place between September and October 2020. The action plan sets out the objectives and measures that will be taken in order to achieve the Councils carbon neutrality commitment. The Strategy is the overarching strategic document with links to all areas of work that have an impact on environmental sustainability.

1.3. The action plan will be a living document, the actions within it will evolve and change throughout its life as new budgets and external funding opportunities become available or changes in technology take place to permit further work.

2. The Strategy

2.1. The purpose of this Strategy is to provide an overarching framework to guide the Council in integrating and coordinating the principles of sustainability and the need to reduce carbon emissions across all its strategies, plans, policies and actions and, in turn, to influence and provide direction on sustainability issues to the businesses and residents of Waverley.

2.2. The Strategy Aims to "Promote and sustain a sense of responsibility by all for our

environment, promoting biodiversity, championing the green economy and protecting our planet.”

3. The Action Plan

- 3.1. The Carbon Neutrality Action Plan (CNAP) takes a holistic view of sustainability not only addressing energy and fuel consumption from council operations, but also the way we are managing waste, improving the quality of housing in the borough, improve air quality, using the planning system to deliver change and identify opportunities to offset carbon through managing greenspaces. Getting our house in order is an important element of the plan but also leading and encouraging the wider community to consider how they can become more carbon conscious in their daily activities.
- 3.2. The carbon impact of delivering all the actions contained within the action plan have not been fully quantified yet. This is due to the complexity of the work required and the wide variety of elements within it. We have set high-level targets that we will work towards reaching, by identifying the most achievable pathways. Whilst some of the actions are worked up enough to be able to demonstrate carbon savings from delivery, many are not yet at that point and will require further work. In order to prioritise resources and maintain focus the plan has been divided in Short, Medium and Long term actions. While our immediate efforts will be put in the short-term actions, we will continue planning for the medium and long-term ones. A “scoring” system for cost and carbon impact has also been introduced that uses broad assumptions to provide an indication of the scale of investment required and carbon saving achieved for each action.
- 3.3. The Council recognises the magnitude of achieving the 2030 net zero target and acknowledges that it has limited powers, responsibilities, resources and finances. Although our role as a community leader is a very important one, this ambitious target cannot be delivered without major changes in national policies, further funding availability and close working with key partners. The council’s role is to **deliver** where it can, to **enable** and **support** the community and partners to take action, to **lobby** and push change in policy, legislation and funding to enable carbon neutrality.
- 3.4. The journey to becoming carbon neutral offers great opportunities but also comes with many challenges and limitations, some of which are outlined below. While we have direct control over the environmental impact of the Council’s operations and assets there are still important decisions and considerations that have to be taken that will involve competing priorities.
 - 3.4.1. The Council is facing significant financial pressures therefore **budgets** will have to be considered very carefully. Energy efficiency comes with a cost and the Council will need to consider quality over quantity. In most cases though, energy efficiency also delivers a return on investment so those opportunities should be prioritised first.
 - 3.4.2. The Council has limited **resources** in terms of staff time and in-house expertise. Significant consideration should be given on how teams are resourced and equipped to deliver the commitments outlined within the

action plan. External consultancy support will be sought to develop the more technically complex elements of the action plan.

3.4.3. While there is a lot of innovation in **low carbon technologies** and renewables, most of it is not yet at a stage to be widely rolled out and in many cases unaffordable.

3.4.4. **Partner/stakeholder engagement** is a significant element of the action plan delivery and this comes with its own challenges, as different organisational priorities could be in conflict. The Council outsources its biggest services, which will require negotiation with contractors in order for them to share our carbon aspirations.

3.4.5. The Council and its residents will continue to rely on **grid gas and electricity** and until the grid can provide 100% green energy the task of becoming carbon neutral as a borough will be challenging.

3.5. The plan will be continually evolving and progress updates will be reported annually.

4. Public Consultation

4.1. To inform this important action plan the council launched a public consultation in September 2020 and invited the wider community to have a say in how it prioritise actions to become carbon neutral by 2030.

4.2. A total of 965 people responded to the consultation. Some of the key findings are summarised below. A more detailed summary is attached in (Annexe 3).

- 78% of participants felt it was “very important” and an additional 16.5% felt that climate change was “quite important”
- 94% would welcome more opportunities for recycling and upcycling to help them reduce their own carbon footprint
- 90% felt that the council and its contractors should switch to low carbon transport
- 90% felt that new council properties should be built to carbon neutral standards.
- Lack of infrastructure and facilities were seen as the greatest barrier to being environmentally friendly.
- 88% felt it is “extremely or very important” for the Council to lead by example and take action and 89% felt that the Council should prioritised reducing their own emissions first.

5. Funding the action plan

5.1. Financing the delivery of the CNAP will be a major hurdle to overcome. Over the coming year, the Council will work to explore different funding mechanisms, opportunities and investments to help support delivery of this Action Plan.

5.2. The Council allocated a budget of £100k to support the ongoing delivery of the Climate Emergency Action Plan and £200k that can be spent on specific projects. However, such an ambitious plan cannot be delivered by taxpayers money alone. Officers will have to be proactive in identifying external funding opportunities. Considering a carbon-offsetting fund from the Community Infrastructure Levy (CIL) contributions could also generate funding for the delivery of the carbon neutral plan.

5.3. Creating a ring-fenced budget from savings achieved through energy efficiency investment should also be considered carefully.

6. Governance

6.1. To succeed in achieving net zero carbon it is important to demonstrate leadership and adopt a strong governance structure for delivery. It is recommended that the following structure is put in place:

6.1.1. Executive Committee – will ultimately be responsible for the delivery of the action plan, making key decisions to enable progress.

6.1.2. Climate Emergency Board – chaired by the Environment Portfolio holder this strategic group will closely monitor the progress of the action plan and assist with removing barriers for delivery. The Board will meet quarterly and the outcomes of the meetings will be reported to the Executive in the same frequency or as appropriate. The following board membership is proposed:

Strategic Director(s)	Environment portfolio holder (Chair)
Environment Head of Service	Finance portfolio holder
Sustainability Team	Housing portfolio holder
Officers when required to provide progress updates within their area.	Economic Development portfolio holder
	Three other elected members from the existing advisory group

It is proposed that this group replaces the advisory group currently in place.

6.1.3. A Climate Emergency Officer Group is already in place consisting of heads of service and service managers and the sustainability team with the purpose of developing and delivering of the action plan. This group will meet every 4-6 weeks.

6.1.4. The Environment O&S committee will receive annual updates once the action plan has been approved.

7. Conclusions

- 7.1. Over the next 10 years, the Council will strive to become carbon neutral and this ambitious target will require a lot of change within existing practices and policies. Embedding carbon reductions in strategic decision-making, procurement, budgets and Council policies is a vital part of the action plan delivery.
- 7.2. The Council's role is to lead by example and support our community to reduce their impact on Climate Change, to raise awareness and attempt to influence national government to radically change policies. The delivery of the action plan will heavily rely on partnership working, external funding, government support and technological innovation.
- 7.3. The projects within the action plan require further investigation and quantification to offer a true reflection of the costs involved and this is not an easy or a quick task. Separating the action plan in Short, Medium and Long term actions will help focus on quantifying those actions that are likely to be delivered first, while at the same time continue developing the medium and long term actions. The action plan presented will be continually evolving and adapting to changes.
- 7.4. The journey to becoming carbon neutral could offer exciting opportunities but also carries significant challenges that will result in difficult dilemmas. The consultation feedback reassures that climate change and its impact is important to the majority of our residents and that reducing the council's own emissions should be a priority.
- 7.5. The delivery of the action plan will be funded through a combination of Council funds, external grants and funding opportunities.
- 7.6. Strong governance structure is important for the successful delivery of this action plan. An annual review of the plan with progress updates will be presented to Environment O&S in September 2021 and the Executive in October 2021.

8. Recommendation

It is recommended that the Executive:

- a. Approves final Strategic Carbon Neutrality Action Plan 2020-2030 attached in Annexe 1, including the high-level targets within it, and acknowledges that it will be an evolving document.
- b. Approves the final Climate Change and Sustainability Strategy in Annexe 2
- c. Endorses the governance structure proposed, including the membership of the Climate Emergency Board.
- d. Notes the responses within the consultation summary which is attached in Annexe 3.

9. Reason for the recommendation

To adopt the final Strategic Carbon Neutrality Action Plan 2020-2030 and the Climate Change and Sustainability Strategy.

10. Relationship to the Corporate Strategy and Service Plan

This report directly relates to the Climate Emergency Motion that the Council has identified as a top priority in its Corporate Strategy.

11. Implications of decision

11.1. Resource (Finance, procurement, staffing, IT)

The proposed 2020/21 budget includes £300k provided for climate change; £100k for ongoing costs of delivery of the action plan and £200k for one-off project costs. Currently, any further budget approvals will require a supplementary estimate or Waverley will need to achieve external funding such as grants, S106 or CIL funding.

Some projects may offer savings to Waverley, therefore improving the financial situation of the council; each projects financial impacts will need to be considered on a case-by-case basis.

Staff resource to support projects will be met within current staffing levels at this stage. Any additional requirements will be met from the project budgets.

11.2. Risk management

The target of becoming carbon neutral by 2030 will not be achieved without additional funding, resources and technological improvements. The Council will continue to lobby the government, seek external funding opportunities and exploit new technologies as the opportunity arises.

11.3. Legal

There are no direct legal implications in this report. The target to become carbon neutral by 2030 is not enshrined in law.

11.4. Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report.

11.5. Climate emergency declaration

This report is directly related to the Climate Emergency declaration. The Carbon

Neutrality Action Plan is the proposed path to achieving its target.

12. Consultation and engagement

An online consultation has taken place seeking the views of the residents and the wider community on the direction the council should take in terms of achieving carbon neutrality.

A Communications and Engagement strategy will be put in place over the next few months to plan further engagement with residents, businesses and the wider Waverley community.

13. Other options considered

None at this stage

14. Governance journey

- 3rd November – Executive briefing
- 11th November – Environment O&S meeting
- 1st December - Executive meeting
- 15th December - Full Council

Annexes:

Annexe 1 – Carbon Neutrality Action Plan 2020-2030

Annexe 2 – Climate Emergency Consultation summary

Background Papers

There are / are no background papers, as defined by Section 100D (5) of the Local Government Act 1972).

CONTACT OFFICER:

Name: Fotini Vickers

Position: Sustainability Manager

Telephone: 01483 523448

Email: Fotini.vickers@waverley.gov.uk

Agreed and signed off by:

Legal Services: Sophie Thorp - 27 October 2020

Head of Finance: Rosie Plaistow/Peter Vickers – 27 October 2020

Strategic Director:

Portfolio Holder: Steve Williams – 29 October 2020

This page is intentionally left blank

**Waverley Borough Council's
Strategic Response to the Climate
Emergency**

**Carbon Neutrality Action Plan
2020 - 2030**

Contents

FOREWARD FROM THE PORTFOLIO HOLDER.....	3
GLOSSARY	4
EXECUTIVE SUMMARY	5
INTRODUCTION AND PURPOSE.....	7
POLICY CONTEXTS	7
GLOBAL.....	7
NATIONAL.....	8
LOCAL.....	8
EMISSION BASELINE AND PROJECTIONS	8
ORGANISATIONAL BASELINE.....	8
BOROUGH WIDE BASELINE	10
TRAJECTORY	11
<i>Borough Wide targets.....</i>	<i>11</i>
<i>Organisational targets</i>	<i>13</i>
CARBON OFFSETTING AND SEQUESTRATION	14
THE PATH TO BECOMING CARBON NEUTRAL.....	14
VISION.....	14
THE COUNCIL’S ROLE	15
KEY PRIORITIES AND TARGETS	15
<i>Focus on Organisational Emissions.....</i>	<i>16</i>
<i>Focus on Active Travel and Air Quality</i>	<i>16</i>
<i>Focus on Energy Generation</i>	<i>17</i>
<i>Focus on the Built Environment (Housing, Planning).....</i>	<i>17</i>
<i>Focus on Waste and Resources</i>	<i>18</i>
<i>Focus on Land Use and Adaptation.....</i>	<i>19</i>
<i>Focus on Supporting a Green Economy</i>	<i>19</i>
ACTIONS.....	20
EMBEDDING CHANGE.....	21
FINANCE AND RESOURCES.....	21
PROGRAMME MANAGEMENT	23
CLIMATE EMERGENCY BOARD	23
CLIMATE EMERGENCY OFFICERS GROUP	23
ANNUAL PROGRESS.....	23
ANNEXE 1 – INDICATIVE ACTION PLAN.....	24
SHORT TERM ACTIONS – 2020-2023	24
MEDIUM TERM ACTIONS 2024-2026	32
LONG TERM ACTIONS 2027-2030.....	34

Foreword from the portfolio holder

Dear Waverley resident

On Wednesday 18th September 2019, Waverley Borough Council passed a motion which I moved on behalf of the Executive, declaring a climate emergency and committing the council to become a carbon neutral council by 2030. This action plan is a response to that declaration of a climate emergency.

Waverley Borough Council had never before declared a state of emergency of any kind, and this is significant. For this is not merely another policy initiative; it is an attempt to ensure we do everything we can as a council as part of a worldwide movement to reduce carbon emissions to a level which will keep global temperatures in check. In essence, we are doing our bit to avoid the utterly catastrophic events that will ensue should global temperatures rise by more than 1.5 degrees Celsius above pre-industrial levels. We are committed to lead by example in our response to the challenge of climate change and, in doing so, we shall do everything we possibly can to make Waverley a carbon neutral borough by 2030. Whilst the main focus of this plan is that of enabling Waverley Borough Council to become a carbon neutral council by 2030, we shall be bringing forward more detailed proposals for a zero-carbon borough by 2030 once these have been developed and agreed by the shortly-to-be-established Climate Assembly.

Being on an emergency footing means that everyone who works for or works with Waverley Borough Council should be aware of the carbon footprint for which they are responsible – and should be doing everything they can to reduce this carbon footprint to zero. Being on an emergency footing means that everyone who works for or with Waverley Borough Council should be doing everything in their power to influence others to reduce their carbon footprint and to influence other councils and private, public and third sector organisations to support us in our ambition.

Some of the actions we propose in this plan are easy to take and cost little to implement. Other actions are more difficult and more costly. Some will only be achieved through national government and Surrey County Council action and we shall work in partnership as appropriate to secure our goal.

Whatever the challenges we face over the coming decade, it has never been more important for our council to respond and play its part in the face of an impending climate catastrophe. We owe it to ourselves and to future generations.

Best wishes



Steve Williams
Portfolio Holder for Environment & Sustainability

Glossary

BEIS – Department for Business, Energy and Industrial Strategy

Carbon budget – Upper limit of carbon emissions associated with remaining below a specific global average temperature

Carbon Neutral – All carbon emissions are either eliminated or are offset by counteracting emissions through carbon absorbing projects. To become carbon neutral an organisation should be considering its own direct emissions as well as those created by suppliers.

CIL - Community Infrastructure Levy. Charge levied by local authorities on new developments which can be used to deliver infrastructure to support the developments in their area.

CO₂e – Carbon dioxide equivalent. Measure of global warming potential of various greenhouse gases.

Decarbonisation – the action of removing carbon from an activity or a sector

GHG - Greenhouse gases. Gases in the atmosphere which keeps the planet warmer than it would otherwise be including carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and Sulphur hexafluoride.

LULUCF – Inventory sector that covers emissions and removal of greenhouse gases from land use, land use change and forestry activities

NET – Negative emission technology. Technologies which can capture extract and store carbon dioxide

NIL – National Infrastructure Levy

PPA – Power purchase agreement. Agreement between the buyer and seller of electricity.

SAP or Standard Assessment Procedure is an energy rating procedure developed by BRE and based on the BRE Domestic Energy Model (BREDEM)

SCATTER – Setting City Area Targets and Trajectories for Emission Reduction

SCC – Surrey County Council

ULEV – Ultra low emission vehicle which emits less than 75g of carbon dioxide per km travelled.

Executive Summary

In 2019 Waverley Borough Council declared a climate emergency acknowledging the urgency to act and committed to becoming a carbon neutral council by 2030. The purpose of the Carbon Neutrality Action Plan (CNAP) is to provide a statement of the councils' areas of focus to achieve a carbon neutral borough. It offers a framework for change and will continually evolve as projects and actions are developed further.

We fully appreciate that meeting the target of carbon neutrality by 2030 will be challenging and it fundamentally dependent on the scale and pace of radical action nationally and funding streams from national government. However, it is extremely important that we do everything we can within our power to work towards achieving it.

The council has been recording its non-domestic greenhouse gas (GHG) emissions since 2008. By 2015 it managed to maintain its absolute emissions at the same level as 2008. We do recognise that more action is required now to rapidly move to a carbon neutral council. In 2015 the council's carbon emissions were 5,297 tonnes (t) CO₂e and this is the year which we will measure the progress of this action plan against.

The council's carbon responsibilities are not limited to non-domestic emissions. It owns 4861 social housing units with the responsibility to manage and maintain. By using the Standard Assessment Procedure (SAP) methodology, the emissions associated with the council housing stock in April 2015 were 11,983¹ t CO₂e and represent the total carbon emissions based on standard assumptions for occupancy and behavior.

Waverley Borough's overall carbon footprint was 577 ktCO₂e in 2015. This comprises domestic, transport emissions, as well as emissions from the industrial and commercial sector. An element of offset emissions from land use, land use

¹ Data from [Reduced data SAP methodology](#)

change and forestry (LULUCF) are represented as a negative figure. When looking more closely at borough wide emissions, the council itself only accounts for 1% of the total.

Waverley has a crucial role in tackling climate change. We have a role as community leader, to set an example by adopting policies and plans to effect change, while encouraging and influencing others. The council recognises the magnitude of achieving the 2030 net zero target and acknowledges that it has limited powers, responsibilities, resources and finances. The council's role is to deliver where it can, to enable and support the community and partners to take action, to lobby and push change in policy, legislation and funding to enable carbon neutrality.

Seven key priority areas have been identified each containing a number of high-level targets that will focus efforts to achieve the ambitious carbon neutral target. In order to prioritise resources the plan has been divided in Short, Medium and Long term actions. A scoring system for cost and carbon impact has also been introduced and uses broad assumptions to provide an indication of the scale of investment required and carbon saving achieved for each action. Quantifying the carbon impact of potential actions can be complex and will require ongoing commitment and effort. At this stage, it has not been possible to fully quantify the carbon impact of delivering each action contained within the plan, but this information will become clearer as each action is further developed. Embedding a carbon neutral culture within processes and policies is significant to sustain long term change. The council will review its practices and engage with staff, suppliers and contractors as well as residents and local businesses in order to actively influence change.

Becoming a carbon neutral council is a corporate priority as is ensuring that Waverley is financially sound with infrastructure and services fit for the future. This plan will require significant financial investment, which will come from a combination of sources, including council funds and grant funding. In many cases, there will be an associated return of investment from energy savings and those actions should be looked at as a priority.

This action plan will be a live document, continually updated to reflect further refinement, funding availability, policy and technological changes. It should be seen in the context of our sustainability policies which will set out the significant actions that Waverley Borough Council will need to take during the coming decade to mitigate the serious impact of the climate change that is already happening.

Introduction and purpose

On 18th September 2019 Waverley Borough Council noted the urgency to respond to climate change and declared a 'climate emergency' that requires urgent action.

The council:

- aims to become carbon neutral by 2030, taking into account both production and consumption emissions, and take a leadership role to achieve this working with other councils, including town and parish councils within the borough
- recognises that the achievement of the target will require central government to provide the powers, funding and other resources to achieve the target and therefore calls on the government to provide such powers, funding and other resources as appropriate to facilitate achieving the 2030 target

The purpose of the Carbon Neutrality Action Plan (CNAP) is to provide a statement of the councils' areas of focus to achieve a carbon neutral council by 2030. It offers a framework for change. We do not have all the answers yet, but we are committed to investing time and resources, as much as possible, to responding to the climate emergency by taking actions to deliver, enable and support a carbon neutral vision for Waverley.

Policy Contexts

Global

The United Nations Framework Convention on Climate Change (UNFCCC) and scientific community have identified that man-made climate change will have a severe human, environmental and economic impact. Global action is required to reduce greenhouse gas concentrations in the atmosphere to "a level that would

prevent dangerous anthropogenic interference with the climate system" (Article 2). In 2015 196 states signed the Paris Agreement which committed to dealing with greenhouse gas mitigation, adaptation, and finance. Under the Paris Agreement, each country must determine, plan, and regularly report on the contribution that it undertakes to mitigate global warming.

National

In 2008 the UK passed the Climate Change Act, which committed the UK to lower net greenhouse gases by at least 80% of the 1990 baseline. In 2019 the Climate Change Act was amended and the target to be carbon neutral by 2050 was set. This action plan is aligned with national policy and hopes to play its part in the delivery of the national agenda.

Local

Waverley is a large rural borough in southwest Surrey with a population of approximately 123,000 spread over four main population centres and surrounding villages. In 2019 Waverley Borough Council declared a climate emergency and committed to becoming a carbon neutral council by 2030 acknowledging the urgency to act. Surrey County Council (SCC) along with many other districts and boroughs across the county, also declared their commitment to act on climate change aiming to be carbon neutral by 2050.

Emission baseline and projections

Organisational baseline

The council has been recording its non-domestic greenhouse gas (GHG) emissions since 2008. The emissions measured are direct emissions from fuel combustion (Scope 1), indirect emissions from electricity purchased (Scope 2) and indirect emissions from energy consumption from all our outsourced buildings and service delivery (Scope 3). The adoption of the Carbon Management Plan in 2010 and the Energy Efficiency Plan in 2015 took the council through a carbon reduction journey. Since 2008 we have seen a natural growth in population and social housing provision, we have increased the service provision in several areas and by 2015 we

have managed to maintain our absolute carbon emissions at the same level as in 2008. We do recognise that more action is required now to rapidly move to a carbon neutral council. In 2015 the council's carbon emissions were 5,297 tonnes (t) CO₂e and this is the year which we will measure the progress of this action plan against. As shown in Figure 1, the majority of the council's emissions come from outsourced services and buildings.

The council's carbon responsibilities are not limited to non-domestic emissions. It also owns 4861 social housing units and has responsibility to manage and maintain them. Although the council has control over the quality of the buildings, it has little control over how the tenants choose to live with regards to sustainability

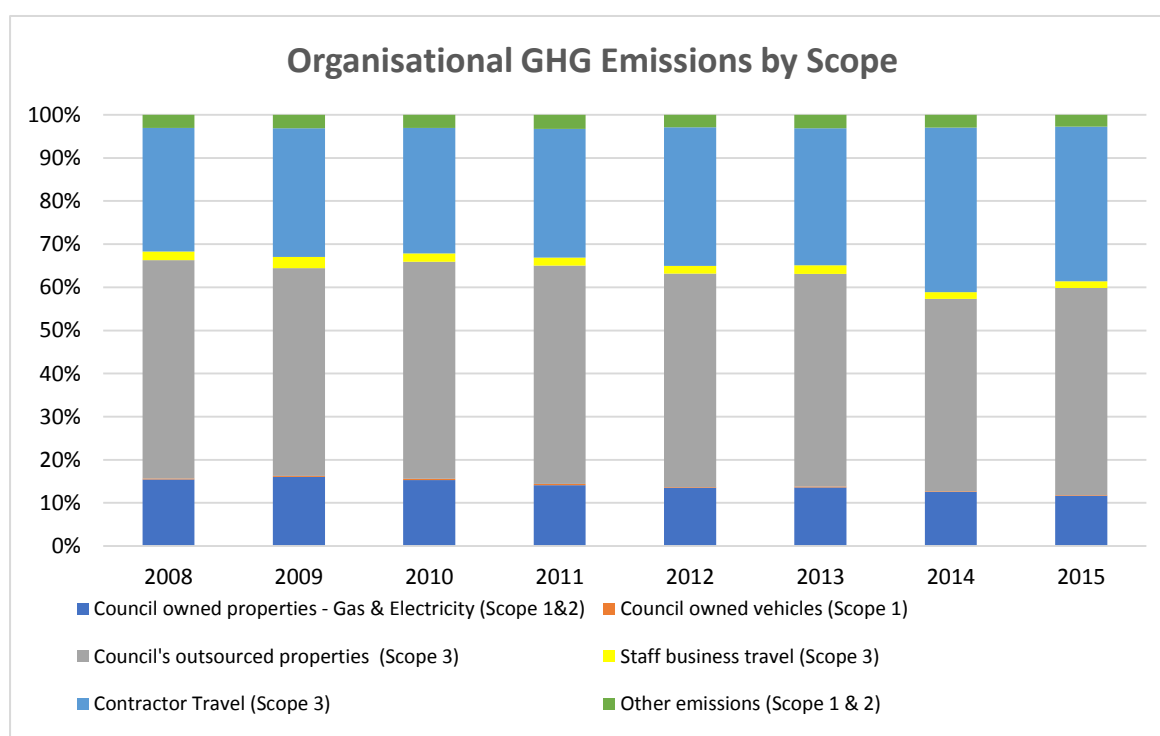


Figure 1. Organisational emissions

considerations. By using a Standard Assessment Procedure (SAP) methodology we are able to assess the energy performance of our social housing and set a baseline which we will use to measure improvements against. The emissions associated with the council's owned social housing in April 2015 were 11,983² t CO₂e. This figure represents the total carbon emissions based on standard assumptions for occupancy

² Data from [Reduced data SAP methodology](#)

and behavior. It therefore does not represent the actual carbon output from social housing. It is within Waverley's gift to retrofit council homes to make them as energy efficiency as possible. An engagement programme will be developed to encourage more environmentally conscious behaviours in order to reduce energy consumption, thereby cutting energy bills.

Borough wide baseline

Waverley Borough's overall carbon footprint was 577 ktCO₂e in 2015. This comprises transport emissions (40%), emissions from the industrial and commercial sector (20%), and domestic sector emissions (40%). Offset emissions in the borough from land use, land use change and forestry (LULUCF) were 61 ktCO₂e. Despite the 33% tree coverage across Waverley land use offsets only a minority of the borough emissions. The 2015 footprint figure will be the one used as a baseline which future emissions are measured against.

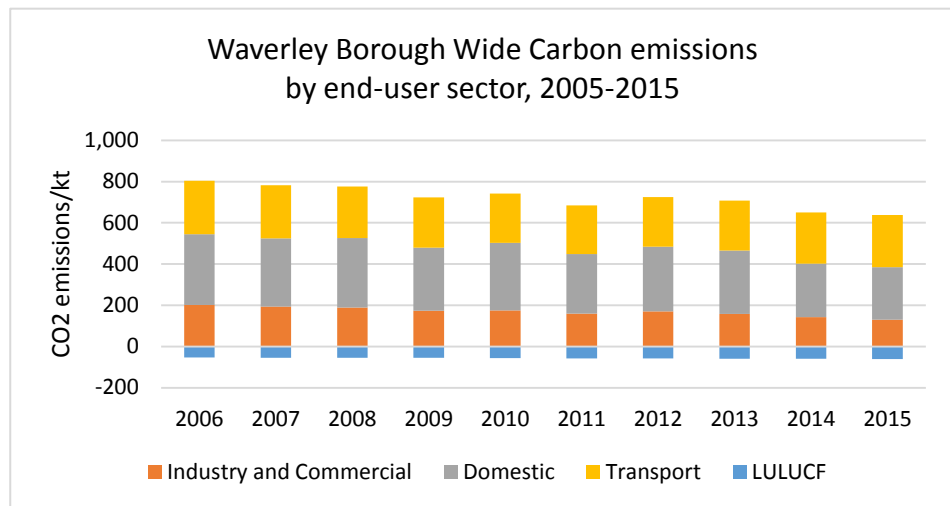
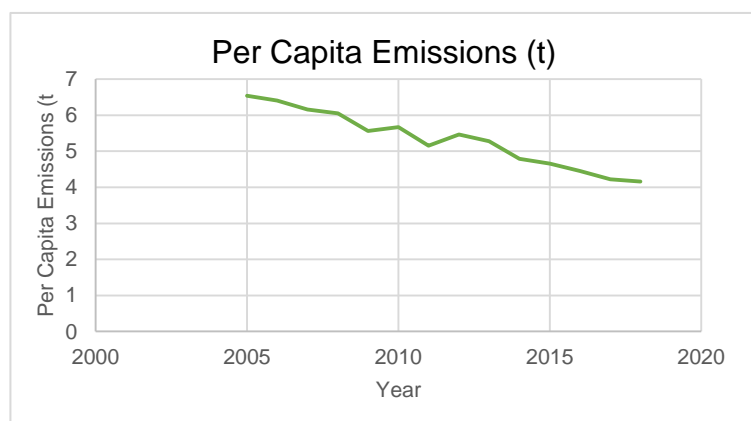


Figure 2. Carbon emission breakdown by sector.

Waverley Borough is in a period of growth with an increase in housing provision and naturally its population will also see an annual grow. As set out in the adopted Local Plan Part 1, the council will make provision for at least 11,210 net additional homes in the period from 2013 to 2032 (equivalent to at least 590 dwellings a year). Inevitably, the absolute figure for carbon emissions in the area is also likely to increase. An alternative way to measure the borough's carbon footprint is on an emission's per capita basis. This will demonstrate the



Page 54
Figure 3. Per capita emissions

emissions in the context of a growing population. In Waverley the per capita emissions have been steadily reducing since 2005 as shown in Figure 3 and in 2015 they were 4.7tCO₂e.

When looking closer at the borough wide emissions, the council itself only accounts for 1% of the total borough wide emissions. Although a relatively small contribution towards the area wide footprint it is still hugely important in terms of demonstrating leadership in the local community.

Trajectory

The Department for Business, Energy and Industrial Strategy (BEIS) funded a project to develop Setting City Area Targets and Trajectories for Emissions Reduction (SCATTER) to support local authorities with modeling area emission targets based on scenarios that are consistent with the United Nations Paris Climate Agreement. Using this methodology, it has been possible to set out the potential paths to achieving net zero carbon by 2050. The tool is based on several broad assumptions and considers technology and national policy as they stand at the moment. This tool is useful in providing indicative pathways but will need reviewing every few years when key assumptions within it are updated in line with technological developments and policy changes.

The full report on “Setting Climate Commitments for Waverley” can be available on request and the key conclusions are outlined in this section.

Borough Wide targets

For Waverley to make a strictly proportionate contribution to the delivery of the Paris Agreement (2050 target) it should stay within a maximum cumulative “carbon budget” of 3.6 million tonnes (MtCO₂) for the period of 2020-2100. In order to remain within this “allowance” a carbon reduction programme of mitigation measures should be put in place to achieve a minimum 13.4% year on year carbon reduction. If the proposed trajectory is followed it will be possible to achieve carbon neutrality by

2041, with 5% of the budget remaining. This action will require, national and local action. It cannot be achieved by the local authority alone.

Bringing forward the target date to 2030 will mean an average reduction in carbon emissions of 27% per year from 2016. Table 1 indicates the recommended reduction target milestones to a) meet the Paris Agreement and b) meet Waverley's ambitious 2030 carbon neutrality target both compared to the 2015 baseline.

Year	CO ₂ reduction for 2050 target	Indicative CO ₂ reduction for 2030 target
2020	23.6%	33%
2021	35.1%	40%
2022	43.8%	47%
2023	51.3%	53%
2024	57.8%	60%
2025	62.8%	67%
2030	81.9%	100%
2035	91.2%	
2040	95.7%	
2045	97.9%	
2050	99%	

Table 1. Recommended area wide CO₂ reductions

A key recommendation of the SCATTER report is that Waverley should encourage and deploy sustainable energy generation within the area and where possible influence

national policy on this matter. Managing land use and land use change and forestry (LULUCF) to ensure CO₂ sequestration where possible is also a key recommendation. These conclusions are helpful in setting Waverley's priorities over the next 10 years.

To be carbon neutral by 2030, there will need to be a net reduction of 38 kt of carbon year on year across the borough from 2015 levels. Figure 4 compares the recommended pathways as indicated using the SCATTER tool to meet the targets of the Paris Agreement as well as the indicative pathway to meet Waverley's ambition.

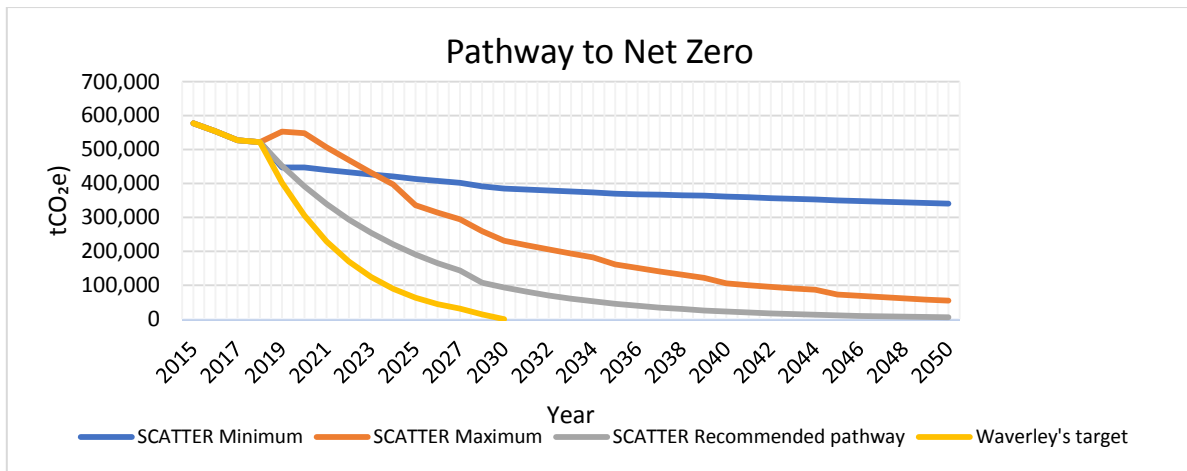


Figure 4. Borough wide pathways to net zero carbon

Waverley’s ambition is to become a carbon neutral council by 2030. We recognise that this will be extremely challenging in many ways. Technological development and the scale of the financial commitment will limit what can be achieved but we are determined to do everything within our powers to meet this target.

In order to create an indicative reduction pathway for the council’s own emissions, we have used the same methodology and principles presented above for the borough wide emissions. As recommended by the SCATTER tool, a 13.4% reduction year on year has been applied and Figure 5 illustrates the reductions required by the council to meet the 2050 carbon neutrality target as per the Paris Agreement. Bringing forward the target year to 2030 would result in a very ambitious trajectory to reflect the council’s climate emergency commitment.

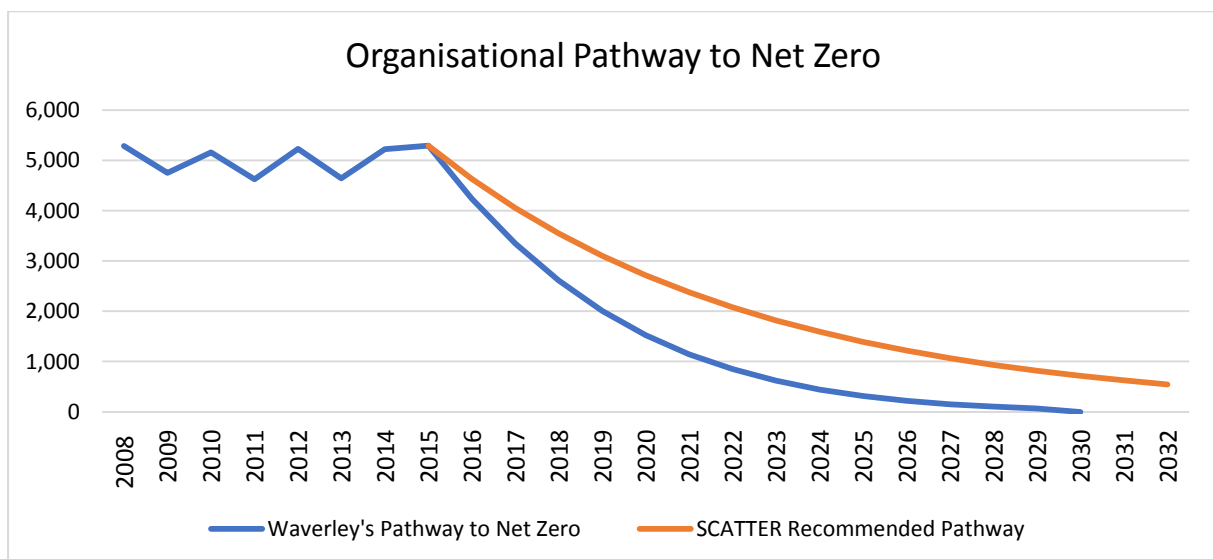


Figure 5. Waverley Council's indicative pathways

Carbon offsetting and sequestration

Offsetting is where carbon is removed from the atmosphere to help negate the emissions that are pumped into the air by human activities. If Waverley follows the SCATTER recommended pathway to 2050 neutrality there will be a shortfall by 2030. This is due to an expectation that domestic passenger transport will continue being in use to some extent, existing housing even if deeply retrofitted, will still have an element of heat loss and some new technologies essential to future decarbonisation will not be readily available until post 2030. We anticipate that new actions to offset carbon locally such as Negative Emissions Technologies (NETs)³ will close this gap. The council will investigate all possible options to sequester carbon locally including, tree preservation and afforestation, rewilding and improving land management to increase carbon in soil.

The path to becoming Carbon Neutral

We are committed to becoming a carbon neutral council and doing everything in our power to ensure that Waverley is a carbon neutral borough by 2030. We fully appreciate that meeting the target of carbon neutrality by 2030 will be challenging and it relies heavily on action beyond the council's control, but it is extremely important that we do everything we can within our power to work towards achieving it. It is important to note that the route to carbon neutrality for any local council is, in large measure, dependent on the scale and pace of radical action nationally and funding streams from national government.

Vision

Waverley's newly adopted corporate strategy outlines the council's vision. With regard to the climate emergency commitment the council is committed to:

Promote and sustain a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet.

³ Negative Emission Technologies;
https://unfccc.int/sites/default/files/resource/28_EASAC%20Report%20on%20Negative%20Emission%20Technologies.pdf

The Council's role

Waverley has a crucial role in tackling climate change. We have a role as community leader, setting an example by adopting our own policies and plans to effect change, as well as encouraging and influencing others. The council recognises the magnitude of achieving the 2030 net zero target and acknowledges that it has limited powers, responsibilities, resources and finances. The council is committed to reducing its own carbon footprint to zero, to champion businesses who also are actively working to reduce their carbon footprint, and to create both the infrastructure and provide the information resources to help the residents to reduce their carbon footprint be it personal, domestic or transport.

Many of the changes that will be required to achieve carbon neutrality will be the responsibility of others including public, private and third sectors and individuals. The council will work closely with partners in implementing this action plan by:

- **Delivering** actions where the council can directly deliver a defined outcome
- **Enabling and Leading** actions where the council's role is to facilitate delivery of defined outcomes, for instance changes to policy and provide a leadership role within the community
- **Supporting** actions where the council can encourage or contribute to the delivery of a defined outcome
- **Lobbying** actions where the council's primary role is to promote and push for change (policy, legislation or funding)

These categories will feature throughout each individual action within the action plan.

Key priorities and targets

In order to identify the key priority areas for this action plan we have considered the responses to a public consultation, we have reviewed Surrey's Climate Change Strategy and also reflected on the recommendations from the SCATTER report.

Ultimately, Waverley Councillors have set the strategic direction and officers have had an input on service specific capabilities. The key areas of focus as well as high level targets are outlined in this section.

Focus on Organisational Emissions

As a community leader the council will set an example and set high standards in becoming carbon neutral. Not only practically on its own estate but also across its policies, service delivery and investment decisions.

High level targets	<p>We will:</p> <ul style="list-style-type: none"> ➤ Identify pathways to reducing emission from our own buildings by 100% by 2030 ➤ Develop a plan to reduce emissions from travel by converting our fleet to 100% zero emissions including contractor vehicles through the procurement process ➤ Promote reduction and re-use as well as recycling, consistent with our aim to become a zero waste organisation by 2030 ➤ Ensure sustainable procurement practices throughout the council as part of the Council's Procurement Strategy ➤ Reduce car journeys for commute by Waverley staff by 60% by 2025 and promote zero carbon transport including active transport
---------------------------	--

Focus on Active Travel and Air Quality

Active travel offers the opportunity to minimise emissions but also reduces congestion and improves local air quality however Waverley is not responsible for highways or transport therefore will be somewhat restricted as to how much we can deliver ourselves.

High level targets	<p>We will:</p> <ul style="list-style-type: none"> ➤ Work with Surrey County Council to reduce volume of traffic on our roads and encourage a radical transformation of our transport infrastructure in favour of active transport. ➤ Produce and deliver a Low Emission Clean Air Strategy ➤ Work with partners to deliver a greenway network, connecting the main centres across the Borough by 2030
---------------------------	---

Focus on Energy Generation

Generating energy at source is a crucial element of achieving carbon neutrality. There will be more reliance on electricity in the future therefore renewable generation through domestic installations and community energy schemes will offer the potential to increase local energy generation. Identifying opportunities for large-scale schemes in the borough will be key.

<p>High level targets</p>	<p>We will:</p> <ul style="list-style-type: none"> ➤ Establish potential sites and identify funding models for renewable energy generation projects in the Borough by 2021 building on the Surrey County Council Land Use Strategy ➤ Identify opportunities for and facilitate community power generation in the borough
----------------------------------	--

Focus on the Built Environment (Housing, Planning)

The council owns 4861 properties and has a duty to maintain them to statutory standards. Although the council's direct responsibility lies with the performance of the building fabric it has no control over the behaviour of its tenants. Waverley is also an active developer, building new council homes in order to meet the housing needs of the local people. This offers an opportunity to lead by example and show the local development industry what is possible and show the public what they can demand from private developers.

Through the planning process the council is able to influence and control future development standards while balancing its other priorities.

<p>High level targets</p>	<p>We will:</p> <ul style="list-style-type: none"> ➤ Aim to adopt Local Plan Part 2 by December 2021 enabling us to apply a stronger suite of development management policies to deliver more sustainable development; produce a Supplementary Planning Document that will support carbon neutral developments by December 2021; and review the Local Plan in order to strengthen our planning policy requirements for sustainability by 2023. ➤ Ensure that explicit advice is provided to developers, consistent with our carbon neutral goal. ➤ Produce an Asset Management Strategy which will present a decarbonisation path for our existing council stock by November 2021
----------------------------------	--

	<ul style="list-style-type: none"> ➤ Ensure that all new council homes be carbon neutral by 2030 ➤ Adopt a new Housing Strategy by 31 March 2021 that will set objectives for carbon neutral affordable housing delivery during the term of the Strategy (2021-2026). ➤ Secure the budgets to enable all new-build council homes and estate regeneration projects to be built or retrofitted to a carbon neutral standard. ➤ Work with partners to facilitate the retrofitting of all buildings throughout the borough to carbon neutral standards.
--	---

Focus on Waste and Resources

Waverley is one of 11 districts & boroughs who are a part of Surrey Environmental Partnership (SEP) with Surrey CC. Waverley is a waste collection authority and Surrey are responsible for the waste disposal. Targets for recycling and waste to landfill have been set by SEP and the Surrey Waste Local Plan (2019-2033) sets out how and where different types of waste will be managed in the future.

High level targets	<p>We will:</p> <ul style="list-style-type: none"> ➤ Work with SEP and other partners to enable Waverley to become a zero waste borough, promoting reduction and re-use as well as recycling ➤ Reuse, compost or recycle at least 70% of collected waste by 2030 in line with SCC Waste Strategy ➤ Reduce residual household waste consistent with a 90% recycling rate, based on current waste targets. ➤ Work with Surrey County Council and the Waverley community to implement a domestic waste strategy centered on circular economy principles and innovative approaches to waste reutilisation and recycling, aiming to achieve a 15% year-on-year reduction in residual waste over the period of this plan ➤ Work with partners to reduce the volume of commercial and industrial waste, a large proportion of Waverley’s waste stream, in line with the proposed reduction in household waste.
---------------------------	--

Focus on Land Use and Adaptation

Offsetting by sequestering carbon will be essential; Waverley already has a 33% tree coverage. All forms of carbon sequestering will need consideration including selecting trees or hedgerows to plant that will maximise sequestering potential, improving land and woodland management practices and rewilding.

Changes in climate are already happening and Waverley will look to mitigate the impact it has already caused.

<p>High level targets</p>	<p>We will:</p> <ul style="list-style-type: none"> ➤ Produce a Tree and Hedgerow Planting Policy and Action Plan by 2021 to establish the sequestering potential in the borough. ➤ Produce a Green Infrastructure Policy by 2021 taking onto account the net zero commitment ➤ Develop a Climate Change Adaptation Strategy that will outline how the council will put measures in place to minimise the impact of our changing climate
----------------------------------	--

Focus on Supporting a Green Economy

Waverley is keen to promote the transition to economies that are low carbon and resource efficient.

<p>High level targets</p>	<p>We will:</p> <ul style="list-style-type: none"> ➤ Develop a strategy to provide incentives and support for local businesses to operate on a sustainable model and commit to becoming carbon neutral by 2030 ➤ Incorporate a preference for using local suppliers when procuring goods and services taking into consideration legal constraint within procurement rules ➤ Encourage the development of small, local sustainable businesses in the borough as well as a culture for shopping locally
----------------------------------	--

Actions

Quantifying impacts of potential action and developing a pathway for Waverley to become a carbon neutral can be complex and will require ongoing commitment and effort. This action plan will be a live document, updated annually to reflect policy and technological changes as well as funding availability. At this stage, the carbon impact of delivering the actions contained within it has not been fully quantified. Whilst some of the actions are worked up enough to be able to demonstrate exact carbon savings from delivery, many are not yet at that point and will require more work. In order to prioritise resources and maintain some focus we have chosen to separate our actions in short, medium and long term. While more effort will be put in the short-term actions, we will continue planning for the long-term ones too.

The action plan detailed in Annexe 1 contains 70 indicative short, medium and long-term actions which will contribute towards our carbon neutrality target. Each action is linked to the key priorities and targets outlined in the previous section. The role of the council in achieving each action is made clear and it defines the limitations of the successful delivery. There is also indication, in outline, whether those actions link to any other priorities of the corporate strategy.

A broad cost assumption has also been included in order to establish the magnitude of investment for each one. Low (£): £0- £50k, medium (££) is £50-£250, High (£££) is £250- £1m and Very High (££££) is £1m+. As and when more specific costs are identified the plan will be updated with actual figures.

It is not possible to provide a carbon impact of all actions at this stage. Further, detailed work will be required in order to produce a more definite assessment of the carbon reduction of each action within the plan. In an attempt to provide a high-level estimation, a carbon impact scale has been incorporated into the plan. This method will help identifying those actions that are likely to have the highest carbon reduction contribution and also those actions that will be more complex to quantify for various reasons. Low impact: reductions in council's own emissions of less than 1%, Medium: reductions in council's own emissions between 2%-5%, High: reductions in council's own emissions between 6%- 10%. Enabling, mitigation and lobbying

scoring has also been included for the actions relating to borough wide emissions. The carbon impact will be updated with specific figures as and when they become available.

Embedding Change

The council is committed to leading by example. This means making sure that the climate emergency is embedded in everything we do. Having recognised the climate emergency as our number one corporate priority. This section sets out the actions we will take to embed the carbon neutral culture throughout the organisation.

We will:

- include considerations for carbon implications for all projects considered for capital investment by the Council. (immediately)
- change the culture of the organisation and the wider community by providing climate literacy training to all Staff and Councillors (by 2021)
- engage with all suppliers and contractors and partner organisations through service level agreements to encourage a net zero carbon approach in their service delivery (ongoing)
- amend the council's contract procurement rules to ensure that all bidders are required to assess and document all measures they are taking to reduce the carbon footprint of their operations. The goal of carbon neutrality will form part of the evaluation criteria (by 2021)
- adopt an Climate Neutrality Communications Strategy to engage with Waverley staff, council tenants and the wider Waverley residents (by 2021)
- set up a Citizen's Assembly to encourage public participation in shaping the climate emergency agenda, securing agreement to develop a boroughwide plan for a net zero carbon borough by 2030, making clear the actions for Waverley Borough Council in its leadership role within the local community. (by 2021)

Finance and Resources

Becoming a carbon neutral council is a corporate priority as is ensuring that Waverley is financially sound with infrastructure and services fit for the future. This

plan will require significant financial investment. However, in many cases there will also be an associated return of investment from energy savings.

In order to achieve the objectives of this action plan the council will:

- Consider identified projects every year to coincide with capital budget setting. Whilst there are financial constraints, the council has developed a prioritisation methodology which covers a number of criteria including any ongoing revenue costs or savings, deliverability, the extent to which the proposed scheme meets the council's priorities and the environmental credentials of the project. Invest to save capital projects are encouraged and supported particularly when achieving a revenue payback of 5 years or less.
- Support divesting the pension fund from fossil fuel companies in order to support the wider movement towards carbon neutral as well as avoiding the risk of medium-term losses through stranded assets.
- Investigate the use of Green Bonds to provide the capital impetus to decarbonisation of the council's social housing and municipal buildings.
- use of Power Purchase Agreements (PPAs) to fix the council's long-term energy costs whilst supporting community energy that retains wealth in the borough and guarantees renewable, zero-carbon power generation

The council has already established a new role, the Sustainability Projects Officer as a commitment to the work that is required to support the delivery of the Carbon Neutrality Action Plan.

Waverley will continually look for external sources of funding as they become available to supplement the costs of projects. Currently there are many government funding streams available that we are actively looking to take advantage of.

We will also find ways to utilise the Community Infrastructure Levy (CIL) and the development of Allowable Solutions as a way of supporting the delivery of the carbon neutral vision. However, it must be noted that there may be potential challenges as a result of the introduction of a National Infrastructure Levy (NIL) in place of CIL over which Waverley Borough Council may have no control.

Programme management

To succeed in achieving carbon neutrality it is important to demonstrate leadership at the highest level. Good programme governance is key to making carbon neutrality effective in Waverley. The following structure will ensure a high level of commitment and management of this programme.

Executive Committee

The Executive will ultimately be responsible for the delivery of the action plan, making key decisions to enable progress.

Climate Emergency Board

A board will be established, ideally to assist with removing barriers and monitoring the progress on the action plan. Progress updates should be provided by each service throughout the year.






Climate Emergency Officers Group

An officers group is already in existence and will remain the vehicle to deliver this ambitious agenda. The members of this group are the individual project owners that are responsible for delivery of the projects within the action plan.




Annual progress



This action plan is intended to be a live document and will be updated frequently as required. An update of the action plan will be presented to Executive and Environment O&S Committee annually with the next update scheduled for October 2021 in order to align with budget setting processes for the following year.

Annexe 1 – Indicative Action Plan




Key:							
Council's Role		Indicative costs		Carbon impact		Co benefits-link to other corporate priorities	
D	Deliver	£	Low - £0-£50k	L	Low - <1% reduction in council's own emissions		Local, open, participative government
E	Enable and facilitate	££	Medium - £50k-£250	M	Medium – 2-5% reduction in council's own emissions		Supporting a strong, resilient local economy
S	Support and encourage	£££	High - £250-£1M	H	High – 5-10% reduction in council's own emissions		Good quality housing
L	Lobby	££££	Very High - £1M +	Enabling Lobbying Mitigating	Potential borough wide reduction - Yet to be quantified		Effective strategic planning and development management
							Improving the health and wellbeing

Short Term Actions – 2020-2023

Key focus area	No	Actions	Target date	Council's role	Indic. Cost	Carbon impact	Co-benefits
Organisational Emissions	O1	Work with SCC to map out opportunities for solar generation on Waverley assets and tree/hedgerow planting	2020	D	£	L	
	O2	Identify and resolve any barriers to use of existing Mod.Gov by all councillors and officers to access and use all committee papers electronically.	2021-22	D	£	L	
	O3	Full Council and Standards Committee to consider proposals for transition to 100% electronic provision of agenda papers. Any accessibility issues to be identified and resolved by Equality Impact Assessment.	2021	D	£	L	

	O4	Rethink Pilot - work with SCC to nudge behaviour to consider alternative ways for staff to travel to get to work.	2021	E	£	L	
	O5	Investigate the option of ULEV pool cars for business use and promote behavioural changes.	2020	D	££	L	
	O6	Replacing Borough Hall lighting: 12 fluorescent tubes with LEDs, including connections and controls.	2020	D	£	L	
	O7	Optimise the parking software system to minimize necessity to print documents.	2020	D	££	L	
	O8	Develop an Energy Performance Contract when procuring the new Leisure Centre management contract	2021-23	D	£	M	
	O9	Conclude the lighting replacement programme in Car parks with one final car park	2020	D	£	L	
	O10	Cranleigh Leisure Centre - Carry out an energy audit to establish what work would be required to build the new leisure center in Cranleigh as carbon neutral as possible. To include a step-by-step list of emissions versus costs.	2020	D	£	L	
	O11	Improvements in Energy Efficiency at Farnham Leisure Centre – <ul style="list-style-type: none"> • Install a 90 kW Combined Heat and Power Plant. Project details provided by a technical report • Installation of pool covers to reduce evaporation, heat loss from the pool will reduce the need for ventilation from the pool hall. • Replace 12 showers in the members changing rooms with ones that have reduced flow rate. • Fit insulation jackets on steel sand filters. 	2021	D/E	Approx. £300k	L	

	<ul style="list-style-type: none"> Replace the existing pool hall and gym windows with new triple glazing with a double soft heat reflective coating. Review operation of AHU and explore more efficient options. 					
O12	Haslemere Leisure Centre - Replace the existing Pool hall lighting with LED equivalents	2021	D/E	£	L	
O13	Edge Leisure Centre - Replace the existing sports hall lighting with LED equivalents. The energy savings are likely to be on the region of 50%.	2021	D/E	£15k	L	
O14	Work with Housing contractors to modifying response times or batching of work in areas on specific days to reduce travel costs. Especially important for trades that only have one or two operatives.	2021-24	D/E	£	L	
O15	Godalming Leisure Centre - Install a 90kw Combined Heat and Power Plant. Further work to be done on specification and costing.	2023	D/E	£250k approx	M - 150t	
O16	Woolmer Hill Pavilion upgrade – improve energy performance of the building with a view to make it carbon neutral.	2021	D	£110k	L – 15t	
O17	Develop a plan to work with all existing contractors to reduce their carbon footprint from fuel consumption and make explicit their goals in terms of carbon reduction.	2021	S	£	L	
O18	Modify procurement policies and present a revised procurement policy to Executive consistent with the promotion of sustainable and ethical trading for approval and implementation by January 2022.	2022	D	£	L	

Active Travel and Air Quality	T1	In partnership with SCC pilot the installation of on street EV chargers to encourage residents and taxi drivers to switch to electric vehicles. Promotion of chargers once in place	2020	S	£££	Enabling	
	T2	Review taxi licensing policy to encourage the use of ultra-low emission vehicles and introduce a maximum age limit for cars. Proposed targets are: <ul style="list-style-type: none"> From 1 January 2023 a new application to licence a taxi must be a ULEV. From 1 January 2027 new licences must only include zero emission vehicles Consultation January – March 2020	2020-21	D	£	Enabling	
	T3	Upgrade of the Eastern boundary footpath to be carried out. Path to be widened with sensitive lighting to improve access for all users and promote alternative transport options between North Farnham and the main central area. The footpath will connect to the current Southern boundary footpath.	2020-23	E	Initial budget £500k + £170k	Enabling	
	T4	Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centers are connected by dedicate cycle routes. <ul style="list-style-type: none"> Guildford- Godalming Greenway 	2020-23	E	£420k – initial budget Total cost	Enabling	 






		<ul style="list-style-type: none"> Farnham Cycle way Downs Link 			££££		
	T5	Continue the roll out of EV chargers in Waverley owned car parks to encourage the switch to electric vehicles.	2021	D	£-££	Enabling	
	T6	Introduce differential parking charges to incentivise electric car users.	2021	D	£	Enabling	
Energy Generation	E1	Work with partners to install Solar Panels over Waverley owned car parks which can supply the lighting and EV chargers.	2022	D	££££	M	
	E2	Review renewable energy options in senior living units to increase renewable energy generation to 100% by 2030.	2021	D	££	L	H
	E3	Undertake a feasibility study of an extensive (up to 2000 homes) PV (photovoltaic) panels and solar thermal installation programme.	2022	D	£ HRA	Enabling	H
	E4	Seek to purchase batteries to store electricity/ energy supplied overnight when it is cheaper. To supply offices or properties during the day or sell back to the National Grid. Explore opportunity to work with Pivot Power.	2022	D	££££	Enabling	
	E5	Investigate and implement opportunities for community energy projects in conjunction with other stakeholders, including not-for-profit organisations	2023	E/S	£££	Enabling	E
Built Environment	B1	Develop plans for alternatives to individual gas boilers in new and existing Council homes, based on a pilot scheme.	2022	D	£ HRA	L	H
	B2	Evaluate the stock condition data held to ensure it is robust enough to inform plans for energy efficiency. Take remedial action on any short falls identified.	2022	D	£ HRA	M	H W
	B3	Undertaken a stock condition / energy efficiency survey of all the senior living schemes to inform an asset management plan for the schemes	2022	D	£	L	H W


Page 73	B4	Desktop modelling exercise to ascertain current private sector stock conditions, including use of data from Experian, English Housing Surveys and Energy Performance Certificates. This will enable us to identify areas of interest for planned programmes of works to meet the carbon neutral commitment.	2021	D	£40k	Enabling	H
	B5	Review of Home Improvement policy for Private Sector Housing to increase the availability of grant aid for domestic energy efficiency schemes. Achieved by changes to list of eligible works and/or applicants' eligibility criteria.	2020	D	£	Enabling	H W
	B6	Work with Affordable Housing partners to meet climate change agenda in terms of incorporating good policy and practice on new affordable housing developments in Waverley.	2020	E	£	Enabling	H W P
	B7	Work with landscape consultants to develop Climate Positive Design for new council homes, developing carbon off-set opportunities in the materials used in hard landscaping and plants in soft landscaping.	2020-ongoing	D	£	L	H P
	B8	Continue to provide EV chargers to new build homes and introduce to refurbishment projects. Future proof parking bays by installing infrastructure so additional chargers can be added.	2020-ongoing	D	££	Enabling	H P
	B9	Review the design specifications for acquisitions and procurements to include opportunities to build carbon neutral homes – of Passivhaus standard or equivalent.	2022	D	£	H	H P
	B10	Review of Design Awards criteria to place greater emphasis on sustainability goals.	2021	S	£	Enabling	H P
	B11	Produce a Supplementary Planning Document that will support	2021	E	£	Enabling	H P

		developments consistent with the policy of carbon neutrality.				ng	
	B12	Produce a sustainability checklist for the use of officers and members for the review of planning applications in order to ensure that full account is taken of all criteria in relation to the consideration of planning applications.	2021	S	£	Enabling	H P
	B13	Produce a checklist for developers to audit sustainability in planning applications.	2021	S	£	Enabling	H P
Waste and Resources	W1	Investigate feasibility of a community composting scheme to reduce the necessity of garden waste collection	2021	D	£	Enabling	W
	W2	Introduce the kerbside collection of textiles & WEEE to promote recycling and reduce the need for residents to drive to bring sites.	2021	D	££	Enabling	
	W3	Develop a plan for becoming a zero waste borough through encouraging waste reduction and reuse as well as recycling both in respect of domestic waste and commercial and industrial waste.	2021	L	£	Lobbying	
Land Use and Adaptation	L1	Work with Parish and Town councils and relevant not-for-profit organisations to encourage local food production via allotments and community Farms.	2021	E/S	£	Enabling	E W
	L2	Investigate the opportunity to identify unused land that can be used for local food production.	2021	E/S	£	Enabling	E W
	L3	Provide a badge system for local (less than 30 miles) producers of food.	2022	E/S	£	Enabling	E
	L4	Adoption of policies that will enhance the natural environment such as: <ul style="list-style-type: none"> • Biodiversity policy and action plan. • Pesticide policy with a view to phasing out the use of pesticides • Tree /hedgerow planting policy taking a sustainable approach to 	2020	D	£	Enabling	



		planting, provide succession for tree stock that are able to cope with future diseases and pests and opportunity to offset carbon.					
	L5	Work with SCC to replace and renew the roadside verge with new and replacement plans, and the removal of stumps, refine grass cutting regime consistent with the highest biodiversity standards and promote rewilding.	2020	S	££££	Enabling	
	L6	Support the Wey and Arun Canal Trust in the renovation and upgrade of the canal path.	2021	S	£	Enabling	
	L7	Facilitate and support a multi-agency bid for some of the £33 million available for flood elevation schemes. Focus will be to utilise the concept of natural flood risk management achieving the objectives of lowering flood risk and planting trees and restoring marshland.	2021	S	£	Mitigating	
Green Economy	GE1	Develop a strategy to provide incentives and support for local businesses to operate on a carbon neutral model.	2021	E	£	Enabling	
	GE2	Develop a business award scheme to incentivise local businesses to become carbon neutral.	2022	S	£	Enabling	

Medium Term Actions 2024-2026

Key focus area	Actions	Date	Council's role	Cost indication	Carbon impact	Co-benefits	
Organisational Emissions	O19	Review the carbon implications of the grounds maintenance contract, from vehicles and equipment, at the next contract evaluation point in 2024. All vehicles to be zero carbon by 2030 as part of a phased programme.	2024 and 2029	D	£££	H	
	O20	Investigate the relocation the council office headquarters as part of a re-development of the Burys. Carbon neutral buildings should be prioritised.	2023-25	D	£	M	
	O21	Switch to green tariff at the end of the current energy procurement contract.	2024	D	£	L	
Active Travel and Air Quality	T7	Work with SCC and Town & Parish councils to introduce residential parking permits that encourage the use of electric vehicles.	2025	E	£	Enabling	
	T8	Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centers are connected by dedicate cycle routes. <ul style="list-style-type: none"> Godalming/Haslemere/ Farnham/ Cranleigh 	2025	E	££££	Enabling	
	T9	Introduce a bike hire scheme in all major hubs with allocated parking bays at railway stations, bus terminals, in town centers and at university and educational sites.	2025	E	£££	Enabling	
	T10	Introduce a pool of electric scooters across Waverley that can be used for short journeys, once legalised for use on roads and/or pavements.	2025	E	££	Enabling	
	T11	Investigate the option for uber buses to be available across the borough particularly in outlying areas not currently serviced by alternative public	2025	E	£££	Enabling	 

		transport. Extension of the Hoppa service to cover a wider population					
	T12	Investigate the introduction of bylaws to prohibit garden bonfires	2025	E	£	Enabling	
	T13	Investigate the possibility of having smoke control areas within Waverley. This will ensure only authorised fuels in approved appliances (exempted stoves) can be used	2025	E	£	Enabling	
	T14	Investigate working with businesses to encourage home working where appropriate and introducing charging for work place parking spaces and promote the switch to electric vehicles and the use of public transport.	2023	E	£	Enabling	
Built Environment	B14	Review the climate change policies within the Local Plan Part 1. Review due 5 years from adoption.	Feb 2023	E/S	£	Enabling	
Waste and Resources	W4	Encourage Surrey County Council to use its powers to stop fossil fuel mineral extraction in Waverley.	ongoing	L		Lobbying	

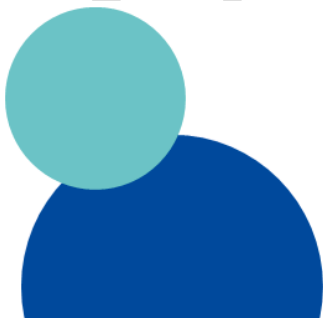
Long Term Actions 2027-2030

Key focus area	No	Actions	Date	Council's role	Cost indication	Carbon Impact	Co-benefits
Organisational Emissions	O20	<p>Renegotiate the spec of the waste contract, at the next contract break, to include:</p> <ul style="list-style-type: none"> Investigation of the implications of reducing bin collections. (Monthly bin collections for refuse / rather than fortnightly). Investigation of the implications of increasing the green waste collections at peak seasonal times. Additional collections of leaves can reduce the number of bonfires. 	2027	D	£££/ ££££	H	
Active Travel and Air Quality	T15	<p>Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centers are connected by dedicate cycle routes.</p> <ul style="list-style-type: none"> Connectivity to Milford, Elstead, Witley, Chiddingfold, Hindhead, Dunsfold, Bramley, Tilford, Frensham by 2030 	By 2030	E/S	££££	Enabling	 
Energy Generation	E6	Investigate the option for micro hydro electricity generation on rivers/ at mills within Waverley.	2025	D	£	Enabling	



Waverley Borough Council
**Climate Change and
Sustainability Strategy**

Latest version number: V1
Latest publication date: 21/02/2020



Document Information & Governance

Approval & Publication:

Approving Body	Approval route requirement	Publication Type	Publication requirement	Review frequency	Document owner	Next Review Date
Executive		External				

Version Control Information:

Version	Version Status (Draft, Approved /Published Internally or Externally)	Date	Version Comment	Version Author
V0.1	Draft		Creation of the document	Delma Bryant
V0.2	Draft		SMT & Portfolio Holder	Delma Bryant
V0.3	Draft		Portfolio Holder	Delma Bryant
V0.4	Draft		Executive briefing	Delma Bryant
V1	Published		1 st Publication	Delma Bryant
V1.1	Draft		In year corrections	
V1.2	Final Approved & Re-Publication		In year correction approval by Management Board	
V2	Final		Further amendments	Fotini Vickers

Impact Assessments and Consideration:

Impact Assessment Type	Required / Not Required	Date Completed	Impact Assessments and Considerations Comment	Assessment Owner
Equality Impact Assessment	Document is being produced in conjunction with the Climate Change Action Plan			
Health in all Policies				
Data Protection Impact Assessment				
Climate Change				

Table of Contents

Document Information & Governance	2
Executive Summary	4
Introduction	4
Vision and Aim	5
Climate Change and Sustainability	6
Objectives	7
National Context.....	9
Local Context	9
Action Plan.....	10
How it fits with other strategies.....	10
Implementation.....	10
Year on Year Targets.....	11
Climate Resilience	11
Air Quality	13
Sustainable Travel	14
Buildings and Energy Efficiency.....	15
Waste.....	15
Energy Generation.....	16
Countryside and Biodiversity.....	16
Planning Policy.....	16

Executive Summary

This document is the third strategy document since 2010 aimed at carbon management, energy efficiency and sustainability. It needs to be seen in the context of the council's declaration of a climate emergency on Wednesday 18th September 2019 and the subsequent action plan detailing actions the council will take over the next ten years as we aim to be carbon neutral by 2030.

Waverley is a growing borough however, it is vital that transport, developments and businesses are sustainable to ensure that whilst meeting the needs of the current generation we do so without compromising the ability of future generations to meet their own needs.

Waverley's Carbon Management Plan 2011-2015 targeted a reduction in CO₂ emissions of 25% by 2015. This was superseded in 2015 by the Energy Efficient Plan 2015-2020 which targeted a 3% reduction in emissions year on year. A number of projects including the installation of energy efficient boilers, solar panels on the Burys, LED lighting in our office and in our car parks and introduction of pool cars were completed to contribute to that target. Overall between 2008 and 2014 there was an 8.5% reduction in carbon emissions.

Previously, there has been a number of challenges including limited budgets, lack of political commitment, changes in service delivery and data accuracy. However many lessons have been learnt. Waverley has now made a political and organisational commitment to embed carbon reduction into all we do, consider energy efficiency at the start of projects, identify opportunities and plan ahead and implement robust data collection.

Introduction

The UK Climate Change Act 2008 sets a statutory target to reduce UK greenhouse gas emissions by 80% from 1990 figures by 2050. The Intergovernmental Panel on



Climate Change (IPCC) in their October 2018 report warned that it would take an international effort to limit global warming to 1.5°C. However humanity is falling far short of the action necessary to limit warming to even 2°C. To fail would result in increasing episodes of large-scale water and food shortages, widespread flooding, heat-related morbidity and large scale destruction of the natural world and its biodiversity. In May 2019, the UK Committee on Climate Change recommended that the UK Government respond by increasing their target to net-zero greenhouse gas emissions by 2050. The Government has now adopted this target and on the 1st May 2019 the House of Commons passed a motion declaring a national climate change emergency.

On 18th September 2019, Waverley Borough Council unanimously declared a Climate Emergency and committed itself to being carbon neutral by 2030 to help reduce the risk of temperatures rising in excess of 1.5°C. Whilst many solutions to climate change need to be tackled at a national or international level, all levels of government, communities, businesses and individuals have a role to play in addressing climate change. The council has a key role to play in mitigating the effects of climate change – both as a community leader and through the services, we provide. We will focus on doing all we can to prevent climate change by reducing our emissions on our sites and in the services we provide; we will ensure our services are resilient and adaptable enough to respond to the impacts of climate change; and we will provide community leadership so that residents and businesses are able to get involved in preventing climate change rather than simply preparing for it.

Vision and Aim

Waverley's newly adopted corporate strategy outlines the council's vision. With regard to the climate emergency commitment the council is committed to:

Promote and sustain a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet.

Our aim is to become a net zero-carbon council by 2030, encouraging carbon reduction and the promotion of biodiversity and sustainable homes, businesses and transport across the borough.

We will achieve this by:

- ✓ implementing Waverley's Carbon Neutrality Action Plan 2020-2030
- ✓ promoting reduction and re-use as well as recycling so as to achieve our targets on household waste and recycling
- ✓ promoting a pedestrian-friendly and cycle-friendly transport network
- ✓ taking action on air quality issues, especially those caused by vehicle emissions, and encouraging zero-carbon buses and taxis
- ✓ working with partners to ensure the environmental stewardship of our open spaces are of the highest quality including the promotion of biodiversity, rewilding and the phasing out of pesticide use other than in exceptional and defined circumstances
- ✓ making Waverley Borough Council a zero carbon organisation, including the offices and other assets, by working with staff and partners to implement carbon reduction schemes and other projects.

Climate Change and Sustainability

Sustainable development is defined¹ as development that meets the needs of the present without compromising the ability of future generations to meet their needs.

For Waverley to be a sustainable council, it is important that we do all in our power to safeguard our environment for present and future generations and play our part in promoting biodiversity as well as making our contribution to preventing the extremely serious consequences of severe climate change through carbon reduction strategies.

Waverley Borough Council's challenge is to play its part in local, regional, national and international efforts to become carbon neutral and support the efforts of households, businesses and other local organisations in Waverley to do the same whilst, preparing for the possible impact of unavoidable climate change.

¹ The Brundtland Commission

Whatever action is taken over the next decade, climate change will seriously affect the social, economic and environmental well-being of Waverley's communities and businesses. The extent of the damage to be mitigated and the cost of the mitigation measures are dependent on what is done from now to bring down net carbon emissions. However, there will be unavoidable damage and unavoidable costs of mitigation.

As a public sector organisation the council has a responsibility to look after the local environment and the people in the borough, including those who are most vulnerable. The council will therefore need to ensure that the services delivered avoid the worst impacts.

The council will prepare for extreme weather events including: increased temperatures with risks to health from heat waves, increased risk of wild fires, greater pressure on water resources, surface water and fluvial flooding and damage to existing natural habitats.



Many of the council's services are likely to be impacted by the predicted increase in magnitude of weather events and the council will now begin planning how to incorporate resilience building to maintain future service provision. By future proofing our services the council will aim to avoid increasing common costs in relation to extreme weather events such as service downtime or damage to physical resources.

Objectives

The council as a consumer of resources, a service provider and a community leader, has a key role in leading Waverley's communities towards sustainable and lower carbon lifestyles and enabling moves to adopt them. As outlined



above, in September 2019 WBC declared a Climate Emergency and committed to becoming carbon neutral by 2030.

To meet this objective the council will:

- take into account the potential impact on the climate and the environment in all Council decisions. This will be embedded in strategic decision making, budgets, approaches to planning decisions and through updates to policy and guidelines;
- require as part of the procurement process that the environmental impact of service provision is considered alongside financial and ethical considerations. This should include, steps to be taken to minimize/offset the carbon impact and ensure that 100% renewable energy and low or zero carbon technologies are used where possible;
- reduce its dependence on fossil fuel energy to zero by 2030 by incorporating efficient and zero carbon technologies in the council owned properties and fleet;
- actively encourage all Councillors, Officers and Services to work with other services, contractors, businesses and residents to reduce their emissions;

- consider carbon offsetting to mitigate carbon emissions that cannot be avoided.
- produce a Carbon Neutrality Action Plan to guide the route to carbon neutrality, modifying the actions as appropriate in order to keep on track with the year-on-year targets for carbon reduction.

National Context

In 2008 the UK passed the Climate Change Act which committed the UK to lower their net UK carbon account for greenhouse gases by at least 80% of the 1990 baseline by 2050. In 2019 the Climate Change Act's targets were revised setting a new target of net-zero emissions by 2050.

Local Context

On 18th September 2019 Waverley noted the urgency to respond to climate change and agreed the following:

- Waverley Borough Council declares a 'Climate Emergency' that requires urgent action.
- Waverley Borough Council aims to become carbon neutral by 2030, taking into account both production and consumption emissions, and will take a leadership role to achieve this working with other councils, including town and parish councils within the borough.
- Waverley Borough Council recognises that the achievement of the target will require central government to provide the powers, funding and other resources to achieve the target and therefore calls on the government to provide such powers, funding and other resources as appropriate to facilitate achieving the 2030 target.
- Officers are required to provide to the Executive, within six months of the date of this decision, a report on the actions the council can take to address these issues together with an action plan, specifying year on year milestones and metrics to show progress towards achieving the goal of carbon neutrality by 2030 noting any additional costs that might be involved.

The adoption of the Carbon Management Plan in 2010 and the Energy Efficiency Plan in 2015 took the council through a carbon reduction journey. Since 2008 we

have seen a natural growth in population and social housing provision, we have increased the service provision in several areas and by 2015 we have managed to maintain our absolute carbon emissions at the same level as in 2008.

Action Plan

The Carbon Neutrality Action Plan 2020-2030 provides a statement of the councils' areas of focus and pathways to achieving a carbon neutral council by 2030. It is intended to be a live document that will continually evolve and it will be formally reviewed annually to report on progress.

How it fits with other strategies

The Climate Change and Sustainability Strategy is an overarching framework bringing together existing areas of work.

Biodiversity Policy	Electric Vehicle Strategy
Tree Planting Policy	Green Spaces Strategy
Air Quality Action Plan	Contaminated Land Strategy
Pesticides Policy	Local Cycling & Walking Infrastructure Plan
Waverley Borough Council Cycle Plan Supplementary Planning Document	Single Use Plastic Policy

Implementation

The implementation of the strategy and action plan will begin in 2020. The strategy and the actions to deliver the strategy will be reviewed annually to monitor the progress and identify new and emerging priorities. Results will be published on the council's website.

Year on Year Targets

Carbon reduction will be reviewed annually to monitor progress against the net zero carbon target by 2030.

Climate Resilience

Climate Change is likely to lead to an increase in extreme weather patterns. Winters are expected to be wetter with high intensity rainfall over prolonged periods of time leading to surface water, groundwater and fluvial flooding. Summers will be hotter and drier which could result in droughts and an increased the risk of wildfires.



A more resilient Borough:

Waverley is aware that resilience can be increased during both the disaster preparedness phases and the disaster response phases. In the same way that we maintain a state of preparedness for other events and catastrophes we would otherwise wish to avoid, we shall continue to make contingency plans for events arising from the failure of world governments to act to heed the warnings of climate scientists.

At a Local Authority level, resilience can be increased through the following means: planning, multi-agency working, risk assessing, identification of vulnerable people, warning and informing and facilitating the action of the local public to protect themselves. To mitigate against economic and energy risks, local generation of renewable energy through community energy projects should be facilitated.



To mitigate the risk from flooding the council will work with the Environment Agency and Surrey County Council (SCC) through the flood risk partnership board to ensure areas within Waverley which have a high frequency flooding receive the protection to reduce the impact.

Waverley sees the benefits of natural flood risk management during the preparedness phases. This management system has been proven by other projects across the UK as not only an effected way of slowing run-off and fluvial flow rates, but also proved that emission heavy, hard engineering is not always necessary.

Mitigating the risk of drought and wildfires means the council working with Public Health England (PHE), the NHS and Surrey Fire and Rescue Service (SFRS). PHE currently provides guidance on drought action and Waverley will be looking to them to lead on diagnosing the medical impacts on residents of extreme heat. Waverley will play a key role in communicating with residents how to protect themselves from extreme heat. SFRS and the County Council will be consulted on what measures the council can help facilitate in order to prevent fire and increase awareness and education on wildfire.

The Civil Contingencies Act (2004) ensures that this Council will continue to invest and engage in emergency planning and resilience building as per its statutory duty. By working with the Surrey Local Resilience Forum, Waverley will have access to all stakeholders working to build resilience to extreme weather events.

A more resilient Council:

Waverley acknowledges that larger magnitude weather events will cause disruption at a higher level than seen before, resulting in a need for assurance that the council can continue to function during such periods.

In order to adapt to increased weather events in both frequency and magnitude Waverley must ensure its business continuity practices adapt to increase its ability to cope with downtime. Through the creation of a business continuity, management

system Waverley is able to calculate the minimum level of service it can provide with certain staffing and infrastructure available.



This will involve encouraging flexible working, building on the practices of remote working during the Covid-19 pandemic and remove a reliance on systems and infrastructure which can easily be impacted by weather events. The result should be an organisation that can adapt and through planning, has multiple ways of continuing a certain level of service, no matter the event type.

Council buildings can be made more resilient to interruptions in supply of electricity from the national grid by adding PV and battery systems to council buildings, creating an “electrical gateway” which allows the buildings’ electrical circuits to island from the grid during power cuts with the battery continuing to supply power, allowing normal operations to continue uninterrupted.

Air Quality

Air quality and climate change are closely interrelated with many common air pollutants. The Environment Act 1995 requires local authorities to check local air quality against objectives set to protect human health. Where the objective is exceeded an Air Quality Management Area (AQMA) is declared.

There are two AQMAs (Farnham and Godalming) in Waverley area due to traffic causing annual average nitrogen dioxide levels to exceed the air quality objective at relevant receptors.

The main sources of air pollution in Waverley include:

- Road transport; private vehicles, public transport, taxi’s and private hire vehicles, HGVs (delivery and service vehicles)
- Buildings; heating and cooling of homes and workplaces
- Construction; dust and emissions from construction and demolition activities including non-road mobile machinery

- Wood burning, such as garden waste bonfires and domestic wood burning (open fireplaces and stoves)

Sustainable Travel

Transport was the largest emitting sector of Waverley greenhouse gas emissions in 2015. Whilst the council has less control over public transport as those responsibilities are with the national government and SCC, it will take action within its own powers in support of electrification and hydrogen alternatives and more sustainable transport while lobbying SCC and government as appropriate.

The council can however influence the reduction of emissions directly by:

- encouraging council staff to look at alternative ways of travelling to work based on a Transport Impact Hierarchy;
- working with towns and parishes and our neighbouring councils to increase the number of cycle paths in key areas across the borough and providing good quality cycle parking close to key destinations;
- reducing business travel by adopting a range of infrastructure and behavioural changes;
- asking contractors to contribute to the carbon neutral goal when they update their business plans and ensure that climate resilience is built into their forward plans;
- promoting taxi drivers transitioning to more energy efficient cars and electric vehicles as well as changing licensing requirements as appropriate;
- encouraging drivers in Waverley to switch to electric vehicles and other low emission vehicles by the roll out its own EV chargers and any alternative energy sources that subsequently become available across the borough in our car parks, developments and leisure centres and lobbying large businesses to install workplace chargers;

- requiring the provision of EV chargers for new developments through the planning process;
- supporting the development of a Local Cycling and Walking Infrastructure Plan (LCWIP) for the borough, following DfT guidelines;
- updating the Cycle Plan Supplementary Planning Document (2006);
- ensuring that planning powers are used as far as is possible to promote sustainability.

Buildings and Energy Efficiency

The council will carry out energy audits to identify opportunities for energy conservation, efficiencies and cost savings. The audits will enable the council to develop energy investment strategies for its facilities. Long term plans will be developed to reduce emissions and improve the energy efficiency when retrofitting Council owned properties and build carbon neutral new homes.

The roll out of LED lighting will continue in our properties and car parks where suitable and an electric vehicle charger infrastructure will be expanded across key car parks, on council owned developments and in a joint pilot with SCC on residential streets.

Waste

Waverley will embed reduce, reuse, recycle into everything waste related. There will be campaigns aimed at residents, businesses and schools to encourage an overall reduction in waste. To support the efforts to recycle the council will expand its kerbside collections to include textiles and Waste Electrical and Electronic Equipment (WEEE). Within the council offices, a Single Use Plastic policy will aim to remove all single use plastic from our operations.



Working with SCC and our contractors the council will ensure waste and recycling operations are conducted in the most sustainable way and look for opportunities to reduce emissions.

Energy Generation

Waverley will look at ways to increase renewable energy generation and use both on its own properties and within its requirements through the planning process. the council will maximize opportunities to install solar panels on Council owned assets.

Countryside and Biodiversity

The council will improve and protect the biodiversity and ecology of their green spaces and protect them against the negative impacts of climate change. Tree planting and biodiversity policies will be prepared and delivered to ensure they are considered both in policy and practice across the council's services.

The management of green spaces will incorporate extensive rewilding, habitat/pollinator friendly trees, scrub and flowers. Measures of biodiversity and bio abundance will be used to monitor progress.



Planning Policy

The council's Planning Department through their processes will use the legislation, Local Plans and Supplementary Planning Documents to ensure developments are sustainable, energy efficient, use renewable energy and Passivhaus standards where possible.

Climate Emergency Action Plan Consultation 2020

An online consultation was carried out on the Climate Emergency Action Plan for 10 weeks between August and October 2020. 960 people responded to the online consultation and 9 additional emails were received.

Requests to take part in the consultation were shared with town and parish councils, businesses, Waverley tenants, Councillors and staff members as well as shared in the local news and on social media. Regular social media posts reached 140,500 people across Twitter, FB, Instagram, LinkedIn.

Nine main questions were asked to help focus and prioritise the Climate Emergency Action Plan. Responses below.

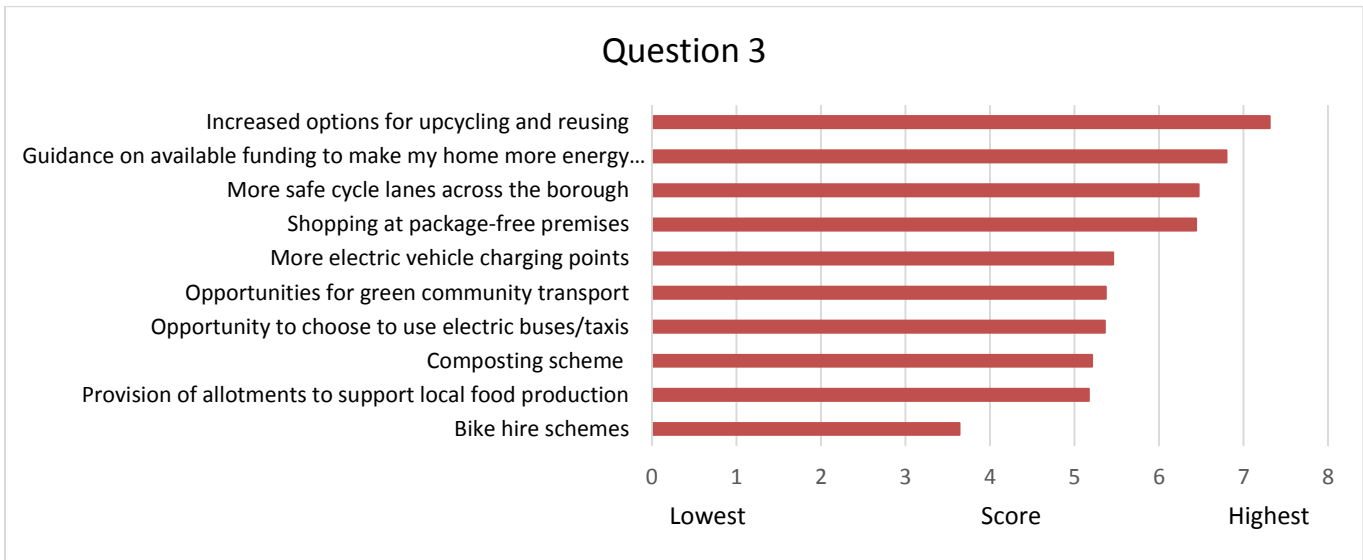
Q1 How important is climate change to you?

Very important – 76.95% and Quite important – 16.42%

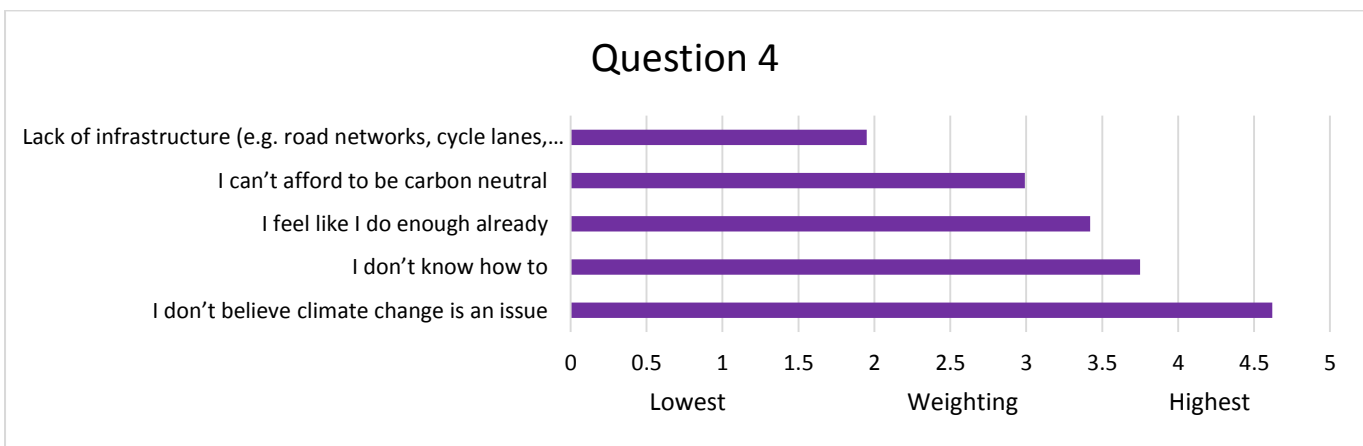
Q2 Are you more concerned about the impact of climate change now than you were 12 months ago?

Yes – 73.02%

Q3 What do you think would help you to reduce your own carbon footprint? Highest score most important.



Q4 What is currently preventing you from being more environmentally friendly? Lowest weighting most important



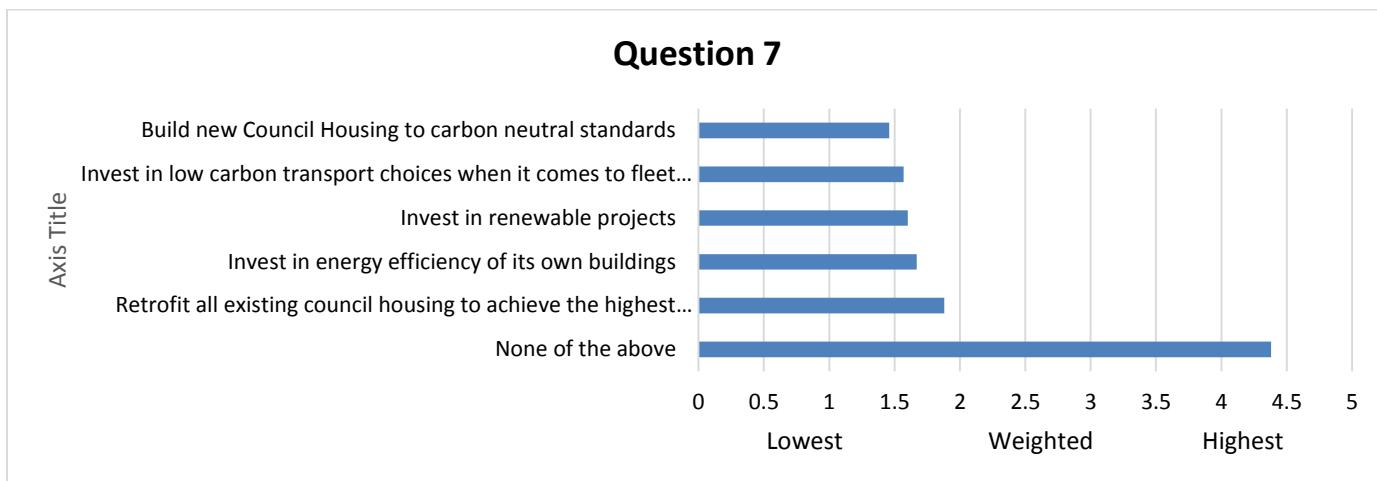
Q5 How important do you think it is that local councils should lead by example and take action on climate change by declaring a climate emergency and producing a climate change action plan?

Extremely Important – 69.33% and Very important – 18.57%

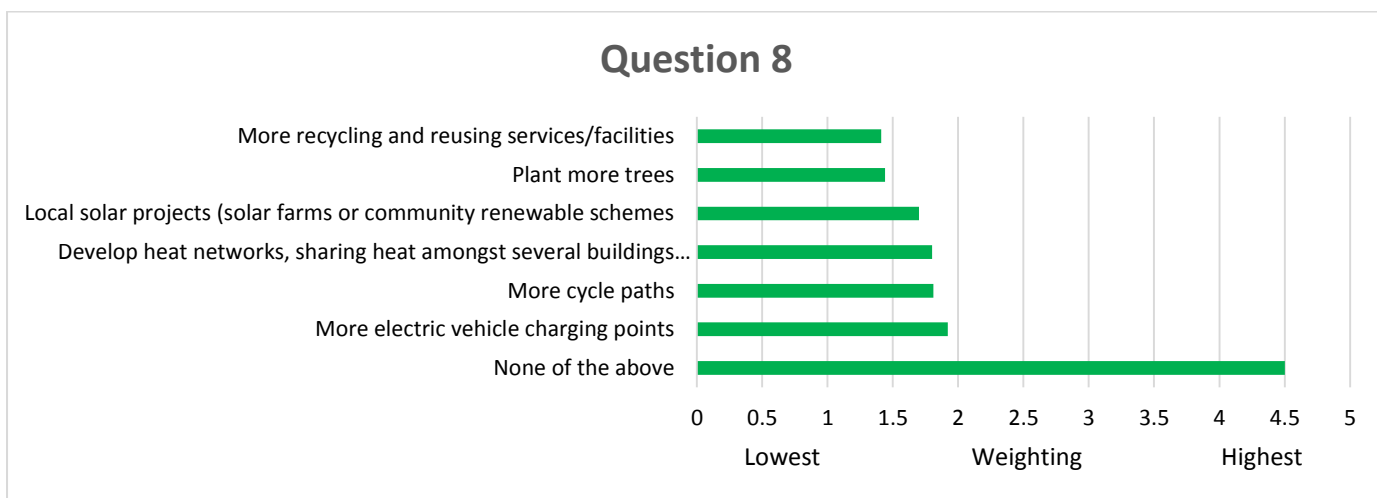
Q6 Do you think Waverley Borough Council should tackle its own emissions as a priority?

Yes – 89.10%

Q7 In order to achieve carbon neutrality by 2030, the council will need to change the way it provides some council services. Do you agree with the council doing the following? Lowest weighting most important

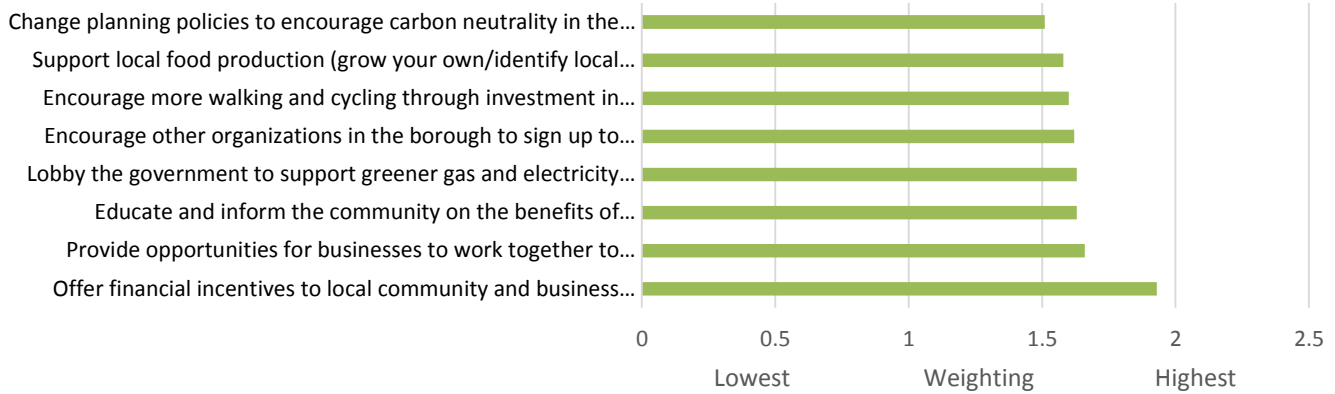


Q8 Some of the future climate change actions are likely to involve the borough changing. Do you agree or disagree with the following changes? Lowest weighting most important



Q9 How do you think the council can best support communities to tackle climate change and increase sustainable activity in the borough? Lowest weighting most important

Question 9



As well as the main questions, there was an opportunity to make general comments on the action plan. 503 comments were received across all aspects of the action plan and strategy.

- 53 people took the opportunity to support the climate change action plan and declaration whilst 9 did not.
- A major concern was the cost implication not only for the council but also for already struggling residents. 39 people felt it was just not affordable, services would suffer or council taxes would have to rise which only 1 person felt they would be happy to pay.
- Transport was highlighted by many with 24 asking for improved public transport across the borough including electric buses, 21 asked for more electric vehicle chargers and 15 asked for better paths/segregated paths for pedestrians. Whilst 42 asked for improved cycle paths and promotion of cycling 10 people opposed this with 2 saying that public transport or walking should take priority over cycling.
- Tree planting was also supported with 10 asking that we plan more trees, however 2 people asked that we preserve/manage existing woodlands better. 3 people asked that we preserve or increase the number of green spaces for residents.
- 48 people commented on planning with a majority asking for either stricter requirements or to stop building on greenbelt or near river courses whilst 2 people suggested with should require developers to contribute meaningful amounts to support local communities.

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

1 DECEMBER 2020

Title:

Boundary Commission Electoral Review
2020 - 2022

Portfolio Holder: Cllr John Ward, Leader, Cllr Paul Follows, Deputy Leader

Head of Service: Tom Horwood, Chief Executive

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 The Local Government Boundary Commission for England (LGBCE) has notified the Council that it will conduct an electoral review of the Borough during 2020-2022. The review process has now commenced. It would be preferable for the Council to put forward a single agreed submission and so this report seeks approval to appoint an Informal Working Party to prepare a recommendation to the Executive on the preferred size of the Council which is the first stage of the Commission's review. The submission must be made by the end of February 2021 and therefore will need to be debated by Full Council no later than its February 2021 meeting.

2. Recommendation

It is recommended that the Executive

- i. Approve the setting up of an Informal Working Group of councillors, composed as described in paragraph 4.3.
- ii. Ask the Informal Working Group to bring forward recommendations (on the LGBCE 'Size Submission' document relating to the size of the Council from 2023) for consideration at the Executive's February 2021 meeting at the latest so that the Executive can, in turn, make recommendations for the Full Council to debate at its February 2021 meeting.

3. Reason for the recommendation

- 3.1 This recommendation is to facilitate a cross-party approach to the Boundary Review submission and to ensure the deadline of the end of February 2021 is met.

4. Background

- 4.1 The LGBCE has a statutory duty to review every English local authority 'from time to time'. As Waverley has not had an electoral review since 1998 the Commission has advised the Council that a review will commence in 2020 and take effect at the May

2023 elections. The aim of the review is to seek to deliver electoral equality for voters in local elections and will therefore propose new electoral arrangements for:

- The total number of councillors to be elected to the council: council size.
- The names, number and boundaries of wards.
- The number of councillors to be elected from each ward.

4.2 The process for the review was presented at the All-Councillor Briefing on 12 November and the slides from that evening are set out at Annexe 1 for reference.

4.3 The first stage of the process is to submit the ‘Size Submission’ document which is set out at Annexe 2 to this report. It is considered preferable that one submission is made reflecting the agreed position of the Council. However, in the situation where consensus cannot be achieved alternative submissions can be made. To achieve a consensus it is suggested that a cross-party Informal Working Group be set up with two representatives from the three larger political Groups and one each from the two smaller political Groups, nominated by Group Leaders, together with one Independent Councillor. It is anticipated that the Working Group will need to meet up to five times on a regular basis as the final submission will need approval by Council on 23 February 2021.

Stage One Timetable

Group Leaders Briefing	10 November 2020
All Councillors Briefing	12 November 2020
Develop council size proposal	December 2020 – February 2021
Working Group reports to Executive meeting	9 February 2021
Council debates size proposal	23 February 2021
Submission of Council Size Proposal to Commission	9 March 2021

Stage Two Timetable

Consultation on Warding Patterns	27 April – 5 July 2021
Draft Recommendations considered by Commission	21 September 2021
Consultation on draft recommendations	5 October – 13 December 2021
Final recommendations considered by Commission	15 February 2022
Order laid	Spring 2022
Order made	Summer 2022
Implementation	May 2023

5. Relationship to the Corporate Strategy and Service Plan

5.1 The review’s core principles of establishing, as far as possible, a structure for fair and accountable local democracy reflects the Council’s vision, particularly open, democratic and participative governance.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The Commission has confirmed that most of the work for the review is undertaken by the Commission. However, there will inevitably be an overhead of staff time in preparing data and supporting the process. Expectation is that this will be met from current approved resource. Members of the Value for Money Overview & Scrutiny Committee have asked to be updated on the Council resources applied to the review.

6.2 Risk management

Appropriate risk assessments will be undertaken as necessary.

6.3 Legal

The Boundary Review will be conducted by the Commission in accordance with statute. Any changes to the district would be made by Parliamentary Order to take effect at the next Borough Council elections in May 2023. The Council has a duty to support the Commission's work and to provide input to that work.

6.4 Equality, diversity and inclusion

An equality impact assessment will be carried out to ensure the consultation process meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

Until the outcome of the review is known it is hard to analyse the effects of the outcome on carbon emission levels.

7. Consultation and engagement

7.1 Consultation is a major part of the Boundary Review process. At the start of the review, briefing sessions have been held for all Borough Councillors and a similar event is planned for the Town and Parish Councils.

8. Other options considered

8.1 The review is being conducted by the LGBCE with input from the council. A cross-party councillor working group is a common approach used to develop a council size submission.

9. Governance journey

9.1 The Informal Working Group will report to the Executive whose recommendations on the Size Submission will be considered by Council. It is the responsibility of the LGBCE to conduct the boundary review. The LGBCE welcomes a submission from the Council and will receive any submissions if submitted in time before it takes its decision on council size.

Annexes:

Annexe 1 – Slides from the All Councillor Briefing – 12 November 2020

Annexe 2 – LGBCE Size Submission Template Document

Background Papers

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

CONTACT OFFICER:

Name: Louise Norie
Position: Corporate Policy Manager
Telephone: 0148 3523464
Email: Louise.Norie@waverley.gov.uk

Agreed and signed off by:

Legal Services: 20 November 2020
Head of Finance: 20 November 2020
Chief Executive: 19 November 2020
Portfolio Holder: 19 November 2020

Waverley Borough Council Electoral Review

Page 103 Full Council Briefing



In all of our work we aim to be:

Impartial giving equal consideration to all views

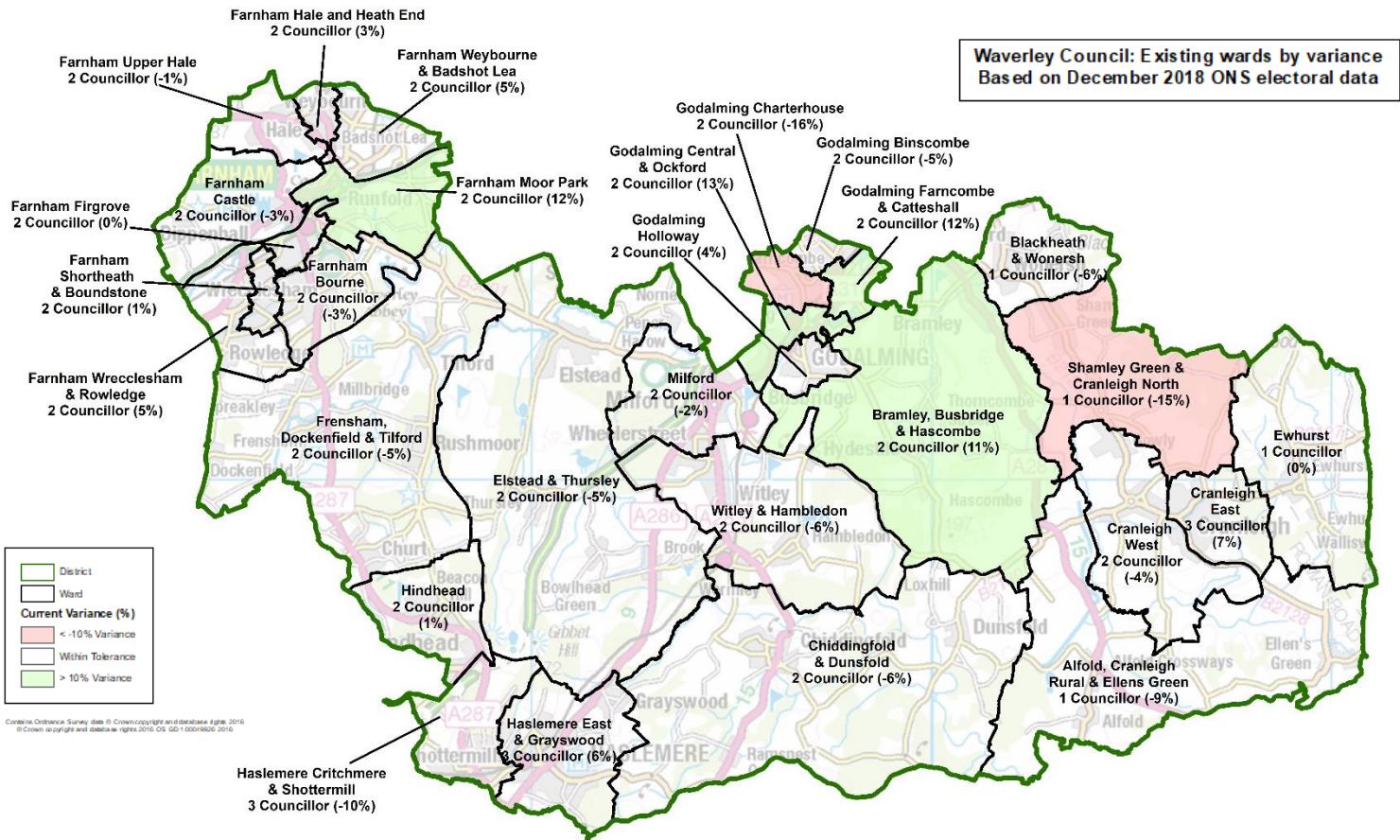
Objective making recommendations based on evidence

Responsive listening to local opinion

Transparent following clear and open processes

Professional being reliable, efficient and helpful

The Local Government Boundary Commission for England



Why Waverley?
 Waverley's boundaries have been not reviewed since 1998

What does an Electoral Review determine?

Page 106

Part 1

- Total number of councillors

Part 2

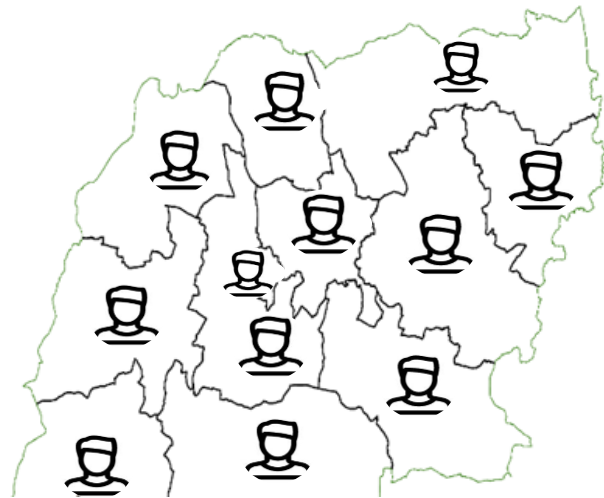
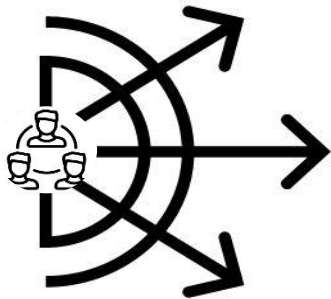
- Total number of wards
- Ward boundaries
- Number of councillors elected to each ward
- Names of each ward

Review Process

Page 107



Part 1:
Councillor
Numbers



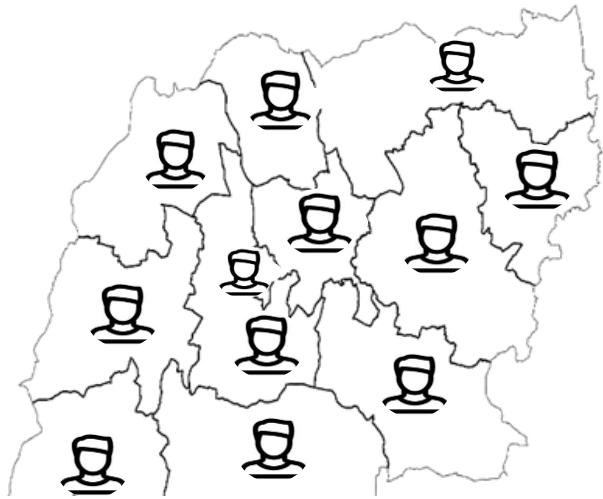
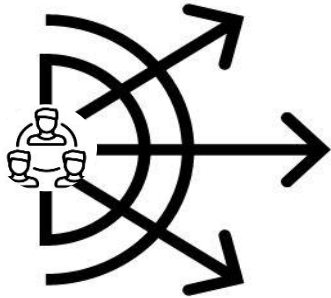
Part 2:
Warding
Arrangements

Review Process



Page 108

**Part 1:
Councillor
Numbers**



**Part 2:
Warding
Arrangements**

Part 1: Councillor Numbers

Effective submissions address:

Decision Making

Scrutiny &
partnerships

Representation

Part 1: Councillor Numbers



Part 1: Councillor Numbers



Part 1: Councillor Numbers

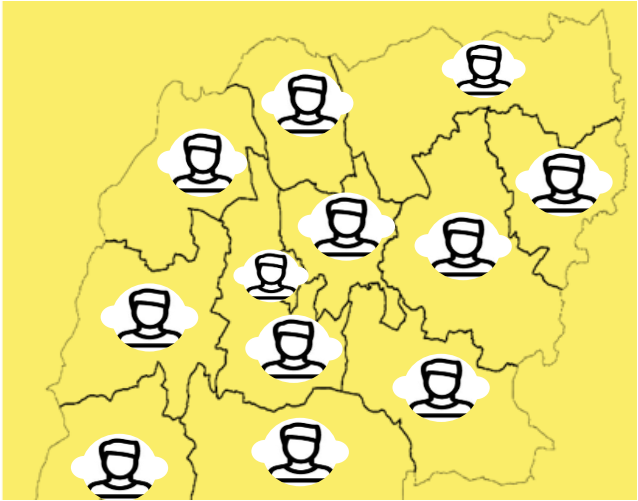
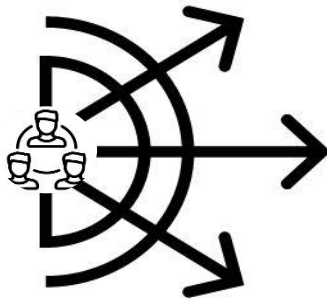


Review Process

Page 113



**Part 1:
Councillor
Numbers**



**Part 2:
Warding
Arrangements**

Part 2: Warding Patterns

Public engagement

The
Local Government
Boundary Commission
for England

Part 2: Warding Patterns

Public engagement

Page 116

Westminster
Have your say on council changes

We are proposing:

- 54 councillors
- Changes to all ward boundaries

Consultation closes: **20 January**

<https://consultations.lgbce.org.uk>



Have your say

Reading Electoral Review



CENTRAL BEDFORDSHIRE
NEW ELECTORAL ARRANGEMENTS
June 2020

We recommend fair electoral and boundary arrangements for local authorities in England

There are:

- 63 councillors
- 29 wards
- 12 three-councillor wards, 10 two-councillor wards and seven one-councillor wards



Our proposals mean that:

- No wards will be more than 10% away from the average number of electors per ward by 2025
- Each councillor will represent an average of 3,604 electors by 2025

The Local Government Boundary Commission for England is asking for your views on proposed new electoral arrangements for Reading.

We want to know:

- Do the proposed wards reflect local communities?
- How do you think the proposals can be improved?
- Are the names of the proposed wards right?

Consultation closes: **13 April 2020**

- reviews@lgbce.org.uk
- www.consultation.lgbce.org.uk & www.lgbce.org.uk
- Review Officer (Reading), LG BCE, 1st Floor, Windsor House, 50 Victoria Street, London, SW1H 0TL



Hammersmith & Fulham Council
Final Recommendations on the new electoral arrangements

June 2020 Summary Report

The table lists the wards we are proposing as part of our final recommendations along with the number of voters in each ward. The table also shows the average electors per councillor for each of the proposed wards which tells you how we have achieved electoral equality. Finally, the table includes electoral projections for 2025 so you can see the impact of the recommendations for the future.

Ward Name	Number of electors (2019)	Number of electors per councillor	Variance from average (%)	Electors (2025)	Number of electors per councillor	Variance from average (%)
Abaddon	2,361	2,361	0%	2,536	2,536	0%
Amersham	5,135	2,568	5%	5,276	2,538	1%
Beck House	1,831	1,831	1%	1,923	1,923	0%
College Park & Oak Tree	5,555	1,389	-55%	5,881	1,360	-5%
Conyngs	2,720	2,720	2%	2,872	2,872	0%
Flower Bush	1,330	1,330	1%	1,418	1,418	0%
Griffin Road	3,314	2,651	6%	3,528	2,779	2%
Green	3,180	2,544	2%	3,402	2,720	0%
Hammer Lane	3,330	2,596	2%	3,462	2,748	0%
Hammer Lane	1,965	1,965	-2%	2,016	2,016	0%
Hammer Lane	3,724	2,511	1%	3,822	2,509	2%
Hammer Lane	3,411	2,729	6%	3,524	2,853	6%
Hammer Lane	3,440	2,752	6%	3,572	2,856	7%
Hammer Lane & Fulham	3,315	2,533	6%	3,414	2,712	4%
Hammer Lane	2,220	2,220	5%	2,422	2,422	0%
Hammer Lane	2,375	1,838	-24%	2,528	2,024	-24%
Hammer Lane	2,220	2,220	4%	2,422	2,422	0%
Hammer Lane	1,550	1,550	2%	1,572	1,572	-2%
Hammer Lane	3,536	2,773	-10%	3,652	2,737	-1%
Hammer Lane	4,555	2,718	-10%	4,728	2,689	-2%
Hammer Lane	3,220	2,563	5%	3,462	2,748	-2%
Totals	128,650	-	-	141,174	-	-
Averages	-	2,557	-	2,823	-	-

Why we are:

- The Local Government Boundary Commission for England is an independent body set up by Parliament.
- We are not part of government or any political party.
- We are accountable to Parliament through a system of 10% scrutiny by the members of the House of Commons.
- Our mission is to bring out electoral reform of local authorities throughout England.

Why Hammersmith & Fulham?

- The Commission has a duty only to carry out an electoral review of each council in England that is asked to do so.
- Hammersmith & Fulham Council has not been reviewed since 2002 and the Commission has therefore decided that it should review Hammersmith & Fulham in accordance with the Electoral Review Act 2002.
- Our proposals:
 - Hammersmith & Fulham Council currently has 48 councillors. Our proposals will increase the number of councillors to 54.
 - We believe our final recommendations meet the requirements of the Electoral Review Act 2002.
 - Our proposals are based on the following:
 1. Electoral equality: equal numbers of electors per councillor.
 2. Fairness: community interests and local identity.
 3. Neighbourhoods: effective and convenient local government.

Part 2: Warding Patterns

Effective representations will address:

Electoral
equality for
voters

Community
identities and
interests

Effective and
convenient local
government

Part 2: Warding Patterns

**Electoral
equality for
electors**

Community
identities and
interests

Effective and
convenient local
government

Part 2: Warding Patterns

Electoral
equality for
electors

**Community
identities and
interests**

Effective and
convenient local
government

Part 2: Warding Patterns



Review Timeline



Review Timeline



Review Timeline



Review Timeline



Effective Representations

What we want:

- Rationale not assertion.
- What you DO & don't like.
- Alternatives.
- Practical community examples.
- Consideration of all 3 statutory criteria.

We cannot consider:

- Political consequences.
- “It ain't broke don't fix it” arguments.
- Parliamentary boundaries.
- Postcodes or addresses.
- House prices & insurance.

- Website: www.lgbce.org.uk
- Make a submission: consultation.lgbce.org.uk
- Email: reviews@lgbce.org.uk
- Write: LGBCE c/o Cleardata
Innovation House
Coniston Court
Riverside Business Park
Blyth
NE24 4RP
- Facebook: [LGBCE](#)
- Twitter: [@LGBCE](#)

Local Government Boundary Commission for England

Council Size Submission Template-NEW

Waverley Borough Council

Contents

How to Make a Submission.....2

About You2

Reason for Review (Request Reviews Only)2

Local Authority Profile2

Council Size3

Other Issues.....8

How to Make a Submission

1. It is recommended that submissions on council size follow the format provided below. Submissions should focus on the future needs of the council and not simply describe the current arrangements. Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal and why you have discounted them.
2. The template allows respondents to enter comments directly under each heading. It is not recommended that responses be unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

About You

3. The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, or an individual.

[Click or tap here to enter text.](#)

Reason for Review (Request Reviews Only)

4. Please explain the authority's reasons for requesting this electoral review; it is useful for the Commission to have context. *NB/ If the Commission has identified the authority for review under one of its published criteria, then you are not required to answer this question.*

[Click or tap here to enter text.](#)

Local Authority Profile

5. Please provide a short description of the authority and its setting. This should set the scene for the Commission and give it a greater understanding of any current issues. The description may cover all, or some of the following:
 - Brief outline of area - are there any notable geographic constraints for example that may affect the review?
 - Rural or urban - what are the characteristics of the authority?
 - Demographic pressures - such as distinctive age profiles, migrant or transient populations, is there any large growth anticipated?
 - Are there any other constraints, challenges, issues or changes ahead?

[Click or tap here to enter text.](#)

The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 15 years. The Commission expects you to challenge your current arrangements and determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

- When did your Council last change/reorganise its internal governance arrangements and what impact on effectiveness did that activity have?
- To what extent has transference of strategic and/or service functions impacted on the effectiveness of service delivery and the ability of the Council to focus on its remaining functions?
- Have any governance or capacity issues been raised by any Inspectorate or similar?
- What impact on the Council's effectiveness will your council size proposal have?

[Click or tap here to enter text.](#)

Council Size

6. The Commission believes that councillors have three broad aspects to their role. These are categorised as: Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership. Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

Strategic Leadership

7. Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority. Responses should also indicate how many members will be required for this role and why this is justified.

Topic		
Governance Model	<i>Key lines of explanation</i>	<ul style="list-style-type: none">➤ <i>What governance model will your authority operate? e.g. Committee System, Executive or other?</i>➤ <i>The Cabinet model, for example, usually requires 6 to 10 members. How many members will you require?</i>➤ <i>If the authority runs a Committee system, we want to understand why the number and size of the committees you propose represents the most appropriate for the authority.</i>➤ <i>By what process does the council aim to formulate strategic and operational policies? How will</i>

		<p><i>members in executive, executive support and/or scrutiny positions be involved? What particular demands will this make of them?</i></p> <p>➤ <i>Whichever governance model you currently operate, a simple assertion that you want to keep the current structure does not in itself, provide an explanation of why that structure best meets the needs of the council and your communities.</i></p>
	Analysis	Click or tap here to enter text.
Portfolios	Key lines of explanation	<p>➤ <i>How many portfolios will there be?</i></p> <p>➤ <i>What will the role of a portfolio holder be?</i></p> <p>➤ <i>Will this be a full-time position?</i></p> <p>➤ <i>Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions?</i></p>
	Analysis	Click or tap here to enter text.
Delegated Responsibilities	Key lines of explanation	<p>➤ <i>What responsibilities will be delegated to officers or committees?</i></p> <p>➤ <i>How many councillors will be involved in taking major decisions?</i></p>
	Analysis	Click or tap here to enter text.

Accountability

8. Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role.

Topic	
Internal Scrutiny	The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.

<i>Key lines of explanation</i>		<ul style="list-style-type: none"> ➤ <i>How will decision makers be held to account?</i> ➤ <i>How many committees will be required? And what will their functions be?</i> ➤ <i>How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place?</i> ➤ <i>How many members will be required to fulfil these positions?</i> ➤ <i>Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority.</i> ➤ <i>Explain the reasoning behind the number of members per committee in terms of adding value.</i>
Analysis		Click or tap here to enter text.
Statutory Function		This includes planning, licencing and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?
Planning	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>What proportion of planning applications will be determined by members?</i> ➤ <i>Has this changed in the last few years? And are further changes anticipated?</i> ➤ <i>Will there be area planning committees? Or a single council-wide committee?</i> ➤ <i>Will executive members serve on the planning committees?</i> ➤ <i>What will be the time commitment to the planning committee for members?</i>
	Analysis	Click or tap here to enter text.
Licensing	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>How many licencing panels will the council have in the average year?</i> ➤ <i>And what will be the time commitment for members?</i> ➤ <i>Will there be standing licencing panels, or will they be ad-hoc?</i> ➤ <i>Will there be core members and regular attendees, or will different members serve on them?</i>
	Analysis	Click or tap here to enter text.
Other Regulatory Bodies	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>What will they be, and how many members will they require?</i> ➤ <i>Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.</i>
	Analysis	Click or tap here to enter text.
External Partnerships		Service delivery has changed for councils over time, and many authorities now have a range of delivery partners to work with and hold to account.
<i>Key lines of explanation</i>		➤ <i>Will council members serve on decision-making partnerships, sub-regional, regional or national bodies? In</i>

	<p><i>doing so, are they able to take decisions/make commitments on behalf of the council?</i></p> <ul style="list-style-type: none"> ➤ <i>How many councillors will be involved in this activity? And what is their expected workload? What proportion of this work is undertaken by portfolio holders?</i> ➤ <i>What other external bodies will members be involved in? And what is the anticipated workload?</i>
Analysis	<p>Click or tap here to enter text.</p>

Community Involvement

9. The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in different ways. The Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties?

Topic		Description
Community Leadership	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>In general terms how do councillors carry out their representational role with electors?</i> ➤ <i>Does the council have area committees and what are their powers?</i> ➤ <i>How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings or maintain blogs?</i> ➤ <i>Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies?</i> ➤ <i>Are councillors expected to attend community meetings, such as parish or resident's association meetings? If so, what is their level of involvement and what roles do they play?</i> ➤ <i>Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?</i>
	Analysis	Click or tap here to enter text.
Casework	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues?</i> ➤ <i>What support do members receive?</i> ➤ <i>How has technology influenced the way in which councillors work? And interact with their electorate?</i> ➤ <i>In what ways does the council promote service users' engagement/dispute resolution with service providers and managers rather than through councillors?</i>
	Analysis	Click or tap here to enter text.

Other Issues

10. Respondent may use this space to bring any other issues of relevance to the attention of the Commission.

[Click or tap here to enter text.](#)

Summary

11. In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the number of councillors required to represent the authority in the future. Use this space to summarise the proposals and indicate any other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

[Click or tap here to enter text.](#)

This page is intentionally left blank

By virtue of paragraph(s) 5 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) 5 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) 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank