

To: All Members of the EXECUTIVE

When calling please ask for:

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**Policy and Governance**

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Date: 19 March 2021

**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, 30 MARCH 2021

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

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## **NOTES FOR MEMBERS**

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

**Prior to the commencement of the meeting, the 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](mailto:committees@waverley.gov.uk) by midday on Tuesday 30 March, 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. **APOLOGIES FOR ABSENCE**

To receive apologies for absence.

2. **MINUTES**

To confirm the Minutes of the Meeting held on 2 March 2021.

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 23 March 2021.

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 23 March 2021.

6. LEADER'S AND PORTFOLIO HOLDERS' UPDATES

7. COUNCIL TAX EXEMPTION FOR YOUNG PEOPLE LEAVING CARE (Pages 9 - 12)

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

Request that the Executive considers and recommends to Council a new Council Tax exemption that would ensure that Care Leavers within Waverley do not have to pay Council Tax up to the age of 25.

Care leavers who are living independently for the first time find managing their own finances extremely challenging, due to issues such as limited family support. This can mean that care leavers may fall into debt and financial difficulty.

**Recommendation**

That the Executive recommend to Council the creation of a new Council Tax exemption for Care Leavers to be applied until the age of 25.

8. INSURANCE COLLABORATION (Pages 13 - 34)

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

To gain Executive approval to enter into an insurance collaboration with London Borough of Sutton (LBS) including five Surrey Districts and Boroughs to manage insurance administration, jointly procure insurance and pool the insurance policies excess (deductibles). Pooled excess reduces the external policy premiums that would otherwise not be practicably possible for a single council without taking on excessive financial risk. This proposal will secure a significant cost saving through economies of scale, increased administrative capacity, expertise and improved business continuity without impacting on the council's overall insured risk exposure.

**Recommendation**

It is recommended that the Executive approve the collaborative agreement to join the integrated insurance service led by LBS.

9. REQUEST FOR SUPPLEMENTARY ESTIMATE FOR RULE 6 REPRESENTATION AT PLANNING APPEAL LODGED BY UKOG (234) LTD IN RESPECT OF DRILLING FOR HYDROCARBON MINERALS AND ASSOCIATED INFRASTRUCTURE (Pages 35 - 38)

[Portfolio Holder: Councillor Nick Palmer]  
[Wards Affected: Alfold Cranleigh Rural and Ellens Green; Chiddingfold and Dunsfold]

The purpose of this report is to seek approval for a supplementary estimate to

cover the fees of an external consultant to represent the Council and local residents as a Rule 6 party in an appeal by UKOG against Surrey County Council's decision to refuse planning permission for the drilling for hydrocarbon minerals and associated infrastructure in Dunsfold. This report sets out that the Council does not have sufficient budget to meet these fees.

### **Recommendation**

It is recommended that the Executive approve a supplementary estimate for £30,000 to meet the fees of the external consultants, to be met from the revenue reserve fund.

10. REVIEW OF REFUSE AND RECYCLING BIN PROVISION (Pages 39 - 60)  
[Portfolio Holder: Councillor Steve Williams]  
[Wards Affected: All Wards]

To seek the Executive's support for the recommendations arising from the review the current policy on domestic waste bin provision and the environmental and budget implications thereof.

Having reviewed the current position regarding the bin provision policy, the report details a proposed new policy and charging mechanism for all bins and waste and recycling containers. In addition, there is a proposal for moving to smaller bins for residual waste in order to encourage a reduction for waste that goes for disposal, in support of both the Council's environmental aspirations and likely future Government waste strategies.

The proposal includes a phased approach to implementation, with an associated communication strategy, in order to maintain residents' support of the Council's efforts to maximise reuse and recycling and to minimise residual waste.

### **Recommendation**

1. That the Executive approve the revised bin provision policy as set out in paragraph 8 of the report.
2. That as part of the procurement of any new Bins, consideration is given to the purchase of containers which maximise the use of recycled materials.
3. That delegated authority is given to the Head of Environmental and Regulatory Services, in consultation with the Portfolio Holder for Environment and Sustainability, to implement the Policy and its operational management as soon as practicable.
4. That if the Policy is adopted as laid out in 2.2 above, the s151 Officer uses his delegated authority to approve any fees laid out in this report, which are inconsistent with the schedule of fees and charges previously approved in the Council's Budget for the 2021-22 financial year.

11. PROPERTY MATTER - PLOT 5 WHEELER STREET NURSERIES, WITLEY GU5 8QP: GRANT OF NEW LEASE FOR TWO GARAGES TO LANDSPEED HOMES LIMITED (Pages 61 - 70)

[Portfolio Holder: Councillor Mark Merryweather]  
[Wards Affected: Witley and Hambledon]

This report seeks approval for two leases of one garage each at Plot 5 Wheeler Street Nurseries, Witley from the Council to Landspeed Homes Limited (Landspeed).

**Recommendation**

It is recommended that:

- The two garage leases to Landspeed be approved
- Delegated authority is given to officers to finalise the heads of terms and complete the necessary legal document(s) with the prospective tenant with detailed terms and conditions to be agreed by the Strategic Director, in consultation with the relevant Portfolio Holder(s).

12. ELECTRIC VEHICLE STRATEGY (Pages 71 - 94)

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

This report seeks the Executive's adoption of the Electric Vehicle Strategy.

**Recommendation**

That the Executive adopt the attached Electric Vehicle Strategy.

13. SERVICE PLANS 2021-2024 (Pages 95 - 166)

[Portfolio Holders: All Portfolio Holders]  
[Wards Affected: All Wards]

The purpose of this report is to present the three-year rolling Service Plans for April 2021 to March 2024 for approval. The Service Plans have been prepared by Heads of Service, in collaboration with their teams and Portfolio Holders, to set out the service objectives for the coming three years in line with the [Corporate Strategy 2020-2025](#) and the Medium Term Financial Plan (MTFP).

Each of the Overview and Scrutiny Committees has reviewed the Service Plans under their remit and their comments have been included in section 7 "Consultation and Engagement" of this report for the Executive's consideration.

**Recommendation**

It is recommended that the Executive:

- a) consider the comments and recommendations received by the Overview & Scrutiny Committees, as listed in section 7 "Consultation and Engagement" of this report, and
- b) approve the Service Plans 2021-24, as set out at Annexe 1, for implementation from 1 April 2021.

14. ADDITIONAL RESTRICTIONS GRANT - COVID BUSINESS SUPPORT PROPOSALS 2021-22 (Pages 167 - 180)

[Portfolio Holder: Councillor Mark Merryweather]

[Wards Affected: All Wards]

The Government has distributed billions of pounds of support to businesses during the pandemic through local authorities. Waverley paid over £22m of covid-support business grants to businesses in the Borough between April and October 2020. Since the November 2020 lockdown and subsequent statutory restrictions, Waverley has operated a further six separate business support schemes allocating government funding. One of the schemes is the Additional Restrictions Grant (ARG) which covers the period November 2020 to March 2022 and is targeted mainly at businesses that don't meet the criteria for the other specific support packages. The government guidance enables local authorities to allocate part of this funding towards wider business support measures to help its business community recover. Waverley received an initial £2.5m of funding and was required by government to set a discretionary grants scheme and decide how much money to allocate to wider business support.

This report sets out the proposed allocation from the first tranche of funding for wider business support measures and the main target areas for this funding. The report seeks Executive's approval to these proposals and agreement to a delegation to make specific allocations and payments within this framework so that funding can be quickly allocated as Waverley's business community rebuilds during 2021.

### **Recommendation**

It is recommended that the Executive:

1. Approve the allocation of £0.5m from the ARG first tranche of £2.5 received to wider business support measures with the balance and subsequent tranches being allocated to direct business grants alongside other grant schemes.
2. Approve the proposed four priority areas for strategic business support and the indicative initial spending plan set out in Annexe 1.
3. Delegate to the Strategic Director in consultation with the portfolio holders for finance and economic development, the spending of the wider support funding on specific business support projects and initiatives during 2021/22, having regard to the plan set out at Annexe 1.
4. Request officers to monitor activity and spending and report to councillors as part of the quarterly performance reports to Overview and Scrutiny Committee and the Executive and to review the agreed proposals in six months, seeking approval if material changes are required.

15. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation on the motion of the Chairman:-

Recommendation

That, pursuant to Procedure Rule 20, and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following item(s) on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during these items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified at the meeting in the revised Part 1 of Schedule 12A to the Local Government Act 1972.

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

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**WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE**

**30 MARCH 2021**

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**Title:**

**Council Tax Exemption for Young People Leaving Care**

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

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

**Key decision: Yes**

**Access: Public**

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**1. Purpose and summary**

- 1.1 Request that the Executive considers and recommends to Council a new Council Tax exemption that would ensure that Care Leavers within Waverley do not have to pay Council Tax up to the age of 25.
- 1.2 Care leavers who are living independently for the first time find managing their own finances extremely challenging, due to issues such as limited family support. This can mean that care leavers may fall into debt and financial difficulty.

**2. Recommendation**

That the Executive recommends to Council the creation of a new Council Tax exemption for Care Leavers to be applied until the age of 25.

**3. Reason for the recommendation**

- 3.1 Like other district and borough councils in Surrey, Waverley is keen to work jointly with Surrey Council to support care leavers to provide care leavers with the help they require in these challenging times. One of the ways we can support our Surrey Care Leavers as Corporate Parents as set out in the Children and Social Work Act 2017 is to exempt all Care Leavers from their Council Tax responsibilities.
- 3.2 A 2016 Children's Society report found that when care leavers move into independent accommodation, they find managing their own finances extremely challenging. With no or limited family support and insufficient financial education care leavers are falling into debt and financial difficulty.
- 3.3 This report provides Executive with the information needed to enable it to make a recommendation to Council to introduce such a scheme from 2021.

## **Practical Implementation**

- 3.4 A scheme could be introduced from 2021. In terms of implementation of the scheme, consideration would need to be given to properties which are not solely occupied by the care leaver. If Council agreed to introduce a scheme it is recommended that the following rules are applied:
- If the liable person occupies the chargeable property solely and is a care leaver then after any statutory discounts have been applied the remaining charge is remitted using the powers under Section 13A. (NB: Where a Council Tax discount is applied, that discount is reflected in the monies paid to Surrey Police, Surrey County Council and Parish Councils).
  - If the property is occupied by 2 adults, one of whom is a care leaver, then the care leaver is treated as disregarded (i.e. as though not there) which would normally result in a 25% discount on the charge.
  - If the property is occupied by more than 2 adults, one of whom is a care leaver, then the care leaver is treated as disregarded (i.e. as though not there) which would have no effect on reducing the charge as there are still 2 non discounted adults.

- 3.5 There are currently 7 care leavers under the age of 25 living in Waverley who are currently liable for Council Tax. This number will fluctuate over time as the profile of care leavers and their individual circumstances change. Surrey County Council provides the Housing Team with regular updates on the housing needs and progress of care leavers, which means that it will be possible to monitor demand.

## **4. Background**

- 4.1 Not required

## **5. Relationship to the Corporate Strategy and Service Plan**

- 5.1 This proposal directly supports the corporate strategy commitment towards health and wellbeing of our residents and the commitment to 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.

## **6. Implications of decision**

### **6.1 Resource (Finance, procurement, staffing, IT)**

Waverley would be responsible for meeting the cost of the scheme under Section 13A1C of the local Government finance Act 1992. Based on the current arrangements for care leavers living in Waverley (as at February 2021) the maximum financial impact on the Council would be around £7,700 before taking into account mitigations in paragraph 3.4 above. This cost will be added to the savings target for 2021/22.

## **6.2 Risk management**

The risk of the proposal is that the numbers of care leavers could increase, therefore increasing the cost to the council, which is unlikely to be significant. The risk is therefore mainly reputational as we would be seen to be not supporting care leavers in line with the other districts and boroughs offer of council tax exemption throughout Surrey. It is important that the scheme is properly promoted and communicated, so that care leavers are aware of the scheme and how to apply. A communications plan would be developed to enable this, which would be implemented with colleagues from Surrey County Council.

## **6.3 Legal**

Under Section 13A(1)(C) of the Local Government Finance Act 1992, local authorities have the discretionary power to reduce (or further reduce) the liability for Council Tax for a chargeable dwelling for a specified period of time in any case as the local authority for the area in which the dwelling is situated thinks fit. This discretionary power allows an authority to reduce the Council Tax liability to zero. Subsection (7) confirms that the power may be exercised in relation to a particular case or by determining a class of cases.

There are already a number of opportunities for people to pay lower amounts of Council Tax.

Single Person Discount – all single people can receive a 25% discount  
Claim help through the Council Tax Support Scheme which could meet up to 100% of the liability, depending on the circumstances.

A student discount is offered to households where everyone living there is a full time student

Whilst all of these would be available to eligible care leavers, they do require the individual to pay some level of Council Tax (unless they are granted a 100% reduction from the Council Tax Support Scheme). S13A is not part of the benefits scheme.

## **6.4 Equality, diversity and inclusion**

Age is a protected characteristic under the Equality Act 2010 and this scheme would have a positive impact on care leavers aged under 25.

## **6.5 Climate emergency declaration**

There are no climate emergency implications in this report.

## **7. Consultation and engagement**

7.1 There has been no consultation about adopting this exemption. However, the proposed support for Care Leavers has been subject to a significant amount of research, engagement and publicity via the Children's Society and the Government's "Keep on Caring" strategy.

## **8. Other options considered**

- 8.1 The proposal is for the Council to provide a council tax exemption to care leavers living in independent accommodation from 18 up until the age of 25. The other options are as follows:
- (a) A variance on the scheme could be proposed i.e. a different level of discount, or for a shorter time.
  - (b) To not introduce a scheme, and make no changes to the current arrangements.

## **9. Governance journey**

- 9.1 Executive 30 March  
Council

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## **Background Papers**

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

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## **CONTACT OFFICER:**

Name: Peter Vickers  
Position: Head of Finance and Property  
Telephone: 0148 3523539  
Email: peter.vickers@waverley.gov.uk

Agreed and signed off by:

Legal Services: 11 March 2021  
Head of Finance: 18 March 2021  
Strategic Director: 11 March 2021  
Portfolio Holder: 11 March 2021

**WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE**

**30 MARCH 2021**

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**Title:**

**Insurance Collaboration**

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

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

**Key decision:** Yes

**Access:** Public

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**1. Purpose and summary**

- 1.1 To gain Executive approval to enter into an insurance collaboration with London Borough of Sutton (LBS) including five Surrey Districts and Boroughs to manage insurance administration, jointly procure insurance and pool the insurance policies excess (deductibles). Pooled excess reduces the external policy premiums that would otherwise not be practicably possible for a single council without taking on excessive financial risk. This proposal will secure a significant cost saving through economies of scale, increased administrative capacity, expertise and improved business continuity without impacting on the council's overall insured risk exposure.

**2. Recommendation**

It is recommended that the Executive approve the collaborative agreement to join the integrated insurance service led by LBS.

**3. Reason for the recommendation**

The key objectives for joining the collaboration are to reduce insurance costs, increase policy limits and to increase insurance administration and management capacity to mitigate the council's insurance administrative dependency on an experienced and difficult to replace part time officer.

**Current arrangements**

Most of the council's insurance arrangements have been placed with Zurich Municipal for a significant number of years which expired on 30 June 2020 and extended until 30 June 2021 in anticipation of joining the LBS collaboration to procure and manage insurance. The cost of the council's main insurance programme is above the Official Journal of the European union (OJEU) services threshold (2021/22 £189,330) and must be re-procured having come to the end of its tendered 5+1 year contract term.

The total annual main insurance programme premiums for the last four years is shown in the table below. It is evident that the cost of insurance has contributed a sizable above inflation upward cost pressure on the council's finances.

| Year    | Amount  |
|---------|---------|
| 2017/18 | 465,000 |
| 2018/19 | 488,000 |
| 2019/20 | 495,000 |
| 2020/21 | 512,000 |

The council has sought insurance market advice from its broker (Marsh) and has been advised that local authority insurance premiums are rising rapidly with less cover being available. The main drivers for the hardening market are uncertainties over the impact of covid and brexit and the spiralling cost of insurers purchasing re-insurance. Insurers are also seeking to cap their exposures to catastrophe cover by imposing lower limits of indemnity on their policies. Marsh advised that local authorities should anticipate increases of 12.5% – 17.5% (and possibly more for certain insurers) across all classes of business (particularly liability and property) for renewals this year. There is limited scope to influence the increase in premiums other than to accept a higher deductible (excess) and lower policy cover, resulting in increased financial risk/cost to the council.

### **Procurement Options**

There are limited options available for procuring insurance, managing the cost of insurance and mitigating risk.

The options available are:

1. A full OJUE tender – time frame 6 months - will be challenging in the current insurance market as described in the market report from Marsh, Annexe 1
2. Procuring from a framework – time frame 3 months - will enable some negotiation to renew with Zurich
3. Collaboration with LBS – time frame 3 months - recommended in this report

### The council's ten year claims experience

Officers engaged in collaboration discussions with LBS in early 2020 to explore the mutual compatibility of the insurance collaboration led by LBS. This entailed LBS completing a full and detailed review of the council's claim's experience for the last ten years. The results of that review are included the table below which shows that over the last 10 years the council's claims experience has been stable, only ten claims were over £25,000 value.

|                        |
|------------------------|
| <b>10 year average</b> |
|------------------------|

| Policy     | Minimum annual claims | Maximum Annual claims | Average Annual Claims | Minimum annual payment | Maximum Annual payment | Average annual payments £ |
|------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|---------------------------|
| EL, PL, OI | 10                    | 29                    | 15                    | 626                    | 102,164                | 32,830                    |
| Motor      | 5                     | 14                    | 7                     | 1,797                  | 8,671                  | 3,838                     |
| Property   | 2                     | 10                    | 5                     | 0                      | *353,105               | 54,451                    |

EL, PL, OI: Employers Liability, Public Liability, Officer Indemnity

\* This figure includes a claim for flooded properties settled at £533,938 but capped at £250,000 for purposes of comparison to LBS pooled excess limit.

| Claims over £25,000 in last 10 years |  |         |
|--------------------------------------|--|---------|
| <b>Public Liability</b>              |  |         |
| Year                                 | Description  | Total £ |
| 2010-11                              | Tree root subsidence damage to property                | 48,682  |
| 2012-13                              | Fall due property repair                               | 47,708  |
| 2012-13                              | Fall on footpath                                       | 52,381  |
| <b>Property</b>                      |  |         |
| Year                                 | Description  | Total   |
| 2011-12                              | Fire in kitchen - dishwasher                           | 58,398  |
| 2013-14                              | Fire in one bedroom bungalow                           | 37,193  |
| 2013-14                              | Flooding to properties 34-41 & 54-58                   | 533,938 |
| 2013-14                              | Flooding to properties (no's 1, 44,45,48)              | 65,240  |
| 2016-17                              | Fire - suspected electrical fault - roof               | 42,382  |
| 2016-17                              | Flooding of boiler room and loss of electricity supply | 37,460  |
| <b>Crime</b>                         |  |         |
| Year                                 | Description  | Total   |
| 2013-14                              | Supplier invoice impersonation fraud                   | 73,537  |

Under the current insurance arrangements, the policy deductible element of a claim (excess) is funded from the insurance reserve except for a small department charge. A summary of the policy coverage is included on Annexe 2.

#### Detail of policy excesses

All liability claims (PL Public Liability, EL Employers Liability and OI Officials Indemnity) are subject to an excess of £5,000, this is split internally by the council with £500 departmental excess charged to the service area budget responsible for the claim and the balance of £4,500 is funded from the insurance reserve. Housing claims get charged to the Housing uninsured loss provision in the HRA.

Motor Claims, fleet vehicles have an excess of £250, contract cars have an excess of £200 (except for windscreens which is nil), and where the driver is responsible the excess is recharged/recovered from the driver.

Property, general property excess is £5,000 (again split £500, £4,500 as with liability claims), Housing excess is variable depending on causation.

## **LBS integrated insurance service collaboration**

### **Background**

LBS operates an integrated insurance services (since 2012) for itself and five Surrey local authorities, namely Epsom and Ewell Borough Council, Surrey Heath Borough Council, Reigate and Banstead Borough Council, Tandridge District Council and Spelthorne Borough Council through a collaboration agreement and procures external insurance (for all parties to the collaboration) through a nine London borough consortium to gain economies of scale. The specific arrangements are detailed below.

### **How the collaboration works**

The council will delegate its insurance function to LBS as the lead authority, including claims handling and negotiation and LBS will assume financial risk for Waverley's claims within the collaborative insurance programme. Claims up to the value of £250,000 for Liability and Property and £100,000 for Motor will be handed by the pooled fund, claim over this value will be handled by the external policies. The pooled fund is underwritten by LBS supported by a regular actuarial assessment and has a protection mechanism (see collaboration terms below). Waverley will pay an annual contribution into the self insurance fund and a share of the collective externally placed policies, the only additional cost to Waverley will be the excesses listed in [Annexe 3](#) and summarised in the table below. This is in line with the current practice of excesses being charged to departments and the insurance reserve.

|  |        |
|--|--------|
| Public Liability                             | £0     |
| Employers' Liability                         | £0     |
| Officials' Indemnity/Professional Negligence | £0     |
| Property                                     | £250   |
| Property - Money                             | £100   |
| Property - Subsidence                        | £1,000 |
| Crime/Fidelity Guarantee                     | £5,000 |
| Motor - Own Damage                           | £250   |
| Motor - Third Party                          | £0     |

The council's current insurers will continue to be liable for claims with an incident date prior to 1 July 2021 (i.e. up to the expiry date of their cover), LBS will manage any claims for Waverley. LBS collaboration will assume liability for all claims with an incident date of 1 July 2021 or later (i.e. from the date Waverley are covered under



the LBS programme) internally up to its policy excess (£250k and £100k), claims beyond this are handled by LBS's externally placed policies. Waverley will be added to these external policies, included in [Annexe 3](#).

LBS's insurance team will also provide the following additional services, providing a significantly enhanced insurance administration capacity:

- Assistance with relevant FOI requests, complaints and members enquiries.
- Provision of management reports and data as agreed.
- Attendance at biannual client meetings in Waverley (or more frequently if required).
- Meetings with key claim generating services to discuss operational risk management and claim performance.
- Responding to internal requests for insurance advice or cover amendments.
- Procurement of insurance policies and related services in accordance with public procurement rules.
- Assistance with internal and external information to ensure that future enquiries are made direct to LBS.
- Management of the Claims Portal.
- Reasonable use of resources to gather information internally from Waverley in respect of claims handling information and preparation of insurance policy renewals

The LBS team structure is included on [Annexe 4](#) for information.

### **The Collaboration agreement**

The councils will agreed to establish joint working arrangements to facilitate and co-ordinate the improvement, efficient and economical discharge of their insurance function in which LBS will act as the lead authority. The joint working relationship will be governed by a Collaboration Agreement that sets out the terms and the scope of the councils' co-operation.

The Councils agreed common goals and objectives throughout the course of the Collaboration Agreement include:

- Improving mutual efficiency by Waverley utilising LBS's established insurance expertise and LBS improving efficiency by spreading service costs over a wider base.
- LBS to commit resources in delivering day to day insurance guidance and claims handling to deliver an efficient and effective service to include periodic reporting, high level claims performance data and contract review meetings.
- Develop long term strategies for the most economic, efficient and effective provision of insurance cover.

In order to achieve these objectives, the Councils agree that they will work together with mutual trust, good faith and in an open, co-operative and collaborative manner and agree as a general principle that they will act in a spirit of mutual partnership and co-operation in respect of this Collaboration Agreement.

### **Collaboration terms**

The Collaboration Agreement will be for an initial 4.75 year term commencing on 1<sup>st</sup> July 2021 until 31 March 2026 and thereafter until terminated by either party on giving not less than twelve months prior written notice. No party can withdraw from the Collaboration Agreement before 31 March 2026 except for the following clauses:

- LBS may give 6 months' notice of withdrawal ahead of the end of the financial year should paid self-insurance losses exceed 150% of the total internal funding requirement for the current or preceding periods of insurance.
- Waverley may give 3 months' notice of withdrawal ahead of the end of the financial year should the proposed annual charge exceed 120% of the preceding annual charge.
- Either party shall have the right to terminate this Collaboration Agreement if the other party is in material breach of its obligations and fails to rectify that breach after having been given a reasonable opportunity to do so.

The three clauses above are designed to protect all councils within the pooled self insurance fund arrangement in the event of an individual councils' escalating claims experience. These withdrawal clauses provide an option to terminate as a last resort and is not a compulsory termination for example resulting from a single catastrophe claim event, in reality this will trigger a premium adjustment that Waverley can market test.

In the event of a withdrawal the Integrated Insurance Service will remain liable for any claims with an incident date within the collaboration period.

### **Budget/costs**

The collaboration is not for profit and LBS charge a contribution towards its insurance administration service. This arrangement allows all parties to benefit from economies of scale and the pooling of risks and has seen a 13% reduction in annual insurance charge from LBS since 2016/17 in addition to the initial saving upon joining and the year on year inflation savings.

The annual charge for 2021/22 will be as follows:

| <b>Policy/Service</b>    | <b>2021/22 Cost</b> |
|--------------------------|---------------------|
| External Premiums        | £177,500            |
| Property Claims Funding  | £150,000            |
| Liability Claims Funding | £56,300             |
| Motor Claims Funding     | £8,000              |
| Service Costs            | £52,400             |
| <b>Grand Total</b>       | <b>£444,200</b>     |

The charge for 2021/22 on a 9-month pro rata basis would therefore be £333,200. The full year charge is a net reduction on the estimated 2020/21 projected renewal premiums of between £132,000(actual saving £68k + inflation avoided @ 12.5% = £64k) and £158,000(actual saving £68k + inflation avoided @ 17.5% = £90k). So, this is an immediate full year budget saving of £68,000 and a cost avoidance of between £64,000 to £90,000. The savings will be prorated between the General Fund and

HRA on a 55/45 basis.

The charge includes a contribution to the self-insurance fund (£9,545,900, March 2020), a share of the external insurance premiums and a proportion of the service costs as shown in the table above. LBS assume liability for this fund in the event of it being under provided.

The charge could decrease if external premiums are reduced or the claims experience improves to justify such a reduction. It could also increase for reasons outside of LBS's control that would impact all insured irrespective of this agreement. For example, a hardening insurance market that increases the cost of external insurance or an Insurance Premium Tax increase.

Additional savings can be achieved from the eventual release of the insurance broker (Marsh), saving £2,000 per year, and the insurance administrative software licence £2,500 per year.

The collaboration also increases our insurance service capacity whilst delivering a significant saving. LBS will add claims handling capacity for circa 25 self-handled claims from within its existing staff structure (see [Annexe 4](#)). The service will be delivered by the team as a whole, rather than having any borough specific staff. It is envisaged the service would, subject to COVID-19 restrictions, be provided primarily from LBS's Civic Offices but there would be flexible working to ensure there is a claims handling presence within Waverley if face-to-face meetings are required, for example to take a witness statement. LBS will also commit considerable time undertaking operational risk and technical improvements during the implementation period.

Waverley carries a significant insurance reserve to cover claims excess. The claims experience over a ten year average shows that this level of reserve is overprovided although this cannot be immediately released until all open claims (currently 20) have been resolved. The evaluation of a suitable provision can be completed as part of a wider reserves review scheduled on the value for Money and Customer Service Scrutiny Committee work programme.

## **Risks**

LBS and the Surrey districts and boroughs cover similar functions and services, they have similar demographics and a wide range of urban and rural geography. LBS therefore has an in-depth understanding of the risk profile of all the Surrey authorities and experience of working with them since 2012. Waverley has no unique features from an insurance risk perspective that would incur any complication based upon the in-depth review completed by LBS.

Due diligence on LBS financial security indicated that LBS is financially sound. LBS had a General Fund net budget of £144million for 2019/20 and their outturn against this was £500,000 underspent. Their biggest budget pressure is as expected, Adult Social Care and Children's Services, with a net budget of £89million and an outturn overspend of £433,000. Their Medium Term Financial Strategy shows a cost pressure of £22million pre Covid over three years which is not significant against their net budget of £144million and General Fund balance of £7million.

The in-depth review by LBS also included a review of all claims over the last ten years including the policy detail of all current insurance policies. The outcome of this review was used to develop the collaboration proposal and pricing.

References have been taken up from all five Surrey authorities participating in the collaboration and all are positive about the quality of the administrative service and Value for Money of the pooling and external premiums being achieved.

LBS will indemnify Waverley against any loss occasioned as a result of negligence or omission as Lead Authority in respect of conducting Waverley's insurances covered under the collaboration agreement. In addition, LBS will not indemnify Waverley against any losses or damages incurred which would not be insured under the operative sections of the external insurance policies placed by LBS for the benefit of itself and its partners, including Waverley. If there is no external insurance policy in place for any risk and the cover is included within the terms of this Collaboration Agreement, a market standard local authority worded policy will be used.

Exit clauses – in the event that the council suffers a deteriorating claims experience or premium increase that results in the agreement to exit the collaboration, there is a six month window to procure alternative insurance or at least test the market against a revised LBS pricing.

Whilst LBS will manage insurance losses on behalf of Waverley which pre-date this Collaboration Agreement, those losses are to be funded by Waverley in accordance with the terms, conditions and exceptions of Waverley's previous contracts of insurance. Decisions to agree settlement will be referred with recommendations by LBS to Waverley's Insurance Officer.

#### **4. Background**

4.1 Not required, covered above.

#### **5. Relationship to the Corporate Strategy and Service Plan**

5.1 Adequate insurance provision, risk management and value for money underpins all aspects of the Corporate Strategy.

#### **6. Implications of decision**

##### **6.1 Resource (Finance, procurement, staffing, IT)**

Included in the report

##### **6.2 Risk management**

Included in the report

##### **6.3 Legal**

Under the Public Contracts Regulations 2015 local authorities, as contracting authorities, may purchase works, goods or services from or through a central purchasing body. Where they make such purchases, they are deemed to have complied with public procurement regulations, to the extent that the central

purchasing body has complied with the rules. A central purchasing body includes a contracting authority that acquires supplies and/or services (such as insurance) intended for contracting authorities.

Pursuant to sections 9E, 9EA and 9EB of the Local Government Act 2000 the Secretary of State may by regulations make provision to permit local authorities to make arrangements for the discharge of their functions by another local authority and under Section 101(5) of the Local Government Act 1972 for the discharge of any of their functions jointly which are the responsibility of the executive of a local authority. The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 permit such arrangements.

In accordance with sections 101 and 111 of the Local Government Act 1972, and section 3 of the Local Government Act 1999, a number of local authorities have already agreed to enter into this Collaboration Agreement to establish a relationship between the authorities in relation to the provision of an Integrated Insurance Service.

#### **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**

The savings in this proposal contributes to the mitigation of the significant cost pressures the council is facing and therefore helps to support the council fund the climate emergency declaration financial implications.

### **7. Consultation and engagement**

- 7.1 Portfolio Holder for finance has been consulted, and references taken from the five Surrey districts and Boroughs already participating in the collaboration.

### **8. Other options considered**

- 8.1 Included in the report

### **9. Governance journey**

- 9.1 Management Board 23<sup>rd</sup> Feb  
Portfolio Holder 23<sup>rd</sup> Feb  
Executive briefing 9<sup>nd</sup> March  
Executive 30<sup>th</sup> March

### **Annexes:**

Annexe 1 – MARSH: State of the Insurance Market: Implications for the Public Sector  
Annexe 2 – Existing policy schedule  
Annexe 3 – LBS insurance policies  
Annexe 4 – LBS insurance team structure chart

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### **Background Papers**

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

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### **CONTACT OFFICER:**

Name: Peter Vickers

Position: Head of Finance and Property

Telephone: 01483 523539

Email: Peter.Vickers@waverley.gov.uk

Agreed and signed off by:

Legal Services: 11 March 2021

Head of Finance: 18/02/2021

Strategic Director: 11 March 2021

Portfolio Holder: 11 March 2021

# State of the Insurance Market: Implications for the Public Sector

At the start of 2020, the insurance market had very clearly moved into transitional or hardening market conditions. This means along with increases in premiums, insurers are looking for more detailed risk information, and have a greater tendency to require risk improvements, and apply exclusions and requirements (subjectivities) on quotations. A number of Insurers were aware they might have capacity issues, which would limit their ability to accept risk, and therefore, they implemented a more stringent selection process for the risks they are prepared to insure.

Historically, motor business has been very price sensitive but the areas causing the most concern at the start of 2020 were financial lines business; this class includes professional indemnity, medical malpractice, fidelity guarantee/crime, and most significantly Directors and Officers liability.

In these sectors, we started to see doubling of premiums and at the same time, increasing deductibles and reducing limits of indemnity. The problems started in the US market, mainly driven by poor claim experiences but very quickly became a worldwide problem. For public sector organisations we saw the most concern around risks involving property, design and management and of course, cladding issues.

Many public sector bodies began to see their suppliers and contractors experience difficulty in obtaining/providing required insurance protection; often this was well before the concerns became apparent in their own placements.

All this was prior to the COVID-19 pandemic. Currently the scale of the impact of Covid-19 upon insurer results is uncertain, but it will inevitably affect profit margins and solvency levels, potentially placing further pressure on already fragile pricing. The big concern however, is how the market will respond to future risk exposures.

When we start to look at the market for core property, casualty, and motor covers, it is both challenging and unpredictable.

Underwriting losses have been fuelled by more than a decade of declining rates, persistently low interest rates and increased claims frequency, particularly in relation to large natural catastrophes.

Since the start of 2020, there has been significant contraction of management liability (directors & officers) and professional indemnity markets, particularly for construction related risks, with resultant pressure on cover limits and premium rates. These risks are now very difficult and sometimes not possible to place.





In other areas, we are starting to see a shortage of underwriting capacity, as insurers are being more selective over where it is deployed. In addition, there is renewed focus on underwriting discipline – looking closely at each client’s unique risk profile to ensure adequate rating.

Similarly, while there is a trend of steady price increases, rates are largely being reviewed on a ‘case by case’ basis leading to no clear pattern emerging; ‘best in class’ accounts can expect little or limited change but those with heavy losses must anticipate remedial action linked to their own particular risk characteristics.

## Public Sector Insurance Market

The above developments follow through to the Public Sector risk arena – changes in the availability and cost of reinsurance directly influence domestic underwriting strategies and stricter reinsurance terms, conditions and pricing inevitably filter down to all policyholders. It is anticipated all the increases in reinsurance pricing will be passed directly across to clients.

While the number of insurers actively writing public sector risks remains limited in comparison with the general corporate sector, there are still sufficient players to ensure a competitive market provided the Insurers have the required information to underwrite the risks presented to them.

The main UK public sector markets also remain unaltered;

**Maven** – a bespoke Underwriting Agency with capacity provided by AXA XL, Aviva and others. Motor risks previously underwritten by Amlin are being transferred to Aviva.

**Protector** – a major insurer of Nordic municipal risks who has made a big impact on the UK market.

**Risk Management Partners** – a well-established Underwriting Agency with capacity from AIG, QBE, Ecclesiastical, and HSB.

**Travelers** – a large US owned insurer focussing on property led risks, emergency services, and smaller local authorities without social service, highways, and education exposures.

**Zurich Municipal** – a ‘direct dealing’ sector specific insurer who retain a significant market share

In addition, there are other insurers, notably Avid & Ocaso, focussing exclusively on leasehold/right-to-buy covers, which can be very difficult to manage in relation to water damage claims and the amount of administration involved and therefore remain very price sensitive. There are a couple of London Market Motor underwriters such as Edison, who are prepared to consider Public Sector Fleet risks on a standalone basis.

At the same time, Amlin and Tokio Marine, who at one time were both looking to develop public sector accounts have now withdrawn from the market, favouring a return to more conventional and profitable lines of business.

Medical malpractice and professional indemnity also remain difficult areas and options for cover on a standalone basis can be limited, often resulting in punitive terms and conditions.

In summary, we are seeing all insurers exercise caution as they work to produce an acceptable return on capital. Accounts are reviewed on a ‘case by case’ basis at renewal, often with increases being proposed. Well performing accounts with good claims experience and a real commitment to risk management can still expect genuine competition but potentially a higher premium spend than in recent years.





## Sector-Specific Issues

### Coronavirus

Covid-19 is a particular challenge for local authorities and while insurers have generally been accommodating of new activities and responsibilities detailed information is required.

It is anticipated that exclusions will continue to be imposed across policies, restricting the insurance cover available in this area.

### Austerity Measures

The compound effect of funding cuts over the past decade has affected insurers in several areas including, for example, increased highways claims due to poor road maintenance and more frequent abuse allegations attributable to reduced social care resources. At the same time, many clients have lost experienced insurance and risk management staff and expertise.

On property risks it is essential that risk improvements are still completed in a timely fashion. There is concern on the impact that the lack of general maintenance is having. The water-related claims experiences for leasehold Right-to-Buy risks are generally deteriorating, leading to some very substantial premium increases being required.

As a consequence, underwriters are particularly keen to hear about the steps taken to mitigate exposures.

### Building Control

Dame Judith Hackitt's post-Grenfell Report introduces a number of key measures aimed at improving fire safety in new buildings via a robust 'holistic' management approach.

At the same time, local authorities and others are required to identify and manage any inherent design and construction risks, particularly those associated with composite cladding.

Both elements introduce additional responsibilities and underwriters need to understand how related exposures are being managed, for both 'first party' and outsourced/sub-contracted risks.

### Climate Change

Insurers globally have been severely impacted by changing weather patterns and the increased frequency and severity of major weather events.

Not surprisingly, this has led to increased focus on management controls, including general business continuity arrangements and flood risk management plans, and in some cases limitations to or withdrawal of storm and flood cover.

### Cyber Risks

General Data Protection Regulations have reinforced the need to protect information while highlighting the remedies available to individuals affected by data breaches.

At the same time cyber criminals have become increasingly sophisticated in their attempts to target personal information and system attacks continue to be reported on an almost daily basis.

The reputational impact of a breach on organisations can also be extremely damaging.

As with many emerging risks the number of public sector bodies purchasing insurance protection remains relatively low and the primary focus should be on identifying system vulnerabilities and implementing appropriate education and control measures.

It is important to note that changes in re insurance arrangement will potentially mean that any element of cyber cover provided under a non cyber policy (for example a property or liability policy) will be removed.

### Public Sector Liability Claims

As a rule, the overall cost of liability claims is ever increasing; the enhanced ability of the medical professions to save injured parties' lives has increased the volume of the most expensive cases – those with life-changing injuries, along with reliance on medical treatment and care. This position is exacerbated by the present level of the personal injury discount rate.

### Reinsurance

A significant number of reinsurance contracts were due on the 1 January and these are expected to have had premium rate increases of perhaps 20%, potentially some very restrictive exclusions in relation to communicable disease. These changes will in the main follow through into the primary insurance policies.

In addition, silent cyber exclusions being applied. 'Silent Cyber' refers to potential cyber-related losses stemming from traditional policy wordings that were not specifically designed to cover cyber risks. The re insurers are applying silent cyber exclusions to remove any ambiguity and uncertainty in this respect.

### Conclusion

The insurance market is hardening and as a result significant premiums increases and restrictions in policy cover are anticipated in the coming months.

Should you require further information or possible alternative solutions please contact your usual client executive today or contact:

JULIA REFFELL  
Managing Director, Public Sector Practice, Marsh  
julia.reffell@marsh.com



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## Annexe 2 Current Policy Cover Summary

| INSURER   | POLICY                       | EXCESS  | LIMIT                                |
|---|------------------------------|---|--------------------------------------|
| <b>COMMERCIAL/INVESTMENT AND RESIDENTIAL LEASEHOLD PROPERTY</b> |                              |   |                                      |
| AVID  | Leasehold Housing            | General Excess: £0<br>Accidental Damage: £50<br>Subsidence, Heave, Landslip: £1,000 | £10m (£5m Property Owners Liability) |
| ZURICH  | Property Owners - 0711       | General Excess: £250<br>Theft: £500   | £15m                                 |
| ZURICH  | Property Owners - 0791       | General Excess: £250<br>Subsidence: £1,000  | £15m                                 |
| ZM/POOL RE  | Terrorism (Econ Development) | General Excess £250   | 15m                                  |
| ZURICH  | Property Owners - 0881       | General Excess £250   | £15m                                 |
| ZM/POOL RE  | Terrorism (Com Fire)         | General Excess £250   | £15m                                 |
| ZURICH  | Property Owners - 0721       | General Excess: £250<br>Theft: £500   | £15m                                 |
| ZM/POOL RE  | Terrorism (Com Fire)         | General Excess £250   | £15m                                 |
| ZM/POOL RE  | Terrorism (Com Fire)         | General Excess £250   | £15m                                 |

| <b>MAIN PROGRAMME</b> |                                      |                         |  |
|-----------------------|--------------------------------------|-------------------------|--|
| <b>INSURER</b>        | <b>POLICY</b>                        | <b>EXCESS</b>           | <b>LIMIT</b>                                 |
| ZURICH                | Material Damage - Housing Properties | Various: £100-£10,000   | £50m   |
| ZURICH                | Material Damage - General Properties | Various: £5,000-£35,000 | £50m   |
| ZURICH                | Public Liability                     | £5,000                  | LOI: £25m<br>Annual Aggregate: £100,000      |
| ZURICH                | Employer's Liability                 | £5,000                  | LOI: £25m<br>Annual Aggregate: £100,000      |
| ZURICH                | Terrorism (General)                  | £5,000                  | £50m   |
| ZURICH                | Motor Vehicles                       | Various: £250-£2,000    | TPPD: £5m commercial vehicle; £50m motor car |
| ZURICH                | Engineering Inspection Contract      | N/A                     | N/A  |
| ZURICH                | Crime                                | £5,000                  | £5m  |
| ZURICH                | Officials' Indemnity                 | £5,000                  | LOI: £5m<br>Annual Aggregate: £100,000       |
| ZURICH                | Leased Cars - Employee Scheme        | Various: £200-£2,000    | TPPD: £5m commercial vehicle; £50m motor car |
| ZURICH                | Land Charges                         | £5,000                  | LOI: £2m<br>Annual Aggregate: £100,000       |
| ZURICH                | Works In Progress                    | Various: £250-£1,000    | £1m any one contract                         |

| <b>INSURER</b>    | <b>POLICY</b>                                  | <b>EXCESS</b>   | <b>LIMIT</b>   |
|-------------------|--|---|--|
| ZURICH            | Professional Indemnity                         | £1,000  | £5m  |
| ZURICH            | Computer                                       | £5,000  | £50m   |
| ZURICH            | Theft  | General Excess: £5,000<br>Theft of Building Materials: £500 | £50m   |
| ZURICH            | Engineering                                    | £100  | N/A  |
| ZURICH            | Business Interruption - Additional Expenditure | Various: £5,000-£35,000                                     | £50m   |
| CHUBB             | Personal Accident & Business Travel            | Nil   | Death: 5 x Annual Salary or £50,000<br>Injury: £2.5m |
| ZURICH            | All Risks                                      | Various: £250-£500  | £50m   |
| ZURICH            | Money  | Nil   | Various up to £500,000                               |
| ZURICH            | Libel & Slander                                | £5,000  | LOI: £1m<br>Annual Aggregate: £100,000               |
| ZURICH            | Public Health Act                              | £5,000  | LOI: £250,000<br>Annual Aggregate: £100,000          |
| ZURICH            | Business Interruption - Rent Receivable        | Various: £5,000-£35,000                                     | £50m   |
| ZURICH/NAVIGATORS | Marine   | £100  | £2m  |
| ZURICH            | Hirers Liability                               | Nil   | £5m  |
| ZURICH            | Motor Car Credit Guarantee                     | Nil   | N/A  |



# Insurance Programme Terms 20xx/xx

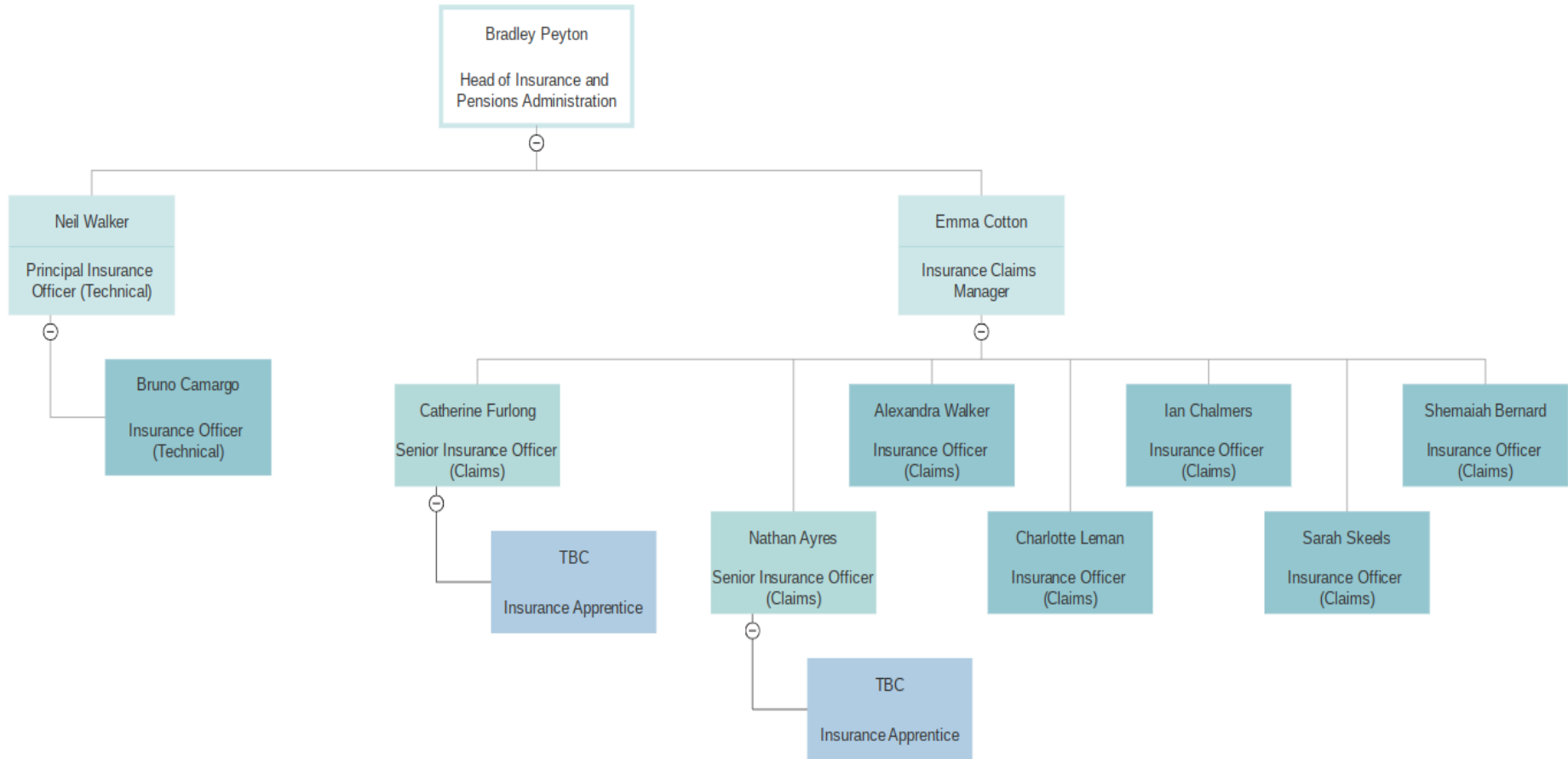
## Waverley Borough Council

| Type of risk  | Limit   | Excess                                   | Charge |
|---|---|--|--------|
| <b>Material damage (inc. contract works)</b>            | Reinstatement value other than contract works (£5 million per contract)                     | £250 other than subsidence (£1,000)      |        |
| <b>Business interruption: Increased cost of working</b> | £25 million (general) or £3 million (housing) any one loss over a 36 month indemnity period | Combined with the material damage excess |        |
| <b>Business interruption: loss of revenue</b>           | Declared revenue over a 36 month indemnity period   | Combined with the material damage excess |        |
| <b>Money</b>  | Various, inc. cash on premises or in transit £7,500   | £100                                     |        |
| <b>Computer</b>   | Reinstatement value   | £250                                     |        |
| <b>Cultural assets (inc. art)</b>                       | Reinstatement value   | £250                                     |        |
| <b>Employers' liability</b>                             | £50 million other than asbestos (£5 million)  | Nil                                      |        |
| <b>Third party (public) liability</b>                   | £50 million other than libel and slander (£5 million) and asbestos (nil)                    | Nil                                      |        |
| <b>Hirers liability</b>                                 | £5 million  | £100 payable by hirer                    |        |
| <b>Officials' indemnity</b>                             | £5 million any one loss and any policy  | Nil                                      |        |

|  |   |   |   |
|--|---|---|---|
|  | year  |   |   |
| <b>Professional indemnity</b>              | £5 million any one loss and any policy year   | Nil   |   |
| <b>Employee and third party dishonesty</b> | £5 million  | £5,000  |   |
| <b>Business travel</b>                     | Baggage and cancellation £10,000, money £5,000 and medical expenses unlimited per person (inner limits apply) | Nil   |   |
| <b>Engineering inspections</b>             | Statutory inspections of engineering items (inc. lifting equipment)   | Not applicable  |   |
| <b>Motor vehicles</b>                      | Comprehensive cover (inc. uninsured loss recovery)  | Nil other than own damage (£250)                      |   |
| <b>Directors' and officers' liability</b>  | <b>TBC if required</b>  | Nil   |   |
| <b>Service costs</b>                       | In-house claims handling and technical services   | Not applicable  |   |
| <b>Commercial leasehold buildings</b>      | Reinstatement value   | £250 other than subsidence (£2,500) payable by tenant | Please refer to the separate recharge spreadsheet |
| <b>Residential leasehold buildings</b>     | Reinstatement value   | <b>TBC</b>  | Charged directly by broker                        |



## Annexe 4 LBS Insurance Team Structure



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**WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE**

**30 MARCH 2021**

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**Title:**

**Request for supplementary estimate for Rule 6 representation at planning appeal lodged by UKOG (234) Ltd in respect of drilling for hydrocarbon minerals and associated infrastructure**

---

**Portfolio Holder:** Cllr Nick Palmer, Portfolio Holder for Operational and Enforcement Services

**Head of Service:** Zac Ellwood, Head of Planning and Economic Development

**Key decision:** Yes – significant in terms of its effect on two or more Wards

**Access:** Public

---

**1. Purpose and summary**

- 1.1 The purpose of this report is to seek approval for a supplementary estimate to cover the fees of an external consultant to represent the Council and local residents as a Rule 6 party in an appeal by UKOG against Surrey County Council's decision to refuse planning permission for the drilling for hydrocarbon minerals and associated infrastructure in Dunsfold. This report sets out that the Council does not have sufficient budget to meet these fees.

**2. Recommendation**

- 2.1 It is recommended that the Executive approve a supplementary estimate for £30,000 to meet the fees of the external consultants, to be met from the revenue reserve fund.

**3. Reason for the recommendation**

- 3.1 Whilst the Planning Service budget includes sums for contractors, it does not have sufficient funds to meet the abovementioned fees as well as support Development Management in respect of its business as usual duties. It is therefore necessary to seek a supplementary estimate to pay the above amount.

**4. Relationship to the Corporate Strategy and Service Plan**

- 4.1 The Corporate Strategy sets out the Council's strategic priorities. These priorities include taking action on climate emergency and protecting the environment and, by involving itself in this appeal, the Council is seeking to uphold this as a priority. The Service Plan refers to the preparation and adoption of a Climate Change/Carbon Reduction Supplementary Planning Document and the Council's involvement in this appeal accords with the anticipated content of this SPD and the Council's direction of travel in this respect.

## **5. Implications of decision**

### **5.1 Resource (Finance, procurement, staffing, IT)**

The financial implications are set out in the report.

### **5.2 Risk management**

No issues identified

### **5.3 Legal**

The legal implications are set out in the report.

### **5.4 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.

### **5.5 Climate emergency declaration**

This is directly relevant to the Council's climate emergency declaration in that the Council is categorically opposed to exploration works for carbon fuels at a time when it, along with the Government, is actively seeking to reduce carbon emissions with the ultimate aim of achieving carbon neutrality.

## **6. Consultation and engagement**

6.1 There are no comments from committees or other consultees.

## **7. Other options considered**

7.1 The officers have not identified any other options for dealing with this matter.

## **8. Governance journey**

8.1 This decision will be made by the Executive.

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## **Background Papers**

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

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### **CONTACT OFFICER:**

Name: Beth Howland-Smith

Position: Development Manager

Telephone: 01483 523114

Email: beth.howland-smith@waverley.gov.uk

Agreed and signed off by:

Legal Services: date

Head of Finance: date

Strategic Director: date

Portfolio Holder: date

|   |  |
|---|--|
| <p><b>Your name / team</b></p> <p>Beth Howland-Smith/Planning</p>   | <p><b>Date of request</b></p> <p>10 March 2021</p> |
| <p><b><u>Why</u> has the need for additional funds which cannot be met from existing budgets arisen?</b></p> <p>Officers, in consultation with the Executive, consider that Waverley should be represented at the appeal hearing. There is insufficient uncommitted funds left in the planning appeals budget to meet these costs.</p>  |  |
| <p><b><u>How much</u> money is being requested and <u>what</u> will it be spent on?</b></p> <p>Up to £30,000. Will be spent on specialist consultants including landscape services</p>  |  |
| <p><b><u>When</u> will the money be spent by?</b></p> <p>April 2021 in the preparation for the planning appeal</p>  |  |
| <p><b>Value for Money Assessment</b></p>  |  |
| <p><b><u>What other options</u> have been considered (including doing nothing)?</b></p> <p>Doing nothing has been considered but the Executive considers that this is not an appropriate position for Waverley to take given the environmental impact of the proposed application and the climate change declaration. Officers have assessed that the £30,000 will enable sufficient strength of representation, balancing this against the needs to ensure value for money for Waverley’s residents.</p> |  |
| <p><b><u>What are the expected benefits</u> will the planned expenditure bring?</b></p> <p>The external consultants will strengthen Waverley’s representation at the appeal with the objective being to uphold the refusal of the application which will support the Council’s Climate Change emergency declaration.</p>  |  |
| <p><b><u>What are the risks</u>, if any, of agreeing or refusing the supplementary estimate?</b></p> <p>The main risk is that costs are incurred but the Council does not achieve a successful outcome.</p>   |  |

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**WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE**

**30 MARCH 2021**

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**Title:**

**Review of Refuse and Recycling Bin Provision**

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**Portfolio Holder: Cllr. Steve Williams Portfolio Holder for Environment and Sustainability**

**Head of Service: Richard Homewood, Head of Environmental & Regulatory Services**

**Key decision: Yes**

**Access: Public**

---

**1. Purpose and summary**

- 1.1 To seek the Executive's support for the recommendations arising from the review the current policy on domestic waste bin provision and the environmental and budget implications thereof.
- 1.2 Having reviewed the current position regarding the bin provision policy, the report details a proposed new policy and charging mechanism for all bins and waste and recycling containers. In addition, there is a proposal for moving to smaller bins for residual waste in order to encourage a reduction for waste that goes for disposal, in support of both the Council's environmental aspirations and likely future Government waste strategies.
- 1.3 The proposal includes a phased approach to implementation, with an associated communication strategy, in order to maintain residents' support of the Council's efforts to maximise reuse and recycling and to minimise residual waste.

**2. Recommendation**

1. That the Executive approve the revised bin provision policy as set out in paragraph 8 of this report.
2. That as part of the procurement of any new Bins, consideration is given to the purchase of containers which maximise the use of recycled materials.
3. That delegated authority is given to the Head of Environmental and Regulatory Services, in consultation with the Portfolio Holder for Environment and Sustainability, to implement the Policy and its operational management as soon as practicable.
4. That if the Policy is adopted as laid out in 2.2 above, the s151 Officer uses his delegated authority to approve any fees laid out in this report, which are inconsistent with the schedule of fees and charges previously approved in the Council's Budget for the 2021-22 financial year.

### **3. Reasons for the Recommendations**

- 3.1 To provide for suitable and sufficient bins to meet the Council's statutory and customer requirements for waste collection.
- 3.2 To contribute to the financial needs of the Council within the current financial environment, through an appropriate charging policy for waste and recycling containers.
- 3.3 To help meet the Council's climate change emergency response, as laid out in its Carbon Neutrality Action Plan; specifically, the commitments to moving toward zero waste, through ongoing reductions in residual waste arising from domestic collections and further improvements in the amount of collected waste which is reused, composted or recycled.

### **4. Background**

- 4.1 The provision of waste collection is one of the only services the Council provides to every residential property. It therefore maintains a very high profile in terms of customer service and importantly, provides a key link into the Council's aspirations regarding environmental issues. Importantly, this link to residents' lifestyles often makes issues related to waste understandably emotive.
- 4.2 With around 130,000 waste bins, and 110,000 food caddies out, with almost all most of our households, our waste and recycling containers have a combined value approaching £2.5m. Many of these need replacement from time to time and the Council historically, has only charged for the replacement of some containers.
- 4.3 Across 2020 and ongoing, we have seen significantly increased demand from residents for additional refuse and recycling bins which is not sustainable. A review of our current practices and policy has therefore been undertaken.
- 4.4 It is evident from this that there is no formal policy at present relating to bin provision and, as a result, the lack of necessary controls has led to demand outstripping supply and available funds within the current budget for bin purchase.
- 4.5 The review has also identified weaknesses in our processes of taking customer orders and requesting contractor delivery of them. In addition, the review highlights the opportunity to consider the wider environmental aspirations of the Council in relation to bin provision and reducing the proportion of residual waste in the Borough's household waste arisings.
- 4.6 From a financial perspective, in the 2020/21 budget, £85k was allocated for bin purchases of which £52k was ring-fenced for the purchase of brown garden waste bins.
- 4.7 However, with 12,466 bins required by customers to date this year, at a cost of £118,264 compared to the budget of £85k (and an increase of 33% on the previous year's budget of £88,728), bin stocks would have run out well before the end of the year. Virements have therefore been made within the wider budget, to meet the demand for bins and food caddies.



- 4.8 However, with at least a nine-week manufacturer's lead-in, many customers have had a very long wait for delivery. Quite understandably, this position has given rise to significant numbers of customer complaints and has led officers to implement informal prioritisation, wait list and delivery arrangements around requests for bins. It has also meant that some developers have sourced their own bins, losing some income for the Council, and some control on bin numbers.
- 4.9 The current situation has also highlighted the risk of a claim from the Council's waste contractor for an increase in contract fees, due to the increase in overall bin numbers being collected and the knock-on effect this has on collection round working times.
- 4.10 The budget allocation for bin procurement is being dealt with separately, in the 2021 budget report. In addition, however, there is a real need for a revision of the policy and operating processes around bin provision.

## **5.0 Current Policy**

- 5.1 In spite of considerable searching it has not been possible to identify a clear existing policy on bin provision at Waverley.
- 5.2 The Recycling Improvement Plan 2014 does however make several references to a policy going as far back as 1987 and more recent references to policies for certain aspects of bin provision. Some of these are set out in Annexe A to this report.
- 5.3 A review of other Councils reveals a broadly similar policy throughout, although some have indicated they too, are reviewing their policies.
- 5.4 The current approach in Waverley appears to be as follows:
- Blue recycling bins – The Council will provide as many bins as the household requires, free of charge in order to encourage recycling behaviour.
  - Green food caddies - The Council will provide as many bins as the household requires, free of charge, in order to encourage recycling behaviour.
  - Silver food caddies - The Council will provide as many bins as the household requires in order to encourage recycling behaviour.
  - Black / grey residual waste bins – Householders are required to provide or replace these at their own cost where they are damaged, stolen or not fit for purpose, in all circumstances other than where the damage is proven to be the fault of the contractor.
  - Second bin exemption - Properties with six or more residents have historically been, upon request, granted permission to use an additional bin for their residual waste.

The 2014 Recycling Improvement Plan stated that residents would have to buy the smaller second bin (140litres) rather than the 240-litre bin. It would appear however, that there is limited explanation required by the customer and minimal follow up to review the circumstances, or if the property is later reoccupied, etc.

In addition, current practice is that they can have the smaller bin free of charge but must pay if they want the larger bin. It is not clear when this policy change happened and a clearer policy is required.

- Brown bins – These are provided as part of the subscription service for garden waste collections, which currently provides a surplus to the Council of just over £500k p.a. The householder pays for the bin in addition to the first year’s subscription.
- New developments – historically, it would appear that for new developments, provision was made in the S106 agreement to pay for the first bins provided for each household. More recently, it would appear that developers are required to pay for the first bins when the houses are ready for occupation.
- Bin ownership – all bins provided by Waverley should remain the property of the Council, with customers being charged, where appropriate, for the use of the bins rather than for their ownership. There have however, been some instances historically, where residents have purchased their own bins and these have then been collected. The problem with this is that a) the collection crews can pick up additional bins assuming they are authorised and that b) the privately purchased bins may be of poor quality compared to the main municipal suppliers, leading to bins breaking during use.

## 6.0 **Bin Demand**

6.1 The cost of bins of each type issued to householders over the past four years is set out below.

|                                | 2017/18       | 2018/19       | 2019/20       | 2020/21 spent - and committed - to year end |
|--------------------------------|---------------|---------------|---------------|---|
| Waste and Recycling Containers | 57,675        | 42,352        | 64,025        | 76,019                                      |
| Garden Waste Bins (brown)      | 27,804        | 49,440        | 24,703        | 42,245                                      |
| <b>TOTAL</b>                   | <b>85,479</b> | <b>91,792</b> | <b>88,728</b> | <b>118,264</b>                              |

6.2 Of the 1,246 blue recycling bins requested at the time of writing, in January 2021, the vast majority have been a request for an “additional bin”, most likely due to the Covid-19 restrictions keeping people at home for extended periods with an increased waste production as a result. Whilst there is no doubt these bins help

with recycling, the Council does collect side waste (i.e. not contained in the bin) for dry recyclable material, so this is an unnecessary cost for the Council to bear.

- 6.3 For food caddies, of the 4977 requests, the majority of orders were due to “damage” (not specified), and for “damaged by contractor”. “Missing bin” was the second highest for green kerbside caddies, often allegedly due to the containers not being satisfactorily replaced by the contractor after collections. We are working with our contractor to ensure crews replace bins correctly, but anecdotal evidence suggests that many food caddies are actually being used for other purposes in households, hence the additional requests.
- 6.4 For grey bins (almost all of which should be paid for), of the 964 requests so far in this financial year, the most significant reasons are “damaged by contractor”, “moving into a previously occupied house” and “new build property”. However, only around half the refuse bins issued to residents have actually brought in an income.
- 6.5 This raises a concern regarding the ordering arrangements for bins and the processes for requesting bin delivery by the contractor. Therefore, in order to support the proposed change to the policy around bin provision, there will be a review of bin ordering. This will focus on, especially, the questioning of customers as to damage and also stock control processes.
- 6.6 The 140 litre refuse bins are less popular, but in most cases were issued to residents moving into a previously occupied property, with the next most common reason for ordering being a swap from a 240-litre bin to a 140 litre, for which there would have been no fee by way of encouraging reduction in residual waste.
- 6.7 Brown garden waste bin subscription numbers have gradually risen over time and there is a need to continually increase the numbers of subscribers to drive income from the service. Bins are therefore provided to households who wish to participate in the service as an additional cost to their first annual subscription. The income from bins is used to fund the Council’s purchase of further brown bins.
- 6.8 With the historical drive to increase recycling rates, the Council took the logical approach of providing blue bins and recycling caddies free of charge, but restricting the size and number of grey residual waste bins by charging, with policies on numbers of residents in a household, in order to restrict residual waste. This was especially the case when there was a financial incentive to increase recycling through recycling credits, to support the national policy to increase recycling.
- 6.9 The loss of recycling credits and the national emphasis changing to overall waste minimisation as opposed to increasing recycling, would seem to give further reasons to now update the policy. Given the significant reduction in income that arose from the loss of recycling credits (c£900k p.a.), the Council should be expected to take a more commercial approach to waste management issues and this will be reflected in both bin provision and other, forthcoming work in this area.

## **7.0 Managing Demand, Increasing Income and Helping the Environment**

- 7.1 The current situation is unsustainable given the Council's overall financial position but needs to be balanced against a wider environmental aim to increase recycling, whilst reducing overall residual waste being produced, along with its resulting carbon footprint. The provision of bins therefore has to be managed more effectively, through both a more rigorous process for ordering and the use of charges for bins to manage demand and raise income to offset the procurement and delivery costs.
- 7.2 In addition and very importantly given both the Council's environmental aspirations and financial position, the proposals which follow also give the Council the opportunity to bring some pressure to bear on residual waste capacity if this is considered desirable. The highly respected sustainability charity, WRAP, in its 2020 survey advises that such pressure is one of the key factors in reducing residual waste and increasing recycling in council waste collection services.
- 7.3 The proposed charges for waste and recycling containers compare reasonably with our neighbouring councils' charges for similar bins and services. An absolute comparison is difficult because every council has a slightly different approach. However, the table at Annexe B shows that the proposals contained here broadly align with the majority. Given too, that the comparison considers our neighbours' 2020 prices and we are considering here setting 2021 price levels, it suggests there is currently scope for the proposed price of any bins we sell to generate additional income and or suppress demand and residual waste capacity.
- 7.4 We also need to ensure that as many as possible of the grey bins issued are paid for by the recipient or costs recovered from the Council's contractor, where damage by the contractor is proven.
- 7.5 Whilst many councils do not charge for recycling containers other than initial provision by developers, four out of our seven direct neighbours already charge for all types of bin, sometimes at much higher cost for developers than for residents.
- 7.6 Introducing a charge for recycling bins might appear counter productive but the Council simply cannot afford to keep giving out more bins free of charge, especially when everyone is now used to the "normality" of two bins and a food waste caddy.
- 7.7 In addition, if the number of bins continues to increase unreasonably, then there is a real risk that the contractor will seek an increase in the contract payments due to the number of bins being collected on each round.
- 7.8 Whilst introducing charges for additional or replacement recycling bins would offset the expenditure, it might be thought this could lead to increased fly tipping across the Borough, if households have too much recycling to fit in one bin and are not prepared to pay for another. However, in reality, this has never really been a problem, as the Council has always collected material alongside the recycling bin, as long as it is clearly identifiable as such and such additional waste must then be collected by the contractor. However, those residents who want extra bin capacity are able to pay for it.

- 7.9 Likewise, charging for food caddies may prove unpopular with some and again appear potentially counter-productive, as people might simply revert to putting food waste in their grey bin. However, from the requests for replacement bins, it would appear that further work can be done to better understand how many are genuinely damaged by the contractor or just “go missing” with householders. This may help reduce the number of alleged damaged bins.
- 7.10 Importantly, it is essential that the Council’s policy going forward builds in better customer engagement and information gathering before the provision of any additional bin capacity is allowed, in order to minimise potential costs.
- 7.11 It should be noted, that the costs of increasing residual bin capacity do not just fall to Waverley. With residual waste bins, whilst we can charge the customer on a one off, or even annual basis, for the additional bin, additional waste then has to be disposed of at a cost to the County Council on an ongoing basis.
- 7.12 Likewise, additional pressure will build on our contractor in terms of waste collection and we need to take a reasonable approach to increases in bin numbers to help avoid financial challenges.
- 7.13 In addition, there is the environmental cost arising from additional waste transport and processing, at a time when the Council is seeking to reduce its direct and indirect carbon emissions. It is essential therefore, that we test clearly, whether or not additional capacity is actually required, or is merely just being requested by customers.
- 7.14 It is also important that, especially in the current financial climate, the Council completely covers its own costs of administration, purchase and delivery of any new bins. In simple terms, if recycling and food containers were chargeable just at bin cost, then in the current year, the Council would have taken approximately £45k in additional income and, if the costs as proposed were applied, this would have risen to c£80k. Such full cost recovery will however, also help in reducing frivolous claims for additional bins but will have an impact on numbers being sold.
- 7.15 There is a view that we should now start to limit the size of residual waste containers, in order to encourage greater recycling, as well providing some reduction in residual waste arisings. The dimensions of the various sizes of wheeled bins and their approximate capacities are shown in Annex C to this report.
- 7.16 Whilst there has been limited research specifically in Waverley, experience in many areas suggests that 240 litres capacity for residual waste is significantly more than is actually required by the vast majority of households.
- 7.17 This is borne out by the Surrey Waste Partnership’s 2016 survey of waste collections in the county, showing Waverley’s residents producing some 18441 tonnes of residual waste per year, at an average of just 14kg of residual waste per household per fortnight. Quite clearly, the 240 litre standard bin can accommodate far more than just 14kg.
- 7.18 Likewise, Norfolk councils’ report by Eunomia Consultants in 2016, showed that most councils could accommodate a move to three weekly collections and in one

case, four weekly, based on the weights and volumes of residual waste arisings against the normal 240 litre bins.

- 7.19 Amongst our direct neighbours, Horsham DC produced similar evidence to support their move to a 140 litre standard bin and Horsham now has the lowest residual waste level in West Sussex and the highest recycling rate in Sussex as a whole.
- 7.20 Runnymede BC has also taken the decision that standard residual waste containers provided will be 180 litres and have implemented this policy borough wide. They have advised that, because of this move, along with other measures, recycling rates went up by 7% and residual waste arisings fell by 4% within a few months of the changes being implemented last year.
- 7.21 Whilst Waverley could now move to such provision in one stage, there would no doubt be a negative reaction from some customers. Waste collection is the highest profile service provided by the borough council, affecting every household. Many residents' perceptions of the council and of the value-for-money of council tax depend on their experience of waste collection. There is likely to be resistance to any perceived curtailment of this service at a time when council tax is having to increase at rates that are higher than inflation.
- 7.22 In addition, and although this does not appear to have been the case in other councils locally, who have gone down this route, (Reigate and Banstead, Horsham, Runnymede), there may be some additional flytipping enforcement required and side waste (presented additional to the bin) to be dealt with. Therefore, a careful communications campaign would be required to reflect the extent of any changes made to service.
- 7.23 However, a change to the standard size of bins for residual waste could be phased in, with a number of options available in such an approach:-
- an initial move to limit container size could be in defined smaller households and specific properties
  - this could also be extended to all new properties, through requirements on developers
  - then additionally, for replacement of existing bins as customer requests came forward
- 7.24 It should be noted, that residential flats, which make up around a quarter of Waverley's households and often have communal waste facilities, will be the subject of separate, but linked work to encourage and enable better recycling in any case, the implementation would be a gradual one for existing customers and such a change would quite clearly need to be well planned and communicated but is achievable, as some councils have already shown.

## **8.0 Proposed Policy for Bin Provision**

- 8.1 On balance, it would seem that a combination of different sized bins for residual waste, a more rigorous management policy and the introduction of new charges for bins is required to improve recovery of costs and reduce demand for bins. It is therefore recommended that the following Policy be adopted:

## Bin Provision Policy

- **Blue recycling bins –**
  - The standard provision will be one 240 litre bin per household
  - The council may provide an additional or a larger bin in order to encourage recycling behaviour.
  - However, the step up from 240 litres will be to a single 360 litre bin and not an additional 140 litre bin
  - Any existing or damaged bins will be taken back by the Council for re-use where possible.
  - The charge for replacement or additional bins will be £20 for 180 litres, £30 for 240 litres and £40 for 360 litres capacity.
  - Rationale:
    - This will have the benefit of only one bin needing to be stored and collected, rather than two, as would be the case with an additional 140-litre bin with an existing 240-litre bin.
    - The council maintains some bin stocks for future use
    - The charge is to cover the cost of the customer's wish for a larger bin when the Council will continue to take identifiable side waste for dry mixed recyclates collections.
  
- **Green and silver food caddies –**
  - The Council will provide additional bins if the household can show why they are needed
  - The charge for either green or silver food caddies is £7.
  - Rationale:
    - Whilst the Council wishes to encourage recycling of food waste, the number of additional food caddies being given away, and the resulting cost, is simply too high.
  
- **Black / grey residual waste bins –**
  - The standard provision will be one 240 litre bin per household for existing bins, but there will be a phased move to replace any damaged or otherwise non-required 240 litre bins with 180 litre bins.

It should be noted that this 25% reduction in capacity, should still be more than adequate for the vast majority of Waverley household, given that the average weight of residual waste produced is just 14kg per household per fortnight.

- 180 litre bins are provided for one/two bedroom properties/single person occupancy properties.
- Householders are required to provide or replace these at their own cost where bins are damaged, stolen or not fit for purpose, or in all other circumstances, except
  - where the damage is proven to be the fault of the contractor
  - if the resident wishes to voluntarily downsize their undamaged bin from 240 to 180 litres, there is no charge, as this encourages waste minimisation, as per the WRAP 2020 Survey mentioned elsewhere in this report.
- Other than above, the charge for replacement residual waste (grey) bins will be higher than recycling bins: £40 for a 180-litre bin and £50 for a 240litre bin (if the 240-litre option is kept).

- Except for the exemption below, households are only permitted to have one grey residual waste bin of either 180 or 240 litres capacity.
- Rationale:
  - To encourage the reduction in residual waste by limiting bin capacity, where this is reasonable
- **Second bin exemption** - Properties with six or more residents may be granted permission to use a larger bin for their residual waste and also their dry mixed recyclates collection.
  - These will be 360 litre bins
  - The charge for replacing these bins will be £60 unless it is proven that the damage was the fault of the contractor.
  - Any existing bins will be taken back by the Council for re-use
  - An initial assessment and annual review will be made to ascertain that all such households are or remain at six or more residents
  - Rationale:
    - To provide for the needs of genuinely large households
    - to minimise the number of bins requiring storage by the resident and collection by the Council's contractor
    - The council maintains some bin stocks for future use
    - To encourage reduction in residual waste from the current 380 litre (240 litre + 140 litre) capacity to 360 litres.
- **Brown Garden Waste Service bins –**
  - There is a subscription service for garden waste collections. The householder is required to pay for the bin in addition to the first year's subscription.
  - Subscribers can have as many bins as they wish
  - The charge for the 240 litre bin is £40
  - As a commercial service however, promotional pricing may be used to encourage additional customers to join the service or to take further bins.
  - Rationale:
    - To help divert garden waste from the residual waste stream which would otherwise then have to be disposed of by the Waste Disposal Authority at wider cost to the public purse.
    - To provide a commercial service for residents that returns a surplus for the Council
    - To reduce garden waste transport mileage and the resultant carbon emissions that would accrue from many individual trips by householders to community recycling sites
- **Bins for new developments –**
  - The developer is required to purchase the first set of bins from the Council before residential properties are occupied.
  - These will normally be one Blue recycling bin 240 litres capacity and one Black/grey residual waste bin, of 180-litre capacity, except where different capacity has been required and agreed during the Planning Application process.
  - Specific arrangements will be priced separately as necessary, for example, where it is proposed to use communal waste collection bins. However, these will provide for similar capacity as for non-communal containers
  - Rationale:



- To ensure that new occupants have waste and recycling arrangements in place as soon as they take ownership of newly developed properties
    - To ensure that new properties' waste arrangements do not encourage additional waste arisings over that which is considered reasonable
  - **New occupiers –**
    - If a new occupier; i.e. when moving into the property; requires new or additional residual waste and recycling bins or food caddies, they must be purchased from the Council at the prices above on the evidence of new ownership.
    - Rationale:
      - to ensure that waste and recycling containers are provided for new occupants
      - to ensure that the council has control over its bin stocks
- **Providing second hand bins at lower cost.**

There is little doubt that some residents will only wish to pay for a new bin and indeed, that may be the reason they wish to change. However, others may accept a pre-used bin at a lower cost, which would provide a re-use option for damaged bins once repaired, cleaned out, etc.

This makes administration slightly more difficult, but may save complaints from residents receiving a second hand bin at the full charge. There could be a delivery/administration fee of £10 for this service.

## 8.2 Supporting Policy Recommendations

It is also recommended that:

- the verification checks set out in Annex D are applied when requests for replacement or new bins are received:
- where damage is alleged to have been caused by the contractor and there is corroborative evidence, every effort is made to recover the cost from the contractor.
- an in depth review of ordering, delivery and stock control arrangements is undertaken and improvements made as required

## 9. Relationship to the Corporate Strategy and Service Plan

- 9.1 Waverley's Corporate Strategy (2020-25) suggests that Waverley will promote and sustain a financially sound Waverley with infrastructure and services fit for future, high quality public services accessible for all, a thriving economy, responsible planning and development supporting place-shaping and local engagement in planning policy and a sense of responsibility for our environments, and protecting our planet.

The strategy highlights promotion of reduction and re-use as well as recycling. It also proposes a more financially sustainable approach to the provision of bins.

## **10. Implications of decision**

### **10.1 Resource (Finance, procurement, staffing, IT)**

- 10.1.1 Whilst in the immediate short term, virements to enable forward orders for bin delivery at the start of the new financial year have been made, the overall budget for waste bins needs to be regularised going forward, to ensure that the required bin stocks are available. This is formalised in the Full Council Report for the 2021-22 Budget.
- 10.1.2 A revised policy and associated operational processes are required to manage demand for waste and recycling bins more effectively which should provide a better financial position as well as an improved service in terms of supporting recycling and bringing pressure on residual waste arisings.
- 10.1.3 There are a number of transformation and business processes already progressing in this service area based on digital change, which need to be completed to support the policy above and help ensure the timely allocation and control of waste and recycling container resources.
- 10.1.4 A revised policy for bin provision is recommended earlier in this report, to manage demand more effectively.
- 10.1.5 If the Council wishes to implement significant change, as is proposed here, to something, which may affect many residential properties in the Borough, there are likely to be impacts from dissatisfied customers, which will require significant additional support from technical waste management staff, at least in the short to medium term.

### **10.2 Risk management**

- 10.2.1 If demand is not managed effectively, by a revised policy on bin provision, which is then strictly applied through the Council's business processes, demand for bins will continue to outstrip resources, leading to both financial risk, and reputational risk through unfulfilled customer demand.
- 10.2.2 Given the cost of bins, and additionally, potential wider costs, a more robust system of ordering and stock control is required to ensure bin resources are effectively managed.
- 10.2.3 Continued growth in the number of bins could result in a request from the contractor to increase the contract core prices, over and above normal inflationary rises, to reflect the higher numbers of bin lifts required.

### **10.3 Legal**

- 10.3.1 The Council has a legal duty to collect household waste under section 45 of the Environmental Protection Act 1990 (EPA).
- 10.3.2 In accordance with section 46(3) EPA it can require residents to place refuse and recycling in bins of a specified type and size and may provide those bins free of charge or charge a one off or periodic fee for providing them. Alternatively, the Council can require an occupier to provide them.

10.3.3 It should be noted that the bins provided by the Council in Waverley, even if they are charged for, remain the property of the Council at all times; i.e. the charge is to allow the bins to be used, rather than to be owned, by the customer.

There are a small number of bins which were historically purchased privately by residents and which have since been accepted for collections. These will be identified via future audits of bins presented and maintained as such, but any replacements must be purchased from the Council.

## **10.4 Climate emergency declaration**

10.4.1 Surrey County Council's Climate Change Strategy includes a section on waste, resources and circular economy. The ambition is 'to rethink our current approach to waste, to create a system centred on circular economy principles that seeks to prioritise the reduction of waste creation, encouraging innovative approaches to waste reutilisation and recycling - throwing away will become a last resort'. Whilst this Strategy was not formally consulted upon, it does nevertheless, seek to align to the likely forthcoming changes in waste and recycling, which will flow from the new National Waste Strategy. A target has been set for 70% of all local authority collected waste in Surrey to be reused, composted or recycled by 2030 and preliminary work has started on potential options for delivering this.

10.4.2 Waverley's Climate Change and Sustainability Strategy aims to embed the "reduce, reuse, recycle" theme into everything Waverley does around waste and aims to ensure that waste and recycling services are conducted in a sustainable way and include campaigns to encourage an overall reduction in waste arisings.

10.4.3 Waverley's Carbon Neutrality Action Plan seeks to develop a plan for becoming a zero waste Borough, through waste reduction and reuse, as well as recycling. The proposals in this report will assist in moving Waverley towards that position.

10.4.4 At an operational and service delivery level, at this point in time, this translates into:

- maintaining delivery of the statutory and the discretionary parts of the waste collection service
- reducing capacity available for residual waste
- encouraging reuse, recycling and composting
- reducing the Carbon footprint of waste operations, through
  - efficiencies in vehicle use through route optimisation
  - using bins with a lower carbon footprint where possible

10.4.5 The Policy detailed in this report will help the Council to:

- continue to decrease residual waste arisings and increase the already high proportion of collected material being reused, recycled or otherwise diverted from waste disposal
- move towards a service that gives residents additional choices as to how they can recycle their material, such as:
  - additional kerbside collections for specific waste;
  - investigating community composting schemes instead of using the garden waste service, or possibly combining both

- give residents further encouragement, through the pricing of our services and in what we make available, to modify behaviour:-
  - so, whilst we believe that most residents try and recycle what they can, we are proposing here to phase in smaller bins for residual waste, which should further encourage residents to waste less and recycle more.
  - in addition, whilst we know that composting one's own garden waste at home is the "best" option, we also know that, if we do not offer a compost service, such waste is often fly tipped or placed in residual waste streams, or taken on a long car journey to a community recycling centre. Therefore, a district-wide kerbside collection, whilst not perfect, is a step in the right direction environmentally and, at the same time, makes a profit for the Council to reinvest in or support other services.

## **11. Consultation and engagement**

- 11.1 The proposals in this report were considered by the Environment Overview and Scrutiny Committee at its meeting on 15 March. There was unanimous support for the proposals. There was a suggestion that an option for a 140 litre residual waste (grey bin) is made available to residents who wish to have an even smaller bin than the proposed new standard 180 litres. This can be accommodated within the revised policy and will further support the overall objective of reducing residual waste.
- 11.2 No consultation has been carried out with residents. However, consultation with other local authorities and organisations has been undertaken in terms of the practicalities of introducing the proposal contained within this report.

## **12. Other Options Considered**

### **12.1 Allowing developers and residents to source their own bins**

- 12.1.1 Discounted on the basis that we need to be able to identify WBC bins to avoid trade waste abuse and additional waste arising from domestic properties from "unofficial" bins. In addition, the Council can better control the quality of bins through the use of recognised municipal suppliers, to help avoid broken bins.
- 12.1.2 Linked to this, it is proposed that officers and the Council's contractor undertake a review of any properties with additional or unmarked bins, remove any unauthorised additional Waverley bins and provide identifying stickers for any bins which do not have the Council's logo, but which are currently, legitimately being used for waste collection.
- 12.1.3 The Council will also have to maintain a small stock of specialist bins to ensure adequate service for new developments with communal waste collection arrangements.

### **12.2 Charging for food caddies**

- 12.2.1 Officers recognise that this may appear controversial, on the basis that the caddy value is much smaller and that the Council wishes to encourage food waste

minimisation. However, with almost 5000 caddies being given away this year, on balance, it is felt that the Council should implement a small charge.

### **12.3 Lower or no costs for bins and services**

12.3.1 Not recommended, due to the Council's financial position.

### **12.4 Maintaining the 240 litre and 140-litre additional bin for dwellings with six or more residents.**

12.4.1 Discounted on the grounds that the proposed 360-litre bin is better value, for the reasons stated earlier.

### **12.5 Not moving all replacement or new property residual waste (Grey) bins to 180 litres capacity and staying with the current arrangements.**

12.5.1 Whilst there is no absolute evidence available that suggests there is enough capacity available in such bins to allow every Waverley household to cope with such a move, other councils have started this change with few problems. In addition, the 2016 survey of Surrey councils showed that the average residual waste arising from Waverley households was only 14kg a fortnight.

12.5.2 The "easy option" therefore might be to leave the current arrangements in place. However, not moving to a phased implementation of smaller bins for residual waste, misses an opportunity to positively start to address waste reduction

All councils which have introduced schemes which in some way limit residual waste collection capacity have seen improvements in recycling levels and or reductions in residual waste arisings.

*According to WRAP's 2020 Survey, "Fewer items are disposed of incorrectly by households who have services with the following scheme characteristics: a restricted residual waste capacity, higher numbers of materials collected for recycling and multi-stream recycling schemes. By contrast, more items are disposed of incorrectly by households in areas where fewer items are collected for recycling and there is less restriction of residual waste capacity.*

Likely national strategy will require this in any case and the gradual reduction in packaging, and other collection options for textiles and electrical goods, will also help to support the need for smaller bins.

### **12.6 An immediate compulsory rollout of smaller bins**

Discounted on the grounds of immediate cost (c£1.3m) and upheaval for too many residents and, importantly, the need for the Council to encourage and support residents in making this change.

### **12.6 Moving to a three weekly collection for residual waste**

Discounted at this time due to likely additional upheaval for residents and likely changes in collection arising from future national waste strategy.

### **13. Governance journey**

- 13.1 Management Board - 9 February 2021
- Executive Briefing – 23 February 2021
- Overview and Scrutiny Environment Committee – 15 March 2021
- Executive – 30 March 2021

#### **Annexes:**

- Annexe A – Extracts from Recycling Improvement Plan 2014
- Annexe B – Price comparison with neighbouring councils
- Annexe C – Bin Dimensions and capacities
- Annexe D - Verification checks to determine the need for a bin and level of priority

---

#### **CONTACT OFFICER:**

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Agreed and signed off by:

Legal Services: date 3 Feb 2021  
Head of Finance: date 3 Feb 2021  
Strategic Director: date  
Portfolio Holder: date

**Policy references in the Recycling Improvement Plan 2014**

***“Black Bin Replacement Policy***

*Waverley initially introduced black refuse wheeled bins (primarily of 240L capacity) to all households in 1987. Since this time, there has been a deterioration in the condition of the bins due to the age and the level of ‘wear and tear’, which is inevitable in this type of operation.*

*Since 1987 it has been the policy of the Council to require residents to replace (at their own cost) wheeled bins which are damaged, stolen or generally not fit for purpose, in all circumstances other than those where the damage is the fault of the contractor.”*

***“Second bin exemptions***

*Properties with six or more residents have historically been, upon request, granted permission to use an additional bin for their residual waste. In 2013, an exercise was carried out to review all second bin customers, and numbers were reduced from over 400 to just 231 properties in Waverley. The procedure now in place ensures that all residents requesting a second bin must ‘apply’ for it, and if granted they are given a sticker to identify the second bin as being permitted. Veolia diligently report any additional bins that are not permitted, and do not empty these.*

*It is proposed that this procedure should continue, and that in future, residents requiring a second bin must buy a smaller sized (140L) residual waste bin, rather than the full sized bin that they can purchase at present.*

*In respect of blue recycling bins and food waste caddies, it is the Council’s approach to provide as many receptacles as required by a household in order to encourage positive recycling behaviour. However, anecdotal evidence suggests that this fact is not widely known and as a consequence, it is proposed to do further work to make this clear in any future communication campaigns.”*

*“Looking forward, this report identifies opportunities for the Council to achieve further improvements in recycling performance – both through a reduction in the overall volume of waste being collected, and an increase the proportion of waste being recycled or reused. Some of these improvements must inevitably be focused on encouraging more residents to make full use of the recycling services that the Council is already providing, as this is where some of the largest gains can be achieved. Other improvements focus on the introduction of new recycling services such as textiles and electrical goods, where there is a clear and compelling business case.*

*This report, and the detailed Action Plan at Annexe 1 sets out a range of evidence-based opportunities to achieve and then surpass the Council’s agreed target of recycling over 60% of the borough’s waste by 2014.”*

*Included in Annexe 1:*

*“Improve communications regarding the availability of unlimited recycling containers (both food waste caddies and blue recycling bins)”*

## Annexe B:- Bin Price Comparison with Neighbouring Councils

| Waverley Proposed Bin Costs and its Neighbours' 2020 Bin Prices |   |                                      |   |                               |                               |  |                                     |                            |                      |
|---|---|--------------------------------------|---|-------------------------------|-------------------------------|--|-------------------------------------|----------------------------|----------------------|
|   | Residual<br>140 litre bin                 | Residual<br>240 litre bin            | Residual<br>360 litre or<br>similar for<br>large families | Recycling<br>180 litre<br>bin | Recycling<br>240 litre<br>bin | Recycling 360<br>litre bin or<br>similar for<br>large families | Food Caddy                          | Garden<br>240 litre<br>bin | Ownership            |
| <b>Waverley<br/>2020</b>  | £25                                       | £25                                  | 140+240 litres<br>so £50                                  | Free                          | Free                          | 140+240 Free   | Free                                | £30                        | Confused<br>position |
| Guildford   | £30                                       | £30                                  | 6+ people<br>240+140 litres<br>so £60                     | Free                          | Free                          |  |                                     | £30                        |                      |
| Mole Valley   | £30.75                                    | £51.25                               |   | Free                          | Free                          |  | Free                                |                            | Council<br>owns      |
| Chichester  | £34.50<br>1-2 people                      | £38.00<br>standard                   | £58.20<br>5+ people only                                  | £34.50                        | £38.00                        | £58.20<br>5+   |                                     | £38.00                     | Resident<br>owns     |
| Horsham   | Only use 140 litre for residual<br>£40.50 |                                      |   | £17.50                        | £43.40                        |  |                                     | £43.40                     | Resident<br>owns     |
| East Hants  | £30                                       | £30                                  | 6+ people only<br>240+140 litres<br>so £60                |                               | £30                           |  | Glass caddy<br>£8                   |                            | Resident<br>owns     |
| Rushmoor  | 33.87<br>Developer                        | 36.87<br>Developer                   |   | NC                            | NC                            | NC   |                                     | In service<br>cost         |                      |
| Hart  | £39.92<br><br>£47.91<br>New property      | £39.92<br><br>£68.44<br>New Property |   | £34.22                        | £33.22                        |  | Glass crate<br>or 140 bin<br>£34.22 | £34.22                     |                      |
| Runnymede   | Only use 180 litre for residual<br>£56    |                                      | £76<br>6+ people only                                     |                               | Free                          |  | Free                                |                            | Council<br>owns      |
| Neighbours'<br>Average  | £38.60                                    | £40.81                               | £63.55<br>4 of 7 councils                                 | £27.71<br>4 of 7              | £36.15<br>4 of 7              |  |                                     | £36.40<br>4 of 7           |                      |
| <b>Waverley<br/>Proposed</b>                                    | £40                                       | £50                                  | £60<br>6+ people only                                     | £20                           | £30                           | £40<br>6+ only   | £7                                  | £40                        | WBC owns<br>bins     |



## Annexe C



All measurements are in millimeters.

## Wheelie Bin Dimensions

- ★ 140 Litre Wheelie Bin: **1060 x 480 x 550mm** (H/W/D)

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- ★ 180 Litre Wheelie Bin: **1060 x 480 x 730mm** (H/W/D)

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- ★ 240 Litre Wheelie Bin: **1060 x 575 x 730mm** (H/W/D)

---

- ★ 360 Litre Wheelie Bin: **1080 x 580 x 875mm** (H/W/D)

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## How Much Rubbish Does Each Bin Hold?

- ★ 140 Litre: 2-3 refuse bags

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- ★ 180 Litre: 3-4 refuse bags

---

- ★ 240 Litre: 4-5 refuse bags

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- ★ 360 Litre: 6-7 refuse bags

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## **Annexe D: Verifying Need and Priority and Ensuring Delivery of Bins**

### **Verification checks to determine the need for a bin and level of priority**

#### **Recycling Bins**

- If a resident is reporting that their blue recycling bin missing, they will be asked:
  - if they have checked along their road to see if the bin has been misplaced
  - for the date when it went missing

Note: Replacing a bin where there should be one is top priority for delivery.
  
- If a resident is reporting their bin as damaged they will be asked:
  - what the damage is
  - to provide a photograph to show the damage
  
- If a resident is alleging damage to or loss of the bin by the contractor, they will be asked:
  - what the damage is
  - to provide a photograph of the damage
  - the date it happened so that we can ask the contractor to check with the crews and review video evidence.

Note: Damaged bins are second priority
  
- If a resident is requesting a new bin because they have moved into a new property, we need to know:
  - if it is a newly built property, so we can charge developers for the first set of bins
  - or if its just 'new' to them
  - if there is no bin present
  - if there is a bin present but it is not to their liking.
  
- If a resident is simply asking for a second bin to increase capacity then they can receive one, as long as there are sufficient in stock to meet the other priorities listed above and can wait, as they can present side recycling in cardboard boxes or clear sacks. (lowest priority).

#### **Green Food Caddies**

- If a resident is reporting that their green food caddy is missing, they will be asked:
  - if they have checked along their road to see if the bin has been misplaced
  - for the date when it went missing

Note: Replacing a bin where there should be one is top priority for delivery.
  
- If a resident is reporting their caddy as damaged they will be asked:
  - what the damage is
  - to provide a photograph to show the damage
  
- If a resident is alleging damage to or loss of the bin by the contractor, they will be asked:
  - what the damage is
  - to provide a photograph of the damage

- the date it happened so that we can ask the contractor to check with the crews and review video evidence.

Note: Damaged caddies are second priority

- If a resident is requesting a new bin because they have moved into a new property, we need to know:
  - if it is a newly built property, so we can charge developers as above
  - or just 'new' to them
  - if there is no caddy present
  - if there is a caddy present but it is not to their liking.
- if a resident is simply asking for a second caddy to increase capacity then they can receive one, as long as there are sufficient in stock to meet the other priorities listed above and they can wait (lowest priority).

### **Silver Food Caddies**

- If a resident is reporting their silver food caddy as damaged they will:
  - be asked to send in a photograph to show the damage. (3<sup>rd</sup> priority)
- If a resident is requesting a new silver food caddy because they have moved into a new property, they will be asked
  - if it is a newly built property, so that we can charge developers as above
  - or if its just 'new' to them
  - is there actually a caddy present
  - if there is a caddy present but not to their liking.

### **Grey Bins**

- If a resident is reporting that their grey bin is missing, they will be asked:
  - if they have checked along their road to see if it has been misplaced
  - for the date when it went missing.

Note: replacing a missing bin is our top priority for delivery.
- If a resident is alleging damage, they will be asked:
  - how the damage occurred
  - to supply a photo of the bin
- If a resident alleges damage by the contractor they will be required:
  - to describe the damage
  - to supply a photo of the bin
  - to confirm the date it happened, so that we can ask Biffa to check with the crews and review video evidence.

Note: Damaged residual waste bin is our second priority for replacement.
- If a resident is requesting a new bin because they have moved into a new property, we need to know:
  - if it is a newly built property, so we can charge developers for the first set of bins
  - or if its just 'new' to them
  - if there is no bin present

- is a bin present not to their liking (grey bin change request)).
- Whether they are a smaller household – if so, offer 140 litre bins

Note: A request for any additional grey bin capacity will only be accepted if the property has six or more residents and does not already have an additional or larger bin.

### **Brown Garden Waste Bins**

- A resident may have as many brown bins as they require. There is a subscription service for garden waste collections. The householder is required to pay for each bin in addition to the first year's subscription.

### **Delivery of Bins**

In the future, requests and orders for bins will be encouraged via the Council's website wherever possible, rather than through a direct call to the Council, although the call option will be maintained.

An automated digital process is being developed to ensure that the order for the bin is dealt with in an accurate and timely manner in order to drive customer service improvements. The full digitisation of these processes is due to be completed by summer 2021.

Delivery of bins to customers is undertaken by the Council's waste contractor. Such deliveries will be made as soon as possible and, in any case, within the prescribed timelines prescribed in the waste contract.

Where the bin is a replacement for a reusable bin, the previous bin will be collected and will be cleaned out for re-use.

**WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE**

**30 MARCH 2021**

---

**Title:**

**Plot 5 Wheeler Street Nurseries Witley GU5 8QP**  
**Grant of new lease for two garages to Landspeed Homes Limited**

---

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

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

**Key decision:** No

**Access:** Part Exempt  
**Note pursuant to Section 100B(5) of the Local Government Act 1972**

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

**Paragraph 3**

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

---

**1. Purpose and summary**

1.1 This report seeks approval for two leases of one garage each at Plot 5 Wheeler Street Nurseries, Witley from the Council to Landspeed Homes Limited (Landspeed).

**2. Recommendation**

2.1 It is recommended that:

- The two garage leases to Landspeed be approved
- Delegated authority is given to officers to finalise the heads of terms and complete the necessary legal document(s) with the prospective tenant with detailed terms and conditions to be agreed by the Strategic Director, in consultation with the relevant Portfolio Holder(s).

**3. Reason for the recommendation**

3.1 The Council and Landspeed submitted a combined offer to Langham Homes for five affordable housing units on a S106 site at Wheeler Street Nurseries, Witley comprising 2 x 2 bed houses, 2 x 1 bed maisonettes, 1 x Flat over garage.

Following acceptance of the offer Landspeed acquired the two houses for Shared Equity and the Council the two maisonettes and flat for Affordable Rent. The flat is situated above a block of three garages. Two of the garages are provided for in the consideration paid by Landspeed for the houses. The other garage is Council owned for the benefit of the tenant in the flat above the block.

The attached exempt annexes 1 and 2 show the plan of the site and an image of the flat and garage block building for visual reference.

During discussions around the combined offer it became apparent that, as the Council would own the flat over the garage block and only one of the garages below, maintenance of the building would be difficult unless the Council owned the entire building. Therefore, it was mutually agreed between Langham Homes, Landspeed and the Council that the Council should take ownership of the freehold of the land and building comprising the flat and garage block and lease the two garages associated with houses back to Landspeed.

The rent and term for the lease of the garages is set out in exempt annexe 3.

#### **4. Background**

- 4.1. The West Surrey SMHA (2015) demonstrates the need for an additional 314 Affordable homes per annum across Waverley. Acquisition of property under Section 106 (S106) Agreements will help to implement Waverley Housing Strategy 2018-23 action plan to deliver new council homes and meet goals to:

H: INCREASE delivery of well designed, well-built affordable HOUSING

O: OPTIMISE social and economic wellbeing

M: MAKE best use of existing homes

E: ENGAGE with partners to achieve our joint aims.

#### **5. Relationship to the Corporate Strategy and Service Plan**

- 5.1 This supports the vision of working in partnership with social housing providers to deliver good quality homes and provide services and support that tenant's need.

#### **6. Implications of decision**

##### **6.1 Resource (Finance, procurement, staffing, IT)**

Under the lease the tenant shall repair and make good all defects in the repair and condition of the garages.

The rent due under the lease is contained in exempt annexe 3.

##### **6.2 Risk management**

This ensures the Council has control over the maintenance of the whole building. The lease specifies the repair obligations on the tenant.

### **6.3 Legal**

External solicitors have been appointed under the framework agreement to assist with the drafting of documents. The solicitors have wide experience in dealing with shared ownership properties and any related property transactions, such as the transfer of associated garages.

### **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 climate change implications as a result of the granting of these leases.

## **7. Consultation and engagement**

7.1 None required for this lease proposal.

## **8. Other options considered**

8.1 This option is considered the most suitable for ensuring the Council can carry out its maintenance obligations on the building.

## **9. Governance journey**

9.1 Under the Scheme of Delegation the length of this lease requires approval at Executive.

### **Annexes:**

Exempt Annexe 1 – Plan of site

Exempt Annexe 2 – Image of flat and garage block

Exempt Annexe 3 – lease length and premium

---

### **Background Papers**

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

---

### **CONTACT OFFICER:**

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Position: Corporate Asset Manager

Telephone: 01483 523250

Email: victoria.basley@waverley.gov.uk

Agreed and signed off by:

Legal Services: 16/03/2021

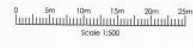
Head of Finance: 16/03/2021

Strategic Director: 16/03/2021

Portfolio Holder:

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**LEGEND**

- Ownership Boundary
- Rights to use (parking)
- Shared Accessway
- Soft Landscaped Area
- Rights of Way
- Denotes Boundary Ownership

NOTE: THIS PLAN HAS BEEN PRODUCED FOR LAND REGISTRY PURPOSES ONLY.

*DMJ*

| Rev | Date | Details |
|-----|------|---------|
|     |      |         |

**LAND REGISTRY**

**ark|tec**  
Architectural Consultancy  
Lodge Farm Barn  
Ewellan Park Estate  
Fleet Road, Hartley Wintney  
Hampshire, RG27 8AS

Client: LANGHAM HOMES  
Project: WHEELER STREET NURSERIES  
WITLEY, GODALMING  
Drawing: TRANSFER PLAN  
PLOTS 1,2&5  
Scale: 1:500 @ A2 | Date: 21/05/20

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Drawing Number: **T18/21/1401** | Revision: -

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

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**WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE**

**30 MARCH 2021**

---

**Title:**

**Electric Vehicle Strategy**

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

**Head of Service:** Richard Homewood, Head of Environment and Regulatory Services

**Key decision:** Yes

**Access:** Public

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**1. Purpose and summary**

1.1 This report seeks the Executive's adoption of the Electric Vehicle Strategy.

**2. Recommendation**

2.1 That the Executive adopt the attached Electric Vehicle Strategy.

**3. Reason for the recommendation**

3.1 To contribute to the Councils Carbon Neutrality Action Plan by encouraging the use of Electric Vehicles and working with partners to provide a network of charging points across the borough.

**4. Background**

4.1 In September 2019, Waverley Borough Council (WBC) declared a climate emergency and committed to addressing the carbon emissions within the borough. Transport accounted for 40% of emissions in 2015. In the Carbon Neutrality Action Plan adopted in December 2020, Waverley committed to facilitating the switch to electric vehicles.

4.2 This report presents the Electric Vehicle Strategy (Annexe 1) which provides a framework on how WBC can facilitate that switch

4.3 This strategy aims to provide a borough wide approach to encourage the transition from petrol and diesel vehicles to electric vehicles as part of a sustainable transport system.

4.4 There will be a phased roll out of EV chargers across the borough. Phase 1 is near completion and required that a rapid charger be installed in one car park in



each of our main hubs. Currently Stocklund Square in Cranleigh, High Street in Haslemere, Crown Court in Godalming each have rapid chargers and Riverside 3 in Farnham will be installed shortly. These are destination chargers and aimed at shoppers. We currently have a contract for these chargers with EV installers Engie and are installed at no cost to the Council. We receive 10% of the net profit from these chargers.

- 4.5 In the next phase fast chargers aimed at commuters and businesses will be rolled out in long stay car parks, followed by EV chargers in our popular parks and countryside car parks and working with Places Leisure in suitable Leisure Centre car parks. These chargers will be installed at a cost to the Council under our contract with Engie but will have the potential for a return on investment increasing as the demand for EV charging increases
- 4.6 EV Chargers will be installed by Housing and Environmental Services as refurbishment of car parks are completed and on our new housing developments to conform to planning requirements. Those being installed by Environmental Services will be by Engie under the same terms as phase 1 and those by Housing with Joju under the Hampshire Framework.
- 4.7 Concurrently WBC will continue its commitment to a pilot scheme with Surrey County Council, Woking, Guildford and Spelthorne Borough Councils to roll out on-street chargers across the borough. These are being installed by EV installer Joju and this is partly funded by Surrey's local enterprise partnerships and each of the four borough councils.
- 4.8 The opportunity to transition the WBC pool cars to electric will be assessed when vehicles need to be replaced and when suitable vehicles are available. The transition to electric vehicles by our staff for essential business, contractors and taxi drivers will be considered when relevant policies are updated or contracts reviewed and where suitable vehicles are available
- 4.9 Progress against targets will be reviewed yearly and any changes in technology and demand for EV chargers or vehicles and will be incorporated.

## 5. **Costs**

5.1 The approximate capital cost of installing an EV charger are as follows

| Type of Charger | Single<br>(charges 1 car) | Double<br>(charges 2 cars at same time) | SSEN Connection Charges <sup>1</sup> |
|-----------------|---------------------------|---|--------------------------------------|
| Fast (7kW-22kW) | £4,000 - £5,000           | £5,000 - £6,000                         | £1,250 - £2,400                      |
| Rapid (50kW)    | £35,000 -£40,000          | £38,000 - £42,000                       | £1,250 - £2,400                      |

<sup>1</sup> <https://www.ssen.co.uk> > Evguide



- 5.2 Rapid EV chargers are currently installed free of charge under our current car park contract with Engie EV Solutions. Installations outside of this contract would result in higher installation and connection costs. Many other factors can influence the cost including capacity on the grid and distance to the nearest substation.
- 5.3 Installing and maintaining charge points and switching pool vehicles to electric may create an additional cost to the council, at a time when funding is constrained. Opportunities for external funding will be pursued when they are available. Future project proposals will be supported by a business case and submitted for appropriate approval.
- 5.4 Additional annual revenue costs include the back office subscription charges which are of the region of £90 -£225 depending on size of charger and any maintenance contract taken up.
- 5.5 Revenue from Waverley's EV charges is received by the charger operator and once electricity cost is deducted, Waverley is awarded 10% of the net profit. For all other EV chargers payment processing and electricity costs are deducted before forwarding to Waverley. The value of this will be determined once sufficient data has been accrued.
- 5.6 The cost to use one of the rapid chargers in Waverley car parks is £1.00 for connection and 30p per kWh used. The cost to use a fast charger is 50p for connection and 25p per kWh used.

## **6. Relationship to the Corporate Strategy and Service Plan**

- 6.1 Facilitating the switch to electric vehicles is an action in the Carbon Neutrality Action Plan, which is a top priority in the Corporate Strategy.

## **7. Implications of decision**

### **7.1 Resource (Finance, procurement, staffing, IT)**

Implementing the EV Strategy will have financial impacts depending on the type of charger being installed. Each case will be bid for with a supporting business case to ensure the full financial picture is assessed for each site.

To date, the fast chargers installed in car parks have been installed at no cost to the council. 10% of profits on these chargers is shared with the Council, providing a potential positive revenue impact.

A capital bid to support installation of further chargers has been submitted for the draft budget for 2021/22. Officers in consultation with portfolio holders will further assess these with a business case before the projects can commence.

### **7.2 Risk management**

A successful transition to electric vehicles requires confidence amongst the public that they will be able to charge their car if needed. Not leading by example or providing those chargers will hinder the uptake of electric vehicles

and therefore impact on our commitment to reduce carbon emissions, nitrogen oxides and particulate matter.

### **7.3 Legal**

The legal agreements governing the installation of EV chargers within our car parks noted within this report have been prepared and completed with the oversight of the Legal Services team. In the same way, any further documentation required that flows from the Strategy will be prepared in conjunction with Legal Services.

### **7.4 Equality, diversity and inclusion**

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

### **7.5 Climate emergency declaration**

This strategy directly relates to the Council' climate emergency declaration by providing direction for the council that will facilitate the reduction of carbon emissions, harmful nitrogen oxide and particulate matter from transport which are contributing factors in climate change.

## **8. Consultation and engagement**

8.1 External consultation and engagement has been carried out with Surrey County Council to ensure alignment with their EV Strategy and with Energy Savings Trust who are experienced in the production of EV strategies.

8.2 The strategy was considered by the Environment Overview and Scrutiny Committee at its meeting on 15 March 2021. There was general support for the principles of the strategy from the majority of the Committee.

## **9. Other options considered**

9.1 None at this stage

## **10. Governance journey**

- 26<sup>th</sup> January – Management Board
- 16<sup>th</sup> February – Executive Briefing
- 15<sup>th</sup> March – Environment O&S meeting
- 30<sup>th</sup> March - Executive meeting

## **Annexe:**

Annexe 1 – Electric Vehicle Strategy 2021-2026

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## **Background Papers**

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

---

**CONTACT OFFICER:**

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Agreed and signed off by:

Legal Services: date

Head of Finance: date

Strategic Director: date

Portfolio Holder: date

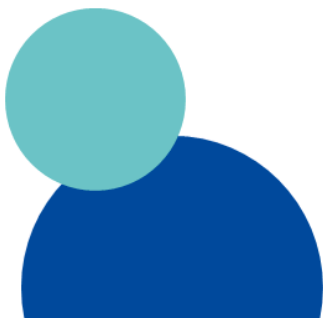
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Waverley Borough Council  
**Electric Vehicle Strategy**  
2021-2026

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|--------------------------------------|--|--|--|--|
| Health in all Policies               |  |  |  |  |
| Data Protection<br>Impact Assessment |  |  |  |  |
| Climate Change                       |  |  |  |  |

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## Electric Vehicle Strategy 2021-2026

### Table of Contents

|   |   |
|---|---|
| Document Information & Governance ..... | 2 |
| Executive Summary .....                 | 4 |
| Introduction .....                      | 6 |

|   |    |
|---|----|
| Policy Context.....   | 7  |
| National.....   | 7  |
| Regional - Surrey County Council.....                                       | 7  |
| Local - Waverley.....   | 7  |
| Demand for EV charging.....   | 7  |
| Aims and objectives.....  | 9  |
| As a local authority and employer:.....                                     | 9  |
| Finance.....  | 10 |
| Alignment with existing strategies.....                                     | 10 |
| Electric Vehicle Chargers.....  | 11 |
| Existing EV charging network across Waverley.....                           | 11 |
| Council owned EV chargers.....  | 11 |
| All public chargers across Waverley.....                                    | 12 |
| Developing a public network across Waverley.....                            | 12 |
| Car Parks and on street.....  | 13 |
| Developing a network in Waverley and on Waverley BC owned developments..... | 14 |
| New Builds.....   | 14 |
| Existing Waverley Developments.....   | 14 |
| Electric Vehicles.....  | 15 |
| Types of electric vehicles.....   | 15 |
| Demand for Electric Vehicles.....   | 15 |
| Transport Sectors.....  | 16 |
| E Cargo bikes.....  | 16 |
| Taxis.....  | 16 |
| Waverley lead by example.....   | 16 |
| Waverley owned vehicles.....  | 16 |
| Staff owned vehicles.....   | 16 |
| Contractor vehicles.....  | 16 |
| Challenges and proposed solutions.....                                      | 16 |
| Targets and monitoring.....   | 17 |
| Review.....   | 18 |

## Executive Summary

This strategy realises the potential demand for electric vehicles (EV) and addresses the concerns of EV users. Our vision is that, by 2026, Waverley’s residents and businesses will be able to use electric vehicles every day and for any purpose. They will be



confident that they will be able to recharge them quickly and conveniently, taking advantage of their lower cost operation and in doing so helping improve air quality.

Both Surrey County Council and the UK Government are promoting the uptake of ultra-low emission or electric vehicles as a means of reducing pollution in cities and towns. Waverley Borough Council supports this movement and will procure ultra-low emission or preferably electric vehicles for its own fleet at the earliest opportunity and request that contractors do the same. An increasing number of Waverley residents have been requesting electric vehicle charging points near their homes in the borough.

Our strategic objectives are to:

- Reduce greenhouse gas emissions at the vehicle exhaust.
- Reduce emissions of harmful nitrogen oxides (NOx) and particulate matter (PM) emissions. Fewer exhaust emissions mean improved air quality and therefore better public health.
- Make a proportionate contribution to the reduction of greenhouse gases and work towards carbon neutrality by 2030.
- To manage change to ensure Waverley remains a thriving and sustainable community in the future

Our target audience for this strategy is:

- Our residents, visitors and businesses.

By 2026, we need to have significantly less polluting traffic on our roads, contributing to an improvement in air quality across the borough and significant reductions in carbon emissions.

## Introduction

The majority of vehicles in Waverley today run on either petrol or diesel fuel. Petrol and diesel are known to cause pollution, which is harmful to public health and contributes to climate change. However, the situation is changing due to the improvements in technology and a push towards lower emissions. An electric vehicle generates zero carbon emissions at point of use however even when considering the lifecycle of the electricity there are significant carbon savings.

Over the last few years the demand for electric vehicles has greatly increased. Figures published by the Society of Motor Manufacturers and Traders (SMMT) show that there were 3,500 plug-in car registrations in 2013. This figure has increased to approximately 373,600 plug in cars by October 2020 <sup>1</sup>. The Climate Change Commission in its 6th Carbon Budget<sup>2</sup> predicts that 43% of cars on the road by 2030 would need to be electric in order for a balanced pathway to net zero. Klynveld Peat Marwick Goerdeler (KPMG) working for Surrey County Council have estimated that across Surrey 1600 fast chargers and 100 rapid chargers would be needed by 2025.

Both vehicle manufacturers and Governments are working to build interest in the use of alternative fuels. In Waverley there has been an increasing interest in availability of electric vehicle charging points due to more widely available EV technology and reduced costs of electric vehicles. To cater for the forthcoming increase in electric vehicle use, Waverley is committing to invest in EV infrastructure so that the borough is prepared for the future.

Waverley Borough Council has an important role to play in supporting growth in electric vehicles, including: creating a supportive policy environment; enabling the creation of new charging facilities for electric vehicles; promoting their benefits to a wider audience including by incentivising with differential parking charges in our car parks; working with our partners and private enterprises to encourage wider take up; and with educational campaigns. Waverley will lead by example by ensuring our own activities use cleaner technology at the earliest opportunity where it is practical and offers the taxpayer good value for money.

Waverley is an area that is well-suited to adopting electric vehicles and the council is keen to help realise this potential through this strategy, and make sure Waverley remains a thriving and sustainable community in the future..

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<sup>1</sup> <https://www.nextgreencar.com/electric-cars/statistics/>

<sup>2</sup> <https://www.theccc.org.uk/wp-content/uploads/2020/12/The-Sixth-Carbon-Budget-The-UKs-path-to-Net-Zero.pdf>

Waverley Borough Council is pleased to present its first Electric Vehicle Strategy as a way of supporting the growth in electric vehicle use in the borough and nationally.

## Policy Context

### National

The UK's Road to Zero Strategy sets out the Government's aim for all new cars and vans to be effectively zero emission. In November 2020 it was announced by the Government that the end to the sale of new petrol and diesel cars would be brought forward from 2040 to 2030. The government expects this transition to be industry and consumer led, supported in the coming years by the measures set out in the strategy.

### Regional - Surrey County Council

Surrey County Council declared a climate emergency in July 2019. The motion states that the council will commit to lowering emissions to zero by 2050. All districts and boroughs have committed to reducing their carbon emissions, many declaring climate emergencies too.

There are 27 Air Quality Management Areas across the whole of Surrey. Surrey County Council in their Climate Emergency Strategy have committed to work with all districts and boroughs across the county in a joint working approach to decrease emissions from transport.

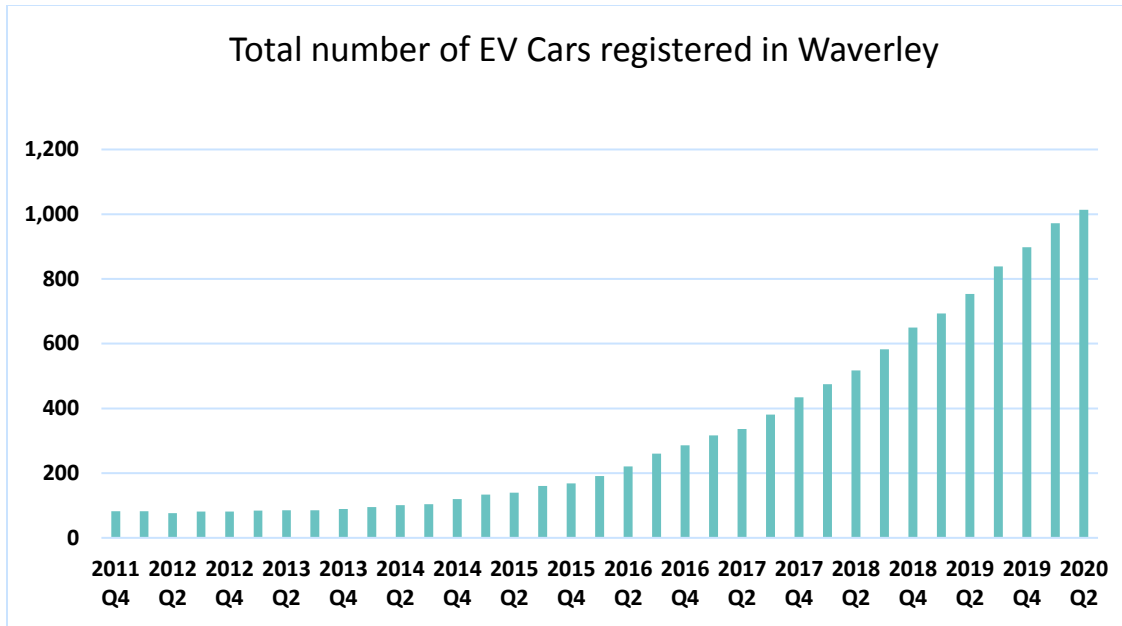
### Local - Waverley

Waverley Borough Council declared a climate emergency in September 2019. The motion states that the council will commit to becoming a carbon neutral council by 2030, while supporting the local area to also become carbon neutral. The Council recognises that this is an ambitious but realisable target. Transport accounted for 40% of the emissions across Waverley in 2015. In our Carbon Neutrality Action Plan Waverley committed to facilitating the switch to electric vehicles.

A study from Nottingham University in 2020 estimated that if all vehicles were electric, UK carbon emissions would fall by 12%. It is estimated that an average new car run on petrol travelling 20,000km in a year is responsible for almost 2 and a half tonnes of CO<sub>2</sub> in a year. Encouraging a switch to electric vehicles has enormous benefits in reducing the carbon footprint in Waverley.

## Demand for EV charging

The chart below demonstrates the rapid growth in registered EVs in Waverley between Quarter 4 in 2011 and quarter 2 2020.



Source: Department for Transport Statistics – Vehicle Licensing Statistics (Table VEH0132)  
<https://www.gov.uk/government/collections/vehicles-statistics>

As the number of registered vehicles is only expected to rise, it is important that Waverley Borough Council delivers this strategy to provide the infrastructure required to support the growth in the EV car market, anticipating and shaping the level of future demand. SSE with the National Grid have calculated the number of EV chargers that would be required in Waverley to meet the Governments Net Zero target by 2050. The diagram below covers the period of this strategy.<sup>3</sup>

| Number of EV chargers required for Net Zero trajectory |      |      |      |      |      |      |
|--|------|------|------|------|------|------|
| Site   | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
| Car parks (public and private)                         | 21   | 29   | 33   | 42   | 48   | 56   |
| Destination  | 91   | 91   | 95   | 112  | 144  | 170  |
| Domestic on-street                                     | 0    | 1    | 30   | 69   | 142  | 182  |
| En-route / local charging stations                     | 5    | 9    | 14   | 16   | 22   | 29   |
| En-route national                                      | 0    | 0    | 0    | 0    | 0    | 0    |
| Fleet/depot  | 0    | 0    | 1    | 3    | 5    | 9    |
| Off-street charger                                     | 1673 | 2466 | 3501 | 4853 | 6560 | 8701 |
| Workplace  | 25   | 47   | 75   | 108  | 140  | 186  |

<sup>3</sup> <https://www.ssen.co.uk/WorkArea/DownloadAsset.aspx?id=19430>

As of November 2020, Waverley has the second highest Electric Vehicle ownership in Surrey and EV registrations in Waverley have doubled in two years.

## **Aims and objectives**

The aim of this strategy is to:

Develop a borough wide approach to encourage the transition from petrol and diesel vehicles to electric vehicles as part of a sustainable transport system, to make sure Waverley remains a thriving and sustainable community in the future.

In order to fulfil this aim we have set ourselves the following objectives:

### **As the owner of car parks, properties and land:**

- Encourage the uptake of EVs amongst Waverley resident, visitors and businesses by the provision of an easily accessible, convenient and affordable public charging infrastructure across the borough.
- To consider interventions and incentives that will actively encourage a modal shift and make it more appealing to use EV over petrol and diesel vehicles on our roads.
- To respond flexibly to fast-paced developments within the EV sector, keeping residents and businesses up to date on those developments via the Waverley website.

### **As a local authority and employer:**

- To lead by example by using EV technology to reduce our environmental impact and work with our contractors and staff to do the same.

### **As a licencing authority:**

- To engage, inform and encourage Waverley taxi drivers to switch to a more sustainable vehicles over time.
- Working with SCC identify and install EV chargers at key locations suitable for taxi drivers.

### **As a planning authority:**

- Use the Surrey County Council Vehicular and Cycle Parking Guidance (January 2018) or any subsequently updated local guidance to ensure EV charging points are designed into new developments

- Use conditions on planning applications to ensure that EV charging points are delivered on new developments

## **Finance**

Installing and maintaining charge points and switching pool vehicles to electric may create an additional cost to the council, at a time when funding is constrained. Opportunities for external funding will be pursued when they are available. Further projects will be supported by a business case and be submitted for appropriate approval as opportunities arise.

## **Alignment with existing strategies**

This strategy forms one part of Waverley's response to our Climate Emergency declaration and should be considered alongside and read in conjunction with the following strategies:

- Climate Neutrality Action Plan
- Staff Travel Policy
- Hackney Carriage and Private Hire Policy
- Clean Air Strategy and Air Quality Action Plan
- Local Plan Part 1
- SCC EV Strategy
- Vehicular and Cycle Parking Guidance
- HRA Asset Management Strategy

## Electric Vehicle Chargers

Currently there are four main types of chargers:

|             |   |
|-------------|---|
| Slow        | <ul style="list-style-type: none"><li>• Typically rated up to 3kW. Often used to charge overnight</li><li>• 8-10 Hours</li></ul>  |
| Fast        | <ul style="list-style-type: none"><li>• Typically rated 7kW or 22 kW. Tend to be installed in car parks, leisure centres and properties with on and off street parking</li><li>• 3-4 hours</li></ul>  |
| Rapid       | <ul style="list-style-type: none"><li>• Typically rated 43kW+. Only compatible with EVs with rapid charging capacity. Tend to be installed in short stay car parks.</li><li>• 30-60 minutes</li></ul> |
| Ultra Rapid | <ul style="list-style-type: none"><li>• Typically rated 120 kW+. Typically found in service stations</li><li>• A few minutes</li></ul>  |

## Existing EV charging network across Waverley

### Council owned EV chargers

In 2019 Waverley Borough Council commenced a programme to roll out EV chargers across the borough. It was identified that in this first phase at least one rapid charger would be installed in four council owned car parks, one in each of our major hubs. To date (December 2020) three of those chargers have been installed in

- Crown court (Godalming),
- High Street (Haslemere)
- Stocklund Square (Cranleigh).

Two further car parks will have chargers installed in early 2021

- Riverside 3 (Farnham)
- South Street Car Park (Farnham)

Each car park will have one rapid charging unit that can charge two cars at the same time. A further two fast chargers will be installed in Riverside 3 which will enable a further four cars to charge at the same time.

Further EV chargers will be installed in the Brightwells Yard multi-storey car park when it opens in July 2021. There will be

- 18 public chargers (with capacity for a further 18)
- 48 EV chargers in the residential area

Three fast chargers have also been installed in the Burys car park in Godalming and are available for the council owned vehicles, staff and tenants. When the car park is open in the evenings and at weekends the charger is available to the general public.

Waverley housing department have also been looking at opportunities to install EV chargers for our tenants and residents. A fast charger has been installed and is available for Waverley tenants and local residents on Queensway, Cranleigh.

In 2019 Waverley joined Guildford, Woking, Spelthorne and Surrey County Council in an on street EV charger pilot scheme. As part of the pilot it is hoped that 10 on street chargers will be installed across each participating borough. The first three of these chargers are due to be installed in Waverley in early 2021.

All EV chargers in our car parks are currently being installed by our contractor Engie EV Solutions and on street chargers under the Hampshire Framework by Joju. Both contractors operate in neighbouring boroughs within Surrey and Hampshire.

#### [All public chargers across Waverley](#)

The number of charging points across the borough are increasing but not all of them are public. Many existing ones are owned by hotels, are private or work based chargers. A map of current EV chargers across the borough can be found on Zap Map (<https://www.zap-map.com>)

The current level of public charging provisions is too small to meet the projected level of demand. Charge points in car parks and overnight resident chargers will need to be increased to cater for the demand. Most of Waverley's residents do not have access to off-street parking, on-street parking charge points will be required to meet the additional demand.

## **Developing a public network across Waverley**

To encourage the uptake of electric vehicles in a proportionate and sustainable way whilst ensuring value for money the development of the Waverley EV charging network



will be approached in a phased way. This will ensure that sufficient EV chargers are installed to promote the switch to electric vehicles whilst ensuring all residents are catered for.

## **Car Parks and on street**

### **Phase 1 - 2019-2021**

Six rapid chargers (50kW) will be installed in Godalming, Haslemere, Cranleigh and Farnham. The number of rapid chargers in each hub will be determined by the size of the hub and the potential demand at that time. Further chargers will be installed as demand grows and in consultation with local Towns and Parish Councils.

### **Phase 2 – 2021-2022**

Waverley working with SCC will install 10 on street fast chargers, borough wide, in streets with no off street parking. Sites will be considered based on essential criteria which includes, a request by a resident for a charger, a street with no off street parking, availability of power supply, width of pavement, air quality in the area and existing parking restrictions.

### **Phase 3 – 2021-2022**

Four fast chargers will be installed at long stay car parks in town centres and near railway stations which are used by commuters, local businesses and can be used by residents overnight. Where there are no suitable car parks but where there is a demand for EV charging for commuters and businesses Waverley will work with SCC and Town and Parish Councils to identify suitable sites and to install on street fast chargers.

### **Phase 4 – 2022-2023**

Waverley will work with Places Leisure to identify Leisure Centre car parks or neighbouring car parks that are suitable for chargers and the type and number that should be installed.

### **Phase 5 – 2023-2024**

Waverley will work with SCC, Town and Parish Councils and other relevant land owners to identify suitable sites for EV chargers near our Parks and Countryside hubs. Availability of power supply will be critical and the option to power by renewable energy will be considered where there is a limited supply. The size and quantity will be assessed based on potential demand.

## **Concurrent across all phases**

All new car parks will be required to install EV chargers in accordance with planning requirement. It is expected that chargers will be installed based on the length of stay

- Rapid (50kW) chargers for short stay car parks. Rapid chargers can charge up to 80% of the battery capacity but will enable a car to travel approximately 43-50 miles on a 20 minute charge
- Fast chargers (3-7kW) for long stay car parks which will enable a car to travel approximately 3.7-22 miles on a 20 minute charge.<sup>4</sup>

As Waverley owned existing car parks are refurbished the requirement to install EV chargers will be considered depending on size and potential demand.

## **Developing a network in Waverley and on Waverley BC owned developments**

### **New Builds**

All new builds will require EV charging in accordance with Local Plan Part 1 Policy ST1, Neighbourhood plans and Surrey County Council Vehicular and Cycle Parking Guidance. However the capacity to install EV charger should be considered at design stage. Where possible advice should be sought from the area DNO on the availability of power from the local substations or the requirement for the installation of a new substation before going through the planning process.

All new Waverley owned houses with off street parking will be install with an EV charger. For properties with communal car parks the number of chargers installed will be in proportion to the size of the car park and include the possibility to increase the number of chargers as demand grows.

For developments with no off street parking, EV chargers/infrastructure will be installed in proportion to the number of properties being built and potential demand.

### **Existing Waverley Developments**

To ensure that existing Waverley tenants can switch to electric vehicle if they wish to do so requests from residents to install chargers at properties with off street parking will be considered by the Asset Management Team.

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<sup>4</sup> <https://www.r-e-a.net/wp-content/uploads/2020/03/Updated-UK-EVSE-Procurement-Guide.pdf>

The installation of fast EV chargers/infrastructure in communal car parks should be rolled out in proportion to population and demand for EV chargers or as required in a planning requirement.

On street EV chargers/infrastructure should be installed on streets with no off street parking in proportion to population and demand from residents.

Future direction with regard to EV will also be part of the future development of the Asset Management Strategy which is currently being updated.

## **Electric Vehicles**

### **Types of electric vehicles**

The UK has seen a surge in demand for ultra-low emission vehicles, including EVs. In December 2020 16.5% of new registered cars were battery electric vehicles and 6.9% were plug-in hybrid<sup>5</sup>. The pace of demand and ever changing technology means that by 2026 this is expected to have increased significantly. The majority of ULEVs are electric cars.

These cars are broken down into three types:

- Battery Electric Vehicles (BEVs)
- Plug-in Hybrid Electric Vehicle (PHEV)
- Hydrogen Fuel Cell Electric Vehicles (FCEV)

### **Demand for Electric Vehicles**

The demand for electric vehicles is expected to increase rapidly in coming years as the initial cost to purchase a vehicle reduces and availability of different vehicles improves. As the government have now brought forward the date that marks the end of the sale of new petrol and diesel vehicles to 2030 the demand is expected to increase rapidly in the coming years.

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<sup>5</sup> <https://www.smmf.co.uk/vehicle-data/car-registrations/>

## Transport Sectors

### E Cargo bikes

Waverley BC working with Town and Parish Councils, local businesses and the Chamber of Commerce are currently working on a project to trial E cargo bikes with some of our small business enterprises.

### Taxis

The Hackney Carriage and Private Hire Policy is currently being reviewed and updated. This section will be updated once completed.

## Waverley lead by example

### Waverley owned vehicles

Waverley currently owns one electric vehicle and have committed in their Climate Neutrality Action Plan to transition the council owned fleet to electric vehicles where a suitable vehicle is available when vehicles are due to be replaced.

### Staff owned vehicles

The staff travel policy is currently under review. This section will be updated once completed.

### Contractor vehicles

The requirement for contractors to use electric vehicles for work on behalf of Waverley where a viable electric vehicles option is available, will be added to new procurement specifications as a desirable criteria.

For existing contractors the option to switch to electric vehicles should be incorporated in renewal discussions of any contracts where viable electric vehicles are readily available.

## Challenges and proposed solutions

Available power capacity on the local electricity network varies across the borough and is typically limited in built-up areas.

To make sure that the local electricity network is not over capacity, the council will work with energy providers and the DNOs to determine the best installation locations. By taking this strategic approach the council hopes that the installation of EV chargers will have a minimal effect on the local network.

Costs of upgrading the local electricity network to unlock spare capacity is often too high to justify new EV charge points. To unlock spare capacity the council would have to invest in a new substation which can cost upwards of £250,000.

There will be financial implications to the council for removing of charge points if they become damaged, obsolete or a charge point supplier folds.

Dependent on our contract with the supplier, we may be liable for repairs to damaged/vandalised charge points.

Installing and maintaining charge points may create an additional cost to the council, at a time when funding is constrained.

EV charging periods requires a dwell time greater than conventional refueling. Potential charging site must be able to accommodate this and provide services for EV users during this period.

Certain charge point sites can be constrained by planning/heritage/conservation restrictions.

Utilities (gas, electric, and telecom) cables and pipes tend to be located either under the pavement or close to the edge of the carriageway, which may preclude installation of new charge points in some locations. It may also be expensive to dig up the ground to reach the cables.

## Targets and monitoring

The monitoring plan in this chapter sets out how the Council will keep track of the delivery of its overall strategy visions, objectives and actions.

| Target  | Measurement  | Baseline                                   | Target  |
|---|--|--|---|
| Expansion of charging network                 | Number of charging point locations                               | 4 locations by 31 <sup>st</sup> March 2021 | At least 30 locations by 2026   |
| Use renewable energy to power charging points | Number of charging points powered by a renewable or green energy | 0  | To have at least 50% of all charging points to be charged by renewable or green energy. |

|   |  |                   |  |
|---|--|-------------------|--|
| Waverley's licensed taxis to switch to EV | Number of licensed taxis that have switched to EVS | 2 EV<br>20 Hybrid | New applications to be ULEV from 2023, all applications ULEV by 2030 |
|---|--|-------------------|--|

| <b>Annual delivery indicators</b>                           |   |
|---|---|
| <b>Indicator</b>  | <b>Measurement</b>                          |
| Number of charging points implemented (broken down by type) | Council data                                |
| Air quality improvements                                    | Reductions in NOx and PM across the borough |
| Number of charging points provided in new developments      | Council planning data                       |

### **Review**

This document represents the first iteration of the council's Electric Vehicles Strategy. This strategy will be periodically updated to ensure that it remains fit for purpose.

Given that EV technology is rapidly evolving, it is envisaged that this strategy will be revisited in approximately 1 years' time to keep it up to date with the latest developments and review progress against the actions outlined.

## WAVERLEY BOROUGH COUNCIL

### EXECUTIVE

30 MARCH 2021

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Title:

Service Plans 2021-2024

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**Portfolio Holder:** All members of the Executive  
**Head of Service:** All Heads of Service  
**Key decision:** No  
**Access:** Public

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#### 1. Purpose and summary

- 1.1. The purpose of this report is to present the three-year rolling Service Plans for April 2021 to March 2024 for approval. The Service Plans have been prepared by Heads of Service, in collaboration with their teams and Portfolio Holders, to set out the service objectives for the coming three years in line with the [Corporate Strategy 2020-2025](#) and the Medium Term Financial Plan (MTFP).
- 1.2. Each of the Overview and Scrutiny Committees has reviewed the Service Plans under their remit and their comments have been included in section 7 “Consultation and Engagement” of this report for the Executive’s consideration.

#### 2. Recommendation

It is recommended that the Executive:

- a) consider the comments and recommendations received by the Overview & Scrutiny Committees, as listed in section 7 “Consultation and Engagement” of this report, and
- b) approve the Service Plans 2021-24, as set out at Annexe 1, for implementation from 1 April 2021.

#### 3. Reason for the recommendation

Service Plans are a major part of the Council’s performance framework and delivery mechanism for the Corporate Strategy. Consideration and approval by the Executive is an essential part of the process and consideration of comments and recommendations from the Overview and Scrutiny Committees is part of the scrutiny process.

#### 4. Background

- 4.1 Service Plans are an important management tool to ensure Council objectives are achieved. Plans are laid out to allow an easy and clear understanding of key functions performed by teams and the specific timescale set for their delivery, as well as highlighting potential risks should an action not be completed. The plans also contain a list of ongoing service and corporate level projects. The progress on

Service Plans will be reported on a quarterly basis through the Corporate Performance Report.

## **5. Relationship to the Corporate Strategy and Service Plan**

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

## **6. Implications of decision**

### **6.1 Resource (Finance, procurement, staffing, IT)**

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

### **6.2 Risk management**

Any risks associated with the Service Plan actions are included in the Plan.

### **6.3 Legal**

Any legal implications associated with the Service Plan actions are included in the Plan.

### **6.4 Equality, diversity and inclusion**

Equality impact assessments are carried out when necessary, to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

### **6.5 Climate emergency declaration**

Each service has taken into consideration new environmental and sustainability objectives arising from the [Climate Change and Sustainability Strategy 2020-2030](#) and [Carbon Neutrality Action Plan 2020-2030](#).

## **7. Consultation and engagement**

- 7.1 The Service Plans will include consultation proposals where appropriate.
- 7.2 The Service Plans are prepared by Heads of Services in consultation with their teams and Portfolio Holders, and proceed through an initial internal sign-off process by the Senior Management Team. The external scrutiny stage begins with review by the Overview and Scrutiny Committees, undertaken at the March cycle, with the comments and recommendations from those meetings listed below for the Executive's consideration before final approval. Where amendments have been suggested these appear as tracked changes in Annexe 1.

### **Value for Money O&S – 08 March 2021**

Service Plans reviewed:

- Business Transformation Service Plan 2021-24 (Full Plan) – David Allum
- Policy and Governance Service Plan 2021-24 (Full Plan) – Robin Taylor
- Finance and Property Service Plan 2021-24 (Full Plan) – Peter Vickers



- Building Control only from Commercial Services Service Plan 2021-24 – Kelvin Mills
- Economic Development only from Planning and Economic Development Service Plan 2021-24 – Zac Ellwood

**Comments and Recommendations for the Executive:**

The Value for Money Overview and Scrutiny Committee considered the Service Plans under its remit and made the following comments:

**Commercial Services Service Plan**

- Objective 23.1 – “Building Control and Street Naming delivers high performing service and breaks even on budget”. It was requested that the impact statement be extended to include ‘break even on budget’, as this was considered another impact of not completing the action.
- Objective 25 – “Review Business Plan and align service with national building control requirements.” Members wished to see a proactive commitment to embedding carbon enhancing measures within the Building Control business plan. The following new action 25.4 was proposed:  
25.4. “Proactively embed carbon reducing measures within the Building Control business plan and within governmental consultation responses.”

**Housing O&S – 09 March 2021**

Service Plans reviewed:

- Housing Operations Service Plan 2021-24 (Full Plan) – Hugh Wagstaff
- Housing Delivery & Communities Service Plan 2021-24 (except for Communities section) – Andrew Smith

**Comments and Recommendations for the Executive:**

The Housing Overview and Scrutiny Committee considered the Service Plans under its remit and made the following comments:

**Housing Operations Service Plan**

- That objective 1.2 be extended to include improvements, in addition to repairs and maintenance of homes and communal areas.

**Housing Delivery & Communities Service Plan**

- It was requested that objective 7.1 include ‘location’ in addition to the amount, mix and tenure of affordable housing.
- It was requested that delivery of new build and refurbishments include outputs from the new Housing Design Strategy and this be included in objective 7.7.

**Environment O&S – 15 March 2021**

Service Plans reviewed:

- Planning & Economic Development Service Plan 2021-24 (except for Economic Development) – Zac Ellwood
- Environment Service Plan 2021-24 (except for Licensing) – Richard Homewood
- Green Spaces only from Commercial Services Service Plan 2021-24 – Kelvin Mills

### **Comments and Recommendations for the Executive:**

The Environment Overview and Scrutiny Committee considered the Service Plans under its remit and whilst there was general discussion there were no specific amendments proposed.

### **Community Wellbeing O&S – 16 March 2021**

#### **Service Plans reviewed:**

- Commercial Services Service Plan 2021-24 (except for Building Control and Green Spaces) – Kelvin Mills
- Communities only from Housing Delivery & Communities Service Plan 2021-24 – Andrew Smith
- Licensing only from Environment Service Plan 2021-24 – Richard Homewood

### **Comments and Recommendations for the Executive:**

The Community Wellbeing Overview and Scrutiny Committee considered the service plans under its remit. There was general discussion about Service Plan items and how these will be achieved. There were no amendments proposed.

## **8. Other options considered**

8.1 Not applicable.

## **9. Governance journey**

9.1 The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive who will take these into consideration when approving the proposals. Once approved the Service Plans will guide the Council's operations for the coming year and the next scheduled review will take place in autumn 2021, when the new proposals for the year 2022-2025 will be considered.

### **Annexes:**

Annexe 1 Service Plans

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### **Background Papers**

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

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### **CONTACT OFFICER:**

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Agreed and signed off by:  
Legal Services: N/A  
Head of Finance: N/A  
Strategic Director: 23 February 2021  
Portfolio Holder: 23 February 2021

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|                               |                                |                            |                         |
|-------------------------------|--------------------------------|----------------------------|-------------------------|
| <b>Service Plan 2021-2024</b> |                                | <b>Head of Service:</b>    | <b>David Allum</b>      |
|                               |                                | <b>Strategic Director:</b> | <b>Annie Righton</b>    |
| <b>Service:</b>               | <b>Business Transformation</b> | <b>Portfolio Holders:</b>  | <b>Cllr Peter Clark</b> |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

|   |
|---|
| <b>Service Profile</b>  |
| The Customer and Corporate Services are made up of five services areas:   |
| <b>Business Transformation</b> - There core function is to transform and improve Council's services through delivery of Business Transformation Plan and a suit of projects within it.  |
| <b>IT</b> - The IT team maintain our core systems and infrastructure as well as supporting service teams in business development and functional improvement projects.   |
| <b>Customer Services</b> - The Team provide front line customer services and a back office administration function (including scanning, post and print services).   |
| <b>Facilities Management (Cleaning &amp; Security)</b> - The Facilities Team manage our central headquarters directly and support staff in satellite buildings. They also provide an internal and external cleaning service to a number of clients. |
| <b>Property and Engineering (Drainage, Street Furniture, Corporate Property, Asset Management)</b> - The Team maintain our corporate assets and provide technical expertise and project management across all council services.                     |

|  |  |
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| <b>Service Team: Business Transformation</b> | <b>Team Leader: Wendy Cooper - Business Transformation Manager</b> |
|--|--|

**Business As Usual - Annual**

| <b>Outcome 1.</b> | <b>The corporate Business Transformation Programme is completed on time and delivers the required cashable savings</b>  |   |            |            |                                      |  |
|-------------------|---|---|------------|------------|--------------------------------------|--|
|                   | <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future.   |   |            |            |                                      |  |
| Ref. No.          | Actions / Outputs   | Reference any additional resources needed         | Start Date | End Date   | Lead Officer                         | Impact of not completing the action                  |
| SP21/24BT1.1      | The Business Transformation Programme has 10 work streams designed to deliver £1m of cashable savings over a three year period. It is vital that the project is appropriately managed | A capital bid of £50k has been made for 2021/2022 | 01/04/2020 | 31/03/2023 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |

**Team Projects - All projects overseen by the team are listed in the Corporate and Service Projects section below**

|                                       |   |
|---------------------------------------|---|
| <b>Service Team: Customer Service</b> | <b>Team Leader: David Allum - Head of Business Transformation</b> |
|---------------------------------------|---|

**Business As Usual - Annual**

| <b>Outcome 2.</b> | <b>Customer satisfaction perceptions are improved by encouraging and fostering a culture of positive customer services across Council Services</b> |   |            |                       |   |  |
|-------------------|--|---|------------|-----------------------|---|--|
|                   | <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future.                                      |   |            |                       |   |  |
| Ref. No.          | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date              | Lead Officer                                      | Impact of not completing the action  |
| SP21/24BT2.1      | Continue to work and engage with service area team leaders to enhance consistency and positive practice across the Council                         | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Head of Customer and Business Transformation (DA) | Inconsistency and variable levels of service are more likely to be experienced by customers. The action will be required whilst the existing delivery model perpetuates. |
| SP21/24BT2.2      | Design a programme of mystery shopping to enhance good practice and eradicate poor practice  | Within existing budgets                   | 01/04/2021 | 31/03/2022            | Customer Services Manager (HB)                    | Inconsistency and variable levels of service are more likely to be experienced by customers  |
| SP21/24BT2.3      | Maintain dialogue with Project Group members and Team Leaders throughout the customer services review project implementation phase.                | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Head of Business Transformation (DA)              | Staff disengagement could act as a barrier to the development of this service area   |

Page 10

|                                 |   |
|---------------------------------|---|
| <b>Service Team: Facilities</b> | <b>Team Leader: Steve Holt - Facilities Manager</b> |
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| <b>Business As Usual - Annual</b> |
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| <b>Outcome 3. An effective support infrastructure is provided to Members and Staff</b>                        |  |  |            |                       |                         |   |
|---|--|--|------------|-----------------------|-------------------------|---|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future. |  |  |            |                       |                         |   |
| Ref. No.  | Actions / Outputs  | Reference any additional resources needed        | Start Date | End Date              | Lead Officer            | Impact of not completing the action   |
| SP21/24BT3.1  | Ensure safety and security arrangements and systems are effective  | Within existing budgets                          | 01/04/2020 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | There is an increased risk of user safety being compromised   |
| SP21/24BT3.2  | Ensure use of web-cast equipment and other Council Chamber and Member based facilities are maximised and effective | Additional £6k for video conferencing capability | 01/07/2020 | 31/03/2021            | Facilities Manager (SH) | Reputational damage can be sustained if there are interruptions to the smooth running of the democratic process |
| SP21/24BT3.3  | Effectively manage the Council's fleet ensuring maximum use from the asset.  | Within existing budgets                          | 01/01/2021 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | Continuing with the inefficient model of managing the fleet in 3 separate service areas.                        |
| SP21/24BT3.4  | Ensure high standards for cleaning of the Burys as evidenced by the outcome of the internal survey                 | Within existing budgets                          | 01/04/2020 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | Reputational damage can be created by poor premises conditions  |

| <b>Outcome 4. A profitable external cleaning service is provided</b>  |   |   |            |                       |                         |   |
|---|---|---|------------|-----------------------|-------------------------|---|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future. |   |   |            |                       |                         |   |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date              | Lead Officer            | Impact of not completing the action   |
| SP21/24BT4.1  | Continue to provide cost effective cleaning services to the Housing Department which generate improved satisfaction ratings as compared to previous providers | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | The Housing Department will have low satisfaction levels and may have to procure a more expensive alternative |

|                         |  |
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| <b>Service Team: IT</b> | <b>Team Leader: Linda Frame - IT Manager</b> |
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| <b>Business As Usual - Annual</b> |
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| <b>Outcome 5. The IT infrastructure is maintained and improved which supports the activity of the Council</b> |  |  |            |                       |                 |  |
|---|--|--|------------|-----------------------|-----------------|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future. |  |  |            |                       |                 |  |
| Ref. No.  | Actions / Outputs  | Reference any additional resources needed                        | Start Date | End Date              | Lead Officer    | Impact of not completing the action  |
| SP21/24BT5.1  | Design and deliver a capital investment programme which will maintain and enhance the IT infrastructure and applications.                                | Capital bids of £150k made for 2021/2022                         | 01/04/2021 | 31/03/2022            | IT Manager (LF) | The integrity of the IT systems may be compromised   |
| SP21/24BT5.2  | Recruit and retain the staff resource to provide service users with the advice and support they require to derive maximum benefit from IT infrastructure | Within existing budget   | 01/04/2020 | 31/03/2024<br>Ongoing | IT Manager (LF) | If adequate support is not in place this will lead to inefficient practice amongst service users |
| SP21/24BT5.3  | Ensure support systems and back up arrangements are in place to minimise service disruption.   | Within existing budget   | 01/04/2020 | 31/03/2024<br>Ongoing | IT Manager (LF) | Service failure can lead to significant disruption, dissatisfaction and cost                     |
| SP21/24BT5.4  | Ensure Members are provided and supported with appropriate technology to enable them to discharge their duties effectively                               | Capital bids will be needed according to demand and requirements | 01/04/2020 | 31/03/2024<br>Ongoing | IT Manager (LF) | Members ability to operate effectively will be compromised                                       |

| <b>Outcome 6.</b>  | <b>Service areas are enabled to evolve and improve their service offer by facilitating business development.</b> |   |            |            |  |  |
|--|--|---|------------|------------|--|--|
| <b>Corporate Priority:</b> A financially sound Waverley with infrastructure and services fit for the future. |  |   |            |            |  |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer   | Impact of not completing the action                                    |
| SP21/24BT6.1   | Complete the implementation of a new core system for Building Control, Planning and potentially Land Charges.    | Within existing budget                    | 01/04/2020 | 31/03/2022 | IT Manager (LF)/Business Transformation Officer (RM) | Service areas will not benefit from optimum system support             |
| SP21/24BT6.2   | Implement programme for incremental movement to externally based services beginning with Exchange and SharePoint | Within existing budgets                   | 01/04/2020 | 30/06/2021 | IT Manager (LF)                                      | The Council's infrastructure will not be based on the optimum platform |

### Team Projects - Multi-year

| <b>Outcome 7.</b>   | <b>The Customer Service Project is supported to develop the technological solutions to achieve review outcomes</b>       |  |            |            |  |  |
|---|--|--|------------|------------|--|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future. |  |  |            |            |  |  |
| Ref. No.  | Actions / Outputs  | Reference any additional resources needed                                | Start Date | End Date   | Lead Officer   | Impact of not completing the action  |
| PR19BT7.1   | Provide and facilitate the solutions needed to maximise channel shift, automation and a corporate customer services team | Significant capital bids have been made to support this line of activity | 01/04/2019 | 30/12/2023 | IT Manager (LF)/Business Transformation Manager (WC) | This work is vital to the delivery of the customer service review objectives |

### Service Team: Customer Services

**Team Leader: Helen Bower - Customer Services Manager**

### Business As Usual - Annual

| <b>Outcome 8.</b>  | <b>An effective support service function is provided to all Council departments and stakeholders</b>                      |   |            |                       |                                |  |
|--|---|---|------------|-----------------------|--------------------------------|--|
| <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future. |   |   |            |                       |                                |  |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed                           | Start Date | End Date              | Lead Officer                   | Impact of not completing the action  |
| SP21/24BT8.1   | Provide effective and efficient post, scanning and print services to all service areas including the hybrid mail solution | Within existing budgets   | 01/04/2020 | 31/03/2024<br>Ongoing | Customer Services Manager (HB) | Delays in print and post services can contribute to lower user satisfaction with the service provided  |
| SP21/24BT8.2   | Continue to procure and contract manage mobile and landline services  | A capital bid for £50k for new hardware has been made for 2021/2022 | 01/04/2020 | 31/03/2024<br>Ongoing | Customer Services Manager (HB) | By monitoring delivery and market movements we can reduce costs  |
| SP21/24BT8.3   | Draft and implement a Customer Services Strategy including policies, service standards and performance measures           | Within existing budget  | 01/03/2021 | 30/06/2021            | Customer Services Manager (HB) | Without a sound strategic and policy platform the service is unlikely to reach its potential and respond to the core requirements of stakeholders. |

| <b>Outcome 9.</b>   | <b>Customer satisfaction by is improved by delivering effective customer service</b>        |   |            |                       |                                |   |
|---|---|---|------------|-----------------------|--------------------------------|---|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future. |   |   |            |                       |                                |   |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date              | Lead Officer                   | Impact of not completing the action   |
| SP21/24BT9.1  | Ensure the customer services team provide a good service to external and internal customers | Within existing budgets                   | 01/10/2020 | 31/03/2024<br>Ongoing | Customer Services Manager (HB) | This will negatively impact on the reputation of the Council                                  |
| SP21/24BT9.2  | Absorb the functions from the phase 2 transition into the Customer Services Team            | Within existing budget                    | 01/02/2021 | 31/03/2023            | Customer Services Manager (HB) | The projected savings may not be realised   |
| SP21/24BT9.3  | Design a training programme to ensure customer service officers become multi-skilled        | Within existing budgets                   | 01/04/2021 | 31/03/2023            | Customer Services Manager (HB) | This would impact on the customer experience and make the projected savings harder to realise |

## Business As Usual - Annual

| Outcome 10. Corporate buildings are safe through effective management of assets   |   |   |            |                       |                                       |  |
|---|---|---|------------|-----------------------|---------------------------------------|--|
| Corporate Priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future. |   |   |            |                       |                                       |  |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date              | Lead Officer                          | Impact of not completing the action  |
| SP21/24BT10.1   | Ensure the corporate asset database is up to date, accurate and meets all health and safety requirements.         | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | The potential of a serious health and safety breach and significant cost implications  |
| SP21/24BT10.2   | Ensure all fire risk assessments are carried out to all corporate buildings including pavilions.                  | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | There will be an increased chance of a fire and a greater chance of casualties as a result of any fire, if appropriate measures and controls are not in place. |
| SP21/24BT10.3   | Maintain an effective staff resource to provide a technical competent and responsive service.                     | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Any failure to effectively manage assets will increase the potential of health and safety breaches and/or reactive maintenance costs                           |
| SP21/24BT10.4   | Provide detailed and accurate performance management data to evidence the effectiveness of the inspection regime. | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Corporate decision makers will not have the information they need to scrutinise the effectiveness of the function  |

| Outcome 11. Flood incidents are minimised by monitoring, maintaining and managing watercourses within the borough   |   |   |            |                       |                                       |  |
|---|---|---|------------|-----------------------|---------------------------------------|--|
| Corporate Priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future. |   |   |            |                       |                                       |  |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date              | Lead Officer                          | Impact of not completing the action                          |
| SP21/24BT11.1   | Continue to work effectively with our key partners (Surrey CC, Environmental Agency and Local Flood Groups) in providing a collaborative approach and solution to water management. | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Increased chances of flooding                                |
| SP21/24BT11.2   | Ensure appropriate inspection and maintenance arrangements are in place to maximise flood prevention.   | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Increased chances of flooding                                |
| SP21/24BT12.3   | Continue to provide an out of hours flood response service.   | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Reputational damage if residents are unable to access advice |

## Team Projects - Multi-year

| Outcome 12. The strategy for the maintenance of Waverley owned bus shelters is reviewed and agreed.    |   |  |            |            |  |   |
|--|---|--|------------|------------|--|---|
| Corporate Priority: A financially sound Waverley, with infrastructure and services fit for the future. |   |  |            |            |  |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed        | Start Date | End Date   | Lead Officer   | Impact of not completing the action   |
| PR20BT12.1   | Consult with Towns and Parishes about the future management of bus shelters | Consultation can be done within existing budgets | 01/01/2020 | 31/03/2022 | Strategic Director (AR)/Head of Business Transformation (DA) | The Council will continue to have responsibility for the management and maintenance of these assets |



**Corporate & Service Level Projects (Service wide or cross cutting projects) - Multi-year**

| <b>Outcome 13. Business Transformation Programme - The review of Staff Business Travel CPR19-1 is completed and savings achieved</b>  |  |  |            |            |                                      |  |
|---|--|--|------------|------------|--------------------------------------|--|
| <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future |  |  |            |            |                                      |  |
| Ref. No.  | Actions / Outputs  | Reference any additional resources needed  | Start Date | End Date   | Lead Officer                         | Impact of not completing the action                  |
| PR19BT13.1  | To review staff business travel arrangements, out of pocket travel expenses (such as mileage allowances and rates), identifying alternative cheaper arrangements in support of climate change. | There is a possibility of external legal fees to support a robust change of employment terms and conditions - if a case for change is approved | 01/10/2019 | 30/06/2021 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |

| <b>Outcome 14. Business Transformation Programme - Service Reviews are completed.</b>                         |   |   |            |            |                                      |  |
|---|---|---|------------|------------|--------------------------------------|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future. |   |   |            |            |                                      |  |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                         | Impact of not completing the action                  |
| PR19BT14.1  | With the relevant service manager comprehensively review Planning Services operating model, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-2 | Within existing budgets                   | 01/01/2021 | 30/03/2022 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |
| PR19BT14.2  | With the relevant service manager comprehensively review Building Control operating model, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-3  | Within existing budgets                   | 01/11/2019 | 31/08/2021 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |
| PR20BT14.3  | With the relevant service manager comprehensively review Licensing, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-5                         | Within existing budgets                   | 01/04/2021 | 30/03/2022 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |

| <b>Outcome 15. Business Transformation Programme - Customer Services Programme - The corporate customer services project is delivered, achieving key objectives including cashable savings and improved satisfaction with Council services</b>      |  |   |            |            |   |   |
|---|--|---|------------|------------|---|---|
| <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future |  |   |            |            |   |   |
| Ref. No.  | Actions / Outputs  | Reference any additional resources needed   | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| PR18BT15.1  | Lead the Corporate Review and co-ordinate the work carried out by the individual work-streams.   | Capital submission submitted for £150k for 2019/2020 and a further £100k in 2020/2021 | 01/09/2018 | 31/03/2022 | Business Transformation Manager (WC) / Head of Business Transformation (DA) | Projected cashable savings will not be delivered thus impacting on budget planning                                      |
| PR19BT15.2  | Engage effectively with partner organisations to deliver cross boundary solutions where the business case can be proven  | Potentially additional investment may be required                                     | 01/04/2019 | 31/03/2022 | Business Transformation Manager (WC)  | Any missed opportunity may result in unnecessary additional cost and poorer accessibility from the customer perspective |
| PR19BT15.3  | Lead the Channel Shift work-stream and in conjunction with other service areas (e.g. IT) develop options and solutions which can deliver on the business plan objectives | On overall capital bid has been submitted for the Customer Service work programme     | 01/04/2019 | 31/03/2023 | Business Transformation Manager (WC)  | Cashable savings are envisaged. If these are not realised it could impact on the overall budget position.               |

| <b>Outcome 16</b> | <b>Business Transformation Programme - The Enforcement and Inspection CPR19-7 is delivered</b>  |   |            |            |                                      |  |
|-------------------|---|---|------------|------------|--------------------------------------|--|
|                   | <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future   |   |            |            |                                      |  |
| Ref. No.          | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                         | Impact of not completing the action                  |
| PR19BT16.1        | With the relevant service managers comprehensively review enforcement and inspection activities and individual services operating model, structures and processes to recommend for delivery an alternative delivery model with a focus on being more modern and efficient and making use of technology. | Within existing budgets                   | 01/11/2020 | 31/03/2022 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |

| <b>Outcome 17.</b> | <b>Business Transformation Programme - Design and implement a future office working environment in the medium term post Covid and in the long term for any new office building CPR19-8</b>   |   |            |            |   |  |
|--------------------|--|---|------------|------------|---|--|
|                    | <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future/ Effective strategic planning and development management which supports the planning and infrastructure needs of local communities |   |            |            |   |  |
| Ref. No.           | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer  | Impact of not completing the action  |
| PR20BT17.1         | Design/implement a revised office environment to reflect the post Covid requirements and building towards any long term re-location  | Within existing budgets                   | 01/01/2021 | 30/06/2021 | Head of Business Transformation (DA) / Business Transformation Manager (WC) | If options are not identified we will have or find the resources to maintain the ever increasing costs associated with The Burys |

Last update: 17/03/2021 14:06

|                               |                            |                            |   |
|-------------------------------|----------------------------|----------------------------|---|
| <b>Service Plan 2021-2024</b> |                            | <b>Head of Service:</b>    | <b>Kelvin Mills</b>   |
|                               |                            | <b>Strategic Director:</b> | <b>Graeme Clark</b>   |
| <b>Service:</b>               | <b>Commercial Services</b> | <b>Portfolio Holders:</b>  | <b>Cllr Andy Macleod, Cllr Michaela Martin, Cllr Mark Merryweather, Cllr Liz Townsend</b> |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

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| <b>Service Profile</b>   |
| The Communities Service is comprised of seven teams which deliver specific functions:  |
| <b>Arts and Culture</b> - Supports the cultural services within the borough maximising funding for arts and culture. Oversees and manages community facilities and museums in our towns and villages.  |
| <b>Careline</b> - Offers a community alarm service to help people live longer and independently at home.   |
| <b>Green Spaces Team</b> - The Parks team manage our grounds maintenance contractor who looks after the greenspaces throughout the Borough ensuring quality greenspace, sports pitches and play areas. The team also lead on traveller encampments on Waverley land and manage pavilions, community facilities and halls around the borough. The Ranger Team manage and maintain the countryside areas within Waverley's ownership ensuring accessibility and biodiversity is in line with national and local policy. The Tree Risk team oversee all trees on Waverley Borough and Housing land. |
| <b>Waverley Training Services</b> - Delivers apprenticeships and study programs for young people to help them into employment and further education.   |
| <b>Leisure</b> - The primary focus of the leisure team is the contract management of Places Leisure who operate our five leisure centres, ensuring a high quality of service and maximising usage. In addition the team focus on increasing physical activity and the health and wellbeing of the residents of Waverley.   |
| <b>Building Control (including Street Naming)</b> - Is concerned with the structure, safety, accessibility and sustainability of development. The Team provides pre application advice, assesses building control applications and notices and carries out enforcement of unauthorised work. Waverley Building Control operates in a commercial environment and is in competition with Approved Inspectors.  |
| <b>Corporate Projects</b> - Seek to maximise the Council's land and building assets working closely with teams across services focusing on corporate priorities as identified in the Commercial Strategy.  |

|   |   |
|---|---|
| <b>Service Team: Arts &amp; Culture</b> | <b>Team Leader: Charlotte Hall - Community Development Officer (Arts)</b> |
|---|---|

|                                   |
|-----------------------------------|
| <b>Business As Usual - Annual</b> |
|-----------------------------------|

| <b>Outcome 1.</b> | <b>Culture contributes to the wellbeing of all our communities</b>  |   |            |            |                                      |  |
|-------------------|---|---|------------|------------|--------------------------------------|--|
|                   | <b>Corporate Priority:</b> The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth. |   |            |            |                                      |  |
| Ref. No.          | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                         | Impact of not completing the action  |
| CS1.1             | Work with partners to explore alternative creative uses for community buildings and assets.   | None                                      | 01/04/2022 | 01/10/2022 | Community Development Officer - Arts | Missed opportunity to provide cultural provision in communities and generate efficiencies. |

| <b>Outcome 2.</b> | <b>Culture contributes to the development of distinctive places</b>   |   |            |            |                                      |   |
|-------------------|---|---|------------|------------|--------------------------------------|---|
|                   | <b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment / High quality public services accessible for all                |   |            |            |                                      |   |
| Ref. No.          | Actions / Outputs   | Reference any additional resources needed               | Start Date | End Date   | Lead Officer                         | Impact of not completing the action   |
| CS2.1             | Deliver the Brightwells Public Art commissions; ensuring art works are installed and public interpretation is in place for the scheme's opening.                          | Support from Communities and Planning teams             | 01/04/2020 | 01/11/2022 | Community Development Officer - Arts | Reputational risks and a failure to meet the Section 106 obligations for Brightwells. |
| CS2.2             | Update the Infrastructure Delivery Plan to include proposals for cultural infrastructure and support cultural partners in developing applications for CIL where eligible. | Support from the Planning team / and Towns and Parishes | 01/02/2022 | 01/04/2023 | Community Development Officer - Arts | Missed opportunity that could improve cultural provision for the community.           |

| <b>Outcome 3.</b>  | <b>Children and young people are able to learn new skills through cultural participation.</b>  |   |            |            |                                      |  |
|--|--|---|------------|------------|--------------------------------------|--|
| <b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment / The health and wellbeing of our communities |  |   |            |            |                                      |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                         | Impact of not completing the action  |
| CS3.1  | Ensure Arts Partnership Surrey and Arts Council England investment in the Dance 21 initiative delivers activity in Waverley; benefitting the physical and mental wellbeing of young people and older adults. | None                                      | 01/04/2020 | 31/03/2022 | Community Development Officer - Arts | Missing the opportunity to improve wellbeing of young people in the community. |

| <b>Outcome 4.</b>  | <b>Cultural organisations understand and support the communities they serve.</b>   |   |            |            |                                      |  |
|--|--|---|------------|------------|--------------------------------------|--|
| <b>Corporate Priority:</b> High quality public services accessible for all |  |   |            |            |                                      |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed     | Start Date | End Date   | Lead Officer                         | Impact of not completing the action  |
| CS4.1  | Work with Elected Members, Officers and community stakeholders to achieve a positive future for the Museum of Farnham, ensuring the service has a home fit for the future. | Support from the Estates / Legal teams        | 01/04/2020 | 31/03/2022 | Community Development Officer - Arts | Future sustainability of the museum service and further deterioration of the building. |
| CS4.2  | Monitor community outcomes delivered by Farnham Maltings and Cranleigh Arts Centre through the SLA process   | Support from the Communities and Finance Team | 01/04/2020 | 31/03/2022 | Community Development Officer - Arts | Reputational risks with the partner.   |

| <b>Outcome 5.</b>   | <b>Increase usage of the Borough Hall and Memorial Hall</b>   |  |            |            |                                 |  |
|---|---|--|------------|------------|---------------------------------|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future. |   |  |            |            |                                 |  |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed            | Start Date | End Date   | Lead Officer                    | Impact of not completing the action.   |
| CS5.1   | Produce and implement a business recovery plan for the Borough Hall to reinvigorate safe usage following the restrictions placed on public venues by COVID. | Support from the Communication, IT and Finance Teams | 01/04/2021 | 31/03/2022 | Venue Manager<br>Centre Manager | Failure to create a safe environment for customers and inability to achieve financial targets. |

**Service Team: Careline** | **Team Leader: David Brown - Senior Living and Careline Manager**

**Business As Usual - Annual**

| <b>Outcome 6.</b>  | <b>Customers are helped to live independently in their own homes</b>  |   |            |            |   |   |
|--|---|---|------------|------------|---|---|
| <b>Corporate Priority:</b> The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth |   |   |            |            |   |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                                | Impact of not completing the action   |
| CS6.1  | Provide and maintain a full range of Careline and telecare equipment across the Borough. Maximising different funding streams such as Better Care Fund to further promote the service and generate more options to assist residents to live independently for longer. | None                                      | 01/04/2020 | 31/03/2022 | Senior Living and Careline Services Manager | Residents ability to live independently reduces increasing the risk of hospital admissions and deterioration of physical and mental wellbeing of residents. |
| CS6.2  | Promote service through ongoing marketing to reach as many customers as possible and aim to support as many residents as possible to live independently and grow the business.  | None                                      | 01/04/2020 | 31/03/2022 | Senior Living and Careline Services Manager | New customers who would benefit from the service may not be reached.  |
| CS6.3  | Promote partnership working to seek further opportunities to attract new customers, to promote the service and increase the awareness to vulnerable residents to live independently for longer.   | None                                      | 01/04/2020 | 01/04/2022 | Senior Living and Careline Services Manager | Residents ability to live independently could be compromised. Total customer numbers may not be maximised.  |

## Business As Usual - Annual

| <b>Outcome 7. Delivery of high performing grounds maintenance service for the Council.</b>   |  |   |            |            |   |   |
|--|--|---|------------|------------|---|---|
| <b>Corporate Priority:</b> High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / A financially sound Waverley, with infrastructure and resilient services fit for the future |  |   |            |            |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed                               | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| CS7.1  | Manage the Grounds maintenance contract to ensure performance targets are met, including the incorporation of feedback from the public and a professional audit.   | External consultant, external contractors and Parks & Countryside staff | 01/11/2019 | 31/10/2024 | Green Spaces Manager and Green Spaces Contract Officer      | Green spaces become less attractive and/or accessible to the public.  |
| <b>Outcome 8. Raising the profile of the Greenspaces service</b>   |  |   |            |            |   |   |
| <b>Corporate Priority:</b> High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet   |  |   |            |            |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed                               | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| CS8.1  | Encourage participation in green space management through working with volunteers helping to gain external recognition and raising awareness for identified sites around the Borough.  | None  | 01/01/2021 | 31/03/2022 | Green Spaces Contract Officer<br>Ranger Team                | Importance of service is not recognised and public are unaware of the objectives of the greenspaces management.   |
| CS8.2  | Promote service activities effectively to educate the community on the environment, services and volunteering opportunities offered by the council.  | None  | 01/04/2021 | 31/03/2022 | Green Spaces Projects and Promotions Officer<br>Ranger Team | Importance of service is not recognised and public are unaware of the objectives of the greenspaces management.   |
| <b>Outcome 9. Promote the service as a viable greenspaces management operator in the borough with the ability to manage new sites.</b>   |  |   |            |            |   |   |
| <b>Corporate Priority:</b> High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet   |  |   |            |            |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed                               | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| CS9.1  | Grow and manage the service in a more financially sustainable way, continue land asset transfer to reduce reliance on Council tax funding, seek the use of developer contributions to support infrastructure improvements, operate more commercially by supplying services that are chargeable (e.g. tree risk inspections, playground advice) | Planning  | 01/04/2021 | 31/03/2023 | Green Spaces Manager  | Lack of greenspace infrastructure improvements. Reduced sphere of influence on delivering the Climate Emergency Action Plan.  |
| CS9.2  | Create a service capable and resourced to consider taking on new Greenspace provision and tree risk management opportunities.  | Planning, additional green spaces staff.                                | 01/04/2021 | 31/03/2023 | Green Spaces Manager  | Potential financial improvement opportunities missed. Ability to ensure greenspaces are managed in line with the Council's Climate Emergency. Increasing ability to influence and change practices. |
| <b>Outcome 10. To reduce the risk to the Council of the potential injury and damage caused by unsafe trees and the associated claims.</b>  |  |   |            |            |   |   |
| <b>Corporate Priority:</b> High quality public services accessible for all / 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   |  |   |            |            |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed                               | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| CS10.1   | Delivery of the requirements contained in the Council's Tree Risk Management Guide (TRMG), by ensuring tree risk inspections are completed within the stipulated time frames of each risk zone.  | External contractors, consultants                                       | 01/04/2021 | 31/03/2022 | Tree and Woodlands Officer                                  | Members of the public are injured or property is damaged and the Council suffers reputational damage is exposed to insurance claims.  |

|        |  |                                   |            |            |                            |   |
|--------|--|-----------------------------------|------------|------------|----------------------------|---|
| CS10.2 | Preparing the Council for the impact of tree pest and diseases, in particular Oak Processionary Moth (OPM) and Ash Die Back (ADB). | External contractors, consultants | 01/04/2021 | 31/03/2022 | Tree and Woodlands Officer | The Council is unaware of the potential financial impact and the risks associated. Any tree works are carried out with due care and attention reflecting the Climate Emergency. |
|--------|--|-----------------------------------|------------|------------|----------------------------|---|

**Outcome 11. Ensuring the Council's commitment to increasing biodiversity and reducing the impacts of the climate emergency are delivered.**

**Corporate Priority:** High quality public services accessible for all / 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

| Ref. No. | Actions / Outputs  | Reference any additional resources needed   | Start Date | End Date   | Lead Officer  | Impact of not completing the action  |
|----------|--|---|------------|------------|---|--|
| CS11.1   | Ensure the correct management and delivery of Higher Level Stewardship (HLS), Environmental Stewardship (ELS) and Countryside Stewardship (CS) grant scheme works across sensitive SSSI sites and other woodland/countryside sites.  | HLS grants, external contractors and consultants  | 01/04/2021 | 31/03/2022 | Head Ranger, Tree and Woodlands Officer   | SSSI sites become unfavourable in condition and/or managed inappropriately without recognition of the climate emergency.   |
| CS11.2   | Maintain adequate levels of volunteers and seek to increase participation wherever possible to support the service priorities.   | Rangers   | 01/04/2021 | 31/03/2022 | Head Ranger   | Site management decreases along with condition, volunteer numbers drop.  |
| CS11.3   | Write overarching Greenspaces Strategy to bring together all biodiversity strategies under one umbrella.<br><br>Write and adopt a Tree and Woodland Strategy that encompasses all aspects of tree management and a Biodiversity Policy in line with our Corporate Objectives.<br><br>Implement the Pesticide Policy action plan. | External consultants will be required to write Greenspaces Strategy £25,000.<br>Additional funding may be required to deliver the pesticide policy. | 01/04/2021 | 31/03/2023 | Head Ranger, Tree and Woodlands Officer, and the Green Spaces Projects and Promotions Officer | The Council does not have a structured approach to delivering biodiversity improvements and therefore fails to achieve improvements that will positively impact the climate emergency. |

Page 110

**Outcome 12. The quality and provision of outdoor sports facilities is improved.**

**Corporate Priority:** High quality public services accessible for all / 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

| Ref. No. | Actions / Outputs   | Reference any additional resources needed   | Start Date | End Date   | Lead Officer         | Impact of not completing the action          |
|----------|---|---|------------|------------|----------------------|--|
| CS12.1   | Delivery of Council's Playing Pitch Strategy - protect the existing supply of outdoor sports facilities where it is needed to meet current and future needs up to 2031. | S106, Community Infrastructure Levy (CIL), Parks & Countryside (P&C) officers, Estates, Legal | 01/11/2020 | 31/03/2022 | Green Spaces Manager | Loss of outdoor sports facilities.           |
| CS12.2   | Delivery of Council's Playing Pitch Strategy - enhance outdoor sports and ancillary facilities through improving quality and management of sites.                       | S106, CIL, P&C officers, Estates, Legal   | 31/03/2021 | 31/03/2022 | Green Spaces Manager | Lack of quality facilities.                  |
| CS12.3   | Delivery of Council's Playing Pitch Strategy - provide new outdoor sports facilities where there is a current and future demand to do so.                               | S106, CIL, P&C officers, Planning, Estates, Legal   | 01/04/2021 | 01/04/2022 | Green Spaces Manager | Unable to meet demand for sports facilities. |

**Outcome 13. The quality and provision of play opportunities for people is improved.**

**Corporate Priority:** High quality public services accessible for all / 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

| Ref. No. | Actions / Outputs  | Reference any additional resources needed                                  | Start Date | End Date   | Lead Officer                                     | Impact of not completing the action                    |
|----------|--|--|------------|------------|--|--|
| CS13.1   | Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets. | P&C staff, external contractors, project budgets, S106, PIC and CIL        | 01/04/2021 | 31/03/2022 | Parks Officer (Currently vacant need to recruit) | The Council's play facilities are not fit for purpose. |
| CS13.2   | Review and update/rewrite of Play Area Strategy.   | P&C staff, external contractors, consultants, planning. Consultancy budget | 02/04/2021 | 31/03/2023 | Parks Officer                                    | The Council will not have an up to date strategy.      |

| <b>Outcome 14. Making the Council's Greenspace Assets work for the Council and filming in Waverley is promoted.</b>  |  |  |            |            |   |   |
|--|--|--|------------|------------|---|---|
| <b>Corporate Priority:</b> High quality public services accessible for all / A strong, resilient local economy, supporting local businesses and employment / 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 |  |  |            |            |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed  | Start Date | End Date   | Lead Officer                              | Impact of not completing the action   |
| CS14.1   | Following review, ensure that processes are streamlined and efficient, so that officer resources are used to their best. Ensure the necessary (if any) planning and common land consents are gained.     | Planning, IT, Comms, H&S representatives, Environmental Services.  | 01/04/2021 | 31/03/2022 | Greenspaces Projects & Promotions Officer | The Council potentially has an inefficient process in place, using up valuable officer time, also may be in breach of required planning and common land consents. |
| CS14.2   | Maximising event, filming and bookings income. Seeking to promote our Greenspaces for events/filming and bookings.   | Planning, IT, Comms, H&S representatives, Environmental Services.  | 01/04/2021 | 31/03/2022 | Greenspaces Projects & Promotions Officer | The Council may not be maximising its income opportunities from its Greenspace Assets.  |
| CS14.3   | Promoting and delivering 'Film Waverley', making the borough more accessible and friendly to film productions and providing wider economic benefits to the Council, businesses and the general locality. | Planning, IT, Comms, H&S representatives, Environmental Services.<br>Film Waverley project funding £10,000 | 01/04/2021 | 01/04/2023 | Greenspaces Projects & Promotions Officer | The Council may not be maximising its income opportunities from its Greenspace Assets   |

### Team Projects

| <b>Outcome 15. Delivery of the Capital Project Programme.</b>  |  |   |            |   |                      |  |
|--|--|---|------------|---|----------------------|--|
| <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet |  |   |            |   |                      |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date                                | Lead Officer         | Impact of not completing the action  |
| CS15.1   | Delivery of agreed capital projects as agreed within the budget framework. | External contractors, consultants         | 01/04/2021 | Subject to individual project timelines | Green Spaces Manager | Our greenspaces are not upgraded and maintained in line with our capital programme commitment. |

Service Team: Waverley Training Services

Team Leader: Adele O'Sullivan - Centre Manager - Waverley Training Services

### Business As Usual - Annual

| <b>Outcome 16. The service supports young people into work and education and is sustainable.</b>         |   |   |            |            |   |   |
|--|---|---|------------|------------|---|---|
| <b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment |   |   |            |            |   |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| CS16.1   | Create an effective Business Plan and Quality Improvement Plan to take the service forward in a sustainable way.  | Finance                                   | 01/01/2020 | 31/01/2022 | Centre Manager - Waverley Training Services                                 | Failure to create an updated Plan will impact growth and potentially quality of service.  |
| CS16.2   | Manage delivery to ensure learners achieve and funding indicators are therefore surpassed. Aim to achieve 75% overall and 70% for timely achievement, however, always remaining above the National Average for Provider type on the QAR data. | None                                      | 01/10/2021 | 31/12/2022 | Centre Manager - Waverley Training Services                                 | Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade. Learners fail to enter employment or further education and local employers struggle to employ new qualified staff. |
| CS16.3   | Create a marketing and communications strategy that increases learner and employer numbers.   | Communications                            | 01/10/2020 | 31/03/2022 | Centre Manager - Waverley Training Services                                 | Will impact upon number of direct delivery apprenticeships.   |
| CS16.4   | Effectively manage and oversee contractual requirements of funding agencies ensuring compliance and delivery of funding pot.  | Finance                                   | 01/10/2020 | 31/03/2022 | Centre Manager - Waverley Training Services / Data & Administration Manager | Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade.  |



| <b>Outcome 17.</b>   | <b>A service is created capable of achieving Ofsted Outstanding.</b>   |   |            |            |   |   |
|--|--|---|------------|------------|---|---|
| <b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment |  |   |            |            |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| CS17.1   | Create a governance structure that effectively challenges the delivery of Waverley Training Services.                                | Senior Management Team                    | 01/10/2020 | 31/03/2023 | Centre Manager - Waverley Training Services / Head of Commercial Services | Failure to do so could impact quality of teaching and future Ofsted Grade. Learners fail to enter employment or further education.                                  |
| CS17.2   | Raise corporate and local awareness of the services offered by Waverley Training Services and the outcomes achieved by its learners. | None                                      | 01/10/2020 | 31/03/2022 | Centre Manager - Waverley Training Services / Head of Commercial Services | Number of learners could drop and levy fund would not be maximised. Young people fail to gain qualifications enabling them to find work or enter further education. |

**Service Team: Leisure** **Team Leader: Tamsin McLeod - Leisure Services Manager, Fotini Vickers - Interim Leisure Services Manager**

**Business As Usual - Annual**

| <b>Outcome 18.</b>  | <b>To offer safe, accessible and affordable leisure provision for all.</b>  |   |            |            |                          |   |
|---|---|---|------------|------------|--------------------------|---|
| <b>Corporate Priority:</b> 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 / The health and wellbeing of our communities. |   |   |            |            |                          |   |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer             | Impact of not completing the action   |
| CS18.1  | Review the Leisure Development Plan to reflect the priorities under the Surrey Health and Wellbeing strategy and the impacts of COVID on the services and projects that can be delivered. | Officer Time                              | 01/10/2020 | 31/03/2022 | Leisure Services Manager | Leisure Plan not aligned with regional and local priorities.  |
| CS18.2  | Increase participation in target groups with the delivery of new projects safely delivered in line with the new COVID measures.   | Officer Time                              | 01/10/2020 | 31/03/2022 | Leisure Services Manager | Target groups do not participate and activity levels within the borough drop impacting health and wellbeing of residents. |

| <b>Outcome 19.</b>   | <b>To create a COVID recovery plan supporting and improving the physical and mental health of residents.</b>  |   |            |            |                          |   |
|--|---|---|------------|------------|--------------------------|---|
| <b>Corporate Priority:</b> The health and wellbeing of our communities / High quality public services accessible for all |   |   |            |            |                          |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer             | Impact of not completing the action   |
| CS19.1   | Health and Wellbeing Strategy and action plan to be reviewed in line with the new COVID restrictions .  | Surrey County Council Health Partners     | 01/10/2020 | 31/03/2022 | Leisure Services Manager | Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents. |
| CS19.2   | Review our role with the Integrated Care Partnership and the Prevention and Independence workstream post COVID.   | Officer time                              | 01/10/2020 | 31/03/2022 | Leisure Services Manager | Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents. |
| CS19.3   | Look at how we re-engage and reach priority groups to increase participation in the wellbeing offering across the contract as social restrictions ease. | Officer time<br>Leisure budget            | 01/10/2020 | 31/03/2022 | Leisure Services Manager | Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents. |

| <b>Outcome 20.</b>   | <b>Implementing a COVID recovery Plan to reopen our leisure centres.</b>   |   |            |            |   |  |
|--|--|---|------------|------------|---|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future / The health and wellbeing of our communities |  |   |            |            |   |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer  | Impact of not completing the action  |
| CS20.1   | Ensuring contractual adherence to the historical and new guidelines in a post COVID environment, ensuring a safe environment and customer focused service. | Officer time                              | 01/10/2021 | 31/03/2022 | Leisure Services Manager / Leisure Development Officers | Services are unsafe and standards reduce, participation declines, customer satisfaction drops and negatively impacts residents health & wellbeing. |



**Team Projects**

| <b>Outcome 21.</b>   | <b>Begin the retendering process for the leisure management contract in preparation for the current contract end date June 2023</b>       |   |            |            |  |  |
|--|---|---|------------|------------|--|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future |   |   |            |            |  |  |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed   | Start Date | End Date   | Lead Officer   | Impact of not completing the action  |
| CS21.1   | Review specification and procurement requirements to tender the new leisure management contract in a post COVID environment               | Project Working Group consisting of legal, procurement, finance and communications. | 01/04/2021 | 30/06/2023 | Head of Commercial Services / Leisure Services Manager | One of the council's largest and most prominent contracts is not tendered correctly and services to residents suffers. |
| CS21.2   | Prepare and create the tender documentation to procure external consultancy support for the tendering of the leisure management contract. | Project Working Group consisting of legal, procurement, finance and communications. | 01/04/2021 | 31/03/2022 | Head of Commercial Services / Leisure Services Manager | One of the council's largest and most prominent contracts is not tendered correctly and services to residents suffers. |

| <b>Outcome 22.</b>   | <b>Assess and review the Cranleigh Leisure Centre business case post COVID.</b>  |  |            |            |  |   |
|--|--|--|------------|------------|--|---|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future / The health and wellbeing of our communities |  |  |            |            |  |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed    | Start Date | End Date   | Lead Officer   | Impact of not completing the action   |
| CS22.1   | Carry out a feasibility study widening the scope to include a place shaping agenda reflecting new challenges post COVID. | External Stakeholder and Consultancy Support | 01/04/2021 | 30/04/2022 | Leisure Services Manager / Development Programme Manager | Project not delivered and an inefficient building continues to be managed, negatively impacting the council's carbon footprint. Usage of the centre does not increase as customer satisfaction drops, negatively impacting residents' health & wellbeing. |

**Service Team: Building Control** **Section Manager: Jane Clement - Business Manager - Building Control**

**Business As Usual - Annual**

| <b>Outcome 23.</b>   | <b>Building Control and Street Naming delivers high performing service and breaks even on budget.</b>  |   |            |            |   |   |
|--|--|---|------------|------------|---|---|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future |  |   |            |            |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed       | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| CS23.1   | Create an efficient and proactive Building Control and Street Naming and Numbering Service which achieves break even on budget, balance fees and costs. Improve internal working practices that support this objective primarily by streamlining the planning pre-application process. | Finance, Planning, IT & Business Transformation | 01/04/2020 | 31/03/2022 | Head of Commercial Services / Building Control Business Manager | Customer satisfaction drops and alternative operators are used lessening the council's ability to influence safe construction within the borough <b>and break even on budget.</b> |

**Team Projects**

| <b>Outcome 24.</b>   | <b>Building Control &amp; Street Naming will be electronic achieving efficiencies and aligning with Customer Service objectives for customer access.</b> |   |            |            |                                     |  |
|--|--|---|------------|------------|-------------------------------------|--|
| <b>Corporate Priority:</b> Open, democratic and participative governance / high quality public services accessible for all |  |   |            |            |                                     |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                        | Impact of not completing the action  |
| CS24.1   | Complete the implementation of agile working practices for Building Control.   | Horizon / IT Services / mobile equipment  | 01/01/2021 | 01/09/2021 | Business Manager (Building Control) | If IT not delivered on time; inefficiencies and reduced customer service may occur due to continued reliance on paper systems. |

| <b>Outcome 25. Review Business Plan and align service with national building control requirements.</b>                     |   |   |            |            |                                     |   |
|--|---|---|------------|------------|-------------------------------------|---|
| <b>Corporate Priority:</b> Open, democratic and participative governance / high quality public services accessible for all |   |   |            |            |                                     |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                        | Impact of not completing the action   |
| CS25.1   | Carry out full review of the Building Control business plan.  | Finance                                   | 01/01/2020 | 30/09/2022 | Business Manager (Building Control) | Business plan is outdated and service diminishes along with income.                                 |
| CS25.2   | Identify direction of travel for Building Control, facilitate training and development to bring service up to new and emerging standards. | MHCLG/LABC                                | 01/04/2020 | 31/03/2024 | Business Manager (Building Control) | Service cannot meet the demands to fully enforce the building regulations. Council exposed to risk. |
| CS25.3   | Identify additional new or existing skills to support the Council's Climate priority and achieve zero carbon target                       | Business Transformation                   | 01/04/2020 | 31/03/2024 | Business Manager (Building Control) | Climate Emergency priority not met.   |
| CS25.4   | Proactively embed carbon reducing measures within the Building Control business plan and within governmental consultation responses.      | Business Transformation                   | 01/04/2020 | 31/03/2024 | Business Manager (Building Control) | Climate Emergency priority not met.   |

**Corporate & Service Level Projects (Service wide or cross cutting projects)**

| <b>Outcome 26. Delivery of housing on the Weyhill youth site in line with planning policy.</b>   |   |   |            |            |  |  |
|--|---|---|------------|------------|--|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future / High quality public services accessible for all |   |   |            |            |  |  |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer   | Impact of not completing the action  |
| CS26.1   | Oversee the successful relocation of key community groups such as St John & Cadets. | Estates; Property; Legal                  | 01/10/2020 | 31/12/2022 | Head of Commercial Services / Development Programme Manager          | Delivery of much needed housing not delivered on Weyhill site. Community groups unhappy creating reputational damage to the Council. |
| CS26.2   | Deliver all types of much needed homes for Haslemere on the vacated Wey Hill site.  | Estates; Property; Legal                  | 01/01/2020 | 01/01/2025 | Head of Strategic Housing and Delivery / Head of Commercial Services | Much needed housing not delivered on Weyhill site.   |

| <b>Outcome 27. Maximising the Council's own land assets.</b>   |  |   |            |            |   |  |
|--|--|---|------------|------------|---|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future |  |   |            |            |   |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                                      | Impact of not completing the action  |
| CS27.1   | Ensuring that utility companies are managed when they approach the Council in regards to working on the Council's land, wayleaves and easements.   | Estates, Housing, Property, Legal         | Ongoing    | 31/03/2024 | Tree and Woodlands Officer / Green Spaces Manager | Damage to Council land, trees and property creating additional costs that need to be absorbed.   |
| CS27.2   | Assisting Estates and Legal in making income from capital receipts for easements negotiated across Council land.   | Estates, Property, Legal                  | Ongoing    | 31/03/2024 | Tree and Woodlands Officer / Green Spaces Manager | Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council. |
| CS27.3   | Corporate Projects to lead on development of the Land and Assets project, bringing together key sites in the borough to identify opportunities to invest and review current land ownership in a co-ordinated strategy. | Estates, Property, Finance, Planning      | Ongoing    | 31/03/2024 | Development Programme Manager                     | Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council. |
| CS27.4   | Work with Surrey County Council to master-plan assets in towns to help form a long-term strategic plan for the development of the Borough  | Estates, Property, Legal                  | Ongoing    | 31/03/2024 | Development Programme Manager                     | Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council. |

| <b>Outcome 28.</b>   |   | <b>Delivery of the Brightwells Yard regeneration project.</b> |                   |                 |   |  |
|--|---|---|-------------------|-----------------|---|--|
| <b>Corporate Priorities:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet |   |   |                   |                 |   |  |
| <b>Ref. No.</b>  | <b>Actions / Outputs</b>  | <b>Reference any additional resources needed</b>              | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>   | <b>Impact of not completing the action</b>   |
| CS28.1   | Work closely with external partners and internal departments to ensure effective stewardship and delivery of the Brightwells project.           | Legal; Estates; Communications; Planning                      | 01/04/2020        | 31/03/2022      | Head of Commercial Services / Development Programme Manager | Key Stakeholders are not aware of ongoing works creating potential reputational risks. |
| CS28.2   | Ensure effective engagement with residents, local businesses and stakeholders to ensure people are informed of next steps and project progress. | Legal; Estates; Communications; Planning                      | 01/04/2020        | 31/03/2022      | Head of Commercial Services / Development Programme Manager | Key Stakeholders are not aware of ongoing works creating potential reputational risks. |

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|                               |  |                            |  |
|-------------------------------|--|----------------------------|--|
| <b>Service Plan 2021-2024</b> |  | <b>Head of Service:</b>    | <b>Richard Homewood</b>                      |
|                               |  | <b>Strategic Director:</b> | <b>Annie Righton</b>                         |
| <b>Service:</b>               | <b>Environmental &amp; Regulatory Services</b> | <b>Portfolio Holders:</b>  | <b>Cllr Steve Williams, Cllr Nick Palmer</b> |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

#### Service Profile

The Environment Service is comprised of a number of teams:

##### Environmental Health - Food Safety and Health & Safety Team

Their priorities are to ensure that food produced and sold in Waverley and workplaces and leisure facilities in Waverley are as safe as can be. Through a programme of planned inspections, sampling programmes, complaint investigation and education, we ensure businesses are operating safely and those affected by the work activities are protected. We also investigate infectious diseases.

##### Environmental Health - Environmental Protection Team

This team is responsible for investigation and regulation of various forms of pollution. Their priorities are to minimise pollution of the environment and harm to the population as a result of pollution and minimise nuisance caused by unreasonable and anti-social behaviour. They operate an extensive air quality monitoring regime and undertake detailed work on particular hot spots, help manage the legacy of contaminated land across the Borough, monitor the management of industrial emissions and deal with a wide range of nuisance complaints from the community including residential and commercial noise or odours and bonfire and smoke nuisance. Work often directly contributes to actions to reduce the impact of climate change.

The Environmental Protection Team also licence establishments under animal welfare legislation and manage the pest and stray dog services provided by private contractors.

##### Environmental Services

The Environmental Services Team is responsible for the Council's waste management contract with BIFFA, which covers: waste, recycling, street cleaning and other street scene services. Their priorities are to reduce waste, increase recycling and maintain a clean environment.

Other services managed by this team include: clinical waste, garden waste, food waste, bulky waste collections, abandoned vehicle removal, graffiti removal, and the provision of public conveniences.

##### Parking Services Team

The Parking Services Team is responsible for the provision and maintenance of off-street car parks in Waverley. Their priorities are to provide a high quality, value for money service which maximises opportunities to park where people want to visit. The team are responsible for ensuring all car parks are maintained in a safe condition, identifying and managing improvement projects as required, and proactively managing demand for parking space throughout the borough through the Council's Off-Street Parking Order. In addition the team manage the Council's parking services contract with NSL and the Ring-go contract, deal with routine enquiries and monitor income and process objections and adjudicate on formal appeals against penalty charge notices.

##### Emergency Planning

These priorities are to ensure the Council is as prepared to deal with any emergency which could impact the public within Waverley.

There are a number of specific civil protection responsibilities that rest with Waverley, as a "Category 1" responder to emergencies within the Borough. These include completion of risk assessments, creating and maintaining a business continuity management system, the creation and exercising of emergency plans, the duty to maintain public awareness with a focus on warning and informing, the provision of advice and assistance to the commercial, private and voluntary sector, the continuous co-operation with other responder agencies and the continuous sharing of information with other responder agencies.

For business continuity the aims and objectives are to support the Senior Management Team in producing individual service plans with highly targeted business impact assessments, defined acceptable down-times for individual teams and the identification of which teams rely on other services for their own service provision, allowing for the understanding of how impact to one team might effect another. Completing the items listed should allow for better decision making in the mitigation of service provision impacts.

##### Corporate Health and Safety

As an employer, the Council has duties under the Health and Safety Act 1974 to ensure the health, safety and welfare of its staff, premises, visitors, contractors and others who use or interact with its services. Our priorities are to refine our corporate health and safety policies and procedures to ensure so far as is reasonably practicable nobody is put at risk as a result of our business activities. We routinely monitor and review risk-based assessments of our activities and provide training and support where necessary. We encourage employees to report to us if they feel as though they do not have the correct access to health and safety reporting, information and training.

**Licensing Team**

The Licensing Team's primary role is to ensure public safety and contribute to the reduction in anti-social behaviour and crime by regulating the sale of alcohol and licensing of taxi and private hire vehicles and drivers. They work closely with the Police and other agencies to help make Waverley a safe place for people to live, work and enjoy their leisure time.

**Environmental Enforcement Team**

Working alongside the Licensing and Environmental Services Teams and with other enforcement services within and outside of the council, this team works to protect the environment and the community by tackling anti-social behaviour such as littering, fly tipping, dog fouling, dog control etc. They are key to the Joint Enforcement Initiative and encouraging a cultural change across the organisation in respect of the council's approach to enforcement.

**Sustainability**

The Council declared a climate emergency on 18 September 2019 and on 15 December 2020 the Council adopted the Climate Change and Sustainability Strategy and approved the Carbon Neutrality Action Plan for 2020-2030. The Sustainability Manager's priority is to work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils to produce and monitor performance against the Carbon Neutrality Action Plan which aims to be carbon neutral by 2030. The Sustainability Team will support the council in reducing carbon emissions across the Borough, promote the use of renewable energy and biodiversity. The Sustainability Manager will also lead work with the community to help Waverley work toward becoming a carbon neutral borough. The Sustainability Manager is also responsible for the development and delivery of the council's Energy Efficiency Plan and completion of the Home Energy Conservation Act Report.

**Service Team: Environmental Health (Food and Safety)****Team Leader: Suzanne Robinson - Environmental Health Manager (Food and Safety)****Business As Usual - Annual**

| Outcome 1. | Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health & safety legislation   |   |            |            |  |   |
|------------|--|---|------------|------------|--|---|
|            | <b>Corporate priority:</b> A strong, resilient local economy, supporting local businesses and employment / 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.  |   |            |            |  |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                                   | Impact of not completing the action   |
| ES 1.1     | Food Safety Regulation - Delivery of the Food Standards Agency Regulatory Framework Agreement, and provide support to local businesses in achieving compliance. Undertake inspection programme so as to maximise value and minimize operational emissions. Work with jointly with stakeholders including Economic Development to give advice to businesses to support the local economy, in a cost effective and carbon neutral manner.                | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Food and Safety) | If statutory framework not met risk of Food Safety Agency audit and intervention. Risk to public health. Negative media. It should be noted that redirection of staffing resource to deal with LA Covid-19 Compliance, Enforcement and Business Support has resulted in risk of failure to deliver this output for 2020/21, this might continue in 2021/22, without additional resources. |
| ES 1.2     | Infectious Disease Control - Investigate outbreaks of communicable and food related infectious diseases according to the Food Standard Agency guidelines on the management of outbreaks of foodborne illness and Public Health England operation guidance on communicable disease outbreak management. a key priority is to support the Health and Wellbeing of our community in dealing with the Covid19 pandemic, and to ensure business compliance. | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Food and Safety) | Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Risk to public health. Negative media.  |
| ES 1.3     | Health & Safety Regulation and Business Support - Support local businesses to comply with Health & Safety requirements through an intervention programme set out in the Health and Safety Executive (HSE) National Code. Work jointly with stakeholders including Economic Development to give advice to businesses to support the local economy, in a cost effective and carbon neutral manner.   | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Food and Safety) | Statutory requirement not met. HSE Audit and intervention. Risk to public health. Negative media. It should be noted that redirection of staffing resource to deal with LA Covid-19 Compliance, Enforcement and Business Support has resulted in risk of failure to deliver this output for 2020/21, this might continue in 2021/22, without additional resources.                        |
| ES 1.4     | Workplace accident investigation - Meet Statutory Duty to provide high quality investigation and enforcement service for workplace accidents allocated to Local Authority responsibility.  | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Food and Safety) | Statutory requirement not met. Legal action against the council or Ombudsman complaint. Public protection not secured. Negative media.  |

Page 118

|        |   |                    |            |            |  |   |
|--------|---|--------------------|------------|------------|--|---|
| ES 1.5 | A monthly satisfaction survey of business customers of Environmental Health is undertaken. The figure is the percentage of business customers who respond that they have been treated fairly and/or the contact has been helpful. A quarterly report is shared with the Environment O&S Committee. Target is 85%.                   | Existing Resources | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Food and Safety) | Reduction of satisfaction with our services. It should be noted that redirection of staffing resource to deal with LA Covid-19 Compliance, Enforcement and Business Support has resulted in risk of failure to deliver this output for 2020/21, this might continue in 2021/22, without additional resources. |
| ES 1.6 | Work with Economic Development Team to actively engage with and support local businesses, both large and small to create a business friendly culture and understand business needs. Build more effective links with Chambers of Commerce and businesses to provide advice and support on Food Safety, Health and Safety compliance. | Existing Resources | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Food & Safety)   | Increase in businesses failing to understand their legal responsibilities and further enforcement action needed. Lack of action re climate change.  |
| ES 1.7 | Work jointly with Public Health colleagues to support the health and well-being strategy by protecting the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health & safety and environmental protection legislation.                                | Existing Resources | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Food & Safety)   | Lack of effective joined up working. Opportunities to protect public health missed.   |

|  |  |
|--|--|
| <b>Service Team: Environmental Health (Environmental Protection)</b> | <b>Team Leader: Jeanette Guy - Environmental Health Manager (Environmental Protection)</b> |
|--|--|

| Outcome 2. Enhanced protection of the environment and the health and welfare of the community by offering advice and ensuring compliance with statutory environmental protection legislation             |  |   |            |            |   |  |
|--|--|---|------------|------------|---|--|
| Corporate priority: 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. |  |   |            |            |   |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed   | Start Date | End Date   | Lead Officer  | Impact of not completing the action  |
| ES 2.1   | Reduce the impact on climate change by responding to complaints / enquiries regarding smoke and odour nuisance using statutory environmental protection enforcement powers. Respond to all nuisance/noise complaints in a timely manner.             | Existing Resources  | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage. Lack of action re Climate Change. |
| ES 2.2   | Reduce the impact of climate change and the environment from new developments by responding proactively to planning consultations, ensuring that impacts on neighbours, future occupants and the environment are minimised.                          | Existing Resources  | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Inappropriate development. Poor media coverage. Lack of action re climate change.  |
| ES 2.3   | Respond to licensing consultations in our capacity as the Responsible Authority for the prevention of public nuisance for Premises Licenses, supporting businesses to comply.  | Existing Resources  | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.                                   |
| ES 2.4   | Collection of stray dogs.  | Maintain current staff/contractor arrangement, having regard to new 2021 contract                 | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.                                   |
| ES 2.5   | Pest control and facilitating owners/occupiers to control pests which could impact on public health.   | Maintain current staff/contractor arrangement, having mobilised new contract/contractor late 2020 | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Complaints about lack of service. Poor media coverage. Loss of income  |
| ES 2.6   | Animal welfare activity licences, scrap metal dealer licences and street trading consents issued and monitored, supporting businesses to comply.   | Existing Resources  | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.                                   |
| ES 2.7   | Reduce the impact of prescribed processes on climate change and the environment by ensuring strict emission levels for prescribed process are met when considering applications for permits and monitoring their records of emissions to atmosphere. | Maintain current staff/contractor arrangement   | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Poor emissions to air. Statutory requirement not met. Legal action against the council. Lack of action re climate change.                      |
| ES 2.8   | The identification and remediation of land contamination working with others, specifically encouraging the voluntary remediation of sites identified as potentially contaminated through the development control process.                            | Existing Resources  | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Land not suitable for use. Statutory requirement not met. Legal action against the council.  |

|         |  |                    |            |            |   |  |
|---------|--|--------------------|------------|------------|---|--|
| ES 2.9  | Private Water Supplies sampled and risk assessed, and appropriate action taken to protect public health.   | Existing Resources | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Statutory requirement not met - possible legal action against the council by Drinking Water Inspectorate.  |
| ES 2.10 | Work with Economic Development Team to actively engage with and support local businesses, both large and small to create a business friendly culture and understand business needs. Build more effective links with Chambers of Commerce and businesses to provide advice and support on environmental compliance to reduce their impact on the environment. | Existing Resources | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Increase in businesses failing to understand their legal responsibilities and further enforcement action needed. Lack of action re climate change. |

**Outcome 3. Improvement in Air Quality in Waverley**

**Corporate priority:** 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.

| Ref. No. | Actions / Outputs  | Reference any additional resources needed  | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
|----------|--|--|------------|------------|---|---|
| ES 3.1   | Complete the annual air quality monitoring programme in accordance with statutory guidance from DEFRA using the diffusion tube network and automatic analysers. Review arrangements Autumn 2021 for automatic monitoring, current contract ends December 2021. | Existing Resources / new contractor arrangements from Jan 2020 for diffusion tubes | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Not meeting statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage  |
| ES 3.2   | Publish the 2021 Annual Air Quality Status Report.   | Existing Resources/ new contractor arrangements from Jan 2021                      | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Not meeting statutory requirement. Legal action against the council by DEFRA. Poor media coverage   |
| ES 3.3   | Investigate potential for the introduction of Low Emission Zones where appropriate to improve air quality and reduce pollution levels  | Additional resources not quantified  | 01/04/2020 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Less improvement in air quality. Loss of credibility in respect of Climate emergency declaration. Poor media coverage. This outcome is subject to having sufficient staff resources to take this forward. |
| ES 3.4   | Work with stakeholders to take forward actions to improve air quality and reduce exposure to air pollution, contributing to the reduction in carbon emissions, and improving the health and wellbeing of people in Waverley                                    | Additional resources not quantified  | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Less improvement in air quality. Loss of credibility in respect of Climate Emergency declaration. Poor media coverage. Outcomes will subject to having sufficient staff resources to take this forward.   |

Page 120

**Team Projects - Multi-year**

**Outcome 4. Team Projects 2020/2023 - Environmental Health**

**Corporate priority:** 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.

| Ref. No. | Actions / Outputs  | Reference any additional resources needed                   | Start Date | End Date   | Lead Officer   | Impact of not completing the action   |
|----------|--|---|------------|------------|--|---|
| ES4.1    | Review ways of working adopted in 2020, such as remote working and undertaking remote inspections, and adopt them where possible as normal, to reduce organisational emissions, contributing to the reduction in carbon emissions. | Existing resources  | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Food & Safety) / Environmental Health Manager (Environmental Protection) | Less improvement in air quality. Loss of credibility in respect of Climate emergency declaration.   |
| ES 4.2   | Work with the Surrey Air Alliance to identify (including funding options) projects to improve air quality, contributing to the reduction in carbon emissions, and improving the health and wellbeing of people in Waverley.        | Existing Resources/project working with Surrey Air Alliance | 01/04/2021 | 31/12/2022 | Environmental Health Manager (Environmental Protection)  | Not meeting statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage. Lack of action re climate change. |



|        |   |   |            |            |   |   |
|--------|---|---|------------|------------|---|---|
| ES 4.3 | Work with stakeholders to identify actions to develop a Clean Air Strategy, including review of Waverley's Air Quality Action Plan to reduce air pollution, contributing to the reduction in carbon emissions, and improving the health and wellbeing of people in Waverley. (Focus area Active Travel and Air Quality in the Carbon Neutral Action Plan, and potential for introduction of low emission zones). Progress on this action will be dependent on a capital approval and staff resources. | This action depends on a capital approval and see risks | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Not meeting statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage. Lack of action re climate change. This outcome will subject to having sufficient staff resources to take this forward.  |
| ES 4.4 | Use intel to identify and licence premises which need to be licensed under the new licensing arrangements for animal welfare activities.  | Existing Resources but see risks                        | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Poor media coverage. This outcome is subject to having sufficient staff resources to take this forward. Also if a large number of applications come forward consideration will need to be given on how we can take this outcome forward, and impacts on other work. |
| ES 4.5 | Implement the updated Street Trading Policy 2021, including designations of prohibited and consent streets within the borough.  | Existing Resources but see risks                        | 01/04/2021 | 31/03/2022 | Environmental Health Manager (Environmental Protection) | Not meeting legal requirement. Town/Parish Councils disengaged from the process. Poor media coverage. If a large number of street trading applications come forward consideration will need to be given on how we can take this outcome forward, and impacts on other work.   |

**Service Team: Environmental & Parking Services** **Team Leader: Nick Baker - Interim Environmental Services Manager**

**Business As Usual - Annual**

| <b>Outcome 5.</b> | <b>The performance of the waste, recycling and street cleaning contract is maintained and customer satisfaction with the service is improved</b>   |   |            |            |  |   |
|-------------------|--|---|------------|------------|--|---|
|                   | <b>Corporate priority:</b> 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.                      |   |            |            |  |   |
| Ref. No.          | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer   | Impact of not completing the action   |
| ES 5.1            | Maximise the opportunities of the new contract to ensure the existing high level of performance is maintained through the transitional phase.  | Existing resources                        | 01/04/2021 | 31/03/2022 | Head of Environmental & Regulatory Services / Environmental and Parking Services Manager | Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced |
| ES 5.2            | Monitor street cleaning performance to ensure 100% of scheduled street cleans take place on time.<br>When inspected, at least 90% of street cleans carried out to be graded as grade A (immaculate) or B (small levels of detritus). | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental and Parking Services Manager   | Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced |
| ES 5.3            | Work with contractors to ensure missed collections per week do not exceed 40 per 104,000 collections, thus reducing vehicle emissions.   | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental and Parking Services Manager   | Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced |

| <b>Outcome 6. Improvements in recycling rates and reduction in waste collected per household</b>  |  |   |            |            |  |  |
|---|--|---|------------|------------|--|--|
| <b>Corporate priority:</b> 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. |  |   |            |            |  |  |
| Ref. No.  | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                               | Impact of not completing the action  |
| ES 6.1  | Maximise use of the recycling service by continuing to promote waste reduction, improve recycling rate to 60% and reduce residual waste per household to 85kg. | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental and Parking Services Manager | Increase in residual waste sent to landfill; reduction in recycling; loss of income through SCC funding for recycling improvements; increase in carbon emissions by sending more waste for disposal. |
| ES 6.2  | Continue to work with Surrey Environmental Partnership (SEP) on waste and recycling initiatives to maintain a recycling contamination rate below 5%,           | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental and Parking Services Manager | Increase in residual waste sent to landfill; reduction in recycling; loss of income through SCC funding for recycling improvements; increase in carbon emissions by sending more waste for disposal. |
| ES 6.3  | Maximise potential of garden waste scheme and promote to encourage new subscribers to achieve an increase in garden waste subscriptions to 20,000 bins.        | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental and Parking Services Manager | Reduction in recycling; loss of income.  |

| <b>Outcome 7. Effective management of off-street car parking provision in the Borough</b>   |   |   |            |            |  |  |
|---|---|---|------------|------------|--|--|
| <b>Corporate priority:</b> A strong, resilient local economy, supporting local businesses and employment / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet. |   |   |            |            |  |  |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer   | Impact of not completing the action  |
| ES 7.1  | Maximise the potential of the extended contract to ensure the existing high level of performance is maintained.   | Existing Resources                        | 01/04/2021 | 31/03/2022 | Head of Environmental & Regulatory Services / Environmental and Parking Services Manager | Potential breaches of the Parking Order if there is not an enforcement presence in car parks; loss of income |
| ES 7.2  | Ensure Waverley provides safe and well maintained car parks by implementing car park improvements identified in year 4 of the new Waverley Borough Council 10-year Car Park Maintenance and Improvement Programme by delivering projects on time and within budget. | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental & Parking Services Manager   | Car parks that are not properly maintained; potential insurance claims; poor public perception               |
| ES 7.3  | Carry out a business process review to improve customer focus across all areas of the Council's Parking functions, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.                                   | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental & Parking Services Manager   | No efficiency or service improvements  |

#### Team Projects - Multi-year

| <b>Outcome 8. Effective implementation of improvements to waste, recycling and street cleaning service following contract mobilisation</b>  |   |   |            |            |  |  |
|---|---|---|------------|------------|--|--|
| <b>Corporate priority:</b> 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. |   |   |            |            |  |  |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                               | Impact of not completing the action                                      |
| ES 8.1  | Introduce kerbside collection service for textiles and small electrical appliances.                                     | Existing resources                        | 01/01/2020 | 28/03/2022 | Environmental and Parking Services Manager | No increase in recycling of textiles and small electrical appliances.    |
| ES 8.2  | Contribute to the reduction in carbon emissions by implementing the Single-Use Plastic Strategy within the organisation | Existing Resources                        | 01/04/2021 | 31/03/2022 | Environmental and Parking Services Manager | Less reduction in carbon emissions. No reduction in single use plastics. |

|        |   |                              |            |            |  |  |
|--------|---|------------------------------|------------|------------|--|--|
| ES 8.3 | Promote home composting   | Existing Resources           | 01/04/2021 | 31/03/2022 | Environmental and Parking Services Manager | Increased visits to CRCs increased vehicle emissions.      |
| ES 8.4 | Investigate the feasibility of a community composting scheme to reduce the need for garden waste collections. CNAP - W1   | Resources not yet identified | 01/04/2021 | 31/03/2022 | Environmental and Parking Services Manager | Failure to meet target W1 in Carbon Neutrality Action Plan |
| ES 8.5 | Develop a plan for becoming a zero waste borough through encouraging waste reduction and re-use as well as recycling both in respect of domestic waste and commercial and industrial waste. CNAP - W3 | Resources not yet identified | 01/04/2021 | 31/03/2024 | Environmental and Parking Services Manager | Failure to meet target W3 in Carbon Neutrality Action Plan |

**Outcome 9. Develop a strategic approach to off street parking provision which maximises capacity to meet demand and supports the local economy whilst achieving income levels to support future investments and services**

**Corporate priority:** A strong, resilient local economy, supporting local businesses and employment / the health and wellbeing of our communities.

| Ref. No. | Actions / Outputs   | Reference any additional resources needed   | Start Date | End Date   | Lead Officer   | Impact of not completing the action   |
|----------|---|---|------------|------------|--|---|
| ES 9.1   | Carry out a review of parking charges based on the recommendations from strategic review of off-street parking including the introduction of incentivised charges for ultra low emission and electric vehicles                              | Officer Time; any financial resources are unknown until we have the recommendations from the review | 01/04/2021 | 31/03/2022 | Head of Environmental & Regulatory Services / Environmental and Parking Services Manager | Potential reduction in usage; loss of income; car parks that are not properly maintained; potential insurance claims; poor public perception. |
| ES 9.2   | Investigate the feasibility of installing solar canopies in off-street car parks to generate electricity and develop a business case for their introduction in consultation with the Sustainability Manager and Planning Service. CNAP - E1 | Officer Time, capital funding if business case approved.  | 01/04/2021 | 31/03/2022 | Head of Environmental & Regulatory Services / Environmental and Parking Services Manager | Failure to deliver target E1 in Carbon Neutrality Action Plan   |
| ES 9.3   | Work with the Sustainability Team to introduce further EV charging points in off-street car parks in accordance with the Carbon Neutrality Action Plan - CNAP - T5  | Officer Time, capital funding if business case approved.  | 01/04/2021 | 31/03/2022 | Environmental and Parking Services Manager / Sustainability Manager                      | Failure to deliver target T5 in Carbon Neutrality Action Plan   |

**Service Team: Emergency Planning**

**Team Leader: Tinaz Erenler - Emergency Planning, Resilience and Safety Officer**

**Business As Usual - annual**

**Outcome 10. Improve local arrangements to support the Council's legal responsibility under the Civil Contingencies Act (CCA) 2004 to provide the following civil protection duties as a category 1 responder; risks assessments, business continuity management, emergency planning, maintaining public awareness to hazards, the provision of advice to the commercial sector, co-operation with other responder agencies and to share information with other responder agencies**

**Corporate Priority:** Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / the health and wellbeing of our communities.

| Ref. No. | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer               | Impact of not completing the action  |
|----------|--|---|------------|------------|----------------------------|--|
| ES 10.1  | Work with Surrey Local Resilience Forum for the combined development of preparedness, response and recovery planning within the Borough of Waverley. | Officer Time and Partnership working      | 01/04/2021 | 31/03/2024 | Emergency Planning Officer | Threat to life due to lack of planning and procedures in place. Planning for emergencies is a statutory duty for Waverley. Legal and constitutional impacts. |

|         |   |   |            |            |                            |  |
|---------|---|---|------------|------------|----------------------------|--|
| ES 10.2 | Review/update business contingency plans at least annually but as necessary due to changes in situations.   | Officer Time  | 01/04/2021 | 31/03/2024 | Emergency Planning Officer | Services unable to function, which would impact the council's statutory duty to continually provide certain outlined services to the public. |
| ES 10.3 | Establish feasibility of a natural flood defence programme for the Borough with multi-agency and local authority stakeholders, with a view to submitting a multi-agency bid. This action has the objective of achieving multiple goals in accordance with the Climate Change and Sustainability Strategy, Carbon Neutrality Action Plan and the | Officer Time, Sustainability team and Head of Service | 01/04/2021 | 31/03/2024 | Emergency Planning Officer | Fewer goals achieved under the climate emergency set-out by council.   |

| <b>Outcome 11.</b> | <b>Continue to build and grow Waverley's Business Continuity Management Planning</b>  |   |            |            |                            |   |
|--------------------|---|---|------------|------------|----------------------------|---|
|                    | <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / the health and wellbeing of our communities. |   |            |            |                            |   |
| Ref. No.           | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer               | Impact of not completing the action   |
| ES 11.1            | Embed into the organisation Business Continuity Management - regular training and exercising. Engage all employees.   | Officer Time and Heads of Service.        | 01/04/2021 | 31/12/2024 | Emergency Planning Officer | An inefficient business continuity management system would lead to longer down-time and increased impact on customers.                                  |
| ES 11.2            | Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.  | Officer Time and Heads of Service.        | 01/04/2021 | 18/08/2021 | Emergency Planning Officer | Failure to adapt would lead to services becoming left vulnerable to impacts which could be avoided or mitigated against. Failure to learn from business |
| ES 11.3            | Ensure actions under the Carbon Neutrality Action Plan have business continuity considerations, both short and long term.   | Officer Time and Heads of Service.        | 01/02/2021 | 31/03/2022 | Emergency Planning Officer | The organisation may become vulnerable as changes are made to operations to achieve carbon neutrality   |

| <b>Outcome 12.</b> | <b>Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act</b>  |   |            |                       |                            |  |
|--------------------|---|---|------------|-----------------------|----------------------------|--|
|                    | <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future  |   |            |                       |                            |  |
| Ref. No.           | Actions / Outputs   | Reference any additional resources needed                                       | Start Date | End Date              | Lead Officer               | Impact of not completing the action  |
| ES 12.1            | Embed a Health and Safety culture within the council. Ensure all policies and procedures are effectively implemented and complied with by staff.                      | Officer Time and Heads of Service. Commitment and support from Mgt Board / HoST | 01/04/2021 | 31/03/2024<br>Ongoing | Emergency Planning Officer | Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regulation 1999 |
| ES 12.2            | Monitoring and investigating accidents and near misses. Identifying trends and implementing control measures to reduce direct and indirect costs to the organisation. | Officer Time. Senior Management and CEO ownership                               | 01/04/2021 | 31/03/2024<br>Ongoing | Emergency Planning Officer | Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regulation 1999 |

**Team Projects - Multi-year**

| <b>Outcome 13.</b> | <b>Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act</b>   |   |            |                       |                            |   |
|--------------------|--|---|------------|-----------------------|----------------------------|---|
|                    | <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future |   |            |                       |                            |   |
| Ref. No.           | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date              | Lead Officer               | Impact of not completing the action   |
| ES 13.1            | Continue the programme of reviews of corporate Health and Safety policies and procedures due during the period.        | Officer Time and HoS.                     | 01/04/2021 | 31/03/2024<br>Ongoing | Emergency Planning Officer | Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at Work Regs 1999. |

**Service Team: Licensing** | **Team Leader: Paul Hughes - Licensing Manager**

**Business As Usual - annual**

| <b>Outcome 14. Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted within the borough</b> |  |   |            |            |                                 |  |
|--|--|---|------------|------------|---------------------------------|--|
| <b>Corporate priority:</b> A strong, resilient local economy, supporting local businesses and employment / the health and wellbeing of our communities.                            |  |   |            |            |                                 |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                    | Impact of not completing the action  |
| ES 14.1  | Continue with targeted Licensing inspection programme, with spot check visits following intelligence and/or incidents. Ensure results and any concerns from such visits are reported internally and shared with key partners including Surrey Police. Ensure all Licensing compliance issues are acted upon and further monitored and site revisited where appropriate. Utilising Environmental Enforcement & Monitoring Officers in their specific areas to support where possible to help reduce travel/carbon footprint and improve efficiency. | Existing Resource                         | 01/04/2021 | 31/03/2022 | Licensing & Enforcement Manager | Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk. |
| ES 14.2  | Carry out a programme of spot checks on Hackney carriage and Private Hire vehicles, drivers and operators. Investigate and record all complaints, taking appropriate action.   | Existing Resource                         | 01/04/2021 | 31/03/2022 | Licensing & Enforcement Manager | Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk. |
| ES 14.3  | Carry out a business process review to improve customer focus across all areas of the Council's licensing function, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.   | Existing Resource                         | 01/04/2021 | 31/03/2022 | Licensing & Enforcement Manager | Staff not up to date with current legislation and licensing practice   |
| ES 14.4  | Review and update Hackney Carriage/Private Hire Policy requirements to promote the transition to ultra low emission, hybrid or electric vehicles as Hackney Carriage/Private Hire Vehicles and investigate introducing an age limit in accordance with target T2 in the Carbon Neutrality Action Plan. CNAP - T2   | Existing Resource                         | 01/04/2021 | 31/03/2022 | Licensing & Enforcement Manager | Public safety cannot be assured Failure to deliver action T2 on Carbon Neutrality Action Plan                  |
| ES 14.5  | Complete the review of the Taxi & Private Hire Licensing Policy and begin the implementation of the revised policy.  | Existing Resource                         | 01/04/2021 | 31/03/2022 | Licensing & Enforcement Manager | Public safety cannot be assured  |

**Service Team: Environmental Enforcement** | **Team Leader: Paul Hughes - Licensing Manager**

**Business As Usual - Annual**

| <b>Outcome 15. Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.</b>                     |  |   |            |          |   |   |
|---|--|---|------------|----------|---|---|
| <b>Corporate priority:</b> 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. |  |   |            |          |   |   |
| Ref. No.  | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date | Lead Officer                                  | Impact of not completing the action                               |
| ES 15.1   | Carry out effective enforcement against fly-tipping, littering and dog fouling and ensure there are effective dog controls throughout the borough.   | Existing resources                        | 01/04/21   | 31/03/24 | Licensing & Environmental Enforcement Manager | Increased fly tipping, loss of WBC reputation                     |
| ES 15.2   | Monitor the effectiveness and performance of the waste, recycling and street cleaning contractor on behalf of the Environmental Services Manager and report performance on a regular basis at performance review meetings. | Existing resources                        | 01/04/21   | 31/03/24 | Licensing & Environmental Enforcement Manager | Standards of service fall. Failure to meet contract specification |

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| <b>Business As Usual - Annual</b> |
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| Outcome 16.  | Ensure the impact of the organisation's activities on the environment is reduced / minimised  |   |            |          |                        |  |
|--|---|---|------------|----------|------------------------|--|
| Corporate priority: 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. |   |   |            |          |                        |  |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date | Lead Officer           | Impact of not completing the action                          |
| ES 16.1  | Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency and carbon reduction targets and identify actions to achieve further reductions.                         | Officer Time                              | 01/04/20   | 31/03/22 | Sustainability Manager | Failure to meet energy efficiency targets.                   |
| ES 16.2  | With Private Sector Housing and Asset Management produce and submit the Home Energy Conservation Act (HECA) report in alternating years. The report identifies measures taken by the Council to improve energy efficiency and reduction of carbon emissions in residential properties in the borough. | Officer Time                              | 01/01/21   | 31/03/23 | Sustainability Manager | Failure to comply with the Home Energy Conservation Act 1995 |

|                                   |
|-----------------------------------|
| <b>Team Projects - Multi-year</b> |
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| Outcome 17   | Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources  |   |            |            |  |   |
|--|---|---|------------|------------|--|---|
| Corporate priority: 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. |   |   |            |            |  |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer   | Impact of not completing the action   |
| ES 17.1  | Work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils and with the wider community to enable them to progress the short term actions in the Carbon Neutrality Action Plan.                        | Officer Time, Support from all Services   | 01/04/2021 | 31/03/2024 | Head of Environmental & Regulatory Services and Sustainability Manager | Failure to identify ways that the council can reduce our carbon emissions and fulfil the commitment the Council has made to be carbon neutral by 2030 |
| ES 17.2  | Working with Car Park Team to identify four car parks used by commuters and businesses that are suitable for the installation of fast chargers and continue the roll out of EV chargers. Prepare business case and seek external funding. CNAP - T5 | Officer Time                              | 01/04/2021 | 31/03/2024 | Sustainability Manager   | Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles. CNAP - T5                              |
| ES 17.3  | Work with Parking Services to investigate the viability of installing solar canopies in Waverley owned car parks and if business case supports their introduction, seek funding opportunities. CNAP - E1  | Officer Time                              | 01/04/2021 | 31/03/2022 | Sustainability Manager   | Failure to deliver action E1 on Carbon Neutrality Action Plan   |
| ES 17.4  | Working with Surrey County Council on a 2 year pilot to install on street electric vehicle charging points in each major settlement. CNAP - T1  | Officer Time                              | 01/04/2021 | 31/03/2022 | Sustainability Manager   | Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles   |
| ES 17.5  | Investigate the viability of ULEV pool cars for business use as a means of promoting behaviour change and prepare a business case if considered viable. CNAP - O5   | Officer Time, Funding allocated           | 01/04/2021 | 31/03/2024 | Sustainability Manager   | Failure to deliver action O5 on Carbon Neutrality Action Plan   |
| ES 17.6  | Working with Town & Parishes and Cycle Forums install four bicycle shelters, one in Farnham, Haslemere, Godalming and Cranleigh as a pilot scheme. Evaluate their uptake and prepare a business case for further shelters                           | Officer Time, Funding allocated           | 01/04/2021 | 31/03/2024 | Sustainability Manager   | Failure to provide bike shelters that would promote active transport and fulfil the commitment the Council has made to be carbon neutral by 2030      |
| ES 17.7  | Work with Guildford Borough Council on a joint pilot to introduce ECargo Bikes across the two boroughs suitable for use by local business. Prepare joint funding bid  | Officer time, Funding required            | 01/04/2021 | 31/03/2024 | Sustainability Manager   | Failure to promote active transport for local businesses and fulfil the commitment the Council has made to be carbon neutral by 2030                  |
| ES 17.8  | Work with Surrey County Council to identify potential sites in Waverley that are suitable for tree planting and renewables. Funded by SCC   | Officer time                              | 01/04/2021 | 31/03/2024 | Sustainability Manager   | Failure to identify ways to offset carbon emissions in Waverley and fulfil the commitment the Council has made to be carbon neutral by 2030           |

|          |  |                                |            |            |                        |  |
|----------|--|--------------------------------|------------|------------|------------------------|--|
| ES 17.9  | Working with Surrey County Council and SE Energy Hub to identify a suitable site for a solar farm within Waverley. Carry out a feasibility study and prepare a business case. CNAP - O1  | Officer time. Funding required | 01/01/2021 | 31/03/2022 | Sustainability Manager | Failure to identify ways to generate renewable energy which will offset the carbon emissions in Waverley and fulfil the commitment the Council has made to be carbon neutral by 2030 |
| ES 17.10 | Work with SCC and other partners to develop proposals for a network of cycle routes across Waverley, to try to ensure that by 2030 all towns and population centres are connected by dedicated cycle routes. Seek funding opportunities to facilitate their implementation. CNAP -T4 | Officer time. Funding required | 01/01/2021 | 31/03/2022 | Sustainability Manager | Failure to deliver action T4 on Carbon Neutrality Action Plan  |

**Corporate & Service Level Projects (Service wide or cross cutting projects)**

| Outcome 18.  | Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough. |   |            |          |   |   |
|--|--|---|------------|----------|---|---|
| Corporate priority: 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. |  |   |            |          |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed   | Start Date | End Date | Lead Officer  | Impact of not completing the action   |
| ES 18.1  | Lead the Inspection and Enforcement Business Transformation Review   | Officer time Support from Head of Service Team (HoST) to engage front line teams                          | 01/04/21   | 31/08/21 | Head of Environmental & Regulatory Services   | Less effective and efficient use of resources to protect the community and the environment. No cost savings.                            |
| ES 18.2  | Work with Safer Waverley Partnership partner agencies to introduce a Public Space Protection Order in respect of Anti-Social Behaviour.                                  | Officer time Mutual Support with Parks and Open Spaces Team. Additional costs for signage, publicity etc. | 30/11/20   | 01/07/21 | Head of Environmental & Regulatory Services / Licensing and Env Enforcement Manager | Failure to reduce the impact of anti-social behaviour on the community and the environment.   |
| ES 18.3  | Coordinate response to Unauthorised Encampments for front line field officers  | Officer time Mutual Support from other enforcement teams across WBC.                                      | 01/04/21   | 31/03/24 | Head of Environmental & Regulatory Services   | Less effective response to unauthorised encampments   |
| ES 18.4  | Implement and monitor compliance with the corporate policies and procedures on the use of CCTV systems for enforcement, monitoring and surveillance                      | Officer time. Resources for CCTV cameras  | 01/04/21   | 31/03/24 | Head of Environmental & Regulatory Services / Licensing and Env Enforcement Manager | Less effective detection and prevention of ASB and crime. Less effective enforcement of environmental legislation. Breaches of GDPR and |

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|                               |                                      |                            |                               |
|-------------------------------|--------------------------------------|----------------------------|-------------------------------|
| <b>Service Plan 2021-2024</b> |                                      | <b>Head of Service:</b>    | <b>Peter Vickers</b>          |
|                               |                                      | <b>Strategic Director:</b> | <b>Graeme Clark</b>           |
| <b>Service:</b>               | <b>Finance and Property Services</b> | <b>Portfolio Holders:</b>  | <b>Cllr Mark Merryweather</b> |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

|   |
|---|
| <b>Service Profile</b>  |
| <p><b>The Revenues and Benefits Service</b> is responsible for the collection of council tax and business rates, the payment of housing benefit and council tax support. The key objectives for the service are:</p> <ul style="list-style-type: none"> <li>• to provide a cost-effective revenue service that achieves the maximum collection rate possible for the Council Tax and Business Rates due from residents and businesses in the Borough</li> <li>• to ensure our customers receive their entitlement to benefit to help them meet their housing costs and to make payments quickly and accurately.</li> </ul> <p><b>The Finance Service</b> provides a wide range of accountancy and exchequer services to internal and external customers, corporate risk and insurance management and corporate procurement function. The key objectives for the service are:</p> <ul style="list-style-type: none"> <li>• to ensure robust and effective management of Waverley's financial resources with clear and transparent reporting of the Council's accounts and transactions</li> <li>• to give clear advice to Members, staff and other organisations to support sound decision making and prudent financial management</li> <li>• to manage all of the Council's incoming and outgoing financial transactions in accordance with good practice and Waverley's policy and control framework</li> </ul> <p><b>Asset Management Team</b> manages the property investment portfolio, develops and implements the Property Investment Strategy supporting the delivery of the Medium Term Financial Plan. Also provides professional asset management advice to council services and supports the management of the wider diverse operational asset base.</p> |

|  |  |
|--|--|
| <b>Service Team: Housing Benefit Service</b> | <b>Team Leader: Nicky Harvey - Revenues and Benefits Manager</b> |
|--|--|

### Business As Usual - Annual

|                   |   |  |                   |                 |                                    |  |
|-------------------|---|--|-------------------|-----------------|------------------------------------|--|
| <b>Outcome 1.</b> | <b>Waverley residents receive an efficient and accessible Housing Benefit Service.</b>  |  |                   |                 |                                    |  |
|                   | <b>Corporate Priority:</b> The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / A financially sound Waverley, with infrastructure and resilient services fit for the future / The health and wellbeing of our communities. |  |                   |                 |                                    |  |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>  | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>                | <b>Impact of not completing the action</b>   |
| SP20/21F1.1       | All new housing benefit claims are responded to and where possible provisionally assess on the day of receipt.  | None   | 01/04/2021        | 31/03/2024      | Revenues and Benefits Manager (NH) | Delay in entitlement assessment will negatively impact on claimants housing security.          |
| SP20/21F1.2       | Service performance standards (new claims and changes in circumstances processing) are within target turn around days.  | None   | 01/04/2020        | 31/03/2024      | Revenues and Benefits Manager (NH) | Delay in entitlement assessment will negatively impact on claimants housing security.          |
| SP20/21F1.3       | Weekly review of service performance data with the Housing Benefits team and Head of Finance and Property to inform service delivery  | None   | 01/04/2021        | 31/03/2024      | Revenues and Benefits Manager (NH) | Service performance is not understood, corrective action cannot be taken.                      |
| SP20/21F1.4       | Maintain dialogue with Department for Work and Pensions (DWP) to comply with their requirements for the implementation of Full Universal Credit (UC) (for all new working age claimants) from October 2018.   | None   | 01/04/2021        | 31/03/2024      | Revenues and Benefits Manager (NH) | Gap in service resulting in a detrimental impact on claimants moving over to Universal Credit. |
| SP20/21F1.5       | Housing benefit subsidy financial performance will be reviewed monthly to maintain benefit calculation accuracy rate within the DWP performance   | None   | 01/04/2021        | 31/03/2024      | Revenues and Benefits Manager (NH) | Financial impact on the council.   |

### Team Projects - Multi-year

|                   |  |  |                   |                 |                                    |   |
|-------------------|--|--|-------------------|-----------------|------------------------------------|---|
| <b>Outcome 2.</b> | <b>Support the Business Transformation Customer Service initiative project objectives.</b>   |  |                   |                 |                                    |   |
|                   | <b>Corporate Priority:</b> High quality public services accessible for all / A financially sound Waverley, with infrastructure and resilient services fit for the future |  |                   |                 |                                    |   |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>   | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>                | <b>Impact of not completing the action</b>                            |
| PR20F2.1          | Collaborate with the Business Transformation Customer Service initiative to develop customer self service functionality.   | None   | 01/04/2021        | 31/03/2024      | Revenues and Benefits Manager (NH) | Failure to deliver the full outcomes and objectives of channel shift. |

**Business As Usual - Annual**

| <b>Outcome 3. Maximise collection of local taxation.</b>   |   |   |            |            |                                    |  |
|--|---|---|------------|------------|------------------------------------|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future |   |   |            |            |                                    |  |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                       | Impact of not completing the action                                      |
| F3.1   | Weekly review of service performance data with the service manager and Head of Finance and Property to inform service delivery planning.  | None                                      | 01/04/2021 | 31/03/2024 | Revenues and Benefits Manager (NH) | Poor customer service, negative impact on tax base and collection rates. |
| F3.2   | Implement processes within the Revenue service to ensure all incoming correspondence is actioned efficiently and timely.  | None                                      | 01/04/2021 | 31/03/2024 | Revenues and Benefits Manager (NH) | Poor customer service, negative impact on tax base and collection rates. |
| F3.3   | Ensure effective risk based processes are in place to maximise the tax base.  | None                                      | 01/04/2021 | 31/03/2024 | Revenues and Benefits Manager (NH) | Tax base will be eroded.   |
| F3.4   | Develop a centralised systems and processes controls team to ensure an accurate tax base administration, government returns, financial controls and maintain Civica system integrity. | None                                      | 01/04/2021 | 31/03/2022 | Revenues and Benefits Manager (NH) | Tax base will be eroded, inaccurate data, Civica system not compliant.   |

**Team Projects - Multi-year**

| <b>Outcome 4 Revenue service is integrated with the Benefit Service and ultimately the centralised Customer Service team.</b> |  |   |            |            |                         |  |
|---|--|---|------------|------------|-------------------------|--|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future        |  |   |            |            |                         |  |
| Ref. No.  | Actions / Outputs  | Reference any additional resources needed               | Start Date | End Date   | Lead Officer            | Impact of not completing the action                                |
| F4.1  | Implement the Civica self service module   | People resource will be fully detailed in project plan. | 01/06/2021 | 31/03/2023 | NH and Walter Stockdate | Will negatively impact on centralised customer service development |
| F4.2  | Develop integration of Revenues customer service into the Central Customer Service team. | People resource will be fully detailed in project plan. | 01/04/2022 | 31/03/2024 | NH and Walter Stockdate | Will negatively impact on centralised customer service development |

**Service Team: Finance** **Team Leader: Walter Stockdale/Rosie Palistowe - Financial Services Managers**

**Business As Usual - Annual**

| <b>Outcome 5. Robust budget monitoring arrangements are in place that is commensurate with the size, risk, complexity and volatility associated with particular revenue budgets and capital schemes.</b> |  |   |            |            |                         |   |
|--|--|---|------------|------------|-------------------------|---|
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future   |  |   |            |            |                         |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer            | Impact of not completing the action   |
| F5.1   | Ensure the monthly management reporting is accurate, risk based and tailored to specific audiences.        | None                                      | 01/04/2021 | 31/03/2024 | Accountant Manager (RP) | Inappropriate management information will impact decision making and governance.                            |
| F5.2   | Develop the online budget monitoring process to incorporate forecast updates actioned by service managers. | None                                      | 01/04/2021 | 31/03/2024 | Accountant Manager (RP) | Process will be cumbersome and inaccurate, wasting significant time.  |
| F5.3   | Ensure all services are supported with proactive financial management and support.                         | None                                      | 01/04/2021 | 31/03/2024 | Accountant Manager (RP) | Services carrying higher financial risk will not be adequately managed leading to potential financial loss. |

**Outcome 6. An effective process is in place to ensure the Council has a balanced General Fund annual budget and robust Medium Term Financial Plan.**

| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future |  |   |            |            |                                   |   |
|--|--|---|------------|------------|-----------------------------------|---|
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                      | Impact of not completing the action   |
| F6.1   | Ensure management are engaged in effective service planning and review processes.  | None                                      | 01/04/2021 | 31/03/2022 | Head of Finance and Property (PV) | Lack of understanding and buy-in to the current and future financial situation. |
| F6.2   | Review previous year annual outturn against current year performance and future budget requirements with Heads of Service. | None                                      | 01/06/2021 | 31/12/2022 | Head of Finance and Property (PV) | Mis-aligned and uninformed management decisions.                                |

|      |   |      |            |            |                                   |  |
|------|---|------|------------|------------|-----------------------------------|--|
| F6.3 | Ensure the Value for Money Scrutiny committee and Executive are briefed on the all decisions that impact on the Medium Term Financial Plan. | None | 01/04/2021 | 31/03/2022 | Head of Finance and Property (PV) | Decisions are taken out of line with the Medium Term Financial Plan. |
| F6.4 | Lead on developing and implementing actions plans to ensure a balanced annual budget and Medium Term Financial Plan.                        | None | 01/04/2021 | 31/03/2022 | Head of Finance and Property (PV) | Unsound financial situation.   |
| F6.5 | Lead on risk and governance management ensuring sound financial decision making.  | None | 01/04/2021 | 31/03/2022 | Head of Finance and Property (PV) | Unsound financial situation.   |

**Service Team: Asset Management (formerly Estate and Valuation) Team Leader: Caroline Wallis - Asset Manager**

**Business As Usual - Annual**

| Outcome 7.   | Increased revenue from the commercial portfolio.   |  |            |            |                              |   |
|--|--|--|------------|------------|------------------------------|---|
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed                                      | Start Date | End Date   | Lead Officer                 | Impact of not completing the action   |
| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future |  |  |            |            |                              |   |
| F7.1   | Acquire new properties generating revenue to increase overall income in line with the Medium Term Financial Plan, property Investment Strategy and HM Treasury "not for yield" guidelines. | Significant additional resource will be needed from reserves or from borrowing | 01/04/2020 | 31/03/2024 | Asset Manager (CW)           | This will impact negatively of budget projections.  |
| F7.2   | Effectively manage the investment property portfolio in support of the Council's Carbon Neutrality Plan whilst ensuring income levels match or exceed budget targets.                      | Within existing budgets  | 01/04/2020 | 31/03/2024 | Asset Manager (CW)           | This will impact negatively of budget projections and failure to reduce carbon emissions.   |
| F7.3   | Ensure skilled staff recruited and/or retained. Engage external expertise as appropriate in acquisition, portfolio management and project delivery.  | Within existing budgets  | 01/04/2020 | 31/03/2024 | Head of Finance and Property | Insufficient skilled resource will negatively impact on our ability to meet this objective. |

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|-------------------------------|---|----------------------------|---|
| <b>Service Plan 2021-2024</b> |   | <b>Head of Service:</b>    | <b>Andrew Smith</b>                                     |
|                               |   | <b>Strategic Director:</b> | <b>Annie Righton</b>                                    |
| <b>Service:</b>               | <b>Housing Delivery and Communities</b> | <b>Portfolio Holders:</b>  | <b>Cllr Anne-Marie Rosoman and Cllr Michaela Martin</b> |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

|  |  |
|--|--|
| <b>Service Profile</b>   |  |
| Housing Delivery and Communities Service consists of six teams:  |  |
| <b>Community Services Team</b> - Works closely with the voluntary sector supporting service delivery. Community Safety plays a pivotal role in maintaining a safe borough for Waverley residents by working in partnership with all the statutory agencies, in particular the police service.                |  |
| <b>Housing Development Team</b> - Identifies opportunities for increasing the supply of council homes, manages the new-build and stock remodelling programmes. (Monitored through the Corporate performance indicators: P6, P7, H10).  |  |
| <b>Housing Strategy and Enabling Team</b> - Responsible for drafting and monitoring the Housing Strategy, working with Housing Associations to deliver affordable homes throughout the Borough and provides input into planning applications to ensure appropriate affordable housing delivery is maximised. |  |
| <b>Housing Options and Home Choice Team</b> - Provides advice and assistance to prevent homelessness, manages the Housing Register and allocates social and affordable rented homes in the Borough. (Monitored through the Corporate performance indicators: H3, H4a, H4b, H4c).                             |  |
| <b>Private Sector Housing Team</b> - Provides advice and information on a range of issues affecting the living conditions of people in private sector housing, enforces relevant legislation and administers home improvement and Disabled Facilities Grants.  |  |
| <b>Service Improvement Team</b> - Develops policies and procedures, manages performance data, the housing management database, implements service improvements and delivers specialist projects including tenant involvement activities.   |  |

|   |                                |
|---|--------------------------------|
| <b>Service Team: Community Services</b> | <b>Team Leader: Katie Webb</b> |
|---|--------------------------------|

**Business As Usual - Annual**

|                   |   |  |                   |                 |  |   |
|-------------------|---|--|-------------------|-----------------|--|---|
| <b>Outcome 1.</b> | <b>The Ageing Well Strategy (2020-2024) and Action Plan is reviewed to reflect current needs and priorities.</b>  |  |                   |                 |  |   |
|                   | <b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities  |  |                   |                 |  |   |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>  | <b>Reference any additional resources needed</b>                   | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>  | <b>Impact of not completing the action</b>  |
| SP21/24HDC1.1     | Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities. | Surrey CC, Health associated voluntary and statutory organisations | 01/04/2021        | 30/09/2021      | Community Services Manager/ Community Partnerships Officer | Action plan not aligned to corporate priorities, SCC and Health Priorities.                           |
| SP21/24HDC1.2     | Create an updated Action and Implementation Plan.   | Surrey CC, Health associated voluntary and statutory organisations | 01/04/2021        | 30/09/2021      | Community Services Manager/ Community Partnerships Officer | Action plan not aligned to corporate priorities, SCC and Health Priorities.                           |
| SP21/24HDC1.3     | Coordinate the delivery of the Ageing Well Action Plan 2020 - 2024.   | Surrey CC, Health associated voluntary and statutory organisations | 30/06/2021        | 31/03/2024      | Community Services Manager/ Community Partnerships Officer | Risk of not delivering initiatives and activity that meets the need of the borough's older residents. |

| <b>Outcome 2. Work in partnership with voluntary organisations and Adult Social Care and Clinical Commissioning Groups.</b> |   |   |            |            |                            |   |
|---|---|---|------------|------------|----------------------------|---|
| <b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities                              |   |   |            |            |                            |   |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer               | Impact of not completing the action   |
| SP21/24HDC2.1   | Identify opportunities to develop and deliver activities.   | Budget to deliver activities              | 01/04/2021 | 30/09/2024 | Community Services Manager | Risk of not delivering objectives of Ageing Well Action Plan and residents' health and wellbeing not optimised. |
| SP21/24HDC2.2   | Work to ensure the Council's preventative services for vulnerable and older people are part of the pathway when residents access health and social care services. | Budget to deliver activities              | 01/04/2021 | 31/03/2024 | Community Services Manager | Risk of not delivering objectives of Ageing Well Action Plan and residents' health and wellbeing not optimised. |

| <b>Outcome 3. The organisations funded through Service Level Agreements are delivering the agreed outcomes.</b> |   |  |            |            |   |   |
|---|---|--|------------|------------|---|---|
| <b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities                  |   |  |            |            |   |   |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed  | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| SP21/24HDC3.1   | Work with the Community Wellbeing Overview and Scrutiny working group to carry out a review of the current Service Level Agreements (SLAs) in order to inform funding decisions for the new round of SLAs starting 1 April 2022.  | None   | 01/04/2021 | 30/06/2021 | Community Services Manager                                  | Risk that current SLA funded organisations do not reflect or contribute to the changing landscape and do not offer value for money.   |
| SP21/24HDC3.2   | Carry out Organisational Health Checks on organisations with whom the Council has current Service Level Agreements in order to understand the strength and weaknesses of the individual organisations and support funding decisions for the new round of SLAs starting 1 April 2022. Any organisations funded must demonstrate a commitment to addressing Climate Change and sign up to any requirements the Council may adopt when commissioning services or entering into new SLAs. | Budget to deliver the Health Checks through Voluntary Action for South West Surrey | 01/04/2021 | 30/11/2021 | Community Services Manager / Community Partnerships Officer | Risk of reputational damage through the council funding organisations where there is poor practice in areas of governance, recruitment processes, financial management, communication etc.. |
| SP21/24HDC3.3   | Collect, review and present quarterly monitoring data.  | None   | 01/04/2021 | 31/03/2022 | Community Services Manager                                  | Risk of organisations not delivering the outcomes of SLAs.  |
| SP21/24HDC3.4   | Hold, minute and follow through actions from 6 monthly and annual SLA meetings.   | None   | 01/04/2021 | 31/03/2022 | Community Services Manager                                  | Risk of organisations not delivering the outcomes of SLAs.  |
| SP21/24HDC3.5   | Provide information and support to enable the organisations to maintain and grow high quality services.   | None   | 01/04/2021 | 31/03/2022 | Community Services Manager                                  | Risk of not delivering objectives of Ageing Well Action Plan.   |

| <b>Outcome 4. The Waverley Community Safety Strategy priorities are delivered in partnership.</b> |   |   |            |            |   |   |
|---|---|---|------------|------------|---|---|
| <b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities    |   |   |            |            |   |   |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed   | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| SP21/24HDC4.1   | Coordinate the work of the Safer Waverley Partnership.  | CS Budget - SWP Budget  | 01/04/2021 | 31/03/2024 | Community Safety Officer  | Risk of not delivering the SWP Partnership Plan priorities and objectives.  |
| SP21/24HDC4.2   | Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6. | Budget to appoint an Independent Chair - Additional administration support through existing resources | 01/04/2021 | 30/06/2021 | Head of Housing Delivery & Communities/ Community Services Manager / Community Safety Officer | Failure to meet the statutory requirements of the Home Office to carry out a DHR within the appropriate timescales as set out in the guidance for relevant organisations. |

|               |  |                        |            |            |   |  |
|---------------|--|------------------------|------------|------------|---|--|
| SP21/24HDC4.3 | Coordinate the delivery of Domestic Homicide Review Action Plans 2 / 5 and 6 (when review completed).  | Existing Resources     | 01/04/2021 | 31/12/2021 | Community Services Manager / Community Safety Officer | Failure to deliver a statutory requirement and lessons are not learnt by relevant organisations. |
| SP21/24HDC4.4 | Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to Waverley's | CS Budget - SWP Budget | 01/04/2021 | 31/03/2024 | Community Safety Officer                              | Failure to deliver national objectives which aim to reduce crime and disorder.                   |

| <b>Outcome 5. Community Safety is integrated throughout the Council.</b>                       |  |   |            |            |   |  |
|--|--|---|------------|------------|---|--|
| <b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities |  |   |            |            |   |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed           | Start Date | End Date   | Lead Officer  | Impact of not completing the action  |
| SP21/24HDC5.1  | Train frontline officers and managers on serious and organised crime, including awareness on 'Modern Slavery' and 'Prevent'.   | CS Budget for training                              | 01/04/2021 | 31/03/2022 | Head of Housing Delivery & Communities/<br>Community Services | Risk of crime increase in Waverley, if frontline staff are not trained to identify activity. |
| SP21/24HDC5.2  | Coordinate the internal Community Safety Oversight Group with the relevant Heads of Service to identify where community safety features in the Corporate Plan and the Service Plans. Identify areas of community safety which would benefit from strategic oversight, e.g. Unauthorised Encampments, Joint Enforcement Initiative (JET), Begging and Rough Sleeping, training, ASB Victim Risk Assessments, Partnership Intelligence | CS Budget - Safer Waverley Partnership Budget (SWP) | 01/04/2021 | 31/03/2022 | Community Services Manager                                    | Outcomes of SWP and JET are not being coordinated and are causing duplication of work.       |

| <b>Outcome 6. Waverley Borough Council fulfils its safeguarding responsibilities.</b>          |  |   |            |            |   |  |
|--|--|---|------------|------------|---|--|
| <b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities |  |   |            |            |   |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer  | Impact of not completing the action  |
| SP21/24HDC6.1  | Ensure the revised Safeguarding Policy for the Council (including Prevent, Modern Slavery, Hate Crime) is implemented across all service areas.                      | Existing resources                        | 01/04/2021 | 31/03/2024 | Head of Housing Delivery & Communities/<br>Community Services                           | Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage. |
| SP21/24HDC6.2  | Coordinate the regular Internal Board meeting and overseeing the Council's safeguarding responsibilities.  | Existing resources                        | 01/04/2021 | 31/03/2024 | Head of Housing Delivery & Communities/<br>Community Services                           | Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage. |
| SP21/24HDC6.3  | Ensure all staff and councillors are trained at appropriate level, including reference to the implications for Serious Organised Crime and Exploitation of Children. | Existing resources                        | 01/04/2021 | 31/03/2024 | Head of Housing Delivery & Communities/<br>Community Services<br>Manager/Head of Policy | Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage. |
| SP21/24HDC6.4  | Enable Safeguarding Champions to operate effectively by equipping them and training them appropriately.  | Existing resources                        | 01/04/2021 | 31/03/2024 | Head of Housing Delivery & Communities/<br>Community Services                           | Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage. |

## Business As Usual - Annual

| Outcome 7 Deliver new affordable homes: Housing Strategy: Objective 1: Increase delivery of well designed, well-built affordable housing.          |   |  |            |            |  |   |
|--|---|--|------------|------------|--|---|
| Corporate Priority: Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities |   |  |            |            |  |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed                                    | Start Date | End Date   | Lead Officer   | Impact of not completing the action   |
| SP21/24HDC7.1  | Support the delivery of Local Plan Parts 1&2 and Neighbourhood Plans, setting out our expectations regarding the amount, location, mix and tenure of affordable housing.  | Existing resources   | 01/04/2021 | 31/03/2024 | Housing Strategy and Enabling Manager                              | Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.  |
| SP21/24HDC7.2  | Implement Affordable Housing Supplementary Planning Document (SPD) for new affordable housing.  | Existing resources   | 01/04/2021 | 31/03/2024 | Housing Strategy and Enabling Manager                              | Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.  |
| SP21/24HDC7.3  | Work with the Council's Affordable Housing Provider partners to facilitate development of new affordable homes and support partners in achieving the best possible outcome for residents and the environment on new Housing Association schemes in the borough.   | Existing resources   | 01/04/2021 | 31/03/2024 | Housing Strategy and Enabling Manager                              | Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.  |
| SP21/24HDC7.4  | Support the development of rural affordable homes, in partnership with specialist Affordable Housing Providers, Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Community Led Housing Project.  | Existing resources   | 01/04/2021 | 31/03/2024 | Housing Strategy and Enabling Manager                              | Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.  |
| SP21/24HDC7.5  | Develop an average of 20 new Council homes per annum. New homes will all meet criteria specified in Waverley New Build Design Standards. Deliver new build schemes at Chiddingfold and Churt and Godalming to start on site Summer 2021 and other sites as agreed.  | Budgets to be agreed by Executive  | 01/04/2021 | 31/03/2024 | Housing Development Manager  | Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness., but also impact on Council's reputation and failure to deliver new build programme. |
| SP21/24HDC7.6  | Dramatically reduce carbon footprint of all new homes through construction, energy consumption and overall management following the adoption of the Climate Emergency motion, which sets out the council's aim to become carbon-neutral by 2030. Carbon neutral new build homes will form part of the detailed action plan currently being prepared, which will set out key actions and identify milestones to achieving the target.        | Increased construction costs: currently estimated at between 9-15% per unit. | 01/04/2021 | 31/03/2024 | Head of Housing Delivery & Communities/Housing Development Manager | Failure to deliver new build programme that reduces carbon footprint; unlikely to achieve planning consent if new schemes do not achieve Council objectives on climate change.                |
| SP21/24HDC7.7  | Deliver Ockford Ridge new build and refurbishment:<br>Site B: start on site April 2021<br>Site C: Reserved matters planning consent expected spring 2021<br>Sites E & F: These sites will be bought forward with investigation and concept designs prepared during 2021 with the aim to include outputs from the new Housing Design Strategy. (Note: build rates may vary from timetable and annual Service Plan reviews will reflect this) | Budgets agreed or to be agreed by Executive                                  | 01/04/2021 | 31/03/2024 | Head of Housing Delivery & Communities/Housing Development Manager | As HDC7.3, but also impact on Council's reputation and failure to deliver new build programme.  |



|               |   |   |            |            |                             |   |
|---------------|---|---|------------|------------|-----------------------------|---|
| SP21/24HDC7.8 | Seek opportunities in targeted locations to address shortages and actively bid for affordable homes under 106 Agreement with developers:<br>Langham Homes scheme in Witley due for final handover spring 2021.<br>Three further schemes in contract by end of Plan period (31/03/2024). | Budgets for new schemes to be agreed by Executive | 01/04/2021 | 31/03/2024 | Housing Development Manager | Lower level of affordable homes delivered; failure to gain new homes under 106 pipeline.          |
| SP21/24HDC7.9 | Expand new build shared ownership, particularly through acquisition under 106 Agreements with developers.   | Agree budgets                                     | 01/04/2020 | 31/03/2024 | Housing Development Manager | Failure to broaden Council's affordable housing offer and utilise cross-subsidy for rented units. |

|                   |   |  |                   |                 |                                       |  |
|-------------------|---|--|-------------------|-----------------|---------------------------------------|--|
| <b>Outcome 7a</b> | <b>Produce new Housing Strategy 2021-2026</b>   |  |                   |                 |                                       |  |
|                   | <b>Corporate Priority:</b> Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities |  |                   |                 |                                       |  |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>  | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>                   | <b>Impact of not completing the action</b>                                       |
| SP21/24HDC7a.1    | Draft and adopt new Housing Strategy to sit under new Corporate Strategy and keep pace with national government policy and local housing need.            | Existing resources                               | 01/04/2021        | 30/09/2021      | Housing Strategy and Enabling Manager | Failure to set objectives to deliver homes that meet housing need in the Borough |

**Service Team: Housing Options and Homelessness Prevention**      **Team Leader: Mike Rivers**

**Business As Usual - Annual**

|                  |  |   |                   |                 |   |   |
|------------------|--|---|-------------------|-----------------|---|---|
| <b>Outcome 8</b> | <b>Prevent homelessness and provide housing advice and assistance for all households in need</b>   |   |                   |                 |   |   |
|                  | <b>Corporate Priority:</b> Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities  |   |                   |                 |   |   |
| <b>Ref. No.</b>  | <b>Actions / Outputs</b>   | <b>Reference any additional resources needed</b>                              | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>                           | <b>Impact of not completing the action</b>  |
| SP21/24HDC8.1    | Meet all the Council's obligations under the Homelessness Reduction Act 2017. Prevent homelessness and meet target of 5 or under, households in temporary accommodation at any point in the year, all but eliminating the need for bed and breakfast. Review of the spending on homelessness and how it is targeted. | Excess expenditure met by Flexible Homelessness grant from Central Government | 01/04/2021        | 31/03/2024      | Housing Needs Manager/Housing Options Manager | Increase in homelessness and consequent rise in general fund expenditure. Reputational damage to the Council.                 |
| SP21/24HDC8.2    | Draft and adopt Revised Preventing Homelessness Strategy and Action Plan   | Existing resources  | 01/04/2021        | 30/09/2021      | Housing Needs Manager/Housing Options Manager | Failure to set objectives to prevent homelessness and provide suitable accommodation for households experiencing homelessness |

**Service Team: Private Sector Housing**      **Team Leader: Simon Brisk**

**Business As Usual - Annual**

|                   |   |  |                   |                 |                                |  |
|-------------------|---|--|-------------------|-----------------|--------------------------------|--|
| <b>Outcome 9.</b> | <b>Regulating private landlords</b>   |  |                   |                 |                                |  |
|                   | <b>Corporate Priority:</b> Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities   |  |                   |                 |                                |  |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>  | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>            | <b>Impact of not completing the action</b>   |
| SP21/24HDC9.1     | Carry out the Council's statutory duties relating to the regulation of private landlords, Houses in Multiple Occupation, caravan sites, bringing empty homes back into use, Public Health funerals.<br>Implement new duties and powers set out in the Housing and | Existing resources                               | 01/04/2021        | 31/03/2024      | Private Sector Housing Manager | Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage. |

|               |  |                        |            |            |                                |  |
|---------------|--|------------------------|------------|------------|--------------------------------|--|
| SP21/24HDC9.2 | Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1.   | Existing resources     | 01/04/2021 | 30/09/2021 | Private Sector Housing Manager | Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage.   |
| SP21/24HDC9.3 | Commission Borough-wide Stock Condition Survey taking in all tenures, including full enhanced energy data and addressing carbon footprint of all homes through construction, energy consumption following the adoption of the Climate Emergency motion. Use report to inform action plan on housing stock overall. | Estimated cost £30-40k | 01/04/2021 | 31/03/2022 | Private Sector Housing Manager | No information about overall housing stock, energy consumption; no data to feed into Climate Change Action Plan to achieve carbon neutral status by 2030. Note: currently no budget provision. |

**Outcome 10. Providing grants for aids and adaptations to allow residents to remain in their homes**

**Corporate Priority:** housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth.

| Ref. No.       | Actions / Outputs   | Reference any additional resources needed             | Start Date | End Date   | Lead Officer                   | Impact of not completing the action  |
|----------------|---|---|------------|------------|--------------------------------|--|
| SP21/24HDC10.1 | Monitor effect of Home Improvement Policy ensuring it is fit for purpose and make any necessary amendments. The Policy governs distribution of Disabled Facilities Grants and other related grants (e.g. Safe and Warm); increase number of grants and adaptations through additional grants officer. | New Grants officer to be funded from Better Care Fund | 01/04/2021 | 31/03/2024 | Private Sector Housing Manager | Funding not spent; residents struggling in their homes not provided with adaptations required; Ombudsman complaint; reputational damage. |

**Service Team: Service Improvement** **Team Leader: Annalisa Howson**

**Corporate & Service Level Projects (Service wide or cross cutting projects with Housing Operations) - Multi-year**

**Outcome 11. The service meets the needs of all tenants and their families.**

**Corporate Priority:** Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities

| Ref. No.                | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                     | Impact of not completing the action                                   |
|-------------------------|--|---|------------|------------|----------------------------------|---|
| PR20HDC11.1 (PR20HO2.1) | Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.  | £8,500                                    | 01/04/2021 | 30/06/2021 | Service Improvement Manager      | Failure to engage tenants effectively and meet their needs.           |
| PR20HDC11.2 (PR20HO2.2) | Review Regulatory Consumer Standards with tenants and Members to assess service and areas for improvement to inform the service improvement plan.  | Existing resources                        | 01/04/2020 | 31/03/2022 | Service Improvement Manager      | Regulatory investigation into failing service.                        |
| PR20HDC11.3 (PR20HO2.4) | Monitor and report on the way complaints are managed to ensure that response targets are met, lessons learnt are implemented and to demonstrate openness, honesty and willing to address difficulties. | Existing resources                        | 01/07/2020 | 31/12/2022 | Service Improvement Manager      | Legal action against WBC or Ombudsman complaint; reputational damage. |
| PR20HDC11.4 (PR20HO2.5) | Implement the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services.  | None                                      | 01/04/2021 | 31/03/2022 | Service Improvement Manager (AH) | Fail to meet tenants needs.   |
| PR20HDC11.5 (PR20HO2.7) | Undertake lessons learnt and outcomes review of HRA Recovery, Change and Transformation Project  | none                                      | 01/09/2021 | 31/01/2022 | Service Improvement Manager (AH) | poor service delivery   |

Page 138

| <b>Outcome 12. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023).</b>  |  |   |            |            |                             |  |
|--|--|---|------------|------------|-----------------------------|--|
| <b>Corporate Priority:</b> housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth. |  |   |            |            |                             |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                | Impact of not completing the action  |
| PR20HDC12.1 (PR20HO3.1)  | Actively work with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review. | £20k training                             | 01/04/2021 | 31/03/2024 | Service Improvement Manager | Service not delivered to high professional standards; staff not trained; poor recruitment and retention. |
| PR20HDC12.2 (PR20HO3.2)  | Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services.                          | Existing resources                        | 01/04/2021 | 31/03/2024 | Service Improvement Manager | Service not delivered to highest standards.  |

| <b>Outcome 13. We will be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint events.</b>   |  |   |            |            |                             |  |
|--|--|---|------------|------------|-----------------------------|--|
| <b>Corporate Priority:</b> housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth. |  |   |            |            |                             |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                | Impact of not completing the action                              |
| PR20HDC13.1 (PR20HO4.2)  | Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Making Every Contact Count training to utilise housing contacts to promote and encourage changes in behaviour and positive health choices. | Existing resources                        | 01/04/2021 | 31/03/2024 | Service Improvement Manager | Service not delivered to highest standards; reputational damage. |

| <b>Outcome 14. The customer experience will be improved by meeting and exceeding satisfaction targets annually.</b>  |   |   |            |            |                             |   |
|--|---|---|------------|------------|-----------------------------|---|
| <b>Corporate Priority:</b> housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet. |   |   |            |            |                             |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                | Impact of not completing the action                         |
| PR20HDC14.1 (PR20HO5.2)  | Progress review programme for policies, priority project Tenancy Policy review, to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.                        | Existing resources                        | 01/04/2021 | 01/04/2024 | Service Improvement Manager | Risk of legal challenge; reputational damage                |
| PR20HDC14.2 (PR20HO5.3)  | Ongoing development of corporate website and digital services to increase range of means to access services.  | £50k                                      | 01/01/2021 | 31/03/2022 | Service Improvement Manager | Failure to engage tenants effectively and meet their needs. |
| PR20HDC14.3 (PR20HO5.5)  | Review and refine performance management processes to ensure service has a strong control environment to allow risks to be identified and managed. Changes in external environment are responded to as and when required. | Existing resources                        | 01/04/2021 | 31/03/2024 | Service Improvement Manager | Failure to engage tenants effectively and meet their needs. |

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|                               |                           |                            |                         |
|-------------------------------|---------------------------|----------------------------|-------------------------|
| <b>Service Plan 2021-2024</b> |                           | <b>Head of Service:</b>    | Hugh Wagstaff           |
|                               |                           | <b>Strategic Director:</b> | Annie Righton           |
| <b>Service:</b>               | <b>Housing Operations</b> | <b>Portfolio Holders:</b>  | CIlr Anne-Marie Rosoman |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

|  |
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| <b>Service description</b>   |
| Housing Operations is made up of four teams who manage and maintain Council homes to let and tenancies:  |
| <b>Property Service Team</b> - responsible for the management of the council's housing portfolio and ensuring homes are kept in good repair through the delivery of planned and reactive works and health and safety compliance. The customer service team sit within the wider team providing the first line of contact for tenant enquiries. (Monitored through the Corporate Performance indicators: HO2, HO3, HO4 and HO5) |
| <b>Tenancy and Estates Team</b> - ensure tenancy conditions are met, supporting tenants and delivering community development opportunities.  |
| <b>Rent Accounts Team</b> - responsible for charging and collecting rent and service charges. (Monitored through the Corporate Performance Indicator H01).   |
| <b>Senior Living Team</b> - support older and/or vulnerable tenants to live independently at designated schemes.   |

**Corporate & Service Level Projects (Service wide or cross cutting projects) - Multi-year**

|                   |  |  |                   |                 |                                      |  |
|-------------------|--|--|-------------------|-----------------|--------------------------------------|--|
| <b>Outcome 1.</b> | <b>The service is financially robust with at least £2m reserve.</b>  |  |                   |                 |                                      |  |
|                   | <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future / effective strategic planning and development management which supports the planning and infrastructure needs of local communities                         |  |                   |                 |                                      |  |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>   | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>                  | <b>Impact of not completing the action</b>   |
| PR20HO1.1         | Complete an annual review of Housing Revenue Account (HRA) Business Plan to ensure the service is able to deliver its objectives of investment and growth and is financially sound.  | None   | 01/09/2020        | 01/11/2021      | Housing Finance Manager (LK)         | Reduction in service and investment.   |
| PR20HO1.2         | Develop "New Asset Management Strategy" to ensure a prudent, energy efficient, planned approach to <del>repairs and maintenance of repair</del> , maintain and improve homes and communal areas. The strategy will help deliver the Council's target to be carbon neutral by 2030. | None   | 01/01/2019        | 01/09/2021      | Interim Strategic Asset Manager (PD) | Poorly maintained homes. Breaching home safety legislation, failing Regulator of Social Housing standards, risk t health of residents and reputation |
| PR20HO1.3         | Annual review of "Value for Money Strategy" to ensure optimal benefit is derived from resources and assets.  | None   | 01/04/2020        | 01/10/2021      | Housing Finance (LK)                 | Reduction in service delivery, new and current home investment. Failure to reduce carbon emissions.  |

|                   |  |  |                   |                 |                                  |  |
|-------------------|--|--|-------------------|-----------------|----------------------------------|--|
| <b>Outcome 2.</b> | <b>The service meets the needs of all tenants and their families.</b>  |  |                   |                 |                                  |  |
|                   | <b>Corporate Priority:</b> Open, democratic and participative governance / 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 |  |                   |                 |                                  |  |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>   | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>              | <b>Impact of not completing the action</b> |
| PR20HO2.1         | Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.  | £8,500   | 01/04/2021        | 30/06/2021      | Service Improvement Manager (AH) | Fail to meet tenants needs.                |

|           |   |      |            |            |                                  |  |
|-----------|---|------|------------|------------|----------------------------------|--|
| PR20HO2.2 | Review "Regulatory Consumer Standards" with tenants and Members to assess service and areas for improvement to inform the service improvement plan.   | None | 01/10/2020 | 31/03/2022 | Service Improvement Manager (AH) | Regulatory investigation into failing service.   |
| PR20HO2.3 | Work with tenants and tenant representatives to manage the 2021 rent increase in a sensitive and proactive way, to maintain rent collection rate.   | None | 01/04/2021 | 31/12/2022 | Rent Accounts Manager (DH)       | Reduced income collection.   |
| PR20HO2.4 | Monitor and report on the way complaints are managed to ensure that response targets are met , lessons learnt are implemented and to demonstrate openness, honesty and willing to address difficulties. | None | 01/07/2020 | 31/12/2022 | Service Improvement Manager (AH) | Poor reputation. Failure to comply with Housing Ombudsman Service and Regulator for Social Housing |
| PR20HO2.5 | Implement the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services.   | None | 01/04/2021 | 31/03/2022 | Service Improvement Manager (AH) | Fail to meet tenants needs.  |
| PR20HO2.6 | Promote reduce, reuse, recycle and energy efficiency initiatives with tenants to support the Council's target to be carbon neutral by 2030.   | None | 01/08/2020 | 31/03/2024 | Operations Manager (HR)          | Fail to meet carbon neutral target Failure to reduce carbon emissions.                             |
| PR20HO2.7 | Undertake lessons learnt and outcomes review of HRA Recovery, Change and Transformation Project   | none | 01/09/2021 | 31/01/2022 | Service Improvement Manager (AH) | poor service delivery  |

**Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023).**

**Corporate Priority:** Open, democratic and participative governance / high quality public services accessible for all

| Ref. No.  | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                     | Impact of not completing the action |
|-----------|--|---|------------|------------|----------------------------------|-------------------------------------|
| PR20HO3.1 | Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review. | £20k training                             | 01/04/2019 | 31/03/2024 | Service Improvement Manager (AH) | Poor service delivery.              |
| PR20HO3.2 | Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services.                              | None                                      | 01/04/2019 | 31/03/2024 | Service Improvement Manager (AH) | Poor service delivery.              |
| PR20HO3.3 | Develop and retain qualified staff to deliver the service objectives and professional standards.   | £20k training                             | 01/04/2019 | 31/03/2024 | Head of Housing Operations (HW)  | Poor service delivery.              |

**Outcome 4. We will be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint events.**

**Corporate Priority:** Open, democratic and participative governance / high quality public services accessible for all / effective strategic planning and development management which supports the planning and infrastructure needs of local communities

| Ref. No.  | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                     | Impact of not completing the action   |
|-----------|--|---|------------|------------|----------------------------------|---|
| PR20HO4.1 | To maintain effective partnerships to support Community Safety, good neighbourhoods and communities resulting in council housing tenants feeling safe in their neighbourhood (STAR question).  | None                                      | 01/04/2020 | 31/03/2022 | Tenancy and Estate Manger (LD)   | Poor service delivery.  |
| PR20HO4.2 | Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend "Making Every Contact Count" training to utilise housing contacts to promote and encourage changes in behaviour and positive health choices. | None                                      | 01/04/2020 | 31/12/2021 | Service Improvement Manager (AH) | Reputational damage with partners.  |
| PR20HO4.3 | to maintain and developed professional relationships with statutory agencies to support and signpost tenants appropriately with ASB, mental health and domestic abuse cases.   | none                                      | 01/04/2021 | 31/03/2023 | Tenancy and Estate Manger (LD)   | Fail to meet tenants needs. Failure to adhere to residents charter or regulatory code |

| <b>Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually.</b>   |   |  |                   |                 |                                  |  |
|--|---|--|-------------------|-----------------|----------------------------------|--|
| <b>Corporate Priority:</b> High quality public services accessible for all / effective strategic planning and development management which supports the planning and infrastructure needs of local communities |   |  |                   |                 |                                  |  |
| <b>Ref. No.</b>  | <b>Actions / Outputs</b>  | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>              | <b>Impact of not completing the action</b> |
| PR20HO5.1  | Procure new Responsive repairs and Voids contract to meet key service performance indicators with strong contract management and to delivery higher tenant satisfaction.  | None   | 01/05/2020        | 30/10/2021      | Operations Manager (HR)          | Decreased tenant satisfaction.             |
| PR20HO5.2  | Progress review programme for policies, priority project Tenancy Policy review, to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.                        | None   | 01/04/2020        | 01/04/2023      | Service Improvement Manager (AH) | Risk of legal challenge.                   |
| PR20HO5.3  | Ongoing development of corporate website and digital services to increase range of means to access services.  | £50k   | 01/01/2020        | 31/03/2022      | Service Improvement Manager (AH) | Decreased tenant satisfaction.             |
| PR20HO5.4  | Complete contract procurement for asbestos inspection, water hygiene and electrical testing and associated works.   | None   | 01/04/2020        | 31/03/2022      | Operations Manager (HR)          | Non-compliance with H&S legislation.       |
| PR20HO5.5  | Review and refine performance management processes to ensure service has a strong control environment to allow risks to be identified and managed. Changes in external environment are responded to as and when required. | None   | 01/04/2020        | 31/03/2022      | Service Improvement Manager (AH) | Decreased tenant satisfaction.             |

Last updated: 17/03/2021 16:17

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|                               |  |                            |   |
|-------------------------------|--|----------------------------|---|
| <b>Service Plan 2021-2024</b> |  | <b>Head of Service:</b>    | <b>Zac Ellwood</b>  |
|                               |  | <b>Strategic Director:</b> | <b>Graeme Clark</b>   |
| <b>Service:</b>               | <b>Planning and Economic Development</b> | <b>Portfolio Holders:</b>  | <b>Cllr Nick Palmer, Cllr Andy MacLeod, Cllr Liz Townsend</b> |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

|   |
|---|
| <b>Service Profile</b>  |
| The Planning and Economic Development Service includes three main sections/functions:   |
| <b>Development Management</b> - provides general planning and pre application advice to customers; The Team also validates and processes planning and analogous applications and makes recommendations on these to the Council, for them to be decided by Members at Committee meetings or by the Head of Planning & Economic Development under Delegated Powers. Subsequent appeals against refusals are defended on behalf of the Council. The performance of the Section is monitored by Government indicators for speed and quality (major appeal success).The consequence of underperformance is designation under special measures. |
| <b>Planning Enforcement</b> - investigates alleged breaches of planning control and takes formal action to remedy breaches when necessary.  |
| <b>Planning Policy</b> - covers the preparation of Local Plans, supporting Neighbourhood Planning and the monitoring of policies. It monitors the receipt and spending of S106 agreements and CIL income. The Projects Team provides specialist advice on design, Dunsfold Park, heritage and trees/landscaping.  |
| <b>Economic Development</b> - charged with delivering the Economic Development Covid-19 Action Plan, Economic Development Strategy and supporting Waverley's businesses, jobs and the wider economy.  |

|   |  |
|---|--|
| <b>Service Team: Development Management</b> | <b>Section Manager: Beth Howland-Smith - Development Manager</b> |
|---|--|

### Business As Usual - Annual

|                   |  |
|-------------------|--|
| <b>Outcome 1.</b> | <b>Delivery of excellent customer service.</b>   |
|                   | <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all |

| Ref. No.    | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                            | Impact of not completing the action                        |
|-------------|--|---|------------|------------|---|--|
| SP21/24P1.1 | Respond to enquiries in person/writing in accordance with corporate targets  | None                                      | 01/04/2021 | 31/03/2022 | Business & Performance Manager          | Customer satisfaction will reduce and complaints increase. |
| SP21/24P1.2 | Improve Customer and Member trust and confidence with timing and content of advice, through enhanced communication and engagement. | None                                      | 01/04/2021 | 31/03/2022 | Head of Planning & Economic Development | Customer satisfaction will reduce and complaints increase. |

|                   |  |
|-------------------|--|
| <b>Outcome 2.</b> | <b>Delivery of efficient and effective pre-application advice.</b>   |
|                   | <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all |

| Ref. No.    | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                   | Impact of not completing the action                                    |
|-------------|--|---|------------|------------|--------------------------------|--|
| SP21/24P2.1 | PPA timescales met and use of PPAs maximised to provide additional income stream to cover service costs.                             | None                                      | 01/04/2021 | 31/03/2022 | Business & Performance Manager | Reputational damage. Customer satisfaction and quality of submitted    |
| SP21/24P2.2 | Explore increased income generating opportunities (review of pre-application services and charges, positive review of other charges) | None                                      | 01/04/2021 | 31/03/2022 | Business & Performance Manager | Additional income not achieved to help in order to balance the budget. |

| <b>Outcome 3. Planning and other formal applications are processed in a timely, delivery focused and customer friendly manner.</b>   |  |   |            |            |   |   |
|--|--|---|------------|------------|---|---|
| <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all |  |   |            |            |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| SP21/24P3.1  | Planning decisions are determined in accordance with the development plan (unless material considerations indicate otherwise) in accordance with requirements of Section 38(6) of Planning and Compulsory Purchase Act 2004                            | None                                      | 01/04/2021 | 31/03/2022 | Head of Planning & Economic Development and Development Leads                                 | Reputational damage. Increased risk of successful appeals and enhanced risk of legal challenge to the Council's decisions.  |
| SP21/24P3.2  | Strategic planning applications for residential development processed in a proactive and expeditious manner to seek to facilitate delivery of housing in accordance with Local Plan targets and to meet requirements of national Housing Delivery Test | None                                      | 01/04/2021 | 31/03/2022 | Head of Planning & Economic Development and Business & Performance Manager                    | Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Lack of 5-year housing land supply leads to increased number of applications for new development in areas not identified in Local/Neighbourhood Plans and potentially costly appeals and harm to the character of those areas. |
| SP21/24P3.3  | Key national PIs are met for speed and quality of decision: 60% determined within 13 weeks for major development; 70% determined within 8 weeks for non-major applications   | None                                      | 01/04/2021 | 31/03/2022 | Development Leads   | Reputational damage. Customer satisfaction will reduce and Government penalties incurred for under-performance (Special Measures)   |
| SP21/24P3.4  | All planning applications (where required information/documentation is not missing) are validated within five working days of receipt  | None                                      | 01/04/2021 | 31/03/2022 | Systems & Processes Team Leader   | Delays to validation impact negatively on ability to meet key performance indicators for processing applications with implications as set out in P3.3.  |
| <b>Outcome 4. Planning appeals robustly defended to ensure Council's Local Plan policies and Government targets for quality indicators are met and "Special Measures" designation avoided.</b>                 |  |   |            |            |   |   |
| <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities   |  |   |            |            |   |   |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer  | Impact of not completing the action   |
| SP21/24P4.1  | Statutory timeframes and national indicators for appeals are met and "special measures" designation avoided in terms of percentage of appeals on Major applications upheld   | Legal Services                            | 01/04/2021 | 31/03/2022 | Head of Planning & Economic Development, Development Leads and Business & Performance Manager | Government penalties will be incurred for under-performance; unnecessary cost to Council of indefensible appeals  |
| SP21/24P4.2  | Improve appeals process and focus to ensure no more than 30% of all appeals allowed  | None                                      | 01/04/2021 | 31/03/2022 | Head of Planning & Economic Development, Development Leads and Business & Performance Manager | Reputational damage and potential awards of costs   |

| <b>Outcome 5. Ensure development is built out in compliance with the Council's approvals and alleged breaches investigated in accordance with the adopted Local Enforcement Plan.</b> |   |   |            |            |   |  |
|---|---|---|------------|------------|---|--|
| <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities                          |   |   |            |            |   |  |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                            | Impact of not completing the action  |
| SP21/24P5.1   | Local Enforcement Plan implemented in compliance with NPPF, legal framework and Local Plan.   | None                                      | 01/04/2021 | 31/03/2022 | Planning Enforcement Team Leader        | Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact |
| SP21/24P5.2   | Investigations and any necessary actions arising taken in accordance with priorities and time frames as identified in the Local Enforcement Plan 2021 | None                                      | 01/04/2021 | 31/03/2022 | Planning Enforcement Team Leader        | Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact |
| SP21/24P5.3   | Formal Enforcement Action (where expedient and in the public interest) taken in timely way to minimise length of breach and                           | None                                      | 01/04/2021 | 31/03/2022 | Planning Enforcement Team Leader        | Customer satisfaction will reduce and unauthorised development will cause                                  |
| SP21/24P5.4   | Training completed for Officers and Councillors on new Local Enforcement Plan   | None                                      | 01/04/2021 | 31/03/2022 | Head of Planning & Economic Development | Officers and Members may not be fully cognisant and able to understand implications of reviewed LEP        |

| <b>Outcome 6. Customer satisfaction with Planning Service is improved.</b>   |   |   |            |            |                                |   |
|--|---|---|------------|------------|--------------------------------|---|
| <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities |   |   |            |            |                                |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer                   | Impact of not completing the action   |
| SP21/24P6.1  | Towns and Parishes training meetings, including "Roadshows" around Parishes, continued              | None                                      | 01/04/2021 | 31/03/2022 | Business & Performance Manager | Customer and stakeholder satisfaction does not improve.   |
| SP21/24P6.2  | Annual post development learning visits for Councillors ("The Good, the Bad and the Mediocre tour") | None                                      | 01/04/2021 | 31/03/2022 | Business & Performance Manager | Customer and stakeholder satisfaction does not improve.   |
| SP21/24P6.3  | Agents' and Developers' Forums reintroduced and continued on six-monthly basis                      | None                                      | 01/04/2021 | 31/03/2022 | Business & Performance Manager | Customer and stakeholder satisfaction does not improve.   |
| SP21/24P6.4  | Effective rollout of actions in Development Management Improvement Plan                             | None                                      | 01/05/2021 | 30/11/2021 | Business & Performance Manager | Customer and stakeholder satisfaction does not improve. Reputational damage and increased complaints placing drain on already stretched resources |

### Team Projects

| <b>Outcome 7. New Horizon IT system is fully embedded into day-to-day practices and refined to ensure efficient and effective use of the technology.</b>   |   |   |            |            |  |   |
|--|---|---|------------|------------|--|---|
| <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all |   |   |            |            |  |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer   | Impact of not completing the action   |
| SP21/24P7.1  | New system embedded as the main system for Development Management/Enforcement | None                                      | 01/04/2021 | 30/09/2021 | Systems & Processes Team Leader and Business & Performance Manager                 | Inefficiencies and reduced customer service due to continued reliance on existing out of date software. |
| SP21/24P7.2  | Internal audit and review of Horizon System and functionality undertaken      | None                                      | 01/06/2021 | 30/09/2021 | Internal Audit, Systems & Processes Team Leader and Business & Performance Manager | Inadequate review of project  |

|                                      |  |
|--------------------------------------|--|
| <b>Service Team: Planning Policy</b> | <b>Section Manager: Graham Parrott - Planning Policy Manager</b> |
|--------------------------------------|--|

**Business As Usual - Annual**

**Outcome 8. The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way.**

**Corporate Priority:** Open, democratic and participative governance / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

| Ref. No.    | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer            | Impact of not completing the action   |
|-------------|--|---|------------|------------|-------------------------|---|
| SP21/24P8.1 | Timely responses to requests for information on Section 106 Agreements   | None                                      | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Customer and Member dissatisfaction will increase with a lack of access to information          |
| SP21/24P8.2 | Monitoring existing and historical Section 106 Agreements to ensure that the obligations have been discharged and infrastructure provided. | None                                      | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Loss of Section 106 income (and non-financial obligations) to support infrastructure provision. |

**Outcome 9. The collection, monitoring and spending of CIL receipts are carried out in an efficient, effective and transparent way.**

**Corporate Priority:** Open, democratic and participative governance / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

| Ref. No.    | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer            | Impact of not completing the action                     |
|-------------|---|---|------------|------------|-------------------------|---|
| SP21/24P9.1 | CIL receipts are collected and recorded in accordance with agreed procedures.                             | None                                      | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Loss of CIL income to support infrastructure provision  |
| SP21/24P9.2 | CIL bidding rounds held and reported to CIL Advisory Board and Executive for approval in a timely manner. | None                                      | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Strategic and local infrastructure provision is delayed |

**Outcome 10. The quality of development proposals is enhanced through provision of specialist advice and determination of applications.**

**Corporate Priority:** Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

| Ref. No.     | Actions / Outputs   | Reference any additional resources needed                | Start Date | End Date   | Lead Officer            | Impact of not completing the action   |
|--------------|---|--|------------|------------|-------------------------|---|
| SP21/24P10.1 | Provision of high quality and timely policy advice to Planning Officers in relation to development proposals and the current status of 5-year Housing Land Supply - including support at Hearings and Public Inquiries where required | None   | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Council has reduced capacity to successfully defend its decisions at planning appeals.            |
| SP21/24P10.2 | Provision of high quality and timely design advice to Planning Officers in relation to development proposals - including support at Hearings and Public Inquiries where required  | Design South East (£3,000 contribution to Surrey Design) | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Quality of design in proposals will reduce. Reputational damage                                   |
| SP21/24P10.3 | Provision of high quality and timely tree and landscape advice to Planning Officers in relation to development proposals - including support at Hearings and Public Inquiries where required  | None   | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Quality of arboriculture content of proposals will reduce. Potential loss of trees                |
| SP21/24P10.4 | Provision of high quality and timely heritage and conservation advice to Planning Officers in relation to development proposals - including support at Hearings and Public Inquiries where required                                   | None   | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Quality of heritage/conservation content of proposals will reduce.                                |
| SP21/24P10.5 | Tree work applications are determined in a timely manner in accordance with statutory framework and guidelines.   | None   | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Customer dissatisfaction will increase and risk of increase in appeals against non-determination. |

|              |  |      |            |            |                         |   |
|--------------|--|------|------------|------------|-------------------------|---|
| SP21/24P10.6 | Listed building application are determined in accordance with the Council's targets                              | None | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Customer dissatisfaction will increase and risk of increase in appeals against non-determination. |
| SP21/24P10.7 | Making new Tree Preservation Orders, where justified on arboriculture grounds, to protect trees of amenity value | None | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Customer dissatisfaction will increase and risk of increase in appeals against non-determination. |

|                    |   |  |  |  |  |  |
|--------------------|---|--|--|--|--|--|
| <b>Outcome 11.</b> | <b>Housing delivery is maintained to ensure availability of affordable and other housing to meet needs and to maintain Council control over decision making.</b>  |  |  |  |  |  |
|                    | <b>Corporate Priority:</b> 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 |  |  |  |  |  |

| Ref. No.     | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer            | Impact of not completing the action  |
|--------------|--|---|------------|------------|-------------------------|--|
| SP21/24P11.1 | Regular monitoring of starts and completions and direct liaison with developers, particularly where there is evidence that potential housing sites are not coming forward as quickly as expected | None                                      | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Inadequate information will be available to inform Council's understanding of performance against the Housing Delivery Target. Corrective action may not be triggered in a timely way. |
| SP21/24P11.2 | Expand the scope of monitoring information reported in the Authority's Monitoring Report (AMR) to include monitoring the effectiveness of the adopted LPP1 policies                              | None                                      | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Penalties from Government - this is a statutory requirement  |
| SP21/24P11.3 | Implement the actions in the 2020 Housing Delivery Action Plan   | None                                      | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Penalties from Government - this is a statutory requirement  |

|                    |  |  |  |  |  |  |
|--------------------|--|--|--|--|--|--|
| <b>Outcome 12.</b> | <b>Environmental quality is maintained and enhanced.</b>   |  |  |  |  |  |
|                    | <b>Corporate Priority:</b> 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 |  |  |  |  |  |

| Ref. No.     | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer            | Impact of not completing the action   |
|--------------|---|---|------------|------------|-------------------------|---|
| SP21/24P12.1 | Conservation Area appraisals carried out in line with Project Plan (transferred from Service Plans 2018/19, action ref. SP18/19P4.4)                      | None                                      | 01/04/2020 | 31/03/2024 | Planning Policy Manager | Conservation Area decision making will occur without up to date review to support quality of decision.  |
| SP21/24P12.2 | Tree Preservation Orders are reviewed (10 per year)   | None                                      | 01/04/2020 | 31/03/2024 | Planning Policy Manager | Decision making on trees on an ad hoc basis will occur. Out of date protection of trees may lead to unnecessary constraint; but trees worthy of protection may be lost. |
| SP21/24P12.3 | Buildings of Local Merit are agreed and reviewed when necessary or as identified through the Development Management process.                              | None                                      | 01/04/2020 | 31/03/2024 | Planning Policy Manager | Buildings of Merit may not constitute a material consideration in planning decisions, or given less weight.   |
| SP21/24P12.4 | Monitoring of Buildings at Risk (Listed Buildings) register, including the identification of specific buildings and processes to improve their condition. | None                                      | 01/04/2020 | 31/03/2024 | Planning Policy Manager | Potential loss of listed buildings, and potential higher cost to the Council in rectifying problems if not identified early.  |

|              |  |                   |            |            |                         |   |
|--------------|--|-------------------|------------|------------|-------------------------|---|
| SP21/24P12.5 | To run the biennial Design Awards in 2022 and 2024 | ~£3,000 per round | 01/04/2022 | 31/03/2024 | Planning Policy Manager | Losing a positive opportunity to promote the Planning & Economic Development Service and Waverley more widely. WBC commitment to encouraging high quality design in all development not signposted. |
|--------------|--|-------------------|------------|------------|-------------------------|---|

**Team Projects**

**Outcome 13. Local Plan Part 2 completed and adopted in accordance with agreed milestones.**

**Corporate Priority:** Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

| Ref. No.     | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer            | Impact of not completing the action  |
|--------------|---|---|------------|------------|-------------------------|--|
| SP21/24P13.1 | Local Plan Part 2 submitted to Government, examined and adopted                         | None                                      | 01/04/2021 | 28/02/2022 | Planning Policy Manager | Local Plan Part 1 could be deemed out-of-date. Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Development Management policies (e.g. internal space standards) cannot be applied. |
| SP21/24P13.1 | Complete review of Local Plan Part 1. Review must be completed by Feb 2023              | None                                      | 01/04/2022 | 28/02/2023 | Planning Policy Manager | Local Plan Part 1 could be deemed out-of-date. Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Development Management policies (e.g. internal space standards) cannot be applied. |
| SP21/24P13.1 | Prepare and adopt Climate Change/Carbon Reduction Supplementary Planning Document (SPD) | None                                      | 01/04/2021 | 31/12/2021 | Planning Policy Manager | Impacts of climate change not properly addressed or mitigated.   |

**Outcome 14. Neighbourhood Plans and similar initiatives are supported and progressed to adoption.**

**Corporate Priority:** Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

| Ref. No.     | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer            | Impact of not completing the action  |
|--------------|--|---|------------|------------|-------------------------|--|
| SP21/24P14.1 | Timely responses to draft Neighbourhood Plans and other requests for guidance/support from Neighbourhood Plan groups | None                                      | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. |
| SP21/24P14.2 | Current Neighbourhood Plans at appropriate stage successfully proceed to examination, referendum and adoption.       | None                                      | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. |

| <b>Outcome 15.</b> | <b>Infrastructure is provided to support planned growth.</b>   |   |            |            |                         |   |
|--------------------|--|---|------------|------------|-------------------------|---|
|                    | <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities |   |            |            |                         |   |
| Ref. No.           | Actions / Outputs  | Reference any additional resources needed   | Start Date | End Date   | Lead Officer            | Impact of not completing the action   |
| SP21/24P15.1       | Successful bidding for funds from external sources (SCC, EM3 LEP, Homes England and other sources) to support infrastructure provision   | Shared Transport Planner post with Surrey County Council (~£35k per annum - not currently budgeted for) | 01/04/2021 | 31/03/2022 | Planning Policy Manager | Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/member dissatisfaction. |
| SP21/24P15.2       | Commence review of the CIL charging schedule   | None  | 01/04/2022 | 28/02/2023 | Planning Policy Manager | Unable to address any adverse consequences of current CIL schedule  |

| <b>Outcome 16.</b> | <b>Dunsfold New Settlement is developed as a garden village community.</b>  |   |            |            |   |  |
|--------------------|---|---|------------|------------|---|--|
|                    | <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities          |   |            |            |   |  |
| Ref. No.           | Actions / Outputs   | Reference any additional resources needed   | Start Date | End Date   | Lead Officer  | Impact of not completing the action  |
| SP21/24P16.1       | Timely and positive progress with pre-application, master planning and planning applications to support the implementation of Local Plan Part 1 Policies SS7 and SS7A | Development Management, Corporate Support, Homes England GC Grant monies (£130,000) | 07/11/2020 | 31/03/2023 | Head of Planning & Economic Development and Planning Policy Manager | Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. |

|   |                                       |
|---|---------------------------------------|
| <b>Service Team: Economic Development</b> | <b>Team Manager: Catherine Knight</b> |
|---|---------------------------------------|

**Business As Usual - Annual**

| <b>Outcome 17.</b> | <b>Working with partners to promote the borough to new businesses and to identify potential sources of funding and support.</b>   |   |            |            |                           |   |
|--------------------|---|---|------------|------------|---------------------------|---|
|                    | <b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment  |   |            |            |                           |   |
| Ref. No.           | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer              | Impact of not completing the action   |
| SP21/24P17.1       | Work with newly formed Business Task Group to identify strengths, weaknesses, opportunities and threats and aligning WBC's support to match identify across various business sectors                    | None                                      | 01/04/2021 | 31/03/2022 | Economic Development Team | Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy. |
| SP21/24P17.2       | Work closely with the Chambers of Commerce and Town/Parish Clerks, with particular focus on the High Street/Retail sectors to identify local needs and prioritising our actions to respond accordingly. | None                                      | 01/04/2021 | 31/03/2022 | Economic Development Team | Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy. |
| SP21/24P17.3       | Engaging closely with the EM3 Local Enterprise Partnership to secure funding for projects (e.g. Fibre Spine) and general business growth benefitting Waverley.  | None                                      | 01/04/2021 | 31/03/2022 | Economic Development Team | Opportunities for external funding lost.  |
| SP21/24P17.4       | Strengthen relationships with EDOs across Surrey and SCC to identify collective priorities, share best practice and work closely on cross boundary ED matters   | None                                      | 01/04/2021 | 31/03/2022 | Economic Development Team | Lack of joined up thinking and lost opportunities   |
| SP21/24P17.5       | Work through our contracts with Enterprise First, Business South, Visit Surrey and Click It Local to maximise the value of support to new and existing business   | As set out in agreed ED Budget            | 01/04/2021 | 31/03/2022 | Economic Development Team | Risk of organisations not delivering the outcomes of their SLAs.  |



|              |  |      |            |            |                           |   |
|--------------|--|------|------------|------------|---------------------------|---|
| SP21/24P17.6 | Engage with Commercial Agents to identify trends and share business intelligence in the commercial market to enable appropriate interventions for the benefit of the business community (e.g. High Street vacancies) | None | 01/04/2021 | 31/03/2022 | Economic Development Team | Lack of joined up thinking and lost opportunities |
|--------------|--|------|------------|------------|---------------------------|---|

**Outcome 18. Support healthy town centres by developing Business Improvement Districts and other initiatives.**

**Corporate Priority:** A strong, resilient local economy, supporting local businesses and employment

| Ref. No.     | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date   | Lead Officer              | Impact of not completing the action   |
|--------------|---|---|------------|------------|---------------------------|---|
| SP21/24P18.1 | Support the development of Business Improvement Districts (BID) for the four key centres in Waverley  | Assistance from central government/BEIS   | 01/04/2022 | 31/03/2024 | Economic Development Team | Risk of not delivering the actions and outcomes of the ED Strategy. High Streets fail. Reputational damage. |
| SP21/24P18.2 | Deliver scheme to provide vinyl's for empty shop windows to improve appearance of High Streets, promote Waverley as a visitor destination and to identify sources of support to the retail sector | ARG funding                               | 01/04/2021 | 30/06/2021 | Economic Development Team | High Streets fail. Reputational damage.   |
| SP21/24P18.3 | Install footfall counters in the four main settlements and evaluate data to identify trends and issues so we can respond accordingly.   | ED budget                                 | 04/01/2021 | 31/10/2021 | Economic Development Team | High Streets fail. Reputational damage.   |
| SP21/24P18.4 | Secure funding to deliver a scheme to provide e-Cargo Bikes for communal use by business for sustainable local deliveries   | EM3 LEP Supporting High Streets Fund      | 01/04/2021 | 30/09/2021 | Economic Development Team | High Streets fail. Reputational damage.   |

**Outcome 19. Training and skills opportunities are developed across the borough.**

**Corporate Priority:** A strong, resilient local economy, supporting local businesses and employment

| Ref. No.     | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer              | Impact of not completing the action   |
|--------------|--|---|------------|------------|---------------------------|---|
| SP19/22P19.1 | Promote and signposting business skills and employment opportunities through Waverley Training Services  | None                                      | 01/04/2021 | 31/03/2022 | Economic Development Team | Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy. |
| SP19/22P19.2 | Work with and promote existing local Job Clubs and provide support, identify potential venues and start-up resources for the setting up of new Clubs                   | Approved ED Budget                        | 01/04/2021 | 31/03/2022 | Economic Development Team | Job clubs closing/no specialised service in these communities   |
| SP19/22P19.3 | Work with digital partners to provide free advice and upskill businesses on developing an online presence and strengthening digital awareness (e.g., through Webinars) | None                                      | 01/04/2021 | 31/03/2022 | Economic Development Team | Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy. |

**Outcome 20. Improve business intelligence through data collection and analysis to inform Service interventions and initiatives.**

**Corporate Priority:** A strong, resilient local economy, supporting local businesses and employment

| Ref. No.     | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer              | Impact of not completing the action  |
|--------------|--|---|------------|------------|---------------------------|--|
| SP21/20P20.1 | Regular analysis and reporting on data and trends from the FAME (Financial Analysis Made Easy) database. | Ongoing cost of FAME licence              | 01/04/2021 | 31/03/2022 | Economic Development Team | Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes |
| SP21/20P20.2 | Obtain and evaluate key economic information from surveys and partnership feedback                       | None                                      | 01/04/2021 | 31/03/2022 | Economic Development Team | Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes |
| SP21/20P20.3 | Evaluate data from High Street footfall counters and respond accordingly.                                | None                                      | 01/04/2021 | 31/03/2022 | Economic Development Team | Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes |



|              |   |      |            |            |   |  |
|--------------|---|------|------------|------------|---|--|
| SP21/20P20.4 | Continue to monitor commercial property vacancy rates   | None | 01/04/2021 | 31/03/2022 | Economic Development Team               | Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes |
| SP21/20P20.5 | Work more closely across WBC to ensure opportunities for collaboration or support are not missed and to raise the profile of the work of the Economic Development Team. | None | 01/04/2021 | 31/03/2024 | Head of Planning & Economic Development | Lack of joined up thinking and lost opportunities  |

### Team Projects

| <b>Outcome 21. Supporting sustainable business and employment growth in our urban and rural areas and responding to the challenges of Covid 19 and Brexit.</b> |   |   |            |            |  |   |
|--|---|---|------------|------------|--|---|
| <b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment   |   |   |            |            |  |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed                   | Start Date | End Date   | Lead Officer                           | Impact of not completing the action   |
| SP21/24P21.1   | Deliver the Economic Development Covid-19 Action Plan   | As set out in the Action Plan                               | 01/04/2021 | 31/10/2021 | Economic Development Team              | Reduces opportunities for Waverley business to bid for contracts.   |
| SP21/24P21.2   | Commence review of Waverley's Economic Development Strategy 2018-32 taking account of evolving matters, including climate change, Britain's exit from the European Union, the changing retail and property markets and the Council's Place-Shaping agenda | None  | 01/11/2021 | 31/03/2022 | Economic Development Team              | Strategy becomes of lessening relevance in a rapidly changing world. Corporate priorities are not accurately reflected in strategy. |
| SP21/24P21.3   | Prepare and input to Waverley Annual Business Meeting to provide financial oversight to the borough's employers   | None  | 01/01/2022 | 31/03/2022 | Economic Development and Finance Teams | Business community not engaged or informed  |
| SP21/24P21.4   | Successful delivery of strategic priorities through expenditure of corporately-apportioned Additional Restrictions Grant (ARG) funding  | Additional Restrictions Grant (ARG) Funding from government | 01/04/2021 | 31/03/2022 | Economic Development and Finance Teams | Lack of strategic support for Waverley's businesses   |

### Corporate & Service Level Projects (Service wide or cross cutting projects)

| <b>Outcome 22. Planning decision making is more efficient and delivery focused.</b>  |  |   |            |            |   |  |
|--|--|---|------------|------------|---|--|
| <b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities |  |   |            |            |   |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer                            | Impact of not completing the action  |
| SP21/24P22.1   | Review of Planning Committee structure completed. Joint project with Democratic and Legal Services | Democratic and Legal Services             | 01/04/2021 | 30/06/2021 | Head of Planning & Economic Development | Planning Committee decision taking is less strategic and may undermine performance on housing delivery. Resources for Planning Committees not reduced. |
| SP21/24P22.2   | Review Scheme of Delegation and DM sub-scheme of Delegation  | Democratic and Legal Services             | 01/05/2021 | 30/11/2021 | Head of Planning & Economic Development | Unnecessary delay in determining applications and pre-apps   |

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|                               |                              |                            |                                   |
|-------------------------------|------------------------------|----------------------------|-----------------------------------|
| <b>Service Plan 2021-2024</b> |                              | <b>Head of Service:</b>    | Robin Taylor                      |
|                               |                              | <b>Strategic Director:</b> | Tom Horwood                       |
| <b>Service:</b>               | <b>Policy and Governance</b> | <b>Portfolio Holders:</b>  | Cllr John Ward, Cllr Paul Follows |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

**Service Profile**

Policy and Governance is comprised of 6 teams: Democratic Services and Business Support; Legal Services and Land Charges; Human Resources; Corporate Policy; Communications and Engagement; and Elections. The Head of Policy and Governance is also the Council's Monitoring Officer.

The Service exists to:

1. Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors and ensure excellent business support is provided (Democratic Services and Business Support);
2. Provide high quality advice to ensure the Council acts lawfully and transparently and search and provide vital information to house and property buyers in Waverley (Legal Services and Land Charges);
3. Promote a positive and committed staff culture, develop and retain talented staff and ensure Waverley is able to compete effectively in the employment market and be seen as an attractive employer in the local community (Human Resources);
4. Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture and policy support for the Overview & Scrutiny Committees (Corporate Policy);
5. Ensure that the council effectively communicates and engages with communities, customers and other stakeholders, ensuring their concerns and ideas are heard and understood by the council (Communications and Engagement);
6. Prepare for, organise and conduct all types of elections, polls and referendums held in the Waverley Borough (Elections); and
7. Maintain high standards of governance and ethical conduct (Monitoring Officer Function).

**Service Team: Corporate Policy** **Team Leader: Louise Norie - Corporate Policy Manager**

**Business As Usual - Annual**

| Outcome 1. | The Council has a Corporate Strategy in place, underpinned by an effective performance management framework and culture  |   |            |                       |                          |   |
|------------|--|---|------------|-----------------------|--------------------------|---|
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date              | Lead Officer             | Impact of not completing the action       |
| PG 1.1     | <b>Support effective performance management</b><br>Ensure that the Council's Performance Management Framework delivers accurate and timely information to decision-makers and key stakeholders.  | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager | Performance doesn't improve               |
| PG 1.2     | <b>Support effective policy development</b><br>Ensure that the Council takes a robust and consistent approach to policy development, including clear and documented review and version control processes for strategies, policies and procedures.                                      | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager | Poor or inconsistent policy-making        |
| PG 1.3     | <b>Support effective project management</b><br>Ensure that the Council has, and consistently uses, an up to date Project Management Framework, including common protocols and templates, which drives the delivery of all projects to the required standard of quality, cost and time. | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager | Scope creep, non delivery, lack of focus. |

| <b>Outcome 2. Scrutiny at Waverley is done well, adding value and improving policy development and decision-making</b> |  |   |            |                       |                          |  |
|--|--|---|------------|-----------------------|--------------------------|--|
| <b>Corporate Priority:</b> Open, democratic and participative governance   |  |   |            |                       |                          |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date              | Lead Officer             | Impact of not completing the action                        |
| PG 2.1   | <b>Provide policy support to O&amp;S Committees</b><br>Provide excellent scrutiny policy support to O&S committees to deliver an ambitious, valuable and responsive scrutiny programme that supports organisational policy development and good decision-making. | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager | Scrutiny is ineffectual and does not add value.            |
| PG 2.2   | <b>Provide policy support on O&amp;S projects and working groups</b><br>Drive O&S task and finish groups by drafting scopes, coordinating officer input, and researching and producing relevant supporting documents.  | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager | Task and finish groups would achieve low quality outcomes. |
| PG 2.3   | <b>Develop a positive scrutiny culture</b><br>Foster positive relationships with Scrutiny Chairs, Vice Chairs, Portfolio Holders and service managers to ensure Scrutiny functions well and supports the Council in making good decisions.                       | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager | Scrutiny objectives would not be achieved satisfactorily.  |

| <b>Outcome 3. Customer complaints are dealt with effectively and that the council learns from them.</b>  |  |   |            |                       |                          |  |
|--|--|---|------------|-----------------------|--------------------------|--|
| <b>Corporate Priority:</b> 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 |  |   |            |                       |                          |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date              | Lead Officer             | Impact of not completing the action                                    |
| PG 3.1   | <b>Support colleagues in responding to customer complaints</b><br>Work with colleagues to ensure all complaints are handled in accordance with Council's corporate complaints policy in a timely and sensitive manner. | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager | Waverley's reputation is damaged and customer expectations are not met |
| PG 3.2   | <b>Learn from customer complaints</b><br>Quarterly monitoring of complaints and lessons learnt is carried out with the help of Complaints Administrators and reported to Management Board and Councillors.             | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager | Lessons are not learnt and services don't improve.                     |
| PG 3.3   | <b>Develop and implement a new corporate complaints management software system</b><br>Utilise low code software solution   | Within existing budgets                   | 01/08/20   | 31/03/22              | Corporate Policy Manager | Management of complaints is less efficient                             |

| <b>Outcome 4. The principles of equality and diversity are embedded into the Council's policy development and decision-making processes</b>  |   |   |            |                       |                              |  |
|--|---|---|------------|-----------------------|------------------------------|--|
| <b>Corporate Priority:</b> 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 |   |   |            |                       |                              |  |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date              | Lead Officer                 | Impact of not completing the action                          |
| PG 4.1   | <b>Take a corporate lead on equality and diversity</b><br>Coordinate the Corporate Equality Group which provides the necessary challenge over equality issues and ensures that the Council is aware of the need to have 'due regard' to the provisions of the Equality Act 2010 in their decision making. | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager     | Non compliance and not benefiting from diversity             |
| PG 4.2   | <b>Assess the equality impact of new policies and initiatives</b><br>Champion the need for Equality Impact Assessments to be undertaken when policies are being developed and provide effective corporate policy support on them  | Within existing budgets                   | 01/04/21   | 31/03/2024<br>Ongoing | Corporate Policy Manager     | EQIAs not routinely or properly done                         |
| PG 4.3   | <b>Lead specific initiatives to promote and celebrate equality and diversity</b><br>Work with staff and councillors to deliver the race equality focus group action plan and to promote the active citizenship programme.   | Within existing budgets                   | 01/08/20   | 31/03/22              | Human Resources Manager (SK) | Lack of internal and external engagement on diversity issues |

**Team Projects - Multi-year**

| <b>Outcome 5. The Council actively engages with the Local Government Boundary Commission review of Waverley Borough Council</b> |   |   |            |          |                          |   |
|---|---|---|------------|----------|--------------------------|---|
| <b>Corporate Priority:</b> Open, democratic and participative governance  |   |   |            |          |                          |   |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date | Lead Officer             | Impact of not completing the action   |
| PG 5.1  | <b>Actively engage, as the key stakeholder, with the Local Government Boundary Commission's review of Waverley Borough Council's ward boundaries</b><br>(i) Provide information and data to the review team;<br>(ii) Facilitate an active and open discussion locally about ward boundaries and representation and draft a formal consultation response to be considered by the LGBC. | Within existing budgets.                  | 10/11/20   | 15/02/22 | Corporate Policy Manager | The LGBC's review and their conclusions and recommendations do not take account of the Council's perspective, ideas and requirements. |

| <b>Outcome 6. The Council responds to the anticipated Government White Paper on Devolution and works with authorities across Surrey to explore options for change</b> |   |   |            |          |                          |                                     |
|---|---|---|------------|----------|--------------------------|-------------------------------------|
| <b>Corporate Priority:</b> Open, democratic and participative governance  |   |   |            |          |                          |                                     |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date | Lead Officer             | Impact of not completing the action |
| PG 6.1  | <b>Review and respond to the anticipated White Paper on Devolution and work with authorities across Surrey to explore options for change.</b> | Within existing budgets.                  | 01/08/20   | 31/03/23 | Corporate Policy Manager | Waverley's voice is not heard.      |

**Service Team: Communications and Engagement**      **Team Leader: Ian Mackie - Interim Communications and Engagement Manager**

**Business As Usual - Annual**

| <b>Outcome 7. The Council achieves the vision and objectives set out within its Communications and Engagement Strategy 2019-2022</b> |   |   |            |          |                                       |   |
|--|---|---|------------|----------|---------------------------------------|---|
| <b>Corporate Priority:</b> Open, democratic and participative governance   |   |   |            |          |                                       |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date | Lead Officer                          | Impact of not completing the action   |
| PG 7.1   | <b>Get the team fundamentals right (strategic objective 1)</b><br>(i) Develop and follow: communications and engagement protocols; an annual work programme; response time performance targets; and better business processes including a clearer process for internal customers wishing to access support.<br>(ii) Provide a timely, targeted and positive media relations service and ensure key council representatives are trained and briefed prior to interviews.<br>(iii) support the council when dealing with civil emergencies or business continuity issues by issuing advice and support on messages to go out to staff | Within existing budgets.                  | 01/04/21   | 31/03/24 | Communications and Engagement Manager | Communications and engagement activity is unplanned, unfocused and haphazard which ultimately reduces its impact. |
| PG 7.2   | <b>Create a corporate narrative (strategic objective 2)</b><br>Identify what the council wants to achieve and be known for - and put that aspiration into a story that translates to everyone; that has the power to inspire staff, excite partners, attract customers and potential employees and resonate with community influencers and residents.   | Within existing budgets.                  | 01/04/21   | 31/03/24 | Communications and Engagement Manager | Messages from the Council have limited impact   |
| PG 7.3   | <b>Develop a proactive and planned approach to communications and engagement (strategic objective 3)</b><br>Develop and work within an agreed annual forward plan, signed off by the Senior Management Team and the Executive, that prioritises pre-planned targeted engagement activity whilst still allowing time and resource to deal with unexpected events and emergencies.  | Within existing budgets.                  | 01/04/21   | 31/03/24 | Communications and Engagement Manager | Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact.            |

|         |  |                          |          |          |                                       |  |
|---------|--|--------------------------|----------|----------|---------------------------------------|--|
| PG 7.4  | <p><b>Advise and support colleagues on how to effectively communicate and engage (strategic objective 4)</b></p> <p>(i) Provide staff with toolkits and templates to create simple posters and press releases which will be quality-checked before publication and press releases</p> <p>(ii) Recommend quality external support, when this is required, for photography, videography and graphic design.</p> <p>(iii) Train and encourage frontline staff to take ownership of creating content for our social media channels, including using smartphones to take photos and videos and gaining the appropriate photo</p>      | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | The knowledge, talent and resources of staff across the organisation are not utilised.                                   |
| PG 7.5  | <p><b>Develop a scientific approach to communications and engagement (strategic objective 5)</b></p> <p>Embed a more scientific, planned and strategic approach to communications and engagement through the use of: established and tested models; research; targeted and audience-led campaigns; audience testing and evaluation.</p>  | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact.                   |
| PG 7.6  | <p><b>Make time for creative and human communications (strategic objective 6)</b></p> <p>(i) Focus on real people and real stories to ensure messages stand out and can be re-told</p> <p>(ii) Take advantage of the new methods, technologies and channels used by our target audiences and, in the case of social media, adapt approaches to keep up with ever-changing algorithms so our content is seen.</p> <p>(iii) Continue to cater for those who prefer to receive traditional, paper-based content</p>   | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Messages from the Council are full of jargon, uninspiring and easily forgotten   |
| PG 7.7  | <p><b>Engage and listen to residents and customers (strategic objective 7)</b></p> <p>(i) Learning. Use data and demographics to provide us with a broad picture of the borough's population, which will help us to predict their needs and preferred interests and communications channels, as well as giving us the background to ensure any future engagement exercise is representative.</p> <p>(ii) Listening and engaging. The Council will develop a comprehensive programme of public engagement, including the use of listening panels, focus groups and workshops, events, online surveys and public consultations</p> | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | The Council tells but it does not listen and learn. Insights from communities, customers and stakeholders are not heard. |
| PG 7.8  | <p><b>Make the most of digital (strategic objective 8)</b></p> <p>(i) Conduct an internal review of all our channels and develop a new social media strategy, supported by a calendar of content, a recruitment of social media staff 'champions' and training to support them to provide content</p> <p>(ii) Review and improve our website to make sure it meets customer needs and encourages channel-shift</p>   | Within existing budgets. | 01/04/21 | 31/03/22 | Communications and Engagement Manager | The Council's approach becomes dated and out of step with changing customer demand and expectations.                     |
| PG 7.9  | <p><b>Develop a more commercial approach to communications and engagement (strategic objective 9)</b></p> <p>(i) Support the marketing and promotion of our paid-for and statutory services</p> <p>(ii) Sell at least £3,000 worth of advertising space in each edition of the Your Waverley magazine to generate income for the council.</p>  | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Lower income.  |
| PG 7.10 | <p><b>Adopt and promote an ethical approach to communications and engagement (strategic objective 10)</b></p> <p>Ensure ethics underpin every aspect of our practice, from storing data to the accuracy of our messaging, transparency and trust.</p>  | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Breach of trust and respect.   |

## Business As Usual - Annual

| Outcome 8.  | The Council's decision-making is democratic, transparent, and informed and councillors are supported to function effectively  |   |            |                       |  |   |
|---|---|---|------------|-----------------------|--|---|
| Corporate Priority: Open, democratic and participative governance |   |   |            |                       |  |   |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date              | Lead Officer                                       | Impact of not completing the action   |
| PG 8.1  | <b>Support committee meetings</b><br>Provide effective democratic support to all Council committees and key internal committees.  | Within existing budgets.                  | 01/04/21   | 31/03/24              | Democratic Services and Business Support Manager   | Non compliance  |
| PG 8.2  | <b>Facilitate good scrutiny</b><br>Work with Policy colleagues to deliver a Scrutiny programme that Councillors are fully engaged with.   | Within existing budgets.                  | 01/04/21   | 31/03/24              | Democratic Services and Business Support Manager   | Scrutiny is ineffectual and does not add value  |
| PG 8.3  | <b>Use IT to save money and be more efficient</b><br>Continue to develop functionality of Modern.Gov to increase efficiencies in working practices. Reduce our reliance on paper by largely phasing out printed agendas and reports by December 2022, continuing and enhancing suitable arrangements where appropriate.                       | Within existing budgets.                  | 01/04/21   | 31/12/22              | Democratic Services and Business Support Manager   | Increased costs   |
| PG 8.4  | <b>Deliver a programme of Councillor Learning and Development</b><br>Building on the Councillor induction programme provided in 2019, provide a range of individual and group information, learning and development opportunities to councillors to support them in their community representative, committee and community leadership roles. | Within existing budgets.                  | 01/04/21   | 31/03/24              | Democratic Services and Business Support Manager   | Councillors do not have the information and skills required to carry out their roles effectively. |
| PG 8.5  | <b>Provide effective business support to the Mayor</b><br>Support the Mayor and Deputy Mayor in their civic and ceremonial roles by providing effective business support and coordinating a range of visits, events and activities.   | Within existing budgets.                  | 01/04/21   | 31/03/24              | Democratic Services and Business Support Manager   | Mayor not supported / impact on community events  |
| PG 8.6  | <b>Provide effective business support to the Council Leader, Deputy Leader and the Senior Management Team</b><br>Ensure the newly created business support team works effectively and consistently so that the senior councillors and officers they support are able to carry out their duties effectively.                                   | Within existing budgets.                  | 01/04/21   | 31/03/24              | Democratic Services and Business Support Manager   | Inefficient use of resources.   |
| Outcome 9.  | The Council functions properly, with high standards of governance and ethical conduct   |   |            |                       |  |   |
| Corporate Priority: Open, democratic and participative governance |   |   |            |                       |  |   |
| Ref. No.  | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date              | Lead Officer                                       | Impact of not completing the action   |
| PG 9.1  | <b>Provide advice and guidance</b><br>Support councillors and officers to identify and deal appropriately with any potential conflicts of interests to ensure democratic and transparent decision-making.   | Within existing budgets.                  | 01/04/21   | 31/03/2024<br>Ongoing | Head of Policy and Governance (Monitoring Officer) | Non compliance / lack of confidence in the Council's approach                                     |
| PG 9.2  | <b>Resolve any complaints and questions about council procedure and conduct</b><br>Respond to complaints made to the Monitoring Officer or questions that arise with respect to Councillors' Codes of Conduct, aiming to resolve matters and ensure any lessons are learnt.   | Within existing budgets.                  | 01/04/21   | 31/03/2024<br>Ongoing | Head of Policy and Governance (Monitoring Officer) |   |
| PG 9.3  | <b>Ensure our governance protocols remain fit for purpose and efficient</b><br>Work with the Standards Committee to monitor the effectiveness of the Council's Constitution, Scheme of Delegation and arrangements for responding to Standards complaints on an ongoing basis to ensure they enable quick, transparent democratic processes.  | Within existing budgets.                  | 01/04/21   | 31/03/2024<br>Ongoing | Head of Policy and Governance (Monitoring Officer) |   |

|        |   |                          |          |                       |  |
|--------|---|--------------------------|----------|-----------------------|--|
| PG 9.4 | <b>Support councillors through training on ethics and standards</b><br>Provide training on Councillor standards to the new Waverley Council and to Towns and Parish Councils.   | Within existing budgets. | 01/04/21 | 31/03/2024<br>Ongoing | Head of Policy and Governance (Monitoring Officer) |
| PG 9.5 | <b>Appoint and consult as appropriate Independent Persons to the Council</b><br>Manage liaison with Independent Persons as part of Surrey Authorities Independent Persons consortium and consult them as necessary, in line with the Council's arrangements for dealing with standards allegations against elected members. | Within existing budgets. | 01/04/21 | 31/03/2024<br>Ongoing | Head of Policy and Governance (Monitoring Officer) |
| PG 9.6 | <b>Keep all registers of interest up to date</b><br>Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded  | Within existing budgets. | 01/04/21 | 31/03/2024<br>Ongoing | Head of Policy and Governance (Monitoring Officer) |

**Service Team: Elections** **Team Leader: Louise Stamp - Interim Electoral Services Manager**

**Business As Usual - Annual**

| <b>Outcome 10.</b> | <b>The Council prepares for, organises and conducts all types of elections, polls and referendums held in the Waverley borough</b>  |  |            |                       |                            |                                     |
|--------------------|---|--|------------|-----------------------|----------------------------|-------------------------------------|
|                    | <b>Corporate Priority:</b> Open, democratic and participative governance  |  |            |                       |                            |                                     |
| Ref. No.           | Actions / Outputs   | Reference any additional resources needed  | Start Date | End Date              | Lead Officer               | Impact of not completing the action |
| PG 10.1            | <b>Conduct fair and transparent elections</b><br>Complete preparations for and conduct of any elections as required.  | Within existing budgets with specific elections expenses recharged as appropriate. | 01/04/21   | 31/03/2024<br>Ongoing | Electoral Services Manager | Non compliance                      |
| PG 10.2            | <b>Canvass</b><br>Prepare for and conduct annual voter registration canvass process.  |  | 01/04/21   | 31/03/2024<br>Ongoing | Electoral Services Manager |                                     |
| PG 10.3            | <b>Conduct fair and transparent referendums, polls and ballots</b><br>Prepare for and conduct all neighbourhood planning referendums, By-Elections and 'Business Improvement District' ballots as required. |  | 01/04/21   | 31/03/2024<br>Ongoing | Electoral Services Manager |                                     |

| <b>Outcome 11.</b> | <b>Maintain the electoral register</b>   |   |            |                       |                            |                                     |
|--------------------|--|---|------------|-----------------------|----------------------------|-------------------------------------|
|                    | <b>Corporate Priority:</b> Open, democratic and participative governance                             |   |            |                       |                            |                                     |
| Ref. No.           | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date              | Lead Officer               | Impact of not completing the action |
| PG 11.1            | <b>Maintain the electoral register</b><br>Deliver the electoral registration service for the Borough | Within existing budgets.                  | 01/04/21   | 31/03/2024<br>Ongoing | Electoral Services Manager | Non compliance                      |

**Team Projects - Multi-year**

| <b>Outcome 12.</b> | <b>100% of door-to-door electoral canvassing activity is paperless, ensuring better data protection, lower costs and lower carbon footprint</b>  |   |            |          |                            |  |
|--------------------|--|---|------------|----------|----------------------------|--|
|                    | <b>Corporate Priority:</b> Open, democratic and participative governance / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet |   |            |          |                            |  |
| Ref. No.           | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date | Lead Officer               | Impact of not completing the action                      |
| PG 12.1            | <b>Move to a 100% paperless process for door-to-door canvassing</b><br>Equipment, training and instructions to be provided to all canvassers   | Within existing budgets                   | 01/04/21   | 31/03/24 | Electoral Services Manager | Higher costs, less secure data, higher carbon footprint. |



## Business As Usual - Annual

| Outcome 13. | Waverley's HR function is built on solid foundations including digitised policy and process, an evidence-based approach and self-service   |   |            |                       |              |   |
|-------------|--|---|------------|-----------------------|--------------|---|
|             | Corporate Priority: The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet. |   |            |                       |              |   |
| Ref. No.    | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date              | Lead Officer | Impact of not completing the action   |
| PG 13.1     | <b>Ensure HR policies are fit-for-purpose and accessible to all</b><br>Undertake a rolling programme of all HR policies and case management process.   | Within existing budgets.                  | 01/01/21   | 31/03/2024<br>Ongoing | HR Manager   | HR strategic direction is undermined by unwieldy, unclear or inefficient processes.             |
| PG 13.2     | <b>Review Fit for Work Policy and Occupational Health processes.</b><br>Analyse the trends of number of occupational health requests recorded, reason for request, request in relation to amount of time off sick, follow up requests, outcome of sickness.  | Within existing budgets.                  | 01/04/21   | 31/03/2024<br>Ongoing | HR Manager   |   |
| PG 13.3     | <b>Automate HR document management and continue to work towards a paperless approach</b><br>Review all forms to reduce the quantity, merge information, make online or turn into an online-survey.   | Within existing budgets.                  | 01/04/21   | 31/03/24              | HR Manager   |   |
| PG 13.4     | <b>Use iTrent to improve the input and analysis of data in order to provide a cohesive automated service.</b><br>Transition to the system with minimal effect on customer service, supporting a training programme to ensure staff are competent.  | Within existing budgets.                  | 01/04/21   | 31/03/24              | HR Manager   |   |
| PG 13.5     | <b>Continue to support and develop a resilient HR team</b><br>Ensure the HR team has the correct skills and expertise to provide timely and accurate advice at all times.  | Within existing budgets.                  | 01/04/21   | 31/03/24              | HR Manager   |   |
| PG 13.6     | <b>Get value for Waverley from partnership working</b><br>Create strong relationships with The LGA, Surrey HR Partnership and SEE by advising on employment related projects and benchmarking surveys to ensure we are at the forefront of best practice and working collaboratively with our communities.                   | Within existing budgets.                  | 01/04/21   | 31/03/24              | HR Manager   |   |
| Outcome 14. | Waverley manages its people resources effectively and efficiently  |   |            |                       |              |   |
|             | Corporate Priority: High quality public services accessible for all / a financially sound Waverley, with infrastructure and resilient services fit for the future / the health and wellbeing of our communities.   |   |            |                       |              |   |
| Ref. No.    | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date              | Lead Officer | Impact of not completing the action   |
| PG 14.1     | <b>Support change and savings programmes at the Council</b><br>Support the Council's work to achieve a balanced budget by reviewing the delivery levels of some services and/or discontinuing others in order to reduce contract and/or staff costs.   | Within existing budgets.                  | 01/04/20   | 31/03/21              | HR Manager   | The Council does not achieve value for money from its most important and biggest asset - staff. |
| PG 14.2     | <b>Provide an accurate and controlled payroll service</b><br>Maintain a good fiscal grip on pay process ensuring that iTrent is accurate and well maintained of any contractual changes  | Within existing budgets.                  | 01/04/20   | 31/03/21              | HR Manager   |   |
| PG 14.3     | <b>Effectively manage employee relations and staff change</b><br>Maintain a good grip on Employment Relationship, Change and Case Management   | Within existing budgets.                  | 01/04/21   | 31/03/24              | HR Manager   |   |
| PG 14.4     | <b>Review internal and external recruitment procedures and systems</b><br>Reduce re-advertising, vacancy rates and time to recruit.  | Within existing budgets.                  | 01/04/21   | 31/03/24              | HR Manager   |   |

|         |  |                          |          |          |            |
|---------|--|--------------------------|----------|----------|------------|
| PG 14.5 | <b>Manage skills gap trends and growing our own talent within the business to ensure we have transferrable skills and career opportunities.</b><br>Support a wider group of development opportunities for apprentices, graduates, work experience and internships which in turn aims to improve our recruitment and retention. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager |
| PG 14.6 | <b>Undertake planned review of Politically Restricted Posts</b>  | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager |

|                    |  |  |  |  |  |  |
|--------------------|--|--|--|--|--|--|
| <b>Outcome 15.</b> | <b>Staff are valued, recognised, supported and engaged</b> |  |  |  |  |  |
|                    | Corporate Priority: ALL                                    |  |  |  |  |  |

| Ref. No. | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action  |
|----------|---|---|------------|----------|--------------|--|
| PG 15.1  | <b>Promote staff and councillor wellbeing</b><br>Develop our Time to Change pledge and Wellbeing Charter to reflect the trends and challenges in our workforce, locally and nationally. Continue to provide learning and discussion opportunities to support wellbeing. | Within existing budgets.                  | 01/04/21   | 31/03/24 | HR Manager   | Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge |
| PG 15.2  | <b>Develop a modern culture of high performance</b><br>Promote a remote working performance based culture in line with current technology and flexible working practices.   | Within existing budgets.                  | 01/04/21   | 31/03/24 | HR Manager   |  |
| PG 15.3  | <b>Continue to support Equality Diversity and Inclusion initiatives at Waverley.</b><br>Including the introduction of the Active Citizenship pilot.   | Within existing budgets.                  | 01/04/21   | 31/03/24 | HR Manager   |  |
| PG 15.4  | <b>Review how our pay structure can be adapted and funded within the Medium Term Financial plan.</b><br>Address the perception of pay across the business and the options of varying our banding and increment process and linking career development plans into pay    | Within existing budgets.                  | 01/04/21   | 31/03/24 | HR Manager   |  |
| PG 15.5  | <b>Review and develop the existing benefits scheme</b><br>to ensure it is clear, flexible and in line with staff requirements.  | Within existing budgets.                  | 01/04/21   | 31/03/22 | HR Manager   |  |
| PG 15.6  | <b>Introduce a plan to recognise the differences in our gender pay gap</b>  | Within existing budgets.                  | 01/04/21   | 31/03/22 | HR Manager   |  |

|                    |   |  |  |  |  |  |
|--------------------|---|--|--|--|--|--|
| <b>Outcome 16.</b> | <b>Professional development opportunities are made available to all staff to maximise professionalism, potential and talent</b> |  |  |  |  |  |
|                    | Corporate Priority: ALL   |  |  |  |  |  |

| Ref. No. | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date | Lead Officer    | Impact of not completing the action  |
|----------|--|---|------------|----------|-----------------|--|
| PG 16.1  | <b>Encourage the use of the Apprenticeship Levy</b><br>Publish the use of the Levy across the board including management and skills based qualifications. Encourage the message that anyone can be an apprentice in terms of using the levy.   | Within existing budgets.                  | 01/04/21   | 31/03/24 | HR Manager (SK) | Staff do not develop and learn, impacting on recruitment and retention and also the ability of the organisation to deliver against its objectives. |
| PG 16.2  | <b>Review of our annual Performance Agreement and 1:1 meeting framework</b><br>Focus on the setting and achievement of SMART objectives.   | Within existing budgets.                  | 01/04/21   | 31/03/22 | HR Manager (SK) |  |
| PG 16.3  | <b>Ensure we provide effective and customer-friendly recruitment</b><br>Increase the percent of employees who indicate satisfaction or high satisfaction with their induction and on-boarding opportunities as measured in the employee survey.  | Within existing budgets.                  | 01/04/21   | 31/03/24 | HR Manager (SK) |  |
| PG 16.4  | <b>Support Management and Leadership development</b><br>A new programme of workshops on HR skills for managers, review HR scheme of delegation and increase pool of trained managers for HR practices. Continue to support the programme of Senior Management Team leadership workshops. | Within existing budgets.                  | 01/04/21   | 31/03/24 | HR Manager (SK) |  |
| PG 16.4  | <b>Undertake an assessment of the L&amp;D module on iTrent</b>   | Within existing budgets.                  | 01/04/21   | 31/03/24 | HR Manager (SK) |  |

**Business As Usual - Annual**

| <b>Outcome 17. High quality and timely dedicated legal advice supports the council's delivery of services and strategic projects and ensures the Council acts lawfully, transparently and ethically</b> |  |   |                   |                 |                     |   |
|---|--|---|-------------------|-----------------|---------------------|---|
| <b>Corporate Priority: ALL</b>  |  |   |                   |                 |                     |   |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>   | <b>Reference any additional resources needed</b>  | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b> | <b>Impact of not completing the action</b>                    |
| <b>PG 17.1</b>  | <b>Provide high quality and timely legal advice</b><br>Work with officers and Members to identify, plan and budget for legal support in order to support key corporate priorities and ensure the Council acts lawfully, transparently and ethically.                                     | Instructions met by existing budgets through re-charges or costed as part of larger project budgets as required | 01/04/21          | 31/03/24        | Borough Solicitor   | Non compliance / reputational damage / costs / strategic risk |
| <b>PG 17.2</b>  | <b>Identify the need for and commission external legal advice and support as required.</b><br>Work in partnership with other Surrey authorities to replace existing Surrey Framework with a series of new framework agreements.  |   | 01/04/21          | 31/03/24        | Borough Solicitor   |   |
| <b>PG 17.3</b>  | <b>Support the delivery of vital local infrastructure through planning agreements</b><br>Work closely with colleagues in planning to coordinate Community Infrastructure Levy (CIL) and Section 106 agreements to ensure local development is supported with appropriate infrastructure. |   | 01/04/21          | 31/03/24        | Borough Solicitor   |   |

| <b>Outcome 18. Maintain high performance in turning around land charges search requests</b> |   |  |                   |                 |                        |   |
|---|---|--|-------------------|-----------------|------------------------|---|
| <b>Corporate Priority: ALL</b>  |   |  |                   |                 |                        |   |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>  | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>    | <b>Impact of not completing the action</b>                    |
| <b>PG 18.1</b>  | <b>Deliver a high quality land charges service to customers</b><br>Process customer requests, ensuring all searches are properly conducted in line with legislative and other requirements. | Within existing budgets.                         | 01/04/21          | 31/03/24        | Legal Business Manager | Non compliance / reputational damage / costs / strategic risk |
| <b>PG 18.2</b>  | <b>Deliver a timely land charges service</b><br>Over a 12-month period, the average turnaround time for full searches is 7 working days and does not at any point exceed 10 working days.   | Within existing budgets.                         | 01/04/21          | 31/03/24        | Legal Business Manager |   |

| <b>Outcome 19. Lead and manage the Council's approach to Information Governance, ensuring it is fully compliant</b> |  |  |                   |                 |   |   |
|---|--|--|-------------------|-----------------|---|---|
| <b>Corporate Priority: ALL</b>  |  |  |                   |                 |   |   |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>   | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>                         | <b>Impact of not completing the action</b>                    |
| <b>PG 19.1</b>  | <b>Comply with the Data Protection Act 2018</b><br>Ensure the Council effectively and efficiently manages and governs data in line with the Act. | Within existing budgets.                         | 01/04/21          | 31/03/24        | Borough Solicitor / Data Protection Officer | Non compliance / reputational damage / costs / strategic risk |
| <b>PG 19.2</b>  | <b>Respond to Freedom of Information Requests</b><br>Ensure FOI requests are properly processed within the statutory deadlines set               | Within existing budgets.                         | 01/04/21          | 31/03/24        | Borough Solicitor / Data Protection Officer |   |

**Team Projects - Multi-year**

| <b>Outcome 20. Deliver IT improvements to support efficient working practices and excellent customer service in Legal Services and Land Charges</b> |  |  |                   |                 |                        |  |
|---|--|--|-------------------|-----------------|------------------------|--|
| <b>Corporate Priority: ALL</b>  |  |  |                   |                 |                        |  |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>   | <b>Reference any additional resources needed</b> | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>    | <b>Impact of not completing the action</b> |
| <b>PG 20.1</b>  | <b>IKEN Case Management System</b><br>Utilise the functionality of our IKEN legal service case management system to provide consistent communication with internal customers and to meet agreed targets for acting on instructions and providing legal advice. | Within existing budgets.                         | 01/04/21          | 31/03/24        | Legal Business Manager |  |

|         |  |                          |          |          |   |
|---------|--|--------------------------|----------|----------|---|
| PG 20.2 | <b>Land Charges system</b><br>Implementation of new Land Charges IT system   | Within existing budgets. | 01/04/21 | 31/03/22 | Borough Solicitor / Data Protection Officer |
| PG 20.3 | <b>Prepare for migration of land charges service to Land Registry</b><br>Cooperate with the government project to migrate all Local Authority Land Charges functions to the Land Registry. | Within existing budgets. | 01/04/21 | 31/03/24 | Borough Solicitor                           |

### Corporate & Service Level Projects (Service wide or cross cutting projects)

| <b>Outcome 21.</b>   | <b>Unnecessary demand on the service is reduced, performance metrics are monitored and levels of customer self-service increase</b>   |   |            |          |                               |   |
|--|---|---|------------|----------|-------------------------------|---|
| <b>Corporate Priority:</b> a financially sound Waverley, with infrastructure and services fit for the future |   |   |            |          |                               |   |
| Ref. No.   | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date | Lead Officer                  | Impact of not completing the action   |
| PG 21.1  | <b>Analyse failure demand within the service</b><br>Review processes, policies and approaches across all functions within the service that create unnecessary demand due to processes being too complex, information not being fully available or easy to understand. | Within existing budgets                   | 01/04/21   | 31/03/24 | Head of Policy and Governance | Scarce resource is allocated to providing support that is only needed to due to overly complex processes, lack of clarity or lack of self-service options |
| PG 21.2  | <b>Monitor performance and customer satisfaction within Policy and Governance</b><br>Review service performance indicators and identify a core set of performance and customer satisfaction indicators to be monitored and managed.                                   | Within existing budgets                   | 01/04/21   | 31/03/22 | Head of Policy and Governance |   |
| PG 21.3  | <b>Promote customer self-service and simplified processes</b><br>Support customers of the service to, wherever possible, access the information they need online and to be able to use that information to support them in their management or decision-making role.  | Within existing budgets                   | 01/04/21   | 31/03/24 | Head of Policy and Governance |   |

| <b>Outcome 22.</b>   | <b>The Council's business transformation programme is properly supported by HR, legal, democratic and corporate policy functions</b>   |   |            |          |                               |  |
|--|--|---|------------|----------|-------------------------------|--|
| <b>Corporate Priority:</b> a financially sound Waverley, with infrastructure and services fit for the future |  |   |            |          |                               |  |
| Ref. No.   | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date | Lead Officer                  | Impact of not completing the action  |
| PG 22.1  | <b>Actively engage with the Council's business transformation programme and ensure that HR, legal, democratic, and corporate policy issues are identified early and allocated the necessary time and resources to be worked through.</b> | Within existing budgets                   | 01/04/21   | 31/03/24 | Head of Policy and Governance | Time, cost or quality implications for the business transformation programme |

| <b>Outcome 23.</b>             | <b>The Policy and Governance Service supports the Council's emergency response to the Covid-19 pandemic and actively supports any Recovery, Change and Transformation activity</b>  |   |            |          |                                       |                                     |
|--------------------------------|---|---|------------|----------|---------------------------------------|-------------------------------------|
| <b>Corporate Priority:</b> ALL |   |   |            |          |                                       |                                     |
| Ref. No.                       | Actions / Outputs   | Reference any additional resources needed | Start Date | End Date | Lead Officer                          | Impact of not completing the action |
| PG 23.1                        | <b>Support the Council's emergency response - HR</b><br>Continue to provide vital HR advice, support and guidance to managers and staff on a range of employment topics associated with the emergency situation, including remote working, safety of front line workers, sick leave, self-isolation, caring for dependants, bereavement and wellbeing | Within existing budgets                   | 01/04/21   | 31/12/21 | Human Resources Manager               |                                     |
| PG 23.2                        | <b>Support the Council's Emergency Response - Communications and Engagement</b><br>Coordinate internal and external communications and engagement activity, both at the Waverley level but also as part of the coordinated communications and engagement effort across Surrey and the UK.   | Within existing budgets                   | 02/04/21   | 31/12/21 | Communications and Engagement Manager |                                     |
| PG 23.3                        | <b>Support the Council's Emergency Response - Legal</b><br>Support the Council to deal effectively with a range of legal and contractual challenges arising as a direct result of covid restrictions.   | Within existing budgets                   | 03/04/21   | 31/12/21 | Borough Solicitor                     |                                     |

|                       |   |                                |                 |                 |                                    |  |
|-----------------------|---|--------------------------------|-----------------|-----------------|------------------------------------|--|
| <p><b>PG 23.4</b></p> | <p><b>Support the Council's Emergency Response - Democratic Services</b><br/> Work in partnership with IT colleagues to support the transition, on a temporary basis, to remote committee meetings by Zoom. Keep those arrangements under review. Plan for a transition to hybrid digital-in person meetings at the appropriate time.</p> | <p>Within existing budgets</p> | <p>04/04/21</p> | <p>31/12/21</p> | <p>Democratic Services Manager</p> |  |
| <p><b>PG 23.5</b></p> | <p><b>Support the Council's Emergency Response - Electoral Services</b><br/> Plan for safe, democratic and effective elections in May 2021, taking account of the potential impact of Coronavirus at that time. Plan for a safe and effective annual canvass process.</p>   | <p>Within existing budgets</p> | <p>05/04/21</p> | <p>31/05/21</p> | <p>Electoral Services Manager</p>  |  |

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**WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE**

**30 MARCH 2021**

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**Title:**

**Additional Restrictions Grant – Covid business support proposals 2021-22**

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**Portfolio Holder: Cllr Liz Townsend, Portfolio Holder for Economic Development**

**Head of Service: Zac Ellwood, Head of Planning and Economic Development**

**Key decision: Yes**

**Access: Open**

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**Purpose and summary**

1. The Government has distributed billions of pounds of support to businesses during the pandemic through local authorities. Waverley paid over £22m of covid-support business grants to businesses in the Borough between April and October 2020. Since the November 2020 lockdown and subsequent statutory restrictions, Waverley has operated a further six separate business support schemes allocating government funding. One of the schemes is the Additional Restrictions Grant (ARG) which covers the period November 2020 to March 2022 and is targeted mainly at businesses that don't meet the criteria for the other specific support packages. The government guidance enables local authorities to allocate part of this funding towards wider business support measures to help its business community recover. Waverley received an initial £2.5m of funding and was required by government to set a discretionary grants scheme and decide how much money to allocate to wider business support.
2. This report sets out the proposed allocation from the first tranche of funding for wider business support measures and the main target areas for this funding. The report seeks Executive's approval to these proposals and agreement to a delegation to make specific allocations and payments within this framework so that funding can be quickly allocated as Waverley's business community rebuilds during 2021.

**Recommendation**

It is recommended that the Executive:

1. Approve the allocation of £0.5m from the ARG first tranche of £2.5 received to wider business support measures with the balance and subsequent tranches being allocated to direct business grants alongside other grant schemes.
2. Approve the proposed four priority areas for strategic business support and the indicative initial spending plan set out in Annexe 1.

3. Delegate to the Strategic Director in consultation with the portfolio holders for finance and economic development, the spending of the wider support funding on specific business support projects and initiatives during 2021/22, having regard to the plan set out at Annexe 1.
4. Request officers to monitor activity and spending and report to councillors as part of the quarterly performance reports to Overview and Scrutiny Committee and the Executive and to review the agreed proposals in six months, seeking approval if material changes are required.

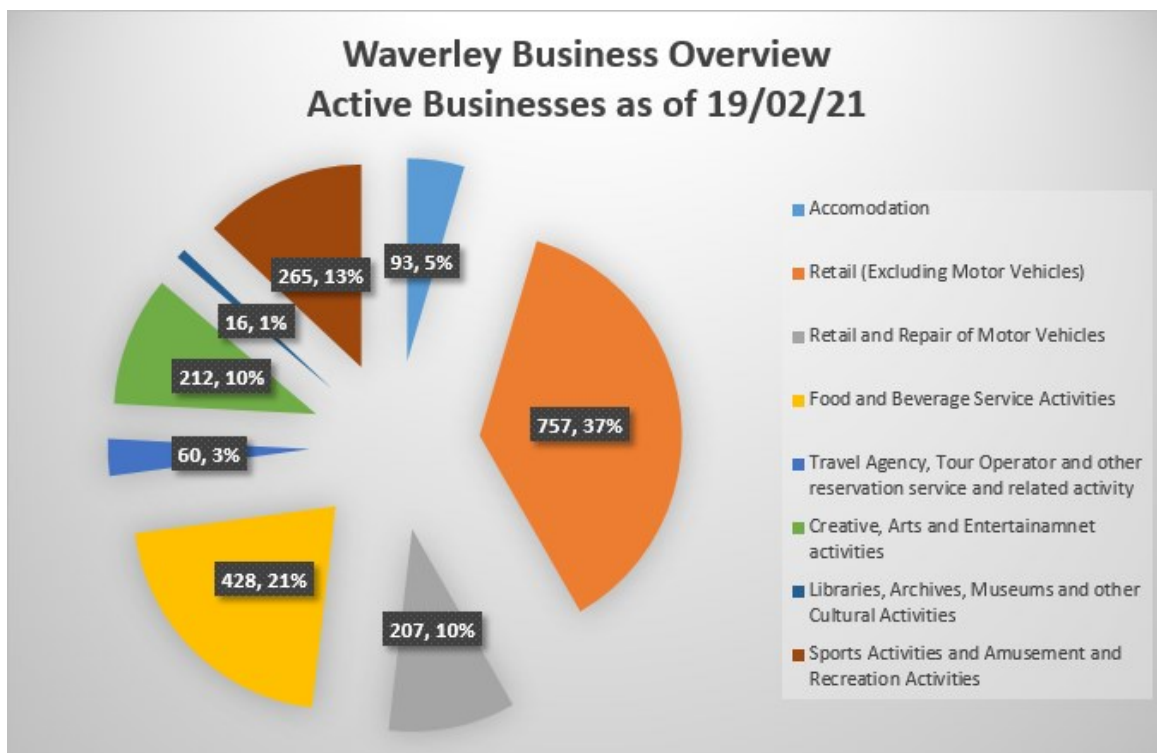
### Reason for the recommendation

3. The impact on the economy on certain sectors has been considerable and this money enables Waverley Borough Council to work in a more strategic ways to assist recovery and long term support to local businesses and employment. The delegation requested will enable speedy utilisation of these vital government funds to support businesses where it is most needed. These proposals are in addition to the significant package of grants being awarded by Waverley through the government’s various covid support schemes.

### Background and detailed proposals

4. With Covid-19, the borough’s largest sectors of employment retail, tourism and hospitality were shut almost overnight (figure 1), which led to vulnerabilities in the economy (Economic development covid action plan 2020-21). They, with other sectors such as the arts, have since experienced two further lockdowns which have increased the challenge on their business viability, further details set out in annexe 2.

Figure 1 - Number of businesses in Waverley in most hard hit sectors.





5. Waverley businesses impacted by the pandemic have been awarded over £30 million in business support grants during this period, including payments totalling £1.4m from Waverley's initial allocation of £2.5m Additional Restrictions Grant. In addition to direct grants, local authorities may use ARG funding in any way that provides business support, so long as businesses themselves are the beneficiaries of funding. Each local authority can determine its own level of funding for this purpose. It is proposed that Waverley sets aside 20% (£500k) of the first tranche ARG funding for wider business support measures in the Borough.
6. The government has outlined in detailed guidance and FAQs how these monies can be allocated and make specific reference to the following:
  - LAs can use the wider business support to help those affected by the pandemic
  - LAs may use ARG funding in any way that provides business support, so long as the businesses are the beneficiaries of the funding
  - LAs can provide funding to support new start ups
  - ARG can be used to employ new staff provided that they are employed for the sole purpose of providing outward facing business support/development projects as part of the delivery of the ARG
  - ARG can be spent on advice and guidance for businesses, skills training to support their ability to trade in changed circumstances etc.
  - LAs must follow their own procurement rules
  - This grant is to be spent by March 2022.
7. This is an important opportunity to directly support local businesses and boost local economic recovery - with the support and resources needed to have impact and this report suggests the spending of the allocated monies.

### **Proposed priority areas for business support**

8. Economic prosperity is impacted by many factors, many beyond the reach of the local authority. Economic development business support can offer some value to the business community. Based on business research and intelligence, the economic development covid action plan 2020-21, economic strategy 2018-32 and partners we would suggest the following interventions to reach as many businesses as possible. Aiming to reach at least 50% in each sector.
9. These initial activities have been cost benefit assessed as much as possible. Future business intelligence may suggest new projects and activities to support identified key priority areas.
  - Targeted support for key sectors – Retail/ tourism- visitor economy/ hospitality/ leisure/ events
  - Business diversification and start up
  - Digital connectivity
  - Business intelligence
10. More detail is included in Annexe 1 including a range of proposed specific initiatives that have been identified through discussion with the business community. Indicative costings are also shown for information.

11. These activities will be reviewed in six months, once key sectors of the economy have reopened and problem areas, and opportunities, further identified. This plan needs to be fluid and flexible so that Waverley can respond to the changing demands during the recovery period and can target support to the 'cliff-edges' when other government support eg furlough, tapers down and eventually withdrawn.

### **Relationship to the Corporate Strategy and Service Plan**

WBC Corporate Plan 2020-25. Strategic priority to supporting a strong, resilient local economy

Service Plan Planning and Economic Development 2021-24 - SP21/22 P21. Successful delivery of strategic priorities through expenditure of corporately- apportioned Additional Restrictions Grant (ARG) funding

### **Implications of decision**

#### **Resource (Finance, procurement, staffing, IT)**

The wider business support proposals in this report will be funded entirely from government grant. Provided that it is spent in accordance with government guidance, it will not be subject to a clawback.

#### **Risk management**

Review of activities at six months point to realign funding support activities once local economy reopened fully, with new gaps and opportunities.

#### **Legal**

"Waverley must allocate the Additional Restrictions Grant (ARG) in accordance with the "Additional Restrictions Grant - Guidance for Local Authorities (updated 4 March 2021)" issued by the Department for Business, Energy and Industrial Strategy. National and local Covid restrictions are legally binding restrictions imposed where the Secretary of State for Health and Social Care requires the closure of businesses under regulations made using powers in Part 2A of the Public Health (Control of Diseases) Act 1984. Local authorities are responsible for delivering the ARG funding, along with monitoring and reporting. Local authorities are also responsible for ensuring appropriate measures are put in place to mitigate against the risk of fraud and payments in error."

#### **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.

Thorough efforts to be made to communicate support available to women and BAME businesses.

#### **Climate emergency declaration**

Co-ordination with the climate emergency strategy via business diversification advice support.

### **Consultation and engagement**

Online business survey, business task group, annual business meeting attendees, town and parish clerks.

### **Other options considered**

Identify different priorities, return the monies or distribute a greater proportion to business in direct grants.

### **Governance journey**

Executive

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### **Background Papers**

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

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### **CONTACT OFFICER:**

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Position: Economic Development Manager

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Agreed and signed off by:

Legal Services: date

Head of Finance: date

Strategic Director: date

Portfolio Holder: date

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## Additional Restriction Grant (ARG) business support proposals 2021-22

### 1. Targeted support for key sectors

| Retail/ hospitality/ town centre  |   |  |                                   |
|---|---|--|-----------------------------------|
| As the town centres reopen fully gaps and opportunities will lead to further projects.                                |   |  |                                   |
| Project   | Indicative Cost   | Benefit and impact   | Action plan priority/ time period |
| Creation of e commerce platform to support independent stores.<br><br>Click It Local Extended by six months/ one year | £15,000 for six months<br><br>£30,000 for one year.<br><br>£5,000 | £7,500 spend in first six months Dec-Feb resulted in <ul style="list-style-type: none"> <li>• 36 stores online. Target exceed 45 by April 21.</li> <li>• £12,000 revenue generated to date.</li> <li>• Average spend £42 (high)</li> </ul> £4,500 advertising spend.<br>Marketing to increase customers to increase orders and businesses to increase offer. | 9<br><br>Qtr 2-4                  |
| Empty shop front improvements – vinyl covering for a few key stores   | £ 8,000 (4x high street areas)                                    | <ul style="list-style-type: none"> <li>• Decrease perception of decline in high streets</li> <li>• Partnership working with town/ parish councils/ chambers</li> <li>• Difficult to quantify</li> </ul>  | Qtr 1                             |
| Support of Business Improvement Districts (BIDs) in four town/ village centres  | £35,000 for civica software required and ballot costs             | <ul style="list-style-type: none"> <li>• WBC has invested £15,000 feasibility study 2019.</li> <li>• Support from chambers and business community.</li> <li>• Will bring in private sector investment in the public realm.</li> <li>• Suggested additional income generated for high streets identified.</li> </ul>  | Qtr 3/4                           |
| Joint procurement project support to reduce costs   | Tbc   | Help decrease baseline costs (waste, electricity, printing) for cross section businesses on our high streets via joint procurement, making areas more attractive for businesses to remain or move into.  | Qtr 1/2                           |
| Retail/ town centre revival activities, once town centres reopen fully.   | £60,000   | <ul style="list-style-type: none"> <li>• Co-ordinated events/ activities/ town centre business support to aid returning to our towns and increase managed footfall to high street centres.</li> <li>• Support 500 businesses.</li> </ul>   | Qtr 2/3/4                         |

|   |         |  |         |
|---|---------|--|---------|
|   |         | <ul style="list-style-type: none"> <li>• Audit each town centre offer.</li> <li>• Promotion of the support available.</li> </ul>   |         |
| <b>Tourism/ visitor economy/ events</b>   |         |  |         |
| <u>Destination marketing</u> to support visitor economy with Visit England, Tourism South East/ Visit Surrey. Raise awareness of Waverley as a place to visit. Includes iconic photography of Waverley, promotional video, membership of Visit Surrey and research on the value of the sector and impact of campaign. | £25,000 | <ul style="list-style-type: none"> <li>• Support 5,000 jobs</li> <li>• Support hospitality industry</li> <li>• Support inward investment in hotels/ leisure</li> <li>• ROI</li> <li>• Develop brand and imagery for Waverley to attract domestic tourism</li> <li>• Support business tourism and local venues</li> </ul> | Qtr 1-4 |
| Selling hybrid meeting event training to support larger venues.<br><br>Webinars on hybrid events/ sales for businesses.   | £1000   | <ul style="list-style-type: none"> <li>• 10 x venue businesses</li> <li>• Support 250 jobs</li> <br/> <li>• Open to all venues and corporate businesses.</li> </ul>  | Qtr 1   |
| <b>Leisure</b>  |         |  |         |
| Marketing of leisure sector.  | £15,000 | <ul style="list-style-type: none"> <li>• High profile open days in summer to increase membership and business revenue.</li> <li>• Raise awareness to the older population, grey pound.</li> <li>• Support local employment (2500, 2018-19).</li> <li>• Support a venue/ health and wellbeing working group.</li> </ul>   | Qtr 2/3 |
| Other projects and initiatives to be identified in conjunction with the business community - £TBC   |         |  |         |

## 2. Business diversification and start up

With several sectors such as events and aviation closed for 12 months, these businesses and employees need guidance and support to pivot and realign their business, or start a new business. We can also support businesses by creating clusters of expertise. ie. Green/ craft/ gaming.

| Project   | Indicative Cost                 | Benefits and impact   | Action plan priority/ timings     |
|---|---------------------------------|---|-----------------------------------|
| <p>One to one sector specific advice targeting green growth and developing peer to peer networks.</p> <p>Training not previously offered by the service.<br/>Clockwork-Digital marketing training x15 businesses</p>  | <p>£15,000</p> <p>£4,500</p>    | <p>Interventions by Business South and EM3 LEP.<br/>20 businesses reached.</p> <p>Creating an exclusive environment to learn, connect and share.<br/>We know group participants find great value in Action Groups.</p> <p>Feedback received:<br/>100% would recommend the training</p> <p>Impact:</p> <ul style="list-style-type: none"> <li>- <i>more customers in shop and online purchases.</i></li> <li>- <i>more interaction on social media, more enquiries</i></li> </ul>  | <p>Qtr 1-4</p> <p>8<br/>Qtr 1</p> |
| <p>Support a new Rocketdesk hub, a gaming hub in Godalming.<br/>An expansion from Guildford.</p>  | <p>£30,000 start up support</p> | <p>In Guildford with £50,000 investment:-<br/>Rocketdesk's current facility on the Surrey Research Park has a capacity of 50 desks. Founded in 2016, supported 225 individual professionals and lead to the formation of 117 new companies. Companies based within Rocketdesk have raised £6M in investment capital over the last 18 months.</p> <p>Based on 25 desks:-</p> <ul style="list-style-type: none"> <li>• 100 jobs to Godalming.</li> <li>• 30 new companies to Godalming</li> <li>• Establish gaming cluster</li> </ul> | <p>Qtr 2+</p>                     |
| <p>Support/ develop film sector.</p> <ul style="list-style-type: none"> <li>- supply chain promotion</li> <li>- work with Creative England</li> <li>- work with UCA /students</li> <li>- Create website portal and database of venues and skills</li> </ul> | <p>£25,000</p>                  | <ul style="list-style-type: none"> <li>• Increase value of filming to local economy by £1 million.</li> <li>• Value £20,000 per day advertising/ tv.</li> <li>• £40,000 feature films plus job security and film tourism potential</li> </ul>   | <p>Qtr 2+</p>                     |

|   |         |   |         |
|---|---------|---|---------|
| Marketing and PR of business support advice. On and off line. Communications strategy.            | £15,000 | <ul style="list-style-type: none"> <li>• Increase reach of communication to 95% of target businesses.</li> <li>• Develop engagement with website and resources.</li> <li>• Imagery of business owner diversity to support and attract range of customers and new business.</li> <li>• Increase value of existing Enterprise Business First contract.</li> </ul> | Qtr 1-4 |
| Other projects and initiatives to be identified in conjunction with the business community - £TBC |         |   |         |

### 3. Digital Connectivity

| Project  | Indicative Cost | Benefits and impact  | Action plan priority/ timings      |
|--|-----------------|--|------------------------------------|
| <p>Opportunity using EM3 fibre spine Basingstoke to Guildford. Fibre spine spurs feasibility studies - Farnham and Cranleigh.</p> <p>To inform business case plans for construction (late summer 2021).</p> <p>(Route of spine covers Godalming and Elstead. Haslemere too distant from main spine.)</p> | £40,000         | <ul style="list-style-type: none"> <li>• Significant productivity enhancements</li> <li>• Innovate new business models and open new market opportunities</li> <li>• Encourage new business start-ups and existing business relocations</li> <li>• Create a specialist economic and employment eco-system of feeder businesses</li> <li>• Develop skills to drive higher employment opportunities</li> <li>• New working practises</li> <li>• Teleworking stimulus in rural and urban environments</li> <li>• Increase the value of existing and new housing stock</li> <li>• Delivers “digital by default’ objectives of government</li> <li>• Sustain communities by providing rural SMEs and SOHO workers with reliable access to high capacity and low latency cloud-based application services</li> <li>• Provide a scalable backhaul network capacity to de-risk and improve the ROI models of all 4G and 5G MNO lead or government funded 4G, 5G and IoT enhancements</li> <li>• Smart city and smart home initiatives and secondary benefits in reducing emissions by smart management, smart transport systems and smart energy</li> </ul> | <p>Qtr 1</p> <p>End April 2021</p> |



|   |  |   |  |
|---|--|---|--|
|   |  | <ul style="list-style-type: none"> <li>• Increase manufacturing productivity through Industry 4.0 and IoT</li> <li>• Tele-healthcare</li> <li>• Environmental benefits</li> <li>• Social inclusion by addressing the digital divide.</li> </ul> |  |
| Other projects and initiatives to be identified in conjunction with the business community - £TBC |  |   |  |

#### 4. Business intelligence

| Project   | Indicative Cost | Benefits and impact   | Action plan priority/ timings |
|---|-----------------|---|-------------------------------|
| Monthly Business Intelligence Reports using local business analysis, regional and national comparisons. | £12,000         | <p>1. Benefits of Monthly Business Intelligence Reports</p> <p>Clarity on the following issues.</p> <ul style="list-style-type: none"> <li>• How Waverley Borough Council can best support the creation, survival and growth of its businesses and workforce.</li> <li>• The interventions that will best deliver this support</li> <li>• How the available resources and expertise should be focused and prioritised.</li> <li>• The case can be made to for proposed resource expenditure.</li> </ul> <p>What Business Intelligence Delivered</p> <ol style="list-style-type: none"> <li>a. Bulletins on new initiatives approaches and schemes to addressing major challenges such as carbon reduction and changing work patterns.</li> <li>b. Interpretation of how new approaches adopted could benefit Waverley's businesses.</li> <li>c. In-depth analysis of the businesses making up Waverley's key sectors, highlighting key characteristics, trends and comparative performance.</li> <li>d. Intelligence on the types of interventions likely to have the highest impact on Waverley's businesses.</li> </ol> | <p>6/7</p> <p>Qtr 1-4</p>     |
| Other projects and initiatives to be identified in conjunction with the business community - £TBC       |                 |   |                               |



## Impact Evidence and Business Intelligence Findings

- [ONS report on the impact on tourism sector](#). This sector indicates 11% employment in Waverley.
- The Tourism Alliance also indicates that tourism comprises of six of the 10 worst impacted sectors of the UK economy. A Tourism Recovery Plan is being developed by the Department for Digital Culture Media and Sport (DCMS) and is expected to include a review of Destination Management Organisations.
- <https://www.ons.gov.uk/economy/grossdomesticproductgdp/articles/coronavirusandtheimpactonoutputintheuconomy/november2020>
- **Wholesale and retail trade** Retail fell by 3.8% during November 2020 (see [Retail sales, Great Britain: November 2020](#)), with output 2.8% above February 2020 levels for the industry.
- **Accommodation and food and beverage services** - This sector decreased by 44.0% in November 2020 following a fall of 13.8% in October. This resulted in output in the latest month being 63.6% weaker than the February 2020 level.
- <https://www.bbc.co.uk/news/business-55625246>
- **Retailers suffered their worst annual sales performance on record in 2020, driven by slump in demand for fashion and homeware products, figures show.**
- While food sales growth rose 5.4% on 2019, non-food fell about 5%, the British Retail Consortium (BRC) said. It meant an overall fall of 0.3% in a year dominated by the Covid-19 impact, the worst annual change since the BRC began collating the figures in 1995
- <https://www.local.gov.uk/impact-covid-19-culture-leisure-tourism-and-sport>
- <https://www.pwc.co.uk/services/economics/insights/uk-economic-update-covid-19.html>

**Business intelligence findings:**

## Survey findings 2021

## Hospitality – most respondents requested:

- Access to finance
- Free training
- Safe return to work advice

## Retail – most respondents requested:

- Tackle empty shops
- Free training
- Access to finance

## Venues, hotels and accommodation – most respondents requested

- Access to finance

## Arts, entertainment &amp; events – most respondents requested:

- Free training
- Free business advice
- Networking
- Mentoring

## Leisure – respondents requested:

- Continued rate relief
- Business diversification advice

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