

To: All Members of the EXECUTIVE

When calling please ask for:

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Calls may be recorded for training or monitoring

Date: 24 September 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, 5 OCTOBER 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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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 prior to the start of question time. When read out, each question must be concluded within 2 minutes. In the event that it is not possible to give a verbal response, a written response will be provided following the meeting.]

AGENDA

1. **MINUTES**

To confirm the Minutes of the Meetings held on 7 September and 22 September 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 Tuesday 28 September 2021 at 5pm.

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

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

The deadline for receipt of questions is Tuesday 28 September 2021 at 5pm.

6. LEADER'S AND PORTFOLIO HOLDERS' UPDATES

7. COMMENTS FROM THE OVERVIEW AND SCRUTINY COMMITTEES

Recommended that the Executive consider the comments made by the Overview and Scrutiny Committees as set out below.

Value for Money and Customer Service Overview and Scrutiny Committee, 13 September 2021

The Committee asked for decisive action to resolve the issues with one of the property matters contained in the exempt annexe to the Property Investment Advisory Board Activity Update report.

Community Wellbeing Overview and Scrutiny Committee, 15 September 2021

The Committee made comments and recommendations on the New Funding Process and Arrangement for Voluntary Sector Organisation 2022 / 2025 and these have been incorporated into the consultation and engagement section of the report at item 9 on this agenda.

8. AFGHAN RESETTLEMENT IN WAVERLEY (Pages 7 - 14)

[Portfolio Holder: Councillor Anne-Marie Rosoman]

For the Executive to agree Waverley Borough Council's plans and commitment to support Afghan refugees through the Home Office Resettlement Programmes.

Recommendation

It is recommended that the Executive:

- supports the commitment to secure five to ten homes, in the Borough, to assist Afghan refugees, through the Home Office resettlement programmes over a two-year period, subject to the availability of suitable homes,
- agrees to recruit a designated support worker, for up to three years, costs expected to be met by central government funding, and
- approves the addendum to the Housing Allocation Scheme to allocate homes directly to eligible Afghan refugees for a two-year period as set out at Annexe One.

9. THE BURYS DEVELOPMENT OPTIONS APPRAISAL STAGE 1 (Pages 15 - 22)

[Portfolio Holder: Councillor Mark Merryweather]

Obtain approval from the Executive to progress to the next governance stage

of the Burys Development project and authorise funds to enable the project to progress to Stage 2.

Recommendation

It is recommended that the Executive

- Note the progress made on the Burys Development Project to date, as detailed in Annexe 1.
- Approve a further budget of £15,000 to progress to Stage 2, to be met from the balance on the original approval and the Property Investment Reserve.

10. NEW FUNDING PROCESS FOR VOLUNTARY ORGANISATIONS 2022 TO 2025 - THRIVING COMMUNITIES COMMISSIONING FUND (Pages 23 - 50)
[Portfolio Holder: Councillor Kika Mirylees]

This report sets out the proposed Thriving Communities Commissioning Fund process and documentation to operate the scheme. The scheme will replace the current Service Level Agreement scheme.

Recommendation

It is recommended that the Executive, after considering comments from the Community Wellbeing Overview & Scrutiny Committee:

1. Agrees to launch the Thriving Communities Commissioning scheme as set out in the report.

11. REVIEW OF THE MEMBERS ALLOWANCES SCHEME: REPORT OF THE INDEPENDENT REMUNERATION PANEL (Pages 51 - 72)
[Portfolio Holder: Councillor Paul Follows]

The Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) provide that it is for each local authority to decide its Members Allowances Scheme, and the amounts to be paid under that Scheme. Councils are required to establish an Independent Remuneration Panel to provide advice on its Allowances Scheme, and to carry out periodic reviews of the Scheme. Council must have regard to the recommendations of the IRP before making any changes to the Members Scheme of Allowances.

A review of the Waverley Scheme of Members' Allowances by the Independent Remuneration Panel (IRP) was carried out on 21 and 27 July 2021, and the IRP's report is attached at Annexe 1.

Having considered the report and recommendations of the IRP, the Executive is asked to make appropriate recommendations to Full Council on changes to the Members Allowances Scheme.

Recommendation

Executive recommends to Full Council that:

1. The report and recommendations of the IRP are noted.
2. In view of the continuing significant pressure on the Council's budgets, there is no change to the Members Allowances Scheme until after the next Borough elections in May 2023, at which time the Scheme should be reviewed again by an independent remuneration panel.
3. The annual indexation of Basic and Special Responsibility Allowances in line with the percentage increase in staff salaries continues from 1 April 2022 for up to three years.

12. 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.

13. PROPERTY MATTER: WEY COURT EAST PROPOSAL (Pages 73 - 90)
[Portfolio Holder: Councillor Mark Merryweather]

Recommendation

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

14. PROPERTY MATTER: TICES MEADOW, FARNHAM (Pages 91 - 98)
[Portfolio Holder: Councillor Mark Merryweather]

Recommendation

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

15. 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**

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

5 OCTOBER 2021

Title:

AFGHAN RESETTLEMENT IN WAVERELY

Portfolio Holder: Cllr Anne-Marie Rosoman, Portfolio Holder for Housing and Community Safety

Head of Service: Andrew Smith, Head of Housing Delivery and Communities and Hugh Wagstaff, Head of Housing Operations

Key decision: Yes

Access: Public

1. Purpose and summary

For the Executive to agree Waverley Borough Council's plans and commitment to support Afghan refugees through the Home Office Resettlement Programmes.

2. Recommendation

It is recommended that the Executive:

- supports the commitment to secure five to ten homes, in the Borough, to assist Afghan refugees, through the Home Office resettlement programmes over a two-year period, subject to the availability of suitable homes,
- agrees to recruit a designated support worker, for up to three years, costs expected to be met by central government funding, and
- approves the addendum to the Housing Allocation Scheme to allocate homes directly to eligible Afghan refugees for a two-year period as set out at Annexe One.

3. Reason for the recommendation

3.1 The Government has two initiatives to assist Afghan refugees the Afghan Relocation and Assistance Policy (ARAP) launched April 2021 for former locally employed staff and the Afghan Citizens Resettlement Scheme (ACRS), launched August 2021 to assist vulnerable refugees who assisted the UK efforts and stood up for values eg democracy, women's rights, rule of law, freedom of speech.

3.2 The Government has committed to welcoming around 5,000 people from Afghanistan in the first year of the resettlement programme and up to 20,000 over the coming years. Local Authorities have been requested to assist the programme by providing homes and support services for integration.

3.3 Waverley Council Members and residents have recognised the plight of and risk to Afghan refugees and have pledged to support the humanitarian initiative.

4. Background

4.1 The Government announced 'Operation Warm Welcome' on 31 August to ensure that those relocated to the UK can access healthcare, housing, education and support into employment, in order to be fully integrated.

4.2 Local Authorities will receive £20,520 per person for resettlement and integration costs.

4.3 The Housing Service worked with other statutory agencies and charities to resettle five Syrian refugee families during the last four years. This experience has informed and will assist with the resettlement of Afghan Refugees.

4.4 To implement a resettlement programme Waverley needs to appoint a support worker and seek an addendum to the Council's Allocation Scheme for social housing. The proposed addendum is at Annex One.

4.5 A support worker is required to implement Waverley's pledge, to coordinate and liaise with the Home Office, refugee families themselves, council services, statutory and charitable agencies to support families and facilitate integration.

4.6 The support worker will liaise and work with Surrey County Council, the NHS and the Guildford and Waverley Family Support Team. They will advocate for families, seek suitable accommodation, apply best practice, and secure access to resources and support across Surrey.

4.7 The Housing Team will seek suitable accommodation from the private sector, housing associations, and charities/churches as well as considering using council homes. The aim is to secure homes in the private sector where possible. The support worker will liaise with the Waverley's benefits team and the Department for Work and Pension to ensure financial support is secured.

4.8 To launch the resettlement programme Waverley will provide one council home, to pilot the scheme and set up processes and partnership working to support full resettlement and integration. If the support worker is unable to secure private accommodation for refugee families in two months, a further social housing home will be provided to keep momentum within the programme.

4.9 It should be recognised that due to the high demand for affordable homes in the borough it will be challenging to secure affordable, secure homes for larger

families. The team must take proportionate action to reflect the needs of Afghan refugees and the existing housing need and priorities in the borough.

4.10 The addendum to the Housing Allocation Scheme (Annexe One) permits the direct allocation of homes to five to ten Afghan Refugee families, if alternative private accommodation is not available. Only families referred by the Home Office through the Afghan Resettlement Schemes will be considered, and the direct allocation will need to be approved by Head of Housing Operations.

4.11 Any Afghan refugees making a direct approach for support will be directed to the Home Office programmes. The Council have received comprehensive advice, from the Homelessness Advice and Support Team at MHCLG on eligibility and recourse to public funds and services.

5. Relationship to the Corporate Strategy and Service Plan

5.1 The pledge to support Afghan Resettlement programmes aligns with Waverley's vision to ensure housing is available for *all who need it*.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

6.1.1 Indications of Government funding at this stage are £20,520 per person over a three-year period. In addition, allocations will be provided for children's education, health care and English language training. It is intended that this initiative will be met entirely from external funding and no HRA (Housing Revenue Account) or General Fund budget provision is suggested at this stage.

6.1.2 Integration package for Afghan citizens and other refugees resettled under ARAP and ACRS:

ACRS/ARAP	Year 1	Year 2	Year 3	Total
LA Tariff [per person]	£10,500	£6,000	£4,020	£20,520
Education [per child]	Up to £4,500			Up to £4,500
English Language [per adult]	£850			£850
Health [per person]	£2,600			£2,600

6.1.3 It is proposed that a proportion of each person's allocation is to be used for the support worker detailed above. This will total £39,898 per annum.

6.1.4 Other costs expected to be covered by this funding include; furniture, clothing, initial groceries, transport and other initial set up costs.

6.1.5 By allocating HRA properties for families, costs will be minimised. This will support the families as Universal Credit limits may make private housing unaffordable.

6.1.6 There is government provision for property adaptations, property void costs, support for children with identified education needs, social care provision and other exceptional costs which can be requested in addition, to the mainstream funding if required.

6.2 Risk management

A comprehensive risk assessment will be completed when the first families and homes are identified and will include:

- Reputational –risk of not assisting refugee programme and risk that others feel addendum to allocation policy is unfair
- Financial – ongoing budget monitoring to prevent escalation of costs, unrecoverable funds and to seek central government and charitable funds
- Legal – addendum to Housing Allocation Scheme
- Service Delivery – recruit specialist support worker to engage and support families with integration
- Safety – complete Housing Health and Safety Rating System (HHSRS) review on potential private sector homes.

6.3 Legal

Part 6 of the Housing Act 1996 governs the allocation of the Council's housing stock. The Council is not under a duty to maintain a housing register but must have an allocation scheme for determining priorities between applicants for housing which sets out the procedure to be followed when allocating housing accommodation. That procedure must be clear from the scheme, and any allocation made under a procedure that is not clear from the scheme may be unlawful.

The Council publishes and maintains its Housing Allocation Scheme as required by s.166A of the 1996 Act. It identifies the priorities that the Council will follow in the letting of its Council stock and those Registered Provider (housing association) properties, to which it has nomination rights. The Scheme can be modified either under delegated authority to the Head of Housing Delivery and Communities or by a decision of the Executive.

The Council can determine how it wishes to allocate its housing stock provided, as said above, the criteria and procedure are set out clearly within the Scheme.

The statutory guidance issued under section 169 of the 1996 Act (“Allocation of accommodation: guidance for local housing authorities in England”) was amended on 16 September 2021 in order to adapt to expand scope to cover certain persons subject to immigration control who are eligible for an allocation of social housing, namely “a person with leave to enter or remain in the United Kingdom who left Afghanistan in connection with the collapse of the Afghan government that took place on 15th August 2021 and who is not subject to a condition of no recourse to public funds and has not been given leave to enter or remain as a result of an

undertaking that a sponsor would be responsible for the applicant's maintenance and accommodation.”

It is therefore for the Council to consider how it wishes to allocate housing stock to such persons within its Scheme, and to ensure that the procedure for such allocations is clear.

6.4 Equality, diversity and inclusion

Pledge to assist resettlement demonstrates Waverley's inclusive approach. Equality Impact Assessment in place for Allocation Policy – to be updated accordingly.

6.5 Climate emergency declaration

To consider energy efficiency and location of homes to minimise heating and travel costs, where possible.

7. Consultation and engagement

n/a.

8. Other options considered

To do nothing is not an option during humanitarian crisis

9. Governance journey

Executive

Annexes:

Annexe 1 – Addendum to Housing Allocation Scheme

Background Papers

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

CONTACT OFFICER:

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Position: Head of Housing Operations
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Agreed and signed off by:

Legal Services: DB 22 September 2021
Head of Finance: GC 22 September 2021
Strategic Director: AR 22 September 2021
Portfolio Holder: AMR 22 September 2021

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Proposed Housing Allocation Scheme Addendum
for Afghan Resettlement Programmes
5 October 2021

Background

In response to the collapse of the Afghan government following the advance of the Taliban, the UK Government initiated an emergency response to assist Afghan nationals who had helped the armed forces, along with others who are likely to suffer persecution under the new regime.

The emergency response includes the relocation and resettlement of Afghan households under two schemes:

1. Those brought to the UK under the Afghan Relocations and Assistance Policy (ARAP) which consists of Afghan Locally Engaged Staff and their families
2. Those brought to the UK under the Afghan Citizens' Resettlement Scheme (ACRS).

The Government have asked Local Authorities to assist with offers of accommodation and support.

Waverley Borough Council has agreed to secure five to ten homes, in the Borough, to assist Afghan refugees, through the Home Office resettlement programmes. To do this in a timely and responsive manner, if suitable housing cannot be found in the private rented sector, it is necessary to amend Waverley's Housing Allocation Scheme to specify that such assistance can be made outside of the usual allocation processes of registering on the Council's Housing Register and bidding under the Choice Based Lettings scheme.

Addendum to Allocation Scheme

To include the following proposed wording in the Allocation Scheme:

Afghan Refugees 2021

Following approval from the Council's Executive on 5 October 2021, the Council reserves the right to directly allocate between five to ten social housing properties (Council or Housing Association) over a two-year period, to Afghan Refugees brought to the UK under the Afghan Relocations and Assistance Policy (ARAP) and the Afghan Citizens' Resettlement Scheme (ACRS). In these circumstances the properties will not be advertised and will be direct lets. All direct allocations will need to be approved by the Head of Housing Operations.

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

5 OCTOBER 2021

Title:

The Burys Development Options Appraisal Stage 1

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

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: No

1. Purpose and summary

- 1.1 Obtain approval from the Executive to progress to the next governance stage of the Burys Development project and authorise funds to enable the project to progress to Stage 2.

2. Recommendation

It is recommended that the Executive

- Note the progress made on the Burys Development Project to date, as detailed in Annexe 1.
- Approve a further budget of £15,000 to progress to Stage 2, to be met from the balance on the original approval and the Property Investment Reserve.

3. Reason for the recommendation

To comply with approval and governance arrangements as defined within the PID.

4. Background

A project for the Burys site was first considered in 2018 when external agents were commissioned to undertake a Strategy and Options Evaluation of office accommodation for the Council. The report concluded that a development on the site was financially viable and a significant return could be generated as well as making major improvements to the customer experience.

The Bury's site is a Council owned asset and, as such, the development of the site has been put under the remit of the Property Investment Advisory Board to ensure best use of Council assets.

On the 7 January 2020, at Executive, approval was granted to fund £40,000 from the Property Investment Reserve for the completion of an options appraisal to assess the investment opportunities of the Waverley owned key sites in Godalming.

The Project Board appointed HLM Architects to complete the options appraisal following a lengthy and full tender process. Since their appointment, the Project Board has met with HLM Architects three times, once before they started work on the project, once in week 5 of the project to discuss the first stage of options, and once at week 8, to listen to HLM present the final Options Appraisal (stage 1). Officers have also met HLM on site to discuss and walk the three agreed sites for inclusion in the appraisal.

5. Relationship to the Corporate Strategy and Service Plan

5.1 This project supports many of the Council's aspirations contained within the [Corporate Strategy 2020-25](#). The project promotes a financially sound Waverley, with infrastructure and services fit for the future. A development scheme supports the Medium-Term Financial Plan through efficiency savings and income generation.

5.2 The project also aims to deliver a positive contribution to Godalming by enhancing the key sites as a place for work, leisure and to live; being sympathetic to the surrounding area, the conservation area and nearby listed buildings supporting the surrounding environment delivering housing including social housing the potential to deliver a mixed development scheme including leisure facilities.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Funding for the further options appraisal was agreed by Executive at its meeting on 07 January 2020. Commissioning of this work has been undertaken in accordance with the Council's Contract Procedure Rules.

The next stage of the project, Stage 2, will cost £15,000. This can be met from a balance on the original approval, and the Property Investment Reserve. Project Management staff are in place to complete the project.

6.2 Risk management

Risk will be assessed in line with the Council's [Risk Management Framework](#) and [Risk Appetite Statement](#) and in accordance with the [Property Investment Strategy](#)'s requirements with regard to risk.

This includes ensuring comprehensive due diligence is undertaken in all projects and the use of external agents to give expert and independent opinion.

A risk register has been drafted and discussed at Management Board. It will be monitored by the Project Manager and Project Board.

6.3 Legal

Legal advice support will be required throughout the project, as part of the project team, including in respect of the current legal title position of the site and any proposals for its development. Any external legal support costs will need to be budgeted for within the project costs. However, there are no direct legal implications arising from this report.

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.

An Equality Impact Assessment will be completed at the next stage in the process.

6.5 Climate emergency declaration

The project will seek to achieve a development that supports the new environmental and sustainability objectives arising from the [Climate Change and Sustainability Strategy 2020-2030](#) and [Carbon Neutrality Action Plan 2020-2030](#).

The critical success factors for judging the scheme include sustainability.

7. Consultation and engagement

7.1 This development project continues to interface with the Where Work Happens project under Business Transformation to ensure it incorporates office accommodation requirements identified under that project and maintains an office presence in Godalming.

7.2 The first stage documentation from HLM Architects has been reviewed by the Project Board, the Executive, SMT, Godalming Town Council, Management Board and the Property & Investment Advisory Board.

8. Other options considered

8.1 The Project Board and Management Board considered the options recommended to be suitable for progression.

9. Governance journey

- 9.1 This report will go to Executive Briefing and Executive on 5th October 2021.
- 9.2 An All Members Briefing will also take place on the shortlisted options, on 4th October 2021.
- 9.3 Stage 2 results that will have clear financial detail will be reviewed by Overview & Scrutiny Committee onto Executive and full Council

Annexes:

Annexe 1 – Summary of Burys Development Project, Stage 1

Background Papers

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

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Name: Debbie Smith

Position: Development Programme Manager

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Agreed and signed off by:

Legal Services: 19/9/2021

Head of Finance: 15/09/21

Strategic Director: 15/09/21

Portfolio Holder: 15/09/21

Annexe 1

Burys Development Project –Stage 1 Summary

After an 8 week process, HLM Architects have summarised a total of 10 options on the three Waverley owned sites in Godalming.

The agreed Project Initiation Document set out the objectives for the project (detailed at Appendix 1) and formed the basis of the Critical Success Factors.

The Critical Success Factors were considered by the Project Board and the Executive and weighted as follows:

Objective	HLM Critical Success Factors	Agreed weighting
A residential rental property development scheme on the three key council owned sites that makes a positive contribution to the town as a place for work, leisure and to live	Housing, positive impact on Godalming Town centre, support for local businesses and utilisation of assets	30%
A positive contribution to the Medium-Term Financial Plan	Potential for Income Generation and Project viability	25 & 4%
Development that supports the Climate Change Emergency		20%
Neutral or positive impact on car parking and other community amenities in the immediate area		5%
Retention of the Council's office presence in Godalming as part of the development scheme that supports the Office Accommodation Strategy under Business Transformation to offer a positive working environment	Support for Where Work Happens	10%
A scheme that provides mutually agreeable replacement or alternative accommodation for the Council's other existing tenants		1%
Planning risks		5%
TOTAL		100%

Consultation and engagement

The Project Sponsor has engaged with the:

- Bury's Development Project Board
- Senior Management Team
- Property and Investment Advisory Board
- Executive
- Godalming Town Council
- An all Member briefing will take place on 4th October 2021

Next Steps

- Further analysis on the top 3 options once the Critical Success Factors are applied
- A detailed financial options appraisal and risks on these options
- Report to Executive, O&S and full Council in Jan – March 2022

Appendix 1

PID Objectives


1. Best use of Council owned assets (Strategic Priority *Supporting a strong, resilient local economy*)
2. Housing delivery for market rent housing and social housing in line with the Local Plan and Corporate Strategy 2020-2025 (Strategic Priority *Good quality housing for all income levels and age groups and Effective strategic planning and development management to meet the needs of our communities*)
3. Financial benefit to support corporate objectives including:
 - neutral or positive overall capital impact
 - annual cost reduction savings
 - support for local economies
4. Reduction in Council office carbon emissions and a zero carbon / carbon neutral development (Strategic Priority *Taking action on Climate Emergency and protecting the environment*)
5. Office space for Waverley Borough Council (including flexible Council Chamber space, committee rooms, meeting rooms, customer front door space) in an agreed Schedule of Accommodation, meeting the requirements of the Where Work Happens Programme (led by Business Transformation)


PID Definition


And that the project is seeking to achieve the following:


- A residential rental property development scheme on the three key council owned sites in Godalming that makes a positive contribution to the town as a place for work, leisure and to live. The three sites comprise:
 1. The Burys
 2. The Wharf Car Park
 3. Crown Court Car Park (with consideration for increasing parking provision)
- A positive contribution to the Medium-Term Financial Plan.
- Development that supports the Climate Change Emergency.
- Neutral or positive impact on car parking and other community amenities in the immediate area.
- Retention of the Council's office presence in Godalming as part of the development scheme that supports the Office Accommodation Strategy under Business Transformation to offer a positive working environment.
- A scheme that provides mutually agreeable replacement or alternative accommodation for the Council's other existing tenants.


Appendix 2


	CRITERIA	WEIGHTING
	Project Viability	25%
<p>Scored based on the GDV and residual land value for each site. This is based upon the assumptions showcased above and high level rates based costings.</p>		


	CRITERIA	WEIGHTING
	Housing Delivery	30%
<p>Scored based on how many homes the proposed total development will deliver taking into account the variety of housing stock, provision of town centre homes, ability to service affordable and private for sale and quality of housing.</p>		


	CRITERIA	WEIGHTING
	Office Accommodation	10%
<p>Scored based on how well the proposed scheme accommodates the office requirements for Waverley Borough Council taking into account the requirements and areas ascertained by the Where Work Happens surveys and the team evaluations.</p>		

	CRITERIA	WEIGHTING
	Other Tenants & Partners	1 %
<p>Scored based on how effectively the proposed schemes provide for existing and future tenants/partners taking into account; available space within the Councils offices, potential to entice new partners and potential to provide hub workspace for SME's and local businesses</p>		

	CRITERIA	WEIGHTING
	Planning Viability	5 %
<p>Scored based on the perceived planning risk inherent in each site. Schemes with high planning risk will score the lowest whilst relatively uninhibited schemes will score highest. This is a high level assumption based on the previously summarised planning commentary</p>		

	CRITERIA	WEIGHTING
	Climate Emergency	20%
<p>Scored based on the perceived sustainability of each option based on an assessment of; the quantity of demolition and construction, potential for net zero construction, overall impact on movement within the town centre and future travel solutions.</p>		

	CRITERIA	WEIGHTING
	Neutral Car Parking	5 %
<p>Scored based on the impact on town centre car parking taking into account the requirement to achieve 'no net loss' of public parking and to provide parking for new residential units within the town centre.</p>		

	CRITERIA	WEIGHTING
	Revenue Contribution	4 %
<p>Scored based on the potential of each scheme to generated revenue and make yearly savings for the Council taking into account; partner rental agreements, potential energy savings, partnership models for hotels etc and parking revenue</p>		

WAVERLEY BOROUGH COUNCIL

EXECUTIVE COMMITTEE

5 OCTOBER 2021

New funding process for voluntary organisations 2022 to 2025 - Thriving Communities Commissioning Fund

Portfolio Holder: Cllr Kika Mirylees, Portfolio Holder for Health, Wellbeing and Culture

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

Key decision: Yes

Access: Open

1. Purpose and summary

1.1 This report sets out the proposed Thriving Communities Commissioning Fund process and documentation to operate the scheme. The scheme will replace the current Service Level Agreement scheme.

2. Recommendation

2.1 It is recommended that the Executive, after considering comments from the Community Wellbeing Overview & Scrutiny Committee:

1. Agrees to launch the Thriving Communities Commissioning scheme as set out in the report.

3. Reason for the recommendation

To ensure that the Council's funding mechanism and approach to not-for-profit organisations meets the Council's corporate priorities, evidence-based community needs and takes into account the views of the Community Wellbeing Overview and Scrutiny Committee and Overview & Scrutiny Service Level Agreement Working Group.

4. Background

4.1 At its meeting on 22 June, the Executive considered the interim report of the Community Wellbeing Overview and Scrutiny Community Service Level Agreement Working Group. Since then, officers have worked with a small Executive Working Group, comprising of the Leader and Portfolio Holder for Health, Wellbeing and

Culture to develop a new funding scheme, taking into account the recommendations of the Service Level Agreement Working Group.

- 4.2 The Executive noted the Overview & Scrutiny Committee's concern that existing Service Level Agreement partners should receive six months' notice of any change to their arrangement. Although this is not a statutory requirement, all organisations were written to in mid-June. They were advised to prepare for possible future changes and that officers may be required to develop a new funding process. Organisations are understandably concerned, but they appreciate the reasons behind the need to develop a new process.

Executive Working Group

- 4.3 The Executive Working Group felt it important to seek local knowledge about community need when shaping a new funding scheme. All town and parish council clerks received a short email questionnaire asking them to:

- rank possible identified funding principles and priorities
- note any missing principles and priorities about the type of voluntary sector services needed in their area

- 4.4 Seven responses were received, and the top-ranking priorities, in order of priority were (1) older people, (2) loneliness and social isolation, (joint 3) transport and information & advice and (4) carers.

- 4.5 The Executive Working Group agreed certain overall criteria for the scheme, that officers should draw up:

- It should be a commissioning scheme which organisations apply to online
- An assessment panel will review applications and score them according to a set of criteria, in order to allocate individual levels of funding
- The funding to organisations should be for 3 years
- The scheme should be available to local not-for-profit organisations for local people
- The priorities and principles identified by the O&S working group should be reflected within the process, as well as feedback from the town and parish councils.
- The process should not separate population types.
- The priorities should be broad to enable more organisations to apply.
- Arts organisations should be able to apply.
- The application documentation should not separate the overall budget into categories for the organisations to apply to but when assessing applications, a budget should be ring-fenced for youth provision.

- 4.6 The overall Thriving Communities Commissioning Fund priorities agreed were:

Priority one - Improving people's health & wellbeing

Priority two - Enabling access to information, advice and guidance

Priority three - Reducing social isolation and loneliness

Priority four - Building stronger, connected communities

- 4.7 Annexe 1 shows the Commissioning Market Position Document that all organisations will utilise when applying to the scheme, which is underpinned by an application form, application guidance and assessment criteria. The scheme will support the operating or running costs to deliver an activity or service for people who have higher needs, or who are vulnerable or who are disadvantaged.
- 4.8 It is proposed that the commissioning scheme is open to applicants for 5 weeks and it will be publicised through existing channels and networks. Organisations will apply through the SE Shared Services procurement portal.

Assessment Process

- 4.9 Applications will be assessed by a panel using a scoring method. This mitigates the risk of challenge to decisions, bias and is more transparent. The commissioning assessment document sets out the scoring method and be part of the application documentation for applicants. The details of individual levels of funding will not be considered through the Committee process, although the overall budget for the scheme will form part of the budget papers in early 2022.
- 4.10 The assessment panel members will be:
- The Portfolio Holder for Health, Wellbeing and Culture
 - A member of the Community Wellbeing Overview and Scrutiny Committee
 - The Community Services Manager
 - The Financial Services Manager
 - An independent Officer – likely to be the Strategic Lead Partnerships, Policy and Commissioning for Surrey County Council

Scheme timetable

- 4.11 15 September - Overview and Scrutiny Committee, Community Wellbeing
5 October – Executive
14 October - Funding round opens
18 November at 4pm - funding round closes
19 November to 3 December – processing of applications and assessment process
Early December – organisations informed of their indicative levels of funding and unsuccessful applicants informed
- 4.12 The overall budget for the scheme will be finalised within the Council's budget setting papers in February 2022. Organisations will receive confirmation of levels of funding following full Council on 22 February 2022. Funding Agreements will then be drawn up by officers setting out the terms and conditions including the required monitoring information.

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 A key objective of the recommendations is to ensure that the Council's funding mechanism to not-for-organisations is aligned with its corporate priorities.

6. Implications of decision

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

The current Service Level Agreement budget for funding voluntary sector partners is £687,105 for the current year 1 April 2021 to 31 March 2022. Any reduction in the overall budget could have an adverse impact on the Council's ability to support identified future priority services for vulnerable people and people with higher needs. Funding these types of services is discretionary, however the Council places great value in its partnership with the voluntary sector and their ability to provide vital, high-quality support to residents. Working through voluntary organisations to deliver services offers greater value for money than running these types of services in-house if the Council chooses to.

Any proposed budget for the Thriving Communities Commissioning Fund is subject to the Council's budget setting process which will be completed at full Council in February 2022. To enable organisations to plan, provisional funding awards will be made in early December, with final allocations confirmed after full Council in February 2022, after which Funding Agreements will be drawn up. The assessment panel will allocate provisional funding based on the budget remaining the same at £687,105. It is proposed that successful organisations to be funded for a three-year period, 1 April 2022 to 31 March 2025. This means they will be able to budget and plan and that the funded activities and services will become embedded into the community. However, all Funding Agreements will include a clause that the overall budget needs to be agreed every year as part of the Council's budget setting process in January/February time and is therefore subject to review.

6.2 Risk management

Although existing funded partner organisations will be eligible to apply to the Thriving Communities Commissioning Scheme, changing the approach through which funding is allocated may have adverse financial implications for them. Given that some of them are reliant on Council funding towards their running costs, this may impact their ultimate viability.

6.3 Legal

Successful organisations will be required to sign a Funding Agreement setting out the principles of the arrangements, the outputs, outcomes and monitoring information required. Should organisations not deliver to the funding requirements, the Council reserves the right to withdraw any funding.

6.4 Equality, diversity and inclusion

An Equality impact assessment has been carried out to ensure the Council is fulfilling its Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

Consideration of the Council's environmental and sustainability objectives will need to be made when making decisions on levels of funding.

7. Consultation and engagement

7.1 The Community Wellbeing Overview & Scrutiny Committee scrutinised the proposals for the Thriving Communities Commissioning Scheme at their meeting on

15 September, following the work of the Community Wellbeing Overview & Scrutiny SLA Working Group and Executive Working Group. The Committee resolved:

- That Councillor Jenny Else be nominated as a representative to sit on the assessment panel and review applications.
- The Committee recommends that the Executive does not implement the proposal to ring fence funds for youth provision referred to in paragraph 4.5 of the report. The Committee members would prefer instead to see the principle also outlined in paragraph 4.5 that “the process should not separate population types” applied consistently. A paragraph would be added stating that the council sought to support minorities and other vulnerable groups.
- In addition to the recommendations above, the Committee ask the Executive to note the following comments:
 - i. That the Committee supports the broad principles and design of the proposed new funding arrangements for the voluntary sector. They thanked officers for the substantial work which had gone into producing them.
 - ii. Most, but not all, Committee members felt that paragraph 6.3 of the report gives an unduly harsh impression of how the Council would deal with concerns about whether an organisation is complying with its funding requirements. They felt it would be valuable to make clear that the Council would make constructive steps to address any unmet requirements before withdrawing funding.
 - iii. The Committee felt that the discussion of population data for Waverley would be strengthened by also considering:
 - a) The diversity of the Borough in terms of ethnicity, religion and refugee status; and
 - b) The distinction between people in different stages of dementia, as early-stage dementia places a disproportionate burden on community organisations relative to latter stages, when in general statutory health and social care agencies take on a larger role.
 - iv. The Committee notes that whilst the Community Meals Service no longer receives Council funding, in many cases their ability to provide meals is dependent on access to kitchens in buildings run by organisations which do. These synergies should be accounted for in the assessment of applications. In addition, contingencies should be made for the eventuality that the service can no longer use these kitchens.

7.2 Town and Parish Councils were given the opportunity to feed into the process although responses were low.

7.2 Although this is not a statutory requirement, all organisations were written to in mid-June. They were advised to prepare for possible future changes and that officers may be required to develop a new funding process. They were advised to model various scenarios such as no change to the Council’s funding, reduced funding or nil funding and that this should be considered in conjunction with the possible requirement to apply for funding in the autumn. Where officers attend Board meetings of partner organisations, Trustees have been kept up to date with progress and timescales.

8. Other options considered

The Committee could endorse the continuation of the existing SLA process. However, this would represent a missed opportunity to update the Council's approach to the way it funds not-for-profit organisations to meet desired outcomes including changing community needs, especially given the impact of Covid-19, and the Council's new corporate priorities, as well as the possible opportunity to work with "new" organisations.

9. Governance journey

The overall budget for the scheme will be approved through the Council's budget setting process reported to Value for Money Overview & Scrutiny Committee in early 2022 ahead of consideration by Executive and full Council.

Annexes:

Annexe 1 – Commissioning Market Position Document

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: 25 August 2021

Head of Finance: 27 August 2021

Strategic Director: 27 August 2021

Portfolio Holder: 25 August 2021

Thriving Communities Commissioning Fund

1 April 2022 to 31 March 2025



www.waverley.gov.uk

September 2021

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Introduction

Waverley has a strong track record of working in partnership with not-for-profit organisations. They deliver high quality services and support to residents, knowing the local community well and operating flexibly to meet their needs. In particular, over the past 18 months of the Coronavirus pandemic, the voluntary sector has flexed and delivered incredible support to many vulnerable people and the Council is extremely grateful for all their hard work and commitment to ensuring our residents receive the support they need.

Waverley has funded nominated, local not-for-profit organisations to deliver specific services through Service Level Agreements since 2012. This includes social activities for older people, information and advice, community transport, infrastructure support to the sector and arts for wellbeing. This arrangement empowered the community to deliver local services for local people. Whilst we have strong relationships with certain organisations, we are aware that there may be new groups that want to work with us to jointly develop ambitious new plans.

It therefore felt timely to review the Council's funding mechanism and priorities to reflect changing community needs as well as the Council's Strategic Priorities. Our review enabled a fresh look at what matters and where we need to target our support to really make a difference. Despite our own financial challenges, the Council committed to dedicate specific resource towards building partnerships and empowering the voluntary sector to improve the lives of our residents from April 2022.

The new Thriving Communities Commissioning Fund will help tackle specific priorities, allowing resources to be directed where they are needed most and make the biggest impact on the lives of our residents.

This Commissioning Guidance explains how the scheme works, how to apply, how applications will be evaluated and what happens next. It is designed to be as straightforward as possible. Not for profit organisations are eligible to apply and this includes charities, voluntary organisations, community based organisations, Community Interest Companies, social enterprises or partnership organisations.

Overall, the budget available for organisations to apply to for funding from 1 April 2022 to 31 March 2025 is £687,000. Within this, levels of funding awarded for each commissioning priority and activity will vary depending on the type and number of applications received.

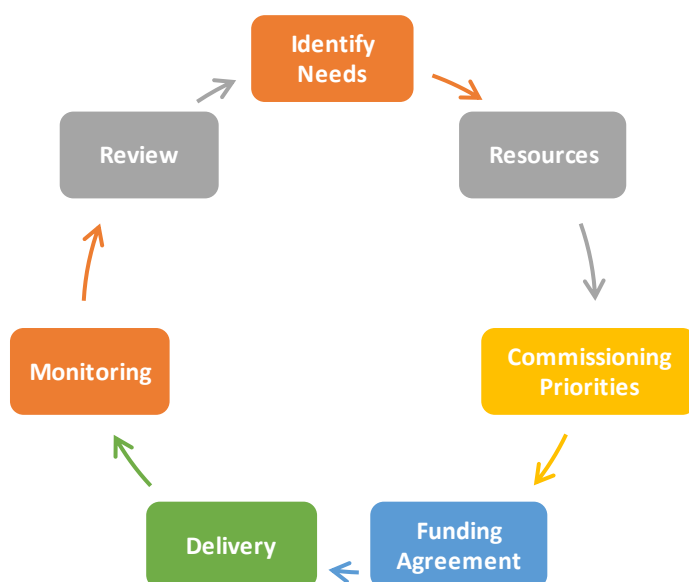
Waverley is facing huge uncertainties and a large financial challenge due to cuts in government funding and result of the pandemic. Through working in partnership and funding the voluntary sector, community action can be part of the solution to this challenge.

What is commissioning?

Commissioning is a broad concept and there are many definitions. Overall it is the process by which services are planned, purchased and monitored. It comprises a range of activities including:

- Assessing needs
- Planning services
- Procuring services
- Monitoring quality

The process is often known as a cycle. There are variations to the cycle but they include the same logical process.



Commissioning is not to be confused with grant aid. A grant is a sum of money given to an organisation to undertake an activity often initiated by the organisation.

Overall commissioning enables councils to procure services that will deliver the priority outcomes set out in their strategic plans.

Through the Thriving Communities Commissioning Fund we will:

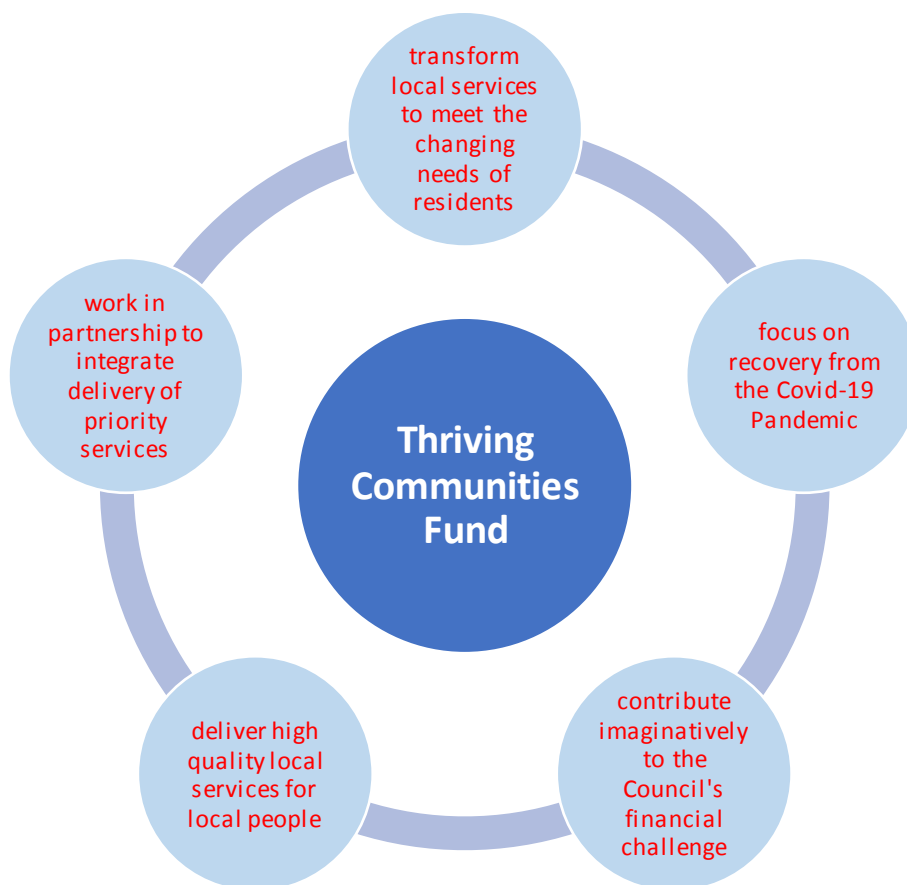
- Achieve better outcomes for people
- Make sure services are designed and shaped to meet the needs of people
- Make the best use of resources available
- Keep an ongoing check on the quality and impact of services, making sure resources are being used well.

Monitoring of service delivery and keeping track of whether the service is meeting the needs of the community and delivering the outcomes required by us are vital. Organisations need to demonstrate the contribution their services make to the identified outcomes. **They also need to continually improve the efficiency, productivity and innovation of their service delivery with public funding.**

Our Commissioning Intentions

We, as commissioners, are looking to develop the nature of our relationship with providers. We want to continue to demonstrate **true partnership, respect and trust**. Within this we have a responsibility to spend taxpayer’s money transparently, efficiently and direct it to the right services. Our councillors and taxpayers have the ability to challenge and scrutinise the services we commission and we will monitor performance and delivery of funded services throughout the funding period. In turn, funded partners will provide **high quality, agile, innovative services** that are responsive to changing community needs, underpinned by sound financial management.

Our 2021-2025 plan and approach to commissioning key services



Identifying the needs in Waverley

This Commissioning Guidance document contains information for not-for-profit organisations wishing to bid for funding to support the health and wellbeing needs of residents living in Waverley. It is aimed at existing and potential not-for-profit organisations that deliver certain activities and services to residents.

The Commissioning Guidance has been informed by a range of different sources which we have summarised into key messages relating to the current and likely future needs of residents. We have grouped this into four Commissioning Priorities which describe the outcomes we desire to achieve.

Our Corporate Strategy 2020-25 - Underpinning the Thriving Communities Commissioning Fund

The Thriving Communities Commissioning Fund has been shaped in order to realise and underpin our [Corporate Vision and Strategy](#) objectives. Our funding priorities reflect the types of services that need to be delivered to protect the interests and needs of our residents, to enable them to live long and healthy lives.

Our Vision

Our vision is that Waverley will be environmentally, economically and financially sustainable with healthy, inclusive communities and housing available for all who need it.

Our Strategic Priorities



Health and wellbeing of our residents

The Thriving Communities Commissioning Fund focusses on delivering our strategic priority to *improve the health and wellbeing of our residents and communities*. This strategic priority recognises that through the work we are doing to understand health inequalities, we know we can make a positive impact on the wider determinants of health by working closely in partnership with the voluntary and faith sectors. Health

outcomes vary widely throughout the borough and it is ever more important that we continue to work together to protect and support our residents to live long and healthy lives. Through the Thriving Communities Commissioning Fund, we will use our power and resources to protect the health and wellbeing of all our residents, especially vulnerable residents, during the coronavirus pandemic and afterwards, to support the capacity of our health services and to mitigate the negative effects of the recession.

The Thriving Communities Commissioning Fund aims to support some of the key commitments to improve the health and wellbeing of our residents and communities, which are:

- ✓ supporting the most vulnerable in our communities, particularly those experiencing social isolation, loneliness and poor mental health;
- ✓ delivering improvements to services across the borough, focusing on health inequalities and where need is greatest;
- ✓ continuing to support and work in partnership with our community stakeholders, voluntary and faith organisations to provide vital services to our most vulnerable residents.

Coronavirus pandemic – COVID-19

On 23rd March 2020 the country went into lockdown due to the COVID-19 pandemic. Our resident's lives have not been the same since. Community life is essential for the health and wellbeing of our residents and we are all more aware of the value of social connections and sense of belonging.

We need to recognise that the Thriving Communities Commissioning Fund has been produced in the most uncertain of times. The Coronavirus pandemic has enabled us to gain a greater understanding of our resident's needs and affirmed that our strong relationship with the voluntary sector is vital to ensure the future health and wellbeing of our residents.

Having a strong community infrastructure and supportive social networks are factors that help our communities thrive and grow, be independent and resilient. Communities in Waverley have been central to the response and recovery from the pandemic and have been nothing short of remarkable. We remain extremely grateful for everything they are doing.

The council implemented a Community Resilience project to gain a clear understanding of the impact of COVID-19 pandemic on the voluntary, community and faith sector locally, demonstrate the outlook for the future and recommend long term plans for community engagement and partnering. We looked at our ability to support the organisations that work with local people and to establish any future actions required.

We identified 6 priority areas to focus our future work as a result of the Coronavirus pandemic:

- The COVID-19 response
- Community connection
- Funding to the voluntary sector
- Voluntary sector resilience
- Updating our Ageing Well Action Plan
- Refreshing our Health and Wellbeing Strategy

We recognise that we need to continue to support people and communities most affected by COVID-19 building on and strengthening the connections, organisations and resilience which enable communities to thrive. Overall, we know that there are certain population groups that have been most adversely affected by the pandemic:

- Young people
- Older people
- Unpaid carers
- People living with dementia
- People with disabilities
- People living alone
- People that were identified as Clinically Extremely Vulnerable

Our Partner's objectives

We regularly work with statutory partners to achieve our strategic priorities and support our residents. With ever increasing demand for services and decreasing budgets we continuously work together to align our work where possible and ensure our residents receive high quality, efficient and effective services. We cannot work in isolation and those strong partnerships enable us to collectively meet challenges and take opportunities.

When developing our commissioning scheme, we took into account how we work with our partners and our overall vision for the Waverley borough as a system.

Surrey County Council Community Vision



By 2030, the ambition is for Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, area enabled to achieve their full potential and contribute to their community, and no one is left behind

During 2018, Surrey County Council engaged with residents, communities and partners across the county to understand what Surrey should look like by 2030. Those conversations enabled the development of a shared vision for Surrey.

In December 2020, Surrey agreed a [refreshed strategy for 2021-2026](#) that reflects the progress made. This sets out the council's contribution to achieving the aim and ambitions of the Community Vision for Surrey in 2030 and how it will work over the next five years to make a real difference to residents' lives.

Health and Care Systems

We work with two systems across Waverley supporting people living in places across Surrey and Hampshire. They are a partnership of local health and care organisations bringing together NHS organisations, local authorities and other partners, to take joint responsibility for improving the health of the local population. They make decisions about shared priorities, how funding is used and what can be done to make the biggest difference to local people.

Surrey Heartlands Health and Care Partnership



Surrey Heartlands
HEALTH AND CARE PARTNERSHIP

Surrey Heartlands includes all parts of Waverley except Farnham, along with other places in Surrey.

One of the partnership's key priority areas within its Five Year Plan 2019-22, is entirely focused on [Prevention and the Wider Determinants of Health](#). The borough council and voluntary sector play a key role in enabling its delivery in strengthening and implementing preventative interventions.

As well as short term priorities, the system is very focused on the improvements to deliver for the population in the longer term and this includes:

1. A **much greater focus on prevention** to help people to stay well where possible
2. **Earlier intervention** to make sure people get the care and support they need as early as possible
3. **Tackling health inequalities** and the other areas that affect people's health and wellbeing which includes things like housing, poverty and education, where it's clear we must work together as a system to address these areas

Frimley Health and Care Priorities – Farnham Place

Frimley Health and Care



Frimley Health and Care includes Farnham, along with other places in Surrey and Hampshire.

Frimley Health and Care has split its plans into key ambition areas [to create healthier communities](#):

- **Starting Well:** all children get the best possible start in life
- **Focus on Wellbeing:** all people to have the opportunity to live healthier lives, no matter where in the system they live
- **Community Deal:** developing “community deals” with local residents
- **Our People:** to be known as a great place to live, work, develop, make a positive difference.
- **Leadership and Cultures:** work together to encourage co-design, collaboration, inspiration and a chance to contribute
- **Outstanding Use of Resources:** to offer the best possible care, treatment and support where it is most needed in the most affordable ways using the best available evidence.

The partners in the Frimley Health and Care system are currently in the process of developing a 5-year strategy building on the approaches it has taken so far. The healthier communities focus emerging for Farnham area include loneliness, the mental health of young adults and digital access.

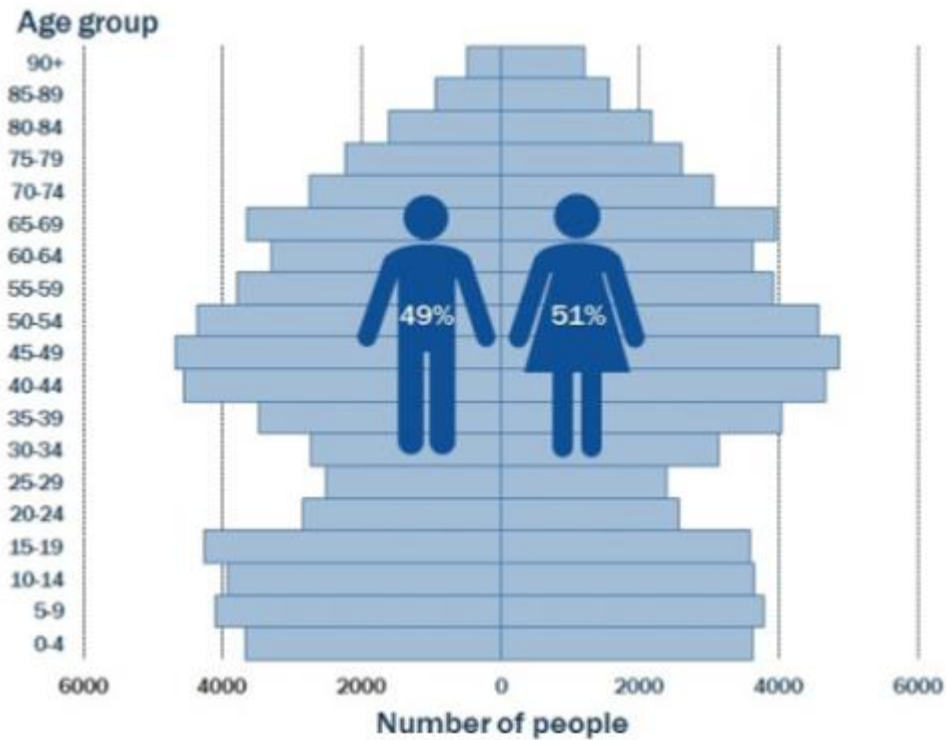
Our population data – key messages

This document provides a snapshot of information and data available about the health and wellbeing of our population in Waverley. This has helped shape our Commissioning Priorities. We used information provided through the Joint Strategic Needs Assessment, Surrey COVID-19 Community Impact Assessment, Surrey Index Insights, Census 2011 and partners. Whilst initial 2021 Census findings will not be released until 12 months of the Census at the latest and other main data within two years, we do know how the needs of our population are changing.

Waverley has a total population of 121,572 comprising of 49,280 households (2011 Census). Waverley residents enjoy an excellent quality of life and have good reason to be happy and healthy. The Legatum Institute [UK Prosperity Index 2021](#), which measures institutional, economic and societal wellbeing, showed that Waverley was the third highest ranking local authority area to live in the UK. The high scoring of social capital and health pillars in the borough played a part in this ranking

Waverley does, however, have pockets of relative deprivation and health outcomes vary widely throughout the borough. Waverley’s rural nature and ageing population means that social isolation is a key concern. Our population of residents over 65 and 85 years of age is one of the fastest growing in Surrey and there are increased numbers of residents with conditions such as stroke or dementia.

The chart below shows the age profile of our population in Waverley.



Source: 2011 Census and latest population estimates 2015

COVID-19 - Impact of the Pandemic

Surrey COVID-19 Community Impact Assessment (Nov 2020)

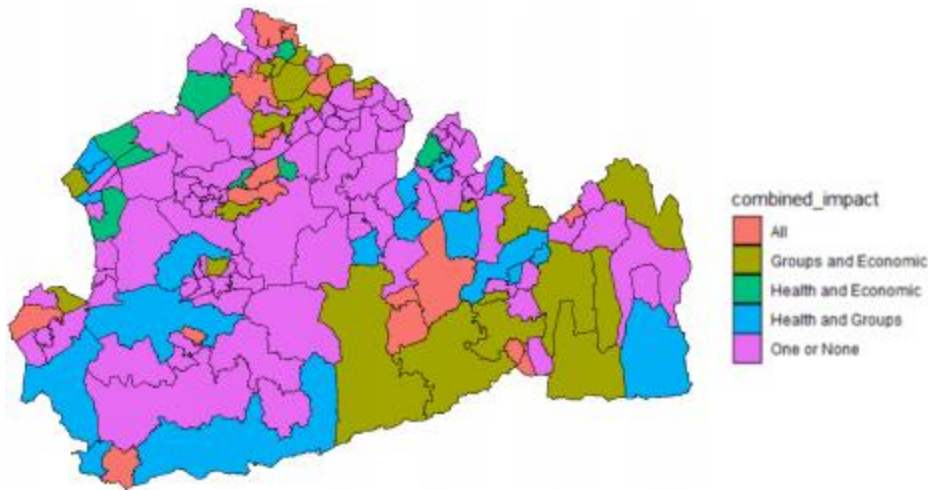
The impacts of Covid-19 have been experienced in different ways across local areas in Surrey. The greatest health impacts have been seen in areas across Waverley, Mole Valley and Reigate & Banstead where there are higher numbers of over 80s and care homes. Overall the impact of COVID-19 on local areas in Surrey is varied and nuanced.

From April to June 2020, the Local Recovery Index (LRI) shows that Waverley has been the 4th least impacted district and borough in Surrey. When looking at more local level, some areas have been disproportionately impacted.

Geographical Impact

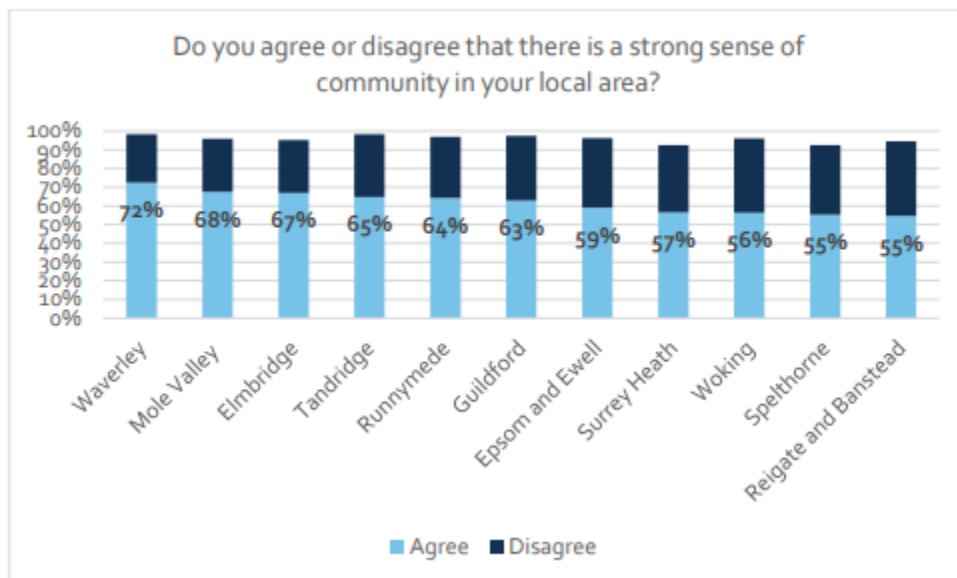
Three dimensions of impact from Covid-19 were analysed – health impacts, economic impacts, and vulnerable groups. For each dimension, data at the Middle Layer Super Output Area (MSOA) was collected. Data showed that Waverley was the 4th least impacted. [Super Output areas are geographic hierarchy based on population numbers.]

Map of Surrey showing the distribution of combined impacts across MSOAs



Impact on Waverley society

Waverley ranks as the lowest impacted district and borough for the society dimension in the period from April to June 2020, however, it does rank third highest for the number of calls made to the Surrey County Council community support line at 7.2 calls per 1,000 residents. This view is supported by 72% of Waverley residents agreeing there is a strong sense of community in their area, 10% higher than the Surrey average, as shown in the chart below:



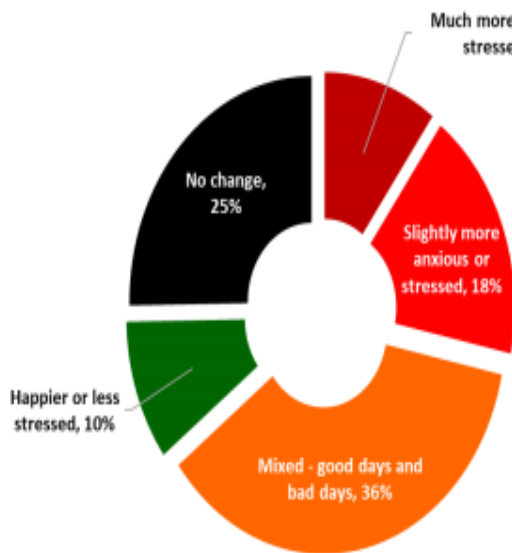
However, the research also found Waverley residents suffered from isolation and lack of public transportation during the height of the pandemic.

Impact on mental health

As the lockdown continued the early mental health impacts of the pandemic became more apparent. This was evident by an increase in the number of calls made to the community helplines across Surrey. For instance, both Surrey Drug and Alcohol

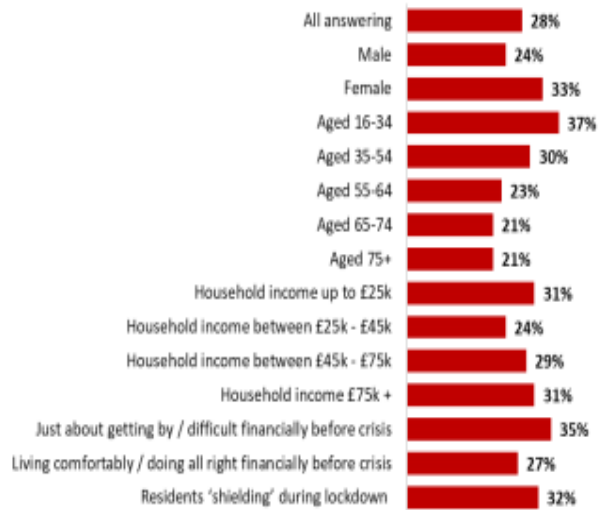
Care (SDAC) helpline and Community Communications reported an increase in the number of calls and referrals respectively. Increase in the presentation of mental health related issues were also reported by the local community helplines set up during the lockdown by the District and Boroughs primarily to provide logistical support.

How do you feel the lockdown has affected your mental wellbeing?



Base: all answering (2,116)

% MUCH MORE ANXIOUS OR STRESSED



Significantly HIGHER% than rest of sample at 95% confidence level

69% of adults feel somewhat or very worried about effects of COVID-19

63% of adults feel worried about the future

Mental health has worsened by 8.1% - young adults and women hit hardest

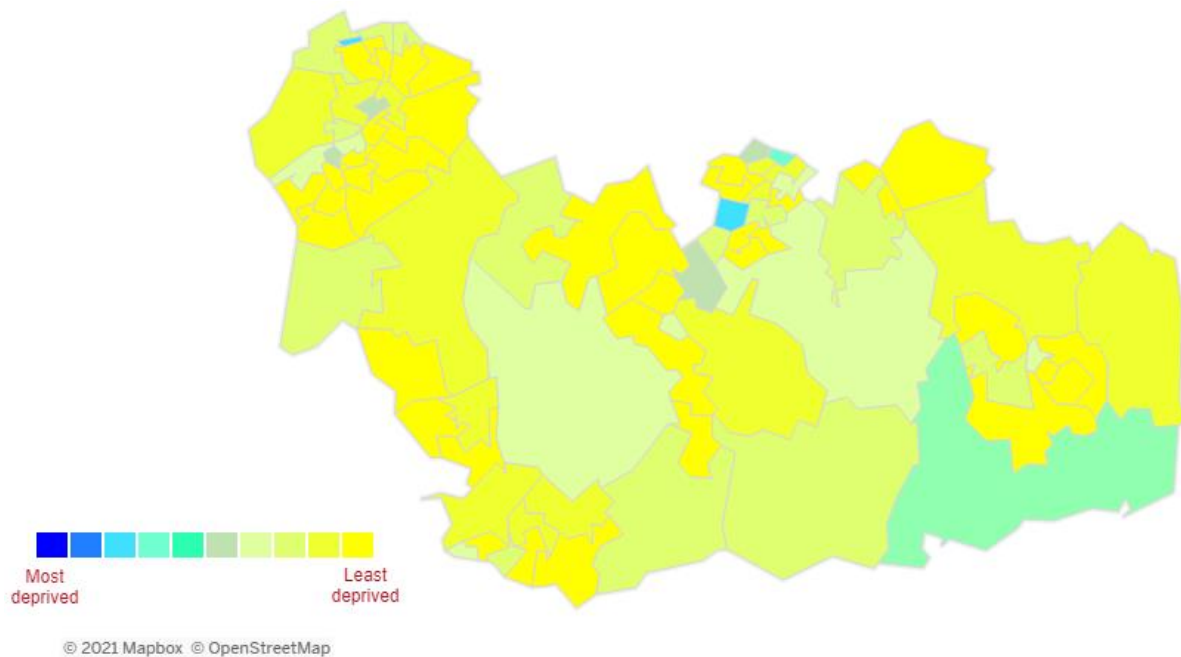
56% of adults feel stressed or anxious

Indices of deprivation in Waverley

Deprivation is often linked to health and socio-economic inequalities. The English Index of Multiple Deprivation 2019 is the official measure of relative deprivation for small areas in England. It combines information from seven domain indices including employment, health & disability, education skills and training, crime, housing and services, living environment and income.

The most deprived areas in Waverley are: Farnham Upper Hale; Godalming Central and Ockford; Godalming Binscombe; Alfold, Cranleigh Rural and Ellens Green.

Map of Waverley Borough



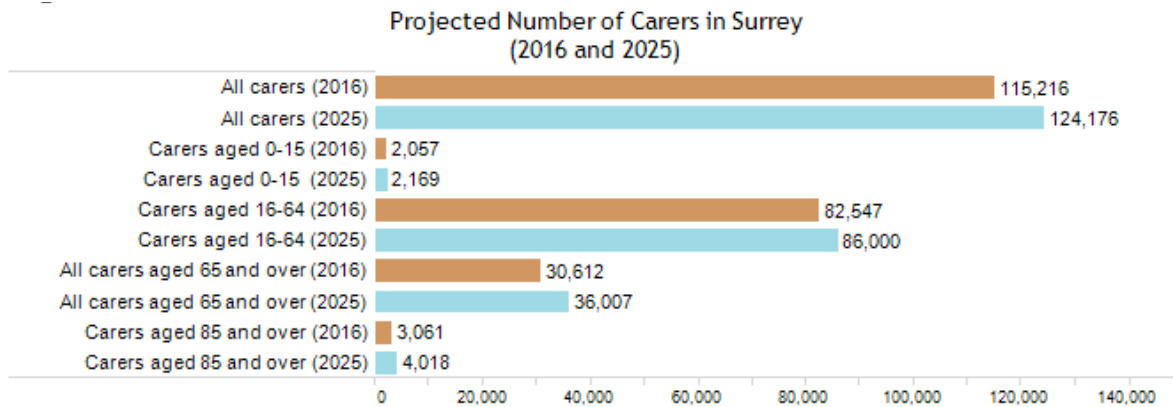
Carers living in Waverley

Carers look after family, partners or friends in need of help because they are ill, frail or have a disability.

Based on the 2011 Census and population projections, the number of carers in Surrey is projected to increase to 124,176 by 2025.

An increase is projected in all age groups but the biggest increase is projected for carers aged 65 and over. Of those, 11% are projected to be aged 85 and over.

It is widely recognised that the Census under-counted young carers. Based on figures from the “Kids who Care” survey (BBC and University of Nottingham, 2010) and the projected 2016 and 2025 5-17 year old populations, it is suggested that in 2016 there may be approximately 14,750 young carers aged 5-17 living in Surrey.



Note: Carers aged 85 and over are included in the figures for Carers aged 65 and over
Source: 2011 Census and population projections (ONS)

Waverley has a higher percentage of carers providing unpaid care per week compared to Surrey as a whole. We also know that unpaid carers have shouldered significant strain during the pandemic, delivering care despite their own support networks being heavily impacted.

Older people living in Waverley

The population in the whole of Waverley is living longer. We need to be prepared for our ageing society and provide services that make Waverley a good place to grow old. Waverley has the largest older population of over 85s in Surrey and higher number of over 65s compared with areas in Surrey. The 65 to 84 year old population is set to grow the most by 2040. The over 85-year-old population is estimated to have increased by 12.3% from 2016 to 2021.

27.8% of people live alone in Waverley (compared with 27.3% for Surrey areas) those aged 65 and living alone 14.2% (compared with 12.6% for Surrey areas)

Waverley has a generally higher proportion of economically inactive residents (28%) compared with Surrey areas (26.4%) with a higher number of people that are long-term sick or disabled and retired.

Loneliness and social isolation in Waverley

Almost a third (31%) of Surrey residents aged 65+ who live in their own homes live alone (Surrey County Council 2017). While living alone isn't the same as feeling lonely, living on your own can be one aspect of social isolation.

Research shows that risk factors for loneliness were near identical before and during the Coronavirus pandemic. Existing risk factors not directly affected by COVID-19 are:

- Age - with young people the most likely to report feeling lonely but the largest number of people experiencing loneliness are older people

- where you live – people who feel they belong less strongly to their neighbourhood report feeling lonely more often, as do those who have little trust of others in their local area
- Living alone – this is a key indicator of social isolation and potentially loneliness and especially affects older people

Waverley is the largest rural borough in Surrey with the lowest connectivity (i.e., ability to access services that are not in walking distance; Source: Connectivity Index, 2005). This means residents have to travel further to access services and activities, further reducing their social connections.

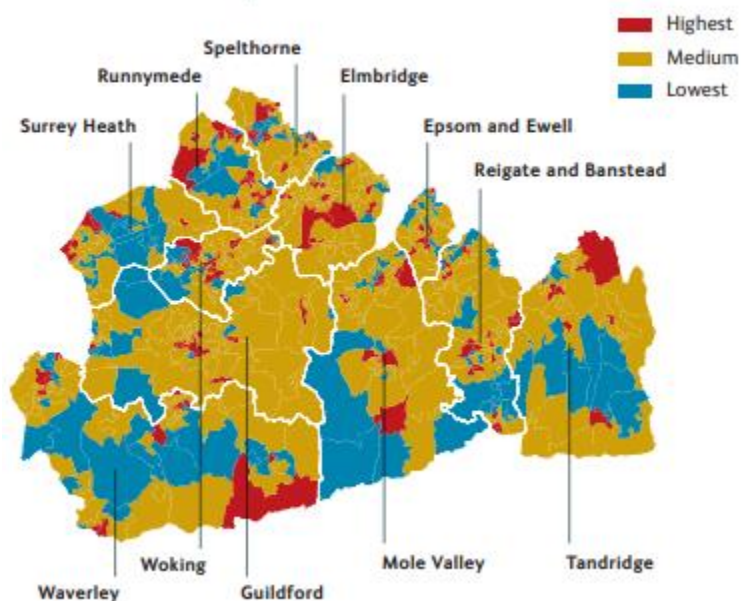
Waverley has pockets of isolation, particularly in rural areas. Several wards in Waverley have a high rate of one person households, which highlights possible areas with more loneliness and isolation (Surrey rank in brackets):

- Farnham Castle 40.93% (1st)
- Alfold, Cranleigh Rural and Ellens Green 38.79% (4th)
- Godalming, Farncombe & Catteshall 35.44% (14th)

People without access to the internet are at a significant disadvantage in terms of connecting with communities and people. The pandemic has dramatically exacerbated this with many not being able to join online activities or able to see friends and family virtually. As we move to a more virtual world the digital social divide will only increase, making it more important that people have access to face-to-face social interaction.

Despite efforts by local communities and government, many individuals living in Surrey and Waverley are socially isolated. This is exacerbated by poor transport connections. Experiencing feelings of loneliness and isolated is associated with poor mental, physical and emotional health.

Social isolation in Surrey



Source: The Health and Wellbeing of Older People in Surrey 2018 Independent Annual report of the Director of Public Health Surrey County Council

Mental Health in Waverley

The available indicators suggest that mental illness is no higher in Waverley than in the rest of Surrey and England. However, the COVID-19 pandemic as well as the recession may well have a detrimental impact on the mental health of residents. A 2020 Temperature Check Survey found that 36% of Waverley residents were concerned about their mental health in the next six months.

Primary responsibility for mental health promotion and prevention in Waverley lies with Surrey County Council as the public health authority. However, as a Council and community leader we have a role to play in improving the overall mental health of our residents through our services enabling them to stay connected and keep active. Organised community groups and services such as day services with activities, walking groups and groups for young people all play a role in supporting people's improved mental health through community services that support them to remain independent within their community.

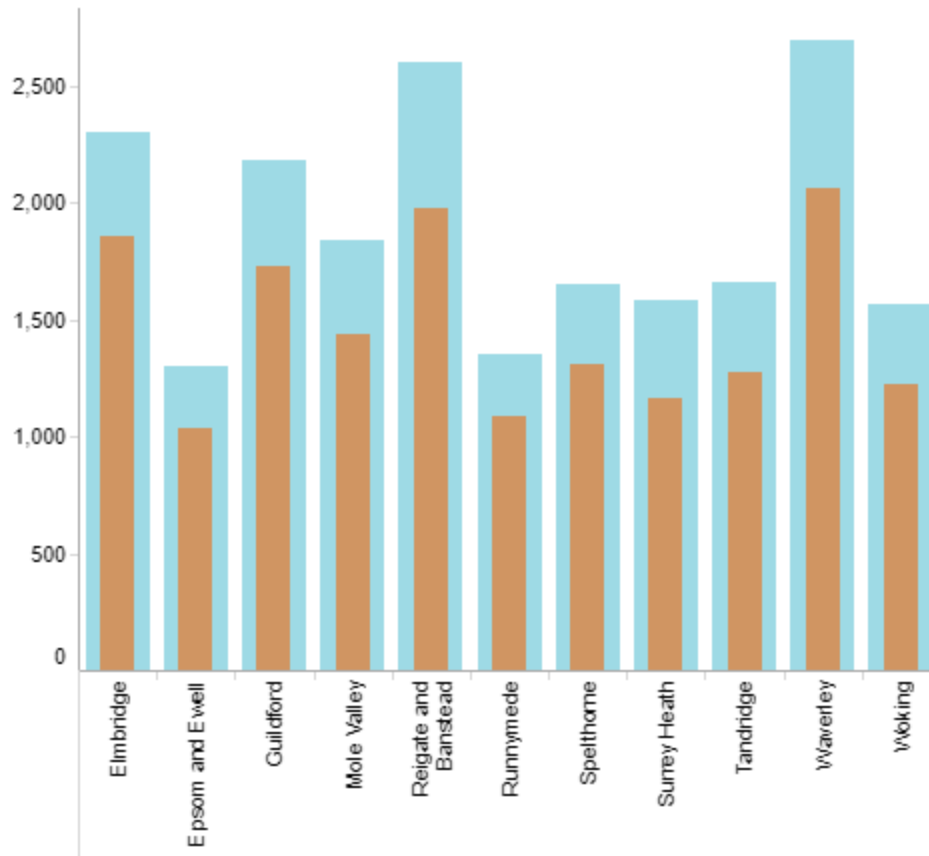
The social factors affecting a person's mental health include; deprivation and inequality; poverty and financial insecurity, housing and homelessness, education and lifelong learning; employment and working conditions; crime, safety and violence; community wellbeing and social capital.

Mental wellbeing is more than the absence of mental illness. It is linked with an individual's emotional, physical and social wellbeing and the wider social, economic, cultural and environmental conditions in which they live. The mental wellbeing of individuals is influenced by factors at community level such as social networks, levels of trust and civic engagement = "social capital".

Dementia

Dementia can affect people of any age but is most common in older people. Dementia is a term that is used to describe a collection of symptoms including memory loss, problems with reasoning and communication skills, and a reduction in a person's abilities and skills in carrying out daily activities such as washing, dressing, cooking and caring for self.

Estimated Population with Dementia (Aged 65+) by Borough and District (2016 and 2025)



Source: 2011 Census and population projections (ONS) and dementia prevalence rates

Young people in Waverley

Some children and young people living in Waverley do not thrive and the period of lockdown during the pandemic has been a particularly difficult time for them, with socialising being restricted. Anxiety, self-harm, suicide ideation and eating disorders are very common issues that are being presented to schools and children’s services.

Anti-social behaviour has increased in certain parts of the borough over the past 18 months with street drinking, substance abuse and general rowdiness which has a negative impact on community wellbeing, crime and disorder and local businesses.

Surrey Youth Focus worked in conjunction with the User Voice and Participation Team (on behalf of the Surrey Safeguarding Children Partnership and Surrey County Council’s Children, Families, Lifelong Learning and Culture Commissioning Team) and twelve organisations that listened to 199 children and young people and 135 parents across Surrey during May and early June. The distinct themes that have emerged are:

- Relationships and connections – with family, friends, partners

- Access to learning – experiences of not being in school and learning in a different way
- Finding time – how children and young people have been spending their time
- Awareness of self and others – what children and young people have learnt about themselves and others
- Emotional wellbeing and mental health – how children and young people have managed with their wellbeing.

7% of children under 16 living in Waverley come from low-income households (Children in Low-Income Families Local Measure HMRC). Young people from poorer backgrounds have to fight harder for their future and they may not have the same opportunities as other young people their age.

Waverley is a predominantly rural borough with poor public transport provision compared to the rest of Surrey. This means some young people will find it difficult to access cinemas, clubs or other facilities their counterparts in urban areas take for granted. More affluent families and those with a car are more likely to be able to take their children to activities further away.

Although primary responsibility for children's services, education and youth workers lies with Surrey County community activities and services, including youth clubs, can enable young people to have a sense of belonging, hope for the future and feel connected to where they live. Local community facilities and activities can help improve health and wellbeing outcomes from an early age.

Our Commissioning Priorities and Principles

Priority one - Improving people's health & wellbeing

We wish to support community activities and services that reduce health disadvantage and inequality by advancing residents' mental and physical health, wellbeing and safety, particularly as a result of the Coronavirus pandemic and for those with specific needs.

Priority two - Enabling access to information, advice and guidance

We recognise that people need access to timely information, advice and support which will empower them to increase their ability to exercise choice and control of their lives before they get to the point where they need to access more costly interventions

Priority three - Reducing social isolation and loneliness

We wish to enable people to access meaningful activities and services that increase their social contact and enable them to live life to the full

Priority four - Building stronger, connected communities

We aim to strengthen community cohesion, build social capacity and increase the resilience of local voluntary organisations to enable people to actively engage with their communities

Principles

Our funding Principles underpin the commissioning Priorities

1. **Prevention** – a much greater focus on prevention enables people to live well and stay well wherever possible. Earlier intervention enables people to access service, information and support to get the help they need as early as possible to reduce and delay the need for more costly interventions.
2. **Innovation and continuous improvement** - the Council has come under significant pressure to deliver high quality services in a more cost-efficient manner. To meet these fresh challenges and achieve the value for money our residents expect, the Thriving Communities Commissioning Scheme embeds an expectation that partner organisations deliver efficient, high quality services to achieve its strategic vision for the Borough.
3. **Collaboration** – working together enables services to interact, share learning, efficiencies and opens channels that would otherwise remain closed. It brings people closer together to create common purpose to solve the issues our residents face and meet their changing needs.
4. **Independence** - facilitating people to continue to have control over their lives and receive timely support and information that works around their needs and outcomes. Informed, proactive people are able to take ownership of their lives.
5. **COVID-19 pandemic** – we recognise the need to target priority issues arising from the aftermath of the COVID-19 pandemic rather than specific age groups. It is evident that many older people face a distinct set of challenges that require particular support. However, the previous significant focus on services for this age group may not be the right approach for a post-COVID-19 world. The pandemic has highlighted how many social issues either transcend age groups or are concentrated amongst younger age groups.

The outcomes the Thriving Communities Commissioning Fund aims to achieve

- Residents feel less socially isolated and socially excluded.
- Residents are more connected and engaged with their communities
- Residents are able to maintain their independence for longer
- Residents have good mental health
- Residents have opportunities to remain active and have good physical health
- Residents are supported to take part in meaningful social activities that enable them to manage their lives or a condition better
- Residents feel empowered to remain independent in their own homes for longer and less likely to access more costly interventions
- Residents live independently and have choice over their lives
- Local voluntary sector organisations thrive and grow

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE

5 OCTOBER 2021

Title:

Review of the Members Allowances Scheme
Report of the Independent Remuneration Panel

Head of Service: Robin Taylor, Head of Policy & Governance (Monitoring Officer)

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 The Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) provide that it is for each local authority to decide its Members Allowances Scheme, and the amounts to be paid under that Scheme. Councils are required to establish an Independent Remuneration Panel to provide advice on its Allowances Scheme, and to carry out periodic reviews of the Scheme. Council must have regard to the recommendations of the IRP before making any changes to the Members Scheme of Allowances.
- 1.2 A review of the Waverley Scheme of Members' Allowances by the Independent Remuneration Panel (IRP) was carried out on 21 and 27 July 2021, and the IRP's report is attached at Annexe 1.
- 1.3 Having considered the report and recommendations of the IRP, the Executive is asked to make appropriate recommendations to Full Council on changes to the Members Allowances Scheme.

2. Recommendation

Executive recommends to Full Council that:

1. The report and recommendations of the IRP are noted.
2. In view of the continuing significant pressure on the Council's budgets, there is no change to the Members Allowances Scheme until after the next Borough elections in May 2023, at which time the Scheme should be reviewed again by an independent remuneration panel.
3. The annual indexation of Basic and Special Responsibility Allowances in line with the percentage increase in staff salaries continues from 1 April 2022 for up to three years.

3. Reason for the recommendation

- 3.1 To comply with the requirements of The Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended). A council can only rely on the agreed form of indexation for a maximum of 4 years before further review of the Scheme by the IRP.

4. Relationship to the Corporate Strategy and Service Plan

- 4.1 The delivery of the IRP's review of the scheme of allowances supports the Council's strategic framework by ensuring payments to councillors are reflective of their roles and responsibilities. It will help to ensure allowances are set at a level that facilitates suitably able, qualified, and representative people standing as candidates for Council (and their retention and development once elected).

5. Implications of decision

5.1 Resource (Finance, procurement, staffing, IT)

The IRP recommends an increase in Basic Allowance from 1 April 2022 of 1.06% compared to the level payable in 2021/22.

The IRP recommends an overall increase in the total Special Responsibility Allowances payable from 1 April 2022 of 5.06% compared to the total payable in 2021/22.

The total increase in Members' Allowances budget would be £3k, taking account of the reduction in the number of O&S committees from 4 to 2.

The 2020/21 Members' Allowances budget totals £423k.

5.2 Risk management

There are no risk management implications for the purposes of this report.

5.3 Legal

The allowances payable to councillors are matters for local determination.

While the Council has a duty under the 2003 Regulations to have regard to recommendations made to it by the IRP before it makes or amends the scheme of allowances, it is not bound to follow those recommendations.

5.4 Equality, diversity and inclusion

The purpose of the Scheme of Allowances is to create a schedule of remuneration that will support and enable councillors to execute their roles across a range of governance duties and responsibilities. A successful scheme will enable any local person, regardless of their income and status, to be able to stand for election and fulfil the roles of office without experiencing the deterrent of financial disadvantage.

A successful scheme of allowances will assist in increasing the diversity of councillors, to better reflect the communities they represent and serve. In addition, a scheme of allowances should encourage local democratic participation.

5.5 Climate emergency declaration

There are no climate emergency implications.

6. Consultation and engagement

6.1 The IRP sent a survey to all councillors to gather feedback on the current Allowances Scheme, and interviewed councillors in roles attracting Special Responsibility Allowances.

7. Other options considered

7.1 The options available are to accept the recommendations of the IRP; not to accept the recommendations of the IRP; or to accept some but not all of the recommendations of the IRP.

8. Governance journey

8.1 The recommendations of the Executive will be considered by Full Council on 19 October 2021.

Annexes:

Annexe 1 – Report of the Independent Remuneration Panel, August 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: date

Head of Finance: date

Strategic Director: date

Portfolio Holder: date

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**The report of the Independent Remuneration Panel
appointed to review the allowances paid to Councillors
of Waverley Borough Council**



August 2021

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1. INTRODUCTION AND BACKGROUND

- 1.1.1 The Local Authorities (Members' Allowances) (England) Regulations 2003 ("the 2003 Regulations"), as amended, require all local authorities to appoint an independent remuneration panel (IRP) to advise on the terms and conditions of their scheme of councillors' allowances.
- 1.1.2 Waverley Borough Council formally appointed the following persons to undertake this process and make recommendations on its future scheme.

Dennis Frost– Surrey resident and former Local government Officer
Gordon Manickam- Surrey resident and Civil Servant
Mark Palmer – Development Director, South East Employers (Chair)

- 1.1.3 Our terms of reference were in accordance with the requirements of the 2003 Regulations, together with "Guidance on Consolidated Regulations for Local Authority Allowances" issued jointly by the former Office of the Deputy Prime Minister and the Inland Revenue (July 2003). Those requirements are to make recommendations to the Council as to:

- (a) the amount of basic allowance to be payable to all councillors;
- (b) the level of allowances and whether allowances should be payable for:
 - (i) special responsibility allowances;
 - (ii) travelling and subsistence allowance;
 - (iii) dependants' carers' allowance;
 - (iv) parental leave and.
 - (v) co-optees' allowance.and the amount of such allowances.
- (c) whether payment of allowances may be backdated if the scheme is amended at any time to affect an allowance payable for the year in which the amendment is made.
- (d) whether adjustments to the level of allowances may be determined according to an index and if so which index and how long that index should apply, subject to a maximum of four years before its application is reviewed.

2. CURRENT SCHEME

- 2.1.1 The last review of councillors' allowances was undertaken by the IRP in 2017 and the current scheme came in to effect from April 2017.
- 2.1.2 The Scheme currently provides that all councillors are each entitled to a total basic allowance of £5,014 per annum, with effect from April 2021. In addition, some councillors receive special responsibility allowances for undertaking additional duties.
- 2.1.3 Councillors may also claim the cost of travel and subsistence expenses and for expenditure on the care of children or dependants whilst on approved duties.

3. PRINCIPLES UNDERPINNING OUR REVIEW

3.1 The Public Service Principle

- 3.1.1 This is the principle that an important part of being a councillor is the desire to serve the public and, therefore, not all of what a councillor does should be remunerated. Part of a councillor's time should be given voluntarily. The consolidated guidance notes the importance of this principle when arriving at the recommended basic allowance.¹ Moreover, we found that a public service concept or ethos was articulated and supported by all of the councillors we interviewed and in the responses to the questionnaire completed by councillors as part of our review.
- 3.1.2 The principle of public service had not been formally recognised in the last review. However, to provide transparency and increase an understanding of the Panel's work, we will recommend the application of an explicit Public Service Discount (or PSD). Such a PSD is applied to the time input necessary to fulfil the role of a councillor. Further explanation of the PSD to be applied is given below in section 4.

3.2 The Fair Remuneration Principle

- 3.2.1 Alongside the belief that the role of the elected Councillor should, in part, be viewed as unpaid voluntary service, we advocate a principle of fair remuneration. The Panel in 2020 continues to subscribe to the view promoted by the independent Councillors' Commission:

Remuneration should not be an incentive for service as a councillor. Nor should lack of remuneration be a barrier. The basic allowance should encourage people from a wide range of backgrounds and with a wide range of skills to serve as local councillors. Those who participate in and contribute to the democratic process should not suffer unreasonable financial disadvantage as a result of doing so.²

- 3.2.2 We are keen to ensure that our recommended scheme of allowances provides reasonable financial compensation for councillors. Equally, the scheme should be fair, transparent, logical, simple, and seen as such.
- 3.2.3 Hence, we continue to acknowledge that:
- (i) allowances should apply to roles within the Council, not individual councillors;
 - (ii) allowances should represent reasonable *compensation* to councillors for expenses they incur and time they commit in relation to their role, not *payment* for their work; and
 - (iii) special responsibility allowances are used to recognise the *significant* additional responsibilities which attach to some roles, not merely the extra time required.
- 3.2.4 In making our recommendations, we have therefore sought to maintain a balance between:
- (i) the voluntary quality of a councillor's role;

¹ The former Office of Deputy Prime Minister – now the Department for Communities, Housing and Local Government, and Inland Revenue, *New Council Constitutions: Guidance on Consolidated Regulations for Local Authority Allowances*, London: TSO, July 2003, paragraph 68.

² Rodney Brooke and Declan Hall, *Members' Remuneration: Models, Issues, Incentives and Barriers*. London: Communities and Local Government, 2007, p.3.

- (ii) the need for appropriate financial recognition for the expenses incurred and time spent by councillors in fulfilling their roles; and
- (iii) the overall need to ensure that the scheme of allowances is neither an incentive nor a barrier to service as a councillor.

3.2.5 The Panel is also keen to ensure that the scheme of allowances is understandable in the way it is calculated. This includes ensuring the bandings and differentials of the allowances are as transparent as possible.

3.2.6 In making our recommendations, we wish to emphasise that any possible negative impact they may have is not intended and should not be interpreted as a reflection on any individual councillor’s performance in the role.

4. CONSIDERATIONS AND RECOMMENDATIONS

4.1 Basic Allowance

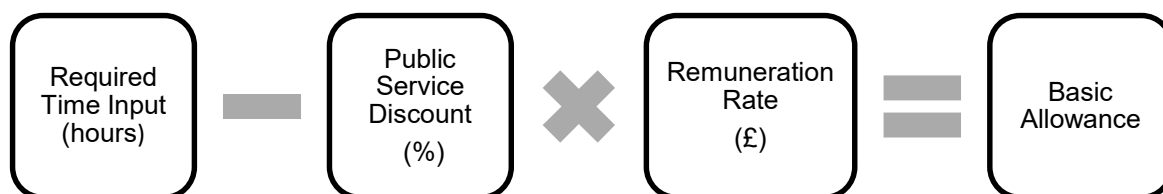
4.1.1 A Council’s scheme of allowances must include provision for a basic allowance, payable at an equal flat rate to all councillors. The guidance on arriving at the basic allowance states, “Having established what local councillors do, and the hours which are devoted to these tasks the local authorities will need to take a view on the rate at which, and the number of hours for which, councillors ought to be remunerated.”³

4.1.2 In addition to the regular cycles of Council and committee meetings, a number of working groups involving councillors may operate. Many councillors are also appointed by the Council to a number of external organisations.

4.1.3 We recognise that councillors are responsible to their electorate as:

- Representatives of a particular ward;
- Community leaders;
- Decision makers for the whole Council area;
- Policy makers for future activities of the Council;
- Scrutineers and auditors of the work of the Council; and
- Regulators of planning, licensing and other matters required by Government.

4.1.4 The guidance identifies the issues and factors an IRP should have regard to when making a scheme of allowances.⁴ For the basic allowance we considered three variables in our calculation: the time required to execute the role effectively; the public service discount; and the rate for remuneration.



³ The former Office of Deputy Prime Minister – now the Department for Housing, Communities and Local Government, and Inland Revenue, *New Council Constitutions: Guidance on Consolidated Regulations for Local Authority Allowances*, London: TSO, July 2003, paragraph 67.

⁴ The former Office of Deputy Prime Minister – now the Department for Communities and Local Government, and Inland Revenue, *New Council Constitutions: Guidance on Consolidated Regulations for Local Authority Allowances*, London: TSO, July 2003, paragraphs 66-81.

4.1.5 Each of the variables is explained below.

Required Time Input

4.1.6 We ascertained the average number of hours necessary per week to undertake the role of a councillor (with no special responsibilities) from questionnaires and interviews with councillors and through reference to the relevant Councillor Role Profiles. In addition, we considered information about the number, range, and frequency of committee meetings.⁵

4.1.7 Discounting attendance at political meetings (which we judged to be centred upon internal political management), we find that the average time commitment required to execute the role of a councillor with no special responsibilities is 12 hours per week.

Public Service Discount (PSD)

4.1.8 From the information analysed, we found councillors espoused a high sense of public duty. Given the weight of evidence presented to us concerning, among other factors, the levels of responsibility, the varied nature of the role, the need for learning and development, and the increasing accessibility and expectations of the public, we recommend a Public Service Discount of 50 per cent to the calculation of the basic allowance. This percentage sits within the top range of PSDs applied to basic allowances by councils in the region.

Remuneration Rate

4.1.9 After establishing the expected time input to be remunerated, we considered a remuneration rate. We came to a judgement about the rate at which the councillors ought to be remunerated for the work they do.

4.1.10 To help identify an hourly rate for calculating allowances, we utilised relevant statistics about the local labour market published by the Office for National Statistics. We selected the average (median), full-time gross⁶ wage per hour for the South East region £16.24⁷

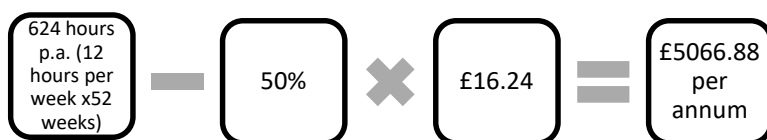
Calculating the basic allowance

4.1.11 After determining the amount of time required each week to fulfil the role (12 hours), the level of PSD to be applied (50%) and the hourly rate to be used (£16.24), we calculated the basic allowance as follows:

⁵ The summary responses to the questionnaires are available on request.

⁶ The basic allowance, special responsibility allowance, dependants' carers' allowance, and co-optees' allowance are taxable as employment income.

⁷ The Nomis official labour market statistics: Hourly Pay – Gross median (£) For full-time employee jobs by place of residence: UK December 2020.



4.1.12 The gross Basic Allowance before the PSD is applied is **£10,133.76**. Following the application of the PSD this leads to a basic allowance of **£5066.88** per annum.

4.1.13 This amount is intended to recognise the overall contribution made by councillors, including their work on council bodies, and ward work and attendance on external bodies.

4.1.14 We did also note the levels of basic allowance currently allocated by other Surrey district/borough councils (see table below and Appendix 3).

Council	Surrey district/borough Councils: Basic Allowances (£) 2020 ⁸
Elmbridge Borough Council	5,313
Epsom and Ewell Borough Council	3,770
Guildford Borough Council	7,405
Mole Valley District Council	4,591
Reigate and Banstead Borough Council	5,670
Runnymede Borough Council	4,086
Spelthorne Borough Council	6,355
Surrey Heath Borough Council	5,288
Tandridge District Council	4,317
Waverley Borough Council	4,989
Woking Borough Council	7,200
Average	5,362

4.1.15 The Panel wished to ensure the level of basic allowance does not constitute a barrier to candidates from all sections of the community standing, or re-standing, for election as councillors and was also mindful of the Council's financial constraints. The Panel was of the view that this review has begun to make recommendations to ensure that the current basic is in accordance with the principle of fair remuneration.

WE THEREFORE RECOMMEND that the Basic Allowance payable to all members of Waverley Borough Council be £5,067 per annum.

⁸ Figures drawn from the South East Employers, Members' Allowances Survey 2020 (October 2020).

4.2 Special Responsibility Allowances (SRAs)

4.2.1 Special Responsibility Allowances are awarded to councillors who perform significant additional responsibilities over and above the roles and expenses covered by the basic allowance. These special responsibilities must be related to the discharge of the council's functions.

4.2.2 The 2003 Regulations do not limit the number of SRAs which may be paid, nor do they prohibit the payment of more than one SRA to any one councillor. They do require that an SRA be paid to at least one councillor who is not a member of the controlling group of the Council. As the guidance suggests, if the majority of councillors receive an SRA, the local electorate may rightly question the justification for this.⁹

4.2.3 We conclude from the evidence we have considered that the following offices bear *significant* additional responsibilities:

- Leader of the Council
- Deputy Leader of the Council
- Executive Members (8)
- Chairman of Council
- Leader of the Principal Opposition Group
- Chairmen of Overview and Scrutiny Committees (2)
- Vice Chairmen of Overview and Scrutiny Committees (2)
- Chairman of Standards and General Purposes
- Vice Chairman of Standards and General Purposes Committee
- Chairman of Licensing and Regulatory Committee
- Vice Chairman of Licensing and Regulatory Committee
- Chairman of Audit Committee
- Vice Chairman of Audit Committee
- Chairman of Eastern Planning Committee
- Vice Chairman of Eastern Planning Committee
- Chairman of Western Planning Committee
- Vice Chairman of Western Planning Committee

One SRA Only Rule

4.2.4 To improve the transparency of the scheme of allowances, we feel that no councillor should be entitled to receive at any time more than **one SRA**. If a councillor can receive more than one SRA, then the public are unable to ascertain the actual level of remuneration for an individual councillor from a reading of the Scheme of Allowances.

4.2.5 Moreover, the One SRA Only Rule avoids the possible anomaly of the Leader receiving a lower allowance than another councillor. If two or more allowances are applicable to a councillor, then the higher-valued allowance would be received. The One SRA Only Rule is common practice for many councils. Our calculations for the SRAs are based on this principle, which should be highlighted:

WE THEREFORE RECOMMEND that that no councillor shall be entitled to receive at any time more than one Special Responsibility Allowance and that this One SRA Only Rule be adopted into the Scheme of Allowances.

⁹ The former Office of Deputy Prime Minister – now the Department for Housing Communities and Local Government, and Inland Revenue, *New Council Constitutions: Guidance on Consolidated Regulations for Local Authority Allowances*, London: TSO, July 2003, paragraph 72.

The Maximum Number of SRA's Payable

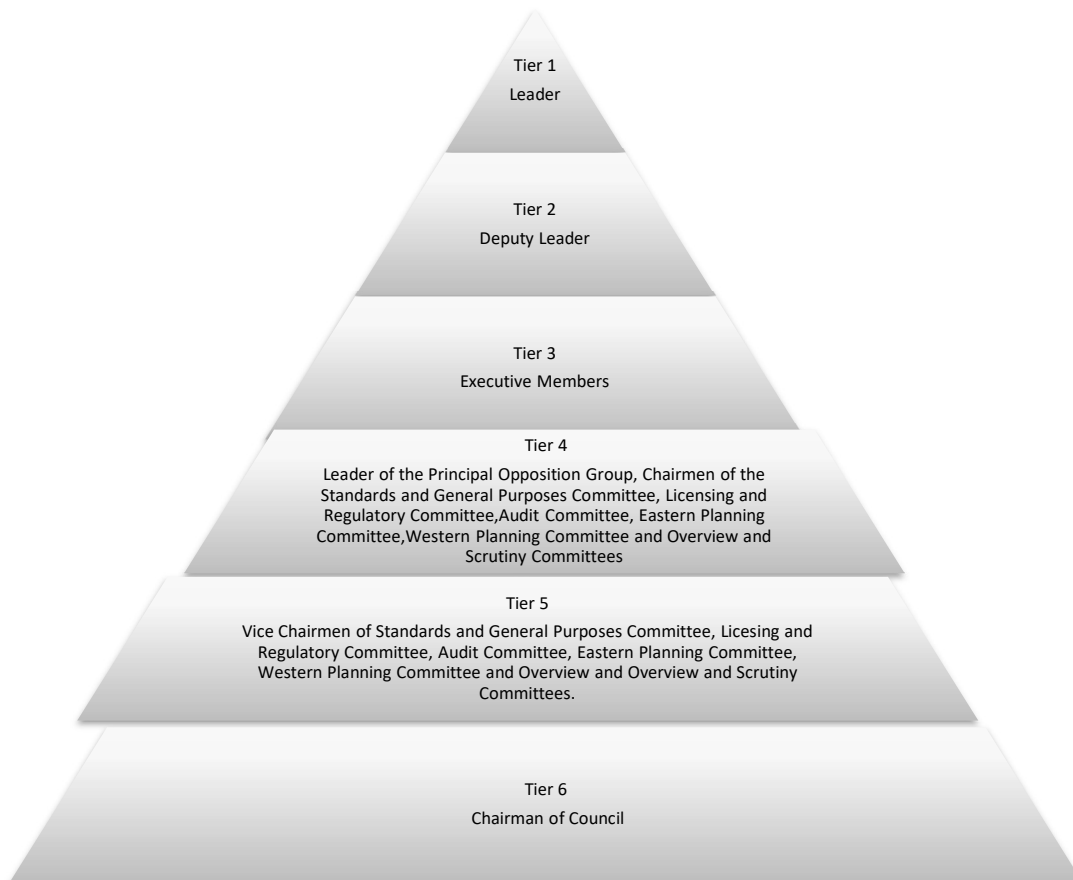
- 4.2.6 In accordance with the 2006 Statutory Guidance (paragraph 72) the Panel is of the view that the Council should adhere to the principal that no more than 50% of Council Members () should receive an SRA at any one time.

WE THEREFORE RECOMMEND that the Council should adhere to a maximum number of SRA's payable at any one time that does not exceed 50% of Council Members (28 Members).

Calculating SRAs

- 4.2.7 The Panel supported a criteria and formula for calculating the Leader of the Council allowance based on a multiplier of the Basic Allowance, this role carries the most significant additional responsibilities and is the most time consuming.
- 4.2.8 We applied a multiplier of the basic allowance to establish the Leader's SRA. Other SRAs are then valued downwards as a percentage of the Leader's allowance. This approach has the advantage that, when future adjustments to the SRAs are required, changing the Leader's SRA will have a proportionate and easily calculable effect on the other SRAs within the scheme.

We grouped together in Tiers those roles that we judged to have a similar level of responsibility. The outline result of this approach is illustrated in a pyramid of responsibility:



4.24 The rationale for these six tiers of responsibility is discussed below.

Leader (Tier One)

4.2.9 The Council elects for a four-year term of office a Leader who is ultimately responsible for the discharge of all executive functions of the Council. The Leader is the principal policy maker and has personal authority to determine delegated powers to the rest of the Executive. The Leader is also responsible for the appointment (and dismissal) of members of the Cabinet and their respective areas of responsibility.

4.2.10 The multiplier we applied to calculate the Leader's SRA is 300% (3 x times) the basic allowance. If the recommended option of a basic allowance with a PSD of 50% is adopted, this results in a Leader's Allowance of £15,201.

WE RECOMMEND that the Leader of the Council continue to receive a Special Responsibility Allowance of 300% of the basic allowance, £15,201.

Deputy Leader (Tier Two)

4.2.11 The Deputy Leader usually acts on the Leader's behalf in their absence. From the information we gathered, we continue to consider this additional responsibility should be reflected in the level of allowance. Therefore, we recommend the Deputy Leader's SRA be set at 70% of the Leader's SRA. If our recommendations concerning the basic allowance and the Leader's SRA are adopted, this results in an allowance of £10,640.

WE RECOMMEND that the Deputy Leader receive a Special Responsibility Allowance of 70% of the Leader's Allowance, £10,640.

Executive Members (Tier Three)

4.2.12 From the evidence gathered, including questionnaire response and the face to face interviews, we consider the members of the Executive should receive an allowance of £6,840, 45% of the Leader's Allowance.

4.2.13 Evidence from the interviews we undertook with councillors, underlines the responsibility of the members of the Executive for many of the Council's functions. Members of the Executive hold considerable responsibility for their respective portfolios. In addition, we found the time commitment for the role to be both significant and growing.

WE RECOMMEND that the Executive Committee Members receive a Special Responsibility Allowance of 45% of the Leader, £6,840.

Chairmen of the Standards and General Purposes Committee, Licensing and Regulatory Committee, Audit Committee, Eastern and Western Planning Committee, Overview and Scrutiny Committees and Leader of the Principal Opposition Group (Tier Four)

4.2.14 The Panel was of the view that the Chairman's role across all the committees continued to be of a similar size in terms of workload and complexity. The Panel was aware that the number of Overview and Scrutiny Committees was reduced from four to two and this may have an impact on the future workload of the Chairmen of the two Overview and Scrutiny Committees. The Panel would therefore wish to further review the Special Responsibility Allowance for the roles of Chairmen of Overview and

Scrutiny in '18 months' time once the new structure and roles have been sufficiently embedded.

4.2.15 The Panel was of the view that the roles of Chairmen of the Committees continue to have a high impact and profile across the Council. We therefore recommend that they be recognised at Tier Four and receive an allowance of £3,800, 25% of the Leader's Allowance.

4.2.16 The Panel was also of the view that although the Scrutiny Committees do not have formal decision-making powers they are influential and recent Government Statutory Guidance (May 2019) has sought to increase the scope and influence of the scrutiny function. We have considered the requirements of the Chairmen of the two Scrutiny Committees and feel it is a significant function that has a statutory legal requirement. We consider this role should also receive a Tier Four allowance of £3,800, 25% of the Leader's Allowance

WE RECOMMEND that the Chairmen of the Standards and General Purposes Committee, the Licensing and Regulatory Committee, the Audit Committee and the Eastern and Western Planning Committees should receive an allowance of 25% of the Leader's allowance, £3,800. WE RECOMMEND that the Chairmen of the two Overview and Scrutiny Committees should receive an allowance of 25% of the Leader's allowance, £3,800. WE ALSO RECOMMEND that the Special Responsibility Allowance for the roles of the Overview and Scrutiny Committee Chairmen should be further reviewed in '18 months' once the new overview and scrutiny structure has been embedded.

4.2.17 The Leader of the Principal Opposition Group continues to be a role of significant importance and the Panel was therefore of the view that the Leader of the Principal Opposition Group should receive a Tier Four allowance, 25% of the Leader's Allowance, £3,800.

WE RECOMMEND that the Leaders of the Principal Opposition Group should receive an allowance of 25% of the Leader's Allowance, £3,800.

Vice Chairmen of the Standards and General Purposes Committee, Licensing and Regulatory Committee, Audit Committee, Eastern and Western Planning Committee and Overview and Scrutiny Committees (Tier Five).

4.2.18 The Panel was of the view that like the role of the Chairmen the role of the Vice Chairmen were of a similar size in terms of workload and complexity. The Panel was also of the view that as result of the reduction in the number of Overview and Scrutiny Committees from four to two the workload of these committees may increase. The Panel therefore recommends that the Special Responsibility Allowance role of the Vice Chairmen of the two Overview and Scrutiny Committees alongside the Chairmen of the Overview and Scrutiny Committees be reviewed in '18 months' once the new overview and scrutiny structure has been sufficiently embedded.

4.2.19 The Panel recommend that the Vice Chairmen of the Standards and General Purposes Committee, the Licensing and Regulatory Committee, the Audit Committee, the Eastern and Western Planning Committee and the two Overview and Scrutiny Committees should receive a Tier Five allowance, 50% of the Chairman's Allowance, £1,900.

WE RECOMMEND that the Vice Chairmen of the Standards and General Purposes Committee, the Licensing and Regulatory Committee, the Audit Committee, the Eastern and Western Planning Committee and the two Overview and Scrutiny Committees should receive a Tier Five allowance, 50% of the Chairman's Allowance, £1,900. WE ALSO RECOMMEND that the Special Responsibility Allowance for the roles of Overview and Scrutiny Committee Vice Chairmen should be further reviewed in '18 months' once the new overview and scrutiny structure has been embedded.

Chairman of Council (Tier Six)

- 4.2.20 The Panel recommend that the role of Chairman of Council should continue to receive a Special Responsibility Allowance of 5% of the Leader's Allowance, £760.

WE RECOMMEND that the Chairman of Council receive a Special Responsibility Allowance of 5% of the Leader's Allowance, £760.

4.3 Travelling and Subsistence Allowance

- 4.3.1 A scheme of allowances may provide for any councillor to be paid for travelling and subsistence undertaken in connection with any of the duties specified in Regulation 8 of the 2003 Regulations (see paragraph 5.10). Similarly, such an allowance may also be paid to co-opted/Independent Persons of a committee or sub-committee of the Council in connection with any of those duties, provided that their expenses are not also being met by a third party.

WE RECOMMEND that travelling and subsistence allowance should be payable to councillors and co-opted/Independent Persons in connection with any approved duties. We propose no changes to the current travel and subsistence allowances.

4.4 Child and Dependant Carers' Allowance

- 4.4.1 The child and dependant carers' allowance should ensure that potential candidates are not deterred from standing for election and should enable current councillors to continue despite any change in their personal circumstances. The current scheme awards reimbursement of actual reasonable costs incurred in using childminders, babysitters or other sitters for dependants while carrying out Approved duties. The scheme also allows for specialist Dependent Relative Care to be reimbursed at the actual cost upon production of receipts.
- 4.4.2 The Panel therefore is of the view that the Child and Dependant Carers' Allowance should continue to be reimbursed for the actual cost incurred by the councillor upon production of receipts. In respect of specialist care provision medical evidence that this type of care provision is required should also be provided and approved by an appropriate officer of the Council.

WE THEREFORE RECOMMEND that the Child and Dependant Carers' Allowance should continue as outlined in the current Scheme of Allowances and be based at cost upon production of receipts and in the case of specialist care a requirement of medical evidence that this type of care be required, the allowance should have no monthly maximum claim when undertaking Approved duties.

WE ALSO RECOMMEND that the Council should also actively promote the allowance to prospective and new councillors both before and following an election. This may assist in supporting greater diversity of councillor representation.

4.5 Parental Leave

4.5.1 There is no uniform national policy to support councillors who require parental leave for maternity, paternity, or adoption leave. According to the Fawcett Society (Does Local Government Work for Women, 2018) a *'lack of maternity, paternity provision or support'* is a real barrier for women aged 18-44 to fulfil their role as a councillor.

4.5.2 We are of the view that support should be provided for parental leave although we do not wish to stipulate an exact policy/procedure. The Panel is aware that the Government Association (Labour Group) has developed a model policy that has been adopted by a growing number of councils across Surrey and the south east region.

4.5.3 There is no legal right to parental leave of any kind for people in elected public office. However, as a way of improving the diversity of Councillors, the Panel would recommend that the Members' Allowance Scheme should be amended to include provisions that clarify that:

- All Councillors shall continue to receive their Basic Allowance in full for a period up to six months in the case of absence from their Councillor duties due to leave relate to maternity, paternity, adoption shared parental leave or sickness absence
- Councillors entitled to a Special Responsibility Allowance shall continue to receive their allowance in full for a period of six months, in the case of absence from their Councillor duties due to leave related to maternity, paternity, adoption, shared parental leave or sickness absence
- Where for reasons connected with sickness, maternity leave, adoption leave, paternity leave or shared parental leave a Councillor is unable to attend a meeting of the Council for a period of six months, a dispensation by Council can be sought in accordance with Section 85 of the Local Government Act 1972
- If a replacement to cover the period of absence under these provisions is appointed by Council or the Leader (or in the case of a party group position the party group) the replacement shall be entitled to claim a Special Responsibility Allowance pro rata for the period over which the cover is provided.
- If a Councillor stands down, or an election is held during the period when a Councillor is absent due to any of the above and the Councillor is not re-elected or decides not to stand down for re-election, their Basic Allowance any Special Responsibility Allowance will cease from the date they leave office.

4.5.4 The Panel is conscious that these provisions do not replicate the LGA policy, but that policy introduces elements that are more akin to employees which in terms of employment legislation does not include Councillors. We feel that our recommendations more simply and adequately reflect the situation relating to Councillors and clarify for them what they can expect. Borough Councillors however

may wish to further develop the above recommendations so that they reflect the LGA policy.

WE RECOMMEND that the approach outlined is adopted as a basis of a policy to support parental leave for councillors. Should a policy on Parental Leave for Councillors be approved it should be actively promoted to prospective and current Councillors alongside the Dependants' Carers Allowance. This should form part of a wider 'Be A Councillor' (LGA led initiative) programme led by the Council and supported by political groups; to enhance and increase the diversity of councillor representation.

4.6 Indexing of Allowances

- 4.6.1 A scheme of allowances may make provision for an annual adjustment of allowances in line with a specified index. The present scheme makes provision for the basic allowance, the special responsibility allowances and Co-Optees/ Independent Persons allowance to be adjusted annually in line with staff salaries.

WE RECOMMEND that the basic allowance, each of the SRAs and the Co-Optees' /Independent Persons Allowance be increased annually in line with the percentage increase in staff salaries from April 2022 for a period of up to three years. After this period, the Scheme should be reviewed again by an independent remuneration panel.

4.7 Revocation of current Scheme of Allowances / Implementation of new Scheme

- 4.7.1 The 2003 Regulations provide that a scheme of allowances may only be revoked with effect from the beginning of a financial year, and that this may only take effect on the basis that the authority makes a further scheme of allowances for the period beginning with the date of revocation.

WE THEREFORE RECOMMEND that the new scheme of allowances to be agreed by the Council be implemented with effect from the beginning of the 2022-23 financial year, at which time the current scheme of allowances will be revoked.

5. OUR INVESTIGATION

5.1 Background

- 5.1.1 As part of this review, a questionnaire was issued to all councillors to support and inform the review. Responses were received from 24 of the 57 current councillors (42% response). The information obtained was helpful in informing our deliberations.
- 5.1.2 We interviewed eleven current councillors using a structured questioning process. We are grateful to all our interviewees for their assistance.
- 5.1.3 We should also thank Fiona Cameron, Senior Governance Officer, for her assistance and support during the review.

5.2 Councillors' views on the level of allowances

- 5.2.1 A summary of the councillors' responses to the questionnaire are attached as Appendix 2.

6. APPROVED COUNCILLOR DUTIES

- 6.1.1 The Panel reviewed the recommended duties for which allowances should be payable and recommend that no changes be made.

WE THEREFORE RECOMMEND: That no changes are made to the Approved Duties as outlined in the Members' Allowance Scheme.

**Mark Palmer (Chair of the Independent Remuneration Panel)
Development Director, South East Employers
August 2021**

Appendix 1: Summary of Panel's Recommendations

Allowance	Current Amount for 2020-21	Number	Recommended Allowance (50% PSD)	Recommended Allowance Calculation
Basic (BA)				
Total Basic:	£5,014	57	£5,067	

Special Responsibility:				
Leader of the Council	£14,729	1	£15,201	300% of BA
Deputy Leader	£10,197	1	£10,640	70% of Leader's Allowance
Executive Members	£6,798	8	£6,840	45% of Leader's Allowance
Leader of the Principal Opposition Group	£3,399	1	£3,800	25% of Leader's Allowance
Chairman of Overview and Scrutiny	£3,399	2	£3,800	25% of Leader's Allowance
Chairman of Standards and General Purposes Committee	£3,399	1	£3,800	25% of Leader's Allowance
Chairman of Licensing and Regulatory Committee	£3,399	1	£3,800	25% of Leader's Allowance
Chairman of Audit Committee	£3,399	1	£3,800	25% of Leader's Allowance
Chairman of Eastern Planning Committee	£3,399	1	£3,800	25% of Leader's Allowance
Chairman of Western Planning Committee	£3,399	1	£3,800	25% of Leader's Allowance
Vice Chairman of Overview and Scrutiny Committee	£1,701	2	£1,900	50% of the Chairman's Allowance
Vice Chairman of the Standards and General Purposes Committee	£1,701	1	£1,900	50% of the Chairman's Allowance
Vice Chairman of Licensing and Regulatory Committee	£1,701	1	£1,900	50% of the Chair's Allowance
Vice Chairman of Audit Committee	£1,701	1	£1,900	50% of the Chairman's Allowance
Vice Chairman of Eastern Planning Committee	£1,701	1	£1,900	50% of the Chairman's Allowance
Vice Chairman of the Western Planning Committee	£1,701	1	£1,900	50% of the Chairman's Allowance
Chairman of Council	£594	1	£760	5% of the Leader's Allowance

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