

To: All Members of the EXECUTIVE

When calling please ask for:

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Calls may be recorded for training or monitoring

Date: 11 June 2021

Membership of the Executive

Cllr Paul Follows (Chairman)
Cllr Peter Clark (Vice Chairman)
Cllr Andy MacLeod
Cllr Penny Marriott
Cllr Mark Merryweather

Cllr Kika Mirylees
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, 22 JUNE 2021

TIME: 6.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Please note that due to current Covid restrictions, seating in the public gallery is extremely limited. The meeting can be viewed remotely via Waverley Borough Council's [YouTube channel](#) or by visiting www.waverley.gov.uk/webcast .

NOTES FOR MEMBERS

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

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

[Questions will be taken in the order in which questioners register with the Democratic Services Officer on committees@waverley.gov.uk by midday on Tuesday 22 June, to be sent details of how to join via zoom. When read out, each question must be concluded within 2 minutes. In the event that it is not possible to give a verbal response, a written response will be provided following the meeting.]

AGENDA

1. **MINUTES** (Pages 7 - 20)

To confirm the Minutes of the Meetings held on 30 March and 6 April 2021.

2. **APOLOGIES FOR ABSENCE**

To receive apologies for absence.

3. **DECLARATIONS OF INTERESTS**

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

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

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

The deadline for receipt of questions is 5pm on Tuesday 15 June 2021.

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

The Chairman to respond to any questions received from Members in accordance with Procedure Rule 11.

6. LEADER'S AND PORTFOLIO HOLDERS' UPDATES

7. MENTAL HEALTH REPORT FROM COMMUNITY WELLBEING O&S COMMITTEE (Pages 21 - 36)

[Portfolio Holder: Councillor Kika Mirylees]

It is recommended that the Executive:

- a. Note the report and the need to raise awareness through all sections of the community of the mental health support and advice networks that are available to Waverley staff and residents.
- b. adopt the Suicide Prevention Plan as set out at Annexe 2 to the Community Wellbeing O&S Committee Mental Health report attached at Annexe 1 to this report.

8. INTERIM REPORT OF THE SERVICE LEVEL AGREEMENT WORKING GROUP

[Portfolio Holder: Councillor Kika Mirylees]

Report to follow.

9. LGBCE BOUNDARY REVIEW - WARDING PATTERN SUBMISSION (Pages 37 - 50)

[Wards Affected: All Wards]

That the Executive recommends to Full Council that Waverley makes a submission on future warding patterns to the Local Government Boundary Commission for England comprising Option 2 on Annexe 1 and illustrated in Annexe 2; plus the qualitative comments on warding issues as set out in Annexe 3.

10. OPTIONS FOR COLLABORATION WITH GUILDFORD BOROUGH COUNCIL (Pages 51 - 94)

[Portfolio Holder: Councillor Paul Follows]

Leader of the Council]
[Wards Affected: All Wards]

2.1 It is recommended that the Executive consider this report and the attached Annexes and, on the strength of the LGA report and the risk appraisal:

- Recommend to Council one or more of the options in paragraph 4.10, or
- Recommend to Council an alternative option, or
- Agree to cease this collaboration project at this time.

2.2 In the case of the third possibility, a recommendation will not be required to Council.

11. TAKE THE JUMP (Pages 95 - 100)

[Portfolio Holder: Councillor Steve Williams]

That the Executive **supports** the 'Take the Jump' campaign

3.2 That Waverley residents be **encouraged** to 'take the jump'

3.3 That organisations within the public, private and voluntary sectors operating in Waverley be **encouraged** to roll out the "Take the Jump" seminar to employees/ members

3.4 That events be organised in Waverley to **encourage** people to promote the National 'take the jump' launch in June.

3.5 That a 'Take the Jump' **awareness-raising** campaign be organised to inform Waverley staff members and councillors, who will be invited to try making at least one shift in the way that they eat, travel and shop.

12. CAPITAL PROJECTS (Pages 101 - 106)

[Portfolio Holder: Councillor Mark Merryweather]

It is recommended that the Executive approves the discretionary projects and their proposed funding for the 2021/22 Capital Programme as listed in Annexe 1.

13. CHANGE PROPOSALS TO THE CORPORATE PERFORMANCE INDICATORS SET FOR 2021/2022 (Pages 107 - 164)

[Portfolio Holder: Councillor Paul Follows]

It is recommended that the Executive having considered the comments and recommendations from the Overview and Scrutiny Committees, approves the changes to the set of performance indicators (PIs) as set out in the table in the report, starting from 1 April 2021.

14. 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.

15. PROPERTY MATTER (Pages 165 - 208)

[Portfolio Holder: Councillor Mark Merryweather; Councillor Liz Townsend]

[Wards Affected: Alfold Cranleigh Rural and Ellens Green]

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

16. ANY OTHER ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider matters (if any) relating to aspects of any reports on this agenda which, it is felt, may need to be considered in Exempt session.

**For further information or assistance, please telephone
Louise Fleming, Democratic Services & Business Support Team
Manager, on 01483 523517 or by email at
louise.fleming@waverley.gov.uk**

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE - 30 MARCH 2021

SUBMITTED TO THE COUNCIL MEETING – 20 APRIL 2021

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

Present

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

Also Present

Councillor Carole Cockburn, Councillor John Gray, Councillor Joan Heagin and Councillor David Beaman

EXE 83/20 MINUTES (Agenda item 2)

The Minutes of the Meeting held on 2 March 2021 were confirmed as a correct record of the meeting.

EXE 84/20 DECLARATIONS OF INTERESTS (Agenda item 3)

The Leader declared a non-pecuniary interest in relation to agenda item 12, the Electric Vehicle Strategy, as he owned an EV car. He abstained from the vote.

EXE 85/20 QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 4)

The Executive received the following question in accordance with Procedure Rule 10:

(i) From Charles Collins, Savills:

“Given the closure of the LPP2 public consultation 2 months ago and the Local Development Scheme indicating adoption of LPP2 by January/ February 2022, what deadline has been set to submit LPP2 to the Planning Inspectorate for Examination? Are you able to advise what committee stages are required in advance?”

Response from Cllr Andy MacLeod, Portfolio Holder for Planning Policy:

“The Council has received over 1100 comments as a result of the public consultation which have raised a number of different issues. These are currently being considered. The Council will submit the Local Plan for its examination as soon as this has been done with the intention that the Plan will still be adopted early in 2022. However, if this requires a

change to the timetable we will set this out in an updated Local Development Scheme that will be published. The decision to submit the Local Plan for its examination is a decision of the full Council following the recommendation of the Council's Executive."

EXE 86/20 QUESTIONS FROM MEMBERS OF THE COUNCIL (Agenda item 5)

There were no questions from Members.

EXE 87/20 LEADER'S AND PORTFOLIO HOLDERS' UPDATES (Agenda item 6)

The Leader and Portfolio Holders gave brief updates on current issues not reported elsewhere on the agenda:

- The government had declined to extend the regulations enabling remote meetings to take place, therefore after 7 May councillors would need to attend meetings in person, in the Council Chamber. There were concerns over the potential health risks for councillors and officers, and therefore the Annual Council was being brought forward to 27 April, and as much business as possible was being directed to the scheduled Council meeting on 20 April.
- The government was running a consultation on the future of the New Homes Bonus, and the council would be submitting a response which would highlight the shortcomings in the underlying assumptions of the proposals.
- A Transport Projects Officer had been recruited to the Sustainability Team to help develop the council's work on reducing carbon emissions and promoting active and sustainable travel.
- The Chairman of Waverley's Tenants Panel, Terry Daubney, had joined the National Housing Ombudsman's Resident Panel, so Waverley now had two representatives on that panel. They would also be part of Waverley's new housing complaints group.
- The Tenants Panel had held an on-line open meeting, with more than 30 tenants attending, who gave constructive and some critical feedback to officers. The Head of Housing Operations had prepared a leaflet which would be sent to all tenants concerning the repairs and maintenance service. The Housing Team and contractors took the complaints very seriously and were working hard to meeting tenants' expectations of service.
- The Brightwells Yard development in Farnham remained on track to open in September, with M&S possibly opening a little earlier. A very positive meeting had been held with Reel about the plans for the cinema which was due to open in December. Crest were changing the energy system for the flats from gas boilers to electric, and would be installing solar panels on the roofs. Crest had started marketing the flats and selling off plan.
- The consultation on the proposed Public Space Protection Order would close on Friday. There had been positive feedback so far, although there was some debate around the exact wording. Any further comments would be welcomed.
- Leisure Centres were on track to re-open on 12 April, subject to final confirmation from the government on 5 April. Outdoor pitches were open at The Edge and the Leisure Team had put together a full programme of activities for the Easter break, both online and the outdoors. Final arrangements were in place for the launch of the Godalming Park Run at Broadwater Park.

- Careline continued to provide invaluable peace of mind to residents and their families. There were 1,660 clients in Waverley and in January 2021, 2,260 calls were received with an ambulance despatched on 45 occasions as a result. In February, 1,910 calls were received, of which 49 required ambulance assistance.
- Threats to cyber-security continued to be a challenge for organisations, and the council was very serious about its responsibilities to protect IT systems and residents' data.

PART I - RECOMMENDATIONS TO THE COUNCIL

Background Papers

Unless specified under an individual item, there are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to the reports in Part I of these minutes.

EXE 88/20 **COUNCIL TAX EXEMPTION FOR YOUNG PEOPLE LEAVING CARE** (Agenda item 7)

- 88.1 Cllr Merryweather presented the proposal for Waverley to introduce a new Council Tax exemption category for young people leaving the care of the local authority, after being in care for a period of 13 weeks or more spanning their 16th birthday. Waverley was keen to work jointly with Surrey Council to support care leavers living independently for the first time. One of the ways in which the council could help support our Surrey Care Leavers as Corporate Parents as set out in the Children and Social Work Act 2017 was to exempt all Care Leavers from their Council Tax responsibilities.
- 88.2 The Executive RESOLVED to RECOMMEND to Council the creation of a new Council Tax exemption for Care Leavers to be applied until the age of 25.

PART II - MATTERS OF REPORT

The background papers relating to the following items are as set out in the reports included in the original agenda papers.

EXE 89/20 **INSURANCE COLLABORATION** (Agenda item 8)

- 89.1 Cllr Merryweather introduced the proposal for Waverley to enter into an insurance collaboration led by the 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). This proposal would 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.
- 89.2 Cllr Joan Heagin expressed her reservations about the proposed arrangement, but recognised that there were also benefits for the council,

and she urged the council to be an active partner in the collaboration to ensure that benefits and risks were fully understood. Members noted that three other Surrey districts that had been in the arrangement for some time had provided positive feedback on their experience.

- 89.3 The Executive RESOLVED to approve the collaborative agreement to join the integrated insurance service led by London Borough of Sutton.

EXE 90/20 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 (Agenda item 9)

- 90.1 Cllr Palmer introduced the request for a supplementary estimate, to fund the council's Rule 6 representation at the planning appeal lodged by UKOG (234) Ltd.
- 90.2 Cllr John Gray thanked the Executive for their continued support for local residents, businesses, and the parish councils in opposing plans by UKOG to carry out exploratory drilling activity in the Dunsfold area. Being a Rule 6 party at the appeal would allow the council to strengthen its support to Surrey County Council in defending the refusal of the planning application, and achieve a positive outcome.
- 90.3 Executive Members emphasised the importance of Waverley continuing its community leadership role on this issue, which had commenced with the Listening Panel held in the summer of 2019 and sustained through two Surrey County Council planning committee meetings.
- 90.4 The Executive RESOLVED to approve a supplementary estimate for £30,000 to meet the fees of the external consultants, to be met from the revenue reserve fund.

EXE 91/20 REVIEW OF REFUSE AND RECYCLING BIN PROVISION (Agenda item 10)

- 90.1 Cllr Williams introduced the proposal that revised the bin provision policy, following a review of the current policy on domestic waste bin provision and the environmental and budget implications thereof. The report proposed a new policy and charging mechanism for all bins and waste and recycling containers. In addition, there was 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 included 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.
- 90.2 Members emphasised the importance of communications to support changing residents' behaviour, and recognised the financial pressures on the council that prevented refuse and recycling bins being provided free of charge.

- 90.3 The Executive RESOLVED that:
1. To approve the revised bin provision policy as set out in paragraph 8 of the agenda report.
 2. 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. 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. 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.

EXE 92/20 PROPERTY MATTER - PLOT 5 WHEELER STREET NURSERIES, WITLEY GU5 8QP: GRANT OF NEW LEASE FOR TWO GARAGES TO LANDSPEED HOMES LIMITED (Agenda item 11)

92.1 Cllr Merryweather introduced the proposal to grant two leases of one garage each at Plot 5 Wheeler Street Nurseries, Witley from the council to Landspeed Homes Limited. This would simplify the freehold and leasehold arrangements between the council and Landspeed in relation to a block of garages benefiting affordable housing provided by the council and Landspeed.

- 92.2 The Executive RESOLVED to:
- approve grant of two garage leases to Landspeed Homes Ltd; and
 - Delegate authority to officers to finalise the heads of terms and complete the necessary legal documents with the prospective tenant with detailed terms and conditions to be agreed by the Strategic Director, in consultation with the relevant Portfolio Holder(s).

EXE 93/20 ELECTRIC VEHICLE STRATEGY (Agenda item 12)

93.1 Cllr Williams introduced the Electric Vehicle Strategy in the context of the climate emergency, the council's climate emergency declaration, and the need to reduce carbon emissions across Waverley, aiming for a net zero carbon target by 2030. Half of carbon emissions were due to petrol and diesel vehicles, so promoting a dramatic modal shift in methods of transport was imperative including enabling take-up of electric vehicles by expanding the network of electric vehicle charging points in order to anticipate and shape demand.

93.2 Cllr Cockburn, whilst recognising the importance of the climate emergency, was concerned about the council assuming responsibility for providing electric vehicle charging points. She was particularly concerned about the visual impact of electric charging stations being installed in car parks within the Farnham Conservation Area, and the policy being developed without talking to the local town and parish councils.

93.3 Executive Members endorsed the policy, and confirmed that town councils had been engaged in developing the proposals. It was noted however, that electric vehicles did have environmental challenges in relation to the manufacture and disposal of batteries, and the generation of electricity.

93.4 The Executive RESOLVED to adopt the Electric Vehicle Strategy.

EXE 94/20 SERVICE PLANS 2021-2024 (Agenda item 13)

94.1 The Leader introduced the three-year rolling Service Plans for April 2021 to March 2024 for approval. The Service Plans had 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).

94.2 The Executive RESOLVED that the Service Plans 2021-2024 be approved.

EXE 95/20 ADDITIONAL RESTRICTIONS GRANT - COVID BUSINESS SUPPORT PROPOSALS 2021-22 (Agenda item 14)

95.1 Cllr Townsend introduced proposals to allocate funds from the Additional Restrictions Grant (ARG) for wider business support activities. The Government had distributed billions of pounds of support to businesses during the pandemic through local authorities. Waverley had paid over £22m of Covid support business grants to businesses in the Borough between April and October 2020.

95.2 Since the November 2020 lockdown and subsequent statutory restrictions, Waverley had operated a further six separate business support schemes allocating government funding. One of the schemes was the Additional Restrictions Grant (ARG) which covered the period November 2020 to March 2022 and was targeted mainly at businesses that did not meet the criteria for the other specific support packages. The government guidance enabled local authorities to allocate part of this funding towards wider business support measures to help its business community recover. Waverley had 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.

95.3 The proposed allocation of £0.5m from the first tranche of funding for wider business support measures would be targeted at: support for key sectors (Retail/tourism- visitor economy/ hospitality/ leisure/ events); Business diversification and start up; Digital connectivity; and, Business intelligence.

95.4 Executive Members thanked officers in the Finance Team for their work in distributing government grants to businesses at short notice, and managing the different schemes; and the Economic Development Team for their work with Chambers of Commerce and Town Councils supporting local businesses.

95.5 The Executive RESOLVED to:

1. Approve the allocation of £0.5m from the ARG first tranche of £2.5m 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.

The meeting commenced at 6.00 pm and concluded at 7.38 pm

Chairman

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE - 6 APRIL 2021

SUBMITTED TO THE COUNCIL MEETING – 20 APRIL 2021

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

Present

Cllr John Ward (Chairman)	Cllr Mark Merryweather
Cllr Paul Follows (Vice Chairman)	Cllr Nick Palmer
Cllr Peter Clark	Cllr Liz Townsend
Cllr Andy MacLeod	Cllr Steve Williams

Apologies

Cllr Michaela Martin and Cllr Anne-Marie Rosoman

Also Present

Councillor Carole Cockburn, Councillor John Gray, Councillor Peter Isherwood and Councillor Jerry Hyman

EXE 96/20 DECLARATIONS OF INTERESTS (Agenda item 2)

Cllr Paul Follows declared a non-pecuniary interest in relation to Item 6 (Community Infrastructure Levy Bidding Cycle 2020-21) as his partner is a teacher at Rodborough School.

EXE 97/20 QUESTIONS FROM MEMBERS OF THE COUNCIL (Agenda item 3)

There were none.

EXE 98/20 LEADER'S AND PORTFOLIO HOLDERS' UPDATES (Agenda item 4)

98.1 The Leader and Portfolio Holders gave brief updates on current issues not reported elsewhere on the agenda:

- Despite extensive lobbying from local councils, the Local Government Association, County Council Network, District Council Network, and others, the government had declined to extend the regulations allowing council and committee meetings to be held remotely. These regulations would expire on 7 May 2021. Whilst Waverley would be able to accommodate committee meetings in the Council Chamber with appropriate social distancing, it would not be possible to accommodate meetings of the Full Council in the same, Covid-safe way. For this reason, a number of items of business had been brought forward and would be presented to Council at the meeting on 20 April, and the start of the meeting had also been brought forward to 6pm. The Annual meeting of Council had also been brought forward, to 27 April 2021.
- The Brightwells Yard development in Farnham remained on track to open in September, with the cinema opening in December. Crest Nicholson had begun selling apartments off-plan, and would be opening a show home shortly.

- The public consultation on the proposed Public Space Protection Order had now closed, and final proposals would be presented to Full Council later in the month.
- It had been a busy Easter weekend at Frensham Pond, but visitor management arrangements had worked well to enable an enjoyable experience for all.
- Arrangements were ongoing to launch Godalming Park Run at Broadwater Park, in June.

PART I - RECOMMENDATIONS TO THE COUNCIL

Background Papers

Unless specified under an individual item, there are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to the reports in Part I of these minutes.

EXE 99/20 **GOVERNANCE MATTERS** (Agenda item 5)

- 99.1 The Leader introduced the proposed changes to the council's governance arrangements, which were recommended to Council for consideration.
- 99.2 Cllr Hyman spoke in support of the proposal to continue the current arrangements for the planning committees, but was concerned at the lack of detail in the proposals for the remit of the Standards Committee, and the review of the Constitution. Cllr Gray felt more information was needed on the benefits and dis-benefits of the temporary planning committees before deciding to make them permanent. He also would have liked to have the input of the Overview & Scrutiny Coordinating Board on the proposals for reducing the number of scrutiny committees; and more understanding of the outcomes of the Governance Review Working Group.
- 99.3 Cllr Follows outlined the work done by the Governance Review Working Group before its work was interrupted by the pandemic, and reflected on the efficiency and effectiveness of the scrutiny arrangements: they were not aligned with the current corporate strategy or service areas, and placed a significant workload on councillors and officers in attending multiple meetings per cycle.
- 99.4 The Executive RESOLVED to
1. RECOMMEND TO FULL COUNCIL that
 - the temporary WESTERN and EASTERN planning committee arrangements first incorporated into the Constitution on 22 July 2020 by Full Council and extended on 20 October 2020 by Full Council be made permanent (until such time as Full Council resolves to make any further changes to them) with the current Terms of Reference; and

- the Head of Policy and Governance be authorised to make the corresponding revisions to the Constitution with the Chairman of the Standards Committee.

2. RECOMMEND TO FULL COUNCIL that it

- agrees to the principle of moving to a governance structure whereby Waverley Borough Council no longer operates four overview and scrutiny committees but instead operates *two overview and scrutiny committees*, ‘*corporate*’ and ‘*community*’, and a new *Housing Landlord Services Board* whilst retaining the existing constitutional ability to establish informal OS working groups (as set out in section 4.2); and
- asks the Standards Committee to develop and recommend to Full Council for adoption the necessary proposed constitutional amendments to achieve this change, including terms of reference for the new committees.

3. RECOMMEND TO FULL COUNCIL that it

- agrees to the principle of moving to a governance structure whereby Waverley Borough Council expands the remit of the existing Standards Committee to become a ‘*Standards and General Purposes Committee*’ which, as well as dealing with the Standards and Constitutional issues it currently does, would also take responsibility for a range of other functions and pick up issues that arise over the course of time that do not obviously sit elsewhere (as set out in section 4.3); and
- asks the Standards Committee to develop and recommend to Full Council for adoption the necessary proposed constitutional amendments to achieve this change.

4. RECOMMEND TO FULL COUNCIL that it

- agrees to the principle of reintroducing the capacity for *Executive Working Groups* to be constituted in order to shape and drive policy development across a range of portfolio areas (as set out in section 4.4); and
- asks the Standards Committee to develop and recommend to Full Council for adoption the necessary proposed constitutional amendments to achieve this change.

5. RECOMMEND TO FULL COUNCIL that it

- Asks the Standards Committee to carry out a general and comprehensive review of the Constitution to ensure it remains fit for purpose and to bring forward to Full Council any proposed

constitutional amendments arising from its review (as set out in section 4.5).

PART II - MATTERS OF REPORT

The background papers relating to the following items are as set out in the reports included in the original agenda papers.

EXE 100/20 COMMUNITY INFRASTRUCTURE LEVY (CIL) BIDDING CYCLE 2020/2021 (Agenda item 6)

- 100.1 Cllr Nick Palmer, Portfolio Holder for Operational and Enforcement Services, introduced the report setting out the recommendations of the CIL Advisory Board in relation to bids received for funding from CIL receipts. All bids had been assessed by officers to ensure that they met the requirements for CIL, and agreed council criteria for bids. The cross-party CIL Advisory Board had then been carefully evaluated in order to reach the recommendations to the Executive.
- 100.2 As this was Waverley's first CIL bidding cycle, the CIL Advisory Board would be meeting to review the process, and to set the timetable for the next bidding cycle.
- 100.3 Cllr Cockburn spoke as a Farnham Bourne ward councillor to express her disappointment that the bid for funding for the Bourne Pavilion had not been successful, and noted that she felt that the bid had not made clear that the intention had not been to request the full cost of replacing the pavilion, but only sufficient to renew the planning permission and address the disabled access.
100. The Executive RESOLVED to approve the allocation of Strategic CIL funding to the projects set out in the report, subject to the completion of the final relevant checks and the signing of funding agreements, the detail of which is delegated to the Strategic Director in consultation with the Portfolio Holder for Operations and Enforcement Services.

EXE 101/20 PROPERTY MATTER - LEASE OF LAND FOR 1X SUBSTATION WITH ASSOCIATED CABLING AND EASEMENTS, FARNHAM (Agenda item 7)

- 101.1 Cllr Andy MacLeod, Portfolio Holder for Planning Policy and Brightwells, presented the proposal to grant a lease for an additional electricity sub-station at the Brightwells Yard development. This had become necessary following the decision to move away from gas boilers in the residential development. .
- 101.2 The Executive RESOLVED to grant a new lease to Electricity Network Company Ltd and easements for the electricity sub-stations and cabling, on the terms proposed in the (Exempt) Annexe 1.

The meeting commenced at 6.00 pm and concluded at 7.00 pm

Chairman

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

22 JUNE 2021

Title:

**Report from Community Wellbeing O&S Committee on Mental Health in
Waverley**

**Portfolio Holder: Cllr Kika Mirylees, Portfolio Holder for Health, Wellbeing and
Culture
Cllr Anne-Marie Rosoman, Portfolio Holder for Housing and
Community Safety**

Head of Service: Andrew Smith, Head of Housing Delivery & Communities

Key decision: No

Access: Public

1. Purpose and summary

To bring to the attention of the Executive a report that was considered by the Community Wellbeing Overview and Scrutiny Committee regarding the provision of mental health services in the Borough. The report considers the role of the Council as both a provider of services and an employer. It recommends widening the current general mental health awareness training being undertaken by Waverley staff to include awareness of suicide prevention and the adoption of a local suicide prevention plan. This approach reflects the Corporate Strategy objective “supporting the most vulnerable in our communities, particularly those experiencing social isolation, loneliness and poor mental health.”

2. Recommendation

It is recommended that the Executive:

- a. Note the report and the need to raise awareness through all sections of the community of the mental health support and advice networks that are available to Waverley staff and residents.
- b. adopt the Suicide Prevention Plan as set out at Annexe 2 to the Community Wellbeing O&S Committee Mental Health report attached at Annexe 1 to this report.

3. Reason for the recommendations

The recommendations reflect the community leadership role that the Council has in supporting the most vulnerable in our communities in a wider mental

health context as well as supporting the health and wellbeing of staff. Working in partnership with the Public Health team to adopt their recommendations on a local suicide prevention plan also supports another Corporate Strategy aim of working closely with Health and other partnerships “to achieve a more joined up approach for the whole borough to improve the health and wellbeing of all our residents.”

4. Background

- 4.1 In the last eighteen months the subject of mental health has been discussed by both Community Wellbeing and the Housing O&S Committees on a number of occasions in relation to such subjects as the Safer Waverley Partnership, anti-social behaviour, support for Housing tenants and loneliness and isolation particularly relating to older people. As a result of these discussions a report was requested to understand the level of mental health service provision in the Borough, which was anecdotally perceived to be poor, and this was presented and discussed at the Community Wellbeing O&S meeting on 16 March. The report is set out at Annexe 1.
- 4.2 The report focuses on the role of the council as both an employer and a service provider, including the landlord function, and highlights the benefits of raising awareness of front-line staff and Waverley managers about mental health issues. In addition, the Community Wellbeing O&S Committee also heard that the Public Health team are currently working with district councils to encourage them to adopt local suicide prevention plans as part of a wider county strategy to reduce the number of suicides. This involves training staff to be aware of signs and knowing how to signpost people to the relevant support channel.
- 4.3 During the discussion, members raised the issue of increasing mental ill health particularly among young people. Drastic reductions in youth services and more recently the pressure of the pandemic and various lockdowns has exacerbated the situation. National reports are now emerging of the link between Covid 19 and the rise of mental ill health across the community. It is considered that a focus on mental wellbeing will be needed as services transition into recovery. At the O&S Committee it was suggested that a mental health policy for Waverley might be productive in this respect.
- 4.4 An area of concern for the Public Health Team is the increase in depression amongst older people. The current work being carried out on Service Level Agreements may present an opportunity to include mental health awareness training within these agreements in the future. It is also an area relevant to safeguarding responsibilities.
- 4.5 The Community Wellbeing O&S Committee endorsed the approach in the report to train staff to further raise awareness and to recommend to the Executive the adoption of the draft local Suicide Prevention Plan.

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 One of the Council’s strategic priorities in the Corporate Strategy 2020-25 is to improve the health and wellbeing of our residents and communities and to

support “the most vulnerable in our communities, particularly those experiencing social isolation, loneliness and poor mental health”.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The immediate actions relating to training and awareness-raising proposed in this report can be funded from a combination of the existing corporate training budget within the 2021/22 budget and Surrey County Council training courses made available at no cost to the council. However, further policy development work would need to be considered alongside other priorities within the Communities team.

6.2 Risk management

No risk management issues have been identified.

6.3 Legal

There are no direct legal implications associated with this report.

6.4 Equality, diversity and inclusion

There are implications in this report for a number of protected characteristic groups who are recognised as being high risk for mental ill health and suicide.

6.5 Climate emergency declaration

There are no immediate implications for sustainability or carbon neutral considerations.

7. Consultation and engagement

7.1 N/A

8. Other options considered

8.1 Options to be considered would be to not adopt a local Suicide Prevention Plan and not to widen existing training. However, this would reduce the impact of the county wide partnership approach to suicide prevention and the implications for Waverley residents and staff.

9. Governance journey

9.1 This report originated from the O&S Committee and is now being considered by the Executive for a decision on the recommendations.

Annexes:

Annexe 1 – Mental Health in Waverley – report to Community Wellbeing O&S Committee on 16 March 2021

Background Papers

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

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Agreed and signed off by:
Legal Services: 5 March 2021
Head of Finance: 4 March 2021
Strategic Director:
Portfolio Holder:

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW & SCRUTINY

16TH MARCH 2021

Title:

Mental Health in Waverley

Portfolio Holder: Cllr Michaela Martin, Portfolio Holder for Health, Wellbeing and Culture
Cllr Anne-Marie Rosoman, Portfolio Holder for Housing and Community Safety

Head of Service: Andrew Smith, Head of Housing Delivery & Communities

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 To set out the current provision of mental health services in Waverley and initiatives being implemented for staff mental wellbeing and to consider the draft Suicide Prevention Plan.

2. Recommendation

It is recommended that the Committee:

- a. Note the report and the need to raise awareness through all sections of the community of the mental health support and advice networks that are available to Waverley staff and residents.
- b. commend the adoption of the Draft Suicide Prevention Plan for Waverley to the Executive.
- c. Work together with the Housing Overview and Scrutiny committee to share good practice for staff and residents.

3. Reason for the recommendation

To raise awareness of the various mental health support networks that exist in Waverley and to work in partnership with the public health team to prevent instances of suicide in the Borough.

4. Introduction

- 4.1 Mental health problems are widespread, at times disabling, yet often hidden. One in four adults experiences at least one diagnosable mental health problem in any given year. People in all walks of life can be affected and at any point in their lives, including new mothers, children, teenagers, adults and older people.

Mental health problems represent the largest single cause of disability in the UK and are currently the most common reason for staff absences at Waverley. The cost to the economy is estimated at £105 billion a year – roughly the cost of the entire NHS. In recent years there has been a growing realisation that mental health services have been very much a poor relation in the NHS and that increased funding was badly needed. The NHS Five Year Forward View set out a programme to redress this balance and the NHS website cites the following progress in the last three years:

- An upturn in investment - overall mental health funding up £1.4 billion in real terms compared to 3 years ago.
- 120,000 more people getting specialist mental health treatment this year than 3 years ago, including over 20,000 more children and young people.
- The dementia diagnosis rate increased from half of people to more than two thirds, enabling earlier care and support.

4.2 Locally however there is still evidence that services are hard to access, specialist help is in short supply and in particular acute hospital beds for young people are scarce. In addition there is also serious concern that the Covid pandemic will have a major mental health impact on our communities, particularly for young people.

4.3 Whilst in the past poor mental health has been stigmatized and was often hidden within families and from employers, in recent years public attitudes towards mental health have improved, in part due to the Time to Change campaign and many high profile people having the confidence to speak about their experiences.

4.4 As a district council we may feel that we have no role to play in improving the mental health of our residents. However, as a provider of services, as an employer and as a community leader there are a number of areas where we can play our part.

Mental health in Waverley

4.5 The available indicators suggest that mental illness is no higher in Waverley than in the rest of Surrey and England. However, the Covid pandemic as well as the recession may well have a detrimental impact on the mental health of both staff and residents. A 2020 Temperature Check Survey found that 36% of Waverley residents were concerned about their mental health in the next six months. A Surrey Health and Wellbeing Strategy Highlight Report from December 2020, stated that: “Local data shows that more people are entering the mental health crisis pathway with depression and suicidal thoughts than pre-Covid, including those not known to services before and people who have had a long period of symptom stability.”

4.6 Primary responsibility for mental health promotion and prevention in Waverley lies with Surrey County Council as the public health authority. Whilst services for treating mental health problems are commissioned by the County Council and Clinical Commissioning Groups from providers within the NHS, independent and voluntary sectors.

Access routes to Mental Health Support

- 4.7 Access to mental health support can be through the GP or by self referral to a variety of on-line and phone helplines which provide advice and self help such as the Healthy Surrey 24/7 confidential phone service and the Surrey and NE Hants mental health crisis helpline. There are also a number of voluntary sector organisations who provide support and advice such as Samaritans, Childline and the Shout support text helpline. The Public Health team have also developed an app called 'Staying Alive' which gives useful information and tools to help people stay safe in crisis. A directory of emergency contacts of local and national support services has been developed by Healthy Surrey to signpost people to appropriate support. This is available on the Healthy Surrey website and has been widely distributed as a booklet. A summary of these services is set out in Annexe 1 to this report. Whilst it is not possible within this report to identify all the support available for Waverley residents, the following paragraphs set out some of the agencies involved.
- 4.8 The Child and Adolescent Mental Health Services (CAMHS) assesses and treats young people with emotional, behavioural or mental health difficulties. CAMHS support covers depression, problems with food, self-harm, abuse, violence or anger, bipolar disorder, schizophrenia and anxiety, among other difficulties. The local NHS CAMHS teams are made up of nurses, therapists, psychologists, child and adolescent psychiatrists, support workers and social workers, as well as other professionals. Members will recall that at the annual review of the Safer Waverley Partnership Plan support from CAMHS is an important element in the multi agency approach to dealing with anti-social behaviour incidents and they are part of the Joint Action Group (JAG) and the Community Harm and Risk Management Meetings (CHaRMM). The service is under pressure however and there can often be long waits for initial assessments.
- 4.9 Surrey Community Connections are universal access services that support people with mental health needs to stay well in their communities. They are an integral part of the pathway for people who experience mental health problems (and the frequent social isolation), often bridging the gap between primary mental health care and secondary mental health care. Their services promote independence and work to enable people to achieve their desired outcomes. They also contribute to avoidance and management of crisis and a reduction in dependence on statutory services. There are three lead providers for different areas of Surrey and the Welcome Project / Catalyst provide services in Waverley.
- 4.10 'Safe Havens' are an evening and weekend drop-in service for anyone experiencing a mental health crisis or their carer. Although there are no Safe Havens in Waverley there are two close by in Guildford and Aldershot. The 'Safe Haven' café in Aldershot has been open all year round since 2014 and is staffed by NHS workers and third sector partners to provide mental health crisis support. They are currently running a pilot project to be available 24 hours, seven days a week until 31 March 2021. Anyone suffering from a mental health problem diagnosed or not, can drop in for a cup of tea and a chat and can request more formal help if needed. They provide an accessible alternative care

and support option and they focus on preventing crises before they happen. The Woking Safe Haven is the first in the county to provide a 24/7 service.

- 4.11 The 'First Steps' booklet produced by Healthy Surrey gives the following illustration to show the various pathways to care for adults with mental health problems.

It is notable that voluntary sector organisations are relied upon to provide a variety of services. This is illustrated in the following table from the Surrey Joint Strategic Needs Assessment which shows, for example, that the majority of Primary Community services are provided by the voluntary and charitable sector.

[The Joint Strategic Needs Assessment for Surrey](#)

Tier	Type	Need
1	Universal Population Services	Approximately 1.2 million.
The mental health promotion service – First Steps is currently provided by Virgin Care. The Time to Change Surrey programme is currently provided by local voluntary sector organisations and Virgin Care, and is overseen by a multi-agency steering group.		
2	Primary Community Services	Approximately 1 in 4 people
The majority of commissioned service is in the voluntary and charitable sector providing psychological therapy, community and supported employment services.		
3	Specialist Services	Approximately 1 in 100
The main local provider; Surrey and Borders Partnership NHS Foundation Trust and two small boundary trust contracts.		
4	Complex Specialist Services	Approximately 1 in 1 000
Limited services in the main local NHS trust, so services are commissioned via contracts or individual spot purchase basis with providers in the independent and NHS sectors”.		

4.12 Anecdotal evidence by many people trying to access support shows that thresholds to clinical support are high and even GPs struggle to refer patients to specialist help. Many people are taking the route of self-referral via crisis helplines.

Waverley as an Employer

4.13 Waverley Borough Council is a significant local employer and has a responsibility and duty of care for its employees. While there is no indication that Waverley staff have greater mental health problems than the general population, mental health issues are currently the leading cause of staff absence. Staff have access to counselling through the Employee Assistance Service and in recent years a number of initiatives have been undertaken to give additional support and guidance. During the pandemic these initiatives have been of particular importance to ensure employees who have been working from home can talk and engage with other colleagues on a regular basis.

- a. Wellbeing Officers have been introduced. These are employees who have volunteered to be identified as people who can provide emotional support and signpost appropriate services and resources when an employee feels that they would find this helpful. They have all received Mental Health First Aid training.
- b. Teams are encouraged to hold regular “Time to Talk” events to maintain social contact between colleagues despite social distancing and widespread working from home.
- c. A culture of “tasks not time” has been encouraged to ensure staff are empowered to use their working hours flexibly and productively.
- d. In November 2020 a Wellbeing Week was organised which involved 15 events such as exercise classes, workshops on resilience and wellbeing, a cooking class and a quiz.
- e. Time to talk events are organised which focus on issues which affect staff, such as the menopause, giving them an opportunity to discuss and share their experiences.
- f. Counsellors from the Employee Support Service have been running regular resilience events.
- g. Created the option for employees to take a 30 minutes “light break” during the working day, so that in winter months staff can spend time outdoors in daylight hours.

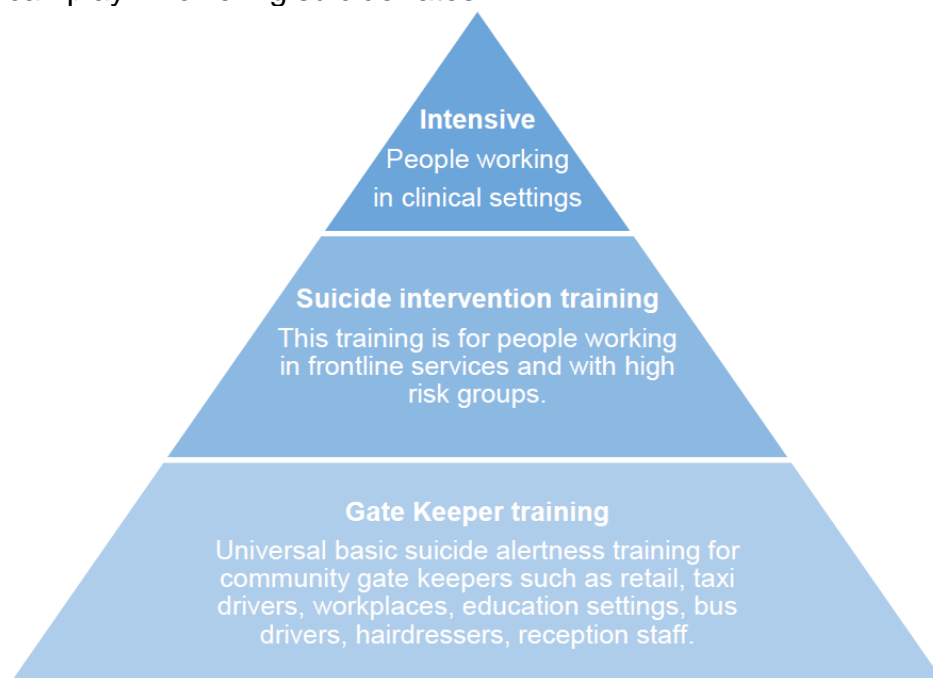
The culture of an organisation is vitally important in making people feel comfortable and thus able to give of their best. Recently the Corporate Equality Group at Waverley has been exploring ways to ensure all staff feel included and valued.

Suicide Prevention

4.14 Figures from the [Office for National Statistics](#) show that between 2010 and 2019, 94 Waverley residents took their own lives. Figures from Public Health (covering the period 2015-17) show that North East Hampshire and Farnham CCG have the highest suicide rates in the county whilst Guildford and Waverley have one of the lowest. Suicide remains the biggest killer in men under 50, they

are three times more likely to die by suicide than women. It is recognised that for men, a significant barrier to talking about mental health problems is the stigma they feel about seeking help. In 2006-13 a suicide audit also showed a spike in suicides in older males and females aged 69+. Key factors for this included isolation, poor health and recent loss of a spouse.

- 4.15 During her Mayoral year in 2019/20, Cllr Mary Foryszewski highlighted the need to raise awareness of suicide prevention and engaged with many organisations and people who provide support and have been affected by suicide. At the same time in 2019 the Public Health Team had been reviewing the Surrey Suicide Prevention Strategy and had produced an Action Plan which involved a multi-agency approach of 45 partners from all sectors, including district councils. The Mayor met with the Public Health Team's lead officer on Suicide Prevention and officers from Waverley to explore how the council could usefully contribute to this work and help support the residents of Waverley. Following these discussions a draft Suicide Prevention Plan was developed which translates the priorities of the County-wide plan to a Waverley context.
- 4.16 One of the ways Waverley can help in suicide prevention is to train staff in front line services to become more aware of the issue and to recognise signs. The draft Waverley Suicide Prevention Plan set out at Annexe 2, focuses predominantly on this aspect and training is provided by the public health team. As referred to above, Waverley has already identified the need to train a small number of volunteer staff in Mental Health First Aid to help support colleagues in the workplace. The actions in the draft Suicide Prevention Plan build on this initiative and widen it to encompass front line staff who regularly engage with the public. The following diagram illustrates the important role front line staff can play in lowering suicide rates.



- 4.17 The plan proposes that staff in Housing and Community services in particular are trained in suicide awareness. This could also be extended to Waverley

Training Services staff and Waverley's Customer Services Team. If areas of concern or learning are identified, these will be reported to the accountable organisation. In appropriate circumstances the existing Safeguarding procedure will be followed.

- 4.18 Members of the Housing Overview & Scrutiny Committee have already indicated their interest in the issue of mental health and will be receiving a presentation on how the Council works with tenants, and those in housing need, who suffer with mental health issues at their June meeting.
- 4.19 It is recommended that the Committee endorse the draft Suicide Prevention Plan and recommend that the Executive adopt the plan.

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 One of the Council's strategic priorities in the Corporate Strategy 2020-25 is to improve the health and wellbeing of our residents and communities and to support "the most vulnerable in our communities, particularly those experiencing social isolation, loneliness and poor mental health".

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The actions in this plan will be funded from the existing corporate training budget within the 2021/22 budget. Funding from Public Health will also be sought to contribute towards the funding of this plan.

6.2 Risk management

No risk management issues have been identified.

6.3 Legal

There are no direct legal implications associated with this report.

6.4 Equality, diversity and inclusion

There are implications in this report for a number of protected characteristic groups who are recognised as being high risk for mental ill health and suicide.

6.5 Climate emergency declaration

There are no immediate implications for sustainability or carbon neutral considerations.

7. Consultation and engagement

- 7.1 N/A

8. Other options considered

- 8.1 Whilst the majority of the information in this report is for noting, it does propose the Executive consider the adoption of a local Waverley Suicide Prevention Plan. In this respect, there is an option not to adopt the Plan. However, this would reduce the impact of the county wide partnership

approach to suicide prevention and the implications for Waverley residents and would mean the Council not making progress towards achieving its strategic priority.

9. Governance journey

9.1 This report will be considered by this O&S Committee and then by the Executive for a decision on the recommendations.

Annexes:

Annexe 1 – list of support organisations

Annexe 2 – the Draft Suicide Prevention Plan for Waverley

Background Papers

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

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Agreed and signed off by:

Legal Services: 5 March 2021

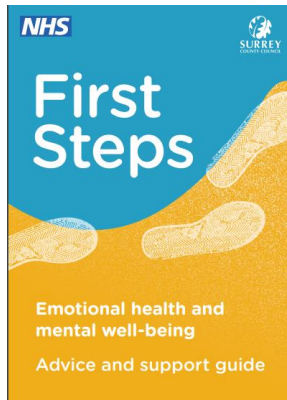
Head of Finance: 4 March 2021

Strategic Director:

Portfolio Holder: 4 March 2021

List of Mental Health Support Organisations

The following list of organisations is not exhaustive but gives the main support organisations available. More detailed information is available in The NHS [First Steps booklet](#) which provides advice and contact details for a variety of mental health issues as well as situations that can affect mental health such as bereavement and loss, bullying and harassment, domestic abuse, debt and financial, social isolation and loneliness and work and unemployment.



Healthy Surrey - www.healthysurrey.org.uk/mentalwellbeing

There is also a confidential phone line, to guide people to self-help resources and local/national services to help with emotional and mental well-being: **0808 802 5000** It is open 24 hours, 7 days a week and free from landlines and mobiles.

For more clinical support contact GP. SMS texting for people who are deaf or hard of hearing: 07537 432 411 (staffed Mon – Fri 9am – 2pm).

NHS Talking Therapies

There is a choice of Talking Therapy services available across Surrey for people over 18 years and registered with a GP in the county. It's for those who are experiencing mild to moderate mental health problems including stress, low mood, anxiety, panic attacks, depression (including pre and post-natal), obsessive compulsive disorder, phobias, post traumatic stress and eating difficulties. People can refer themselves or be referred by a GP. The services offer a range of treatments including cognitive behaviour therapy – both in person and online, other individual therapies, group therapy, workshops and courses (like managing emotions, worries, depression), guided self-help material, book recommendations and employment advice.

www.healthysurrey.org.uk/mentalwellbeing/adults/local-services

The following choice of services are available for all Surrey residents - except those in Farnham.

Centre For Psychology
01483 901 429

www.centreforpsychology.co.uk
surrey@centreforpsychology.co.uk

DHC Talking Therapies

01483 906392

www.dhctalkingtherapies.co.uk

Ieso Digital Health

0800 074 5560 or Text "Mind" to 66777

www.iesohealth.com info@iesohealth.com

Mind Matters - SABP NHS FT

0300 330 5450

www.mindmattersnhs.co.uk

mindmatters.surrey@sabp.nhs.uk

Talking Therapies Surrey Online

0300 365 2000

www.berkshirehealthcare.nhs.uk/surreyonline

ThinkAction

0300 012 0012 or Text 'TALK' to 82085

www.thinkaction.org.uk

thinkaction@addaction.org.uk

For Farnham residents: TalkPlus

01252 533 355

www.talkplus.org.uk

nehccg.talkplus@nhs.net

Community Connections

This service offers a range of support, aimed at improving emotional and mental well-being. People can self refer or be referred by a GP or mental health professional. Services include: one to one support; support groups; drop in services; signposting to local agencies, like employment support; and activities including walking groups, art groups; mindfulness sessions; social events; peer support; and confidence building courses. Community Connections Surrey

www.communityconnectionssurrey.com

Welcome Project / Catalyst (Waverley) 01483 590150 / SMS: 07909 631623

Bereavement and loss

Useful contacts: Cruse Bereavement Care

South West Surrey: 01483 565 660

southwestsurrey@cruse.org.uk

Survivors of Bereavement by Suicide 07851 420 526

email.support@uksobs.org

www.uksobs.org and search for 'Surrey'

Domestic Abuse

Domestic abuse Domestic abuse is any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults.

This can take place between people regardless of gender or sexuality, and between people who are or have been in a relationship together, or between family members.

There are a number of support organisations.

Useful contacts:

Surrey Against Domestic Abuse

www.surreyagainstda.info

Your Sanctuary

01483 776 822 (24 hour)

www.yoursanctuary.org.uk

Childline

For anyone under the age of 19 who feels unsafe in their relationship.

0808 1111 (24 hour, calls are free from phones and mobiles)

www.childline.org.uk

Men's Advice Line

Advice and support for men in abusive relationships.

Phoneline and webchat. 0808 801 0327

info@mensadviceline.org.uk

www.mensadviceline.org.uk

Mental health crisis

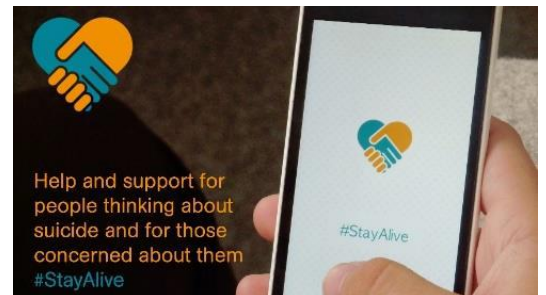
Surrey and North East Hampshire Mental Health Crisis Helpline

Open 24 hours, 7 days a week. Phone: 0800 915 4644 free of charge for Surrey residents and their carers

Download the Staying Alive App

An app full of useful information and tools to help you

stay safe in crisis. www.prevent-suicide.org.uk/findhelp-now/stay-alive-app



Also advice and guidance from

www.sabp.nhs.uk/our-services/advice-guidance/getting-help-crisis

Shout An anonymous, free 24/7 text service

A safe space where you're listened to by a trained Crisis Volunteer and get professional support creating a simple plan of action to manage your crisis.

Text 'Shout' to 85258

www.giveusashout.org

Samaritans

Open 24 hours a day, 365 days a year.

116 123 (free from any phone)

jo@samaritans.org

www.samaritans.org

CALM

A national out of hours helpline and live webchat for men, open 5pm-midnight, 365 days a year.

0800 58 58 58

www.thecalmzone.net/help

SANE

A national, out-of-hours helpline, text care and online support forum offering emotional support and information to anyone affected by mental illness, including family, friends and carers.

0300 304 7000 (4.30-10.30pm)

info@sane.org.uk

www.sane.org.uk

Safe Havens

Out-of-hours friendly help and support to people and their carers who are experiencing a mental health crisis or emotional distress. You can drop in - doors are open to anyone and you do not have to be registered with a mental health service

www.sabp.nhs.uk/ourservices/mental-health/safe-havens

Aldershot Safe Haven

The Wellbeing Centre, 121-123 Victoria Road, Aldershot GU11 1JN

6-11pm, Monday to Friday 12.30-11pm, weekends and bank holidays

Guildford Safe Haven Oakleaf

Enterprise, 101 Walnut Tree Close, Guildford GU1 4UQ

Open daily: 6-11pm, inc bank holidays

Woking Safe Haven

The Prop, 30 Goldsworth Road Woking, Surrey GU21 6JT

Open 24 hours (as a pilot until 31 March 2021)

Support After Suicide

If you have been affected by suicide there is support available.

Support after suicide

A network of services for people bereaved by suicide.

www.supportaftersuicide.org.uk

Survivors of Bereavement by Suicide

0300 111 5065 email.support@uksobs.org

www.uksobs.org

CRUSE

0808 808 1677

infor@cruse.org.uk

www.cruse.org.uk

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

22 JUNE 2021

Title:

LGBCE Boundary Review – Warding pattern submission

Portfolio Holder: Cllr Paul Follows, Leader of the Council

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

Key decision: Yes

Access: Public

1. Purpose and summary

- 1.1 The Electoral Review of Waverley Borough Council began in 2020. Following submissions to the Local Government Boundary Commission for England (the Commission) on council size, the council has been notified that the Commission is minded to recommend a council size of 50. The next stage of the review is the consultation stage on new ward boundaries to accommodate 50 councillors.
- 1.2 It is the Commission's responsibility to develop and publish draft recommendations on ward patterns, and there will be an opportunity to comment on these later in the year (October – December 2021). The Commission invites submissions from the council and any other interested parties to inform its development of recommendations. The council is not required to produce a fully worked up proposal for ward patterns, but it is clearly in the council's interest to engage with the process.
- 1.3 Section 4 of this report outlines the approach of the cross-party Member Working Group to considering options for warding patterns, taking account of the criteria of the Commission to have wards that have electoral equality, reflect the interests and identities of local communities, and promote effective and convenient local government. The Annexes attached show the options considered; the warding pattern that the Working Group recommends is submitted to the Commission; and, qualitative comments on warding issues that the Working Group recommends are also submitted to the Commission to inform its development of warding patterns.

2. Recommendation

That the Executive recommends to Full Council that Waverley makes a submission on future warding patterns to the Local Government Boundary Commission for England comprising Option 2 on Annexe 1 and illustrated in Annexe 2; plus the qualitative comments on warding issues as set out in Annexe 3.

3. Reason for the recommendation

- 3.1 The recommendation enables the council to make a submission to the Commission on the future warding pattern for the council. The deadline for submissions is 19 July 2021.

4. Background

- 4.1 The Commission's deadline for submissions on warding patterns is 19 July 2021, with the following timetable for the remainder of the Boundary Review:

Consultation on Warding Patterns	11 May 2021 – 19 July 2021
Consultation on draft recommendations	5 October – 13 December 2021
Final recommendations considered by Commission	1 March 2022
Order laid	Spring 2022
Order made	Summer 2022
Implementation	May 2023

Details of the review are available on the [LGBCE website](#).

- 4.2 A cross-party Member Working Group¹ has been convened to review possible options for ward patterns, based on the recommended council size (50) and the Commission's criteria:

- **Delivering electoral equality for local voters** – ensuring that each local councillor represents roughly the same number of people so that the value of each vote is the same regardless of where a person lives in the local authority area.
- **Reflecting the interests and identities of local communities** – establishing electoral arrangements which, as far as possible, maintain local ties and where boundaries are easily identifiable.
- **Promoting effective and convenient local government** – ensuring that the new wards can be represented effectively by their elected representative(s) and that the new electoral arrangements as a whole allow the local authority to conduct its business effectively. In addition, the Commission must also ensure that the pattern of wards reflects the electoral cycle of the council.

4.3 **Delivering electoral equality for local voters**

- 4.3.1 Based on the recommended council size of 50, and the forecast electorate for 2027 of 105,281 (based on population projections which include the effects of housing developments in the Borough), the target average electorate per councillor is 2,106. The Commission will allow a variance of up to +/-10% from the target ratio:

	-10%	Target ratio	+ 10%
1 councillor	1,895	2,106	2,317
2 councillors	3,790	4,211	4,632
3 councillors	5,685	6,317	6,949

¹ Cllrs John Ward (Chairman), Maxine Gale, Martin D'Arcy, Robert Knowles, Peter Nicholson, and Nick Palmer.

4.3.2 Based on this ratio the following table indicates which wards by 2027 will have a variance from this number of more than a 10% (yellow) and more than 20% (red).

Name of ward	Number of cllrs per ward	Electorate 2027	Variance 2027 to current ratio	Variance to 50 Cllr ratio (2106)
Alfold, Cranleigh Rural & Ellens Green	1	3,621	+96%	+72%
Blackheath & Wonersh	1	1,562	-15%	-26%
Bramley Busbridge & Hascombe	2	3,780	+2%	-10%
Chiddingfold & Dunsfold	2	3,206	-13%	-24%
Cranleigh East	3	6,169	+11%	-2%
Cranleigh West	2	4,165	+13%	-1%
Elstead & Thursley	2	3,211	-13%	-24%
Ewhurst	1	1,798	-3%	-15%
Farnham Bourne	2	3,374	-9%	-20%
Farnham Castle	2	4,229	+14%	0%
Farnham Firgrove	2	3,411	-8%	-19%
Farnham Hale & Heath End	2	3,516	-5%	-17%
Farnham Moor Park	2	4,755	+29%	+13%
Farnham Shortheath & Boundstone	2	3,408	-8%	-19%
Farnham Upper Hale	2	3,501	-5%	-17%
Farnham Weybourne & Badshot Lea	2	4,131	+12%	-2%
Farnham Wrecclesham & Rowledge	2	3,631	-2%	-14%
Frensham Dockenfield & Tilford	2	3,292	-11%	-22%
Godalming Binscombe	2	3,215	-13%	-24%
Godalming Central & Ockford	2	4,561	+23%	+8%
Godalming Charterhouse	2	3,179	-14%	-25%
Godalming Farncombe & Catteshall	2	3,932	+6%	-7%
Godalming Holloway	2	3,493	-5%	-17%
Haslemere Critchmere & Shottermill	3	5,025	-9%	-20%
Haslemere East & Grayswood	3	5,389	-3%	-15%
Hindhead	2	3,447	-7%	-18%
Milford	2	3,631	-2%	-14%
Shamley Green & Cranleigh North	1	1,477	-20%	-30%
Witley & Hambledon	2	3,174	-14%	-25%

4.3.3 The advice from the Commission is to start with a blank page and draw up new boundaries without regard to previous ward boundaries. Given the Commission's decision to reduce the number of councillors from 57 to 50, this is reasonable and

necessary, with one caveat: that it would be advisable to look at parishes as initial building blocks.

4.4 Reflecting the interests and identities of local communities

4.4.1 Community identity and interest can be hard to define as it can mean different things to different people. The Commission want to see submissions which explain what a community is and what defines it and marks it out as distinct from others. This could include the location of public facilities, such as doctors' surgeries, hospitals, libraries or schools. However, such facilities are not an end in themselves and to be included as a definition of a community should provide a focus for community interaction as distinct from their role as points of service delivery to individual citizens.

4.4.2 The Commission want to see boundaries that are easily identifiable, will be long lasting and will not break local ties. Factors to be taken into account include the location and boundaries of parishes and the physical features of the local area such as major roads, railway lines, green space and rivers. Such natural and geographical boundaries could be overlaid onto the parish boundary map as far as they reflect real boundaries as experienced by residents. In some areas, particularly rural ones, a ward may be greater in physical extent than an identifiable community. It can be acceptable to the Commission to combine two or more distinct and separate communities within a single ward.

4.5 Promoting effective and convenient local government

4.5.1 In the Council Size Submission to the Commission, the council put forward a strong preference for two member wards as it was "felt that they would be highly beneficial for electors in terms of choice, availability to the electorate and resilience in case vacancies arise. The council would certainly not wish for any wards to have only one councillor." The Commission state no preference for the number of councillors per ward but would not normally recommend above three per ward.

4.5.2 Wards should be 'internally coherent', that is to say, there are reasonable road links across the ward so that it can be easily traversed, and that all electors in the ward can engage in the affairs and activities of all parts of it without having to travel through an adjoining ward.

4.6 Parishes

4.6.1 Reviews can have consequences for parishes and legislation requires the Commission to make recommendations to the effect that:

- every ward of a parish having a parish council (whether separate or common) must lie wholly within a single electoral division of the relevant county council, and a single ward of the relevant district council; and
- every parish which is not divided into parish wards must lie wholly within a single electoral division of the county council and a single ward of the district council.

4.6.2 Waverley has eight parishes with wards. These are: Cranleigh, Farnham, Godalming, Haslemere, Frensham, Ewhurst and Ellens Green, Wonersh and

Witley. Currently there are parishes which are divided between different Borough wards eg Cranleigh parish.

4.7 **Ward names**

4.7.1 Where appropriate, councils and communities can suggest appropriate names for wards that reflect community identities and mean something to local people. Names should be distinct and easily identifiable. However, where wards remain largely unchanged (which is unlikely in this review), the existing name should usually be retained. This supports continuity of identification with an area and voting processes. Ward names can be altered, even where there has been little or no change to electoral boundaries, where there is good reason for change. For example, where community identity has clearly changed over time, a different ward name may better reflect the constituent communities of the proposed electoral area. Ward names should be short, where possible, and not attempt to describe an area exhaustively, eg by reference to all or a number of parishes it encompasses.

4.8 **Methodology**

4.8.1 The Member Working Group has considered a number of options for re-drawing the ward boundaries to achieve an equitable councillor/elector ratio given a council size of 50. These are shown on Annexe 1. The Working Group deliberately has not attempted to re-align the ward boundaries for Farnham, Godalming and Haslemere Town Council, and Cranleigh Parish Council areas. Based on achieving electoral equality, an indicative number of councillors (and wards) is suggested.

- Option 1 aims to meet the council's preference for 2 Member wards. However, this cannot be achieved without also having a number of 1 Member wards. There are two wards with electoral variance exceeding 10%.
- Option 2 combines more of the villages into 3 member wards (Alfold, Dunsfold & Chiddingfold; Eastern villages; Western villages; Witley & Milford). It also adjusts Haslemere up to 7 members, and Cranleigh down to 5 members, but combines Cranleigh and Ewhurst to avoid having a single 1 member ward. All wards are within the +/-10% tolerance.
- Options 3a, 3b and 3c look at different combinations of Milford, Witley, Chiddingfold and Hambledon. They all drift outside the +/-10% tolerance to some degree. 3b could work but would need the BC to increase the council size to 51.

4.8.1 Given the time constraints on the council to make a submission to the Commission, the Working Group has agreed to recommend to the Executive that the Council's submission on warding patterns is based on Option 2 as set out in Annexe 1 and shown on Annexe 2.

4.8.2 As part of its consideration, the Working Group has invited all councillors to comment on any significant issues or anomalies with their current ward that they would wish to have addressed through the current exercise. A number of comments have been received which add valuable local intelligence from ward councillors, and these are set out in Annexe 3. The Working Group recommends that these are included in the Council's submission to the Commission, to inform their recommendations on warding patterns.

5. Relationship to the Corporate Strategy and Service Plan

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

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

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

6.2 Risk management

Appropriate risk assessments will be undertaken as necessary.

6.3 Legal

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

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. The aim of the Boundary Review is to achieve electoral equality between electors in Waverley. Public consultation stages will be conducted by the LGBCE and will therefore be subject to the Commission's own equality impact assessment process.

6.5 Climate emergency declaration

There are no direct climate emergency implications arising from the recommendations in this report.

7. Consultation and engagement

- 7.1 Consultation is a major part of the Boundary Review process. At the start of the review, briefing sessions have been held for all Borough Councillors and a similar event has been held for the Town and Parish Councils. A further briefing is being arranged for Borough Councillors on the warding process.
- 7.2 The Commission will conduct a public consultation on their draft recommendations between October and December 2021.

8. Other options considered

- 8.1 The review is being conducted by the Commission, and the council is invited to contribute to and inform the Commission's considerations. It is in the interest of the council to engage with this process and make a submission on the potential future

ward pattern. A cross-party Member working group is a common approach used to develop a submission to the Commission.

9. Governance journey

- 9.1 This report contains a recommendation from the cross-party Member Working Group, for consideration by the Executive (22 June) and endorsement to Full Council (6 July).

Annexes:

Annexe 1 – Potential ward patterns

Annexe 2 – Warding pattern – Option 2

Annexe 3 - Comments from ward councillors to be passed to the Boundary Commission

Background Papers

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

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Potential ward patterns

Name of ward	Number of cllrs per ward	Electorate 2027	Variance 2027
Option 1			
Alfold & Dunsfold	2	3,804	-10%
Blackheath & Wonersh & Shamley Green	1	2,464	17%
Bram. Busb. Hasc. & Hamb	2	4,417	5%
Cranleigh (all wards) 3 wards	6	11,362	-10%
Chiddingfold	1	2,336	11%
Elstead & P'perharow	1	2,271	8%
Ewhurst & Ellens Green	1	2,031	-4%
Farnham (all wards) 8 wards	16	33,955	1%
Frensh. Dock. Tilfd. Churt & Thurs	2	3,843	-9%
Godalming (all wards) 4 wards	9	18,380	-3%
Haslemere (all wards) 3 wards	6	13,860	10%
Witley & Milford (Witley PC)	3	6,557	4%
	50	105,280	
Option 2			
Alfold & Dunsfold & Chidd.	3	6,141	-3%
Bram. Busb. Hasc. & Hamb & Wonersh (<i>Eastern villages</i>)	3	6,881	9%
Cranleigh & Ewhurst (all wards) 3 wards	6	13,393	6%
Frens. Dock. Tilfd. Churt & Thurs & Elstd (<i>Western villages</i>)	3	6,114	-3%
Farnham (all wards) 8 wards	16	33,955	1%
Godalming (all wards) 4 wards	9	18,380	-3%
Haslemere (all wards) 3 wards	7	13,860	-6%
Witley & Milford (Witley PC)	3	6,557	4%
	50	105,280	
Option 3a			
Alfold & Dunsfold	2	3,804	-10%
Bram. Busb. Hasc. & Hamb & Wonersh (<i>Eastern villages</i>)	3	6,881	9%
Cranleigh (all wards) 2 wards	5	11,362	8%
Frens. Dock. Tilfd. Churt & Thurs & Elstd (<i>Western villages</i>)	3	6,114	-3%
Ewhurst & Ellens Green	1	2,031	-4%
Farnham (all wards) 8 wards	16	33,955	1%
Godalming (all wards) 4 wards	9	18,380	-3%
Haslemere (all wards) 3 wards	7	13,860	-6%
Milford	2	3,631	-14%
Witley & Chidd.	2	5,262	25%
	50	105,280	

Potential ward patterns

Option 3b

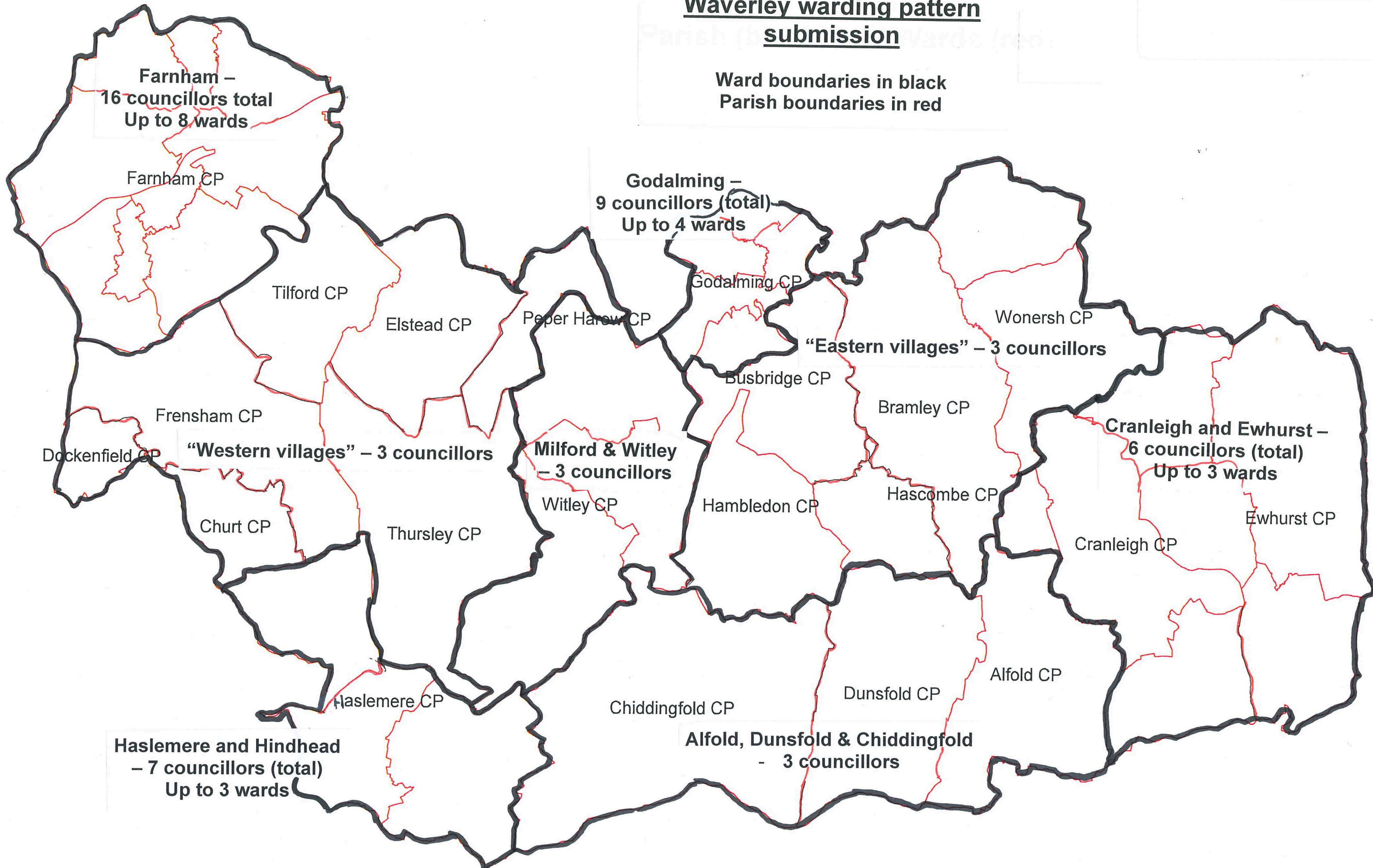
Alfold & Dunsfold	2	3,804	-10%
Bram. Busb. Hasc. & Hamb & Wonersh (<i>Eastern villages</i>)	3	6,244	-1%
Cranleigh (all wards) 2 wards	5	11362	8%
Frens. Dock. Tilfd. Churt & Thurs & Elstd (<i>Western villages</i>)	3	6,114	-3%
Ewhurst & Ellens Green	1	2,031	-4%
Farnham (all wards) 8 wards	16	33,955	1%
Godalming (all wards) 4 wards	9	18,380	-3%
Haslemere (all wards) 3 wards	7	13,860	-6%
Milford	2	3631	-14%
Witley & Chidd.& Hamb.	3	5,899	-7%
	51	105,280	

Option 3c

Alfold & Dunsfold	2	3,804	-10%
Bram. Busb. Hasc. & Hamb & Wonersh (<i>Eastern villages</i>)	3	6,244	-1%
Cranleigh (all wards) 2 wards	5	11362	8%
Frens. Dock. Tilfd. Churt & Thurs & Elstd (<i>Western villages</i>)	3	6,114	-3%
Ewhurst & Ellens Green	1	2,031	-4%
Farnham (all wards) 8 wards	16	33,955	1%
Godalming (all wards) 4 wards	9	18,380	-3%
Haslemere (all wards) 3 wards	7	13,860	-6%
Milford & Witley	3	6557	4%
Chidd. & Hambledon	1	2,973	41%
	50	105,280	

**Waverley warding pattern
submission**

Ward boundaries in black
Parish boundaries in red



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Comments from ward councillors to be passed to the Boundary Commission

1. Cllr Maxine Gale, Ward Member for Witley & Hambledon

Witley Parish is currently split across three wards (Witley & Hambledon, Milford, and Elstead & Thursley) which means that it is represented on Waverly Borough Councillors by six borough ward councillors. The proposed warding pattern of a new three-Member ward for the Witley Parish area would address this inefficiency in local government representation.

2. Cllr Joan Heagin, Ward Member for Godalming Holloway

The majority of Holloway ward lies within the ecclesiastical parish of Busbridge, and most residents of Holloway ward would describe themselves as living in Busbridge. Busbridge church, Busbridge village hall, Busbridge infant and Busbridge junior schools are all within Holloway ward. It does cause confusion, including Holloway ward residents contacting Bramley, Busbridge and Hascombe (BBH) ward councillors. The ecclesiastical parish map shows that it is really only parts of Bargate Wood that are in Holloway, but not also in the Busbridge ecclesiastical parish -

<https://www.achurchnearyou.com/search/?lat=51.1762324&lon=-0.6008393&place=Old+Rectory+Gardens%2C+Godalming+GU7+1XB%2C+UK&text=>

Some review of Godalming wards is clearly going to be needed, and as part of that maybe some consideration could be given to a new Busbridge & Holloway ward. There are also some properties within Holloway ward currently that would more logically fit within Ockford & Central. These are:

- bottom of Holloway Hill; Rock Place, Firgrove cottages, Troy House and Holt House
- Harvest Hill
- Hazelwood Cottages
- Bonnybrae and Merryhills in Croft Rd
- random properties at the bottom of Brighton Road; everything north of Latimer Road should be Ockford & Central
- top 3 houses in Grove Road
- Busbridge Sidings (which is up a track off Portsmouth Rd)

3. Cllr Carole Cockburn, Ward Member for Farnham Bourne

Farnham was divided up artificially last time, leading to nine wards that bore little relation to the natural pattern of community.

Part of the Bourne parish was transferred to Firgrove, a concocted ward with no rationale other than size of population. Moor Park was created and had streets north of the bypass added to make up the numbers.

As Farnham is fully parished with strong communities, it makes more sense to start with parishes and look for natural divisions and then to sort out the required number of councillors per ward (possibly 3-councillor wards again in places).

This really came to the fore in the production of local planning documents: nobody spoke up for parts of Farnham, as they didn't realise they lived there!!

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

22 JUNE 2021

Title:

Local Government Collaboration

Portfolio Holder: Cllr Paul Follows, Leader of the Council

Head of Service: The options in this report could affect all services and all members of the Senior Management Team. It, therefore, comes under the authority of the Management Board and the Statutory Officers.¹ Noting that they may have a personal interest in some of the outcomes, external advice has been received on Annexe 2 (authored by the Local Government Association/Local Partnerships) and Annexe 3 (authored by South East Employers).

Key decision: Yes

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 4 of Part I of Schedule 12A to the Local Government Act 1972, namely: Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. Members are asked not to disclose the contents of this annexe.

1. Purpose and summary

1.1 The Executive meeting of 9 February 2021 endorsed “the development of an initial options appraisal for collaboration with Guildford Borough Council”. This resolution was then discussed at the Council meeting that commenced on 25 February 2021.²

¹ Tom Horwood (Chief Executive/Head of Paid Service), Graeme Clark (Strategic Director/Section 151 Officer), Annie Righton (Strategic Director), Robin Taylor (Monitoring Officer).

² Minute EXE 73/20 at <https://modgov.waverley.gov.uk/ieListDocuments.aspx?CId=132&MId=3493>. Minute CNL 95/20 at <https://modgov.waverley.gov.uk/ieListDocuments.aspx?CId=130&MId=3496>.

1.2 This report updates the Executive on the development of that initial options appraisal by the Local Government Association/Local Partnerships (LGA)³ and seeks direction on the next steps for collaboration with Guildford Borough Council.

2. Recommendation

2.1 It is recommended that the Executive consider this report and the attached Annexes and, on the strength of the LGA report and the risk appraisal:

- Recommend to Council one or more of the options in paragraph 4.10, *or*
- Recommend to Council an alternative option, *or*
- Agree to cease this collaboration project at this time.

2.2 In the case of the third possibility, a recommendation will not be required to Council.

3. Reason for the recommendation

3.1 To seek direction on the next steps for collaboration with Guildford Borough Council or to close this project for the immediate future.

4. Background

4.1 Previous reports have described the events of 2020 that led to the eleven district councils in Surrey commissioning a report on local government collaboration by KPMG.⁴ The KPMG report presented a strong case for councils to work together more closely in the context of continued funding reductions from central government and the financial consequences of the Covid pandemic. It was notable and unsurprising that KPMG identified that Waverley and Guildford boroughs could be natural partners, given the geography, infrastructure links and similar sizes. Despite the councils having made efficiencies and cut costs in recent years, both face extremely difficult financial challenges. In this context, the political leaderships of the two councils, supported by senior officers, held initial discussions in an informal working group about how the two councils can collaborate in the future. The expected outcomes of this work are the retention of two separate democratic councils, but with greater sharing of resources and staffing. It was quickly identified that there are two broad approaches to the transformation needed to sustain services and delivery financial savings at scale.

Service-by-service business cases

4.2 Services, back office functions and procurement opportunities would be reviewed to produce a set of business cases to set financial targets and deadlines. Selected projects would be implemented as specific shared services, while the rest of the two councils and the management teams remain separate. Business cases would also explore the preferred operating model for each shared service. For example, whether the services will be managed by one council as lead authority contracting to the other; a joint procurement of a third party contractor; a joined resource with a clear legal agreement on cost/benefit

³ Local Partnerships is a specialist consultancy team jointly owned by the Local Government Association, HM Treasury and the Welsh Government: <https://localpartnerships.org.uk/about/>.

⁴ <https://modgov.waverley.gov.uk/documents/s39201/Feb%202021%20Executive%20LG%20collaboration.pdf>.

sharing; a new company as a separate legal entity owned jointly by the two councils as shareholders; or another model.

Single officer team

4.3 A single management team would be established early on to progress the full integration of the officer teams in both councils into one. The single management team would prioritise those areas that will most assist the transformation alongside those with the biggest potential savings. The objective would be to have one shared officer resource working for two separate democratic councils. This would be underpinned by a comprehensive legal agreement and, as with the shared services option, financial targets and deadlines would be set within a business case.

4.4 Examples of both of these approaches have worked successfully elsewhere for over a decade.⁵

4.5 The Executives of both councils agreed that further work was required to assess the two options and the LGA was invited to support this work and to provide independent input. The LGA facilitated two workshops so that the two Executives could meet together and articulate a 'vision statement' reflecting their preferred ambitions. Senior officers joined for part of the first workshop only. The resulting vision statement is at Annexe 1.

4.6 The vision statement demonstrates the two Executives see collaboration as driven by more than the serious financial challenges that face all borough councils. There is an ambition to "protect, improve, and expand discretionary services, and explore new services". The Executives wish to "support and strengthen our parish and town councils' democratic and local mandates" and be "well-prepared" if the local government reorganisation question arises again. The Executives aim to enhance both councils' ambitions for carbon neutrality, "use the best of both councils" and "protect/create local jobs". Their stated focus is on "better outcomes for residents and communities" that might arise from collaboration, potentially "go[ing] beyond shared management and shared services and be[ing] strategic in intent ... to secure a longer-term sustainable future".

4.7 The LGA, through its consultancy arm, Local Partnerships, was also asked for a high-level financial appraisal, with the following objectives:

Aim: provide a first-cut assessment of the key areas that will define whether and to what extent greater partnership working can deliver benefits for both councils, particularly an estimate of the savings that could arise to each from the two partnership options under consideration.

Scope: the assessment would build on the recent work with KPMG and, specifically:

- 1. Confirm the strategic drivers behind the closer working and identify the critical success factors for the two councils*
- 2. Investigate the alignment opportunities within existing and potential collaborations and partnerships in relation to:*

⁵ A good early account of shared services and management by councils is in the LGA guide for councils at <https://www.local.gov.uk/sites/default/files/documents/shared-services-and-manag-b7d.pdf>. The LGA reports that, in 2019, there were sixty councils in England in shared senior management arrangements and many more in localised shared service partnerships. See also <https://www.local.gov.uk/our-support/efficiency-and-income-generation/shared-services/shared-services-map>.

- a. *Strategies*
- b. *Services*
- c. *Systems*
- 3. *Provide a broad estimate of the potential financial saving opportunities and possible investment requirements, looking at, for example;*
 - a. *Staffing – numbers, costs, churn, terms and conditions*
 - b. *Reserves*
 - c. *Contracts and third party spend*
 - d. *Capital programme and commitments*
 - e. *Operational estate*
- 4. *Assess future changes and risk attached to the two partnerships options being considered*
 - a. *Speed and scale of savings realisation*
 - b. *Implications of forthcoming White Paper – devolution and local recovery*
 - c. *Digitalisation – clients and workforce*
 - d. *Post-pandemic recovery*

4.8 The LGA's appraisal is at Annexe 2. It recommends that a shared officer structure will provide the most potential for savings.

4.9 As some of the potential ways forward could have implications for the employment status of some employees, South East Employers has been engaged to provide Human Resources advice to the two Executives, with the support of both councils' senior HR professionals. (Exempt) Annexe 3, provided by South East Employers, sets out a summary of key HR considerations at this time. As this has implications most immediately for the Council's Chief Executive, he will not participate in this agenda item and will leave the Council Chamber while it is being debated.

4.10 It is now necessary for the Executive to agree a way forward for future collaboration with Guildford Borough Council or to stand down this project for now. This direction to officers is important to avoid any distraction from the delivery of the Council's other key priorities. The Executive is asked to indicate preferred options from the following list, or to modify the options. Guildford Borough Council's Executive and Full Council meetings are due to discuss a similar report on 6 July.

Option A: Do nothing further

Cease this project for the time being and do not commission further collaboration with Guildford Borough Council. (This will not require a recommendation to Council.)

Option B: Commission further research with a defined scope

Decide what further specific evidence is required before any decision on collaboration can be reached, define the scope of that research, and ask officers, in collaboration with peers at Guildford Borough Council, to bring forward a project proposal for conducting this work, with costs, benefits and risks identified.

Option C: Shared services

Decide that a shared services approach is most appropriate, and ask officers, in collaboration with peers at Guildford Borough Council, to bring forward by 30 September 2021 a governance model for overseeing collaboration on a specific set of shared services and procurements that will provide optimum benefit for as little disruption as possible.

Option D: Shared headquarters

Noting the LGA report's commentary and the proximity of the two councils' current principal offices (4 miles), decide to collaborate on a project to explore whether a single headquarters for the two councils is financially advantageous, while otherwise remaining as two distinct organisations.

Option E: Single management team

Decide that a single shared management team, comprising a chief executive, directors and heads of services, is the most appropriate means for bringing forward business cases for future collaboration. The two councils will share a management structure, who will be responsible for recommending further collaboration, service by service. Independent support will be engaged to recruit to senior roles, reflecting the independent advice in (Exempt) Annexe 3.

Option F: Single staffing team

Decide that a single staffing team is the objective, creating one staffing organisation serving two democratic councils. The process will start with the management team, who will then bring forward plans for how a single staffing organisation will be implemented in their areas of responsibility. Independent support will be engaged to recruit the management team, reflecting (Exempt) Annexe 3.

4.11 If collaboration is agreed, an appropriate governance model will be required, and officers would bring forward proposals for consideration. This will need to reflect the nature of the collaboration. In other council partnerships, this has included elements such as: a shared Executive sub-committee or steering group; a shared officer project team working on the transformation required; and the involvement of the councillor Scrutiny function. The councils would design a model that works best for the partnership. This could involve a formal joint committee with powers delegated to it or a joint committee that makes recommendations to each Executive. An Inter-Authority Agreement covering how the partnership will be governed, including cost- and risk-sharing, dispute resolution and exit clauses will be required.

5. Relationship to the Corporate Strategy and Service Plan

5.1 The *Corporate Strategy 2020-25* emphasises "open, democratic and participative governance", "high quality public services accessible for all", and "a financially sound Waverley, with infrastructure and resilient service fit for the future". These principles will continue to guide our approach to this project.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

6.1.1 Up to £15,000 was set aside to progress this project, and the work has stayed within budget. Collaboration across councils could provide significant financial benefits, as indicated in the LGA options appraisal.

6.1.2 Waverley Borough Council's Medium-Term Financial Plan (MTFP), approved by the Council in February 2021, identified an estimated total in-year budget gap of £2.3million over the period 2022-23 to 2025-26. The Council approved a balanced budget for 2021-22. If no action were taken then there would be a total cumulative budget gap for the period 2022 to 2026 is £5.8million, however savings identified through the savings

programme should be annual on-going savings so that savings identified in year 1 of the medium term plan create the same benefit in the following years of the plan. As such the total cumulative gap would only represent the total level of savings required if those savings were one-off saving actions that would not generate benefits in future years. The report to Council stated that “collaboration with other councils and shared service opportunities” would be explored, alongside other measures to deliver the savings, such as its business transformation programme, income generation projects and review of existing expenditure and investments. If savings are not achieved through a formal collaboration with Guildford BC, Waverley will continue its endeavours to balance its budget through further efficiency and cost reduction programmes and raising additional income. These measures may still involve working with other councils to unlock savings that could not otherwise have been delivered.

6.1.3 Guildford Borough Council has confirmed that, whilst its major transformation programme ‘Future Guildford’ is on course to deliver savings of around £8 million, the estimated total in-year budget gap over the period 2022-23 to 2025-26 is around £6.0 million. Therefore, the Council needs to identify a range of savings opportunities to achieve a balanced budget in the medium term. Collaboration between Guildford and Waverley Borough Councils is one of four key strands of the Council’s savings strategy which was approved by Executive in November 2020, together with reviews of discretionary services, operational assets and capital programmes. The savings programme targets savings of £1.5 million through joint working with Waverley. If these are not achieved, greater spending reductions will be required in other areas, particularly discretionary services. If no action were to be taken at all, over the same 4-year period there would be a total cumulative budget shortfall of £16.4million, however savings identified through the savings programme should be annual on-going savings so that savings identified in year 1 of the medium term plan create the same benefit in the following years of the plan. As such the total cumulative gap would only represent the total level of savings required if those savings were one-off saving actions that would not generate benefits in future years.

6.1.4 Noting that councils use different assumptions to build their forecasts and that care should be taken with comparisons, the respective MTFP positions are illustrated in the table below, after income/savings measures, use of reserves and council tax increases:

Year	Waverley		Guildford*	
	In-year budget gap	Cumulative budget gap if no action taken	In-year budget gap	Cumulative budget gap if no action taken
2022/23	£0.8m	£0.8m	£2.7m	£2.7m
2023/24	£0.4m	£2.0m	£0.6m	£6.0m
2024/25	£0.3m	£3.5m	£1.0m	£10.4m
2025/26	£0.8m	£5.8m	£1.7m	£16.4m
Total	£2.3m		£6.0m	

**Updated since February 2021. As explained on page 10 of Annexe 2, the Councils use different assumptions and bases to build their forecasts and are at different stages in evaluating them for both incorporation in published analyses and implementation. The respective MTFP positions presented above should be treated as illustrative only and not be assumed to be directly comparable.*

6.1.5 In order to progress the collaboration to the next stages following the financial feasibility study, further expenditure will be required to produce a detailed business case. It is proposed that the cost of this further detailed business case will be split between the two Councils should a decision to progress to the next stage be made. The business case will establish further detail around how the savings can be achieved and should be able to quantify some additional savings from the benefits identified in the feasibility study which were not quantifiable at this point in time. The business case will also identify the costs associated with implementation of the collaboration.

6.2 Risk management

6.2.1 Annexe 4 contains a strategic risk register to inform this discussion. If collaboration is pursued, this can be developed further with likelihood/impact ratings, metrics and mitigations. The ratings will depend on the Option pursued.

6.3 Legal

6.3.1 In relation to shared services and staffing, section 113 of the Local Government Act 1972 provides that any local authority may enter into an agreement with another local authority for the placing at the disposal of the latter for the purposes of their functions on such terms as may be provided by the agreement, of the services of officers employed by the former. The starting point for any shared arrangement under Options C, E and F would be the creation of a Section 113 Agreement, from which various other agreements would flow (depending on the specifics of the arrangements) that would establish methods of governance, strategic and operational management, decision-making, financial and any other working arrangements that would need to be agreed between the two authorities. These arrangements have been put in place by many local authorities across the country in a variety of partnerships.

6.4 Equality, diversity and inclusion

6.4.1 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. There are no immediate equality, diversity or inclusion implications in this report's recommendations. Impact assessments may be required as proposals are developed and implemented, and will be reported as appropriate.

6.5 Climate emergency declaration

6.5.1 The climate change emergency declaration and the urgent target for net zero carbon by 2030 is a critical objective for Waverley Borough Council. While no specific impacts on the climate emergency declaration have been identified as a consequence of this report's recommendation, the Council will be assessing and prioritising the environmental, climate and carbon impacts of any proposals that emerge. It may be noted that Guildford Borough Council, like Waverley, has declared a climate emergency and stated an ambition to "work towards making the Council's activities net-zero carbon by 2030"; potential synergies across the two councils can be explored as part of this project.

7. Consultation and engagement

7.1 No external consultation has yet taken place, beyond discussions between the Executives of the two councils. As options are developed further, engagement with parish/town councils, community groups and the wider public may be desirable as any impacts on those stakeholders are identified. An internal briefing for all councillors took place on 16 June.

8. Other options considered

8.1 The alternative option to collaboration would be to cease the development of options and forego any benefits that the attached appraisal identifies. It will be most helpful to officers if the Executive could indicate at this meeting whether collaboration options should continue to be developed, and, if so, the preferred approach.

9. Governance journey

9.1 This report is for decision by the Executive on 22 June, for comment by the Value For Money Overview and Scrutiny Committee on 29 June, and for decision by Council on 6 July 2021. Note that Guildford Borough Council currently intends to discuss this item at its Executive and Council meetings on 6 July. If the two Councils do not agree on the way forward, further informal conversations between the Executives may be required before any proposal comes forward, or the collaboration project could cease for the time being.

Annexes:

Annexe 1 – Vision statement for Waverley-Guildford collaboration

Annexe 2 – Financial feasibility study *by the LGA*

Annexe 3 – Advice on human resources implications *by SE Employers* [Exempt]

Annexe 3 addendum – Further HR information

Annexe 4 – Strategic risk analysis

Background Papers

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

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Agreed and signed off by:

Legal Services: 11 June 2021
Section 151 Officer: 11 June 2021
Head of Paid Service: 11 June 2021
Portfolio Holder: 11 June 2021

Annexe 1 – Vision statement for Waverley-Guildford collaboration

Agreement noted by the two Executives of Guildford Borough Council and Waverley Borough Council on the scope of their preferred partnering relationship covering: context, vision, principles, ambition, governance arrangements, communication and priority areas for business case development.

Context - Addressing the ‘why’ partner question? Where is the common ground for Guildford and Waverley?

1. Face budget challenges over the next 4 years.
2. Need to make savings beyond internal capacity to do so.
3. Seek to protect, improve, and expand discretionary services, and explore new services.
4. See each other as natural neighbours with common interests geographically, economically and environmentally.
5. Support and strengthen our parish and town councils’ democratic and local mandates.
6. See local government reorganisation and the SCC single mega-unitary as a threat and an opportunity and want to be well-prepared if unitaries become a reality.

Vision - What kind of partnership do we seek? What are the key features that will shape our partnership?

7. The collaboration needs to be enduring and strategic based on the evidence as to what approach is best. We will seek a joint CX and a shared management team to implement the strategic vision. Although finances are the driver, there is scope to deliver services in a way greater than the sum of two councils.
8. Have a preferred partnering arrangement – striving to create one team, one culture to unlock the most gains. Stronger together. The arrangement should be business case led. It should pave the way for future collaboration if initial stages are successful.
9. A long-term, politically led, and sustainable partnership that puts residents and communities first.
10. Seek a ‘equitable powerful together’ collaborative partnership, that ensures the total is greater than the sum of its parts.
11. Focus on the delivery of better outcomes for residents and communities, always acting with the residents and communities at heart.
12. Recognition that there will be differences in service delivery models and priorities between the two councils.
13. A shared ambition to create a new type of council (model/vehicle) that other partners will want to collaborate with or join.

Partnership Principles – scoping the partnership. How will we work together?

15. Each council will retain its own constitution, setting out how it makes decisions, re-organises scrutiny and delegates authority.
16. Each council will continue to set its own council tax and publish its own budget and accounts.
17. Each council will continue to be able to set its own corporate plan, using a common template and language, seeking wherever possible to harmonise ambition.

18. No council can be 'out-voted' by the other council in a way which requires that council to adopt a policy, accept a cost or change a priority that its decision makers are not willing to support.
19. There will be no change in the name of any of the councils.
20. The costs of changes and the benefits achieved from change will be fairly attributed and shared to the satisfaction of both councils.
21. No council will be obliged to break an existing contract.
22. Each council will continue to speak up for its own residents, even where there is an apparent conflict of interest between the councils but will strive to secure an agreed approach where conflict around inward investment opportunities arise.
23. Each council will seek to harmonise wherever possible, but will be able to set its own policy for which and how services are delivered.
24. The councils can commission or grant aid on their own but will seek to harmonise or jointly commission wherever possible.
25. Nothing within the partnership is intended to stop councils developing local ideas about how to support their local communities.
26. Each council will seek to align its internal governance and democratic structures and its relationship to one another.
27. Each council will default to the harmonisation of services wherever possible.
28. The collaboration between GBC and WBC must go beyond shared management and shared services and be strategic in intent.
29. Ambition is to secure a longer-term sustainable future for both councils through collaboration in a preferred partner relationship.
30. Both organisations to retain autonomy, accountability and local identity.
31. The collaboration must have the residents at its heart.
32. The collaboration is not a take-over by one council of the other.
33. The collaboration should support the creation of a new shared organisational team/culture where appropriate, through a single senior management team (chief executive, directors, heads of service), who will make recommendations for further organisational collaboration.

Partnership Ambition – What do we want to achieve together? What is the size of the prize?

34. By working together being bigger, stronger, louder, and more influential, locally, regionally, and nationally.
35. Creating the scale of operation capable of jointly securing financial saving of the magnitude of circa £4m pa based on the 2022/23 budgets as its first milestone and more thereafter.
36. Ensure that the collaboration enhances both councils' ambitions for carbon neutrality.
37. Use the best of both councils to explore scaling and in-sourcing services where there is a business case and protect/create local jobs.
38. Be prepared to propose a positive solution that builds on this partnership if/when the Government makes unitary councils a reality.
39. Maintain existing council priority services and seek to protect and improve non-statutory services.
40. A collaborative partnership that strive to deliver social value and or value for money to local residents, by being innovative in how it operates and works at pace.

Leading Collaboratively – Sharing the leadership. How will the partnership be led and governed?

- 41. A joint working group (JWG) comprising leaders/deputy leaders and CEXs to provide leadership of feasibility studies and business cases.
- 42. JWG reporting to Joint Executive at key decision points.
- 43. Both councils align their governance arrangements including scrutiny to provide oversight of feasibility study.
- 44. JWG to agree a shared disputes protocols and exit strategies if parties subsequently wish to end the partnership.

Multiple voices – one message. How will the partnership be communicated, and staff engaged?

- 45. JWG responsible for all communications and messaging.
- 46. A clear process for agreeing a single message on behalf of the partnership, which can then be tailored for different audiences.
- 47. Regular joint staff briefings – so that staff across all levels are fully engaged in the feasibility study.
- 48. Staff and unions to be consulted and supported through the culture change of shared service working.
- 49. The JWG to set up work-streams where staff and unions can directly input into the feasibility study and bring their ideas to the fore.

Scoping the feasibility study. How will the business cases be prioritised?

- 50. Phase 1 – To determine an approximate order of magnitude around potential net savings that could be generated from increased collaboration and provide an initial view on the implications of the two delivery options being considered.
- 51. Phase 2 – To develop a detailed Business Case to enable these councils deliver their agreed shared service arrangements and realise the benefits including financial savings.



JOINTLY OWNED BY



FINANCIAL FEASIBILITY STUDY: COLLABORATION BETWEEN GUILDFORD BOROUGH COUNCIL AND WAVERLEY BOROUGH COUNCIL

11th June 2021

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EXECUTIVE SUMMARY

The intention of this report is to give Members a sense of the scale of financial benefit that closer partnership working between GBC and WBC could unlock.

It has been undertaken at pace over a short period of time and relied upon existing information that both councils were able to make available alongside publicly available comparator information from other sources.

Our work has taken cognisance of savings made to date by both councils and also the plans identified within respective medium term financial strategies to bridge the gap that changes in local government funding and the COVID pandemic have opened up in district council finances.

We have looked at three sources of savings i.e. staffing; third-party spending and property.

Our view is that c. £1.4m of savings could be achieved from the collective staffing budgets of both councils with c.50% of these predicated on implementing a shared single management structure down to Head of Service level.

The potential savings from property and third party spend have been indeterminable from the data available. However, there is clearly significant merit in jointly undertaking the nascent corporate office projects that both councils have started.

A single shared management team could, over time, facilitate the design and implementation of a transformative workplace strategy that would help maximise the benefits from the office projects and could also help both organisations tackle common issues such as recruitment and retention of staff in valuable areas such as Planning and Economic Development and re-establishing viable leisure services post COVID.

There would, inevitably, be costs associated with a move to a single shared management structure and these would be dependent upon the pace of implementation. The strategy for implementation would need to be subject to a separate piece of work.

There are a number of risks that will need to be considered when taking a decision as to whether and how to move forward. The most significant would be ensuring that corporate restructuring does not adversely impact the achievement of the existing saving targets that need to be made. For the three financial years subsequent to the current one i.e. up to the end of 2024/25, the combined total of savings required by both councils is £3.5m, of which the £1.4m identified in this report would represent a 40% contribution.



1. INTRODUCTION

Purpose

Guildford Borough Council (GBC) and Waverley Borough Council (WBC) are two of eleven district councils in the County of Surrey. Last year, the Councils across the County area explored the possibility of reorganising their local government structures in response to devolution overtures from central government. Although proposals were not progressed by central government, it catalysed thinking amongst Council members in GBC and WBC about the potential benefits of joint working and collaboration between their respective organisations. Of particular interest is the impact on services in terms of more flexible resourcing and greater resilience as well as the contribution that could be made to savings that both need to achieve moving forward.

The Local Government Association (LGA) has been supporting the two Councils explore the concept of closer working and has been helping build a greater understanding of the benefits for sharing services amongst councillors. This has taken the form of identifying and securing appropriate peers – both officer and elected members – to help outline the benefits; the journey; the issues, and provide mentoring support. The LGA has also designed and delivered a workshop for elected members to discuss shared services in other councils and what this could look like, including improvements to services and efficiency savings.

Members also want to understand, as noted above, the extent of financial benefits that closer working and sharing services could deliver which is what Local Partnerships has been asked to consider and is the purpose of this report.

Context

Many district councils across the country are now under significant financial pressure as a result of previous changes in the way government funds local authorities and the impact of the current coronavirus pandemic. The austerity approach to funding public services post 2010 saw revenue support grant phased out and replaced by a business rate retention scheme and the New Homes Bonus. These were intended to act as an incentive for district councils to facilitate increased commercial development and house building but both are now under review..

District councils are also responsible for services that attract fees and charges linked to growth such as leisure, trade waste, car parking, planning and building control as examples.

The Prudential Borrowing regime has also enabled councils to borrow cheaply and easily through the Public Works Loan Board to leverage returns available from commercial property investment albeit that the opportunity to do so going forward has recently being restricted.

The activities above have all been significantly impacted by the lockdowns that have occurred over the last 12 months with compensatory support from government being generally insufficient to cover the losses experienced.

Looking forward and, as a result of the pandemic, there is uncertainty about the demand for commercial property, particularly office and retail space which impacts current and projected business rates income as well as the returns on investment property holdings. The viability of leisure services is under question while, overall, the trajectories for activity and income on which district councils depend is hard to predict.

1. INTRODUCTION (continued)

The government's much heralded and anticipated White Paper – devolution and local recovery which was to set out, following the Conservative Party's general election victory in December 2019, the basis of delivering manifesto pledges around increasing prosperity and 'levelling up' has also been impacted by the pandemic. In the early part of 2020, there was a strong sense that for county areas to benefit from devolved powers and funding, the White Paper would propose a rationalisation of democratic governance which would mean re-organising local government to create unitary councils. Councils in Surrey undertook work last summer in preparation for submitting devolution bids to government which explored potential unitary council options.

Although it is now clear that when the White Paper is eventually published it will take a different perspective on devolution and will not feature any re-organisation pre-requisites, The work last year prompted members of GBC and WBC to think about the scale benefits of joining up services and that has been the catalyst for this piece of work.

Given this context for district councils, it is no surprise to learn that other areas have had similar thoughts and indeed proceeded with partnerships of their own. These are listed below and will be the subject of analysis as part of this piece of work.

Table 1: Recent partnering of district councils

Councils	Nature of partnership	Commencement
Boston and East Lindsey	Partnership	1st July 2020
Broadland and South Norfolk	Partnership	1st April 2019
Forest Heath and St Edmundsbury	Merged to become West Suffolk	1st April 2019
Suffolk Coastal and Waveney	Merged to become East Suffolk	1st April 2019
West Somerset and Taunton Deane	Merged to become Somerset West and Taunton	1st April 2019

Approach

Given the uncertainties described earlier around income, our focus has been in relation to the cost base of both councils and what reductions could be possible as a consequence of greater partnership working. The first stage of our work has been to analyse baseline 2021/22 budget data provided by both councils and reconcile this information to the net revenue position for each organisation, as set out in their medium-term financial strategies (MTFSs).

The second stage has been to review available information on staffing, third party spend and property before looking at how the cost base and activity profiles for the two councils compare with other similar sized districts elsewhere in the country.

The final stage of the work has been to consider some of the issues around implementation and whether the changes required would be more suited to a service level approach or a wholesale corporate approach led by a single management team.



1. INTRODUCTION (continued)

Limitations

The limitations of this work and the analyses within it must be appreciated when drawing conclusions about the viability of closer working between the two councils. The following points should be noted in particular:

- Data sources – the work has solely relied on official spend figures published by MHCLG, other publicly available information and data supplied by both councils. In some cases, the data sets;
 - do not extend back in time sufficiently to identify robust trends;
 - contain insufficient information to enable more accurate calculations to be undertaken,
 - contain incomplete information.

In suggesting savings may be made in a particular service or operation, it is solely with reference to examples from elsewhere and apparent indicators of potential duplication. We are not able, within the scope and timescales of this work, to test these metric based observations and they take no account of the relative quality, productivity, or efficiency of what is being compared.

The implementation costs that have been expressed in the report are an estimate based on experience and assumptions applied on similar initiatives elsewhere. However, there may also be indirect costs of pursuing further partnership working such as the distractive and detrimental impact it may have on securing pre-identified organisational savings which are already built into respective MTFs.

There are also likely to be human resource (HR) implications around the harmonisation of terms and conditions and equal pay. These have not been factored into calculations and further work would need to be undertaken as part of subsequent due diligence work.

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2. SIMILARITIES AND DIFFERENCES

Base data comparatives

The table below provides some basic data about the two councils in terms of number of staff, expenditure, income and a small suite of metrics giving a relative sense of the service demand pressures each have to meet.

Table 2: Basic comparative metrics for GBC and WBC

Metric	GBC	WBC
FTEs	670	434
Net revenue expenditure (£'000s)*	23,622	16,248
Total dwellings in the borough	58,490	53,752
No. of housing benefit claimants	5,306	4,824
No. of planning decisions	1,913	1,714
Size of green space	359,897	412,369

*20/21 Revenue expenditure (General Fund) per MHCLG

As district councils, there are a set of statutory services that they must deliver. These services will be supplemented by a range of discretionary services such as economic development, support to the community and voluntary sector as well as local events that have come to be expected by tax payers and members but are becoming increasingly difficult to sustain due to financial pressures. The council has the ability to charge fees to maintain delivery of these services where appropriate e.g. trade waste collection, but moving them onto a commercial footing is only sustainable if they generate sufficient income and are viable.

Our review identifies that both GBC and WBC provide a range of similar set of services albeit GBC is more involved in delivering local Adult Care services in conjunction with SCC:

Each authority possesses a different organisational design and takes a different philosophy to delivery with WBC preferring a commissioning approach that sees major service areas delivered by third party providers e.g. waste collection, grounds maintenance. In contrast, GBC delivers such services itself with its own in-house staff, facilities and equipment.

The table below compares the management structure and service areas of each council.

Table 3: Organisational structures

	GBC	WBC
Head of paid service	Managing Director	Chief Executive
Senior management	Strategic Services Director Service Delivery Director Resources Director	Strategic Director (x2)
Services (MHCLG descriptors)		
Highways and Transport	Head of Customer, Case and Parking Services	
Adult Social Care	Head of Community Services	
Housing	Head of Housing Services	Head of Housing Operations Head of Housing Delivery & Communities Head of Commercial Services
Cultural and Related Services	Head of Culture, Heritage & Leisure Services	Head of Environment & Regulatory Services
Environmental and Regulatory Services	Head of Environment & Regulatory Services	Head of Environment & Regulatory Services
Planning and Development	Head of Place Services	Head of Planning & Economic Development
Central Services	n/a - no Head of Service role	Head of Finance & Property Head of Business Transformation Head of Policy & Governance & MO

Both councils have retained their council housing stock and therefore both operate a housing management and maintenance function. The cost of this is accounted for separately to the council's General Fund and sustains itself from the rentals generated by those units. The Housing Revenue Account (HRA) represents a distinct business operation and although there are likely to be efficiencies generated by each council working closer together on housing management and maintenance, these would be retained within the HRA and not transmissible through to the General Fund. The number of units owned and maintained by each council is shown in the table overleaf.

2. SIMILARITIES AND DIFFERENCES (continued)

Table 4: Scale of HRA (as at 31/3/20 per financial statements)

	GBC	WBC
Total units managed and maintained	5,228	5,567

It is important to recognise the existing partnerships between GBC and WBC before exploring the potential of new ones and these are set out below:

- Care and Repair Home Improvement Agency
- Handyman service
- Surrey Heathlands Project (environmental management of heathland sites) – partnership between Guildford, Woking, Waverley and Surrey

It is also necessary to be aware of the ICT architecture of both organisations and the systems and software upon which they each rely to operate and deliver services. There is commonality in respect of certain transactional services e.g. reliance on Unit4 for finance and HR; Civica for Revenues & Benefits and Orchard for housing management. For other services e.g. planning, each council uses different systems so this needs to be part of considerations.

As for a lot of organisations, the coronavirus pandemic has accelerated the trend towards more flexible and remote working and brought a renewed focus to the cost and need for office space. Both councils have projects underway which are looking at the future role of their corporate centres at The Burys in Godalming and Millmead House in Guildford.

Comparator authorities

It is a necessary and expected part of the analysis to compare GBC and WBC with similar councils elsewhere. The difficulty lies in defining 'similar' such that the comparisons can draw meaningful conclusions. A recent exercise by the Chartered Institute of Public Finance and Accountancy (CIPFA) to assess the financial resilience of local authorities placed both GBC and WBC in the cohort of 'similar' authorities shown in Appendix 1. GBC is one of the largest district councils in the country in terms of expenditure and therefore we have distilled the list down to only include councils that are at the large end of this scale. We have also added to the list by considering councils that have a similar net service expenditure to a combined GBC and WBC. This has produced the comparator list of councils below.

Table 5: Comparator councils

Council	Basis for inclusion
Basildon Borough Council (Bsl)	Similar net service expenditure to a combined GBC and WBC
Northampton Borough Council (Ntn)*	Similar net service expenditure to a combined GBC and WBC
Oxford City Council (Oxf)	Similar net service expenditure to a combined GBC and WBC
Cambridge City Council (Cam)	Largest net service expenditure in GBC and WBC CIPFA resilience cohort
Chelmsford City Council (Chm)	Second largest net service expenditure in GBC and WBC CIPFA resilience cohort

* Abolished on 31st March 2021 to become part of a new unitary council - West Northamptonshire Council

The table overleaf shows the key metric set identified in the earlier Table 2 for each comparator council.

2. SIMILARITIES AND DIFFERENCES (continued)

Table 6: Key metrics for comparator councils relative to GBC and WBC*

	GBC	WBC	Total	Bsl	Cam	Chm	Ntn	Oxf
FTEs	670	434	1,104	787	700	900	n/a	1,300
Net revenue expenditure (£'000s)**	23,622	16,248	39,870	30,433	17,431	27,198	31,683	25,381
Total dwellings in the borough	58,490	53,752	112,242	78,032	55,207	77,063	97,226	59,197
No. of housing benefit claimants	5,306	4,824	10,130	10,782	7,065	8,009	13,956	8,672
No. of planning decisions	1,913	1,714	3,627	894	989	1,680	1,202	1,289
Indicator of green space('000m2)	360	412	772	370	429	425	364	456

See Appendix 1 for source information

*FTEs data is 2019/20, Housing benefit and planning data is 2018/19, green space data is 2020/21

**20/21 Revenue expenditure (General Fund) per MHCLG

The lack of consistency in scale across the measures is indicative of the complexity of local authorities and demonstrates that, despite delivering a reasonably standard set of services, benchmarking councils against each other for the purposes of determining potential scale economies is extremely difficult.

The metrics used are a crude measure of demand for a dominant element of service within the standard MHCLG service areas listed in the earlier Table 3.

When these demand indicators are applied to the net service expenditure figures for each council they produce the following unit values.

Table 7: Benchmarking with comparator authorities

	£'000s per metric	GBC	WBC	Total	Bsl	Cam	Chm	Ntn	Oxf
Housing Services		0.39	0.43	0.41	0.29	0.59	0.59	0.39	0.83
Cultural and Related Services		15.62	3.96	9.40	16.30	13.17	14.53	12.40	11.53
Environmental and Regulatory Services		0.13	0.11	0.12	0.13	0.14	0.10	0.11	0.26
Planning and Development Services		0.74	1.02	0.87	3.71	5.37	1.78	2.43	-5.10
Central Services		4.21	6.28	5.03	9.49	3.48	4.31		3.04

There are three main observations to make in relation to the table above. Firstly, it shows that neither collectively or individually are WBC and GBC outliers across the set of benchmark metrics, except in relation to Planning and Development Services which appears to be generally lower than others on a unit basis. Secondly, the Central Services metric for WBC appears to be high, compared to GBC and most of the comparator councils. The final observation is that there is a significant difference in the unit cost of Cultural and Related Services between WBC and GBC but a lot of this difference is likely to be attributable to differences in how the cost of grounds maintenance is accounted for between the two councils.

2. SIMILARITIES AND DIFFERENCES (continued)

Financial position and projections

The estimated net service expenditure positions of GBC and WBC over the next four years, as per their respective MTFS published in February 2021, are shown below. The table also shows the expected income and the net deficit position which needs to be addressed by each council in order to achieve a balanced budget.

Table 8: Medium term financial strategies

GBC	2021/22	2022/23	2023/24	2024/25
Net service expenditure	16,853	17,983	18,815	20,100
Income	14,568	13,330	13,509	13,851
Net	-2,284	-4,653	-5,306	-6,248
Cumulative benefits identified	-2,434	-3,117	-3,628	-4,221
Remaining benefits to be identified	150	-1,536	-1,678	-2,027

WBC	2021/22	2022/23	2023/24	2024/25
Net service expenditure	17,485	17,587	17,807	18,092
Income	13,487	12,185	11,578	11,442
Net	-3,998	-5,402	-6,229	-6,650
Cumulative benefits identified	-2,449	-3,053	-3,480	-3,601
Remaining benefits to be identified	-1,549	-2,349	-2,749	-3,049

Data as at February 2021

As the table above indicates, each council has initiatives in place to close some of the budget gap and these are detailed in the adjacent Table 8a. It is important that the nature and approach to these initiatives is understood as part of assessing the additional benefits that could be generated through increased partnering between the two councils. The reasons for this are a) to avoid double counting savings e.g. assuming partnering can eliminate roles that will be becoming vacant as a result of existing plans and; b) to assess likely impact of increased partnering on those existing plans.

Table 8a: Benefits identified

GBC	2021/22	2022/23	2023/24	2024/25
Future Guildford Phase B staffing restructure	1,546	1,546	1,546	1,546
Reduce transport costs in Street Cleansing	20	20	20	20
Park & Ride service challenge	40	340	340	340
Additional property investment income	350	544	677	826
Staff restructure of Strategy & Comms	46	46	46	46
Future Guildford procurement strategy	152	341	719	1,163
Other savings	280	280	280	280
Total	2,434	3,117	3,628	4,221

WBC	2021/22	2022/23	2023/24	2024/25
Removal of homelessness grant	282	282	282	282
Reduce revenue contribution to capital	170	170	170	170
Cancel revenue contributions to reserves	710	710	710	710
Commercial strategy	280	356	461	542
Business transformation	294	649	809	849
Service cost review	563	586	598	598
Investment property income	150	300	450	450
Total	2,449	3,053	3,480	3,601

3. RESULTS FROM PARTNERSHIPS ELSEWHERE

Details

It is evident from the MTFS review that the combined savings gap of both councils, based upon Table 8, means c.£3.5m of benefits need to be found over the three years subsequent to the current one. Therefore, to what extent can increased partnering between the two councils contribute to closing this gap.

As part of answering this question, the next section of this report considers the levels of savings achieved by those other districts that have proceeded with partnerships with a neighbouring council.

The earlier Table 1 in Section 1 listed those districts that have recently formed partnerships in the manner which GBC and WBC are investigating. It also identifies those districts that have recently merged to become a larger district as these should provide similar insights to the financial benefits from combining services.

The results of analysing how their cost base has changed as a result of the partnering are inconclusive. We have focussed on the impact on Central Services as that is the area where we can be most confident that early benefits would manifest themselves. Table 9 shows how the net service expenditure for Central Services has changed in each circumstance.

Table 9: Benefits from partnerships elsewhere - impact on cost of Central Services

Councils	2018/19	2019/20	2020/21	% change pre and post partnership/merger	Details
Cost of Central Services					
Boston and East Lindsey	6,796	3,360	2,497	-26%	Partnership commenced 1st July 2020
Broadland and South Norfolk	6,602	7,799	5,848	-11%	Partnership commenced 1st April 2019
Forest Heath and St Edmundsbury	5,131	6,062	6,549	28%	Became West Suffolk on 1st April 2019
Suffolk Coastal and Waveney	8,663	12,468	7,109	-18%	Became East Suffolk on 1st April 2019
West Somerset and Taunton Deane	11,410	13,669	11,690	2%	Became Somerset West and Taunton on 1st April 2019

It is evident that in the first year of the new arrangements, the cost of Central Services has increased in every case apart from Boston and East Lindsey. This will be largely due to implementation costs such as retirement benefits for example. The costs have then fallen below the pre-partnership/merger level for two of the examples but also increased for the other two. In reality, an insufficient length of time has passed to properly assess the financial impact using the data sources available.

4. POTENTIAL PARTNERSHIP SAVINGS

On the basis of the work and analysis in Sections 1-3, this section considers the fundamental question of how much could be saved from increased partnership working between GBC and WBC.

There are three main potential sources of savings which are;

- Staffing
- Property
- Third party spend

Staffing

Although both councils deliver a common set of services, a number of the significant ones in terms of scale are delivered in a fundamentally different way.

For example, in WBC, waste collection and the maintenance of parks, sports facilities, open spaces and road side verges are outsourced to third parties under long term contracts but, in GBC, these are delivered in-house by the council's own staff.

These differences in delivery models are evidenced by the number of staff each organisation employs across these service areas. For example, WBC employs c.34 FTEs in Environmental & Regulatory Services whereas GBC employs c.140 FTEs.

The total staff cost budgets for GBC and WBC based on 2021/22 figures are:

Table 10: Staff cost budget (21/22)*

	£'000s	FTEs	£'000 per FTE
GBC	27,349	609	45
WBC	17,871	357	50

*Includes HRA costs and staffing

Other district councils have recently moved forward with partnerships assuming a minimum of 5% can be saved from staffing costs.

We have looked across major service areas to assess whether this would be feasible over the next two years given the difference in delivery approaches for certain services as well as other factors as follows:

- savings that either council have recently made or are in train to be made in that service;
- political or public profile attached to the service;
- identifiable recruitment and retention challenges;
- consistency of demand pressure for specialist skills within the service; and
- degree of external pressure to change.

The results of our assessment are summarised in the table overleaf:

4. POTENTIAL PARTNERSHIP SAVINGS (continued)

Table 11: Assessment of savings from staffing

Services (MHCLG descriptors)	Notable services	Observations		Collaboration benefit potential
		GBC	WBC	
Highways and Transport Services	Car Parking	Inourced	Outsourced	Negligible
Housing Services	Revenues & Benefits	Use similar processing software and we estimate c. £1m of staff cost associated with this area		£50k based upon 5% saving
Cultural and Related Services	Leisure	Outsourced to Freedom Leisure	Outsourced to Places Leisure	Similar COVID viability issues
	Grounds maintenance	Inourced	Outsourced until 2034	Negligible
Environmental and Regulatory Services	Waste collection	Inourced	Outsourced until 2027	Negligible
	Regulation & Enforcement	Both employ a similar number of FTEs (c.33)		£55k based upon 5% saving
Planning and Development Services	Planning, Building & Development Control	Both employ a similar number of FTEs (c.50)		Would assist recruitment and retention
Central Services	Finance, HR, ICT, Property	We estimate a similar amount of staff cost spent by each Council (c.£14.6m in total, £12.3m excluding SMTs and Heads of Service) and largely using similar core systems		£615k based upon 5% saving
Total				£720k

It is evident from above that we consider the majority of savings that could be achieved from amalgamating services would emerge from Central Services. However, this is heavily predicated upon achieving alignment in culture, systems and processes and we are not in a position, through this piece of work, to give an assessment on how credible that assumption is. Certainly, we are aware that service transformation work has already been undertaken by both councils in this area and that applying 5% on the basis of what other councils have achieved or are targeting may be overlooking differences between respective councils in base productivity and efficiency levels.

The above assessment excludes saving opportunities from a shared management approach at either a corporate SMT level or Head of Service level. Although we have noted that there are a number of significantly sized services with different delivery approaches across the two councils, this does not necessarily preclude merging the Head of Service role. It could be beneficial to have sight over a mixed economy approach with it potentially allowing, over time, the attributes of both to be embedded across both organisations.

For other services where the demands are common such as recruiting and retaining appropriately qualified and experienced staff or, in the case of leisure, responding to the viability pressures that the COVID pandemic has imposed on the service, a shared single Head of Service could also be helpful beyond the financial savings that the elimination of a post would bring.

We have taken a simple approach to assessing the level of savings that may arise from establishing a shared single SMT and Head of Service structure. We have removed the lower cost position in each case of duplication and applied a salary uplift of 10% to the remaining posts to reflect the enlarged responsibilities of the new role. On this basis, our estimate of the potential cost saving from this action is £664k.

In total, we estimate the value of savings achievable from Staffing is £1.384m.

4. POTENTIAL PARTNERSHIP SAVINGS (continued)

Property

An operational justification for adopting a shared single management structure, in addition to generating savings, would be in the circumstances where there is a shared vision of place, operational delivery or an initiative that would benefit from unified operational leadership.

Both councils appear to be at similar stages with their intentions to review and reconfigure their main corporate office estate at The Bury (WBC) and Millmead House (GBC).

In order to give some financial scale to a saving opportunity attached to the corporate office estate, the estimated running costs of each excluding staffing and business rates are £160k for the former and £134k for the latter.

However, it should be noted that local authority office workplace transformation projects rarely delivered direct net savings in themselves, due to the cost of developing, acquiring, or upgrading suitable modern accommodation and associated digital infrastructure. This typically countered the benefits from realising capital receipts and lowering backlog maintenance and energy bills. The benefits case was typically built upon the changes in culture and working practices that the new working environment facilitated.

The implications of the COVID pandemic for the demand for both office space and town centre commercial space in general and ultimately rents and capital receipts makes assessing the scale of a benefits case difficult to estimate at this point in time.

Nevertheless, intuitively, embarking on such a project jointly, rather than individually makes a lot of sense even if the financial 'additionality' cannot be determined at this stage.

- Able to share project management costs including the cost of appointing the range of specialist external advice that will be required
- Design a solution that captures the economies and flexibilities of scale that come from combining the office needs of both organisations
- Avoid duplicating the new learning required to understand what the specification for post COVID office workplaces needs to be

4. POTENTIAL PARTNERSHIP SAVINGS (continued)

Third party spend

The final area to explore has been to look at the payments made by both Councils to third party suppliers and ascertain whether there are potential savings from joining up procurement activity.

Our analysis has been based upon the contract registers of both Councils and identified approximately twenty common suppliers. A number of these relate to housing expenditure which is subject to separate funding and accounting within each Council's Housing Revenue Account.

The other areas in which some commonality is evident is in relation to ICT and energy services. There are likely to be savings from aggregating spend in these two areas but without further analysis of the contracted nature and scale of spending it is not possible to attach a value to this aspect.

Overall, both councils, based on 2021/22 budget data, expect to be spending c.£34m on supplies and services over the financial year. Within this figure are sums in relation to the long term contracts highlighted in Table 11 and also housing maintenance expenditure that is recharged to the HRA. A more detailed piece of work would need to be undertaken to identify the value of addressable spend where aggregating the commodity type requirements of both councils could yield volume savings.

It is also worth noting that GBC, within its MTFS, is targeting a saving from its new procurement strategy of £1.1m per annum by 2024/25 while WBC identifies c.£100k of savings from ICT related spending in its MTFS.



5. IMPLEMENTATION

The source and nature of savings identified by this work are such that they could only be unlocked by adopting a shared single management team.

The alternative approach of taking an incremental service by service approach is only likely to yield savings in three service areas, the most significant of which is Central Services as defined in earlier Table 11. The savings in that area would be predicated upon adopting common processes, reporting templates and information requirements which would be harder to achieve if separate senior management teams were retained.

The strategy for designing and implementing a single senior management team would need to be subject to a separate piece of work and the outcomes of that will determine the profile and timescale of implementation costs. The main costs, dependent upon approach, would relate to redundancy payments and while the £95k exit cap was revoked earlier this year, it is anticipated that the cap or similar will be reintroduced in some form in due course.

There are a number of risk aspects that need to be considered in addition to the uncertainty around implementation costs. The availability of funds to meet these costs is one of these although given that the general fund reserves of both Councils total £7m (GBC £3.7m WBC £3.2m), it is evident that even under a worst case payback scenario of two years, assuming recurring savings of £1.4m, that one-off implementation costs would be fundable. There would of course need to be discussion and agreement about how these costs were borne by each council and how the resulting savings are shared.

The main concern, from a financial perspective, should be ensuring that a managerial restructure does not have an adverse impact on achieving the existing saving targets that need to be made as described earlier within this work's review of each organisation's MTFS.

This links into the culture that is established as result of the changes and the impact it has on productivity and efficiency.

There will also be the need to look, reasonably early into the new shared management approach, at the pay and terms and conditions of staff in both organisations impacted by the changes to ensure there is no exposure to claims of discrimination under the Equal Pay Act 2010.

Finally, as with any partnership, both Councils should consider what mitigations and protections it needs to put in place in the event that, for example, either GBC or WBC decides it wants to reverse out of the arrangement or policy emerges that brings structural reorganisation back to the fore.

6. NEXT STEPS

It will be apparent from the content of this report that there is further work required before both councils can be confident about the scale of benefits that could be generated from closer partnership working.

Specifically, there would be a need to:

- Undertake a review of functions falling under the classification of Central Services to assess the feasibility of combining activity and starting to identify an indicative structure and operating model through which it could be achieved
- Start to engage with staff, unions and wider members on the principles of a single management team and develop out illustrative proposals to support that exercise
- Agree the basis upon which implementation costs and subsequent savings are shared*

Inextricably linked with such work would be the need to initiate a business case workstream that would encompass the above and:

- a) Build on the work done with Shared Service Architects around strategic vision
- b) Assess to greater depth and breadth the level of achievable savings, the associated implementation costs and the resulting profile of net savings
- c) Consider the options for establishing and developing the partnership model ranging from a rapid wholesale, 'big-bang' approach to an incremental, opportunistic roll-out over a longer period of time
- d) Assess the change management and programme management demands and how these will be met

A reasonable time period for such work would be no less than six-months which would mean any changes not taking effect until the start of 2022/23 at the earliest.

As previously noted, the scale of implementation costs is dependent upon the type of approach taken but the payback periods of programmes of this type typically range between 1-2 years.

This would mean net savings starting to feed through to budgets in 2023/24 although there would, inevitably, be implementation dependencies and necessary sequencing with, for example, changes to Central Service activities unlikely to take place before a single management structure was in place.

*From our experience and insights of other local authority partnerships, they have tried to avoid complex apportionment exercises with costs and savings being shared commensurate with relative 'spending power' i.e. the assessment MHCLG makes of each council's funding requirements.

APPENDICES

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APPENDIX 1 – COMPARATOR AUTHORITIES AND DATA SOURCES

CIPFA Financial Resilience Index

The following local authorities represent the comparator set of authorities for both GBC and WBC for the purposes of the CIPFA Financial Resilience Index

Ashfield, Broadland, Broxbourne, Cambridge, Chelmsford, Chichester, Daventry, Derbyshire Dales, East Devon, Epsom and Ewell, Fareham, Gravesham, Harborough, Hart, Hertsmere, Horsham, Maldon, Malvern Hills, Richmondshire, Runnymede, Rushcliffe, South Derbyshire, South Lakeland, South Norfolk, South Oxfordshire, Spelthorne, Stevenage, Tamworth, Three Rivers, Vale of White Horse, West Oxfordshire, Wychavon, Wyre

Comparator data

The table below shows the sources for the comparator data used in the report.

	Source
FTEs	
Waverley	19/20 Budget Book https://www.waverley.gov.uk/Portals/0/Documents/services/council-information/about-waverley-borough-council/financial-information/Budget_Book_2019_20.pdf?ver=CBDM2QWCyuu1kVjUaQUJew%3D%3D
Guildford	19/20 statement of accounts https://www.guildford.gov.uk/article/18469/Annual-accounts
Chelmsford	Transparency webpage https://www.chelmsford.gov.uk/your-council/finance-and-transparency/transparency/
Cambridge	How the council works webpage https://www.cambridge.gov.uk/how-the-council-works
Oxford	Staff and management structure webpage https://www.oxford.gov.uk/info/20050/how_the_council_works/332/staff_and_management_structure
Carlisle	Statement of accounts 18/19 https://www.carlisle.gov.uk/Portals/25/Documents/Financial_Publications/2018_19%20-Final%20Statement%20of%20Accounts.pdf?timestamp=1622557812767
Basildon	Workforce profile https://www.basildon.gov.uk/media/10463/Basildon-Council-Workforce-Profile-2019-2020/pdf/Basildon_Borough_Council_Workforce_Profile_2020.pdf?m=637508123513430000
Northampton	Not available
Net service expenditure (£'000s)	https://www.gov.uk/government/collections/local-authority-revenue-expenditure-and-financing
Total dwellings in the borough	https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants
No. of housing benefit claimants	https://www.gov.uk/government/statistics/housing-benefit-caseload-statistics
No. of planning decisions	https://www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics
Size of green space	ONS April 2020: Average combined size of Parks, Public Gardens, or Playing Fields within 1,000 m radius (m2)

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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APPENDIX 3 (ADDENDUM)

Following discussion with Waverley Executive Members, additional information was requested to supplement the advice contained in the report produced by South East Employers at Appendix 3 and this is set out below.

Workforce report

Guildford – Waverley Borough Council Workforce Report

Gender	Waverley Head Count	Guildford Head Count
Female	275	288
Male	149	372
Grand Total	424	660

Job Type	Waverley Head Count	Waverley FTE	Guildford Head Count	Guildford FTE
Full Time	282	282	563	563
Part Time	142	83.23	97	55.1
Grand Total	424	365.23	660	618.1

Age group	Waverley Headcount	Guildford Headcount
Under 30	42	75
30-39	73	122
40-49	119	164
50-59	120	246
60-69	63	98
70 and above	7	8
Grand total	424	713

Recruitment of senior officers

It has been customary in Waverley to include the Leader of the Opposition in senior officer recruitment panels, with the confirmation of the appointments being a matter that is, under Waverley's constitution, reserved for full Council. Guildford Borough Council's Constitution includes provision for the Employment Committee to undertake the recruitment/ appointment process in respect of the Relevant Officers, namely Head of Paid Service, Chief Finance Officer, and Monitoring Officer, and to make recommendations as appropriate to full Council. The Employment Committee may also determine the appointment of directors (where they are not Relevant Officers). It is a requirement that the committee involved in making such appointments includes at least one executive councillor. The Committee is politically balanced and currently comprises the Leader (Chairman), Deputy Leader and a member of the Conservative group. If Members were minded to proceed with the single management team option, it is recommended that the recruitment process should mirror that of Guildford's. Joint scrutiny arrangements would also need to be put in place, and it is noted that Waverley is currently reviewing scrutiny arrangements as part of a broader governance review.

Communication and engagement with union and staff

Waverley and Guildford have already begun to engage with the union and staff are aware of this proposal. The Guildford/Waverley collaboration is a standing item on Waverley's Joint Consultative Committee Agenda and Guildford's Staff Side (Unison) meetings which are held monthly. Waverley staff have been made aware of this initiative through Cascade and the Chief Executive briefings and Guildford staff through its Staff Forum and the Managing Director's weekly newsletter. In both authorities there is an awareness that more information is likely to be available after July regarding direction of travel and both Waverley and Guildford have Chief Executive/ Managing Director briefings scheduled for July which gives the opportunity for a verbal update and the opportunity to ask questions. Following the Council decision in July, a detailed communications plan will be put in place.

Contacts:

Sally Kipping, HR Manager, Waverley Borough Council

Louise Fleming, Democratic Services and Business Support Team Manager (Deputy Monitoring Officer), Waverley Borough Council

Francesca Smith, Lead Specialist (Human Resources), Guildford Borough Council

Annexe 4: Strategic risk analysis

The LGA high-level analysis identifies significant potential benefits from a collaborative partnership and indicates that a closer collaboration would bring greater benefits in terms of service sustainability, future resilience and financial savings. For example, the report suggests that circa £1.4m could be saved across the partnership from shared management, spending and property. Each of the options in this report entail risks that will threaten the partnership objectives, and several are presented here for councillor consideration in the format of an event-outcome-impact statement and mitigations. Listing these risks does not mean that they are all very likely; if the partnership develops, officers will need to develop this strategic risk assessment with more quantifiable metrics, depending on the option pursued.

<i>Risk</i>	<i>Mitigations</i>
GOVERNANCE	
1. There is a risk that the partnership lacks clear objectives , leading to inefficiency and mission creep, which results in stakeholder dissatisfaction and misunderstanding and undermines benefits.	Adopt and communicate a shared vision statement (such as at Annexe 1). Develop the vision statement into clear metrics and expectations, agreed by all partners.
2. There is a risk that the councils will not proceed with any collaboration , leading to foregoing any of the potential benefits of partnership, which results in greater pressure on the council's financial challenge and service sustainability.	Focus more aggressively on the transformation programme. Identify more options for efficiency, income, savings and potentially service reductions.
3. There is a risk that the two councils disagree on an important aspect of the partnership, leading to dissatisfaction with the partnership and mistrust, which results in the partnership ending or being delayed.	An agreed vision statement that is reviewed at least annually by both council Executives. Regular opportunities for councillors to meet across boundaries, both formally and informally. An early agreed Inter-Authority Agreement (IIA) which sets out protocols for dispute resolution and termination with an appropriate notice period.
4. There is a risk that costs and savings will not be apportioned fairly, leading to mistrust, which results in dispute and distraction.	A clear, early and agreed mechanism for cost and savings apportionment, enshrined in the IIA. Regular clear accounting of savings and costs to the relevant committees.

<i>Risk</i>	<i>Mitigations</i>
5. There is a risk that either or both councils will decide to terminate the partnership , which results in lower-than-expected benefits realisation and reputational harm.	Regular contact between councillors in the Executives and wider Councils. Clear agreement of priorities and objectives. Clear clauses on termination in the IIA with an appropriate notice period to allow for transition. Proactive communications with all stakeholders and the public.
6. There is a risk that future political change leads to a serious change of partnership direction, which results in a change in direction or a termination, which could lessen or increase benefits of collaboration.	Engage all councillors throughout the transition process, with openness among all participants. Identify where the disagreements and different priorities exist and be ready to adapt to them should a change occur.
CAPACITY/RESOURCES	
7. There is a risk that officer capacity will be over-stretched during the transition, leading to lack of focus, which results in negative impacts on service delivery, partnership progress and morale.	Build in investment during the earlier phases, potentially including external support. Set clear timetable and pace, agreed by both councils, with appropriate resources and succession planning. Develop early a programme of HR support for resilience, strategies for dealing with change, and team building. Create a single shared programme management team at the start.
8. There is a risk that current projects/programmes will be delayed by diversion of capacity to the partnership project, leading to delays in achieving key objectives, which results in harm to the beneficiaries of those programmes.	Early investment in the partnership so that it is not displacing resource from other key priorities. Clear programme management and reporting to senior management and councillors on progress of current service plans. Review with councillors the existing priorities and agree where displacement may take place in a planned and agreed way.
9. There is a risk that knowledgeable officers may leave , leading to missing information and dilution of 'corporate memory', which results in delays and confusion.	Clearly documented hand-over and succession processes for when officers leave. Clear process and time for 'downloading' corporate knowledge from those that may leave. Clear and consistent record-keeping and retention.

<i>Risk</i>	<i>Mitigations</i>
10. There is a risk that one council's priorities will (or will be perceived to) dominate for a period, leading to inequitable cost apportionment, which results in mistrust and undermining of the partnership.	A clear agreed mechanism for how officer capacity is shared over time. Shared annual business plans for each service agreed by the councils, clearly articulating the apportionment on planned projects. Regular communication with both Executives on specific local issues and priorities that arise.
11. There is a risk that working across two councils leads to increased travel, which results in wasted time and negative impact on the environment.	Encourage video-conferencing and home working, supported by the consistent policies and training. Consider further expanding electric vehicles within the fleet(s). Progress a project for considering a single office to serve both councils.
FINANCIAL	
12. There is a risk that expected savings cannot be realised at one or both councils, which results in unexpected further pressure on services and undermines the partnership.	Regular communication to both councils as to plans and progress.
13. There is a risk that transition costs are prohibitively high (e.g. redundancy, IT, accommodation), leading to a threat to the viability of some aspects of the collaboration for either or both councils, which results in an unviable partnership and reputational impact.	Identify and include transition costs in business cases as they are developed. Agree and document a common approach to rate-of-return and cost/benefit sharing. Change the phasing of transition to reduce the impact of unexpected new costs that arise. Focus first on those areas that present the biggest 'wins'. Clear communication with councillors and the public throughout the partnership.
SYSTEMS	
14. There is a risk that different HR and service policies lead to confusion and duplication, which results in inefficiency or failures of governance.	A programme of policy harmonisation wherever possible, recognising that this huge task will take time. A single shared intranet hub for managers to consult policies, with cross-references where they are different. Regular communication of policy changes. Strong engagement with unions.
15. There is a risk that support functions and processes remain disparate , leading to mis-application of policies/processes, which results in confusion and potential challenge to decision-making.	A plan for an early harmonisation of HR, IT and change management functions and key policies, with accompanying significant financial investment. Strong and regular communication from the senior political and management teams, with employees and unions. A single intranet.

<i>Risk</i>	<i>Mitigations</i>
16. There is a risk that different legacy IT platforms will be used, leading to duplication within a shared service, which results in inefficiency, anxiety and cost.	Review the costs and benefits of the current IT systems and their current contractual obligations. Use this information to inform the prioritisation of the transition programme. Develop a new IT strategy that is focused on supporting the partnership and identify the resources required and return-on-investment that is possible.
CULTURE	
17. There is a risk that councillors do not feel ownership of the collaboration, leading to mistrust and concerns about sovereignty, which results in destabilisation of the partnership.	Clear and agreed governance principles and processes, including how councillors will be engaged in decision-making and scrutiny via existing committees or, if desired, shared committees. Regular communication with councillors, parish councils and the public.
18. There is a risk that councillors will perceive that officers are less available to them, leading to delays and dissatisfaction, which results in harm to the how councillors perform in their role.	Clear expectations to be agreed, acknowledging that shared staff serving two councils may sometimes not be available. Clear protocols on accessibility and building of resilience across officer tiers, so that the critical ward councillor role is prioritised throughout any transitions. Ensure that support to affected senior managers, via technology and assistants, is in place and supported adequately.
19. There is a risk that different officer cultures may hinder collaboration, leading to lack of prioritisation for the changes required, which results in delay, inefficiency and dissatisfaction.	Clear direction from senior political and officer leadership. An articulated change strategy including expected behavioural norms. Investment in engagement, communication, training and support through times of change.
20. There is a risk that officers may not trust those from the 'other' council , leading to failure to share key information and attrition, which results in delay and unhealthy cultures and behaviour.	Clear direction from the political and senior management leadership as to the way forward. Good communication and support/training for employees on how to work will during change and transition. Harmonise performance management processes.

<i>Risk</i>	<i>Mitigations</i>
21. There is a risk that employees will become increasingly anxious, leading to negative impacts on morale, which results in impact on service delivery, mental health concerns and loss of staff.	A clear direction of travel from the political leaderships, with messages delivered consistently and clearly. Regular communication from senior management and transparency with employees and unions about the plans, progress and impact on affected staff. Investment in HR support and employee assistance, including identifying internal opportunities for career development and a single package of good welfare support. Review regularly the impact on service performance and be prepared to support and resource accordingly.
22. There is a risk that current programmes or past decisions are being implemented in a fixed way, leading to partnership options being constrained, which results in compromises in the short term.	Review and clearly assess how far there are new opportunities, as well as constraints, arising from legacy decisions; whether they permit or block a 'best of breed' approach and for how long. Clear communication with the Executives. Be prepared to be bold if the business case holds, with an agreed process for cost-sharing if necessary. Phase the partnership accordingly.
EXTERNAL	
23. There is a risk that residents/businesses will be confused between the two councils' services , leading to miscommunication, which results in inefficiency.	A clear branding strategy to reflect the Councils' agreed priorities and approach. Clear communication on the nature and extent of the partnership, and the continuing importance of the role of ward councillors.
24. There is a risk that unexpected external events lead to significant diversion of attention, which results in delays to the partnership transition.	Clearly documented progress of the partnership. An early and agreed plan for handling such an unexpected external event, and a protocol for slowing or pausing the partnership.
25. There is a risk that the Government will restart ' local government reorganisation ', leading to unitary government in Surrey, which results in the abolition of the two councils.	Given that any future unitary model is likely to include Guildford and Waverley within the same new unitary council, plan the current collaboration so that it could also adapt to and be a strong voice within a new enforced unitary. Regular communication with other government stakeholders (councils, MHCLG, MPs) on the progress of this partnership.

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

22 JUNE 2021

Title: Take the Jump

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

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

Key decision: No

Access: Public

1. Background

- 1.1 The Take the JUMP campaign is based on the findings of the recent independent research “The Future of Urban Consumption in a 1.5°C World” carried out by the University of Leeds School of Earth and Environment, C40 Cities Climate Leadership Group and Arup. The research determined how global emissions must reduce to ensure global warming is kept to international agreed safe levels of 1.5°C.
- 1.2 It explores the impact that urban consumption has on global greenhouse gas emissions and assesses what individuals, businesses and governments can do to reduce consumption-based emissions within cities and beyond. This research led to the creation of “The Jump” by founders Tom Bailey, Ben Hewitt and Tom Edmonds. The Jump currently has 15 volunteers working on Social Media, JUMP Community Outreach and Systems
- 1.3 Officers were requested to carry out due diligence on the company but as a very new organisation awaiting charitable status, there is no background information available on the company’s governance and structure.

2. Taking the JUMP

- 2.1 The Jump supports the evidence that whilst the Government maintains responsibility for making strategic and potentially radical changes to reduce the impact of climate change, individuals and communities could make a difference by making 6 shifts in behaviour while still living a fulfilled life. .
- 2.2 These 6 shifts are outlined below:
 1. End clutter: Keep products for at least 7 years
 2. Eat healthy: Moving over to a plant-based diet. no waste, healthy amount
 3. Holiday local: One flight every three years

4. Dress fresh: Three new items of clothing a year
5. Travel Well: If you can, no personal vehicles. If we must travel by car switch to an electric car
6. Change the system: Make at least one life shift to change the system – this could be changing your energy provider to a green supplier or reducing your household emissions.

2.3 Trying one small change over a period of time is enough to begin with. It is important to note that “The Jump” is not about “naming and shaming” people nor is it about requiring people to take all six steps at once. It is about overcoming the fear of changing life habits. Eating less meat does not require everyone to become a vegetarian or a vegan.

2.4 Take the Jump is currently being introduced by 3 place-based-demonstrators in the UK, each with a slightly different flavour and led by different stakeholder groups. Local authorities are involved in all of them, but in varying degrees and in different ways.

- In the Waverley area, Godalming Climate Forum are leading the way.
- In Bristol local business networks and community groups are leading their campaign
- In Leeds, local Black Lives Matter groups and the University of Leeds are leading the campaign.

2.5 The principles behind Taking the Jump could become a mechanism for behavioural change for Waverley residents to underpin our carbon neutrality action plan. There are other similar campaigns, two other examples are:

- Count Us In - Leaders Quest Foundation <https://www.count-us-in.org/about/>
- One Planet Living – Bioregional (charity)

2.6 There are three potential strands to WBC’s involvement in “Take the Jump”:

- **leading by example** – through internal awareness raising and encouraging staff to participate.
- **influencing** other organisations – by promoting our activities
- **supporting** community initiatives – by sharing best practice, facilitating, events and promotions as appropriate and feasible within existing budgetary constraints

2.7 As a starting point, Waverley Borough Council (WBC) could:

- raise awareness of the campaign within the council to staff and Councillors and
- cascade Take the Jump out to organisations and communities to raise awareness and hopefully influence others to join the campaign.
- support organisations and community initiatives by sharing the experience and successes of the programme roll-out within the council.

- 2.8 Godalming Town Council has indicated it hopes to start The Jump alongside WBC. If WBC supports the campaign then other town and parish councils could be invited to “Take the Jump” too.

3. Recommendations

- 3.1 That the Executive **supports** the ‘Take the Jump’ campaign
- 3.2 That Waverley residents be **encouraged** to ‘take the jump’
- 3.3 That organisations within the public, private and voluntary sectors operating in Waverley be **encouraged** to roll out the “Take the Jump” seminar to employees/ members
- 3.4 That events be organised in Waverley to **encourage** people to promote the National ‘take the jump’ launch in June.
- 3.5 That a ‘Take the Jump” **awareness-raising** campaign be organised to inform Waverley staff members and councillors, who will be invited to try making at least one shift in the way that they eat, travel and shop.

4. Reason for the recommendations

Whilst Waverley Borough Council and other tiers of government maintain responsibility for making many of the changes in the Carbon Neutrality Action Plan, to achieve significant reductions in the carbon footprint of the borough individuals and communities can help to make a difference by making some of the six shifts in behaviour.

5. Relationship to the Corporate Strategy and Service Plan

Encouraging staff and members of the wider community to take action to reduce their own carbon emissions is directly related to the Carbon Neutrality Action Plan which is a key priority in the Corporate Strategy.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

- 6.1.1 This initiative was not identified in the Service Plan for 2021 – 23 and it will require staff resources from the Communications, Sustainability and possibly other council teams to deliver the proposed activities.
- 6.1.2 In the absence of additional resources this will need to be delivered within existing budgets of the Sustainability and Communications teams and prioritised alongside existing planned work which will have to be re-programmed to accommodate this.

6.1.3 Promotional activities referred to in this report have not, as yet, been quantified and there may be additional costs for promotional materials and activities for which funding will need to be identified.

6.2 Risk management

6.2.1A successful behavioural change campaign which reduces personal carbon emissions could increase confidence amongst the public to change their behaviour. Not leading by example could impact on our ability to help deliver overall reductions in carbon emissions.

6.2.2It will be important that this campaign is seen to align with other Council activities such as the campaigns to support the recovery of the local economy from the COVID-19 pandemic. In that respect it needs to acknowledge that it has the potential to affect consumer demand for existing goods and services on the High Street and the need for support to encourage and enable businesses to adapt to that changing consumer demand.

6.3 Legal

6.3.1 There are no legal implications in this report

6.4 Equality, diversity, and inclusion

6.4.1 Equality, diversity, and inclusion are key elements of the “Take the Jump” campaign.

6.5 Climate emergency declaration

6.5.1 Promoting behaviour change within the wider community will contribute to a reduction in carbon emissions and is directly related to the Carbon Neutrality Action Plan.

6.5.2 Raising staff and Councillor awareness and encouraging them to take action to reduce their own carbon emissions will set an example to the community.

7. Consultation and engagement

7.1If the recommendations are agreed, WBC will be sharing information about the Take the Jump campaign. Town and Parish Council will be invited to take part too. WBC will also be promoting “Take the Jump” to residents across Waverley.

8. Other options considered

8.1 None at this stage

11. Governance journey

Executive

22 June

Background Papers

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

Attachments:

CONTACT OFFICER:

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Agreed and signed off by:

Legal Services:

Head of Finance:

Strategic Director:

Portfolio Holder: date 03/06/21

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

22 JUNE 2021

Title:

Capital Projects for the 2021/22 Capital Programme

Portfolio Holder: Cllr Mark Merryweather

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: Yes

Access: Public

1. Purpose and summary

This report is submitted to the Executive by the Projects Co-ordinating Group, to approve additional projects for the 2021/22 capital programme.

The Council budget meeting in February 2021 agreed a figure of £360,000 for discretionary projects. It was agreed that this fund required further consideration by officers, in consultation with portfolio holders before approving the projects.

The Projects Co-ordinating Group was formed to consider the inter alia discretionary projects and bring back recommended projects to the Executive.

2. Recommendation

It is recommended that the Executive approves the discretionary projects and their proposed funding for the 2021/22 Capital Programme as listed in Annexe 1.

3. Reason for the recommendation

In order that funds can be allocated, and the projects can commence.

4. Background

On 23 February 2021, the Council received its annual report on the 2021/22 budget which included the following paragraph:

“18.2 The draft 2021/22 Capital Programme bids amount to £1.8million as shown at Annexe 5 to this report of which £0.9m is funded from the General Fund revenue contribution referred to earlier. The table in Annexe 5 does not include

the £1.6m of slippage from previous years that are ongoing projects. The capital programme shows the essential spending on asset maintenance and unavoidable projects. Given the current and future budget shortfalls, other discretionary projects that have been put forward by heads of service will be subject to further consideration by officers, in consultation with portfolio holders before they can commence. This consideration will include the strength of the business case, the availability of external funding and opportunities to reduce or defer cost to reduce the draw on the revenue budget in 2021/22.”

Subsequently the Projects Co-ordinating Group was set up by officers.

The membership of the Board is:

- *Portfolio Holder for Finance, Assets and Commercial Services (Chair)*
- *Portfolio Holder for Economic Development, Parks & Leisure*
- *Portfolio Holder for Environment & Sustainability*
- *Head of Commercial Services*
- *Head of Finance & Property*
- *Financial Services Manager*
- *Programme Development Manager*
- *Policy and Performance Officer*
- *Democratic Services Officer*

The Board has met on four occasions and after discussion around priorities has agreed to recommend to the Executive a list of projects at [Annexe 1](#) and allocate a total of £198,159 of the £360,000 funds on that basis.

The projects are also funded by other sources, including the Surrey Empty Property Grant.

Empty Property Reallocated Funding Grant

In February 2019, the Council approved changes to the council tax empty property policy, reducing the empty home discount period from 6 months to 1 month, and introducing a premium charged for properties which have been long-term empty and unfurnished. This generated additional council tax income both for Waverley and preceptors. The additional income generated for Surrey CC for the 2019/20 period was £249,550. Due to the increased council tax collected for Surrey County Council, Surrey CC committed to returning this funding as a grant.

Waverley submitted proposals and Surrey CC have now approved £249,550 of funding for projects which fall into their priorities of; climate change, homelessness reduction, rethinking local transport deliver and economic recovery. The capital elements of this funding agreed is shown in [Annexe 1](#).

The non-capital elements of this funding, totalling £102,550 have been allocated as follows:

Project	£'000
Borough wide bike storage project	10
Switching council buildings to a green energy tariff	7
Farnham Park cycleway feasibility study	25
Surrey downs link feasibility study	25
Farnham Museum feasibility study	5
Business support PR resource	20
Digital connectivity support	10
Total	103

5. Relationship to the Corporate Strategy and Service Plan

This process is in line with the corporate strategy to develop financial sustainability.

The projects have been assessed in line with the corporate vision and the Council's declaration of a climate emergency.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The projects reviewed by the Co-ordinating Group have significant officer time attached to them to progress them. Each project has considered resource requirements when applying for funding and this is addressed within their justification forms. It is planned that further project support will be recruited to support a number of these projects and budgets have allowed for external support where necessary.

6.3 Legal

Each individual project will be subject to its own governance structure including the understanding of the legal ramifications. Resources from the Council's Legal Services team will be allocated to each project as appropriate and will include external legal support where required. Such external spend will be budgeted for from within each project's budget.

6.4 Equality, diversity and inclusion

Each approved project will complete as part of the start-up process an Equality Impact Assessment.

6.5 Climate emergency declaration

The climate emergency was considered in the criteria for scoring the projects taken forward.

7. Consultation and engagement

7.1 Each project will produce a relevant communication and engagement plan to ensure stakeholders are kept informed and the right amount of communication is

8. Other options considered

8.1 Annexe 1 lists other funding that has been approved from sources other than the revenue contribution from Waverley.

9. Governance journey

9.1 Project Co-ordinating Group, Management Board, Executive Briefing, Executive

Annexes:

Annexe 1 – Recommended projects and funding sources

Background Papers

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

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Agreed and signed off by:

Legal Services: 2nd June 2021

Head of Finance: 27th May 2021

Strategic Director: Management Board: 1st June 2021

Portfolio Holder: Project Co-ordinating Group: 2nd June 2021

Proposed Capital Projects 2021/22

Annexe 1

Project Name	Project Budget	2021-22 Revenue allocation	S106	CIL	Surrey Empty Property Grant	Other	Notes
	£	£	£	£	£	£	
Farnham Park Path Upgrade	50,000		50,000				
Cranleigh Leisure Centre Feasibility Study	30,000				30,000		
Leisure Management Contract re-tender	30,000	30,000					
Borough Hall Lighting Replacement	8,500	1,500			7,000		
Woolmer hill energy efficiency	90,000				90,000		
Woolmer Hill Pavilion Project	500,000			200,000		300,000	Capital receipt
Woolmer Hill Pitch 3G pitch	155,000			155,000			
Countryside Stewardship schemes Higher Level Stewardship Schemes (HLS)	150,000	75,659				74,341	Expected HLS from Rural Payments Agency Natural England towards the costs of the obligations. Currently £74,340.72 per annum - The expectation of HLS funded schemes is that the Council match funds the amount of grant coming in.
Weydon Lane - look at development of site, including solar farm, housing, green space, sports pitches.	42,000	22,000			20,000		
Farnham Park Utility Terrain Vehicle	18,000		18,000				
Control and Management of Oak Processionary Moth and Ash Dieback	59,000	59,000					
Electric Vehicle Charger Installation	56,000					56,000	Capital receipt
Develop a Clean Air Strategy	10,000	10,000					
TOTAL	1,198,500	198,159	68,000	355,000	147,000	430,341	

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE MEETING

22 JUNE 2021

Title:

ANNUAL REVIEW OF CORPORATE PERFORMANCE INDICATORS FOR 2021-2022

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

1. Purpose and summary

The purpose of this report is to present to the Executive proposed changes to the current corporate performance indicators set for the financial year 2021-2022. These indicators are used in the quarterly Corporate Performance Report to monitor service performance.

A summary of the proposals is laid out at [paragraph 2](#) and these are reflected in the recommendations. The proposals have also been reviewed by the Overview and Scrutiny Committees and their comments are set out at [paragraph 7](#).

2. Recommendation

It is recommended that the Executive having considered the comments and recommendations from the Overview and Scrutiny Committees, approves the changes to the set of performance indicators (PIs) as set out in the table below, starting from 1 April 2021.

Finance and Property						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
F6	Net return on property	%	Data Only	Vfm & CS	Proposal has been withdrawn by the officers	No further action required
Policy and Governance						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	Data only	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG3a
PG3b	Percentage of FOI and EIR requests responded to within 'statutory timescale'.	%	100	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG3b

PG4a	Number of Data Protection Subject Access Requests received.	No.	Data only	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG4a
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	100	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG4b
PG5a	Number of Local Land Charge searches received.	No.	Data only	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG5a
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	100	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG5b
Commercial Services (except for Building Control and Green Spaces)						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	90%	CW	Recommends the change of target to 95%	Approves the change of target to 95%
Planning & Economic Development (Planning only)						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure (higher outturn is better)	%	80%	ENV	Recommends the change of the calculation method to a cumulative figure	Approves the change of the calculation method to a cumulative figure
P151a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed - cumulative figure (higher outturn is better)	%	80%	ENV	Recommends introduction of this new PI	Approves introduction of this new PI P151a
P153a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	80%	ENV	Recommends introduction of this new PI	Approves introduction of this new PI P153a
P123a	Processing of planning applications: Other applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	90%	ENV	Recommends introduction of this new PI	Approves introduction of this new PI P123a

Housing Delivery & Communities (Housing Delivery only)						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	Data only	HOUS	Recommends introduction of two sub indicators HD4a and HD4b	No further action required
HD4a	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	Data only	HOUS	Recommends introduction of a sub indicator HD4a	Approves introduction of this new PI HD4a
HD4b	Number of affordable homes delivered by the Other providers (gross) (Data only - higher outturn is better)	No.	Data only	HOUS	Recommends introduction of a sub indicator HD4b	Approves introduction of this new PI HD4b
Housing Operations						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.70% 1%	HOUS	Recommends change of the target from 0.70% to 1%	Approve change of the target from 0.70% to 1%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better) *	Days	7	HOUS	Recommends introduction of this new PI	Approves introduction of this new PI HO4b
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	10%	HOUS	Recommends introduction of this new PI	Approves introduction of this new PI HO5b
*Interim PI proposed. To return to tenants' satisfaction PI when new contract is live in 2022 for 2022/23 reporting.						

3. Reason for the recommendation

The organisation conducts an annual review of the corporate performance indicators to evaluate their continued appropriateness in the light of any new legislation or changes to organisational needs and priorities.

4. Background

The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets. The focus of the [Corporate Performance Report](#) from which the proposed indicator changes derive from is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key corporate performance indicators
- Progress of Service Plans actions
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data

- Financial forecasting
- Housing Delivery monitoring

Only changes to the key corporate performance indicators are the subject of this review report.

5. **Relationship to the Corporate Strategy and Service Plans**

The Corporate Performance Indicators were developed to serve as an on-going measure, required to follow the progress against key goals and objectives specified in the [annual service plans 2021-2024](#) and the current [Corporate Strategy 2020-25 priorities](#).

6. **Implications of decision**

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

The collection of the data proposed in this report already takes place using the current resources both in the Environmental Services Team and Housing Tenancy Team and therefore no additional staffing implications will result from the introduced indicators.

6.2 **Risk management**

The scrutiny process of key performance indicators, goals, and targets, laid out in this report, allows for an ongoing assessment of potential risks arising from underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

6.3 **Legal**

There are no legal implications arising directly from this report, however some indicators are based on statutory returns, which the council must make to the Government.

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 report doesn't have direct climate change implications, however each service has reviewed its service plan proposals, the delivery of which is monitored through this report, to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019. Further revision of the objectives might be required once the Climate Emergency Action Plan has been created and approved.

7. **Consultation and engagement**

- 7.1 The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the review by the Overview and Scrutiny Committees at the quarterly cycle and travels to the Executive to seek its approval.

- 7.2 Each of the Overview and Scrutiny Committees have reviewed the proposals under their specific remits and their summarised comments were listed below. The exact recommendations to the Executive are set out under [paragraph 2](#) of this report.

[7.2.1 Overview & Scrutiny Committee – Value for Money and Customer Service – Monday, 24 May, 2021 7.00pm](#) refer to item 71 'Key Performance Indicator Review Report

- Finance and Property – The Committee agreed with no changes to the indicators F1, F2, F3, F4 and F5. It was felt that a new proposed indicator F6 (Net return on property) does not provide meaningful information as it is too high level, and that the Committee already receives a detailed report covering this area. The Head of Finance & Property has agreed to withdraw his proposal at this time and come back to Committee in the future if a more granular measure gets developed.
- Policy and Governance – The Committee agreed with no changes to the indicators HR1a, HR2, HR2a, HR2b, PG1a, PG1b, PG2a, PG2b. The introduction of new indicators measuring Freedom of Information Requests (PG3a, PG3b), Data Protection Subject Access Requests (PG4a, PG4b) and Local Land Charge performance (PG5a, PG5b) was welcomed by the Committee, although it has been remarked that more detailed descriptions should be added going forward. The Committee has also suggested for the officers to group and relabel complaints PIs showing number of complaints and the response rates next to each other for each of the levels. The PG2a would be relabelled as PG1b and PG1b as PG2a. The officers have accepted these suggestions.
- Building Control aspect of Commercial Services – The Committee felt that although no target change was proposed for the indicator C4 at this time, it is something they would like the officers to considered in the future.
- Economic Development aspect Planning and Economic Development – no new indicators were put forward for this area at present.

[7.2.2 Overview & Scrutiny Committee – Community Wellbeing – Tuesday, 25 May 2021 7.00pm](#) refer to item 61, 'Review of KPIs'

- Commercial Services (except for Building Control and Green Spaces aspects) – The Committee agreed with no changes to the indicators C1, C2, C5, C6, C8, C9 and C10. The Committee agreed that they would like to recommend a target increase for the indicator C7 (Critical faults dealt with within 48 hours per quarter) from 90% to 95%. The officers were happy with the proposal and the recommendation will travel to the Executive for consideration.
- Communities aspect of Housing Delivery & Communities – no new indicators were put forward for this area at present.
- Licensing aspect of Environmental & Regulatory Services – no new indicators were put forward for this area at present.

[7.2.3 Overview & Scrutiny Committee – Environment – Monday, 7th June 2021 7.00pm](#) refer to item 8, 'Annual Review of Performance Indicators'

- Environmental & Regulatory Services (excluding Licensing) - The Committee agreed with no changes to the indicators E1, E2a, E2b, E3, E4a, E4b, E5, E NI182, E NI191, E NI192.
- Planning and Economic Development (Planning only) – The Committee agreed with no changes to the indicators P1, P153 (NI), P123 (NI), P2, P3,

LP152, LP154, P4, P5, P6, P7, P8. The Committee has endorsed the change to the calculation method of the indicator P151 (NI) to a cumulative figure. The Committee has also welcomed inclusion of three new indicators proposed in a verbal update from the Head of Planning and Economic Development to complement the national indicators (P151, P153, P123) and these are P151a, P153a, P123a (full details included in [paragraph 2](#) of this report).

7.2.4 Overview & Scrutiny Committee – Housing – Tuesday, 8th June 2021 7.00pm refer to item 8, 'Annual KPI review'

- Housing Delivery and Communities (Housing Delivery only) – The Committee agreed with no changes to indicators HD1 (NI), HD2, HD3. The Committee suggested a split of the indicator HD4 to sub indicators showing exact numbers of affordable homes delivered by Waverley Borough Council and those delivered by other providers. The officers have accepted the suggestion and new indicators HD4a (WBC) and HD4b (other providers) will be introduced from Q1 2021/22 if approved by the Executive.
- Housing Operations – The Committee agreed with no changes to indicators HO2, HO3, HO6 and to endorse a change of target for the HO1 from 0.7% to 1%. The officers also proposed introduction of two new indicators to complement existing indicators HO4 (rate of the service received) and HO5 (repair completed right first time), and these are HO4b (average number of days to complete the repair) and HO5b (% of jobs not completed within 28 days). The Committee has endorsed the introduction of these new indicators from Q1 2021/22. The Chairman wanted for the officers to consider inclusion of indicators measuring energy efficiency and the reduction of carbon dioxide emissions in Waverley's properties and for the proposals to be brought back to the Committee in due course.

8. Other options considered

Standing report, no further considerations required.

9. Governance journey

The report has been through an internal sign off process by the Senior Management Team and then scrutinised by the Overview and Scrutiny Committees before it is presented to the Executive for approval.

Annexes:

Annexe 1 - [Q4 2020-21 Corporate Performance Report – Annexe 1 – Final 19 May 2021](#)

Background Papers

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

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Agreed and signed off by:

Legal Services: Agreed with DB on 9 January 2020

Head of Finance: Agreed in the SMT meeting on 11 May 2021

Strategic Director: Agreed in the SMT meeting on 11 May 2021

Portfolio Holder: Agreed in the Executive Briefing on 18 May 2021

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Corporate Performance Report **Q4 2020/21** (January – March 2021)

Final version



Report Publication Date: 19 May 2021

Officer Name: Louise Norie **Title:** Corporate Policy Manager

Telephone: 01483 523464 **Email:** Louise.Norie@waverley.gov.uk

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RAG Rating Legend

Performance Indicators RAG Legend (RAG = Red, Amber, Green)

Data only	Data only KPI, no target
Green	On target
Amber	Up to 5% off target
Red	More than 5% off target

Service Plans, Internal Audit, Project Management RAG

Completed	Off track - action taken / in hand
On track	Off track - requires escalation
	Cancelled / Deferred / Transferred

1. Corporate Dashboard – All Services

Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q4 2020/21

Q4 Chief Executive's summary:

This is the performance report for the fourth quarter of the year and effectively is the end-of-year review.

The year has, of course, been dominated by the response to the Covid pandemic. This has been detailed in previous reports. How the council and our communities in Waverley responded in difficult circumstance has been awe-inspiring and should rightly be a source of pride for all. While the infection rates have fallen by the end of the quarter to 7.1 per 100,000 population from a high of 722 on the 4th January, 246 residents have tragically passed away as a result of this awful virus.

The council continues to work hard on dealing with the consequences and implications of the pandemic – medical, social, economic and regulatory – and its effects will be felt for a long time in the borough.

One of the consequences of redeploying staff and resources to support the vulnerable and our communities during the pandemic, has been the impact on the council's finances. This is detailed in the [S151 Officer's report](#). The medium term picture is especially challenging and requires us to accelerate our transformation projects and develop further plans to reduce cost and increase income.

Another consequence is the development of backlogs in some service areas. The Senior Management Team has identified these and is activating plans to bring those areas back on track. This may be reported in future quarterly reports.

This quarter saw late confirmation from Government of both the continuation of the May 2021 Police & Crime Commissioner and Surrey County Council elections, and the cessation of the legal powers that enabled formal councillor meetings to take place via Zoom. While councillors must now attend in person to participate in formal meetings, Zoom and flexible working are here to stay for employees and councillors, and our 'Where Work Happens' project is planning for a different balance in how we work in future, to reduce the need for office space, improve our attractiveness in the recruitment market, and reduce traffic and carbon emissions.

Other highlights of the quarter included:

- The responses to our climate emergency survey revealed wide concern about climate change and provided insights in residents' priorities for tackling it.
- A consultation on a new Public Space Protection Order in Godalming, which was approved.
- The approval of a difficult but balanced Budget for 2021/22.
- The publication of the report by KPMG on local government collaboration, commissioned by the eleven district councils of Surrey.
- Agreement to explore options for collaboration with Guildford Borough Council.
- Progress with and consultations on Bramley and Haslemere draft Neighbourhood Plans.
- Designating Shepherd and Flock roundabout as a conservation area.

Performance overall has been good, in difficult circumstances.

Looking ahead, key areas of focus will be:

- Continuing to tackle Covid and its implications, while supporting recovery.
- Engaging with Trinity College, Cambridge, as it prepares to sell Dunsfold Park.
- Developing options and projects to enable important council services to continue to be delivered in the face of the financial challenge.
- The Local Government Boundary Commission’s review of Waverley wards, to take effect in May 2023.

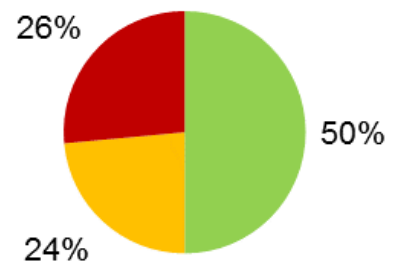
Our excellent councillor and officer team will continue to work hard to support our communities in these challenging times.

Tom Horwood, Chief Executive

Performance Indicators Status

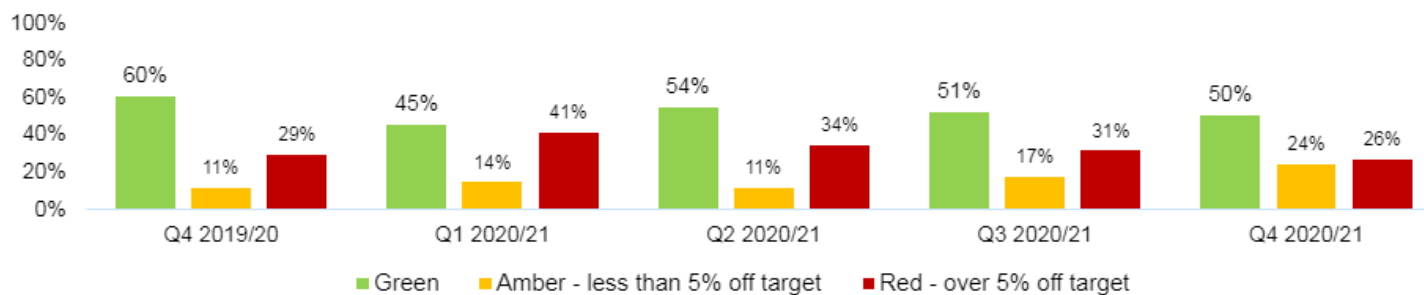
Q4 All Corporate KPIs

Total	100%	34
Green	50%	17
Amber - less than 5% off target	24%	8
Red - over 5% off target	26%	9
Data only / Not available	N/A	15
Data suspended due to Covid implications	N/A	7



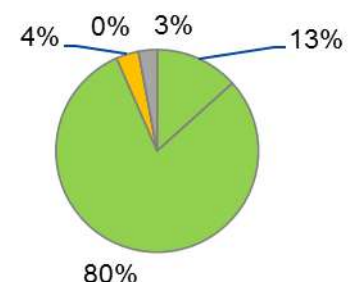
Comment: Commentary on specific PIs can be found in the individual service areas.

Performance Indicators - % per status
Q4 2019/20 - Q4 2020/21



Service Plans - Actions Status

Total	100%	472
Completed	13%	63
On track	80%	378
Off track - action taken / in hand	4%	17
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	3%	14



Comment: At the end of Q4 the majority of service plan actions are on target for completion. Further details of service specific performance can be found under individual dashboards.

Internal Audit – Overdue Actions

The Internal Audit section is included for information only as the scrutiny function for this service falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent [“Progress on the Implementation of Internal Audit Recommendations”](#) report from the Audit Committee meeting 01 March 2021.

Comment: Further details of service specific performance can be found under individual dashboards.

Complaints Q4 2020/21

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Business Transformation	0	0	N/A	0	0	N/A		
Commercial	0	0	N/A	0	0	N/A		
Environment	6	3	50%	0	0	N/A	1	1 x Fault found
Finance & Property	0	0	N/A	0	0	N/A	1	1 x Fault found
Housing Operations	20	17	85%	11	11	100%		
Housing Delivery and Communities	3	3	100%	2	2	100%		
Planning & Economic Dev	14	10	71%	4	4	On	2	1 x Fault Found 1 x No fault found
Policy & Governance	0	0	N/A	0	0	N/A		
Total	43	33	77%	17	17	100%	4	

Total Complaints	60
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	Response Rate	Target	Status
Level 1	77%	95%	over 5% off target
Level 2	100%	95%	On track
Total	88.5%	95%	over 5% off target

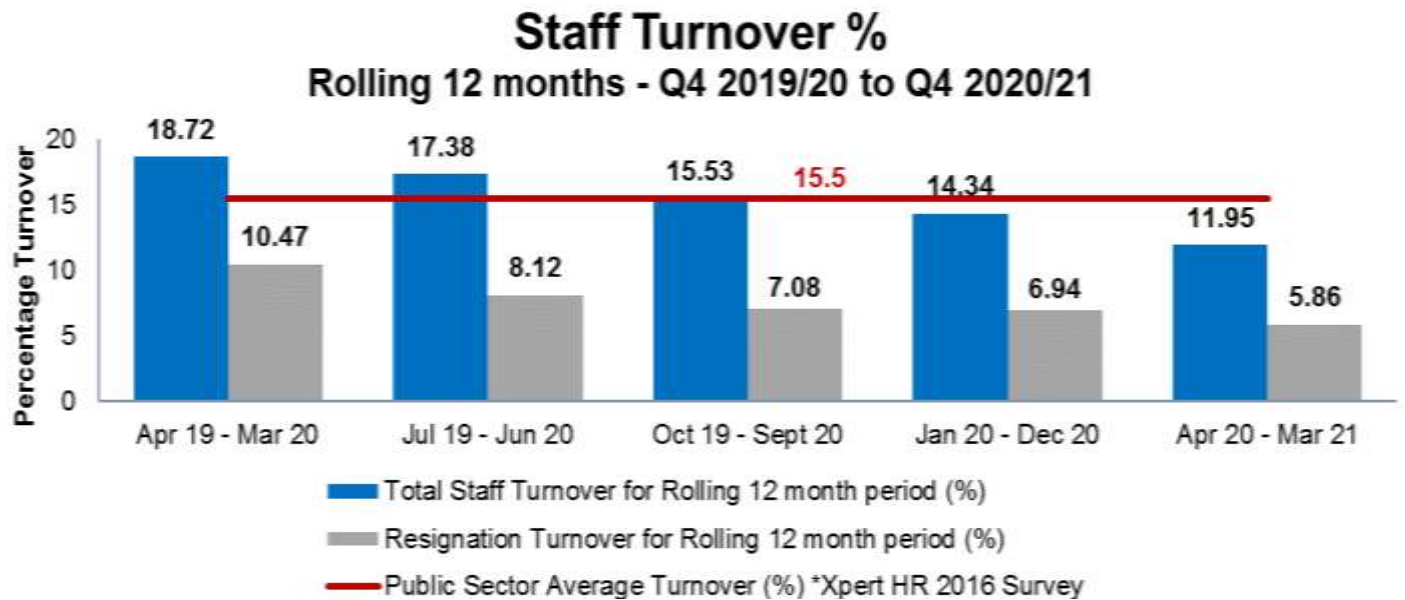
*Details of Local Government & Social Care Ombudsman Decisions can be found on: <https://www.lgo.org.uk/decisions>. Housing Ombudsman doesn't currently publish their decisions.

Comment: Further details of service specific performance can be found under individual dashboards, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart below illustrates the three yearly complaints trends analysis, with a drop in number of complaints received this quarter compared to previous years, although their complexity has increased.



Workforce data – Corporate Level Q4

Waverley’s staff are critical to delivering the Council’s immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead. The following KPIs demonstrate our staff turnover and employee sickness absence levels over a 12 month rolling period.

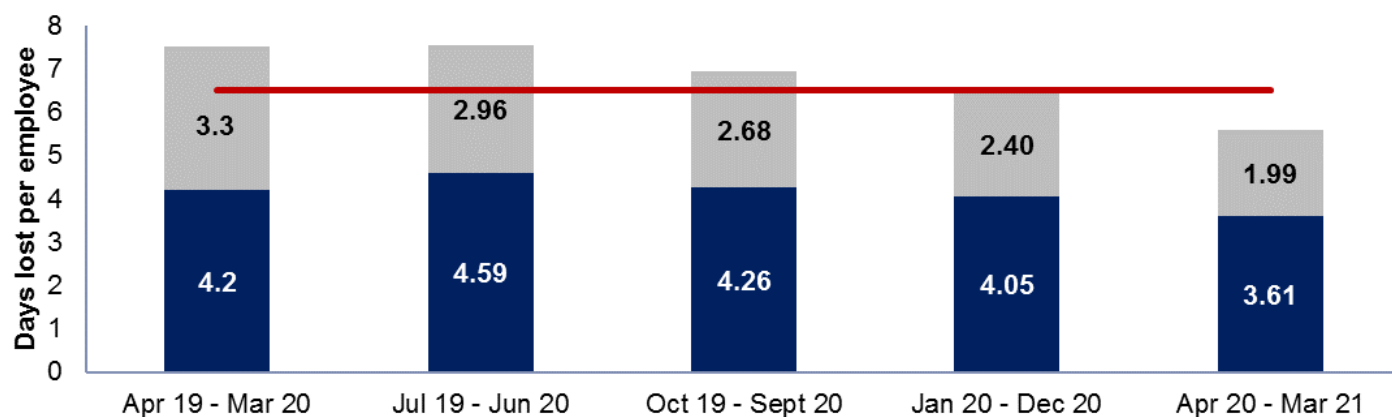


Comment: As might be expected due to the current economic and social context, resignation turnover continues to reduce and has done since the beginning of the pandemic in March 2020.

This trend reflects uncertainty in the job market and a lack of confidence in change generally. Whilst the workforce therefore continues to be relatively stable, it is anticipated that there will be a spike in resignations as the job market begin to recover later this year, particularly in view of the impact on change at Waverley and the continued focus on the management of costs.

Absence Data

Rolling 12 months - Q4 2019/20 to Q4 2020/21



■ Days lost per employee (Long Term)
 ■ Days lost per employee (Short Term)
 — Waverley Annual Target

Comment: This quarter has seen the continuation of the trend for a steady decline in short term sickness. This continues to be impacted by a combination of home working and improved infection measures.

Long term sickness also continues to fall.

The key reasons for long term absence remain mental health (anxiety and depression) with a notable spike in January 2021 corresponding with the spike in infections and the imposition of the national lock down.

It is essential that the council remain focussed on mental health and wellbeing support. HR continue to focus on long term sickness reduction with pro-active expert case management and support.

Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q4 2020/21

Section 151 Officer summary Q4 2020/21:

I have reviewed the position against budget at the end of the financial year. The statutory accounting statements will be produced and considered by the Audit Committee in September. This narrative and the following statements give a summary of the financial position against budget in the financial year. The outturn position set out in this report compares to the latest approved budget as the Council had to take the unprecedented step of agreeing a contingency revised budget mid-year given the significant impact that the pandemic has had on its finances.

The 2020/21 financial year has seen significant uncertainty and risk hit the agreed budget and Waverley’s Medium Term Financial Plan. In August the Council agreed a major revision to the approved 2020/21 general fund budget to react to a forecast £6.6m adverse variance resulting from the direct and indirect impact of Covid on planned income and expenditure. In context, this is approximately 50% of the net budget. Waverley received £1.5m of general Covid funding from government towards this impact and is claiming for an additional £2.8m towards lost income. Further analysis of Covid financial support is included later in this financial summary. The council agreed a package of urgent measures to address this sudden and unexpected budget shortfall including cost reductions, scaling back of capital investment and drawing from reserves that were

earmarked for other specific purposes. The latest forecast shows that the additional government support enables a substantial amount of the agreed reserve drawdown to be rolled forward to support the ongoing impact of Covid in future years' budgets.

The main table below, which shows the outturn for the year, highlights that most of the revised estimates are holding up well. The main adverse variance to date is car park income which suffered again from the second lockdown in November through the Tier 4 period into the Jan-April lockdown. Whilst the outturn for car park income is showing a shortfall, a large proportion of this should be recoverable from the government under the fees and charges compensation scheme which also includes the temporary suspension of the green waste collection service. The temporary restrictions placed on staff recruitment have resulted in significant savings and the overall revised target has been achieved over the financial year. The highest value budget impact addressed in the contingency budget agreed by Council in August 2020 was leisure centres. The Government introduced emergency laws that closed leisure centres for two lock down periods during the financial year and statutory operating restrictions have been imposed on the facilities for the remainder of the year. The following table shows the outturn position compared to Council approval, taking account of government support that has been secured. This table shows that the balance of the budget approval, a net £390k, will be carried forward to 21/22 to help mitigate the further statutory lockdown and restricted use period in this financial year.

	Total Approved Budget £'000	Initial Approval £'000	Outturn £'000	Variance from Approved Budget £'000	Variance from Initial approval £'000
March - June closure	500	500	454	-46	-46
Reopening Costs	1,721	1,000	1,306	-415	306
Leisure Support Grant			-236	-236	-236
Sales, Fees & Charges Compensation			-415	-415	-415
Total	2,221	1,500	1,109	-1,112	-391

Overall, on the General Fund in 2020/21 a favourable variance against budget of £672k is being reported. Offsetting this are carry forward amounts totalling £494k for specific committed spend where it was not possible to complete the work by 31 March, therefore a net underspend of £178k is showing. There are a range of individual variations against budget included within this net total, many of which have been reported in previous quarters' monitoring reports. The most notable are staff costs which are within budget and the vacancy target has been exceeded. Most of the major income areas are at or above the revised budget level, with the exception being car parks as previously mentioned. Building Control income continued to show signs of recovery and the service finished the year on net budget overall. Investment interest performed well against budget with a longer-term approach being taken in overall cash flow management. The main concern on general fund income is from the investment property void from one building, Wey Court East, in Farnham. Officers have had interest in renting major parts of this building and it was hoped that lettings would have been secured by the year end, however, the office property market has been very volatile and it was not possible to secure a tenant. Waverley does have an investment void rent provision to cover unexpected shortfalls in income from empty investment properties. The Housing Revenue Account budget has been impacted by Covid in terms of income loss from non-collection and from a higher number of void properties in the lockdown period. This has been offset in the Business Plan by savings in expenditure so overall the HRA is forecast to be under budget by £0.6m in the year.

Progress of the Medium Term Financial Plan (MTFP) delivery

Waverley agreed its updated Medium Term Financial Plan in February 2020 but due to the severity of the impact of the pandemic in 2020/21 and beyond, the MTFP was comprehensively reviewed in December 2020, particularly given the need to revise reserve levels. A further revision was made in February 2021 to bring the Plan up to date alongside the budget setting report. The MTFP contains a forecast of the budget shortfall over the next four years and sets out the Council's strategy for addressing this. The main measures to be taken are:

- Business transformation and efficiency
- Income generation from fees and charges and council tax
- Property income
- Cost control
- Exploring collaboration opportunities

For further details please refer to the Full Council meeting from the 23 February 2021

Financial Regulations – reporting of budget carry forwards from 2020/21

Where project or specific expenditure is not completed by the end of the financial year a budget carry forward can be considered. Each request is subject to a robust challenge by the finance team and then requires the approval of the Chief Finance Officer under delegation as per Financial Regulation 4.30. Agreed carry forwards are then reported to the Executive under Finance Regulation 4.31. These carry forwards are accounted for in the outturn and do not have resource implications on the following years' budgets. For the 2020/21 financial year the carry forwards approved under delegation are itemised in the tables below for information.

Graeme Clark, Strategic Director and S151 Officer

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	5,344	- 218	-4%	Favourable
Income	- 5,523	- 8	0%	Favourable
Business Transformation Total	- 179	- 226	126%	Favourable
Commercial				
Expenditure	11,181	- 856	-8%	Favourable
Income	- 5,575	3	0%	Adverse
Commercial Total	5,606	- 853	-15%	Favourable
Environment				
Expenditure	12,059	- 309	-3%	Favourable
Income	- 7,944	1,125	-14%	Adverse
Environment Total	4,115	816	20%	Adverse
Finance & Property				
Expenditure	31,154	- 394	-1%	Favourable
Income	- 30,192	212	-1%	Adverse
Finance & Property Total	962	- 182	-19%	Favourable
Housing Operations				
Expenditure	12	-	0%	-
Income	- 12	- 16	133%	Favourable

Housing Operations Total	0	- 16	-	Favourable
Housing Delivery & Communities				
Expenditure	5,140	- 38	-1%	Favourable
Income	- 3,579	- 45	1%	Favourable
Housing Delivery & Communities Total	1,561	- 83	-5%	Favourable
Planning & Economic Development				
Expenditure	7,852	- 82	-1%	Favourable
Income	- 4,918	- 35	1%	Favourable
Planning & Economic Development Total	2,934	- 117	-4%	Favourable
Policy & Governance				
Expenditure	7,068	- 266	-4%	Favourable
Income	- 3,717	- 18	0%	Favourable
Policy & Governance Total	3,351	- 284	-8%	Favourable
General Fund Sub-Total	18,350	- 945	-5%	Favourable
General Fund Funding				
Expenditure	1,863	- 86	-5%	Favourable
Income	- 15,666	161	-1%	Adverse
General Fund Funding Total	- 13,803	75	-1%	Adverse
Covid-19 Local Authority Expenditure Grant	- 1,527	-	0%	-
Covid-19 Local Authority Sales, Fees & Charges Compensation Grant	-	- 2,822	-	-
Reserve Draw down - contingency budget	- 3,020	3,020	-100%	-
General Fund Total	-	- 672	-	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,012	- 466	-2%	Favourable
Income	- 34,061	358	-1%	Adverse
Housing Operations Total	- 8,049	- 108	1%	Favourable
Housing Delivery & Communities				
Expenditure	1,266	4	0%	Adverse
Income	- 696	26	-4%	Adverse
Housing Delivery & Communities Total	570	30	5%	Adverse
Housing Funding				
Expenditure	7,700	- 375	-5%	Favourable
Income	- 221	- 154	70%	Favourable
Housing Funding Total	7,479	- 529	-7%	Favourable
Housing Revenue Account Total	-	- 607	-	Favourable
Grand total	-	- 1,279	-	Favourable

General Fund Revenue Carry Forwards		
Services		£'000

Business Transformation	Joint Surrey IT fund	10
	Museum of Farnham scaffolding	5
Commercial	Places Leisure - Licence	6
	Legal costs for Places Leisure Contract	5
Finance & Property	Rent Reviews in progress as at 31/3/21	7
	Internal Audit slippage due to Covid-19	15
Housing Delivery & Communities	Housing enabling affordability update	6
Planning & Economic Development	Income to fund additional staff resource	25
Policy & Governance	Partnership working support	15
	Independent remuneration panel - members allowances	6
	Freedom of Information support	4
Sub-Total General Fund Revenue Carry Forwards		104
Ongoing Covid-19 impact on Leisure Centres due to closure and legal restrictions for first quarter - balance of budget approved by Council August 2020 net of government funding		390
Total General Fund Revenue Carry Forwards		494

General Fund Capital Project Carry Forwards		
Services		£'000
Business Transformation	Business Transformation – one off cost	7
	Tape backup works	3
	Disaster Recovery	28
Commercial	Badshot Lea recreation ground	51
	Leisure Centre Maintenance delayed due to Covid-19	61
	Haslemere LC Maintenance delayed due to Covid-19	41
	Parks infrastructure works	68
	Parks security	6
	Playground replacement programme	26
	Woolmer Hill 3G pitch - CIL funded	175
	Weyhill Site project – enabling costs	419
	Land Asset Review	7
	Riverside Car Park	1
	Woolmer hill energy efficiency works	14
Environment	Assure Database upgrade	8
	Environment recycling projects	35
	Weyhill Car Park - Sunbrow woods	30
	South Street Car park	5
	EV charging points	19
	Village Way car park	30
Finance & Property	The Burys Feasibility Study	40
	Payment Collection System Upgrade	21
Total General Fund Capital Carry Forwards		1,092

The following table summarises the latest COVID grants position.

	Amount £'000	Notes
Support for WBC budget impact		
General grant towards costs	1527	Received
Fees and charges income grant	2822	Applied for, estimated eligible amount but unconfirmed
Leisure Centre grant	236	To meet additional costs
Other support for additional functions/costs		
Homelessness/rough sleepers	13	To meet additional costs
Homelessness Next Steps	15	To meet additional costs
Contain Outbreak Management Fund	508	To meet additional costs
Clinically Extremely Vulnerable support funding	210	To meet additional costs
Reopening High Streets Safely Fund	111	To meet additional costs
Compliance and Enforcement Grant - Surge Enforcement	41	To meet additional costs
Council Tax Support hardship funding	527	To pay to council tax payers
Emergency assistance for food and essential supplies - SCC	56	To meet additional costs
Business Grant Admin	246	To meet additional costs
Council Tax Support Admin	88	To meet additional costs
Test & Trace Admin	25	To meet additional costs
Covid-19 Response	40	To meet additional costs

2. Service Dashboard – Planning and Economic Development

This Service includes the following teams: Development Management, Planning Policy and Economic Development.

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/21

Q4 summary from Head of Service:

Q4 was challenging in Development Management because of an increase in application numbers received, combined with the ongoing testing and training for the Horizon system being required in addition to business as usual. The testing and training took several administrative and planning officers away from their day-to-day work for significant periods of time but, despite this, performance remained steady during the quarter.

The actions in the Development Management Improvement Plan began to be rolled-out in respect of the six key areas for attention, namely:

1. Systems and Processes
2. Staff and Structure
3. Communications and Engagement
4. Customer Focus
5. Performance
6. Decision Making

Our focus during Q4 was on the first two of these issues. A successful process was undertaken to recruit to two new posts within Planning and Economic Development, namely a Business & Performance Manager and a Systems & Processes Team Leader. These new officers will head up a new Business Support Team focused on efficiencies and customer care.

A restructure of the Development Management function was also undertaken, to be implemented in Q1 2021/22.

The Economic Development Team progressed a number of initiatives from the approved Covid-19 Action Plan and the Planning Policy Team were busy assessing the substantial number of representations received in response to the public consultation on Part 2 of the Local Plan and supporting the development of Neighbourhood Plans and overseeing the CIL bidding process.

Achievements and issues of note in Q4 included:

- Progressing the Affordable Housing SPD (Supplementary Planning Document) towards adoption in collaboration with Housing Delivery Officers
- Supporting a number of Towns and Parishes in progressing their Neighbourhood Plans
- Continuing to support the local business community during and following lockdown with advice, information and liaison with the business grants team
- Working closely with the Customer Service Centre
- Actively progressing a large number of enforcement investigations
- Servicing the Farnham Infrastructure Project
- Continued strong performance in defending planning & enforcement appeals

Zac Ellwood, Head of Planning & Economic Development

Performance Indicators Status Q4

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99%	98%	99%	95%	96%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	100%	100%	83%	50%	90%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	93%	95%	92%	81%	88%	80%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	90%	92%	96%	92%	86%	90%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	88%	87%	80%	76%	80%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	45%	23%	23%	25%	29%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	17%	17%	6%	5.0%	3.3%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	3%	1%	1%	1.0%	1.3%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	89%	90%	85%	72%	74%	75%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	100%	92%	99%	96%	96%	95%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	47%	5%	29%	15%	15%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	12	4	17	23	75	147

Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-531	-143	-273	-397	-469	147
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	240	90	188	145	109	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	24	-57	-16	-18	-56	147

* refers to KPIs P7 and P8, representing quarter on quarter cumulative backlog figure calculated as: (Target – Q1 figure) = Q1 Backlog, then Q1 Backlog + ((Target - Q2 figure) = Q2 Backlog) = Q1 and Q2 cumulative backlog, and so forth.

Comment: Performance in processing and determining planning applications and in investigating enforcement cases remained relatively steady overall, albeit the need to take officers away from day-to-day work to undertake testing/training on the Horizon IT system inevitably had some detrimental impacts, particularly on P123.

P151 performance on Majors improved and for the municipal year the cumulative figure was 87% (26 out of 30 Major applications determined in accordance with the target of 13 weeks or where an extension of time was agreed in writing with the applicant).

Overall appeals performance for the year [P3] exceeded the <30% target with cumulatively only 29% of all appeals having been allowed by the Planning Inspectorate. This is positive performance that is encouraging and indicates we are on the right lines in terms of decision making.

Performance in terms of Major planning appeals allowed as a % of Major Application decisions made (cumulative) [LP152] is also extremely healthy at less than 5%, against a target of <10%, being allowed cumulatively. This indicator is linked to government minimum performance targets that could lead to some Councils being designated as ‘standards’ authorities.

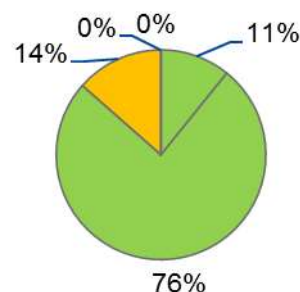
Our pre-application advice service performance is still below expectations and where it needs to be, and the system is due to be comprehensively overhauled in line with the Development Management Improvement Plan. A Working Group has been set up to take this initiative forward and an inception meeting was held in Q4.

The number of dwellings commenced and completed continues to be below target, albeit these indicators are largely outside of the Council’s direct control as local planning authority.

Service Plans - Actions Status

Q4 Planning Service Plans 2020/2023

Total	100%	74
Completed	11%	8
On track	76%	56
Off track - action taken / in hand	14%	10
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Service Plans Actions 2020/23 – actions deferred/extensions

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify

Outcome 6.	New IT system is implemented (transferred from Service Plans 2018/19, action ref. SP18/19P1.1).					
PR20P6.3	New system implemented for Development Management/ Enforcement	28/02/2021	Development Manager (BHS)	Completed	N/A	Completed 06/04/2021.
Outcome 7.	Enforcement Plan Review complete, adopted and published on website.					
PR20P7.1	Planning Enforcement Plan reviewed, adopted, published and implemented in compliance in compliance with NPPF, legal framework and new Local Plan.	31/03/2021	Development Manager (BHS)	Off track action taken	31/08/2021	Delayed due to workload. Carried forward to 21/24 SP (5.5).
PR20P7.2	Training completed for Officers and Councillors on new Enforcement Plan	31/03/2021	Development Manager (BHS)	Off track action taken	31/08/2021	Delayed due to workload. Carried forward to 21/24 SP (5.5).
Outcome 8.	Planning decision making is more efficient and delivery focused.					
PR20P8.1	Review of Planning Committee structure completed. Joint project with Democratic and Legal Services	31/03/2021	Head of Planning and Economic Development (ZE)	Off track action taken	30/06/2021	Council decision on Planning Committee frequency made at Council Meeting 20/04/2021. Carried forward to 21/24 SP (22.1).
Outcome 9.	Customer satisfaction with Planning Service is improved.					
PR20P9.1	Customer engagement protocol for Planning Service adopted and implemented to include Councillors, developers, Town and Parish	31/03/2021	Head of Planning and Economic Development (ZE)	Off track action taken	30/09/2021	We will be reviewing this under our emerging Development Management Improvement Plan

	Councils and resident groups					
Outcome 10.	Recruitment and retention of planning staff are improved.					
PR20P10.1		31/03/2021	Head of Planning and Economic Development (ZE)	Off track action taken	30/06/2021	New structure being rolled out to provide greater opportunities for continuous professional development and job satisfaction.
Outcome 14.	Housing delivery is maintained to ensure availability of affordable and other housing to meet needs and to maintain Council control over decision making.					
SP20/21P14.2	Expand the scope of monitoring information reported in the Authority's Monitoring Report (AMR) to include monitoring the effectiveness of the adopted LPP1 policies	31/03/2021	Planning Policy Manager (GP)	Off track action taken	31/12/2021	Ongoing.
SP21/22P14.3	Implement the actions in the 2020 Housing Delivery Action Plan (HDAP)	31/03/2021	Planning Policy Manager (GP)	Off track action taken	30/09/2021	Actions from 2020 are being implemented. The Housing Delivery Test was met in 2020 meaning there is no need to produce a further Housing Delivery Action Plan for 2021
Outcome 19.	Environmental quality is maintained and enhanced.					
PR20P19.5	Local Heritage Assets (LHA) consolidated from existing information to move away from	31/03/2021	Planning Policy Manager (GP)	Off track action taken	31/12/2021	Ongoing, but not a priority action currently.

	the Lotus Notes application.					
Outcome 24.	Support healthy town centres by working closely with the local chambers and town clerks.					
PR20P24.1	Support the development of four Business Improvement Districts (BID) for the four town centres. Establish baseline agreements and possibly support with private investment fund software for the Business Rates levy.	31/03/2021	Economic Development Partnerships Officer (CK) with Legal, Environment and Electoral Services.	Off track action taken	2022-23	The work on BIDS has been postponed on the basis it is not the right time to take this forward now due to the pandemic.

Internal Audit - Actions Status Q4

Comment: There were two outstanding internal audit actions for this service area at the end of Q4.

Action Code	Description	Audit Code and Description	Due Date
IA20/08.001	Target Response Times	IA20/08 Planning Enforcement	31/03/2021
IA20/08.002	Out of Date Enforcement Plan	IA20/08 Planning Enforcement	31/03/2021

Complaints – Q4 update

Q4 20-21 Planning and Economic Development – Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	15	7	16	13	14	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	13	4	9	12	10	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	87%	57%	56%	92%	77%	95%

Q4 20-21 Planning and Economic Development – Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	10	5	8	9	4	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	10	4	8	8	4	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	80%	100%	89%	100%	95%

Comment: Level 1 complaint response time performance in Q4 was still short of the 95% target we have set for ourselves, and the number of Level 1 complaints remained high and comparable with Q4 2019/20. Most complaints received related to determination delays or substandard communications. The root causes behind the more common complaints that could potentially have been avoided will be analysed and addressed through measures in the Development Management Improvement Plan, so that the Service responds better to the needs of our customers and stakeholders.

All four Level 2 complaints received in Q4 were responded to by the Head of Service within the 15 working day target.

Only two Ombudsman complaint decisions were received during Q4. One, relating to a planning enforcement investigation found some fault with advice given to a complainant resulting in the payment of compensation of £500. Another planning enforcement decision was not investigated on the basis that the complainant has a right of appeal.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Planning & Economic Development				
Expenditure	7,852	- 82	-1%	Favourable
Income	- 4,918	- 35	1%	Favourable
Planning & Economic Development Total	2,934	- 117	-4%	Favourable

Comment: The Planning & ED Service managed to slightly over-perform against our budget targets, partly through prudent management of resources/spend and also as the result of better-than-expected income through an increase in overall planning application submissions.

3. Service Dashboard – Environmental and Regulatory Services

This service includes the following teams: Environmental Health, Environmental Protection, Licensing, Waste and Recycling, Street Cleaning, Emergency Planning and Sustainability

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/2021

Q4 summary from Head of Service:

This has been a challenging Quarter across the Environmental and Regulatory Services teams. The second spike in Covid infections hit our waste and recycling contractor hard, with significant numbers of cases and contacts. As a consequence garden waste collection services were suspended for a period of six weeks and crews were diverted from street cleaning to maintain the refuse, recycling and food waste services. Thanks to the cooperation of the contractor we were able to work through this with as little disruption as possible and by the end of the Quarter we were able to resume the garden waste collections and refocus on street cleaning as staffing levels returned to near normal. In the background a new bin provision policy was approved by the Executive on 30 March to help manage bin supply and costs more effectively going forward.

Tonnages of dry mixed recycling, food waste and residual waste continued to be much higher than normal due to the lockdown and more people staying at home. These increased volumes continued to add pressure on our contractor by increasing working hours and vehicle journeys to the transfer stations.

Car parking income was again hit by the lockdown and continued at very low levels through this Quarter. Work continued on the fine details around the Brightwells multi-storey car park and how we will operate it in future. The Parking Place Order is in the process of being amended to include the car park so it can be managed effectively and proposals for the charges for the car park are under discussion. Our phase of the South Street car park refurbishment is almost completed and the developers will soon begin their work on the road widening, lift refurbishment and the new staircase to improve access to the lower level.

The Environmental Health and Licensing Teams have continued to support and advise businesses on Covid-19 compliance issues and ensure that businesses complied with the restrictions in place at any one time. This has proved extremely challenging and demanding on the staff who are also trying to maintain 'business as usual' as far as possible. Additional funding has been provided to recruit additional staff to support this increased workload, but recruitment is problematic as almost all local authorities are trying to recruit at the same time.

Two significant licensing policy reviews were completed during the quarter. The Street Trading Policy Review made significant changes to the control of street trading in the borough after a rise in complaints about nuisance from mobile traders. The new rules around Street Trading Consents came into effect at the start of April. The Taxi and Private Hire Licensing Policy review introduced new national provisions and requirements for the phasing in of Ultra Low Emission and electric vehicles over the next few years as part of our drive for carbon neutrality.

Effective coordination of the response to the Covid-19 pandemic has been crucial and the Emergency Planning Officer has played a key role in linking our Covid Response Group with the Local Resilience Forum.

Work has begun on several projects included in the Carbon Neutrality Action Plan including electric vehicle charging, cycle shelters and cycle greenways. Funding was also awarded from the Public Sector Decarbonisation Scheme for work to reduce carbon emissions at the Memorial Hall. Work is underway to investigate the use of PV arrays on some of our larger buildings and a feasibility study is being commissioned into solar farms on a number of possible sites across the borough. The Transport Projects Officer has joined the Sustainability Team and is already adding impetus to the work on transport projects. The Electric Vehicle Strategy was approved by the Executive on 30 March and we have been successful, in partnership with other Surrey councils, in bidding for a grant to promote the uptake of EV Taxis and Private Hire cars.

There was wide consultation on proposals for a Public Space Protection Order to help address anti-social behaviour in the Godalming Town Council area involving several meetings and lengthy discussion before the draft Order was finalised for presentation to the Council in April.

Another extremely challenging Qtr. all round. I think it is important not to underestimate the pressure that keeping business as usual going whilst responding to the Covid pandemic has put on both staff and our contractors and thanks must go to all of them for their efforts during unprecedented times.

Richard Homewood, Head of Environmental & Regulatory Services

Performance Indicators Status

Comment:

The MRF rejection rate is exceeding the target (lower is better) and remains one of the lowest rejection rate in Surrey.

The number of fly tips is slightly lower this quarter which is encouraging and could coincide with the reopening of the SCC sites. There have however been several large commercial fly tips and some involving asbestos which requires specialist contractors to remove at significant cost to the council. Performance on clearing fly tips has improved and is back on target.

Street Cleaning performance has dipped slightly due to resources being diverted to refuse and recycling collections to cover Covid absences. Missed bin rates have also increased slightly due to Covid absences and unfamiliar crews being deployed. It is hoped that both of these will improve as the vaccination programme and the road map roll out and the incidence of Covid lessens.

Monitoring the satisfaction of food businesses has been put on hold during the pandemic.

Residual household waste is now exceeding the target again in Qtr. 4 as a consequence of the second lockdown and people producing more waste at home rather than at work or at hospitality venues. The provisional figure for recycling has dropped slightly but is just achieving the target. The main reason for this was the suspension of the garden waste service for six weeks during this quarter.

New KPIs for 2020/2021. Three new indicators were introduced from 1 April 2020.

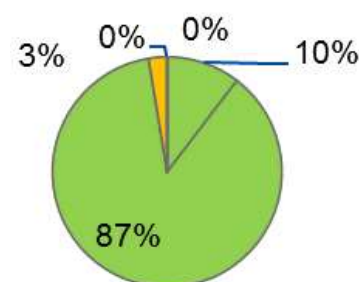
- 1) Number of refuse and recycling missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 2) Number of food waste missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 3) Number of fly tipping incidents in a quarter - **Data only** – (**data already collected for LG Inform**)

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	3.91%	3.24%	3.5%	5.0%	3.91%	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	2	3	4	2	2.0
E2b	Number of fly tipping incidents in a quarter (Data only)		New PI for 2020-21	225	266	238	228	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	81.3%	Data paused	93.7%	93%	89.71%	90.0%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21		New PI for 2020-21	108	68	30	46	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21		New PI for 2020-21	94	65	26	44	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	Data paused	Data paused	Data paused	Data paused	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	97%	Data paused	Data paused	Data paused	Data paused	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	95.68	98.32	86.0	96	103	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	57.4%	59.7%	59.8%	58%	54%*	54.0%

Service Plans - Actions Status

Q4 Environment Service Plan Actions 2020/2023

Total	100%	77
Completed	10%	8
On track	87%	67
Off track - action taken / in hand	3%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Outstanding actions from 2020-23 Service Plan

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
Outcome 5.	Improvements in recycling rates and reduction in waste collected per household.					
ES 5.4	Contribute to the reduction in carbon emissions by working with Town and Parish Councils to introduce additional water refill stations across the borough and reduce the use of single use plastic water bottles.	31/03/2021	Environmental and Parking Services Manager (JCP)	Off track action taken	31/03/22	Work delayed by Covid response

Outcome 11.	Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act					
ES 11.3	Ensure the Emergency Planning, Resilience and Safety Officer becomes NEBOSH* certified to allow for increased competency on health and safety matters within the organisation. (*National Examination Board in Occupational Safety and Health)	28/02/2021	Emergency Planning Officer	Off track action taken	31/12/2021	NEBOSH Certificate National General NG1 exam in June 2021. NG2 practical examination in December 2021. Certification complete before the end of 2021.

Internal Audit - Actions Status – Q4

Comment: There were no outstanding internal audit actions for this service area at the end of Q4.

Complaints – Q4 update

Q4 20-21 Environmental Services - Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	25	14	22	17	6	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	23	14	20	17	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	92%	100%	91%	100%	50%	95%

Q4 20-21 Environmental Services - Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	3	2	5	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	3	1	5	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	50%	100%	N/A	95%

Comment: One Ombudsman complaint closed in Q4 for Refuse Collection, no fault found.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Environment				
Expenditure	12,059	- 309	-3%	Favourable
Income	- 7,944	1,125	-14%	Adverse
Environment Total	4,115	816	20%	Adverse

Comment: The significant drop in parking income has continued to have the biggest impact on the budget this quarter as a result of the second lockdown. Environmental Enforcement income from FPNs (Fixed Penalty Notice) also fell significantly due to resources being diverted to Covid related activity. Taxi licences and Other Licence demand fell due to Covid. Loss of this income was softened slightly from lower spend on DBS/Health checks from Licence applications and lower spend to GBC for taxi inspections. In the waste budgets the variance was due to garden waste services being suspended for 6 weeks at the beginning of 2021, leading to the fall in 20/21 income. There was an additional variance from lower than expected SCC recycling credits and no income from textiles collections which were suspended during the Covid pandemic. Other budgets have been managed effectively resulting in a slight underspend.

4. Service Dashboard – Commercial

This service area includes the following teams: Arts & Culture, Careline, Green Spaces Team, Waverley Training Services, Leisure and Building Control (including Street Naming).

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/21

Q4 summary from Head of Service:

The leisure centres remained closed for the entire quarter although preparation work began on readying the centres for reopening on the 12 April 21.

Building control have continued to operate well throughout this quarter. As a result of the initial lockdown and the resurgence of construction the quarter has been extremely busy. Surveyors have been focusing on site visits to reduce the backlog and maintaining a good service to our clients. During this period our Street naming Team absorbed the responsibility of the Address Gazetteer service, and now oversee the full process from agreeing postcodes and road names to updating the national records. We have also upgraded the process to be more efficient, removing potential operator errors, by introducing new software to streamline the service. In addition, we have also carried out a small restructure creating more resilience.

The community halls largely remained closed this quarter the Memorial Hall continues to host the community meals service for Farnham and has been booked consistently by the Royal Surrey Hospital Maternity Services. Both the Borough & Memorial Halls began preparing for the reopening of the halls to regular hirers in April ensuring the sites were safe and ready to open from 12 April.

Our green spaces, recreation grounds and play areas continue to be heavily used by residents throughout this period. Although numbers are not monitored it has been evident that residents have truly valued these spaces throughout this restrictive time. The increased usage has created a greater workload for our greenspaces team but they have risen to the challenge and maintained these fantastic high quality open spaces for residents. It is also pleasing to note the first full year's performance of our grounds maintenance contractor, Continental, has been exceptional. We have received positive comments from the professional auditors, our internal management and most importantly the public on how well they have performed during the year. We would like to thank them for their flexibility and commitment throughout a very busy year for our local greenspaces.

Work continued with stakeholders regarding Frensham Ponds, a site that attracted large visitor numbers last year, focusing on site management from Easter onwards historically a peak time. Systems were reviewed and put into place seasonal rangers and Covid enforcement officers have been recruited to give greater management cover for the site throughout this period. The Stakeholder Group will reconvene to review actions taken and their successes later next quarter.

Brightwells Yard continues to gain momentum with structures now being clearly seen on the site. Brightwells Yard car park and the commercial element of the site is planned to open in the summer of 2021. Crest continues to work at attracting additional retailers to the site. We understand that there are a number of interested parties continuing to talk to Crest and we await their firm commitment to proceed. It is pleasing to note greater engagement with Surrey County Council on the future operational elements of the site and looking holistically at the traffic improvements for Farnham, an element of which rests with Crest as part of the scheme.

Careline and Waverley Training Services have continued to operate throughout this quarter supporting both our older and younger residents effectively giving them the support they need during this trying time.

Lastly, I would like to personally thank the Commercial Services Team for their commitment, positivity and flexibility throughout this year playing a key role in maintaining services for residents and supporting our communities throughout the pandemic.

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q4

Comment:

The leisure centres remained closed this quarter.

We continue to focus the Building Control Team on plan checks although and will continue to monitor and assess performance.

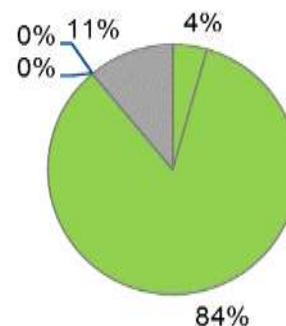
Calls to our Careline centre were higher throughout this period and were dealt with effectively. We were not accepting new clients throughout this quarter because of the vulnerability of the clients we deal with and the Covid risk however processes are being refined to facilitate new clients from the next quarter.

Waverley Training Services continues to achieve its targets and welcomed back students to the site during this quarter.

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	No data	No data	54,656	81,438	No data	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	No data	No data	No data	No data	No data	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	83.89%	87.9%	67.1%	86%	77%	80.0%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	No data	1,742	1,732	1,689	1635	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	No data	No data	4,145	5,929	6,273	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	90%
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	77%	78%	79%	78%	76%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	74%	70%	72%	71%	71%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	30	35	38	21	30	Data only

Service Plans - Actions Status Q4

Total	100%	90
Completed	4%	4
On track	84%	76
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	11%	10



Comment: At the end of Q4 all Service Plan actions are on track.

Internal Audit - Actions Status Q4

Comment: There were no outstanding internal audit actions for this service area at the end of Q4.

Complaints Q4

Q4 2020-21 Commercial Services - Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	7	2	1	2	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	2	1	2	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	100%	N/A	95%

Q4 2020-21 Commercial Services - Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	1	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	1	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	N/A	N/A	N/A	95%

Comment: There were no complaints received for this service area in Q4.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	11,181	- 856	-8%	Favourable
Income	- 5,575	3	0%	Adverse
Commercial Total	5,606	- 853	-15%	Favourable

Comment: Quarter 4 financial performance is favourable largely because of an improved financial position against the emergency budget. We were able to attract some financial support for leisure centres from Sport England that was not budgeted for, and when opened the centres operated better than anticipated. It should be noted that throughout the last year Waverley has given, and continues to give, significant financial support to our leisure operator. The remainder of the 15% is a result of monitoring expenditure closely and the deferment of numerous projects whilst the team focused on the response to the pandemic.

5. Service Dashboard – Housing Delivery & Communities

This service area includes the following teams: Housing Development, Housing Options, Private Sector Housing, Service Improvement and Communities.

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/2021

Q4 summary from the Head of Service:

Each of the teams within the service have performed above expectations during the past year, whether it is continuing solidly with 'business as usual', rising to the additional challenges of the pandemic, or almost completely changing focus to meet the needs of our communities in difficult and unprecedented times.

Communities

The Communities Team has worked tirelessly throughout the year with local community groups to support residents during the pandemic. During the last quarter, the team continued to manage the Waverley Community Helpline and signpost residents to organisations who could provide support and services. In the recent lockdown enquiries received were predominantly about financial support and hardship, and the demand on foodbanks and community stores have significantly increased. The team has directed residents to the local hardship funds that have been established. As we move towards recovery the Communities Team will maintain the Waverley Community Helpline to signpost residents if required.

It is worth noting that during the past year:

The total number of community meals delivered = **42,000**

The total number of calls to the Helpline = **5,900**

The team has been working closely with partners, including Health authorities and Surrey County Council, to deliver activities digitally. The voluntary organisations that we work with have established on-line activities, doorstep conversations and quizzes as well as delivering art and craft packs and hosting virtual afternoon tea parties where a tea is delivered and participants eat and converse digitally. As we go forward these organisations are working closely with centres that deliver services to our older residents as the centres plan for re-opening within the government regulations.

Officers worked with the Executive to agree funding arrangements for the 12 existing Service Level Agreements (SLAs) for 2021/22. It was agreed to extend the SLAs for one year whilst officers work with the Executive to determine possible new funding priorities and mechanisms that will come into force from April 2022. Officers have been working with Community Wellbeing Overview and Scrutiny SLA working Group to explore possible new funding criteria and priorities. The report will be presented to the Overview and Scrutiny Committee in May and will contain recommendations for the Executive to consider.

During the past year and increasingly in the last quarter we have seen a rise in community tension, particularly residents experiencing anti-social behaviour from their immediate neighbours and the surrounding community. There has also been an increase in the reporting of domestic abuse. The Community Safety Team have been working with the Safer Waverley Partners in relation to these issues.

Maintaining appropriate safeguarding is essential and every two years the Council has to undergo a Surrey Safeguarding Children's Partnership (SSCP) Section 11 (statutory) self- assessment audit and a separate internal Safeguarding Policy and Procedural audit. Both of these audits were carried out in the latter part of Quarter 3 and Quarter 4. Officers were notified in March that the organisation has met the requirements of the Section 11 Standards and had provided the SSCP with the reassurance required that the Council understands and is meeting its responsibilities for safeguarding children and young people. We are awaiting the results of the internal audit. Once the report is received an implementation plan will then put together to address actions and recommendations from both audits.

Housing Delivery

The Housing Development Team secured delivery of the 37 new homes on Site A, Ockford Ridge. The 12-month defect period is in place and end of defects inspections have been arranged for the properties handed over in the first phase. Concerns raised by some tenants about poor drainage in their rear gardens is being investigated and will be resolved before the end of the defects period.

Demolition of properties on Site B has been completed, and the contractor has begun initial demolition work at Site C.

Thakeham Homes has been appointed as build contractor for Site B - to deliver 17 new homes and will start on site with site setup and ground works w/c 19 April 2021.

A Reserved Matters planning application for Ockford Ridge, Site C, has been submitted and is expected to be considered at planning committee in May. The tendering process for the build contract for 30 homes on Site C has been issued.

Preparatory works have progressed to bring Sites E and F forward, with most tenants already having moved into new homes. Architects have been appointed for Site F and surveys commissioned to inform demolition and design of the scheme and written pre-application advice from planning officers is expected shortly. An Employers Agent has been appointed for Site E and the tender pack is being drafted.

Planning permission has been granted for all five sites in Chiddingfold: Hartsgrove, Pathfields (x2), Queens Mead and finally Turners Mead, which was considered by planning committee in early April.

The planning application for Parkhurst Fields in Churt has been submitted and will be considered by planning committee 26 April. (*STOP PRESS! Consent granted!*) A planning statement has now been commissioned to support the application for Crossway Close, Churt, and an application is expected to be submitted in April.

The site at Aarons Hill, Godalming, now has an order in place to divert the footpath and when the notice period has concluded officers should be in a position to progress this site in early May. The tender for the build contractor has been prepared.

A scheme is being prepared for Springfield, Elstead, and features in the Neighbourhood Plan. Work is progressing on site layout and design; the scheme will deliver a gain of 16 homes. The concept design and artist illustration have been prepared for issue in April.

The Council was successful in securing Ministry of Housing, Communities and Local Government (MHCLG) Next Steps Accommodation funding to deliver two new modular homes to a Passivehaus standard on a site in Badgers Close, Farncombe. The application was considered, and consent granted on 31 March 2021.

Three rented properties were acquired from Langham Homes on a site in Witley as part of the developer's planning obligations. However, due to a delay in utility connections to the site these homes are expected to be handed over in mid-April.

Waverley were also successful with an expression of interest for four homes on a site in Ewhurst and solicitors have been appointed to complete the legal process of acquisition. There are further sites being considered for acquisition of homes under Section 106 Agreements.

The Housing Strategy and Enabling Team has worked continually through the year with affordable housing providers, and in spite of delays caused by the pandemic, 130 new homes were completed in 2020-21. These were provided by five organisations across nine development sites. The fourth quarter completions are detailed in HD4.

However, Planning permissions across the year appear low. The team is working to address this in several areas.

First, there is a need to increase momentum of the Council's build programme, with a new housing strategy to be focused on delivery.

Secondly, developers' viability cases against providing affordable housing must be challenged more rigorously. The Affordable Housing Supplementary Planning Document (SPD) will, once adopted, provide clear guidance for developers on the Council's expectations regarding viability appraisals, and how the Council will independently scrutinise these. Having an adopted Affordable Housing SPD will strengthen the Council's position.

In addition, a tender has gone out for the Council to set up a panel of independent consultant viability assessors. The consultants would be called upon on a rotational basis to independently scrutinise developers' viability submissions. Having a panel in place will mean that case officers can access timely advice from qualified professionals, ensuring both quality and value for money. The panel setup ensures impartiality: where one consultant has a conflict of interest on a specific site, the job will go to the next consultant. This will put the Council in a stronger position to challenge the developer's argument with robust, independent and impartial assessment of the viability of the development. The intention is to review this panel after a 2 year period.

We are increasing our support housing associations to deliver additional affordable housing units and were able to provide funding from the Council's commuted sums pot (monies paid by developers in lieu of affordable housing on site) to provide homes at social rent levels in Cranleigh.

Landlord inspections and other housing regulatory work carried out by **the Private Sector Housing Team** remains steady. However, requests for public health funerals during the pandemic, although much higher than normal during 2020, have dropped back to normal.

Despite a large increase in Disabled Facilities Grant activity in the second half of 2020/21, the grant spend has dropped since the previous year. The grant spend is now only slightly above the levels seen before the new Home Improvement Policy was introduced although the number of grants completed has only dropped slightly. This is because the team has had to concentrate on ramps and stairlifts, which involve minimal contact with occupiers but are low-cost works.

We were able to appoint a Grants and Empty Homes Officer in March who will engage in cross-service working to make the most of the grant we receive and the opportunities presented. Work to address the empty homes in the Borough can also start in earnest – the issue previously has always been one of resources as bringing empty homes back into use is a time-consuming and complex process.

There has been a large increase in enquiries for other grants (including Safe and Warm) compared to last year. However, the grant spend has dropped although still higher than before the Home Improvement Policy was changed. This is not surprising given the difficulty in gaining access due to Covid 19. As a result most of the works taking place have been essential boiler replacements or works to temporarily empty properties to facilitate hospital returns. Eight of the completed grants were works to improve thermal efficiency and the others were: removal a serious housing hazard, insulation of a park home, decluttering/cleaning of hoarded properties and replacement doors and windows. Thirteen of the clients were disabled and the remainder were low-income households.

The Housing Options Team continued to prevent homelessness during the quarter (there was only one household in temporary accommodation as the end of quarter four) and advise on and facilitate suitable accommodation for those who were homeless. A successful bid was also achieved for MHCLG Rough Sleeping Initiative revenue funding for 21-22 (£105,834) based on funding a full time Rough Sleeper Outreach Worker employed by the York Road Project in Woking, a full time Tenancy Support worker to support rough sleepers placed in short term accommodation and funding for additional emergency and supported housing placements for single homeless clients.

The implication of 19 on employment means that it is very likely that Waverley and other councils will face a further wave of homeless applications due to private rented tenancies ending. This in turn will mean that emergency temporary accommodation costs could reach higher levels in the short to medium term.

The costs could be greater than at present as these homeless households are much more likely to include families with children whereas those having to be housed currently have been single person households or couples.

The Service Improvement Team had a successful fourth quarter whilst continuing to work in challenging circumstances. A range of projects and service actions were completed: highlights include supporting the ongoing professional development of the Housing and Communities Service by arranging Equality, Diversity and Inclusion training, assisting in the development of the Corporate complaints system and holding an internal review of a disrepair claim. The team have continued to support tenant engagement and communications by developing a service update note for all tenants and upgrading the MyAccount service, enabling tenants to view their rent account details online. The team also closed the HRA Recovery, Change and Transformation Project, following the successful management and re-introduction of five key services following the initial lockdown.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status Q4

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	5	5	3	2	1	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	63	0	17	8	4	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	83	0	53	0	43	Data only

HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	65	20	53	28	39	Data only
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Comment: The Housing Options and HomeChoice Teams have continued to keep households in temporary accommodation to a minimum and move those households on to more permanent accommodation as soon as possible.

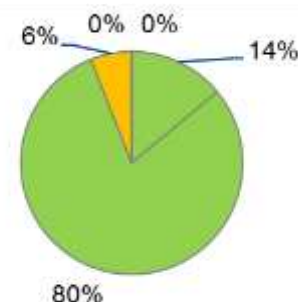
HD4 Number of affordable homes delivered (gross) during Q4 (39):

Units	Tenure	Scheme	Provider	Completed
10	9 Affordable Rent 1 Shared Ownership	Cron dall Lane	Aster Housing Association	March 2021
4	4 Affordable Rent	Hewitts, Cranleigh	Clarion	March 2021
8	8 Shared Ownership	Little Acres, Farnham	Aster	March 2021
17	8 Affordable Rent 9 Shared Ownership	Horsham Road, Cranleigh	Clarion	January 2021

Service Plans - Actions Status Q4

Q4 Housing Delivery and Communities Service Plan 2020/2023

Total	100%	50
Completed	14%	7
On track	80%	40
Off track - action taken / in hand	6%	3
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Service Plans Actions 2020/23 – actions deferred/extensions.

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
Outcome 9.	Regulating private landlords: Housing Strategy Objective: Making best use of existing homes.					
SP20/21 HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1.	31/03/2021	Private Sector Housing Manager	Off track action taken	31/10/2021	Work delayed by increase in workload due to Covid response
Outcome 2.	The service meets the needs of all tenants and their families.					

PR21HO2.3	Review "Regulatory Consumer Standards" with tenants and Members to assess service and areas for improvement to inform the service improvement plan.	31/03/2021	Service Improvement Manager (AH)	Off track action taken	31/12/2022	Initial review completed identified areas for development.
PR21HO2.7	Relaunch the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services.	31/03/2021	Service Improvement Manager (AH)	Off track action taken	30/04/2021	Consultation completed. Strategy gained plain English accreditation. Awaiting charter mark to be published online April 2021

Internal Audit - Actions Status Q4

Comment: There were no outstanding internal audit actions for this service area at the end of Q4.

Complaints – Q4 update

Q4 20-21 Housing Delivery and Communities – Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	2	2	3	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	1	2	3	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	100%	100%	100%	95%

Q4 20-21 Housing Delivery and Communities – Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	1	2	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	1	1	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	67%	100%	50%	N/A	100%	95%

Comment: Complaints have remained low during this quarter and when received responded to accordingly.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	5,140	- 38	-1%	Favourable
Income	- 3,579	- 45	1%	Favourable
Housing Delivery & Communities Total	1,561	- 83	-5%	Favourable

Comment: Homelessness prevention spend is within budget; Government funding (Flexible Homelessness Grant) covering costs and reducing impact on General Fund.

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	1,266	4	0%	Adverse
Income	- 696	26	-4%	Adverse
Housing Delivery & Communities Total	570	30	5%	Adverse

Comment: The overspend is due to the development team not being capitalised to the value budgeted.

To meet accounting standards, we can only charge to capital the staff costs on projects where a new asset has been delivered in year.

As some of these sites are not in a building phase (feasibility or demolition, for example) their costs cannot be capitalised their costs.

Therefore, a larger charge of the overall staff cost has had to be funded from revenue.

6. Service Dashboard – Housing Operations

This service area includes the following teams: Property Services, Tenancy and Estates, Rent Account and Senior Living.

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/2021

Q4 summary from Head of Service:

During Quarter Four the team have continued to predominantly work from home and focus on delivering services in a COVID-19 compliant manner. There has been an additional focus on customer feedback this quarter. The team have supported the development of a new corporate complaint system providing details of categories, themes and reporting requirements. Rigorous analysis of complaints provides a greater understanding of issues, matters and areas for improvement. Recommendations for improvements have been made following an internal review of a disrepair claim. The key learning was the importance and necessity of record keeping and the routine monitoring of cases.

I was delighted to learn that two of our Tenants Panel have been appointed to join the [Housing Ombudsman Service Resident Panel](#). They will provide input and feedback as the service is developed. The Housing Ombudsman Service have also published Case Studies and Spotlight Reports demonstrating common failings in housing management and maintenance. These reports are used to assist internal process reviews to improve Waverley services.

I also wrote to all tenants last month, to provide an update on how we are currently working and to encourage tenants to keep in touch. It is important we hear tenants' views on what is going well, so we can do more of it and what is not working, so we can make it better. The update acknowledged that the responsive repairs service is not performing as well as it should and explained that we are working hard to make the service better. Contact details for advice and support was also included in the update.

The rent increase process was successful with all tenants receiving a rent increase notification letter at least four weeks before the increase. An upgraded MyAccount service was launched on 1 March enabling tenants to view their rent account details. Over 400 tenants had registered for the service by the end of March.

We have also taken the time to support the ongoing professional development of the team with Equality, Diversity and Inclusion training. We recognised the need for the team to be familiar and comfortable with talking about and addressing EDI issues in the 2020/21 service plan. This is essential to ensure we deliver the best and most professional services we can and became even more relevant during 2020, with Black Lives Matter and the inequalities highlighted by the coronavirus pandemic. Over 90% of the housing team attended the training with overwhelming positive feedback. Five officers also attended the IOSH (Institution of Occupational Safety and Health) Managing Safely course. They undertook training over three days and completed the course by successfully passing a test. The course included assessing and controlling risks, understanding responsibilities and hazards and will support the team to apply best practice health and safety principles.

Further to my previous updates, the pipe replacement project, at the scheme where Legionella was present, is continuing to progress well and is due to finish in July 2021. The work in the communal areas is complete and the contractors have started in the tenants' homes. The most recent test results from February and March 2021 indicate that the levels of the bacteria are relatively low.

The team also closed the HRA Recovery, Change and Transformation Project, following the successful management and re-introduction of five key services following the initial lockdown.

For Quarter Four I recognise the whole Housing Operations team for working in exceptional circumstances this year. The team have supported residents and each other whilst recovering services and keeping the essential services going in a time of ongoing challenges and uncertainty.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

KPI	Description		Q4 19-20	Q1 20-12	Q2 20-21	Q3 20-21	Q4 20-21	Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.64	0.86	0.98	0.96	0.96	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	28	70	112	60	36	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100	98.30	99.84	99.88	99.4	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	87	N/A	N/A	N/A	N/A	93%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	69.0	N/A	N/A	N/A	N/A	78%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	New indicator for 2020/21	N/A	N/A	N/A	N/A	N/A

Comment: The performance indicators reflect the ongoing impact of the coronavirus crisis and the efforts to return to and maintain essential services during 2020/21.

The level of **rent arrears** has remained consistent into Q4. As at the end of the financial year the total rent arrear was £238k. This has reduced since midyear (Sept 2020) when the total arrear was £295k. Given the current circumstances the team have performed exceptionally well, maintaining arrears at <1% compared to the national average of 3.68%. The team continue to work with tenants, providing support and advice to ensure incomes are maximised and rent payments and repayments arrangements are made. Officers propose the target is changed to 1% for 2021/22 to reflect the current financial circumstances. 1% is a challenging yet realistic target and is top quartile performance within benchmark group.

The **relet** performance continues to greatly improve as the backlog of homes held during the lockdown period (March to end May) and subsequent vacancies are cleared. A total of 89 homes were relet in Q4 compared to 98 homes in Q3, 56 in Q2 and 13 in Q1. A total of 256 homes were let in 2020/21 compared to 215 in 2019/20 and 225 in 2018/19. As at 31 March there were c40 empty homes, compared to c70 at the end of Q3. The majority, 28 homes, had been vacant for less than 28 days. The team are working collectively to meet the target of clearing the backlog in spring 2021.

Officers propose the 20-working day target is kept for 2021/22 as the backlog is clearing and the target reflects the performance set in the responsive repairs and voids contract.

The **gas** safety performance has declined as the November lockdown has impacted our ability to access homes. There were 24 homes without a valid gas safety certificate as at the end of March. A significant increase from the five homes at the end Q3. Four checks were completed within the first two weeks of April and a further six have appointments agreed. Of the outstanding checks five tenants are shielding or not happy to arrange an appointment during lockdown. The team and contractors are working with residents to ensure safe access as soon as practicable. The remaining nine tenants have not contacted the team and escalation processes have commenced. Officers propose the target remains 100% to reflect the legal requirement for all homes to have a valid gas safety certificate.

The **responsive repairs and tenancy audit** figures have not been available, during 2020/21, due to change in contractor, halt to visits and redeployment of resources.

The independent satisfaction survey contract ended March 2020. The interim responsive repairs contractor were unable to collect tenant satisfaction data as the priority had been to mobilise the contract and the operatives have reduced time and contact with tenants during the visits. Surveys were restarted in January 2021; however insufficient data has been collected for meaningful reporting.

Officers propose to replace the tenant evidenced KPI responsive repairs with contract performance indicators during the interim contract period:

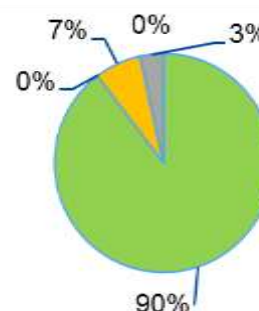
- Responsive Repairs: Average number of days to complete a repair. Target seven days
- Responsive Repairs: Percentage of jobs not completed within 28 days. Target 10%

The Housing Management Team have prioritised contacting vulnerable and shielding tenants during the coronavirus pandemic. Tenancy audits are being completed by phone but the action to develop the IT system to provide statistical reporting was placed on hold due to staff vacancies and re prioritisation of tasks. Work to develop the statistical reporting will recommence in April 2021.

Service Plan - Actions Status Q4

Q4 Housing Operations Service Plans 2020/2023

Total	100%	29
Completed	90%	26
On track	0%	0
Off track - action taken / in hand	7%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	3%	1



Comment: The service plan actions were reviewed in April to identify the resources, capacity and relevance following the change in Council’s objectives in response to the Coronavirus. One item was deferred for 12 months and a further four had timescales extended. All but two actions were completed within the year and most actions have been included in the rolling programme.

Service Plans Actions 2020/23 – actions deferred/ extensions.

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
Outcome 2.	The service meets the needs of all tenants and their families.					

PR21HO2.7	Relaunch the "Tenant Involvement Strategy" ...	31/03/2021	Service Improvement Manager (AH)	Off track action taken	30/04/2021	Consultation completed. Strategy gained plain English accreditation. Awaiting charter mark to be published online April 2021
Outcome 1.	The service is financially robust with at least £2m reserve.					
SP20/21HO 1.2	Develop "New Asset Management Strategy"	31/07/2020	Asset Manager	Off track action taken	01/09/2021	Research underway to c/f to 2021/22 Service Plan - delay in project due to pandemic and change in manager.

Internal Audit - Actions Status Q4

Comment: There were no outstanding internal audit actions for this service area at the end of Q4. Nine actions were completed to meet the recommendations following the BACS Process audit, the Rent Collection audit and the Decant and Demolition Procedure audit.

Complaints Q4

Q4 20-21 Housing Operations – Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	20	8	17	34	20	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	16	7	14	24	17	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	80%	88%	82%	71%	85%	95%

Q4 20-21 Housing Operations – Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	1	6	8	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	7	0	6	7	11	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	88%	0%	100%	88%	100%	95%

Comment:

There has been a reduction in formal complaints following the initial increase in complaints as services were reintroduced and we experienced difficulties in the management of backlog of works. Despite the increase in the number of complaints received the total level of complaints remains similar to previous years. However, the team are seeking more feedback and we may see an increase in the number of complaints in 2020/22 as we continue to focus on feedback and complaints to understand and listen to our residents' needs.

As previously reported where cases take longer as than expected complainants are advised of the delay in responses and are responded to as promptly as possible.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	12	-	0%	-
Income	- 12	- 16	133%	Favourable
Housing Operations Total	0	- 16	-	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,012	- 466	-2%	Favourable
Income	- 34,061	358	-1%	Adverse
Housing Operations Total	- 8,049	- 108	1%	Favourable

Comment: An adjustment for the PWLB (Public Works Loan Board) loan payment (£4.3m) has still to be made, reducing the favourable variance to £1.1m.

7. Service Dashboard – Business Transformation

This service area includes the following teams: Facilities, IT, Office Support, Property/Engineering and Business Transformation

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/2021

Q4 summary from the Head of Service:

Looking at each of the Business Transformation Service Teams individually:

IT:

In Q4 the ICT Strategy was approved at Full Council. This is a critical document as it will shape our approach as we move into a much more digitalised environment with remote working now being a routine feature of working life.

Q4 saw the start of whole organisation migration of Citrix to Office 365 which will create a much smoother user experience as we move away from Office 2016. We expect the move to complete in Q1 2021/2022.

The low code facility we acquired last year is now beginning to bear fruit. The first two builds (My Rent Account and Complaints) were launched at the end of Q4 and a number of others will follow this quarter with Green Waste expected in May.

Horizon - The new planning system went live very close to the end of the quarter. As would be expected given the complexity of the solution and given the length of time we had the old system there are some teething issues which we are working through.

Business Transformation:

The main projects the Team worked on during this quarter were:

Staff Travel - This is a significant project in financial terms and we expect to deliver a net saving of £150k. In Q4 informal consultation concluded and we presented findings and recommendations to staff via Briefings and then individual correspondence in a bid to gain consent to the proposed contractual changes. Not everyone has done so which has led to a further round of formal consultation which will take place in Q1 2021/2022.

Enforcement/Inspection - This project is still in the scoping stage. The Project Initiation Document has been drafted and was agreed early in Q1 which will drive the discovery process during the rest of the quarter.

Planning – This project is now fully mobilised. In addition to the launch of the Horizon system we have seen an early re-configuration of the Development Management Team. This will deliver a cashable saving and has resulted in the appointment of a Business Manager supported by a Systems/Processes Manager. Both appointees will be in post mid Q1. The review will subsequently focus in on customer demand and the processes we have in place to respond to that.

Customer Services:

In Q4 we saw the Team get to grips with the general enquiries that were formerly dealt with by the switchboard. This has put pressure on waiting times as the Team are dealing with more calls. This was exacerbated by the Covid impact on the Waste Collection Contractor which saw customers calling in unprecedented numbers to report missed bins. In the medium term some of this demand will re-route to self-serve solutions which should come online in either Q1 or Q2. We have also been unable to cross-train staff many of whom are working at home given the lockdown advice. The Team also supported the Planning Service by temporarily carrying out administrative work as regards Decision Notices. All in all, it was a challenging quarter not least because of the impact of Covid.

Front Reception was closed throughout the quarter but re-opened on an appointment only basis early in Q1.

Property and Engineering:

This quarter, the major projects the team have been working on include:

Flood Prevention – The second half of Q4 was very dry so there have been no actual incidents to respond to. The Team met with Elstead Parish Council to discuss the ongoing issues and proposed solutions in the Springfield area.

Farnham Park - The contract for the drainage works was completed in Q4.

Roof Works - There have been a number of roof leaks on our properties that have required attention and resources including The Burys and Rowleys Day Centre. The re-roofing of the Wey Centre was agreed as a capital item for next year and the tendering process will soon be underway for that.

Facilities:

The Team have taken over management of the Farnham Depot storage area and we will see a major clearance exercise in Q1.

In accordance with the Climate Emergency, we have taken the decision to adjust our existing contract so that 50% of the energy we consume will be from green energy. That process will conclude in Q1.

We are now focusing on the return to the office as we anticipate a new normal remembering the need to align with the Finance/Property project looking at the replacement of The Burys. The project has divided into three sub-groups and the Team is particularly involved at looking at the practicalities of reducing our footprint. To gauge the temperature of the organisation we are sending out a staff survey to see how people feel about returning to the office and about the benefits/disbenefits of working at home. We are anticipating that we will need to respond to the need for collaboration/team engagement, but other things may emerge also. Helpfully the University of Hull have done a comprehensive piece of research on this very subject with four local authorities in their area (Hull City Council, East Riding, North Lincs, North-East Lincs) which can help us to measure ourselves against a much bigger staff population.

David Allum, Head of Business Transformation

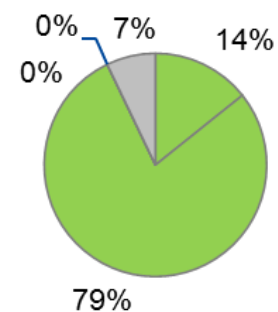
Performance Indicators Status Q4

Comment: This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Customer Services, Property and Engineering, Business Transformation.

Service Plan - Actions Status Q4

Q4 Business Transformation Service Plan 2020/2023

Total	100%	42
Completed	14%	6
On track	79%	33
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	7%	3



Comment: At the end of Q4 all Service Plan actions are on track.

Internal Audit - Actions Status at Q4

Comment: There were no outstanding internal audit actions for this service area at the end of Q4.

Complaints – Q4 update

Q4 20-21 Business Transformation - Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

Q4 20-21 Business Transformation - Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Business Transformation				
Expenditure	5,344	- 218	-4%	Favourable
Income	- 5,523	- 8	0%	Favourable
Business Transformation Total	- 179	- 226	126%	Favourable

Comment: The favourable budget position has been achieved by a combination of:

- Savings on the mobile phone contract
- Closure of the staff restaurant
- Income received by the letting of a compound in Wharf Car Park
- Letting of the former staff restaurant area to the Comino Café
- Savings on printing due to a reduction in demand and less paper consumption
- Higher than expected staff vacancy rate.

8. Service Dashboard – Finance and Property Investment

This service includes the following teams: Accountancy, Benefits and Revenues, Exchequer Services, Insurance, Procurement and Property Investment.

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020-21

Q4 summary from the Head of Service:

Performance in the last quarter of the year has been consistent with the previous three quarters. Service delivery has been challenging under the Covid conditions and the services have performed excellently whilst being under significant pressure. The main concern is the collection of council tax and business rates due to the economic conditions. We have secured expertise and capacity from Reigate and Banstead council to assist with this aspect which has contributed to maintaining tax collection rates just below target and more than we hoped for. Since the onset of Covid the team have administered a total of £36million (as shown below) in grant aid to local businesses and individuals. It has also been important to ensure that the Council's cash flow is holding up and this was covered in detail in the contingency budget. Our Treasury Management team manage cash flow through the Treasury Management strategy parameters, all of which have been met and performance is expected to remain within parameters for the rest of the financial year, performance statistics are included in the finance section below.

Grant Scheme	No. of Payments	Amount Paid
November 2020 Lockdown 5/11/20 to 1/12/20	744	£1,289,282
Tier 2 restrictions for pubs, bars and social clubs	30	£39,715
Tier 2 restrictions for hospitality, leisure, hotels and B&B	116	£131,250
Tier 4 restrictions	740	£457,436
6-week payments	1,466	£3,901,148
Additional Restrictions Grant – discretionary grants	379	£1,648,360
Christmas Support Payments for wet-led pubs	50	£50,000
Closed Business Lockdown Payment	736	£3,823,000
BSGF (Business Support Grant Funding)	1,113	£11,130,000
Retail Hotel Leisure Grant £10k	193	£1,930,000
Retail Hotel Leisure Grant £25k	388	£9,700,000
March 2020 discretionary grants	152	£1,452,500
Totals:	6,107	£35,552,691

Peter Vickers, Head of Finance and Property

Performance Indicators Status Q4

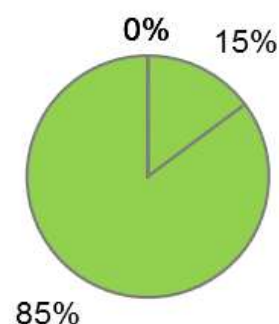
KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98	29.6	56.3	84.3	97.5	99%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	97.2	19.7	48.4	71.1	95.9	99%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98	98	98	99	98	99%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	11	15	11	11	10	Data Only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	3	5	5	4	5	Data Only

Comment: The non-collection of council tax and business rates is a key risk area under Covid. Whilst the performance is below target the situation has been mitigated from earlier expectations entering the pandemic. The payment of invoices performance is logistically exceptional against a challenging target of 99%. The transfer of invoice scanning and digital recognition to an external service provider earlier in the year has been seamless, is delivering a budget saving, is supporting the team and has ensured business continuity at a time when staff and businesses are under pressure. The Housing Benefit service has also seen an understandably unprecedented level of demand through new claims and changes in circumstances. There is clearly a success story worth recognising in maintaining the level trend. The challenge ahead is to maintain the current service levels and we are addressing resourcing to ensure the service has adequate capacity.

Service Plans - Actions Status Q4

Q4 Finance Service Plan Actions 2020/23

Total	100%	27
Completed	15%	4
On track	85%	23
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of Q4 all Service Plan actions are on track.

Internal Audit - Actions Status Q4

Comment: There were no overdue audit actions for this service area at the end of Q4.

Complaints Q4

Q4 20-21 Finance & Property - Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	11	2	1	2	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	8	1	1	1	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	73%	50%	100%	50%	N/A	95%

Q4 20-21 Finance & Property - Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	5	1	1	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	4	1	1	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	80%	100%	100%	N/A	95%

Comment: One Ombudsman complaint was closed in Q4, for Council Tax. Fault was found and repayment of £421.23.

Finance– Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Finance & Property				
Expenditure	31,083	- 271	-1%	Favourable
Income	- 29,996	15	0%	Adverse
Finance & Property Total	1,087	- 256	-24%	Favourable

TREASURY MANAGEMENT - as at 31/03/2021

Year	Average Annual Investment	Average days invested in year	Annual interest achieved	Budget	Rate of return %	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	77.5m	205	£660,000	£630,000	0.89%	0.10%

Comment: The service budgets are holding up with some cost pressure coming through from council tax and business rates recovery. The Treasury management key performance indicators are provided above for information.

9. Service Dashboard – Policy & Governance

This service includes the following teams: Legal Services; Democratic Services; Elections; Corporate Policy (including customer complaints); Communications and Engagement; and Human Resources.

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/21

Q4 summary from the Head of Service:

Quarter 4 was particularly busy. Alongside the delivery of business-as-usual functions during quarter the Policy & Governance service, also:

1. Put in place interim management arrangements following the departure of the Council's previous communications and engagement manager which have been working well. Thank you to Ian Mackie and your team for your excellent work and effectively managing that transition.
2. Recruited to critical vacant posts within the service, including within the newly combined Democratic Services and Business Support team. Thank you to Sally and Kipping and Rebecca Noke and your teams for managing this process and helping the new team to bed in.
3. Prepared for County and Police, Crime Commissioner and other elections in May in unprecedented circumstances. The elections team (supported by the wider Waverley team) put in place a comprehensive range of mitigation measures to ensure that the elections and the counts could be done as safely and healthily as possible, whilst still delivering a large scale democratic event. Thank you Louise Stamp, Rebecca Wimsett and the whole electoral services team.
4. Effectively coordinated a substantial programme of committee meetings including a number of Full Council meetings. Quarter 4 was Fiona's last full quarter in her post as Democratic Services Manager before taking on her new role as Senior Governance Officer. I would like to say a big thank you to Fiona for her hard work as the Council's Democratic Services Manager and especially for all of her work during 2020/2021 moving the Council's programme of Council meetings to Zoom.
5. Coordinated the Council's corporate response to the size submission phase of the Local Government Boundary Commissions review of Waverley Borough Council. Thank you Louise Norie for your work coordinating this process and ensuring challenging deadlines were met.
6. Processed a number of complex and challenging corporate and standards complaints, reviews and investigations. Although, as the performance data below indicates, the turnaround times for stage 2 corporate complaints were negatively impacted during quarter 4, behind this bare statistic there was a huge amount of work done by colleagues. I would particularly like to thank my colleagues Sue Petzold and Daniel Bainbridge for their patience and excellent support to me in processing on some particularly complex and challenging complaints and investigations. Colleagues in IT and Business transformation supported us in Quarter 4 to prepare the new low code complaints database which I hope will positively

impact our ability to process complaints in a timely way.

2020/21 was a challenging year for all of the teams within Policy and Governance, not least of all because of the Covid 19 situation which created additional workload for the entirety of the year. The service was heavily involved in the Council’s emergency response to the Coronavirus pandemic and the corporate and community recovery work streams that ran in parallel during the year. The service has:

7. Provided vital HR advice, support and guidance to managers and staff on a range of employment topics associated with the emergency situation, for example remote working, safety of front line workers, sick leave, self-isolation, caring for dependents, bereavement, and wellbeing.
8. Coordinated internal and external communications and engagement activity, both at the Waverley level but also as part of the coordinated efforts across Surrey. The remit of this communications activity extended far beyond the usual reach and scope of the team’s work as activity was focused wherever it was needed as part of the broader public service response to the pandemic.
9. Supported the Council to deal effectively with a range of legal and contractual challenges arising as a direct result of the pandemic and its impact on services.
10. Led the ‘people and staff’ recovery, change and transformation work stream, including the development and implementation of Covid secure working practices for the limited numbers of staff who could not work from home.
11. Led the ‘service plans’ recovery, change and transformation work stream, supporting the review and revision of the Council’s Corporate Strategy and Service Plans.

I am grateful to those colleagues and councillors who have supported me and all staff within the service during the past 12 months.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q4

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
HR1a	Total Staff Turnover for Rolling 12-month period (%) (data only)	%	19	17	16	14	12	Data only
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	7.50	7.56	6.94	6.45	5.60	6.52
	ref. HR2a - Short term Sickness Absence	Days	3.3	3.0	2.7	2.4	1.99	6.52
	ref. HR2b - Long term Sickness Absence		4.2	4.6	4.3	4.1	3.61	
PG1a	The number of complaints received - Level 1 (data only)	No.	82	35	59	71	43	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	27	16	19	24	17	Data only

PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	87%	83%	80%	84%	77%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	93%	81%	89%	88%	100%	95.0%

More detailed monitoring has been introduced for each service area, to allow consistent performance analysis. The details specific to each service have now been embedded in every dashboard allowing Heads of Service and their teams to take appropriate improvement actions when required. The table presenting a [summary view of Q4 complaints](#) can be found in the [Corporate Dashboard](#).

Waverley's [complaints escalation process](#):

- Level 1 – investigated by the appropriate manager or team leader, with a detailed response within 10 working days.
- Level 2 – if the response received to Level 1 isn't satisfactory, a complaint can be escalated to Level 2 where it will be reviewed by a Head of Service and the Corporate Complaints Officer (independent from services).
- Ombudsman – if Level 2 response still isn't satisfactory, the matter can be escalated to an external independent review body (Ombudsman).

Staff Turnover Comment: As might be expected due to the current economic and social context, resignation turnover continues to reduce and has done since the beginning of the pandemic in March 2020.

This trend reflects uncertainty in the job market and a lack of confidence in change generally. Whilst the workforce therefore continues to be relatively stable, it is anticipated that there will be a spike in resignations as the job market begin to recover later this year, particularly in view of the impact on change at Waverley and the continued focus on the management of costs.

Staff absence comment: This quarter has seen the continuation of the trend for a steady decline in short term sickness. This continues to be impacted by a combination of home working and improved infection measures.

Long term sickness also continues to fall.

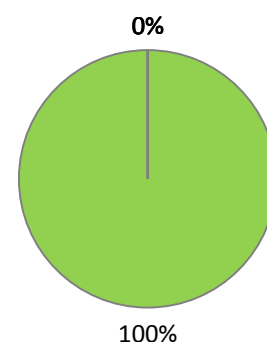
The key reasons for long term absence remain mental health (anxiety and depression) with a notable spike in January 2021 corresponding with the spike in infections and the imposition of the national lock down.

It is essential that the council remain focussed on mental health and wellbeing support. HR continue to focus on long term sickness reduction with pro-active expert case management and support.

Service Plans - Actions Status Q4

Q4 Policy & Governance Service Plan 2020/2023

Total	100%	83
Completed	0%	0
On track	100%	83
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of Q4 all Service Plan actions are on track.

Internal Audit - Actions Status Q4

Comment: There were no outstanding internal audit actions for this service area at the end of Q4.

Complaints Q4

Q4 20-21 Policy and Governance – Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	N/A	N/A	N/A	N/A	95%

Q4 20-21 Policy and Governance – Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	1	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	0%	N/A	95%

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	7,068	- 266	-4%	Favourable
Income	- 3,717	- 18	0%	Favourable
Policy & Governance Total	3,351	- 284	-8%	Favourable

Comment: The service's vacancy factor was the biggest contributor to the underspend at year end. The overall position at quarter 4 was favourable.

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