

To: All Members and Substitute Members of
the Overview and Scrutiny - Services
(Other Members for Information)

When calling please ask for:

Kimberly Soane,
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Policy and Governance

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Date: 12 November 2021

Membership of the Overview and Scrutiny - Services

Cllr Kevin Deanus (Chairman)

Cllr Peter Marriott (Vice Chairman)

Cllr Carole Cockburn

Cllr Christine Baker

Cllr Martin D'Arcy

Cllr Sally Dickson

Cllr Jenny Else

Cllr Mary Forszewski

Cllr Ruth Reed

Cllr Philip Townsend

Cllr Michaela Wicks

Substitutes

Cllr Michael Goodridge

Cllr Joan Heagin

Cllr Michaela Martin

Cllr Richard Seaborne

Members who are unable to attend this meeting must submit apologies by the end of Monday, 15 November 2021 to enable a substitute to be arranged.

Dear Councillor

A meeting of the OVERVIEW AND SCRUTINY - SERVICES will be held as follows:

DATE: WEDNESDAY, 24 NOVEMBER 2021

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

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

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate Strategy 2020 - 2025

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:

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

Good scrutiny:

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
- provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;

- is led by ‘independent minded governors’ who take ownership of the scrutiny process; and,
- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.

NOTES FOR MEMBERS

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

AGENDA

1 **APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To receive apologies for absence and note substitutions.

Members who are unable to attend this meeting must submit apologies by the end of **Wednesday 17 November 2021** to enable a substitute to be arranged, if applicable.

2 **MINUTES**

To approve the Minutes of the meeting of the Services Overview & Scrutiny Committee held on 3 November 2021 and published on the Council's website.

3 **DECLARATIONS OF INTERESTS**

To receive from Members declarations of interests in relation to any items included on the agenda for this meeting, in accordance with Waverley's Code of Local Government.

4 **QUESTIONS BY MEMBERS OF THE PUBLIC**

The Chairman to respond to any questions submitted by members of the public in accordance with Procedure Rule 10.

The deadline for submission of written questions for this meeting is **Wednesday 17 November 2021**.

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5 **QUESTIONS FROM MEMBERS**

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

The deadline for submission of written questions for this meeting is **Wednesday 17 November 2021**.

6 **COMMITTEE FORWARD WORK PROGRAMME** (Pages 7 - 14)

The Services Overview & Scrutiny Committee is responsible for its work programme.

The Scrutiny Officer to outline the remit of the new committee and introduce a draft work programme.

Committee members will then have an opportunity to highlight their priorities and areas of interest.

7 CORPORATE PERFORMANCE REPORT Q2 (Pages 15 - 66)

The Corporate Performance Report provides an analysis of the Council's performance for the 1st quarter of 2021-22. The report, set out at Annex 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

The Policy and Performance Officer and Heads of Service to highlight areas relating to this Committee's remit (Pages to note are pages 38-65 of the Agenda papers).

8 CORPORATE STRATEGY 2020-25 - YEAR 1 PROGRESS REPORT (Pages 67 - 96)

The Chief Executive/ Leader to present a report outlining the Council's progress against its objectives to deliver a Borough which is *"environmentally, economically and financially sustainable with healthy, inclusive communities and housing available for all who need it."*

The Committee are requested to review the progress report, highlight any concerns and recommend any responses.

9 CRANLEIGH LEISURE CENTRE NEW BUILD (Pages 97 - 162)

The Head of Commercial Services and Leisure Services Contract Manager to provide an update on the Cranleigh Leisure Centre New Build, including a recap on the position to date for those members not previously on the Community Wellbeing O&S.

10 TREE AND WOODLAND POLICY (Pages 163 - 234)

The Greenspaces Manager and Tree and Woodlands Officer to present the policies and request the Committee to review and make recommendations as to if they should be adopted and any amendments they feel necessary.

11 FIRST HOMES APPROACH POLICY (Pages 235 - 242)

The Head of Housing Delivery and Communities to present a new policy clarifying how the council will implement the national requirements for First Homes on new planning developments.

12 EXCLUSION OF PRESS AND PUBLIC

To consider, if necessary, the following recommendation on the motion of the Chairman:

Recommendation

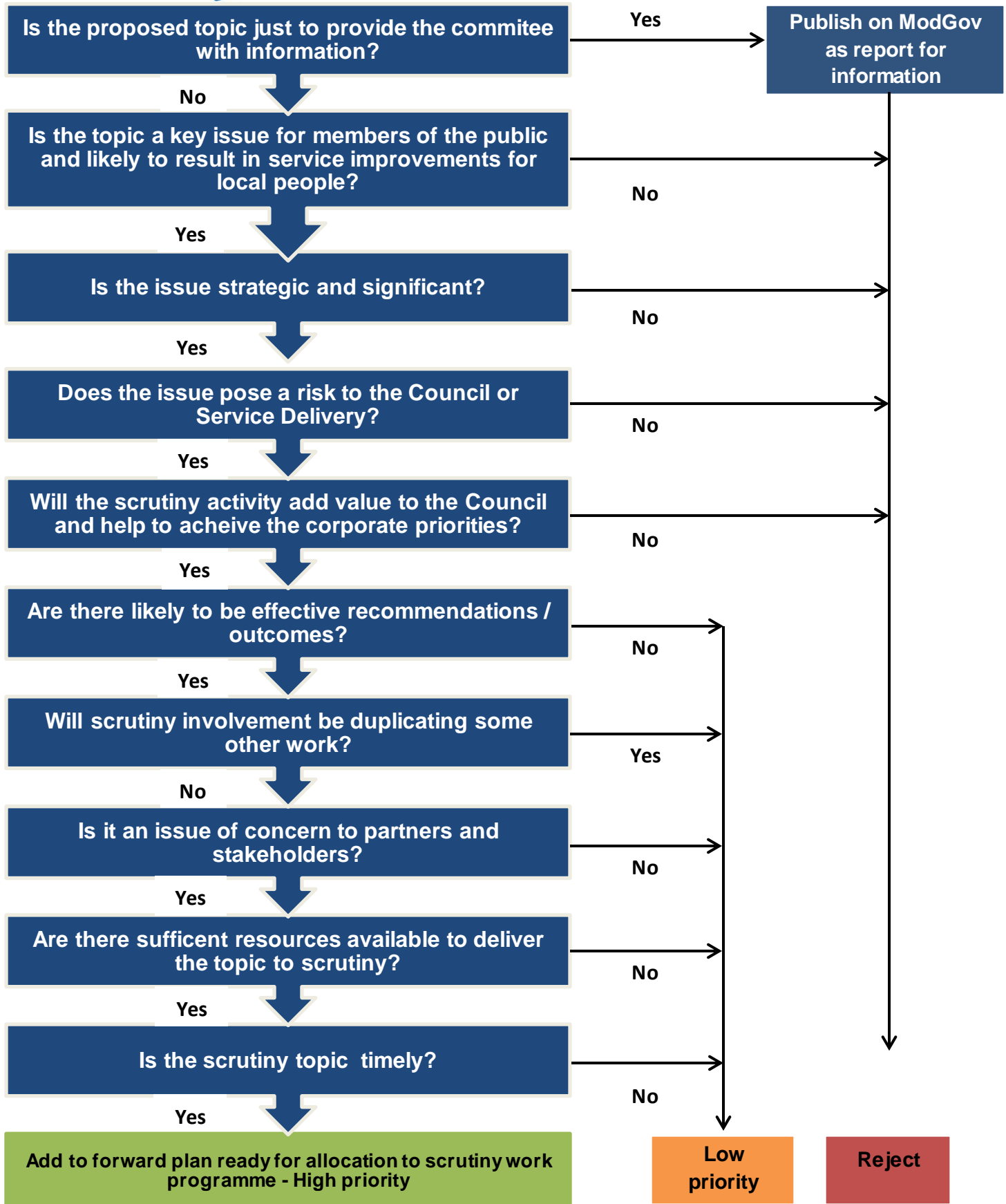
That pursuant to Procedure Rule 20 and in accordance with Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely in view of the nature of the proceedings, that if members of the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

13 **ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION**

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

Officer contacts:
Mark Mills, Policy Officer - Scrutiny
Tel. 01483 523078 or email: mark.mills@waverley.gov.uk
Kimberly Soane, Kimberly.soane@waverley.gov.uk
Tel. 01483523258 or email: Kimberly.soane@waverley.gov.uk

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Services Overview & Scrutiny Committee 2021/22

- work programme

Part 1 of 4: Recommendations made

#	Agenda Item	Recommendation	Made to	Agreed?	Details
6.1	Dunstable Park SPD (03/11/2021)	That the report receive an additional proofread and be checked for factual and legal accuracy.	Executive, 9 th November 2021	Pending	Recommendation presented to Executive
6.2	Dunstable Park SPD (03/11/2021)	That the Executive proceed to consultation, subject to the giving consideration to observations and suggestions from individual committee members.	Executive, 9 th November 2021	Agreed	Resolution passed agreeing to respond to comments. Individual responses pending.

Part 2 of 4: Other resolutions

#	Agenda Item	Resolution	Status	Actioned to	Timescale	Details of current status
NOT YET APPLICABLE						

Part 3 of 4: Upcoming items

#	Title	Purpose for scrutiny	Leader Member/Officer	Date for O&S consideration	Date for Executive decision (if applicable)
R1	Asset Management	Receive a verbal update on the progress of implementing this strategy.	Peter David	Standing	N/A
R2	Housing Development Update	To receive an update on the current council housing developments.	Louisa Blundell	Standing	N/A
R3	Safe and healthy Communities Board update	To receive updates on the Board's work	Katie Webb / Tamsin Hewitt	Standing	N/A
1	Service Plans 2022 -25	Monitoring the delivery of Service Plans 2022-25	Heads of service	January 2022	TBC
2	Affordable Homes Delivery Strategy 2022 - 25	To review the draft Affordable Homes Delivery Strategy 2022-2025.	Andrew Smith / Esther Lyons	January 2022	April 2022
3	Leisure Services Contract	Consider feasibility of collaborating with Guildford to provide leisure services	Kelvin Mills / Tamsin Hewitt	January 2022	TBC
4	Economic Development strategy review	Review the Project Initiation Document	Kelvin Mills / Catherine Knight	January 2022	TBC
5	Farnham Museum - service	Receive the results of the consultation	Kelvin Mills / Charlotte Hall	January 2022	TBC
6	Suicide Prevention Action Plan update	Update on the implementation of the plan	Louise Norie	January 2022	N/A
7	Implications of the Environment Bill	Assess how this legislation might impact Waverley	Richard Homewood	January 2022	N/A
8	Carbon Neutrality Action Plan	Update on progress of delivering this plan	Richard Homewood	January 2022	N/A
9	Local Planning Enforcement Plan update	Review proposed updates to the plan	Zac Elwood	January 2022	TBD
10	Project Closure Report on Housing Responsive Repairs and Voids contract procurement.	To review report following former committee's task and finish group on procurement project to ensure all recommendations completed.	Hugh Wagstaff	Jan or March 2022	December 2022

11	Cranleigh Leisure Centre new build update	Update on the progress of this project	Kelvin Mills / Tamsin Hewitt	March 2022	TBC
12	Climate Change and Sustainability SPD	Review the Supplementary Planning Document	Zac Elwood	March 2022	TBD
13	Safer Waverley Partnership plan 2022-23 and Health and Wellbeing Board	Review and scrutinise the activities of crime and disorder partnerships and the activities of its partners in line with s.19 of the Police and Justice Act 2006. Scrutinise the proposed collaboration to expand the strategic function of the Safer Waverley Partnership and develop a shared Health and Wellbeing Board and Strategy.	Tamsin McLeod / Katie Webb	March 2022	April 2022
14	Housing Associations (HAs)	To follow the September 2019 information session, the Committee may wish to invite a representative from a major housing association within the borough to present to the Committee.	Andrew Smith	March 2022	N/A
15	Housing Strategy	To scrutinise and input into the refreshed strategy before it is finalised and approved.	Andrew Smith	March 2022	April 2022
16	ASB PSPO update	To receive an update on the impact of the PSPO in Godalming.	Richard Homewood	June 2022	N/A
17	Planning Improvement Plan	To review the plan	Zac Elwood	TBD	TBD

Part 4 of 4: Task and Finish groups

Subject	Objective	Key issues	Chair	Lead officer	Status	Progress	Target Completion Date
Housing allocations policy	<p>The objective of the review is to confirm that the allocation scheme:</p> <ul style="list-style-type: none"> • is fit for purpose and delivering fair, transparent and efficient access to social housing • reflects current statutory and regulatory requirements, and • reflects local housing need and affordability, and • is managed by team with sufficient resources to administer it effectively 	<ul style="list-style-type: none"> • Does the scheme meet statutory and regulatory requirements? • Who has been successful in accessing social housing? • Do stakeholders understand the scheme? • Does the scheme reflect local housing need? 	Cllr George Wilson, Cllr Michaela Wicks (vice-chair)	Michael Rivers / Mark Mills	In progress	First meeting took place November 4 th	<p>January 2022</p> <p>(The group has requested this be extended to March 2022)</p>

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WAVERLEY BOROUGH COUNCIL**POLICY O&S COMMITTEE – 23 NOVEMBER 2021**
SERVICES O&S COMMITTEE – 24 SEPTEMBER 2021**Title:****CORPORATE PERFORMANCE REPORT**
Q2 2021-2022
(JULY – AUGUST 2021)

Portfolio Holder: All Portfolio Holders
Head of Service: All Heads of Service
Key decision: No
Access: Public

1. Purpose and summary

The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the second quarter of 2021-22. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation

It is recommended that the Overview & Scrutiny Committee:

- 1) considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate

3. Reason for the recommendation

The quarterly review of the Council's performance is subject to internal as well as external scrutiny in which the O&S committees play a crucial role. This approach allows for a transparent assessment on how each service performs against its set goals and targets. It also allows the O&S Committees to raise any areas of concern to senior management and the Executive, which in turn drives service improvement.

4. Background

4.1 The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets. The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key performance indicators
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data
- Financial forecasting
- Housing Delivery monitoring

4.2 The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Finance Director) comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.

4.3 Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report, specific to its service area remit, and this has been clearly outlined in section 2 'Report Sections Scrutiny Remits per O&S Committee' of the Annexe 1.

5. Relationship to the Corporate Strategy and Service Plans

Waverley's Performance Management Framework and the active management of performance information helps to ensure that Waverley delivers its Corporate Priorities.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The report presents the performance status of a wide range of measures from across the Council, including the quarterly update on the budget position and staffing situation.

6.2 Risk management

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

6.3 Legal

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

6.4 Equality, diversity and inclusion

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

6.5 Climate emergency declaration

The report does not have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in January 2020 to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019.

7. Consultation and engagement

The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and, if required due to any substantial recommendations, travels to the Executive to seek its approval.

8. Other options considered

Standing report on the O&S Committees Agenda, no further considerations required.

9. Governance journey

The Overview and Scrutiny Committees will pass on their comments and recommendations to senior management or the Executive, who will initiate any improvement actions where required.

Annexes:

Annexe 1 Q2 2021-22 Corporate Performance Report – Annexe 1 Final

Background Papers

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

CONTACT OFFICER:

Name: Nora Copping
Title: Policy and Performance Officer
Telephone: 01483 523 465
E-mail: nora.copping@waverley.gov.uk

Agreed and signed off by:

Legal Services: N/A

Head of Finance: Internal SMT Meeting 9 November 2021

Strategic Director: Internal SMT Meeting 9 November 2021

Portfolio Holders: Circulated off-line to the Executive 10-11 November 2021

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Corporate
Performance Report
Q2 2021/22
(July – September 2021)

Document Version: Final version 12 Nov 2021

Lead Officer: Nora Copping

Title: Policy & Performance Officer

Telephone: 01483 523 465

Email: nora.copping@waverley.gov.uk

1 Performance Assessment with RAG Rating (Red, Amber, Green)

The Report content has been presented in a visual format and a further explanation of the RAG rating used throughout the report can be found in the tables below.

1.1 Performance Indicators RAG Rating per Status Type

Key Performance Indicators (KPIs) Status Types	Explanation of the Status Type
Data only or Data Not Available (in Grey)	Data only KPI, no target
Green	On target
Amber	Up to 5% off target
Red	More than 5% off target

1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed (in Green)	Data only KPI, no target
On Track (in Green)	On target
Amber	Up to 5% off target
Red	More than 5% off target
Cancelled (in Grey)	Cancelled Action Status indicates that we will no longer pursue delivery of this action
Deferred (in Grey)	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now change.

2 Report Sections Scrutiny Remits per O&S Committee

Each of the Overview and Scrutiny Committees has a defined scrutiny remit for specific service areas in this report and these were listed below.

2.1 Policy O&S Committee – required to scrutinise only these specific sections:

- [Corporate Dashboard – HR and Financial Aspects](#) - page 4 - 9
- [Business Transformation](#)- page 10
- [Finance and Property](#)- page 14
- [Policy and Governance](#)- page 17

2.2 Services O&S Committee - required to scrutinise only these specific sections:

- [Commercial Services](#) - page 20
- [Environment and Regulatory Services](#) - page 25
- [Housing Delivery and Communities](#) - page 30
- [Housing Operations](#) - page 37
- [Planning and Economic Development](#) - page 42

3 Corporate Dashboards – Summary of All Services (remit of Policy O&S)

3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q2 2021/22

3.1.1 Q2 Chief Executive's summary:

This report covers the council's performance for July to September 2021. Each service chapter provides detail.

Covid continues to be a serious issue and the Council worked with public service partners to support those affected. As can be seen in this report, Covid and the shortage of heavy goods vehicle drivers have impacted on our services, and - like other councils across the country - we are tackling disruption to waste collection, alongside our contractor, Biffa. We did not need to suspend garden waste services, but the management team is greatly concerned about the sustainability of waste collection as we move into winter, and we are discussing ways to pre-empt and respond to potential disruption.

Our own office working is still influenced by advice on Covid and safety, while we progress our Where Work Happens project, described in the last report and in further detail in the Business Transformation chapter. Full Council meetings were held in larger venues away from the Council Chamber to maintain social distancing as the Government declined to extend the permission to hold formal meetings remotely via Zoom or similar.

Financially, we are projecting a modest in-year surplus on a difficult budget, while there are still challenges to come in quarters 3 and 4. We do not expect clarity from the Government on next year's funding until the settlement is published in mid-December.

In Q2, the Council decided to recruit a Joint Chief Executive with Guildford Borough Council and commenced a recruitment process, with external support from South East Employers throughout. On 1 November, I was honoured to be appointed to the new role by both councils and will start on 1 December. This is the first step in a partnership that aims to reduce cost and maintain services in the face of the severe financial challenges faced by all borough councils. The Councils' debates revealed strong concerns among several councillors about the collaboration, which will need to be considered as proposals on governance and further collaboration are brought forward. I will be engaging with councillors across groups and encouraging them all to work with the officer teams to make this partnership a success for the benefit of our local residents and businesses.

Our key successes in quarter 2 were:

- Waverley responding to the Afghan resettlement crisis by pledging to support 5 to 10 families.
- The Tenants Panel 25+1 year anniversary took place at the Rural Life Centre, and they were thanked for their important work and support to tenants.
- Work started on a new development to provide 17 new energy-efficient and affordable homes in Godalming at Ockford Ridge.
- The Council approved for consultation the draft Local Plan Part 2.
- Waverley welcomed Surrey Pride 2021 to Godalming in September.
- The Mayor raised the Red Ensign for Merchant Navy Day and the 999 Day Flag on Emergency Services Day.
- As part of a scheme with Surrey County Council and EM3 Local Enterprise Partnership, Waverley opened the borough's first on-street electric vehicle charge points in Farncombe, Farnham and Haslemere, which complement our charge points in car parks. More will follow.

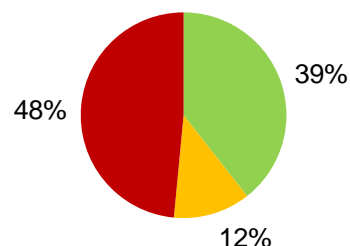
Tom Horwood, Chief Executive

3.2 Summary of Key Performance Indicators per status

3.2.1 Table with Q2 2021/22 Summary statistic for all corporate indicators with assigned targets and the five running quarters RAG chart

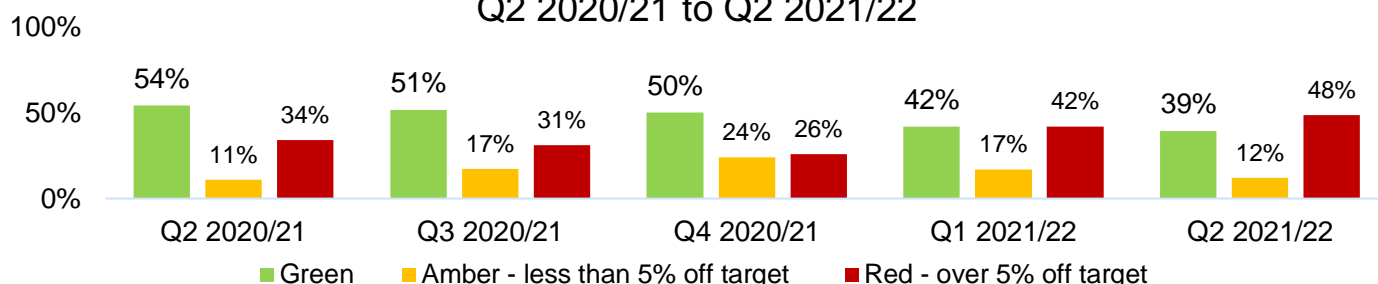
All Corporate KPIs

Total	100%	33
Green on target	39%	13
Amber - less than 5% off target	12%	4
Red - over 5% off target	48%	16



Data only	N/A	20
Data not available or paused due to Covid impact	N/A	13

Performance Indicators - % per status
Q2 2020/21 to Q2 2021/22



3.2.2 Comment:

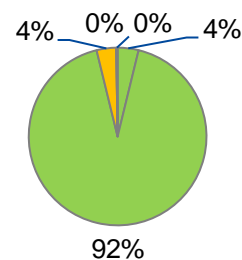
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to pandemic and further service specific details can be found in the individual service dashboards.

3.3 Summary of Service Plans Progress Status

3.3.1 Table with the overall Q2 2021/22 Service Plans Progress Status

Q2 update on all Service Plans Service Plan 2021/2024

Total	100%	420
Completed	4%	16
On track	92%	388
Off track - action taken / in hand	4%	15
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	1



3.3.2 Comment:

The service specific details on service plans progress can be found in the individual service dashboards.

3.4 Summary of All Internal Audit Recommendations

3.4.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this service falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#).

3.5 Summary of All Complaints

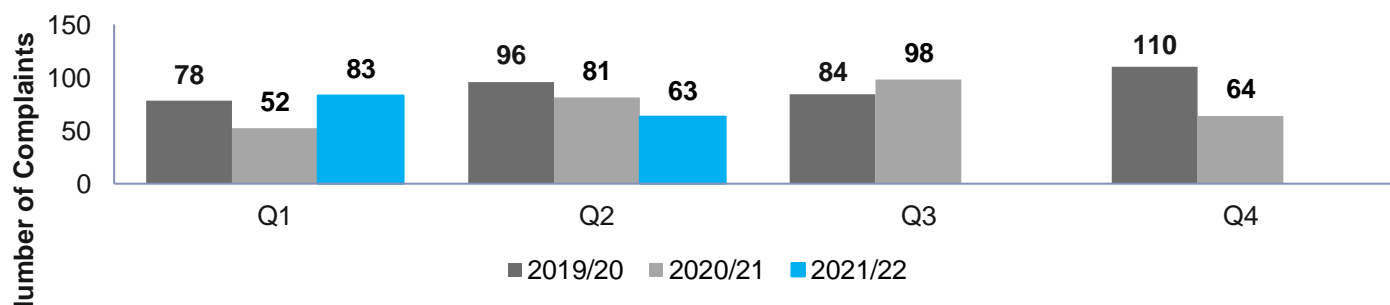
Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total No. of Complaints	Dealt with on time	Response Rate	Total No. of Complaints	Dealt with on time	Response Rate	No. of Complaints Concluded in quarter	Status
Business Transformation	0	0	N/A	0	0	N/A		
Commercial	1	1	100.0%	0	0	N/A		
Environment	3	1	33.3%	4	3	75.0%		
Finance & Prop	3	2	66.7%	2	2	100.0%		
Housing Ops	22	21	95.5%	6	6	100.0%	1	
Housing DC	0	0	N/A	0	0	N/A		
Planning & ED	9	7	77.8%	11	10	90.9%	1	
Policy & Gov	0	0	N/A	0	0	N/A		
Total	38	32	84.21%	23	21	91.30%	2	

Total Complaints including Ombudsman	63
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	Response Rate	Target	Status
Level 1	84.2%	95.0%	over 5% off target
Level 2	91.3%	95.0%	less than 5% off target
Total	87.76%	95.0%	over 5% off target

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

Total Number of Complaints (Level 1, Level 2 and Ombudsmen) for the period 1 April 2019 - 30 September 2021



3.5.1 Comment:

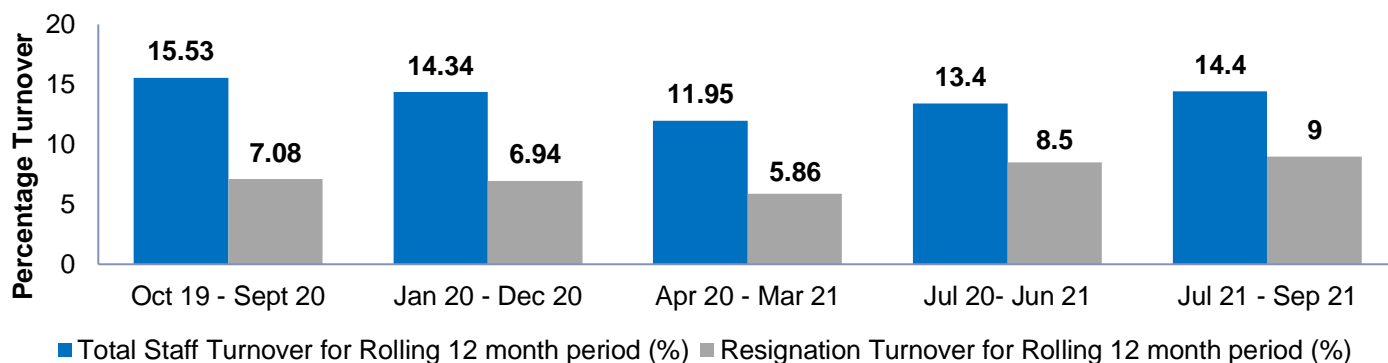
Further details of service specific performance can be found under individual dashboards, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart above illustrates the three yearly complaints trends analysis, with a lower number of complaints received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

3.6 Summary of Workforce Data – Corporate Overview

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

3.6.1 Staff Turnover

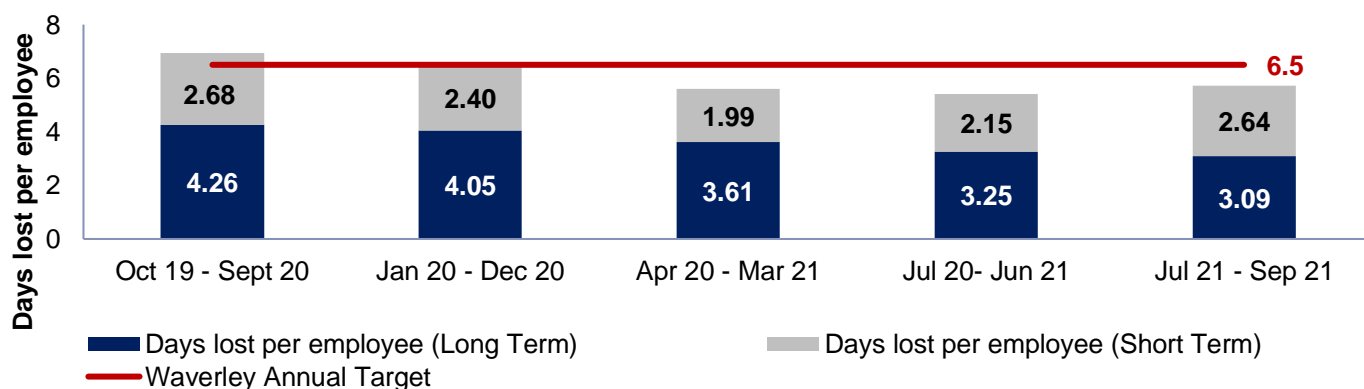
Staff Turnover %
Rolling 12 months - Q2 2020/21 to Q2 2021/22



Comment: Job vacancies are at a record high across various sectors in UK as per the latest [Office of National Statistics Labour Market Overview report](#). This reflects in the rise in resignation turnover due to various employment opportunities opening. It is anticipated that labour market will continue to recover with the relaxation of many coronavirus restrictions. In addition to the changing market conditions, the uncertainty around Guilford collaboration might result in further increase in turnover over the coming months.

3.6.2 Absence Data

Absence Data
Rolling 12 months - Q2 2020/21 to Q2 2021/22



Comment: Although, the working days lost have increased slightly in this quarter they remain low when compared to the same period in the last 2 years.

The HR team are working on proposing changes to the Fit for Work (FFW) and Capability Policies that will help the council to resolve longer term sickness case management in order to better support staff which in turn is expected to see improvements in the data.

3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q2 2021/22

3.7.1 Section 151 Officer summary Q2 2021/2022

Overall, the performance against budget has been positive and the projections on the main income areas are favourable. The use of car parks is recovering strongly compared to estimate, which is reflected in an improved income position in the table below, however total car park income is still £1.6m (33%) down on its pre-pandemic level. The Council agreed a revised tariff structure from 1 November and an additional £0.25m income is reflected in the latest projection. The main cost areas are holding up well against budget and Heads of Service are closely monitoring staff costs on a month-by-month basis, supported by finance colleagues and with oversight by Management Board. Control over staff costs has been effective and projections for the year are within the £17m overall approved budget. In March, the senior management team undertook a budget challenge exercise to identify the detailed savings to deliver the unidentified savings target including in the 21/22 budget, and to propose further efficiency and income gains for future years. This was a successful process, and the projection below reflects the over-achievement against the target in 21/22 net of diverting budget to address work demands and backlog clearance in the planning service. Frequent and effective monitoring will be essential in the coming months as budget uncertainty will continue to be a major risk to the Council, particularly with rising inflation.

Graeme Clark, Strategic Director and S151 Officer

3.7.2 Progress of Medium-Term Financial Plan (MTFP) delivery

At the end of Q2, the financial projections are within the overall MTFP agreed by Council in February 2021. To date, there have been no major calls on the Covid impact contingency included in the 2021/22 general fund budget. The main risks to this contingency are leisure centres and the recovery of key income streams including car parks, so far these have held up against forecast. The leisure and finance teams have been working closely with Places Leisure to keep the financial performance of Waverley's five leisure centres on track. The MTFP is currently being reviewed and a revised version will be considered by councillors later in the year.

Graeme Clark, Strategic Director and S151 Officer

3.7.3 General Fund Account Summary Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Management Board				
Expenditure	504	8	2%	Adverse
Income	-509	-	0%	-
Management Board Total	-5	8	-	Adverse
Audit				
Expenditure	172	2	1%	Adverse
Income	-158	-	0%	-
Audit Total	14	2	14%	Adverse
Business Transformation				
Expenditure	5,163	-13	0%	Favourable
Income	-4,984	-	0%	-
Business Transformation Total	179	-13	-7%	Favourable
Commercial				
Expenditure	8,557	-66	-1%	Favourable
Income	-5,040	25	0%	Adverse

Commercial Total	3,517	-41	-1%	Favourable
Environment				
Expenditure	11,693	-25	0%	Favourable
Income	-8,347	-414	5%	Favourable
Environment Total	3,346	-439	-13%	Favourable
Finance & Property				
Expenditure	30,313	-6	0%	Favourable
Income	-29,441	-5	0%	Favourable
Finance & Property Total	872	-11	-1%	Favourable
Housing Operations				
Expenditure	-	-	-	-
Income	-	-	-	-
Housing Operations Total	-	-	-	-
Housing Delivery & Communities				
Expenditure	4,349	24	1%	Adverse
Income	-2,044	-	0%	-
Housing Delivery & Communities Total	2,305	24	1%	Adverse
Planning & Economic Development				
Expenditure	7,714	0	0%	Favourable
Income	-4,924	70	-1%	Adverse
Planning & Economic Development Total	2,790	70	3%	Adverse
Policy & Governance				
Expenditure	7,084	7	0%	Adverse
Income	-4,266	26	-1%	Adverse
Policy & Governance Total	2,818	33	1%	Adverse
General Fund Sub-Total	15,836	-345	-2%	Favourable
General Fund Funding				
Expenditure	973	42	4%	Adverse
Income	-16,609	85	-1%	Adverse
General Fund Funding Total	-15,636	127	-1%	Adverse
Overachievement of target saving	-200	-117	59%	Favourable
General Fund Total	-	-335	-	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,141	-127	0%	Favourable
Income	-34,167	-305	1%	Favourable
Housing Operations Total	-8,026	-432	5%	Favourable
Housing Delivery & Communities				
Expenditure	1,385	-8	-1%	Favourable
Income	-752	-	0%	
Housing Delivery & Communities Total	633	-8	-1%	Favourable
Housing Funding				
Expenditure	8,824	-	0%	-
Income	-1,431	-	0%	-
Housing Funding Total	7,393	-	0%	-
Housing Revenue Account Total	-	-440	-	Favourable

Grand total	-	-775	-	Favourable
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4 Service Dashboard – Business Transformation (remit of Policy O&S)

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

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Q2 2021/22 Summary from Head of Service

Business Transformation Team

Quarter 2 was dominated by the Where Work Happens Project. This involved a major office clear-out throughout the building with four skip-loads of waste being removed over the summer. We have created a new office environment on the ground and first floors featuring new hot-desking areas supported by a low code booking system which was designed in Q2 and went live early in Q3.

All of this has been done at no additional cost. As well as creating the physical environment the project teams have drafted new policy documents to reflect the new way of working being adopted across the organisation. The number of people working in the office has peaked at over 100 on occasion but is generally around the 80-85 mark. This should change over time, and we will be reviewing the new environment towards the end of Q3.

In Q3 we will see the Team focus on other projects including a review of 'Agency Expenditure' which began towards the end of Q2.

IT Team

We saw the conclusion of the Citrix migration process towards the end of Q1, however it became apparent during Q2 that this was creating some unanticipated capacity issues which we have had to respond to. New servers have been ordered and we are awaiting delivery.

In Q2 we also procured the Radware technology which is designed to filter out the aggressive bots attacking our planning portal and created a severe impact on download speeds. This was implemented early in Q3 and thus far has had a very positive effect.

The Horizon system has continued to bed down in the Planning Service. Clearly with such a significant change there will be ongoing adjustments for quite some time.

Customer Services Team

The Team has returned to the office during Q2 which is vital to enable them to cross-train and multi-skill. This is the first time this "new" team has been together since, just a few weeks after it was set up last year, we went into a period of national lockdown.

The Green Waste low code solution has continued to be developed. We have now overcome all the technical hurdles impacting on the design and the system should go live towards the end of Q3. This will be transformative from a customer's perspective.

Engineers

The team have established very effective relationships with our flood agency partners e.g. Surrey CC, the Environment Agency and Thames Water. Together we discuss and agree action in respect of our high-risk areas, in the main these are Cranleigh, Elstead and Alford. In Cranleigh we have been able to prevent local flooding by way of a very effective ditch/culvert/trash screen maintenance programme. In Elstead we have agreed works being funded by Surrey CC and are in the process of securing access from local residents although this is not always a straightforward process. In Alford there is a drainage capacity issue where we are relying on a medium-term change to Thames Water's drainage infrastructure. We also have had a few cases of water ingress in Farnham where drainage systems are

not meeting demand (e.g. due to ditch infill) which we now need to find solutions for. Surrey CC are the lead authority for the recent cases.

Facilities

With the changes to The Burys we are looking to welcome new tenants to the building. We are negotiating with two third sector organisations interested in moving in, we have increased the let to Wilmott Dixon at the Wharf and two clothing charities are storing their donations in various parts of the building.

David Allum, Head of Business Transformation

4.2 Key Performance Indicators Status

4.2.1 Comment:

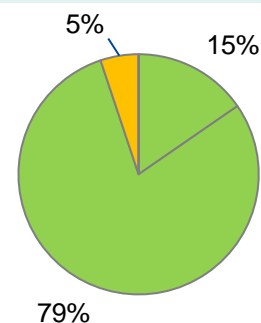
This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Customer Services, Property and Engineering, Business Transformation.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q2 Business Transformation Service Plans 2021/24

Total	100%	39
Completed	15%	6
On track	79%	31
Off track - action taken / in hand	5%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of quarter 2 the service has completed 15% of its actions, and apart from two off track actions listed below, the remaining actions are progressing on track for completion.

4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24BT3	An effective support infrastructure is provided to Members and Staff					
SP21/24BT3.1	Ensure safety and security arrangements and systems are effective	31-Mar-24	Facilities Manager (SH)	Completed	N/A	Successfully completed
SP21/24BT3.3	Effectively manage the Council's fleet ensuring maximum use from the asset.	31-Mar-24	Facilities Manager (SH)	Completed	N/A	Successfully completed
SP21/24BT8	An effective support service function is provided to all Council departments and stakeholders					
SP21/24BT8.3	Draft and implement a Customer Services Strategy including policies, service standards and performance measures	30-Jun-21	Customer Service Manager (HB)	Completed – awaiting sign off	31-Jan-22	75% Completed. Draft is with the Deputy Leader who is considering next steps
SP21/24BT14	Business Transformation Programme - Service Reviews are completed.					

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24BT14.2	With the relevant service manager comprehensively review Building Control operating model, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-3	31-Aug-21	Business Transformation Manager (WC)	Off track - action taken/ in hand		Review 95% completed. Savings achieved still to be quantified
SP21/24BT17	Business Transformation Programme - Design and implement a future office working environment in the medium-term post Covid and in the long term for any new office building CPR19-8					
SP21/24BT17.1	Design/implement a revised office environment to reflect the post Covid requirements and building towards any long-term re-location	30-Jun-21	Business Transformation Manager (WC)	Completed	30-Sep-21	Successfully completed

4.4 Internal Audit Recommendations Progress Status

Comment: There were no outstanding recommendations for this service area at the end of Q2.

4.5 Complaints Statistics

4.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q2 20-21 Business Transformation - Level 1 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.00%

4.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q2 20-21 Business Transformation - Level 2 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

4.5.3 Summary Comment on the statistics

There were no complaints received against the service this quarter.

4.6 Finance Position at the end of the quarter

4.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	5,163	- 13	0%	Favourable
Income	- 4,984	-	0%	-
Business Transformation Total	179	- 13	-7%	Favourable

4.6.2 Summary Comment

The forecast saving on expenditure is due the vacancy saving in the BT establishment budget.

5 Service Dashboard – Finance and Property Investment (remit of Policy O&S)

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

1.1 Key Successes & Lessons Learnt, Areas of Concerns

1.1.1 Q2 2021/22 Summary from Head of Service

The Housing Benefit service has continued to be busy post covid and the effects of Furlough scheme ending in October 2021 will impact on team capacity in the next quarter. The team are well placed to handle this demand. There is pressure on the business rates collection due to a significant number of businesses being taken out of ratings last year by the government in response to the Covid pandemic and have only just come back into liability at the end of July. The lower recovery figure indicates the financial cash flow difficulties these businesses are experiencing. Work is underway to review the business rate collection capacity to ensure that all businesses falling into arrears are engaged.

Peter Vickers, Head of Finance and Property

1.2 Key Performance Indicators Status

1.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	56.3%	84.3%	97.5%	28.9%	56.8%	49.5%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	48.4%	71.1%	95.9%	20.2%	43.5%	49.5%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98.3%	98.5%	98.3%	98.3%	98.2%	99%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	11	11	10	10	11	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	5	4	5	7	5.5	Data only

1.2.2 Comment:

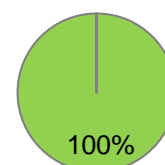
The under recovery of business rates is due to a significant number of businesses coming back into rating from July, the current performance indicates the financial pressure business are under due to pandemic. Work is underway to review the business rate collection capacity to ensure that all businesses falling into arrears are engaged.

1.3 Service Plans – Progress Status

1.3.1 Summary Table and Pie Chart

Q2 Progress on Finance & Property Service Plans 2021/24

Total	100%	23
Completed	0%	0
On track	100%	23
Off track - action taken / in hand	0%	0



Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0

Comment: All actions are currently progressing on time for delivery.

1.3.2 Detailed Table presenting specific Service Plans actions on exception basis

There are no details included on off track action as all of the actions are currently progressing on time for delivery.

1.4 Internal Audit Recommendations Progress Status

Comment: At the end of first quarter there was only one outstanding Internal Audit Recommendations for this service area:

- IA21/19.007.1 Agresso Reports (Parent action: IA21/19 IT System Administration)
- IA21/19.007.2 Reports circulated to Heads of Service

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#) report page 12.

1.5 Complaints Statistics

1.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Finance & Property - Level 1 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	2	0	3	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	0	1	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	N/A	33%	67%	95%

1.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Finance & Property - Level 2 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	1	0	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	1	0	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	N/A	N/A	100%	95%

1.5.3 Summary Comment on the statistics

In the second quarter one level 1 complaint was resolved outside of its target timescales due to a need to consult an outside body.

1.6 Finance Position at the end of the quarter

1.6.1 Service's General Fund Account Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable

Finance & Property				
Expenditure	30,284	11	0%	Adverse
Income	- 29,580	17	0%	Adverse
Finance & Property Total	704	28	4%	Adverse

1.6.2 Summary Comment on General Fund position at the quarter end

The services are performing well and managing to contain cost pressures within budget.

Treasury management performance is reported in the table below to the period ended 30 September.

Year	Average Investment	Average days invested in year	Annual interest receipts	Budget	Rate of return %	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
21/22	£80m	149	£438k forecast	£220,000	0.52%	0.10%

6 Service Dashboard – Policy & Governance (remit of Policy O&S)

This service includes the following teams: Legal Services; Democratic Services and Business Support; Elections; Corporate Policy (including customer complaints); Communications and Engagement; and Human Resources.

6.1 Key Successes & Lessons Learnt, Areas of Concerns

6.1.1 Q2 2021/22 Summary from Head of Service

Alongside a busy programme of business-as-usual activity within the quarter the Policy and Governance Service supported and delivered a number of specific projects and initiatives. These included:

- the delivery of the Chiddingfold Neighbourhood Plan Referendum in July
- the implementation of a new corporate complaints database
- supporting the Council's cross-party working group to respond to the Local Government Boundary Commission's review of Waverley Borough Council
- HR, Democratic, Legal and Comms support and advice in respect of the appointment of a Joint Chief Executive for Guildford and Waverley Borough Councils.
- Delivery of various governance and constitutional changes as directed by Full Council earlier in the year.

I would like to take this opportunity to thank all teams within Policy & Governance for their hard work and dedication during a challenging quarter.

Robin Taylor, Head of Policy & Governance

6.2 Key Performance Indicators Status

6.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target	
HR1a	Total Staff Turnover for Rolling 12-month period (%) (data only)	%	15.53 %	14.34 %	11.95%	13.40 %	14.40 %	Data only	
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.94	6.45	5.60	5.40	5.73	6.52	
	ref. HR2a - Short term Sickness Absence	Days	2.7	2.4	1.99	2.15	2.64	6.52	
	ref. HR2b - Long term Sickness Absence	Days	4.3	4.1	3.61	3.25	3.09		
PG1a	The number of complaints received - Level 1 (data only)	No.	59	71	43	51	38	Data only	
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	80%	84%	77%	69%	84%	95%	
PG1b	The number of complaints received - Level 2 (data only)	No.	19	24	17	30	23	Data only	
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	89%	88%	100%	93%	91%	95%	
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.				New PI from Q1 21-22	90	112	Data only
PG3b	Percentage of FOI and EIR requests responded to within 'statutory timescale'.	%				New PI from Q1 21-22	95.55 %	89.29 %	100%
PG4a	Number of Data Protection Subject Access Requests received.	No.				New PI from Q1 21-22	2	2	Data only

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%			New PI from Q1 21-22	50%	100%	100%
PG5a	Number of Local Land Charge searches received.	No.			New PI from Q1 21-22	575	516	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%			New PI from Q1 21-22	0%	15%	100%

6.2.2 Comment:

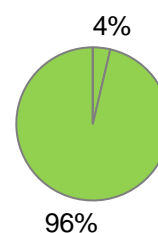
Although the performance of the Level 1 complaints response rate (PG2a) and the Land Charge searches responded to with 10 days target (PG5b) were still below the desired targets, significant improvements were achieved this quarter. At the time of writing Local Land Charge Searches turnaround times are being processed within 9-10 days on average so the performance against this KPI should show further improvement in the Q3 report.

6.3 Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Q2 Policy & Governance Service Plans 2021/24 Progress

Total	100%	82
Completed	4%	3
On track	96%	79
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: At the end of second quarter 34 out of 39 actions are on track for delivery and the details of those which are currently off track have been listed in the exceptions reporting section below.

6.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Comment: All actions are progressing on track for completion with no exceptions to be reported on in Q2 2021-22.

6.4 Internal Audit Recommendations Progress Status

Comment: There were no outstanding Internal Audit actions at the end of Q2 2021/22 for this service area.

6.5 Complaints Statistics

6.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q2 20-21 Policy & Gov - Level 1 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%

6.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q2 20-21 Policy & Gov - Level 2 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	1	0	1	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	1	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	0%	N/A	100%	N/A	95%

6.5.3 Summary Comment on the complaints statistics

There were no complaints received for this service area in Q2 2021-22.

6.6 Finance Position at the end of the quarter

6.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	7,084	7	0%	Adverse
Income	- 4,266	26	-1%	Adverse
Policy & Governance Total	2,818	33	1%	Adverse

6.6.2 Summary Comment

The service is currently projecting a £33,000 overspend (1%). This is because the service is projected to only partially meet its planned staffing 'vacancy target' and because of a projected underperformance against legal services income. The underperformance against the staffing 'vacancy target' arises largely from unavoidable agency staffing costs related to the Electoral Services Manager post. A permanent manager begins in post on 30 November.

7 Service Dashboard – Commercial Services (remit of Services O&S)

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Q2 2021/22 Summary from Head of Service

Quarter 2 continued to be an extremely busy period for the Commercial Services Team. The move to a different way of working coupled with ‘things’ returning to normal continues to create pressures on the service. The Commercial Services team have striven to deliver high levels of service throughout this period and with new members of staff joining the team, and others returning from leave the ability to deliver increased throughout the quarter. In addition, the Team have sought where possible to assist other services and bringing the Tree Planning Services into the Parks & Countryside Team and agreed on a temporary basis to oversee Economic Development Team, under the Projects Team, to assist them through a period of opportunity and challenge.

Key projects under Commercial Services continue to progress well. The Burys Project has moved to Phase 2 where three options for development will be evaluated in greater detail throughout Quarter 3. With the objective of options being brought forward for Council consideration in the final quarter of the year.

Parks & Countryside

This quarter continued to be busy and challenging for the Greenspaces Team. No Mow May and Let it Bloom June continued on into July to make the most of the areas of grass verges that were left long and where the wildflowers were still flowering. We then started to cut the verges down from August onwards. The cutting down of the grass areas was a challenge as our contractor did not have the right machinery to undertake the task (no fault of theirs), we had to re-cut many areas twice to make them look acceptable and to get the grass sward down to an easier to manage height. Coupled with this our contractor was experiencing problems with recruiting staff to fill vacancies, this exacerbated the ongoing issues with grass cutting and led to a lengthy period to get the grass back under control, this took until the end of the quarter.

During the quarter we embarked on the Grass and SCC verge project, to start the process of remapping grass areas to find a better balance between biodiversity and resident’s needs.

Our green spaces across the borough have continued to experience unprecedented visitor numbers over the past year, putting them and our Parks & Countryside team under extreme pressure. Despite this, it is pleasing to report that ten of its green spaces have been awarded Green Flags – the highest number the borough has ever achieved. Blackheath Common, Frensham Great Pond & Common, Mare Hill Common, Bealeswood Common, Summerlands Estate, Lammas Lands, Broadwater Park, Phillips Memorial Park and Farnham Park have all received green flags for a further year. Winning a Green Flag for the first time is Weybourne Nature Reserve. Farnham Park also won a much-coveted additional Heritage Award.

We have also been awarded two platinum awards for loo of the year for Broadwater Park and Frensham Great Pond and Common!

Leisure Centres

Customers are gradually returning to use our centres with their confidence in building safety rising. Places Leisure are increasing their programme and now starting to re-introduce some of the health and wellbeing programme, so we will see those figures presented in Q3. We have received very positive feedback during this period from customers regarding their return to exercise and the measures taken by Places Leisure to provide services in a safe way, which has been extremely

rewarding for the team, recognising the efforts that have been made to make the sites welcoming and safe for use.

The total usage for Q2 was 297,147, which is a really positive step forward and an improvement on Q1 with an increase of over 90,000 visits. It also exceeds all expectations against the forecast projections. Swimming and swimming lessons have performed exceptionally well, returning to pre-Covid figures already. There is, for the first time in many months, a feeling of optimism in the leisure service and we are hopeful that this will continue for the remaining months of this year.

Building Control

The Building Control Team continues to receive compliments on its service having fully incorporated Addressing and now the Address Custodian service into the team.

Building Control applications have fluctuated in Q2 being impacted by increased costs of materials, lack of trades and delays in Planning contributing to a countrywide 'slow down' on site. However, the construction industry continues to function and deliver to the new housing requirement and the team are monitoring several new developments across the borough alongside the usual domestic alterations and extensions.

The plan check performance has recovered notwithstanding the delay in improvements to the Building Control system whilst the new planning system evolves. The Building Control team continues to focus on improving its service and performance.

Careline

Throughout this quarter we have continued to focus our resources on visiting customers to upgrade their equipment which in turn means that it will be more resilient to the Data Recovery process with the monitoring centre. Our enhanced interaction with customers has been assisted by an additional temporary staff resource, funded via COMF (Contain Outbreak Management Fund) funding.

We continue to provide a service to circa 1620 customers, helping them to live independently for longer. We are having discussions with neighbouring authorities including GBC, to discuss our preparations for the digital switchover in 2025.

Waverley Training Services (WTS)

Waverley Training Services has continued to perform well this quarter and fortunately we have not been impacted by Covid infections. Confidence is rising and learner numbers are continuing to increase showing the positive reputation the service holds in the community.

A positive quarter with teams within the service being recognised for their hard work both externally and internally. A strong financial position and services beginning to return to normal indicate a positive end to this financial year.

Kelvin Mills, Head of Commercial Services

7.2 Key Performance Indicators Status

7.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	54,656	81,438	Data not available	205,308	297,147	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	No service	No service	No service	No service	No service	Data only

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	67%	86%	77%	67%	92%	80%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1732	1689	1635	1629	1625	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	4,145	5929	6273	5484	5660	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	95%
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	79%	78%	76%	75%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	72%	71%	71%	70%	75%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	38	21	30	33	25	Data only

7.2.2 Comment:

C1 – The increase in usage is encouraging, showing an improvement on Q1 with an increase of over 90,000 visits. It also exceeds all expectations against the forecast projections. Customers are gradually returning with their confidence building. Places Leisure are increasing their programme and now starting to re-introduce some of the health and wellbeing programme, so we will see those figures presented in Q3. We have received really positive feedback from customers regarding their return to exercise and the measures taken by Places Leisure to provide services in a safe way. Swimming and swimming lessons have performed exceptionally well, returning to pre-Covid figures already.

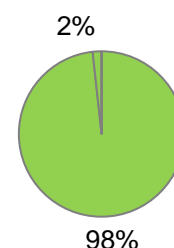
C4 – An extremely strong performance this quarter and the team will continue to focus on this target going forward. Additional focused IT support will enable the technical issues to be resolved in Q3 making the administration around this process much more user friendly going forward.

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q2 Progress on Commercial Services Service Plans 2021/24

Total	100%	58
Completed	2%	1
On track	98%	57
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: All actions are currently progressing on time for delivery.

7.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24CS24	Building Control & Street Naming will be electronic achieving efficiencies and aligning with Customer					

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	Service objectives for customer access.					
SP21/24CS24.1	Complete the implementation of agile working practices for Building Control.	01-Sep-21	Building Control Manager (JC)	Completed		Our Building Control Team are now agile working. We have also implemented the new GMS software for the Custodian role and will be implementing the The implementation of agile working has been completed

7.4 Internal Audit Recommendations Progress Status

Comment: At the end of second quarter there were no outstanding Internal Audit actions for this service area.

7.5 Complaints Statistics

7.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q2 20-21 Commercial Services - Level 1 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	2	0	2	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	2	0	2	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	N/A	100%	100%	95%

7.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q2 20-21 Commercial Services - Level 2 escalations

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	2	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	2	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	100%	N/A	95%

7.5.3 Summary Comment on the statistics

All complaints at L1 and L2 were dealt with on time.

7.6 Finance Position at the end of the quarter

7.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	8,557	- 66	-1%	Favourable
Income	- 5,040	25	0%	Adverse
Commercial Total	3,517	- 41	-1%	Favourable

7.6.2 Summary Comment on General Fund position at the quarter end

This is a pleasing performance, largely down to the performance of the leisure centres against forecast.

8 Service Dashboard – Environmental and Regulatory Services (remit of Services O&S)

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

8.1 Key Successes & Lessons Learnt, Areas of Concerns

8.1.1 Q2 2021/22 Summary from Head of Service

The impact of Covid 19 continues to be felt across the Environmental and Regulatory Services teams, though in some areas there are signs of a gradual return to 'normality'

Crew shortages due to sickness and recruitment difficulties continued to put pressure on our refuse, recycling collection and street cleaning services. Thanks to the cooperation of the contractor, we were able to work through this with as little disruption as possible even though many of the agency staff were unfamiliar with the area. Pressures continue and have been added to by a national shortage of heavy goods vehicle drivers due to a backlog in driver testing. Our contractor has however managed to keep all services running with some minor delays, compared to a number of our neighbouring local authorities who have had to suspend some of their services.

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

Car parking income has shown signs of sporadic recovery in this quarter with an upward trend overall as more people are returning to work and venturing out to shop etc. Work is continuing on the fine details around the Brightwells multi-storey car park and how we will operate it in future. The review of parking charges continued through this quarter and further amendments to the proposals were being made following feedback from members. The final recommendations were considered by the Environment Overview and Scrutiny Committee at a meeting on 20 September and the approved at special Executive and Council meetings on 22 September. The approved changes were due to be implemented on 1 November 2021. Our phase of the South Street car park refurbishment is completed, and the developers have almost completed their work on the Brightwells road widening. The lift refurbishment and the new staircase to improve access to the lower level of the car park will follow by the contractors, once the road widening is complete.

As the restrictions on businesses are gradually relaxed the Environmental Health and Licensing Teams have begun to revert to their normal regulatory inspection programmes whilst continuing to offer support and advice to businesses on Covid-19 precautions. This has proved extremely challenging and demanding on the staff who are also trying to maintain 'business as usual' as far as possible, whilst remaining supportive to businesses that have struggled. Additional funding has been provided to recruit additional staff to support this increased workload, but recruitment is problematic as almost all local authorities are trying to recruit at the same time.

There have been a number of serious accidents recently which are under investigation by the Food and Health and Safety Team along with several poorly performing food businesses where officers are spending a considerable amount of time to ensure standards are improved.

Two significant licensing policy reviews continued during the quarter. The Gambling Policy Review and the Sex Establishment Review have been out to public consultation, the results of which will be reported to the Licensing and Regulatory Committee in November and on to Council in December 2021.

The Environmental Protection Team is also involved in several complex nuisance cases and a significant amount of officer time is being taken up preparing case files for court proceedings with support from the legal team.

Effective coordination of the response to the COVID-19 pandemic has been crucial and the Emergency Planning Officer has played a key role in linking our COVID-19 Response Group with the Local Resilience Forum. He will begin work, in Qtr. 3, on the review of how effective our business continuity plans were during the COVID-19 response to identify key learning points which will further enhance their effectiveness in the future.

Work has continued on several projects included in the Carbon Neutrality Action Plan including electric vehicle charging, cycle shelters and cycle greenways. Work is underway to investigate the use of PV arrays on some of our larger buildings and a feasibility study is being commissioned into solar farms on a number of possible sites across the borough. The Transport Projects Officer has been busy working with the County Council and Town and Parish Council colleagues on a wide range of transport infrastructure projects and the development of the cycle network. We have been successful, in partnership with other Surrey councils, in bidding for a grant to promote the uptake of EV Taxis and Private Hire cars and have been working on the plans to implement the scheme.

Once again, I must thank all of the staff in the Environmental and Regulatory Services for keeping 'business as usual' going as the Covid restrictions were gradually relaxed during this quarter. I think it is important not to under-estimate the pressure that has put on both staff and our contractors and thanks must go to all of them for their efforts during unprecedented times.

Richard Homewood, Head of Environmental & Regulatory Services

8.2 Key Performance Indicators Status

8.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	3.50%	5.00%	3.91%	4.74%	Data not available	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	3	4	Data not available	2	3	2
E2b	Number of fly tipping incidents in a quarter (Data only)		266	234	228	180	162	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	93.7%	93%	89.71%	Monitoring on pause	Monitoring on pause	90%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) -		68	30.0	Data not available	28.0	34	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better)		65	26.0	Data not available	41	54	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	Monitoring on pause	Monitoring on pause	Monitoring on pause	78%	100%	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	85%

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
E NI191	Residual household waste per household (lower outturn is better)	kg	86.00	96.00	103.00	92	Data not available	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	59.8%	61% Provisional	54.00%	59.8%	Data not available	54.0%

8.2.2 Comment:

Whilst the rejection rate increased slightly during Qtr. 1 we are hopeful it will fall again in Qtr. 2, but we are awaiting data from Surrey County Council (SCC).

The response to fly tips has slipped slightly to three days partly due to crew shortage issues at Biffa and partly due to vacancies in the Environmental Enforcement Team which we are recruiting to fill. The number of fly tips has however continued to fall slowly. It has not been possible to monitor street cleaning performance due to staff shortages in the Environmental Enforcement Team during Qtr. 2, but we are pleased to say we have recruited and now have a full complement of staff in the team again. Monitoring should therefore start again in Qtr. 3.

The contractor has concentrated on collecting residual and recycling during this quarter and have maintained performance. The food waste collection has, however, suffered from the impacts of the driver shortage and the use of agency staff unfamiliar with the area, (particularly rural locations).

As Covid controls are relaxed the Environmental Health Team are refocussing their efforts on routine regulatory inspections. Additional resources have also been brought in using Covid funding from the Government. High risk premises are being targeted and as a result inspections of Category A and B premises are up to date.

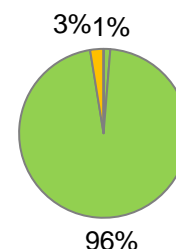
Qtr. 2 data for residual household waste and recycling per household is awaited from Surrey County Council but the recently obtained figures for Qtr.1 show a welcome reduction in residual waste per household which might be linked to more people returning to work and the opening up of the hospitality industry. Improved performance on recycling will be linked partly to the reduction in residual waste element of household collections and partly to increases in garden waste presented for composting.in the spring / summer months.

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q2 Progress on Environment Service Plans 2021/24

Total	100%	78
Completed	1%	1
On track	96%	75
Off track - action taken / in hand	3%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment:

The introduction of a Public Space Protection Order in respect of anti-social behaviour was achieved ahead of time and the Order was made on 20 April 2021.

The review of the use of business continuity plans during the COVID19 response has been delayed as the Covid19 controls were extended. It is now planned to begin on 15 November 2021

8.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24ES11	Continue to build and grow Waverley's Business Continuity Management Planning					
SP21/24ES11.2	Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.	18-Aug-21	Emergency Planning Officer (TE)	Off track - action taken	31-Jan-22	Electronic survey of HoS and service managers developed for release in November 21
SP21/24ES18	Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.					
SP21/24ES18.1	Lead the Inspection and Enforcement Business Transformation Review	31-Aug-21	Head of Environmental & Regulatory Services (RH)	Off track - action taken	31-Mar-22	More detailed analysis of current activity required before proposals can come forward. Interviews with service managers and HoS arranged for Qtr. 3 / 4

8.4 Internal Audit Recommendations Progress Status

Comment: At the end of the second quarter there were no outstanding Internal Audit actions for this service area.

8.5 Complaints Statistics

8.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q2 20-21 Environmental Services - Level 1 Complaints

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	22	17	6	1	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	20	17	3	1	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	91%	100%	50%	100%	33%	95%

8.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q2 20-21 Environmental Services - Level 2 escalations

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	5	0	0	4	Data only

Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	5	0	0	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	100%	N/A	N/A	75%	95%

8.5.3 Summary Comment on the statistics

The response rate for both level 1 and level 2 complaints have fallen below the target, however these figures need to be considered in context, as a small number of cases have been considered, where one complaint constitutes third of level 1 and quarter of level 2 complaints. The response rate at level 1 has been affected by temporary resource pressures within the team, and the performance should start improving in the coming months once the staff vacancies have been filled.

8.6 Finance Position at the end of the quarter

8.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Environment				
Expenditure	11,693	- 25	0%	Favourable
Income	- 8,347	- 414	5%	Favourable
Environment Total	3,346	- 439	-13%	Favourable

8.6.2 Summary Comment on General Fund position at the quarter end

Savings in Quarter 2 are related to staff vacancy savings on the staffing budgets for the service.

The overachievement of income compared to the original budget is related in part to the overachievement of car parking income to date due to a stronger recovery in car park usage than anticipated so far. It also includes a revised forecast for the rest of the year, compared to the original budget, based on a more optimistic rate of recovery than originally anticipated and on the new parking tariffs being introduced at the beginning of November.

9 Service Dashboard – Housing Delivery and Communities (remit of Services O&S)

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

9.1 Key Successes & Lessons Learnt, Areas of Concerns

9.1.1 Q2 2021/22 Summary from Head of Service

Communities

The **Communities Team** worked with the Executive and the Community Wellbeing Overview and Scrutiny Working Group to develop and agree a new funding process for voluntary organisations and community partners, which will start from 1 April 2022. The Thriving Communities Commissioning Scheme will be open to new organisations who are able to meet the funding priorities and the objectives in the Corporate Strategy. The new process will be launched on 14 October 2021 and organisations will have five weeks to submit their bids.

The Safer Waverley Partnership Executive continues to work with Waverley Borough Council's Health and Wellbeing leads and relevant partners to develop a shared Health and Wellbeing and Community Safety Strategy. This would involve the establishment of a coordination and delivery group and an implementation plan. The Safer Waverley Partnership Executive will hold an Extraordinary Meeting on 20 October 2021 to take this forward.

Long term anti-social behaviour and complex neighbour disputes continue to absorb significant time and resources from teams across the Council. COMF funding has allowed the recruitment of an ASB Lead Officer until March 2022, who will examine long-standing cases and work on solutions, as well as draft a Corporate Anti-Social Behaviour Policy.

The actions from the internal Safeguarding Policy and Procedural audit have been owned by the Internal Safeguarding Board and are being addressed by the Safeguarding Lead and Deputy Lead.

Housing Delivery

The **Housing Development Team** continues to make steady progress in delivering the new build programme.

Following concerns raised by some tenants about poor drainage in their rear gardens at Site A, Ockford Ridge, consultants have investigated, and remediation works are being undertaken by the contractor.

Thakeham Homes are progressing Site B, Ockford Ridge, with early handover of some homes forecast and a final completion envisaged for April 2022. Demolition has occurred at Site C. The tendering process for the build contract is nearing completion.

An Employers Agent has been appointed for Site E. The site is particularly challenging, and a build contractor will be appointed to develop and deliver the scheme.

Officers continue to work up proposals for Site F – there is one tenant left to move, and work has commenced on the phase of refurbishment – seven homes.

Tendering for a build contractor is nearing completion for the five sites in Chiddingfold: Harts Grove, Pathfields (x2), Queens Mead and Turners Mead, with start on site expected early in 2022.

Parkhurst Fields, Churt, has been granted planning permission. There are still planning issues to resolve with the Churt Crossway Close scheme.

Final issues with the footpath at the site at Aarons Hill, Godalming, have been resolved. A build contractor will now be appointed. Documents in the draft tender pack have been reviewed to ensure the new homes delivered will be carbon neutral/net zero in operation.

All surveys and reports are being prepared to inform designs and preparation of a planning application for Springfield, Elstead. Officers continue to engage with Elstead Parish Council and Surrey County Council as well as supporting tenants affected by the proposed redevelopment scheme.

The new modular homes at Badgers Close, Farncombe, were manufactured in a factory and delivered to site by the Council's contractor, Beattie Passive. Beattie Passive have been waiting for connection dates from electrical and water utilities. When these connections have been made the new homes can be commissioned prior to handover. (**Note:** homes were handed over on 22 October 2021)

The Council will shortly acquire four new properties at The Green, Ewhurst, built by Brookworth Homes. There are other sites in progress.

The **Housing Strategy and Enabling Team** is working on the new Affordable Homes Delivery Strategy for Waverley. The Executive has commented on the overall direction and a fuller draft will be presented to Executive Briefing, and then further work undertaken. The timeline for adoption is being discussed. Commissioned Affordability and Viability Studies have been received at the time of writing, which form a vital evidence base for the new Strategy. It is essential that a new Strategy reflects the needs of the Borough and fleshes out the priorities outlined in the Corporate Strategy, essentially to provide a comprehensive offer to Waverley residents at all income levels.

Twenty-eight new affordable homes were completed during the second quarter. These were provided by four organisations across five development sites. The second quarter completions are detailed in HD4.

The Team continues to support housing associations to deliver additional homes and is able to provide funding from the Council's commuted sums pot (monies paid by developers in lieu of affordable housing on site).

Landlord inspections and other housing regulatory work carried out by the **Private Sector Housing Team** remains steady. Since the last quarterly report there have been two new requests for public health funerals to date.

The Grants and Empty Homes Officer is engaging in cross-service working to make the most of the grant we receive, and the opportunities presented. Work to address the empty homes in the Borough has begun – though it is a time-consuming and complex process.

The **Housing Options and HomeChoice Teams** continued to prevent homelessness during the quarter (there was only two households in temporary accommodation as the end of September 2021) and advise on and facilitate suitable accommodation for those who were homeless. A successful bid was also achieved for MHCLG Rough Sleeping Initiative revenue funding for 21-22 (£105,834) based on funding a full time Rough Sleeper Outreach Worker employed by the York Road Project in Woking, a full time Tenancy Support worker to support rough sleepers placed in short term accommodation and funding for additional emergency and supported housing placements for single homeless clients. At the end of the quarter, the post was filled on a secondment basis from an officer in the Housing Management Team.

Senior officers in the Options Team have been working on exceptionally complex homelessness cases which have taken considerable time and resources, and it is likely this will continue.

The HomeChoice Team continue to work with the Strategy and Enabling team to tackle higher rents being charged by some Housing Associations. Although the rents have been set at 80% market rent, or Local Housing Allowance levels (whichever is lower) affordability has proved an issue for lower

income working households. A major objective for the Affordable Homes Delivery Strategy is to propose a 'Waverley Rent' that will allow such households to access a home.

At the end of September there were 1083 applicants on the Housing register – compared to Quarter 2 2020 of 1094.

The **Service Improvement Team** completed research was completed and drafted papers for the Executive to agree plans and commitment to support Afghan refugees through the Home Office Resettlement Programme, due to begin in October. The team commenced the recruitment process for a support worker and drafted an amendment to the Allocation policy.

The summer edition of Waverley's tenant newsletter, Homes and People, was published in August. The team worked hard to get the second newsletter out whilst working. The edition features a range of content from Anti-Social Behaviour to eco homes, eco tips, diversity, green spaces, Mediation Surrey and launched the Council's Tenant Involvement Strategy. The newsletter also gave the opportunity for tenants to feedback on a range of topics and included an all tenants invite to a September Social Event.

The Tenants Panel met at Tilford Rural Life Centre in September to celebrate the 25 +1 anniversary of the Panel. The Panel has worked tirelessly to seek the best services for tenants including petitioning 10 Downing Street to change national housing finances, working on Task and Finish Groups including *Attitudes to Council Housing: Pride or Prejudice*, new build design standards and representing tenants at every level of the Council.

In September the Service Improvement Manager attended the Chartered Institute of Housing national conference, to hear from leaders in social housing and share learning with other housing teams. A range of issues were discussed including building safety, decarbonisation, professionalism of sector, regulation, levelling up and supply of homes. Good practice initiatives on homelessness, retrofitting for decarbonisation, anti-social behaviour and tenant engagement were also presented. Government ministers, the CIH Chief Executive and many housing professionals thanked and recognised the sector for the work completed during the pandemic to support and protect the public. However, the conference also acknowledged the shame within the sector following the ITV *Surviving Squalor* series, highlighting the shocking condition of some homes in the social sector. The Team has taken what was learnt at the conference to inform the Housing Service Plan, reinforcing the Council's commitment to be proactive, to listen and to be responsive

Andrew Smith, Head of Housing Delivery and Communities

9.2 Key Performance Indicators Status

9.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	3	2	1	1	2	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	17	8	4	105	4	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	53	0	43	4	0	Data only

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
HD4 (HD4a+HD4b)	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	53	28	39	48	30	Data only
HD4a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.			New sub-KPI to HD4	45	30	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.			New sub-KPI to HD4	3	0	Data only

9.2.2 Comment:

Good progress has been made across all the delivery services

9.2.3 Affordable Homes Delivery

The details on all affordable homes delivered during Q2 2021-22 (ref. HD4) were listed below, including information on units, tenure, scheme, provider and completion date.

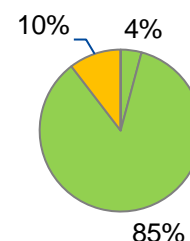
- 10 units at Lorimer Avenue, Cranleigh (VIVID)
- 4 units at Crondall, Farnham (Aster)
- 2 units at Longhurst, Cranleigh (Southern)
- 8 units at Ockford, Godalming (Southern)
- 6 units at Hewitts, Cranleigh (Clarion)

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q2 Progress on Housing D & C Service Plans 2021/24

Total	100%	48
Completed	4%	2
On track	85%	41
Off track - action taken / in hand	10%	5
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: At the end of second quarter there were five off track actions, and the further details can be found in the table below.

9.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24HDC1	The Ageing Well Strategy (2020-2024) and Action Plan is reviewed to reflect current needs and priorities.					
SP21/24HDC1.2	The Ageing Well Action Plan 2020 - 2024; will be incorporated in the proposed Waverley Safe and Healthy Communities Strategy and Action plan ensuring current and future services and activities reflect and meet the need of the borough's older	30 Sept 21	Community Services Manager (KW)	Off track - action taken/ in hand	1.11.22	Revised Safe and Healthy Communities Strategy will incorporate Ageing Well Action Plan.

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	residents in the light of the pandemic.					
SP21/24HDC11	The service meets the needs of all tenants and their families.					
SP21/24HDC11.1	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	30-Jun-21	Service Improvement Manger (AH)	Completed	Achieved	The results of the Star Survey and accompanying report have been shared with O&S, across the Council and with stakeholders.
SP21/24HDC3	The organisations funded through Service Level Agreements are delivering the agreed outcomes.					
SP21/24HDC3.1	Work with the Community Wellbeing Overview and Scrutiny working group to carry out a review of the current Service Level Agreements (SLAs) in order to inform funding decisions for the new round of SLAs starting 1 April 2022.	30-Jun-21	Community Services Manager (KW)	Completed	Achieved	Review completed. Thriving Communities Commissioning Fund to be lunched in Oct 21
SP21/24HDC4	The Waverley Community Safety Strategy priorities are delivered in partnership.					
SP21/24HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6.	30-Jun-21	Community Services Manager (KW)	Off track - action taken/ in hand	Ongoing	Involves Home Office and revising actions/objectives
SP21/24HDC7	Deliver new affordable homes: Housing Strategy: Objective 1: Increase delivery of well designed, well-built affordable housing.					
SP21/24HDC7a.1	Draft and adopt new Housing Strategy to sit under new Corporate Strategy and keep pace with national government policy and local housing need.	30-Sep-21	Housing Strategy and Enabling Manager (AL/EL)	Off track - action taken/ in hand	1.4.22	Work progressing with Executive on Affordable Homes Delivery Strategy.
SP21/24HDC8	Prevent homelessness and provide housing advice and assistance for all households in need					
SP21/24HDC8.2	Draft and adopt Revised Preventing Homelessness Strategy and Action Plan (Scheduled for end of Strategy life)	30-Sep-21	Housing Needs Manager (MR),	Off track - action taken/ in hand	31.3.23	Draft and consult on revised Preventing Homelessness Strategy and Action Plan ahead of 5-year deadline in June 2023
SP21/24HDC9	Regulating private landlords					
SP21/24HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1.	30-Sep-21	Private Sector Housing	Off track - action taken/ in hand	31.1.22	Policy and Schedule drafted. Due to go to

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
			Manager (SB)			Management Board in Dec 21.

9.4 Internal Audit Recommendations Progress Status

Comment: At the end of second quarter there were four outstanding Internal Audit Recommendations for this service area:

- IA21/17.001.3 Online Reporting (Parent action IA21/17 Safeguarding)
- IA21/17.005.2 Contract Managers Meetings include Safeguarding
- IA21/17.006.2 The Community Services Manager confirmed that members do not have access to the safeguarding policy online.
- IA21/17.006.3 New Starters and Volunteers

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#) report page 10 of 12.

9.5 Complaints Statistics

9.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Housing Delivery & Communities - Level 1 Complaints

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	3	3	1	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	3	3	1	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	100%	N/A	95%

9.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Housing Delivery & Communities - Level 2 Complaints

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	0	2	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	0	2	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	N/A	100%	N/A	N/A	95%

9.5.3 Summary Comment on the statistics

There were no complaints received against this service area in Q2.

9.6 Finance Position at the end of the quarter

9.6.1 Service's General Fund Account Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				

Expenditure	4,349	24	1%	Adverse
Income	- 2,044	-	0%	-
Housing Delivery & Communities Total	2,305	24	1%	Adverse

9.6.2 Summary Comment on General Fund position at the quarter end

The overspend on GF of £24k on expenditure relates to staffing. This is predominately related to restructure costs within the Community Safety Team.

9.6.3 Housing Revenue Account Table

Housing Revenue Account					
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable	
Housing Delivery & Communities					
Expenditure	1,385	- 8	-1%	Favourable	
Income	- 752	-	0%		
Housing Delivery & Communities Total	633	- 8	-1%	Favourable	

9.6.4 Summary Comment

The £8k saving on HRA is mainly related to a saving on staffing expenditure. The remaining £4k relates to a small overspend on travel relating to the Essential Car User compensation payments.

10 Service Dashboard – Housing Operations (remit of Services O&S)

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Q2 2021/22 Summary from Head of Service

What did the housing team do last summer?

We continued to work in a post lockdown world and manage services during the ongoing pandemic to support tenants and maintain homes.

The Rents Team have been working with tenants to prepare for their changes in income as the safety net of furlough comes to an end and universal credit (UC) uplifts are removed in September. At the end of June, approximately 600 tenants were receiving UC and 400 tenants have advised the team that the pandemic had impacted their finances. This has, as expected impacted the rent collection, with arrears of £260k at end of June, but performance remains within the new 1% target.

There has been a changing of the guard in the Housing Management Team, with a long-standing member of the team, James Doodoo, retiring after 18 years with Waverley. He worked with tenants across the borough during his career. He engaged with tenants at the start of the Ockford Ridge redevelopment programme and worked in Farnham to support communities and tackle anti-social behaviour. Rhiannon Dunkey was successfully appointed to replace him. She has a background in customer services, worked in Waverley's Community Development Team and has recently completed a Chartered Institute of Housing qualification.

The Property Services Team have continued with the procurement process to appoint a new Responsive Repairs and Void contractor to commence in April 2022. The final stages of the project will be completed in Quarter Three with the outcome expected early December.

The housing service have also been successful in bidding for £160k from the Contain Outbreak Management Fund (COMF) to support additional services arising due to the pandemic:

- Floating Support Officers - the Housing Management Team have seen an increase in mental health issues and neighbour disputes due to the pandemic and lockdown. To add capacity to the team to support tenants, two officers have been recruited until March 2022.
- Communal area cleaning - due to the risk of infection additional weekly cleaning and deep cleans have been arranged.
- Community room costs – the team have leased two community rooms to organisations carrying out covid related activities. COMF will cover the cost of hire (rent, utilities and repair).
- Gardening Scheme – the team supported 20 vulnerable tenants, COMF to cover the costs of the gardening service to maintain the upkeep and environment of homes and community.
- Mediation Surrey – increased in funding to respond to increase in neighbour disputes and housing referrals.
- Refuse collection – increased support to Biffa collection service for vulnerable tenants unable to get to refuse centres.

In June we engaged with Surrey Fire & Rescue Service regarding issues that we identified in a regular fire safety inspection of one of our senior living properties. SFRS have helped us to identify the improvements that are required and issued an enforcement notice, in July, while we rapidly put in place the appropriate mitigations. Progress has been with the immediate introduction of a Simultaneous Evacuation Plan, supported by Fire Wardens on a 24/7 basis to support the resident's if evacuation necessary and works to remove wood panelling ceilings and compartmentalisation

throughout the building. Further works have been undertaken by Housing Officers to remove all fire hazards, with two skips of items removed from the site being taken away late July 2021. Other safety works including the cutting back/removal of shrubbery and the implementation of clear fire and safety notice boards for residents has been completed.

Readers are aware of ongoing works to tackle a legionella outbreak in a senior living scheme. We undertook a series of recommended remedies and escalation of actions resulting in full re-piping of hot and water system, removal of water tank and direct from mains water system. I am pleased to report that the works have now been completed and no legionella has been detecting in the scheme, in post works testing. I would like to commend Tim Tyler for managing the project and enabling tenants to remain in their homes. And thank tenants for their patience and practicability during works. The project was formally handed over in August. The compliance team will continue to monitor and routinely test in accordance with the health and safety programme.

Research was completed and papers were drafted, during quarter two, for the Executive to agree plans and commitment to support Afghan refugees through the Home Office Resettlement Programme in October. The team commenced the recruitment process for a support worker and drafted an amendment to the Allocation policy. The team are delighted to be able to contribute to the humanitarian initiative and support Afghan refugees.

The summer edition of our [tenant newsletter](#), Homes and People, was published in August. It was a great team effort to get our second newsletter out whilst working virtually – thank you to everyone involved. The edition has a range of content from ASB to Web via eco homes, eco tips, diversity, green spaces, mediation survey and launched our Tenant Involvement Strategy. The newsletter also gave the opportunity for tenants to feedback on a range of topics and included an all tenants invite to a September Social.

I was delighted to join the Tenants Panel, at Tilford Rural Life Centre in Tilford, in September to celebrate the 25 +1 anniversary of Tenants Panel. The Panel have worked tirelessly to seek the best services for tenants including petitioning 10 Downing Street to change national housing finances, working on Task and Finish Groups including Attitudes to Council Housing: Pride or Prejudice, new homes Design Standards and representing tenants at every level of the Council. I thank them for their ongoing support and challenge.

The Service Improvement Manager attend the Chartered Institute of Housing national conference, in September, to hear from leaders in social housing and share learning with the wider housing team. A range of issues were discussed including building safety, decarbonisation, professionalism of sector, regulation, levelling up and supply of homes. Good practice initiatives on homelessness, retrofitting for decarbonisation, anti-social behaviour and tenant engagement were also presented. Government ministers, CIH Chief Executive and many housing professionals thanked and recognised the sector for the work completed during the pandemic to support and protect the public. However, the conference also acknowledged the shame in the sector following the ITV Surviving Squalor series, highlighting the shocking condition of some homes in the social sector. The team have recognised emerging issues, challenges and good practice from the conference to inform the housing service plan, reinforcing our commitment to be proactive, listen and be responsive.

And finally I'd like to recognise the Tenancy Fraud team as my Star Team for quarter two. The team [reported](#) to Audit Committee, in September, on the work completed in investigating fraud during 2020/21, primarily focusing on Housing Tenancy fraud. The work resulted in six relinquished tenancies and the retention of four other homes (from fraudulent Right to Buy and succession claims) demonstrating a saving of £1m in 2022/21 and ensuring homes are available to those legitimately in housing need.

Hugh Wagstaff, Head of Housing Operations**10.2 Key Performance Indicators Status****10.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target**

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.98% / 0.7% target	0.96% / 0.7% target	0.96% / 0.7% target	0.87%	0.96%	1% (New target Q1 2021/22)
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	112	60	36	26	29	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.8%	99.9%	99.4%	99.9%	100.0%	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	N/A	N/A	N/A	N/A	Suspended until April 2022	93%
HO4b*	Responsive Repairs: Average number of days to complete a repair (lower outturn is better) *	Days			New PI April 2021	14	15.2	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	N/A	N/A	N/A	N/A	Suspended until April 2022	78%
HO5b*	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%			New PI April 2021	22%	15%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	N/A	N/A	N/A	91%	Data not available	97%

* Interim PI proposed. To return to tenants' satisfaction PI when new contract is live in 2022 for 2022/23 reporting.

10.2.2 Comment:

The team continue to work hard with the interim contractor to improve the performance in reletting homes and responsive repairs, following the backlog of works in 2020 and the pandemic, but have been unable to achieve target. There has been a gradual improvement in performance with the contractor focussing on mentoring operatives and quality of work. They have taken action against poor performing operatives and sub contractors. The team and contractor regularly meet to discuss KPIs, operational issues and how to improve performance. In addition, the contractor are actively recruiting to priority roles for plumbers, roofers and electricians.

During the summer 48 homes were relet, there were some staff shortages and several homes had complex challenges which increased the letting time – including delays in asbestos surveys and electrical certificates (now resolved), a burst water tank, a large debt on an electric meter, unexpected

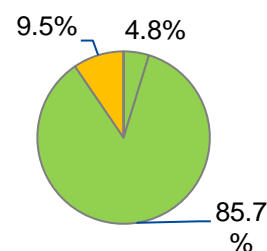
needle sweep and environmental clean, replacement floor and plaster works. There were 37 vacant homes at the end of September, the 54% (20) have been empty for less than a month and works are progressing.

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Q2 Progress on Housing Operations Service Plans 2021/24

Total	100%	21
Completed	4.8%	1
On track	85.7%	18
Off track - action taken / in hand	9.5%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: The team are progressing many service plan actions and have completed the STAR survey. At the end of quarter 2 there was one off-track actions, and the details can be found below.

10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24HO1.2	Develop "New Asset Management Strategy" to ensure a prudent, energy efficient, planned approach to repairs and maintenance of homes and communal areas. The strategy will help deliver the Council's target to be carbon neutral by 2030.	01-Sep-21	Peter David	Off track - action taken	Draft December 2021, agree March 2022 to commence implementation April 2022.	

10.4 Internal Audit Recommendations Progress Status

Comment: At the end of second quarter there were no outstanding Internal Audit Recommendations for this service area. Work was completed on audits relating to IT systems administration, Responsive Repairs job booking and gas safety certificates.

10.5 Complaints Statistics

10.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q2 20-21 Housing Ops - Level 1 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	17	34	20	16	22	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	14	24	17	15	21	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	82%	71%	85%	94%	95%	95%

10.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q2 20-21 Housing Ops - Level 2 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	8	11	8	6	Data only

Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	6	7	11	8	6	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	88%	100%	100%	100%	95%

10.5.3 Summary Comment on the statistics

All but one complaint were responded to within the target timescales. One Level 1 complaint took longer to resolve relates to anti-social behaviour and the complainant was kept informed throughout the process. There was also one complaint closed by the Housing Ombudsman Service and the Council was ordered to pay the complainant £400 for damage to possessions and carry out further works to the property but the compensation was rejected by claimant. The next step is to renegotiate the offer.

10.6 Finance Position at the end of the quarter

10.6.1 Housing Operations General and Revenue Accounts Tables

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

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,141	- 127	0%	Favourable
Income	- 34,167	- 305	1%	Favourable
Housing Operations Total	- 8,026	- 432	5%	Favourable

10.6.2 Summary Comment

Income and expenditure as expected within HRA business plan.

11 Service Dashboard – Planning and Economic Development (remit of Services O&S)

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Q2 2021/22 Summary from Head of Service

July to September was a particularly challenging three months for the Planning Service, especially in Development Management, and the Q2 performance statistics bear this out. Proactive steps have been, and are being, taken to address the myriad issues that have led to this regrettable situation, and we are taking forward a number of actions from the Planning Improvement Plan.

Development Management

As had been anticipated, our performance in determining planning and related applications dipped significantly in Q2. The main reasons behind this included:

- A steep increase in the number of applications being submitted in line with the national increase in April to June 2021 of 45% over the same period last year, the so-called 'Covid bounce' adding to already high workloads due to the previously existing applications backlog
- Diversion of officer resources to resolve teething problems with the new Horizon planning system and time-consuming workarounds whilst issues being fixed by the software developers
- Validation times of over 8 weeks in many cases made it impossible to determine large numbers of applications within the statutory, nationally-set deadlines without extensions of time – which many agents/applicants were, somewhat understandably, unwilling to give
- Delays from officers getting used to new ways of working and getting fully up to speed with the new software system
- Rollout of the new management structure and changes to line-management duties in June led to expected delays in the initial bedding-in (norming) period
- Higher than normal turnover of staff in the Planning Service and loss of a number of experienced officers to neighbouring authorities
- Staff sickness levels
- Increased reliance on agency staff of varying quality/experience in a Seller's Market
- A decision not to seek extensions of time on existing older applications within the system
- Time pressures in dealing with a significant volume of complaints from applicants/agents Councillors acting on behalf of their constituents. Whilst the number of formal complaints dropped off in Q2, presumably as a result of improved communication about the problems we were facing with validation, there was a very high level of informal complaints and queries that had to be dealt with. This led to a diversion of officer resource, including my own, that could have been used much more effectively in dealing with the key matters at hand.

Measures have been put in place to deal with the issues set out above, where possible, and many of the issues facing the Horizon system in the earlier part of the quarter have started to settle down as the software is refined, the need for workarounds is lessened, and as officers get more used to the new ways of working – including the revised management structure, which, it is hoped, will start to pay dividends (in terms of improved performance) in Q3. The Development Management function does, however, still face a significant backlog both in the areas of registration/validation and in determining planning applications. We have recently outsourced clearing the validation backlog to an external company, with the aim of getting this part of the DM Service back on an even keel by the end of Q3, but

this will have the impact of an even greater number of valid applications flowing through the system to the professional planning officers for determination at a time when we are losing experienced team members and becoming more reliant on agency staff. We may, therefore, see some further challenging determination statistics before things start to improve in this area.

Appeals performance was steady and reflected the general upturn in the Council's performance in defending planning appeals over the past year or so.

Enforcement

- Performance remained steady during a challenging time with a high number of enforcement complaints being received, including significant and time-consuming investigations relating to land at Boundary Road, Dockfield, and Sturt Farm, Haslemere, that have been resource intensive.
- There has been an increasing focus on planning enforcement in recent months and it is intended to publish a new Local Planning Enforcement Plan early in the new year, having first been referred to both Overview & Scrutiny and Executive Committees.

Planning Policy

- Q2 was a busy time focusing on reviewing the draft of Local Plan Part 2 and preparing the addendum to the submission document for a further, targeted Regulation 19 consultation.
- LPP2 is still on track for submission to the Secretary of State by Christmas 2021
- Significant work was undertaken in gathering evidence to support the development of the 2021 Five Year Housing Land Supply Position Statement.
- The Policy Team made good progress in taking a number of Neighbourhood Plans (NP) through the regulatory processes, notably with the Chiddingfold NP having been 'made' in August and the Haslemere NP being prepared for its referendum, which took place in the early part of Q3.

Economic Development

- The ED Team continued to roll out various important actions from the Covid Resilience Action Plan 2020 to 2021 to support economic recovery.
- Successful bids to the Additional Restrictions Grant (ARG) have been made and a proportion of this is being used to fund initiatives to support the Borough's businesses.

Zac Ellwood, Head of Planning & Economic Development

11.2 Key Performance Indicators Status

11.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99%	95%	96%	57%	81%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure) (higher outturn is better)	%	83%	50%	90%	80%	72%	80%
P151a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed -	%	N/A	N/A	New PI introduced from Q1 2021/22	27%	0%	Data only

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
	cumulative figure (higher outturn is better)							
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	92%	81%	88%	90%	23%	80%
P153a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	N/A	N/A	New PI introduced from Q1 2021/22	16%	5%	Data only
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	96%	92%	86%	90%	16%	90%
P123a	Processing of planning applications: Other applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	N/A	N/A	New PI introduced from Q1 2021/22	10%	5%	Data only
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	80%	76%	80%	62%	37%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	23%	25%	29%	Data Not Available	TBC	30%
LP15 2	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	5.6%	5.0%	3.3%	Data Not Available	TBC	10%
LP15 4	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	0.6%	1.0%	1.3%	Data Not Available	TBC	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	85%	72%	74%	Data Not Available	75.0%	75%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	99%	96%	96%	91%	80%	95%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	29%	15%	15%	Data Not Available	Data Not Available	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	17	23	75	141	70	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-273	-397	-345	-403	-422	147
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	188	145	109	175	226	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-16	-18	-54	10	25	147

11.2.2 Comment:

The background information about the underperformance have been included in the introductory section 11.1.1 under Development Management section.

In terms of tree applications performance, this was detrimentally impacted by the departure, in quick succession, of two very experienced arboriculture officers. A temporary resource was employed to provide cover over the quarter and the Council has since been successful in permanently appointing to

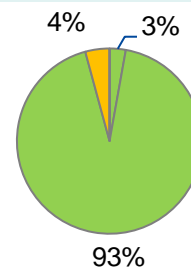
one of the two vacant posts. From Q3, the tree officer and tree technician roles have been moved to the Greenspaces Team in Commercial Services.

Housing completions during the quarter were up on the previous four quarters, which is encouraging.

11.2.3 Summary Table and Pie Chart

Q2 Progress on Planning & ED Service Plans 2021/24

Total	100%	71
Completed	3%	2
On track	90%	64
Off track - action taken / in hand	6%	4
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	1%	1



Comment: The majority of the service plans actions are on track for delivery and the further details on actions due in for completion in Q2 were listed in the following section.

11.2.4 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24P18	Support healthy town centres by developing Business Improvement Districts and other initiatives.					
SP21/24P18.3	Install footfall counters in the four main settlements and evaluate data to identify trends and issues so we can respond accordingly.	31-Oct-21	Economic Development Team	Off track - action taken/ in hand	Nov 21	Only Farnham installation remaining
SP21/24P18.4	Secure funding to deliver a scheme to provide e-Cargo Bikes for communal use by business for sustainable local deliveries	30-Sep-21	Economic Development Team	Transferred	To be considered	Moving into Sustainability team
SP21/24P21	Supporting sustainable business and employment growth in our urban and rural areas and responding to the challenges of Covid 19 and Brexit.					
SP21/24P21.1	Deliver the Economic Development Covid-19 Action Plan	31-Oct-21	Economic Development Team	Off track - action taken/ in hand	March 2022	Process begun with data analysis and PID
SP21/24P7	New Horizon IT system is fully embedded into day-to-day practices and refined to ensure efficient and effective use of the technology.					
SP21/24P7.1	New system embedded as the main system for Development Management/Enforcement	30-Sep-21	Business Support Team	Off track - action taken/ WIP	DM: 31-Dec-21 Enf: 31-Mar-21	
SP21/24P7.2	Internal audit and review of Horizon System and functionality undertaken	30-Sep-21	Business Support Team	Off track - action taken/ WIP	30-Nov-21	

11.3 Internal Audit Recommendations Progress Status

Comment: At the end of second quarter there were multiple outstanding Internal Audit Recommendations for this service area:

- IA20/17.001.1 Reconciliation (Parent Action: IA20/17 Planning Fee Income)
- IA20/17.001.2 Functionality of the new Planning Database
- IA20/17.002.2 Recording of pre application advice
- IA20/17.003.1 Planning Reference Number

- IA20/17.003.2 Planning Procedure Note
- IA20/17.004.1 Automate payment extraction from portal
- IA20/17.004.2 Spot Checks
- IA20/17.004.3 Data on Systems
- IA20/17.004.4 Procedure Notes

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#) report page 4 to 10.

11.4 Complaints Statistics

11.4.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	16	13	14	26	9	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	9	12	10	14	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	56%	92%	71%	54%	78%	95%

11.4.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	9	4	19	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	8	4	17	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	89%	100%	89%	90.9%	95%

11.4.3 Summary Comment on the statistics

The response rate at Level 1 has greatly improved although still off track due to resource pressures within the team. Level 2 response rates remained steady and there were no findings of Service maladministration by the Local Government and Social Care Ombudsman within the quarter.

11.5 Finance Position at the end of the quarter

11.5.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Planning & Economic Development				
Expenditure	7,714	22	0%	Favourable
Income	- 4,924	70	-1%	Adverse
Planning & Economic Development Total	2,790	92	3%	Adverse

11.5.2 Summary Comment on General Fund position at the quarter end

Expenditure within Planning & Economic Development has been managed carefully and is on target to meet the year-end spend budget.

Although planning application submissions have significantly increased, this has not translated into higher than projected income, mainly because the increase in applications has been predominantly in householder and smaller scale applications where the associated (nationally set) fees are much lower. The decision to pause the paid pre-application advice service from May has also had a consequential deleterious impact on Planning income. The paid advice service will restart from the end of November 2021 and should lead to an income bounce back in Q3 and Q4.

The reported overspend on expenditure of £22k was related to a forecast overspend on the staffing budget. This has since changed, and we are now forecasting to be on budget for staffing.

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WAVERLEY BOROUGH COUNCIL

POLICY O&S COMMITTEE – 23 NOVEMBER 2021 SERVICES O&S COMMITTEE – 24 SEPTEMBER 2021

Title:

CORPORATE STRATEGY 2020-25 YEAR 1 PROGRESS REPORT

Portfolio Holder: All Portfolio Holders

Head of Service: All Heads of Service

Key decision: No

Access: Public

1. Purpose and summary

The Corporate Strategy 2020-25 was adopted in October 2020 and this report outlines the progress made in the first year against the corporate priorities. The report is set out at Annexe 1 and includes actions completed in the last year as well as activity programmed for the next eighteen months. Each section also includes a summary by the relevant Portfolio Holder for their particular area of responsibility. Members of both Overview and Scrutiny Committees are asked to scrutinise the progress made and make any observations and recommendations to the Executive.

2. Recommendation

It is recommended that each of the Overview & Scrutiny Committees:

- consider the progress made against the key strategic priorities set out in the report at Annexe 1 under its remit and makes any recommendations to senior management or the Executive as appropriate.

3. Reason for the recommendation

To scrutinise the progress of the council on its priorities and objectives contained in the Corporate Strategy 2020-2025.

4. Background

4.1 The Council's Corporate Strategy is of significant importance for setting the direction of the Council. It sits above all other strategies and policies and informs the service delivery and business programme for council services. The delivery of the Strategy is actioned through Service Plans for each service area. These Plans are also an essential part of the performance management framework. Each member of staff will have agreed annual targets in order to ensure the effective delivery of the Council's strategic priorities.

4.2 The current Corporate Strategy was adopted in 2020 and reflects the particular challenges the council faced at the time including the significant impact of the coronavirus pandemic, the recession, continuing uncertainties over Brexit,

possible Government devolution proposals and the consequential financial implications of all of these issues.

5. Relationship to the Corporate Strategy and Service Plans

This report relates to the implementation of the Corporate Strategy.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The financial implications of the strategy are reflected in the Medium Term Financial Plan and the Annual Budget. The strategy highlights the importance of careful financial management and affordability of plans.

6.2 Risk management

The quarterly Corporate Performance Report allows for an ongoing assessment of any risks as a result of underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

6.3 Legal

There are no legal implications arising directly from this report.

6.4 Equality, diversity and inclusion

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

6.5 Climate emergency declaration

The Corporate Strategy sets out the Council's environmental and sustainability objectives and how these will be delivered in light of the [Climate Emergency](#) introduced by the Council in September 2019.

7. Consultation and engagement

The progress report is being considered by both Overview and Scrutiny Committees as part of the engagement process with comments and recommendations being sent to the Executive for their meeting on 30 November.

8. Other options considered

None

9. Governance journey

The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive, who will consider any improvement actions as appropriate.

Annexes:

Annexe 1 Corporate Strategy 2020-25 – Year 1 Progress Report

Background Papers

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

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Agreed and signed off by:

Legal Services:

Head of Finance: Internal SMT Meeting 12 October 2021

Strategic Director: Internal SMT Meeting 12 October 2021

Portfolio Holders: 1 - 11 November 2021

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Waverley Borough Council
Corporate Strategy 2020-2025

Year 1 Progress Report
(November 2021)

Report version: V0.2, 12/11/2021 11:38

Introduction

The [Corporate Strategy for 2020-25](#), was adopted by Full Council in October 2020.

At the core of that strategy, the administration of the council set out the following vision:

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

Since the start of 2020, Covid-19 has driven several changes to our short and medium-term objectives and will clearly have an impact over the longer term too. I am extremely proud of the way this council, its staff and its members stepped-up during the pandemic.

It has been a credit to the residents, communities and businesses of Waverley that we all serve.

Moving forward, the economic and societal impacts from Covid-19 are still unfolding and many of these will join the growing list of structural (and even existential) challenges to councils across the UK. These of course include the continued threat posed by central government cuts.

Despite these external threats, we have set ourselves challenging goals and want to ensure that we are as open and transparent as possible with all stakeholders.

The aim of this report is to reflect on the progress in achieving the objectives and the key strategic priorities set out in the strategy which are:

1. [Financial Sustainability](#)
2. [Local, open, participative government](#)
3. [Supporting a strong, resilient local economy](#)
4. [Taking action on Climate Emergency and protecting the environment](#)
5. [Good quality housing for all income levels and age groups](#)
6. [Effective strategic planning and development management to meet the needs of our communities](#)
7. [Delivery of our Major Projects](#)
8. [Improving the health and wellbeing of our residents and communities](#)
9. [Explore New Ways of Working](#)

For me, no council or administration will ever be perfect. We should always be striving to do more and do better. I know that this is a sentiment that every member of the Executive takes to heart and that all members and staff have a role in delivering.

Cllr Paul Follows,

Leader of the Waverley Borough Council

November 2021

Year 1 Progress Report against Strategic Priorities

Each of the strategic priorities has been listed below accompanied by a table containing information on the work done by the services in progressing that objective, as well as an outline of key focus activities to be undertaken in Year 2 and 3, and the Executive Portfolio Holders reflection on the year just gone.

1. Financial Sustainability

Portfolio Holders: [Cllr Peter Clark](#) – Deputy Leader and Portfolio Holder for Business Transformation and IT, [Cllr Mark Merryweather](#) – Portfolio Holder for Finance, Assets and Commercial Services

Overview and Scrutiny: Policy O&S

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

Portfolio Holder Summary:

Cllr Peter Clark – Deputy Leader and Portfolio Holder for Business Transformation and IT

The first Business Transformation programme (BT1) is on course to achieve £1m of savings, we must continue to create further savings with a second Business Transformation Programme (BT2)

Our key priorities for the next eighteen months are:

- Agree and define a second Business Transformation Programme
- Achieve the financial targets agreed for BT1 and in due course BT2
- Invest to save in the IT infrastructure to facilitate delivery of the BT Programmes

In addition, we need to identify the potential business transformational savings that the collaboration with Guildford may bring.

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

The threats to our balanced budget grow larger and more powerful on a daily basis.

- As our costs inflate faster than our traditional revenues our priorities are to seek cost efficiencies, manage our assets effectively and source new revenue opportunities – commercial and otherwise;
- Financial sustainability is about more than securing value for money. While that may permeate through all of our strategic priorities, we will not lose sight of the social value of the services we provide to our residents, and
- In a time of profound uncertainty, it is more important than ever that our stakeholders are informed about the financial challenges we face – however unpalatable they may be - and the measures we are taking to address them. We will continue to prioritise stakeholder briefings to build on the unprecedented steps we've already taken to keep them informed.

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
1.1	We will achieve our priorities through a sound financial future through careful budgeting and a robust MTFP.	We have a robust budgeting and budget monitoring process that assesses risks and budget sensitivity with direct input and review by service management. This was evidenced in the Contingency budget for 2020/21 and outturn being on budget and the performance against the 2021/22 budget is on track including assessment of Covid financial impact and recovery of income streams.	Our focus will continue to be to protect front line services and achieve a balanced budget for 2022/23, through a robust MTFP, delivery of further efficiencies and the identification of new savings and the recovery of income streams. This will be supported by careful budgetary control and monitoring. We will be adopting CIPFA's Financial Management Code in	Peter Vickers, Head of Finance and Property

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		<p>To date the MTFP has identified and accurately quantified all financial pressures and there is a clear strategy to close the budget gap that is actively being implemented and constantly assessed for achievability.</p> <p>Reserve balances have been assessed alongside the MTFP, 2020/21 financial outturn and 2021/22 budget monitoring. Reserves are adequate to support financial sustainability underpinned by the delivery of the MTFP savings targets.</p>	2021/22 to further strengthen financial governance across the council.	
1.2	We will deliver savings through a major change programme in the next three years	<p>The overall target for the initial Business Transformation (BT) Programme was £1m. Savings of £590k have been achieved in Year 1 (e.g. Customer Services, Staff Travel, Revenues, Housing Options, Print and Post)</p>	In Year 2 the BT Team will complete the 'Where Work Happens Project' which will contribute to the overall savings realised by The Burys Re-development. Other significant projects will include Planning, Inspection/Enforcement and Agency Spend. A second BT programme will be informed by the priorities emerging from the collaboration with Guildford.	David Allum - Head of Business Transformation, Business Transformation Manager (WC)
1.3	Implementing robust Commercial and Investment Strategies	<p>We have carried out a thorough survey of all land and building assets in Council ownership and reviewed the opportunities.</p> <p>Secured post-covid grant and funding opportunities such as Additional Restrictions Grant, Welcome Back Fund, CIL funds, Surrey Empty Homes.</p>	Bringing forward key agreed projects to generate income and returns, such as the Burys Development project (3 sites) and Weydon Lane. There are a number of other projects that are in outline business case stage which will come forward. The team will continue to research and apply for grant opportunities relating to those projects.	Kelvin Mills - Head of Commercial Services, Development Programme Manager (DS)

2. Local, open, participative government

Portfolio Holders: [Cllr Paul Follows](#) – Leader and Portfolio Holder for Policy and Governance, [Cllr Andy MacLeod](#) – Portfolio Holder for Planning

Overview and Scrutiny: Policy O&S

Corporate Priority: We are committed to an open, inclusive approach to communications and decision making.

Portfolio Holder Summary:

Cllr Paul Follows – Leader and Portfolio Holder for Policy and Governance

As with all aspects of council business, Covid-19 has had (and continues to have) a significant impact. I am proud that over the last year we have continued to ensure that access to the council's democratic functions and outputs has been maintained and, in many cases, strengthened.

Although by law it remains the case that formal sessions of council require attendance in person by a member, we have enabled a virtual attendance to operate as far as possible for guest members, staff and

the public and have enabled this approach for all informal meetings. This continues to strengthen participation in the democracy of our borough. The Executive, as part of all sessions of Full Council and Executive Committee provide updates on matters of significance, in public, as part of our direct commitment to transparency.

The council has greatly improved the quality, quantity and reach of its communications and has provided a key service in keeping residents informed during the pandemic as a trusted, reliable source of information. The Communications Team has a mission to explain, inform and promote the work of Waverley Borough Council to the residents we serve, and this ethos is at the core of our corporate strategy in general.

Our key priorities for the next eighteen months are:

- Continue to ensure that the democratic functions of the council are conducted in a safe and accessible way and in compliance with the council's Covid security arrangements.
- Further embed the Communications and Engagement Strategy across all council departments and activities.
- To continue to increase and improve level of participation and to explore ways that the council's internal processes and constitution can be more accessible to members of the council and to members of the public to enable that.

Cllr Andy MacLeod – Portfolio Holder for Planning Policy and Services

Our key priorities for Waverley for the next eighteen months are:

- We will keep residents fully informed of the outcome of the public consultation on LPP2, through our website and other communication channels.
- We will encourage public participation in the Examination in Public of LPP2

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
2.1	Continue to ensure easy access to council meetings either on-line or in person with opportunities for public speaking.	All public meetings continued to be webcast. During the pandemic all meetings were conducted on-line to ensure all councillors could continue to attend meetings and the public could view meetings and use public speaking opportunities. After government legislation to allow the Council to lawfully conduct meetings online expired, the Council shifted to public hybrid meetings so that committee members could lawfully attend in person and others could continue to attend/observe online. For those attending in person, covid mitigation measures were adopted including social distancing, ventilation and sanitisation. Full Council meetings were held at external venues to allow for a greater degree of social distancing.	Continue to promote public access, either in person or via online participation.	Robin Taylor – Head of Policy and Governance, Democratic Services Manager (LF)
2.2	Encourage participation in local democracy by everyone in the community including local forums to	The pandemic has significantly restricted our ability to engage directly with residents or hold local forums. Public speaking continued to be available at Committees during the pandemic.	Consultation on Addendum to LPP2 commenced 1st October and will run for 6 weeks to 12th November.	Communications Manager (IM), Planning Policy Manager (GP)

	consider current issues.	<p>We implemented the Communications and Engagement Strategy 2019-2022, engaging and listening to residents and customers.</p> <p>We have rolled out new social media channels to reach new audiences (Nextdoor, Mayors twitter account and blog) and have increased our use of others (Instagram).</p> <p>Consultation on the pre-submission version of Local Plan Part 2 was undertaken in accordance with the Statement Community Involvement for a period of 9 weeks rather than statutory minimum of 6 weeks.</p>		
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3. A strong, resilient local economy

Portfolio Holders: [Cllr Liz Townsend](#) – Portfolio Holder for Portfolio Holder for Economic Development, Parks, Leisure and Dunsfold Park

Overview and Scrutiny: Services O&S

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

Portfolio Holder Summary:

Cllr Liz Townsend – Portfolio Holder for Portfolio Holder for Economic Development, Parks, Leisure and Dunsfold Park

This has been an extremely challenging time for local businesses and residents. The Economic Development team immediately adapted their work programme and focused on the production and implementation of a comprehensive action plan to assist local businesses and to disseminate rapidly changing information and advice through our business focused newsletter. We significantly improved our business intelligence and established co-working practices across Council services as well as expanding our network with local business, Chambers of Commerce and Commercial Agents, all of whom we meet on a regular basis. We are working with the EM3 Local Enterprise Partnership and Surrey University to improve digital connectivity across the borough.

Our key priorities for the next eighteen months are:

- Review the Economic Development Strategy
- Expand business intelligence analysis
- Create borough wide connectivity strategy

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
3.1	Implement Waverley's Economic Development Strategy 2018-32 and the Economic Development COVID-19 Action Plan 2020/21	<p>We have started to review our Economic Development Strategy 2018-32 to take account of evolving matters, including climate change, recessionary pressures, Brexit and the pandemic.</p> <p>We have undertaken business intelligence analysis via the FAME database to inform and</p>	<p>Appoint consultant to review data from business intelligence work. Consult widely amongst partners and stakeholders to shape new strategy, and associated action plans.</p> <p>Budget allowing, continue access to FAME and springboard data to inform activities.</p>	Economic Development Manager (CK, GD)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		<p>direct economic development. We have established footfall counters in five retail areas to further understand use of areas and events.</p> <p>As part of the comprehensive Covid action plan, we have looked at a considerable amount of Business support as well as working with the LEP, Surrey CC and Surrey University on improved Connectivity and digital infrastructure</p>	<p>Work closely with Waverley BC departments e.g. Waverley Training Services, Commercial, Assets and Planning to improve business customer journey.</p> <p>A planned series of Connectivity events to take place in autumn 2021 with Surrey Chambers of Trade.</p>	
3.2	Actively engage and support local businesses, both large and small to understand business needs.	<p>We established a business task group to gain insights and communication with key sector representatives in the Borough. Employed communications consultant to increase awareness of support and training available during and post covid.</p> <p>Strategies were implemented to support the food sector with a food map/ leisure sector/ tourism sector/ Enterprise South contract and business website.</p> <p>We increased the reach of the business e-newsletter from 1,800 to 4,000 during 2020.</p> <p>We communicated access and applications to business grants available to local businesses, worth £35 million.</p>	<p>Go out to tender for new business advice contract.</p> <p>Repeat business surveys and business task group, established during covid, for business intelligence</p> <p>Continue increased communications via channels with business community.</p> <p>Repeat distribution of business rates brochure with bills.</p> <p>Continue support sectors of economy that most need it.</p> <p>Increase reach of newsletter, working with other services to reach more businesses</p>	Economic Development Manager (CK, GD)
3.3	Work with partners such as the Enterprise M3 Local Enterprise Partnership to promote the borough to new businesses and to identify sources of funding and support.	<p>We have given high quality business and employment support through key partners (EM3, Growth Hub and Business South).</p> <p>We have supported healthy town centres by working closely with the local chambers and town clerks. We have assisted with the set up of Job Clubs.</p> <p>The Council approved 20% wider business support of ARG grants in March 2021.</p> <p>We delivered support to identified key sectors impacted by the pandemic i.e. retail/ tourism/ hospitality/ film/ start ups.</p> <p>We worked closely with the Town Councils and with the Chambers of Commerce throughout the pandemic to share best practice.</p> <p>Successful £111,000 ERDF grant bid to government for Reopening High Streets Safely funding October 2020 to support our high streets during covid.</p>	<p>Regular meetings with key partners - clerks and chambers, commercial agents.</p> <p>Build on EM3 partnership with clean growth, fibre spine and skills teams.</p> <p>Support the development of four BIDs in Waverley, campaigns, ballots, bills and implementation.</p>	Economic Development Manager (CK, GD)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		<p>Another bid was made for £111,000 Welcome Back Fund working with town & parish council partners to deliver support to our high street areas.</p> <p>Support for the development of Business Improvement Districts (BIDs) in four settlements with funding for software and ballot was delayed by covid to spring 2022. Using ARG funding to support their development in 2022.</p> <p>Trained council staff to aid business development progress.</p>		

4. Climate Emergency and the environment

Portfolio Holders: [Cllr Steve Williams](#) – Portfolio Holder for Environment and Sustainability, [Cllr Liz Townsend](#) – Portfolio Holder for Portfolio Holder for Economic Development, Parks, Leisure and Dunsfold Park

Overview and Scrutiny: Services O&S

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

Portfolio Holder Summary:

Cllr Steve Williams – Portfolio Holder for Environment and Sustainability

Notwithstanding the enormous financial challenges faced by the council over the past year, we have continued to treat the climate emergency as a top priority in our efforts to secure resilience to ongoing climate change and reduce our own direct and indirect carbon emissions on a trajectory to net zero carbon by 2030. We want to continue to encourage residents to take the jump to a lower carbon lifestyle and to encourage businesses to reduce their carbon footprint, while promoting community engagement in local action on the climate and ecological emergency.

Our key priorities for the next eighteen months are:

- decarbonisation of our buildings
- promoting sustainable transport – including active travel, zero carbon vehicles and public transport
- developing renewable energy solutions.

Cllr Liz Townsend – Portfolio Holder for Portfolio Holder for Economic Development, Parks and Leisure and Dunsfold Park

Our green spaces across the borough have experienced unprecedented visitor numbers over the past year, putting them and our officers and rangers under extreme pressure. We have focused considerable resources on Frensham Ponds to ensure the safety of our staff and visitors alike. We are envisaging that we will continue to see a spike in visitor numbers in future years and have been working with stakeholders to put in place multiple measures from permanent parking controls to additional security to improve our management of these exceptional green spaces whilst protecting and improving their biodiversity.

For Parks and Countryside, our key priorities for Waverley for the next eighteen months are:

- Production of overarching Green Spaces Strategy
- Production of Biodiversity Policy

- Production of Tree and Woodland Management Policy

Cllr Andy MacLeod – Portfolio Holder for Planning

Our key priorities for the next eighteen months are:

- By working with Surrey County Council and their Local transport Plan 4 we will promote active travel schemes. We submitted our formal, cross service response to the consultation in October 2021.
- We will develop, consult on, and introduce a Supplementary Planning Document (SPD) on climate change by mid 2022. Procurement of external specialists to lead on the development of the SPD, in conjunction with Members and officers, commenced in Autumn 2021 and is on track for delivery in accordance with this timescale.

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
4.1	Implement Waverley's Carbon Neutrality Action Plan	<p>Set up a Climate Emergency officers group and a Climate Emergency Board to drive the delivery of the action plan.</p> <p>The appointment of a Sustainable Transport Officer has enabled active involvement in shaping the walking and cycling infrastructure in the borough, working with stakeholders and partners on developing projects such as the Guildford and Godalming Greenway and gateways projects and Hale trail cycle path.</p> <p>Currently reviewing the action plan with the assistance of a consultancy. An annual update will be presented in January 2022.</p> <p>Adopted an Electric Vehicle strategy in April 2020 and working on its delivery by rolling out Electric Vehicle chargers in our car parks and working with SCC on developing a network of on-street chargers.</p> <p>Developing a number of solar PV projects on council buildings as well as carparks and the possibility of a solar farm.</p> <p>Launched the Taking the Jump campaign.</p>	Further development of the action plan by progressing projects that are already underway.	Richard Homewood – Head of Environmental Services
4.2	Promote reduction and re-use as well as recycling so as to achieve our targets on household waste and recycling.	The covid pandemic and particularly the lockdowns have had a negative impact, actually increasing tonnages of both household waste and recycling.	Develop a media campaign with the Communications Team and the Surrey Environmental Partnership to promote reduction and reuse as well as recycling.	Richard Homewood – Head of Environmental Services, Interim Environmental Services Manager (NB)
4.3	Promote a pedestrian-friendly and cycle-friendly transport network.	Adopted LPP1 Strategic Policy ST1 - Sustainable Transport which seeks to ensure that development schemes provide for pedestrians and cyclists, either directly or indirectly through contributions.	LPP2 to be submitted for examination. Climate Change SPD to be adopted in Spring/Summer 2022 following consultation. Further development of the active travel projects.	Zac Ellwood - Head of Planning and Economic Development, Planning Policy Manager (GP)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		<p>Pre submission LPP2 Policy DM9 - sets out detailed development management criteria for promoting sustainable transport modes and patterns including pedestrian and cycle movement. Preparation of Climate Change SPD started. Will include requirements for design that encourages the use of sustainable forms of transport. Development of the Godalming gateway project, providing cycling infrastructure through the Philips Memorial Park.</p> <p>Working with the Farnham Infrastructure Programme and SCC on the development of a Local Cycling and Walking Infrastructure Programme. (LCWIP)</p> <p>Delivering a cycle shelter pilot in the four population centres.</p> <p>Procurement of external specialists to lead on the development of the SPD, in conjunction with Members and officers, commenced in Autumn 2021 and is on track for delivery in accordance with this timescale.</p>	<p>Completion of the bike shelter pilot.</p>	
4.4	<p>Taking action on air quality issues, especially those caused by vehicle emissions, and encouraging zero-carbon buses and taxis.</p>	<p>Installation of Electric Vehicle Charging Points (EVCP) in town centre car parks progressed. On-street EVCP pilot project progressed.</p> <p>Housing Department started to roll out EVCPs on their land. Successful joint bid for £256k with other Surrey local authorities to promote the uptake of EV taxis and private hire vehicles.</p> <p>Completion of the Surrey Schools Air Quality Programme for 2019/20 which was delayed due to Covid.</p> <p>Jointly funded a short animation video giving advice about wood burning stoves which was promoted on the council's website and in social media.</p>	<p>Engage with the Farnham Board to take actions to improve air quality</p> <p>Installation of ten on-street dual EVCPs in Waverley as part of the on-street pilot project. Work with SCC to progress stage 2 of the project.</p> <p>Take forward the Defra funded project to promote the uptake of EV taxis and private hire vehicles. Work with SCC to help take forward an Eco schools programme including support for school travel plans and anti-idling campaigns.</p> <p>Reduce WBC's business associated mileage including provision of 2 more electric pool cars.</p>	<p>Richard Homewood – Head of Environmental Services</p>
4.5	<p>Work with partners to ensure the environmental stewardship of our open spaces are of the highest quality including the promotion of biodiversity, rewilding and the phasing out of pesticide use</p>	<p>We have continued to trial an alternative chemical to Glyphosate for highway weed control. We have stopped using pesticides in playgrounds and also reduced highway weed spraying to one spray per year. We initiated the Council's first 'No Mow May' Campaign and extended this through June and July.</p> <p>We started work on the Council's</p>	<p>Continue trials of alternatives to pesticides.</p> <p>Complete the Biodiversity and Tree and Woodland Policies and their adoption by Council.</p> <p>Start to deliver the action plans from both the Biodiversity and Tree and Woodland Policies.</p> <p>Start work again on the drafting of an overall Greenspaces Strategy for the Council.</p> <p>Re-specify the grass cutting</p>	<p>Kelvin Mills – Head of Commercial Services, Green Spaces Manager (ML)</p>

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
	other than in exceptional and defined circumstances.	first Biodiversity and Tree and Woodland Management Policies and we continue to manage our countryside sites to promote and increase biodiversity.	elements of the Grounds Maintenance contract to find a better balance between residents needs and promoting biodiversity.	
		Our green spaces across the borough have experienced unprecedented visitor numbers over the past year, putting them and our Parks & Countryside team under extreme pressure. Despite this, ten of its green spaces have been awarded Green – the highest number the borough has ever achieved. Blackheath Common, Frensham Great Pond & Common, Mare Hill Common, Bealeswood Common, Summerlands Estate, Lammas Lands, Broadwater Park, Phillips Memorial Park and Farnham Park have all received green flags for a further year. Winning a Green Flag for the first time is Weybourne Nature Reserve. Farnham Park also won a much-coveted additional Heritage Award.	The Council will continue to maintain its Greenspaces to a high standard and anticipates retaining its 10 Green Flags and 1 heritage Award.	Kelvin Mills – Head of Commercial Services, Green Spaces Manager (ML)
		We have focused considerable resources on Frensham Ponds to ensure the safety of our staff and visitors alike due to the pressure this particular site has faced. We have been working with stakeholders to put in place multiple measures from permanent parking controls to additional security to improve our management of this exceptional green space whilst protecting and improving the biodiversity.	We are envisaging that we will continue to see a spike in visitor numbers in future years and we will continue to work with stakeholders to improve our management of this exceptional green space whilst continuing to protect and improve the biodiversity of the site.	Kelvin Mills – Head of Commercial Services, Green Spaces Manager (ML)
4.6	Make Waverley Borough Council a zero carbon organisation, including the offices and other assets, by working with staff and partners to implement carbon reduction schemes and other projects.	Successfully secured part funding for the decarbonisation of the Memorial Hall, by installing an Air Source Heat Pump and PV system. Decarbonising our leisure centres by exploring a number of measures including solar PV, LED lighting, more efficient motors and pool covers. Woolmer Hill pavilion redevelopment has a strong element of energy efficiency improvements.	Further development of the leisure decarbonisation projects including development of design for a low emissions new Cranleigh leisure centre.	Richard Homewood – Head of Environmental Services, Sustainability Manager (FV)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		In 2021/2022 we had expected to have procured 50% of our energy from renewable sources but our provider has delayed the initiative until 2022/2023. We have submitted a capital bid to resource the acquisition of two more electrical vehicles in 2022/2023.		

5. Good quality housing for all income levels and age groups

Portfolio Holders: [Cllr Anne-Marie Rosoman](#) – Portfolio Holder for Housing and Community Safety

Overview and Scrutiny: Service O&S

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

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

Portfolio Holder Summary:

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

I am happy to see the progress made by the Housing Service in aspiring to be the best council landlord by delivering new homes and keeping tenants safe. Through completing the affordability, viability and tenants' satisfaction (STAR) surveys, we are able to identify future trends in housing and tenants needs. The surveys also provide evidence to support a Waverley Rent to ensure we delivery homes for all income levels. In the coming year I support the team with continuing to increase tenant engagement with new engagement techniques and ensuring Health and Safety data is managed effectively.

Our key priorities for the next eighteen months are:

- Supporting the mobilisation of the responsive repairs contract to ensure all tenants receive a high-quality service
- Maximize delivery of homes throughout the Borough for those on low to middle incomes using every method at our disposal
- Concentrate on early intervention to prevent escalation of anti-social behaviour and neighbourhood disputes

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
5.1	Deliver Waverley's new Housing Strategy to ensure homes are the right homes in the right places and that they are truly affordable for those who need them.	Affordability and First Homes viability work was commissioned and first drafts received, 2021 Employers Survey and stock mapping was completed.	Completion, adoption and implementation of 2022-25 Affordable Housing Delivery Strategy.	Andrew Smith – Head of Housing Delivery and Communities, Housing Strategy and Enabling Manager (AL, EL)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
5.2	Preventing homelessness and meet housing needs, including needs for supported accommodation and housing for older people.	The Council has continued its success in preventing homelessness despite the challenges of covid and increase in homelessness approaches. The Council was successful in bidding for Government resources to commission more supported housing and a support worker for rough sleepers.	To ensure the resilience in the service in the face of increased case load and complexity of cases. Bid for further funding to sustain the enhanced service to rough sleepers.	Andrew Smith – Head of Housing Delivery and Communities, Housing Needs Manager (MR), Senior Living and Care Line Manager (DB)
5.3	Working in partnership with social housing providers to deliver good quality homes, building and managing communities which are sustainable in the long term.	The Review of Waverley BC Design Standards was completed and the Community Benefit Programme is underway, which covers jobs and skills; environment (decarbonising and safeguarding our world); social (promoting healthier and more resilient communities). New affordable homes completed: <ul style="list-style-type: none"> – 28 Q3 2020/21 – 39 Q4 2020/21 – 48 Q1/ 2021/22 – 30 Q2 2021/22 Biannual Housing Provider Fora took place with social housing providers focusing on Hosting Surrey Enabling Officer meetings other local authorities focusing on improvement and lessons learned.	Support at least one development per year with commuted sums to improve affordability or sustainability of a new build scheme. Ensuring accessibility to new homes is secured in S106 agreements.	Andrew Smith – Head of Housing Delivery and Communities, Housing Development Manager (LB), Housing Strategy and Enabling Manager (AL, EL)
5.4	Continue to secure affordable housing on new developments in line with planning policy and ensuring developers meet their planning obligations.	New affordable homes with planning permission: <ul style="list-style-type: none"> – 8 - Q3 2020/21, – 4 - Q4 2020/21 – 105 - Q1/ 2021/22 – 4 - Q2 2021/22 Adoption of Affordable Housing SPD April 2021.	Updating Affordable Housing SPD to include First Homes requirements and affordability measures.	Andrew Smith – Head of Housing Delivery and Communities, Housing Development Manager (LB), Housing Strategy and Enabling Manager (AL, EL)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
5.5	Ensure all our tenants have a safe, warm, high quality, energy efficient and affordable home.	Work has commenced on developing the Asset Management Strategy including an assessment of current homes energy performance. 3898 homes are at EPC C or above. Works completed in the last year include - installation of 205 energy efficient boilers, c100 bathrooms and wetrooms and ten kitchens, c100 loft insulation	Adopt and implement Asset Management Strategy and action plan. Develop an Energy Strategy for improving energy efficiency and to address decarbonisation. Target works on 22 homes with an EPC rating of E. Planned works budget to be approved for c500 windows and doors and c200 kitchens and	Hugh Wagstaff – Head of Housing Operations, Operations Manager (HR), Service Improvement Manager (AH)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		top ups to 270mm or above, 20 roof coverings and 350 flats had external decorations completed. During the year, 27 homes increased their EPC rating to an A or B following improvement works.	bathroom renewals.	
5.6	Provide services and support that our tenants need.	Since the pandemic the team have reintroduced, in-person visits, tenant events and community projects. The team provide ongoing support and signposting. The Rents Team supported and referred 30 tenants to Citizens Advice. The service supported c400 new tenants to move to new homes including mutual exchanges, successions, transfers and new social tenants. The Housing Management Team completed Suicide Prevention training and make safeguarding referrals in line with the Council's new policy. Agreed an SLA with Mediation Surrey to support tenants to cope with, resolve and prevent disputes.	Complete Making Every Contact Count training to support health and wellbeing. Ongoing work with Tenants Panel and partner agencies. Recommend and implement STAR actions. Undertake awareness and targeted Safeguarding training	Hugh Wagstaff – Head of Housing Operations, Operations Manager (HR), Service Improvement Manager (AH)
5.7	Ensuring all new homes on council land achieve energy efficiency level A.	Ten new council homes delivered in last year (Q3 2020/21 before Corporate Strategy was adopted) all achieved energy efficiency rating of B. Homes currently in development designed to achieve energy efficiency rating of A.	19 new homes confirmed Site B Ockford Ridge and Badgers Close to achieve energy efficiency rating A. Continue to identify further development opportunities.	Hugh Wagstaff – Head of Housing Operations, Operations Manager (HR), Service Improvement Manager (AH)
5.8	Ensure the service is financially robust to support improvements to our homes and the building of new homes.	Maintained top quartile performance in rent collection during pandemic and adjusted rent target and HRA accordingly. Reviewed external funding options and preparing to bid.	To bid for external funds where appropriate including LAD2 Funding for heating and insulation improvements to 92 homes. Annual review of HRA. Ongoing focus on minimising relet time to reduce rent loss.	Hugh Wagstaff – Head of Housing Operations, Andrew Smith – Head of Housing Delivery and Communities, Rent Accounts Manager (DH)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
5.9	Overarching action – complete STAR survey to gain benchmark and understanding of tenant satisfaction and issues	Fieldwork completed in summer 2020, results September 2021 <ul style="list-style-type: none"> – Ref 5.6, 76% overall satisfaction with the service, – Ref 5.5, 83% satisfaction with safety and security of home – Ref 5.5, 84% satisfaction with value for money – Ref 5.5, 81% satisfaction with quality of home. 	Implement STAR actions in Service Plan.	Service Improvement Manager (AH)

6. Effective strategic planning and development management to meet the needs of our communities

Portfolio Holders: [Cllr Andy MacLeod](#) – Portfolio Holder for Planning Policy and Services

Overview and Scrutiny: Services O&S

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

Portfolio Holder Summary:

Cllr Andy MacLeod – Portfolio Holder for Planning Policy and Services

Over the last year the Planning Service has been affected by a number of issues, in particular the challenges of working with the impact of covid and the introduction of new software whilst continuing to process significantly increasing numbers of planning applications and managing the difficulties of staff turnover in an employment market where good planners are in high national demand. A number of actions have been implemented already, notably the introduction of a new, bespoke end-to-end software system and the restructuring of the Development Management function to strengthen the management level, focus on improving performance and customer care and to bring forward housing on allocated sites more quickly. We will also shortly be reintroducing a new, vastly improved paid pre-application advice service.

The Bramley, Chiddingfold, Witley and Haslemere Neighbourhood Plans have all been through public referenda this year, with Chiddingfold and Witley NPs now having been formally ‘made’. We have also worked closely with other Parishes, including Dunsfold and Elstead, to assist in bringing their own Plans forward.

Our key priorities for Waverley for the next eighteen months are:

- We will submit LPP2 to the Planning Inspectorate for Examination this calendar year
- We will continue to focus on our Planning Improvement Programme to improve service levels to our residents
- We will continue to support our local communities with developing neighbourhood plans and delivering conservation area appraisals.

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
6.1	Deliver Local Plan Part 2 by February 2022	Consultation on the pre-submission version of LPP2 was carried out between November 2020 and January 2021. Representations were considered and a targeted Regulation 19 consultation on an addendum to the submission draft of LPP2 took	LPP2 to be submitted for examination	Zac Ellwood – Head of Planning and Economic Development (ZE), Planning Policy Mangers (GP), Local

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		place in October/November 2021 and we are on track to submit LPP2 for examination this calendar year.		Plans and Planning Policy Team Leader (ME)
6.2	Support the production of Neighbourhood Plans which are consistent with local needs.	Witley, Chiddingfold and Haslemere (referendum 07/10/21) Neighbourhood Plans made. It has been agreed to send Bramley Neighbourhood Plan to referendum. In addition, technical support and advice given to Cranleigh, Elstead and Weyburn, Alfold, Dunsfold and Ewhurst neighbourhood plans.	To assist local communities to progress Neighbourhood Plans still in preparation to submission for examination and referendum	Zac Ellwood – Head of Planning and Economic Development (ZE), Planning Policy Mangers (GP), Local Plans and Planning Policy Team Leader (ME)
6.3	Engage with central government to influence the outcome of the 'Planning for the Future' proposals to safeguard good development in the borough.	Comprehensive response sent to Government in relation to the White Paper: "Planning for the Future".		Zac Ellwood – Head of Planning and Economic Development (ZE), Planning Policy Mangers (GP), Local Plans and Planning Policy Team Leader (ME)
6.4	Spend the Community Infrastructure Levy (CIL) fairly and transparently to deliver the strategic and local community infrastructure necessary to support growth.	2020/21 CIL Bidding undertaken and monies allocated. Potential, Collected, Allocated and Spent CIL monies can be viewed on the Council's Public Facing Module.	2021/22 CIL Bidding Cycle currently ongoing. Continue reporting on CIL	Zac Ellwood – Head of Planning and Economic Development (ZE), Planning Policy Mangers (GP)

7. Major Projects

- **Portfolio Holders:** [Cllr Andy MacLeod](#) – Portfolio Holder for Planning and [Cllr Liz Townsend](#) – Portfolio Holder for Portfolio Holder for Economic Development, Parks, Leisure and Dunsfold Park

Overview and Scrutiny: Services O&S

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

Portfolio Holder Summary:

Cllr Andy MacLeod – Portfolio Holder for Planning Policy and Services

Our key priorities for the next eighteen months are:

- We will work with Crest Nicholson and Surrey County council to achieve a successful opening of the Brightwells retail scheme in 2022 and a completion of the residential development in 2023.

- We will ensure that the Farnham Infrastructure Programme takes fully into account the requirements of the Brightwells Development.
- We will ensure that there is appropriate co-ordination between Crest Nicholson and Berkeley Homes, which is due to restart their major Woolmead development in 2022 immediately opposite the Brightwells development on East Street.

Cllr Liz Townsend – Portfolio Holder for Economic Development, Parks, Leisure and Dunsfold Park

Waverley was informed in April 2021 that the current owner (Trinity College Cambridge) was seeking to dispose of the Dunsfold Park site. The programme of disposal is ongoing with an expectation that a new owner will be in place by the end of 2021. This has not resulted in any less work for the team of officers who have continued with their planning and consultation programme including working with the Dunsfold Advisory Group, Homes England and Design South East.

Given the change in circumstance, it was also deemed appropriate to produce a Supplementary Planning Document for the garden village. This will support the policies of the local plan, set out the clear expectations and vision for the site considering the garden village status and give clear guidance around a masterplan framework towards which so much work has already been done. Allies and Morrison LLP have been commissioned to undertake the work with the support of the Dunsfold Park team. This is a significant piece of work to undertake in a fairly short period of time. Consultation is due to commence in November with an aim to be in a position for the Council to adopt the SPD in February 2022.

Our key priorities for the next eighteen months are:

- Produce and adopt the Dunsfold Park Garden Village Supplementary Planning Document
- Support the new owners of the site in the timely delivery of a sustainable new garden village
- Continue to provide a professional planning service that will deliver on the Council's commitment to an innovative, sustainable and high-quality place for future residents, visitors, employers and workers, and the wider local community.

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
7.1	Brightwells Regeneration Scheme	We continue to work with Crest Nicholson, and have developed a strong working relationship with Surrey County Council. Delay to scheme due to Covid and Brexit issues.	Work closely with Farnham Infrastructure Programme to continue joined up approach. Monitor and understand key opening times for the development (commercial and residential). Monitor and update budgets in relation to income generation from the scheme.	Kelvin Mills – Head of Commercial Services, Development Programme Manager (DS)
7.2	Dunsfold Park Garden Village	First reserved matters application (infrastructure) approved – February 2021 Addendum PPA agreed – June 2021 Various Advisory Group meetings held. Commencement of Dunsfold Park Garden Village SPD. Successful application for Garden Village Capacity Funding.	Adoption of SPD. Development of comprehensive project programme for delivery on site. Support delivery of masterplan for the site. Discharge of pre-commencement conditions. Pre-application discussions. First housing reserved matters application. Support commencement on site (of new access road from A281).	Zac Ellwood – Head of Planning and Economic Development (ZE), Planning Projects Team Leader (SW)

8. Health and wellbeing of our residents

Portfolio Holders: [Cllr Kika Mirylees](#) – Portfolio Holder for Health, Wellbeing and Culture, [Cllr Liz Townsend](#) – Portfolio Holder for Portfolio Holder for Economic Development, Parks, Leisure and Dunsfold Park, [Cllr Anne-Marie Rosoman](#) – Portfolio Holder for Housing and Community Safety, [Cllr Nick Palmer](#) – Portfolio Holder for Operational and Enforcement Services

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

Corporate Priority: Through the wide variety of services, we provide we will seek to reduce health inequalities and support our communities.

Overview and Scrutiny: Services O&S

Portfolio Holder Summary:

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

I am proud of the work and support Waverley has been able to give to our vulnerable residents during this challenging, unprecedented year. Our Communities Team have worked extremely hard throughout the year in conjunction with our statutory and voluntary sector partners to meet our residents' needs. We have successfully allocated COMF Funds to organisations who have delivered support to vulnerable people affected by the pandemic including carers and people with dementia. We have also reviewed our Safeguarding policy and have adopted a local Suicide Prevention Plan.

We have facilitated the development of Farnham's Loneliness and Social isolation project, taken a lead on exploring alternative transport options to enable people to get to community centres and enabled a new dance group for people with Parkinson's Disease. This activity was launched in the Borough Hall Court Room in May but has since moved to the Godalming United Reform Church to accommodate a growing number of participants. In partnership with Active Surrey, we have launched a new weekly after school dance club for pupil premium students attending Hale School. Working with partners in Cranleigh, Farnham, Haslemere and Godalming we are developing a Town Centre Revival Programme, contributing to the economic recovery of the Borough following Covid. The programme includes town trails, seasonal events, performances, and craft workshops utilising empty retail units as well as activities which highlight the role our creative assets play in attracting visitors to our towns. In Farnham, the museum's summer programme was a success with 249 people attending the museum's 60th birthday celebration, with live theatre in the house, archaeological digs in the garden and the big draw taking place in the garden gallery.

Our key priorities for the next eighteen months are:

- Growing greater cultural and sporting activities, creating better access for underprivileged younger people, to promote mental and physical health and wellbeing.
- Give support across the board to the vulnerable and disadvantaged through our Thriving Communities Commissioning Fund.
- In collaboration with Waverley's Health & Wellbeing lead to develop and implement a new Waverley Safe and Healthy Communities Board and strategy.

Cllr Liz Townsend – Portfolio Holder for Portfolio Holder for Economic Development, Parks, Leisure and Dunsfold Park

The Leisure sector has suffered considerably during the pandemic with the initial closure and prolonged social distancing measures requiring providers to accommodate much reduced visitor numbers. Residents

are now returning in greater numbers and our leisure centres offer important opportunities for improved health and well-being outcomes for residents of all ages. The Leisure team is working on the production of a new Leisure Centre project for Cranleigh together with improvements to Farnham and Godalming Centres. The service is also carrying out a significant piece of work in preparing for the end of the current leisure contract in June 2023 and investigating any possible advantages of a joint working approach with Guildford Borough Council.

Our key priorities for the next eighteen months are:

- Identifying the optimum leisure management structure for our Leisure facilities
- Deliver project outline for the delivery of a new energy efficient Leisure Centre for Cranleigh
- Deliver the agreed improvement projects for Farnham and Godalming Leisure Centres

Cllr Nick Palmer – Portfolio Holder for Operational and Enforcement Services

Major challenge was addressing the turbulent impact of lockdowns and un-lockdowns on parking, making a clear picture of long-term trends challenging. However, a substantial review of parking strategy was carried out, resulting in a range of changes to parking charges adjusted to the main uses of each Waverley car park (shopping, commuting, residential), and this was agreed after extensive consultation by full Council without dissent.

Significant anti-social behaviour in the area of Farncombe station was addressed with a Public Spaces Protection Order, giving the police powers to impose spot fines. Reports of ASB in the area have subsequently diminished.

The first round of the Community Infrastructure Levy was completed with unanimously agreed recommendations by the cross-party advisory Board. The second round is now under way, with the Board to consider officer assessments of the bids early in the New Year.

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

During the year, the teams have successfully progressed initiatives and partnerships to ensure any community safety concerns can be identified and appropriate action taken. Signposting and relationships with other agencies has increased as we all work together post pandemic to ensure residents receive appropriate support now and in the future.

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
8.1	Have robust business continuity plans in place to meet future emergencies and challenges to our ability to deliver services.	Workplace recovery can be facilitated by Working From Home. This has been tested further during the fuel supply crisis in Sep/Oct 2021. Waverley BC (WBC) is more resilient as a result. WBC emergency command can now be facilitated entirely online, this increases our emergency response capabilities.	WBC Emergency Plan has seen a full review in 2021. The quality of WBC emergency response should be improved. This will be tested via an exercise in early 2022. To plan for our increased vulnerability to cyber attacks. Backup plans to consider varying degrees of outage and utilise MOUs with other Districts and Boroughs.	Richard Homewood – Head of Environmental Services, Emergency Planning Resilience and Safety Officer (TE)
8.2	Work closely with the Local Resilience Forum.	We have excellent inter-organisational arrangements with our principle partners Surrey CC, the Environment Agency and Thames water. Tinaz Erenler took over as chair of local authority group under the	We will continue to participate and develop these relationships in 2022/2023	Richard Homewood – Head of Environmental Services, David Allum – Head of Business

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		LRF in 2021.		Transformation, Emergency Planning Resilience and Safety Officer (TE)
8.3	Support affordable access to cultural, sports and leisure facilities, open spaces and recreational areas	Continued to provide the Access to Leisure scheme enabling affordable access to all of our leisure centres. The Cranleigh Friday Night Project provides a weekly youth club based within the local leisure centre. The project gives young people access to a range of activities for an affordable price. Unfortunately, due to Covid restrictions the project has been on hold for the past year.	Work with partners to further develop our programme of activities with hard to reach groups. Re-launch the project at Cranleigh to help improve the mental and physical wellbeing of local young people. Launch new projects, in partnership with local organisations, in Farnham and Godalming.	Kelvin Mills – Head of Commercial Services, Leisure Contracts Manager (TM), Greenspaces Manager (ML), Community Development Officer (CH),
		Working in collaboration with Guildford Borough Council, a consultant has been appointed to explore the value and advantages/disadvantages of different leisure management contract options. A report detailing the outcomes is due in November.	Develop and deliver the project plan for the chosen leisure management option for the new contract commencing in July 2023.	Leisure Services Manager (TM), Leisure Development Officer (SS)
		A consultant has carried out a feasibility update review of the Options Appraisal to ascertain the viability of a new build Cranleigh Leisure Centre post Covid.	Take a report through Council to approve the new build leisure centre and, subject to approval, commence delivery of the project plan.	Kelvin Mills – Head of Commercial Services, Leisure Services Manager (TM)
		Free leisure activities developed and delivered for our most disadvantaged groups, including basketball, skate workshops, holiday activity camps and Xplorer. Weekly dance class for people with Parkinson's Disease launched in May. Working with partners in Cranleigh, Farnham, Haslemere and Godalming to develop and deliver a Town Centre Revival Programme, contributing to the economic recovery of the Borough following Covid. The programme includes town trails, seasonal events, performances, and craft workshops utilising empty retail units as well as activities which highlight the role our creative assets play in attracting visitors to our towns. In August, as part of the Summer Reading Challenge, the Anarchist Mobile Library put on an outdoor show for children and	Work with partners to further develop and increase usage of our programme of activities with hard to reach groups.	Kelvin Mills – Head of Commercial Services, Leisure Services Manager (TM) Community Development Officer (Arts) (CH)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		their families at Godalming. The back -to-back mini performances offered families and small groups an intimate theatrical experience for free.		
8.4	Deliver improvements to services across the borough, focusing on health inequalities and where need is greatest.	Provided a range of health & wellbeing services in partnership with Places Leisure to address some of the identified priorities in the JSNA – Exercise referrals; Stroke, cardiac and cancer rehabilitation; Health Checks; Dementia friendly sessions and Falls Prevention. Developed working groups to identify and tackle health inequalities across the borough including social isolation, digital inclusion, young people’s mental health and dementia.	Work with the Safer Waverley Partnership to develop a new Healthy & Safe Board to provide strategic direction and focus priorities. Further develop partnership groups and workstreams to tackle the local identified need Develop and implement a wider Health programme and a specific Long Covid programme with Places Leisure.	Leisure Contracts Manager (TM), Community Service Manager (KW), Corporate Policy Manager (LN)
8.5	Continue to support and work in partnership with our community stakeholders, voluntary and faith organisations to provide vital services to our most vulnerable residents.	12 organisations signed one year SLAs to deliver services in partnership within an overall budget of £687,105. Attended various stakeholder/partnerships meetings to ensure services meet residents’ needs. COMF Funds allocated to organisations to deliver support to vulnerable people affected by pandemic (carers, people with dementia). In partnership with Active Surrey, we have launched a new weekly after school dance club for pupil premium students attending Hale School.	Launch of new Thriving Communities Commissioning Fund. With partners, improve digital inclusion for residents. Continued promotion of council services to partners (social prescribers, Health, ASC)	Community Service Manager (KW), Community Partnerships Officer (JT)
8.6	Work closely with Health, hospitals and general practitioners, social care and neighbouring councils through the partnerships already in existence to achieve a more joined up approach for the whole borough to improve the health and wellbeing of all our residents.	Developed closer links with Primary Care Networks to promote council services. New Health and Wellbeing booklet produced. Developed working groups to address wider issues prevalent across the two Clinical Commissioning Groups.	Working with the Safer Waverley Partnership to expand the function of the partnership and develop Healthy and Safe Board and shared strategy. Focusing on key areas of need and working together to initiate improved services.	Kelvin Mills – Head of Commercial Services, Community Service Manager (KW), Leisure Contracts Manager (TM),
8.7	Use our strategic housing and	Tenant newsletters included articles on how to beat Corona blues, energy savings tips, anti-	Complete Making Every Contact Count training to support health and wellbeing.	Hugh Wagstaff – Head of Housing Operations,

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
	landlord role to provide healthy homes and to support and guide social housing providers in improving resident wellbeing	social behaviour support, and helping seniors stay connected NHS dealing with anxiety, dealing with stress, improving your mood, improving your sleep and better health conversations leaflets shared at September socials. Updated website to advise on dealing with damp, mould and condensation. The Housing Management Team completed Suicide Prevention training and making safeguarding referrals in line with the Council's policy. Private Sector Housing Team provided advice and grants to support residents in private and owner occupier homes.	Further health and wellbeing articles online and in newsletter and support to tenants.	Service Improvement Manager (AH)
8.8	Support the most vulnerable in our communities, particularly those experiencing social isolation, loneliness and poor mental health.	Facilitated development of Farnham Loneliness and Social Isolation project. Residents signposted to support through Covid Community Helpline. Adopted a local Suicide Prevention Plan and rolled out mental health awareness training to front line officers. Led work to explore alternative transport options to enable people to get to day centres.	Further develop partnerships with statutory and voluntary organisations to tackle local, identified need and raise awareness amongst residents about support available to them. Work in partnership with community centres to identify and support the expansion of services for vulnerable people of all ages. Support specific services and activities for vulnerable people through the Thriving Communities Commissioning Fund.	Community Service Manager (KW), Community Partnerships Officer (JT)
8.9	Pay benefits quickly and efficiently, in accordance with targets, to support those on low incomes.	The Council administered the total of £28M in housing benefits and council tax support. The Council performed consistently well, handling all benefit claims within its performance targets to ensure efficient service to our residents.	To maintain the service level helping the residents with financial pressures resulting from pandemic, hence minimising hardship.	Peter Vickers – Head of Finance and Property, Revenues and Benefits Manager (NH)
8.10	Support an increasing number of young people into employment through Waverley Training Services and apprenticeships.	During the last academic year, Waverley Training Services has supported 201 Apprentices and 33 learners on the Study Programme (programme for NEET) . In addition to this we supported 14 learners with english and maths on our Adult Education Budget. Although work experience was difficult to source throughout the pandemic lessening opportunities, WTS	Continue to support learners into employment in a post-covid environment. Increase the number of organisations / businesses we work with to expand the opportunities for learners.	Kelvin Mills – Head of Commercial Services, Waverley Training Services Centre Manager (AO)

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
		have continued to work with 37 Employers during this same period. The Team were able to switch effectively to remote working continuing to support learners.		
8.11	Improving and developing engagement through the Safer Waverley Partnership with all stakeholders to better control crime and anti-social behaviour	Co-ordinated the delivery of the Safer Waverley Partnership Annual Plan. Worked with partners to address and tackle the increase of anti-social behaviour and community tensions due to the recent lockdown and Community Trigger Applications. Worked with partners to promote awareness raising and intervention weeks such as: rural crime, domestic abuse and serious organised crime	To work with the council's health lead to expand the function of the Safer Waverley Partnership to develop a new Healthy & Safe Board and shared strategy	Andrew Smith – Head of Housing Delivery and Communities, Community Service Manager (KW),

9. New Ways of Working

Portfolio Holders: [Cllr Paul Follows](#) – Leader and Portfolio Holder for Policy and Governance, [Cllr Peter Clark](#) – Deputy Leader and Portfolio Holder for Business Transformation and IT

Overview and Scrutiny: Policy O&S

Corporate Priority: As a result of the coronavirus pandemic, we have had to adopt new agile ways of working which has brought a number of benefits. We have been able to conduct our council meetings on-line whilst continuing to web cast them and we have enabled all our staff to work effectively from home.

Portfolio Holder Summary:

Cllr Paul Follows – Leader and Portfolio Holder for Policy and Governance

Before the pandemic, the council was exploring several options to allow informal meetings to be conducted remotely. This work took on a new urgency during the pandemic. Members and staff alike had to adapt quickly to these new ways of working and it is likely that necessity helped break through several barriers that we would have likely faced prior to the pandemic.

Although by law it remains that case that formal sessions of council require attendance in person by a member, we have enabled a virtual attendance to operate as far as possible for guest members, staff and the public and have enabled this approach for all informal meetings. These changes have the additional benefit of making the council more accessible to the public, to members and to those that might wish to stand for election in the future and see the restrictive nature of council activity as a barrier.

As we move forward, the council is developing and implementing hybrid working practices as part of Business Transformation and as such it is more important than ever that IT is fit for purpose for the activities of council. In terms of democratic participation, to encourage a greater move to paperless working the council will explore differentiated IT offerings for members.

Our key priorities for the next eighteen months are:

- Continue to develop, implement and review hybrid and remote working practices for staff and members.
- Review the provision of equipment to members and staff to encourage a move to a fully paperless council.

- Continue to lobby national government for changes to the law regarding physical attendance requirements at formal meetings.

Cllr Peter Clark – Deputy Leader and Portfolio Holder for Business Transformation and IT

Now that the new Customer Service Centre (CSC) team are operating together in person, cross-training can continue, in order that our agents can develop the extra skills required to respond effectively to our customers' needs.

Further functions can be absorbed into the CSC, whilst in parallel we can continue to develop our digital access for customers by developing and utilising our Low Code software.

Our key priorities for the next eighteen months are:

- To complete the move of all functions into the Customer Service Centre
- To provide support to the digitalisation team to realise the full potential of the low code resource
- To review the newly designed office environment to ensure it is meeting the requirements of the business

In addition, we must provide the appropriate technology, so that we can move to paperless agendas for Members.

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
9.1	We will continue to embrace new technology to increase working efficiency through the delivery of our ICT Strategy.	We have formed a new centralised customer service team which has improved our capacity to respond to customers quickly and efficiently. We have developed an initial plan to build interfaces using the council's "low code" product and started to deliver applications with services.	In 2022/2023 we expect to absorb additional functions into the Customer Services Centre and to multi-skill our Agents post Covid Continued focus on building and delivering digitised process through the council's low code product.	David Allum - Head of Business Transformation, IT Manager (LF)
9.2	Through our enhanced use of technology we can also reduce our reliance on paper by largely phasing out printed agendas and reports by December 2022, continuing and enhancing suitable arrangements where appropriate	The new print contract started in April 2020 which helped us reduce printing across the council. Working from home through the pandemic and the introduction of Hybrid Mail has seen a significant reduction in print requirements and reduction in material costs. Due to the pandemic, the printing of paper agendas increased rather than decreased because many councillors and colleagues used the devices they would have been using to view papers electronically to participate in Zoom meetings. This will need to be carefully considered going forward as although committee members have since returned to the Council Chamber for their meetings, hybrid or remote briefings and informal meetings are expected to continue.	Ensure print requirements are minimised and the use of hybrid mail is maximised. Largely phase out printed agendas and reports by December 2022. Ensure all councillors and colleagues have the skills, knowledge and equipment to be able to view and edit agenda papers via Mod.Gov.	David Allum - Head of Business Transformation, Robin Taylor – Head of Policy and Governance, Customer Services Manager (HB), Democratic Services Manager (LF)
9.3	We will also continue to explore shared opportunities with other local	During the year, the Council engaged with the Surrey wide Borough and District discussions about possible future structures, organisation and opportunities for	WBC/GBC Joint Chief Executive, once appointed, to lead the process of creating a single shared senior management team which will then bring forward	Robin Taylor – Head of Policy and Governance

Ref.	Action	During the Year 1 (1 Oct 2020 – 30 Sep 2021)	Key Focus in Year 2 & 3 (1 Oct 2021 – 31 March 2023)	Responsible Officers
	authorities to work at scale where there are benefits to be achieved for our residents	greater collaboration. Subsequently, Waverley proactively pursued more detailed discussions with Guildford Borough Council about possible collaboration opportunities. Following a series of discussions and the adoption of a shared vision statement, Waverley worked closely with Guildford BC to take forward plans for a single Joint Chief Executive. A Joint Appointments Committee comprised of the Leaders of both Councils and further councillor representatives from both Councils was established to receive independent HR advice from the Council's appointed advisors and to oversee the process.	business cases for further collaboration opportunities. Adoption of the WBC/GBC Inter-Authority Agreement and implementation of necessary governance arrangements relating to the collaboration.	
9.4	In order to meet changing circumstances we will embrace new ways of working whilst maintaining standards, improving public participation and caring for our staff.	We have introduced agile working for the majority of our officers. We have embraced using technology (eg video conferencing and Yammer) to deliver more efficient and effective ways of meeting each other. We have carried out an extensive wellbeing programme with a number of initiatives for our officers and councillors to support them during the pandemic. We have "spring cleaned" and revamped The Burys space to enable a focus on collaboration when in The Burys. We have also completed an office move to release space in the building, and to support the Burys Development Project by testing the smaller footprint proof of concept.	Focus on wellbeing initiatives that support leading through change, managing and prioritising demand and positive hybrid interactions. Embed and review hybrid working practices. Focus on performance management and leadership development	HR Manager (SK), Business Transformation Manager(WC), Corporate Policy Manager (LN)

10. Equality, Diversity & Inclusion

Portfolio Holders: [Cllr Penny Marriott](#) – Portfolio Holder for Equality, Diversity & Inclusion

Overview and Scrutiny: Policy O&S

Corporate Priority: The Council is committed to promote the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income, or wealth

Portfolio Holder Summary:

Cllr Penny Marriott – Portfolio Holder for Equality, Diversity & Inclusion

The last, most extraordinary year, has really highlighted the need to focus on equality, diversity and inclusion issues, in the way we respond to the needs of the community, the way we deliver services and in our role as a major employer. The Corporate Equality Group at the Council has continued to focus on fostering an inclusive culture at Waverley. Following the Black Lives Matter campaign, a Race Equality

Focus Group was set up to hear colleagues' experiences and an action plan put in place to eliminate any form of discrimination. The Group provide a calendar of events, news articles and discussions on the theme of equality to educate and inform staff, helping to grow understanding. We have also established an Active Citizens programme to support staff to voice concerns and we have joined the Surrey Ethnic Minority Forum as an Associate Member to share and contribute to best practice.

Throughout the year staff and councillors have come together to talk about their experiences and challenges during lockdown. We have celebrated different cultures, faiths and religions and have commemorated significant events and festivals. We have put in place some really effective training and this is still continuing. We have reviewed our recruitment processes to ensure they are fair and will be introducing anonymous short-listing to avoid any unconscious bias.

Most recently I was pleased that we were able to sponsor the Surrey Pride event that took place in Godalming in September. Thousands of people came to the town to take part in the parade and celebrate the LGBTQ+ community.

In the coming year we will be doing further EDI training, launching new corporate equality objectives with an action plan and consolidating work on revised equality impact assessments.

Our priorities for the next eighteen months are:

- Launching the new equality objectives and associated action plan
- Continuing to train Members and staff on EDI; raising awareness and understanding
- Embed the equality impact assessment process

Report's Leading Officer: Louise Norie

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Report's Leading Officer: Nora Copping

Role: Policy and Performance Officer

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WAVERLEY BOROUGH COUNCIL

OVERVIEW & SCRUTINY

24 NOVEMBER 2021

Title:

Cranleigh Leisure Centre Investment

Portfolio Holder: Cllr Liz Townsend – Economic Development, Leisure and Dunsfold
Cllr Mark Merryweather – Finance, Assets and Commercial

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: Yes

Access: Part Exempt

Note pursuant to Section 100B(5) of the Local Government Act 1972

Annexe 1 and 4 to this report contains exempt information by virtue of which the public is likely to be excluded during the item to which the report relates, as specified in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, namely:

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

ANNEXE 1 - SLC FEASIBILITY UPDATE REPORT 2021
ANNEXE 4 - INVESTMENT APPRAISAL

1. Purpose and summary

1.1 This report provides an update on the Cranleigh Leisure Centre investment project. Focusing on the outcomes of the Options Appraisal conducted in 2019 and the Feasibility Update Report completed in September 2021 (Exempt Annexe 1) allowing for the impact of the pandemic on any potential business case.

2. Recommendations

It is recommended that the Executive considers the findings of this report and recommends to Council:

2.1 that a capital budget of £19.95m be allocated to deliver a low carbon new-build Cranleigh Leisure Centre, to a minimum of Passivhaus standard;

2.2 that officers appoint a project manager and specialist energy consultant as part of the professional technical services team, to be supported by an in-house client

team and to approve an associated budget of £250,000;

- 2.3 to approve a new-build leisure centre on Village Way car park, subject to planning, (Option 1, to the north of the existing centre) as the preferred location, as set out within Annexe 1 of the report; and
- 2.4 to ask officers to report back to members when final costs, design, preferred contractor, and precise funding arrangements are known.

3. Reason for the recommendations

Project background

- 3.1 Following Council commitment to a multi-million-pound investment in leisure facilities in Cranleigh, the Sport, Leisure and Culture Consultancy ('SLC') were appointed to conduct an Options Appraisal to explore the alternative site options for development of a new leisure facility for Cranleigh.
- 3.2 In March 2020 the Council put all corporate projects on hold due to the Covid-19 pandemic.
- 3.3 In September 2021 a Feasibility Update Report was undertaken by SLC to test the conclusions from the earlier, pre-pandemic Options Appraisal. The report can be found in Exempt Annexe 1.

Leisure centre background

- 3.4 Cranleigh Leisure Centre was built in 1969 with an expected lifespan of 40 years. The Centre was refurbished in 2009 at a total cost of £1.67m. The works did not include any structural work or the replacement of any mechanical and electrical plant or any structural work to the pool tanks.
- 3.5 Cranleigh Leisure Centre is one of five leisure centres within the Waverley contract and runs at an annual deficit with a payment of c£150,000 p.a. paid to the contractor to operate the centre.
- 3.6 Due to the age of the leisure centre (52 years) major maintenance and repair costs, on the mechanical plant and structure, are now unavoidable. There have been several unforeseen closures due to the failure of plant and roofing. A high risk of further issues and plant failure is likely to impose partial facility closure. The longer the delay before further investment is made, the greater the investment required to simply maintain and keep the centre open.
- 3.7 Independent building surveys have concluded that to sustain the current building and facilities as they are (with no improvements) will cost the Council c£6m over the next 5 years. It is important to note that this maintenance work will offer no return on investment and further significant investment would be required to retain provision.
- 3.8 Within the Indoor Built Facilities Strategy Cranleigh Leisure Centre was graded as 'below average', in terms of the condition of the building. This significantly

increases the importance of finding a solution for this site as a matter of urgency.

- 3.9 Cranleigh is experiencing a significant number of new housing growth. In addition, planning consent has been given to build 1,800 new homes at Dunsfold Park, and a total allocation within the Local Plan of 2,600 homes by 2032. Planned developments will increase demand and as the main facility the leisure centre no longer meets the needs of the local community. The latent demand analysis has identified an undersupply for health and fitness (gym), as well as children's swimming lessons.
- 3.10 SLC developed a recommended facility mix for the new centre by building on the findings of the Indoor Built Facilities Strategy and through supplementary supply and demand analysis, which considered future population growth linked to housing development. Subsequent consultation with Places Leisure and the Council, and SLC's industry knowledge of the current market, helped to explore the potential concept facility mix as;
- 25m x 6 lane main pool
 - 13m x 7m teaching pool with moveable floor
 - Spectator seating – 100 for main pool and 20 for teaching pool
 - 110 station gym
 - multi-purpose exercise studios
 - 1 indoor cycling studio
 - squash courts (with moveable wall partition)
 - Soft play area (120 sqm on two levels)
 - Consultation / Treatment rooms
 - Sauna / Steam
 - Café (50 covers)
 - Reception and office space.
- 3.11 Potential space for 'health provision' has also been considered. A separate options report working with the Health Alliance will explore this option more fully and be reported back to Council.

Location Options Appraisal - SLC report summary 2019

- 3.12 Consultation with Cranleigh Parish Council, Ward Councillors, and the Council in its function as Local Planning Authority revealed that there are no suitable locations beyond the boundary of the Village Way site and there is a strong desire to retain a central location for the new leisure centre to enhance the High Street.
- 3.13 SLC and officers attended meetings with Ward Councillors and Cranleigh Parish Council in January 2019 to provide an outline of the work undertaken previously as part of SLC's initial options appraisal and an update on the additional work being undertaken to explore options for a new leisure centre in Cranleigh. The meetings were also designed to obtain feedback on the emerging site options and to identify any alternative options.
- 3.14 Consultation with Ward Councillors and Cranleigh Parish Council did not reveal any alternative site options beyond those identified by SLC. Ward Councillors were of the view that the new build option 1 was their preferred location, to ensure continuity of service. Cranleigh Parish Council were of the view that the Village

Way site is the most appropriate and that the location of the existing centre is the optimal position for the new leisure centre. They also expressed a preference for a new build on this site rather than a remodel, despite the implications that this would have upon continuity of service

- 3.15 To maintain a village centre location officers identified and explored a number of potential sites. All locations have been summarised in Annexe 2.
- 3.16 A total of five development location options were further explored by SLC, two of which are situated in the same location as the existing centre and three which occupy alternative locations on the Village Way site.
1. New build on Village Way car park (to the north of the existing Centre)
 2. New build on current site
 3. Re-model of current site
 4. New build on tennis courts and car park (southeast corner of Village Way site)
 5. New build on east side of car park (eastern boundary of Village Way site)
- 3.17 The scheme for the new build on Village Way car park (option 1), shown in Annexe 3, has adopted a more holistic approach by enhancing the wider site through improved public realm, pedestrian access, landscaping and community space. Feedback from the Planning Authority on this revised scheme has been positive and the planning risks associated with this option have been reduced accordingly.
- 3.18 Option 1 has the added benefit of maintaining continuity of service throughout the development, thereby minimising disruption to users and avoiding the Council needing to pay compensation (if the centre were to close before the contract ends) to the Council's operating partner, Places Leisure. It also minimises the risk of existing centre users choosing to move to other providers during the build programme.
- 3.19 The options for the same location as the existing centre (options 2 and 3) are potentially the lowest risk in Planning terms; but would result in significant loss of service for at least two years whilst the new centre is being built.

Preferred location

- 3.20 SLC's shortlisting of options and subsequent evaluation has identified the new build on Village Way car park (option 1) as the preferred scheme for the following reasons:
- a. It avoids any loss of service to the community as the new centre can be opened before the existing centre closes
 - b. It provides the strongest revenue position for the Council and has no negative financial impact upon the remaining term of the existing management contract with Places Leisure
 - c. It has an optimal layout and provides an opportunity to contribute strongly to improvements to the wider Village Way site through a more holistic approach to master planning
 - d. The scheme has received favourable feedback from the Planning Authority which recognises the opportunity to improve the relationship with the High Street and provide a new community square
 - e. It can be designed, constructed and opened approximately four months sooner

than a new build on the existing site.

- 3.21 The preferred location would help to maintain all leisure centre services for the community, including heavily subscribed activities such as swimming lessons, swimming club and Friday Night Project. It will also have a less negative impact on secondary visitors to the high street and local employment.
- 3.22 Officers have met with the Cranleigh Market leaseholder who have confirmed that they have no issue with the potential of moving to another location during the works.

Feasibility Update Report – SLC report summary 2021

- 3.23 The findings from the newly commissioned Feasibility Update (Exempt Annexe 1) confirmed that the facility mix, and preferred location identified within the 2019 Options Appraisal still stands.
- 3.24 Although the pandemic has had substantial impact on the operation on the leisure centres throughout the last eighteen months, the appetite of residents to return to use the leisure centres has given confidence to the market. The industry is recovering well, and Waverley leisure centres are recovering faster than many others. This results from previous investment into the leisure stock and the management of the sites by our contractor.
- 3.25 The pandemic and other global factors have hit the supply chain and the cost of materials. This additional cost has been estimated at c£1m and has been incorporated into the financial analysis carried out within this report.
- 3.26 Given the timescales involved in the construction of a new centre on this site, work will not start on the ground until after the current leisure management contract ends in June 2023 and will form part of the new contract period. These timescales will provide time for the market to fully recover and the inclusion of a ‘new build’ option within any tender documents increases the attractiveness to potential partners.

Project timescales

- 3.27 SLC has prepared an indicative delivery programme for the preferred option, which is set out below.

Delivery Stage	Period (weeks)	Date
Council approval to proceed		January 2022
Prepare brief and procure design team, undertake surveys and specialist reports	32	November 2022
Design up to detailed planning application and planning application period	33	July 2023
Detailed design, discharge of planning conditions and construction information	24	December 2023
Procure and appoint contractor	16	July 2024
Construction phase 1: construct new leisure centre	64	June 2025
All facilities open to community	169	June 2025

Construction phase 2: demolish existing centre and construct external works and additional car parking	16	
Total	185	October 2025

3.28 It is important to note that these are only indicative timescales at this stage and are likely to change when the design is developed, and the contract is procured.

Climate Emergency Implications

3.29 The Climate Emergency declaration, adopted in September 2019, commits the Council to aim to become carbon neutral by 2030 and take a leadership role in working with partners to achieve this. The Council recognises that business as usual is not an option, it is therefore essential that all opportunities to minimise the carbon impact of any new buildings are explored.

3.30 Leisure centres are by nature very energy intensive buildings and in 2015/16 accounted for 47% of Waverley's organisational greenhouse gas emissions. Cranleigh Leisure Centre is the most dated of our leisure portfolio and therefore the majority of the plant equipment will be less efficient. In terms of Waverley's carbon footprint, in 2019/20 Cranleigh Leisure Centre accounted for 11% (424 tCO₂) of the councils' total greenhouse gas emissions.

3.31 A new build leisure centre offers an exciting opportunity to maximise energy efficiency, show case innovative technologies and even become a flagship low carbon project. A Passivhaus leisure centre would offer a 60%-70% reduction in carbon emissions against a standard build leisure centre.

3.32 A significant carbon reduction which would not only support the climate emergency agenda but also result in a significant reduction in energy costs for the new building. The Passivhaus concept focuses on passive design, looking at the building orientation, maximising air tightness and fabric efficiency before incorporating the most efficient technologies and renewables to supply heat and electricity.

3.33 There are currently only two leisure centres in the UK designed to Passivhaus standards. The first one in Exeter was completed in July 2021 and claims to have achieved 70% efficiency in energy and 50% efficiency in water use. The second one, to be built by Spelthorne Borough Council, has just acquired planning permission, and is designed to achieve up to 60% energy efficiency.

3.34 A Passivhaus design would only take the building so far in terms of minimising carbon emissions. In order to achieve a net zero leisure centre, it is likely there would be a requirement to offset unavoidable emissions. This can be done through a number of options that will be better understood at the design stage of the project. It is not possible to identify the cost of reaching zero carbon this early in the process. Offsetting options could include:

- a) Connecting to a district heating system in the vicinity (for example a ground source heat pump). Cost per kwh of heat imported will apply.
- b) Connecting to a Solar Farm via a private wire if onsite renewable is not sufficient. Cost per kWh of electricity imported will apply.
- c) Offsetting through tree planting. According to the Woodland Trust it would cost £25/t CO₂/year to offset in UK tree planting. International tree planting schemes cost approximately £1.20/tCO₂/year

d) Allowable Solutions which is a financial contribution scheme made for each tonne of CO₂ that cannot be offset for a period of 30 years. This contribution is of the region of £95/tCO₂.

- 3.35 Each new leisure development is unique in its facility mix, location and aspiration. Equally the approach to an energy strategy is also unique. The carbon footprint of the current Cranleigh leisure centre in 2019/20 was 424 tCO₂. Although it is not possible to calculate the carbon footprint of a new Cranleigh Leisure Centre this early in the process, the Spelthorne Leisure Centre could be used as an example to demonstrate indicative carbon emissions of a new build. The Energy Strategy produced for Spelthorne Leisure centre, states that its baseline emissions would be 211 tCO₂. The incorporation of Passivhaus design principles, will reduce this by 55% to 98 tCO₂ per year. If there was an aspiration for it to be a zero-carbon building there would be a requirement to offset the 98 tCO₂.
- 3.36 The inclusion of a sauna is one of the facility elements that will need to be carefully considered in terms of its carbon intensity within the overall design. A sauna is run on electricity and would typically operate for 12hour per day, 362 days a year. This equates to approximately 43,500 kwh consumption and 10 tonnes of CO₂ per annum. However, if the electricity is supplied by onsite Solar PV, it could be carbon neutral.
- 3.37 Energy Consultants will be engaged as part of the design stage to produce an Energy Strategy, exploring all options to minimise the carbon impact of a new Cranleigh Leisure Centre to remain within the agreed budget including Passivhaus standard. Renewable energy generation should be at the heart of the strategy, exploring onsite renewables as well as the potential of connecting to a district heating system in the vicinity.

Finance and Budget Implications

- 3.38 Officers have carried out an Investment Appraisal based on the preferred option 1 - new build on car park (Exempt Annexe 4). These figures are based on SLC's detailed cost estimates, Sport England figures and Places Leisure costings.
- 3.39 The total budget requested for the new build project includes a 15% uplift in capital cost to deliver a low carbon/Passivhaus standard leisure centre. Building to this standard will benefit from significantly reduced energy bills over the lifetime of the centre. Based on information from the two Passivhaus leisure centres that are currently under construction in the UK, the payback on the additional investment is estimated between 10-14 years.
- 3.40 Waverley does not currently have sufficient capital funds available to finance this project. Currently there is up to £1.66m developer contributions identified which can be used to support this project. Further funding options will continue to be sought, both external grants and further developer contributions such as Community Infrastructure levy (CIL).
- 3.41 The shortfall in funding will require external borrowing. The investment appraisal includes costs of borrowing the additional funding required. Any further grants achieved will reduce the borrowing required and therefore the borrowing costs borne by the project.

- 3.42 Officers consider that this project would be eligible for Public Works Loan Board (PWLB) borrowing under the Treasury's new rules.
- 3.43 Borrowing costs do have risks associated as the Public Works Loan Board (PWLB) rates can change with little or no prior notice. To mitigate this risk officers will monitor rates to identify when may be most appropriate to borrow. A fixed rate, fixed term loan would be secured which would mitigate the risk of interest rate movements and give certainty to the council for financial planning.
- 3.44 The new build option identified provides an annual saving when looking at average revenue costs, compared to continuing with the current site as is, and will provide an improved service for the future.
- 3.45 A new build on Village Way car park, will have an impact on the Council through loss of parking, as areas of the car park will require closure during the build period. However, this will be minimal as current usage has been assessed and confirmed that there is sufficient capacity to allow works and still provide sufficient parking provision within the village.
- 3.46 This new location also includes additional external works (c. £400k) required to improve the wider Village Way site through the creation of the new community square, market area, open views towards Littlemead Brook and Snoxhall (recreation) Fields, improved pedestrian routes, landscaping and reconfigured car parking.
- 3.47 A new build on the existing site would have a substantial impact on service provision, with a complete loss of service for a two-to-three-year period. This will also impact customer usage upon opening a new centre, as it will take longer to attract members after a significant period of closure.
- 3.48 Additional staff support, specifically within the Leisure and Legal teams, is required to deliver this corporate project and costs for this have been allowed for within the financial forecasting.

Conclusion

- 3.49 The current facility has exceeded the life expectancy of a building of this nature. Doing nothing will incur significant repairs and maintenance costs projected to be in excess of £6m over the next five years. Those costs would merely be supporting a failing building to ensure a leisure provision exists in Cranleigh. Further significant investment would still need to be committed or the centre would have to close.
- 3.50 As referenced in this report, the operational closures, highlight the deteriorating condition of the building and potential unforeseen issues that could occur. Weekly maintenance problems are being reported by Places Leisure and are being rectified as best possible. However, this reinforces the conclusion that the building and services we provide are at very high risk of closure.
- 3.51 Previous leisure investments have been funded by the Council and resulted in a

positive financial return. The size of the capital investment for Cranleigh is higher than first envisaged in 2017 and will necessitate a loan which will have additional costs and risks. However, following investment, savings are forecast to help offset this.

- 3.52 It is important to recognise that this is not simply a financial investment. The facility mix directly affects the customer experience, in turn increasing usage and driving membership which is paramount to a successful new build project. Therefore, the extensive social value, and community health and wellbeing benefits of a new leisure centre in Cranleigh must be taken into consideration when evaluating the investment in this scheme. An Impact Assessment has been carried out to highlight the substantial impact of having no leisure centre in Cranleigh (Annexe 5).
- 3.53 A new build leisure centre offers an exciting opportunity to maximise energy efficiency and reduce carbon emissions for the Council and even become a flagship low carbon project. Energy Consultants will be engaged as part of the design stage to produce an Energy Strategy exploring all options to minimise the carbon impact of the new Cranleigh Leisure Centre.
- 3.54 The new build on Village Way car park (option 1) is the preferred location from both service provision and revenue perspectives. There is an overall net positive impact on the cost of the service and would provide advanced facilities to serve the growing community for at least the next 40 years.

4. Relationship to the Corporate Strategy and Service Plan

- 4.1 The leisure investment directly links with Waverley's Corporate Strategy 2020-25 and our strategic priorities:
- Supporting a strong, resilient local economy
 - Taking action on Climate Emergency and protecting the environment
 - Effective strategic planning and development management to meet the needs of our communities
 - Improving the health and wellbeing of our residents and communities
- 4.2 The provision of quality leisure facilities will directly facilitate the Council's vision to promote:
- high quality public services accessible for all
 - a financially sound Waverley, with infrastructure and resilient services fit for the future
 - a strong, resilient local economy, supporting local businesses and employment
 - effective strategic planning and development management which supports the planning and infrastructure needs of local communities
 - a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet
 - the health and wellbeing of our communities.
- 4.3 Future investment in leisure facilities is based on a robust feasibility assessment that offers value for money to the Council. External funding and developer contributions will be sought to support funding of any capital cost.

- 4.4 If leisure provision were not continued to be provided in Cranleigh this would have a negative impact on the health and well-being of the community and the local economy, as there would likely be a significant reduction in secondary visits to the High Street and on local employment.
- 4.5 The collaboration with Guildford Borough Council has been considered as part of this feasibility study. The leisure needs of the Cranleigh area are clearly identifiable and the number of increased housing within the area demands an updated leisure centre. Any future collaboration will not impact this, as a new leisure centre will only enhance the viability of the combined or separated leisure stock.

5. Implications of decision(s)

5.1 Resource (Finance, procurement, staffing, IT)

The view of SLC is that a new leisure centre is likely to see a significant uplift in management fee for the new leisure management contract commencing in July 2023.

Financial implications are detailed in the body of the report above. The investment is forecast to take Waverley from a current forecast annual average cost of £760k to a potential annual average cost of £328k once maintenance costs and financing costs are considered. Due diligence on this business plan will be undertaken at an appropriate stage.

Officers will seek external treasury management advice due to the size of the investment to achieve best value for money.

5.2 Risk management

A comprehensive Risk Log is in place, which will be monitored by a Leisure Investment Project Working Group who will meet weekly.

5.3 Legal

The Legal Services team is supporting this project as part of officers' leisure investment working group. Should the Council agree this report's recommendations from the Executive, legal advice will be provided in respect of the renegotiation of any arrangements with Places Leisure under the current management contract, together with any other implications arising from a decision to proceed with this project.

The current leisure management contract expires on 30 June 2023, with no provision or ability for a further extension.

Future legal work on the contractual and land aspects involved with the site will be complex and multi-faceted, and the budget for that work is included within the financial section of this report.

5.4 Equality, diversity and inclusion

There are significant Equality and Diversity implications associated to a 'no leisure provision' option, which are clearly identified in the Impact Assessment

(Annexe 5).

5.5 **Climate emergency declaration**

A new build leisure centre is the opportunity to make a significant contribution to the council's commitment to become zero carbon by 2030. Cranleigh Leisure Centre accounts for 11% of the council's greenhouse gas emissions therefore the impact of a Passivhaus/low carbon building will be significant, potentially reducing carbon emission and energy costs by 60%-70%. Further detail is outlined in sections 3.27 to 3.34 of this report.

6. **Consultation and engagement**

6.1 Key stakeholders were involved in the location consultation: Ward Councillors, Cranleigh Parish Council, Places Leisure, and the Local Planning Authority.

6.2 Key stakeholders will continue to be involved at all relevant stages of the project moving forwards.

7. **Other options considered**

7.1 All options considered have been incorporated into the report above.

8. **Governance journey**

8.1 The leisure investment report is going to Overview & Scrutiny Committee, Executive and Council.

Annexes:

- Annexe 1 SLC Feasibility Update report 2021
- Annexe 2 Location options
- Annexe 3 Preferred scheme plan
- Annexe 4 Investment Appraisal
- Annexe 5 Impact Assessment

Background Papers

There are background papers, as defined by Section 100D(5) of the Local Government Act 1972).

1. The Sport, Leisure and Culture Consultancy – Cranleigh Leisure Centre Options Appraisal (July 2019)
2. Indoor Leisure Facilities Strategy (May 2017)
3. Cranleigh Leisure Centre energy efficiency and carbon reduction review (February 2020)
4. Cranleigh Leisure Centre Building Survey (Condition Appraisal) (November 2019)

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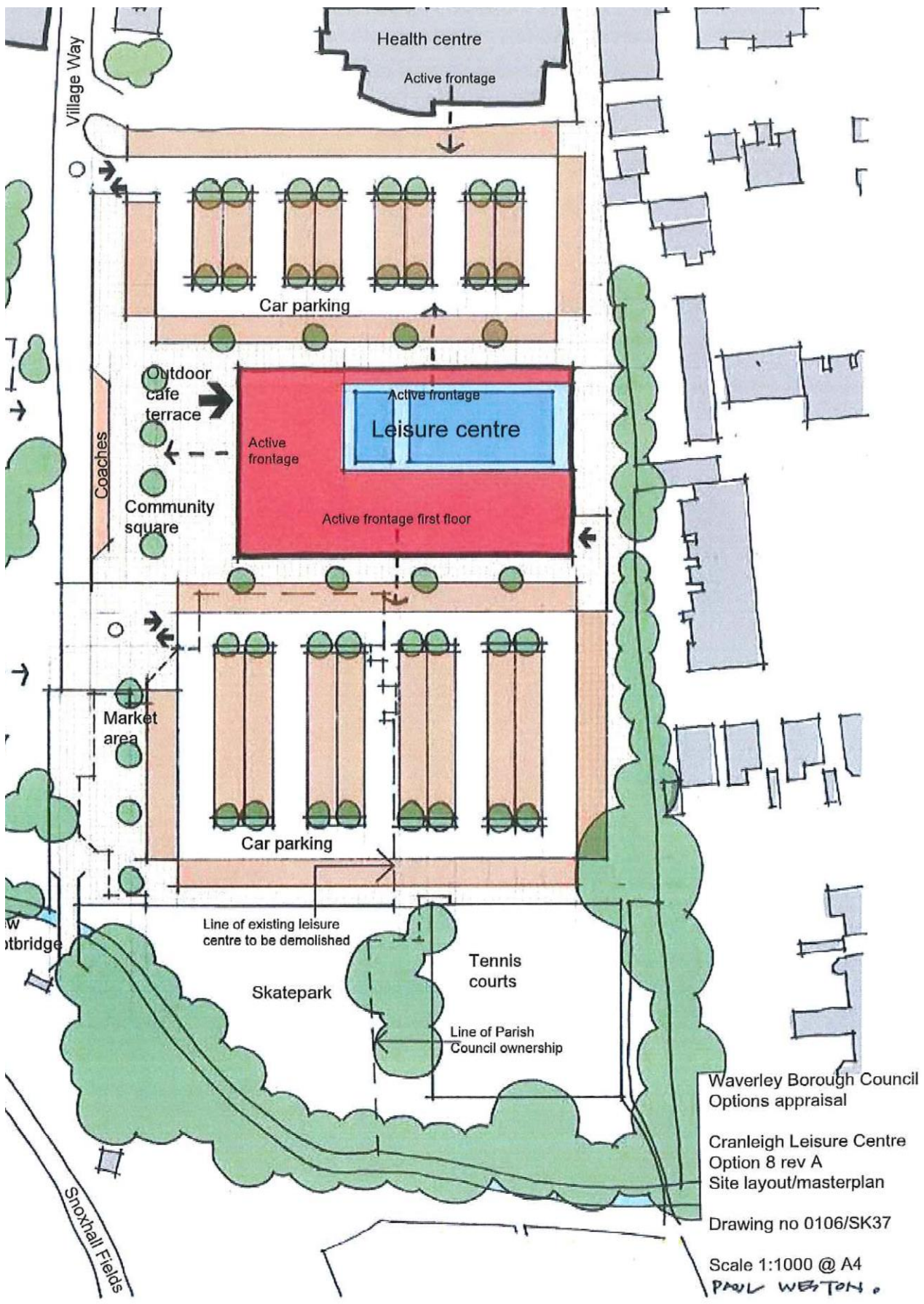
Agreed and signed off by:
Legal Services: 13/10/21
Head of Finance: 28/10/21
Strategic Director: 13/10/21
Portfolio Holder: 13/10/21

Annexe 2 - Location options

No.	Site Option	Status	Strengths	Challenges
1	New build in centre of car park	Preferred Option	Existing leisure centre operation can be maintained with some external disruption. Waverley Borough Council land ownership. Highways: no strategic objection. Footprint of existing leisure centre can be replaced with additional car parking.	Planning requires building to have four active elevations. Loss of car parking during construction.
2	New build on current site	Option	Planning support in principle – building remains as focal point. Opportunity for additional car parking around building and entrance. Highways: no strategic objection	Loss of income during construction period of 2 to 3 years. Complete loss of service to customers and members for 2 to 3 years. Renegotiation of current contract with operator Places Leisure required.
3	Re-model of current site	Discounted due to building condition: Cost does not balance against life expectancy of building and structural risk too high.	Existing leisure centre can be refurbished/remodelled in phases. Waverley Borough Council land ownership. Highways: no strategic objection.	Building structure: Major pool tank issues and primary structure risks. Loss of income during construction phases. Loss of service during construction phases.
4	Tennis courts and car park	Discounted due to planning risks: Loss of focal point in the “square”. Concern over visual impact on neighbouring properties. Loss of tennis court and skate park. Flood risk implications.	Existing leisure centre operation can be maintained with some external disruption.	Requires acquisition of Parish Council land. Mature trees would need to be removed. Service and coach access through car park “square”. Loss of car parking during construction.
5	East side of car park	Discounted due to planning risks: Loss of focal point in the “square”. Concern over visual impact on neighbouring properties. Flood risk implications.	Existing leisure centre operation can be maintained with some external disruption.	Mature trees would need to be removed. Service and coach access through car park. Impact on neighbouring properties. Loss of car parking during construction.
6	North side of car park (portrait)	Discounted due to planning risks: Not supported due to siting and impact on function, legibility and usability of central “square”. Requires building to have four active elevations.	Existing leisure centre operation can be maintained with some external disruption. Waverley Borough Council land ownership. Highways: no strategic objection. Footprint of existing leisure centre can be replaced with additional car parking.	Planning not supported. Impact on neighbouring properties. Service and coach access through car park. Loss of car parking during construction.

7	West side Parish Council land	<p>Discounted due to planning and highways risks: Loss of focal building on site, adverse impact on amenity of adjoining residential properties, significant change in built form compared to existing, flood risk concerns.</p>	Existing leisure centre operation can be maintained with some external disruption.	<p>Requires acquisition of Parish Council land. Mature trees to be removed. Insufficient site area unless Village Way land is encroached or over-sailed. Highways: require Construction Management Plan as part of formal planning submission. Vehicle and pedestrian movement management during construction is a concern. Parish Council buildings would need to be relocated prior to works commencing and consequent additional cost.</p>
8	Snoxhall Fields	<p>Discounted due to planning risks: Outside settlement boundary, impact on green belt and Area of Strategic Visual Importance, building and car parking would impact upon landscape, concern over connection with centre of village, flood risk concerns.</p> <p>Discounted due to Highways risks: Unacceptable due to lack of safe and suitable access onto Knowle Lane which could only be improved by bridge widening and new footpaths.</p>	Existing leisure centre operation can be maintained throughout construction.	<p>Requires acquisition of Parish Council land. Planning not supported. Highways not supported. Requires construction of additional car parking. Requires relocation of play area or pitches and consequent additional cost.</p>
9	Bruce McKenzie Memorial Fields	<p>Discounted due to planning risks: Outside settlement boundary, impact on green belt and Area of Strategic Visual Importance, building and car parking would impact upon landscape, concern over connection with centre of village, flood risk concerns.</p> <p>Discounted due to Highways risks: Unacceptable due to lack of safe and suitable access onto Knowle Lane which could only be improved by bridge widening and new footpaths.</p>	Existing leisure centre operation can be maintained throughout construction.	<p>Requires acquisition of Parish Council land. Planning not supported. Highways not supported. Requires construction of additional car parking. Requires services to the site.</p>

**Annexe 3 - Preferred scheme plan
(New build on Village Way car park, to the north of the centre)**



Waverley Borough Council
Options appraisal

Cranleigh Leisure Centre
Option 8 rev A
Site layout/masterplan

Drawing no 0106/SK37

Scale 1:1000 @ A4
PAUL WESTON



Annexe 5 - Impact Assessment

Cranleigh Leisure Centre Impact Assessment – No leisure centre provision

The assessment is based on closing and demolishing the building and therefore having no public Council leisure provision from the end of the management contract in June 2023.

	Positive	Negative
Political	<ol style="list-style-type: none"> Under the current financial constraints Leisure is seen as discretionary and 'nice to have' and therefore expendable when faced with funding decisions. 	<ol style="list-style-type: none"> Leisure services rate highly with the public and cutting these can generate significant negative local media and public opposition.
Economic	<ol style="list-style-type: none"> Saving of annual management fee payment, circa £160,000 per annum, until June 2023 when contract terminates. Saving of ongoing maintenance costs, which are projected as circa £7M over next 5 years (based on building surveys). 	<ol style="list-style-type: none"> Loss of potential contract-wide profit share for the Council. Loss of a public facilities in Cranleigh with no direct like for like replacement for clubs, which is likely to result in the demise of the swimming club, gymnastics club and squash league. Places Leisure staff redundancies for those that cannot or do not want to be relocated. Three established sub-lets (including the Police) which will suffer severe disruption, potentially devastating, impact on their business. Loss of health & wellbeing services for the local community which prevent further illness and increased costs for the NHS. The leisure centre is a key component in this process providing facilities and services for the prevention and rehabilitation of individuals. Current concessionary rates provided for individuals on low income with no direct like for like replacement and who are less likely to access alternative provision due to transport costs.
Health & Social		<ol style="list-style-type: none"> Decrease in residents' physical and mental health activity, circa 354,215 visits/year. Increase in levels of health inequality for residents of Cranleigh in comparison to other Waverley main population centres – Godalming, Haslemere and Farnham, especially those of protected characteristics who may find it more difficult to access facilities elsewhere. Loss of club/group activity: <ol style="list-style-type: none"> 15.5 swimming club/club hours per week (775 hours/year) 6 squash club/school hours per week (300 hours/year)

- c) 1 specialist school per hour per week (50 hours/year)
- d) 13 schools throughout the year
- 4. Loss of services for young people that provide focus, distraction, and wellbeing opportunities which in turn also helps to reduce anti-social behaviour. Specifically, 2,615 visits for 11-17 year olds to the Friday Night Project.
- 5. Loss of delivery of targeted health activities with attendance circa 25,000 visits per annum. Including: poor health prevention and management (such as the GP referral, cardiac, dementia, stroke and cancer rehab programmes), preventing social isolation, diversionary Anti-Social Behaviour (ASB) activities, and supporting healthy lifestyles and people with disabilities.
- 6. Increased difficulty for residents to access services in a rural borough, with the lowest density of population in Surrey and the lowest Connectivity Index. Depression is a key concern in Waverley as the Borough has the highest rate (13.5%) of depression amongst residents in Surrey and above the national average.
- 7. Loss of wider benefits including local focus for creating a sense of place, opportunities for social contact and community cohesion and contribution to economic development objectives.

Legal

- 1. Negotiation required with Places Leisure to terminate contract early, with associated costs incurred (amount unknown at this time).
- 2. The Covenant on the current leisure centre land stipulates that it must be used for leisure/recreation provision.

Environmental

- 1. Demolishing the building will eliminate energy usage and therefore the direct carbon footprint.
- 1. Increased car journeys (circa 354,215 p/a) and therefore associated traffic and emissions for local residents to travel and access other public leisure facilities, which are a minimum of 10 miles away (1hr and £8 by public transport).

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VWAVERLEY BOROUGH COUNCIL

SERVICES OVERVIEW & SCRUTINY COMMITTEE

24/11/21

Title:

Update on the Tree & Woodland Policy

Portfolio Holders: Cllr Liz Townsend Portfolio Holder for Commercial Services
Economic Development, Parks, Leisure and Dunsfold Park
Cllr Steve Williams Portfolio Holder for Environment

Head of Service: Kelvin Mills – Head of Commercial Services

Key decision: Yes

Access: Public and Part Exempt

N/A

1. Purpose and summary

- 1.1 To inform the Services Overview & Scrutiny committee of progress to date in the drafting of the Tree and Woodland Policy.
- 1.2 To invite comment and feedback from the committee on the policy.

2. Recommendation

- 2.1 That the committee provides feedback on the current draft of the Tree and Woodland Policy to help finalising the document.
- 2.2 That any comments be incorporated and communicated back to the Executive Committee with a view to recommending adoption of the policy in 2022.

3. Reason for the recommendation

- 3.1 Public, Government and industry awareness of Climate change and the fragile state of our environments, locally, nationally, and internationally has never been higher or the importance of action so urgent. Tree planting and appropriate management of existing trees and woodlands owned by the Council are even more important as part of these concerns. There is therefore a need for a

consistent and comprehensive approach to the Council's tree and woodland management, beyond considering trees solely from a liability perspective.

4. Background

- 4.1 Waverley Borough council owns and manages a significant amount of Green Space across the Borough, circa 2200ha. The Council has an obligation to manage these spaces in trust for the public and future generations.
- 4.2 It is necessary to take steps to enhance and improve biodiversity across our green spaces and to seek to influence other land holders to improve the environments for all our residents and visitors; whilst managing health and safety risks and improving the potential of trees/woodlands to increase their contribution to lessen the impact of climate change.
- 4.3 This policy, linked to the emerging biodiversity policy and other policies, when adopted, will set out and confirm the Council's commitment and aspirations in this area.
- 4.4 Although not a Planning document, it is important that this Tree and Woodland Policy feeds into or complements other Strategies, Policies, and guidelines across the Council and vice versa, such as:
- Local Plan Part 1; Policies NE 1 & 2, Local Plan Part 2; policies DM 1 and 11 and the Planning Tree Guidelines (2018).
 - Biodiversity Policy and Action Plan (draft)
 - Climate Emergency Action Plan
 - Pesticide Policy
 - Woodland management plans
 - Tree Risk Management Framework
 - Green Spaces Strategy

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 This policy directly contributes towards the corporate vision by promoting; a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy, and protecting our planet.

It supports the strategic priorities of the corporate strategy:

- Supporting a strong, resilient local economy by ensuring the Natural Capital of the Borough is supported, improved, and protected.
- Acting on Climate Emergency and protecting the environment.
- working with partners to ensure the environmental stewardship of our open spaces are of the highest quality including the promotion of biodiversity, rewilding, and the phasing out of pesticide use other than in exceptional and defined circumstances.

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

5.2 This policy also supports the delivery of the Councils service plan outcome CS11.3

- Write an overarching Greenspaces Strategy to bring together all relevant policies under one umbrella. Write and adopt a Tree and Woodland Policy that encompasses all aspects of tree management.

6.1 Resource (Finance, procurement, staffing, IT)

Should the Council adopt this policy there will be a need to identify sources of income, external funding and possibly internally funded capital budgets to allow for the delivery of the Tree and Woodland Policy action plan in the longer term.

- Revenue budgets currently exist to manage ongoing tree inspections and addressing identified tree safety issues
- A capital budget exists for addressing the cost of dealing with Oak Processionary Moth and the impact of Ash Dieback disease
- There will be a need to secure annual budgets for woodland management in order that all our woodlands are managed proactively to mitigate the effects of climate change.
- Officers are pursuing alternative ways of funding through Defra and the Forestry Commission as well as CIL and S106 monies. The effectiveness and reliability of the latter funding sources will need to be kept under review and future bids for internally funded capital budgets may still be necessary to achieve the goals set out.

There will also be a requirement for existing staff resources to be allocated towards the delivery of each of the action plans and occasionally, external consultants may be required to assist. When external support is required, budgets will be sought.

6.2 Risk management

- The Council currently only has a Tree Risk Management Guide (TRMG), which, as the name suggests, mainly addresses the Council's approach to its duty of care as it relates to trees under its management.
- Without having more comprehensive and up to date policies, the Council will struggle to deliver its Climate Change promises and be able to demonstrate this
- There is a risk of reputational damage if the Council does not act responsibly and decisively to support the environment and fulfil its commitments

6.3 Legal

The preparation of this policy is being undertaken in order to support compliance with the Council's statutory obligations and its corporate strategy aims and objectives. The report provides details of the Council's consultation process and provides an update on that consultation and the policy's development.

6.4 Equality, diversity and inclusion

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

6.5 Climate emergency declaration

The Tree and Woodland Policy directly contributes to the Council's environmental and sustainability objectives as contained in the Corporate Plan. The Policy will ensure that the natural environment, and carbon sequestration are prioritised, protected, enhanced and embedded in all our projects and works.

7. Consultation and engagement

7.1 The draft Tree and Woodland Policy has been shared with the Portfolio holders Cllr Townsend and Cllr Williams for comment and is also in the process of being shared with stakeholders such as Country Council, Parish and Town Councils, Forestry Commission and special interest groups, for comment.

7.2 Feedback from these consultations have been and will continue to be considered and included as appropriate in the final draft Policy.

8. Other options considered

- Do nothing is not an option as the writing of a policy and action plan is already identified in the service plan and Climate emergency action plan. The development of the Tree and Woodland Policy is part of the first important steps in understanding the natural resources in the Borough and building climate resilience for the future

9. **Governance journey**

- 9.1 The policy will be considered by the Services O&S committee . Following further drafting of the policy document, the policy will be presented to Executive Committee later in the year to be recommended for adoption by the Council in February 2022.

Annexes:

Annexe 1 – Draft Tree and Woodland Policy **Background Papers**

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

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Agreed and signed off by:
Legal Services: date 28/10/21
Head of Finance: date 27/10/21
Strategic Director: date 19/10/21
Portfolio Holders: date 11/11/21

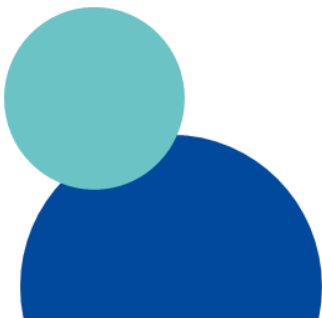
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Waverley Borough Council

Tree and Woodland Policy & Action Plan

Latest version number: v0.8
Latest publication date: 11/11/2021



Information & Governance

1.1. Approval & Publication:

[Please advise the Corporate Policy Team of any Strategies, Policies and Procedures which need to be added to the Corporate Documents Review Register.]

Approving Body	Approval route requirement	Publication Type	Publication requirement	Review frequency	Document owner	Next Review Date
<i>Executive, Council for the 1st approval only</i>	<i>Overview & Scrutiny Committee – Services</i>	<i>Internal and external</i>	<i>There are no legal or constitutional requirements for publication</i>	<i>Annual</i>	Arno Spaarkogel	To be confirmed

1.2. Version Control Information:

[Please ensure changes to your document are recorded in the Version Control History section below. As a guide versions 0.1, 0.2, etc. are used until document is published when it becomes V1. The v2, v3, v4 would indicate new versions following a review and v1.1, v2.1, would indicate in year smaller corrections to the document]

Version	Version Status (Draft, Approved /Published Internally or Externally)	Date	Version Comment	Version Author
V0.1	1 st Draft	22/02/2021	Initial comments and amendments	Matthew Lank
V0.2	2 nd Draft	14/10/21	Further amendments	Arno Spaarkogel
V0.3	3 rd Draft	27/10/21	Filling in gaps	Arno Spaarkogel
V0.4	4 th Draft	28/10/21	Finished Action Plan details and all policies. Added to P&D section	Arno Spaarkogel
V0.5	5 th Draft	29/10/21	Formatting and minor editing	Matthew Lank
V0.6	6 th Draft	01/11/21	Policy wording changes, paragraph changes and additional text	Matthew Lank
V0.7	7 th Draft	02/11/21	Paragraph changes, additional text, corrections and condensing actions in action plan	Arno Spaarkogel
V0.8	8 th Draft	11/11/21	Alterations and additions following Portfolio Holders comments	Arno Spaarkogel

1.3. Impact Assessments and Consideration:

Impact Assessment Type	Required / Not Required	Date Completed	Impact Assessments and Considerations Comment	Assessment Owner
Equality Impact Assessment	Not required	N/A	N/A	N/A
Health in all Policies	Not required	N/A	N/A	N/A
Data Protection Impact Assessment	Not required	N/A	N/A	N/A
Climate Change	Required	22/02/21	Climate Change Implications considered in the proposal	Arno Spaarkogel

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DRAFT

3. Introduction

3.1 Context

It has been 17 years since Waverley adopted its own Tree Risk Management Guide (TRMG). The TRMG is reviewed and updated every two years. Since this guide's main focus was on risk management, the need for a more comprehensive approach to tree and woodland management, including planting, has been made more urgent by the Council's declaration of a Climate Emergency in 2019 and the subsequent production of a Climate Change Action Plan. The Tree and Woodland Policy is intended to be an adaptable document that will be reviewed and updated on a regular basis or when there is a requirement to do so.

Although not a Planning document, it is important that this Tree and Woodland Policy feeds into or compliments other Strategies, Policies and guidelines across the Council and vice versa, such as:

- Local Plan Part 1; Policies NE 1 & 2, Local Plan Part 2; policies DM 1 and 11 and the Planning Tree Guidelines (2018).
- Biodiversity Policy and Action Plan (draft)
- Climate Emergency Action Plan
- Pesticide Policy
- Woodland management plans
- Tree Risk Management Framework (was TRMG)
- Green Spaces Strategy (yet to be developed)

3.2 Trees in the borough

The benefits of trees are many. Environmental benefits include absorbing carbon dioxide, improving air quality, reducing flooding and noise levels, providing shade, shelter and also wildlife habitats and corridors. Aesthetic benefits that make our environment more enjoyable, as trees contribute to local character, making up an important part of the historic environment, enhancing privacy and adding greenery and colour. These factors all help to contribute to better mental and physical health.

Trees have historically been an intrinsic part of the Waverley area, both individual trees in Parks and other public open spaces as well as private gardens and woods and copses. The Borough of Waverley has one of the highest percentages of tree canopy cover in England, with an estimated 34% compared with a national average of around 16%.

The Council itself owns and manages in the region of 2000 Hectares of land that contains a significant number of trees and woodlands and also manages approximately 4500 social housing properties many of which have trees in gardens. Although the Policy is a document to guide the Council's own approach to tree preservation, planting and management, it is anticipated that the Policy will present

the Council as 'leading by example'. In this respect, the Council is also part of a wider network of other landowners and organisations where ideas and best practice are shared. As well as sharing its practice, the Council will develop ways of influencing others across the community in Waverley to preserve and plant trees and manage woodland effectively, consistent with our recognition of the climate emergency and the aim of a net-zero carbon Waverley.

4. Benefits of Trees and Woodlands

4.1 General benefits

The benefits of trees are well documented. They contribute to many social, environmental, economic and health benefits. They also produce oxygen and "capture" up carbon dioxide. Ensuring appropriate retention, maintenance and planting of trees within the Borough is vital to continue to provide these benefits, helping the climate change "proofing" of the Borough, to meet the Council's environmental aims and to ensure the Borough remains a desirable area to live and work in.

4.2 Climate change benefits

Climate change is one of the greatest challenges mankind faces and the Council's climate emergency declaration in 2019 committed it to work towards the Council's functions being carbon neutral by 2030. Tree retention and planting as well as active woodland management can help to some extent to meet that challenge. In recent decades, acceptance of the importance of tree retention and planting, for the multiple benefits they provide, has increased, particularly because of the extremes of weather that climate change brings and the continued loss of biodiversity.

4.3 Specific benefits

- Absorbing carbon dioxide, the major climate change (greenhouse) gas, reducing levels of this gas in the atmosphere
- With their canopies they intercept rain, delaying rainfall onto hard surfaces and into the mains drainage systems, this also helps reducing soil erosion and surface water runoff and flooding caused by heavy rain
- Providing shelter and shading from wind, rain and sun and reduce temperatures, especially in urban areas as well as the temperatures of watercourses
- Improving air quality by, most importantly, producing oxygen but also by removing air pollutants, such as ozone and nitrous oxides, and particulate matter such as soot and smoke
- Reducing noise levels, particularly noise from traffic

- Providing habitat for wildlife and being a vital component of the Borough's green infrastructure
- They are a significant feature of the character of many built-up areas, reinforcing their scale and proportion and enhancing their attractiveness
- In built-up areas, an established tree stock can result in higher property prices
- Screening undesirable features, enhance privacy and add greenery and colour
- Reducing anti-social behaviour in certain circumstances

All these factors combined help promote the health and well-being of residents, positively impacting on people's lives and on the borough's biodiversity.

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5. Tree & Woodland Policy Vision, Aims and Objectives

5.1 Vision Statement

To protect, conserve, manage and increase Tree and Woodland cover on Council managed land in the Borough, for the benefit and safe enjoyment of residents whilst helping to mitigate the impact of climate change and providing and improving habitats for wildlife which rely on trees and woodland.

5.2 Aims & Objectives

The Council as landowner, is formalising its approach to the management of its existing trees/woods in this new Policy, updating its approach to Tree Risk Management and incorporating that of planting and establishment of new trees, either through natural re-generation or actual planting of copses, in woodlands, hedgerows and, where appropriate, the establishment of community orchards.

We aim to replace trees lost for a variety of reasons in formal features such as Avenues and Parks, to ensure continuation of these landscape assets and to establish new trees in amenity areas in (new) Council housing developments.

In respect of planting trees, Waverley Borough Council aims to combine suitable land availability, planting stock availability, resource availability, community support and sensible timescales, to achieve as much as is reasonably possible within those constraints, to increase even further its already extensive tree canopy cover.

The Policy has the following main aims and objectives as set out (Appendix 1; Action Plan):

1. Canopy cover – Using external expertise and in co-operation with Surrey County Council and other Surrey Boroughs and Districts, identify more accurately the extent of the Council's tree stock in terms of canopy cover and its current and potential capacity as a carbon sink
2. Council trees and woodlands – protect, retain and manage trees and woodlands in a safe condition to ensure a continuation of canopy cover of healthy trees resistant to pest & diseases and climate change and to reduce air pollution whilst preventing death, injury or unacceptable damage caused by trees (Appendix 2). Resist demands for pruning or felling of Council owned trees for reasons of non-actionable nuisance (perceived or otherwise) from Tenants or adjacent landowners (Appendix 3)

3. Climate adaptation – increase the age and species diversity of the tree stock to provide resistance to the effects of climate change; maintain and keep trees healthy, as much as is within our control, in order that they can achieve their full potential thus ensuring that the trees in Waverley are resilient to the impacts of climate change and provide the maximum role in mitigating its effects
4. Improve biodiversity across the Borough; - by protecting and the appropriate management of existing (ancient) woodlands and ancient/veteran trees; - by selecting trees for new planting which have wildlife value, particularly in semi-natural areas and by ensuring that tree planting does not compromise or adversely affect other priority habitats
5. Tree planting – identify sites owned by the Council which are suitable for planting individual trees, hedgerows, orchards and copses/woods, avoiding locations with constraints such as high levels of existing biodiversity or demands such as the need for the provision of social Housing
6. Identify the kinds of planting and trees that might be suitable, including species choice which considers the level of carbon sequestration potential, impact of climate/temperature change over the life of the chosen species, resilience against current and the anticipated arrival of pests and diseases (Appendix 4)
7. WBC will engage with; partners, public and landowners to raise awareness of the Policy objectives and of good arboricultural and silvicultural management practices
8. Funding – Identification of funding that might be available from the Council's own budget as well as Government grants through the Forestry Commission and S106, CIL and/or SANGS money. In addition, consideration to be given to crowd funding opportunities, site adoption by local communities of orchards or forest gardens and otherwise linking with community initiatives such as Roots for the Future and COPSE
9. Monitor progress – record and report net tree gain on an annual basis and reassess canopy cover every ten years from 2031

6. Summary of policy statements supporting the Tree & Woodland Policy

6.1 Table 1. Summary of policy statements

Policy Statement No.	Policy Statement
<i>Policy Statement 1</i>	The Council will ensure that its tree and woodland populations are appropriately managed in a sustainable manner and in accordance with the objectives and guidance set out in Woodland Management Plans as approved by the Forestry Commission.
<i>Policy Statement 2</i>	The Council will maintain its trees and woodlands in accordance with its obligations, with particular attention for the sequestration of carbon in addition to the safety of people and property.
<i>Policy Statement 3</i>	The pruning or removal of trees and woodlands shall be resisted (Appendix 3), unless there are sound Biodiversity, Arboricultural or Silvicultural reasons and in accordance with approved management plans.
<i>Policy Statement 4</i>	The Council will, in combination with SCC, make an assessment of extent and condition of canopy cover in Waverley and will endeavour to extend this.
<i>Policy Statement 5</i>	The Council when managing its existing tree stock, aims to increase the age and species diversity, to provide resistance to climate change; to maintain and keep trees healthy, as much as is within our control, in order that they can achieve their full potential and increase the likelihood that they are resilient and able to mitigate the effects as much as possible.
<i>Policy Statement 6</i>	The Council will continue to manage Pests and Diseases using a risk-based approach consistent with Waverley's Pesticides Policy and monitor new pathogens in liaison with DEFRA, FERA and the Forestry Commission.
<i>Policy Statement 7</i>	When purchasing tree planting stock, the Council will ensure that this is from certified UK sources and the Council's contractors are contract bound to apply current biosecurity measures to limit spread of Pests & Diseases.
<i>Policy Statement 8</i>	The Council will conserve and improve biodiversity across

Policy Statement No.	Policy Statement
	the Borough; by protecting and undertaking the appropriate management of existing (ancient) woodlands and ancient/veteran trees; by selecting trees for new planting which have wildlife value and not compromise or adversely affect other priority habitats.
<i>Policy Statement 9</i>	The Council aims to expand its tree and woodland populations by planting new and replacement trees and woodlands, using appropriate tree species compatible with the conservation of other important habitats by developing site specific tree planting plans. These plans will focus on ensuring the continuation of tree cover and also the expansion of the urban tree and woodland population and will have appropriate maintenance and protection measures implemented.
<i>Policy Statement 10</i>	The Council will encourage and enable greater awareness and better understanding of tree and woodland management and the benefits of trees in general, so that residents and communities are engaged and can support Council activities.
<i>Policy Statement 11</i>	The Council will explore the valuation of its tree and woodland populations to try to quantify their value as natural capital and ensure the management and maintenance of tree stock is done using the most environmentally positive and economically viable methods and in accordance with best practice.
<i>Policy Statement 12</i>	The Council will use whatever mechanisms are available to it, to ensure that third parties maintaining council owned land, comply with the council's policy. Where the council maintains land on behalf of a third party, will ensure that, as far as possible, the principles of this policy are delivered.

7. Trees in Waverley

7.1 Tree coverage

The Council is responsible for roughly 8% of the land area within the Waverley Borough area through both freehold and leasehold arrangements.

On that land, the Council is responsible for a significant number of trees and woodlands growing in a wide range of locations e.g., in parks, recreation grounds, sports facilities, Housing areas, cemeteries & churchyards, nature reserves, Sites of Specific Scientific Interest, (SSSI), Special Protection Areas (SPA), common land and woodlands.

Waverley contains numerous parks and other open spaces. These areas provide the opportunity for people to experience trees of various forms, types and ages in locally relatively dense urban environments.

There are extensive networks of woodlands and groups of trees across the Borough in both private and public ownership. These are remnants of what are likely to have been larger wooded areas. They form significant and distinctive landscape features and help to define the landscape character of Waverley.

Although not the responsibility of WBC, Street trees have an important role in helping to define the character of many urban areas, enhancing the street scene and softening the hard urban environment as well as providing a barrier to noise and pollution and we will do all within our power to support Surrey County Council as the Highway Authority, to promote and appropriately manage street trees.

7.2 Historical tree and woodland management

Traditionally, woodlands were managed in the main because they produced materials for building, fencing, tools, firewood/charcoal, animal fodder and a host of other purposes. They were also the habitat for deer and other wildlife which, to a greater or lesser extent, were also “harvested”. As a result, woods became locally very diverse both in tree and plant species, age range and density and consequently, also very diverse in the biodiversity they supported.

Over the past century, mainly because of the availability of other materials and loss of manual labour, many woods have become under-managed or even unmanaged and biodiversity has dropped significantly.

Nowadays, the general public often sees management in the form of thinning or felling, even when this is done in a sustainable way, as negative. This is partly because our largely urban populations are not used to such activities and many people feel that it is unnatural to manage woods and feel they need to be left to their own devices.

Unfortunately, this is not a sensible approach and even though we may not need the woodland products in the same way we used to, not managing our relatively small areas of woodland will only cause deterioration, poor carbon sequestration capacity and poor habitat outcomes.

An element of public engagement and education will be required when planning to carry out more extensive management works, specific to the locality of a particular site but also in general via the Council's website.

Management of individual trees in Waverley has been and will be largely confined to safety related work or where significant nuisance is an issue, including the impact trees can have in causing damage to buildings and structures.

7.3 Current general management.

With the application of best practice and sensible pro-active management of tree populations, especially woodlands, there is less need to carry out frequent safety inspections. Conversely, if there is little or no routine management this will not only negatively affect biodiversity, but tree safety inspections won't necessarily protect the Council from claims of negligence in the case of tree failure.

Routine tree/woodland management and tree safety should be inextricably linked. If there is no routine management, it may be impossible to achieve adequate levels of safety.

By way of example, in a dense, "natural" woodland adjacent to a road, the individual trees may technically be healthy, but it is not satisfactory to leave tall, closely spaced trees to sort themselves out, as there is a higher-than-average risk of such trees falling regardless. When carrying out tree safety inspections in these circumstances, it is almost impossible to decide which trees are safe and which are not.

There are at present (2021) still many examples of such situations on Waverley land. Similarly, even-aged groups of trees or Avenues often contain several trees of poor form or structure which can only be retained in relative safety by carrying out potentially extensive (and expensive!) pruning works which are likely to need repeating on a regular basis. In these circumstances, although potentially controversial, gradual removal and replacement is often likely to be the more sensible approach.

Practical management will therefore almost always involve the removal of some trees from time to time and this should not be prevented by public attitude/reluctance, insufficient funding or inertia. All tree populations are dynamic rather than static and removal of trees, as necessary, is an essential part of management. Failure to manage trees in this way will not only shift the cost from routine management to tree risk management, in the long term it will also result in increased costs (larger trees in unsuitable locations and/or of poor form having to be dealt with instead of when they

were still small). In addition, such approach will increase the risks associated with trees, increase bad publicity and also result in lower amenity values in the long term.

Staff responsible for management of Waverley land which include its tree populations (whether individual trees or woodlands) should in the first instance concentrate on general tree management principles. This should take account of the main purpose and priorities of those sites and managers should develop a purpose statement for those populations which needs to include proposals for routine management. Such proposals or principles will then form the basis of work specifications and planning which in turn, will assist those Officers in bidding for- or planning of -budgets.

Tree safety inspections (and resultant works) will be done in tandem with routine management but will, over time, become more straightforward, less time consuming and likely to cost less.

Details of how the Council manages the risk potential of trees are set out in the Tree Risk Management Framework (Appendix 2)

7.4 Woodland Management

It is not clear how trees and woodlands in England will respond to climate change, but this should not be used as a reason for inactivity. While mature woodland represents a large carbon store and carrying out some management (i.e., felling a proportion of the trees) is likely to result in net carbon emissions over the short term, there are longer term benefits through such action beyond the financial benefits to the woodland owner, local employment opportunities and community engagement.

As previously indicated, the consequences of not carrying such work, results in dense stands of trees where individual specimen do not achieve their natural size and potential and they also tend to die at a much earlier age. This is all apart from the fact that they are much less resilient to high winds and suffer from uprooting or stem breakage. By thinning out such woods, better shaped trees as well as older/veteran type trees, will be able to survive and thrive considerably longer and also be able to store much more carbon than several trees within the same surface area can.

Management is also required to bring light to the woodland floor to allow high quality habitat to develop, while it also promotes natural regeneration and allows adaptation to the changing climate. In woodland of limited species diversity, management also provides the opportunity to introduce species appropriate to the woodland that will enhance its resilience to climate change and pest and disease outbreaks. So, as well as a wide range of species and resilient genetic make-up within those species in our planted woodland, we sometimes need to manipulate the tree stock in our natural and managed woodlands to make them more resilient to the climate of the future.

Making choices about how we manage our woodland with a view to a climate that will be quite different to the one we currently have, is essential for their future resilience and continued biodiversity.

The Council, in conjunction with the Forestry Commission, is in the process of having management plans written for all wooded sites under its control and this project should be completed by the middle of 2022.

Key factors in appropriate woodland management are to:

- Complete the process of establishing management plans for its woodland areas and keep those plans up to date
- Manage the woodlands on a sustainable basis
- Maintain continuous tree cover where appropriate
- Identify potential new sites for woodlands and encourage their creation adjoining existing woodlands and where appropriate making full use of natural regeneration
- Maintain and expand decaying woodland habitats, where safe to do so, essential for the functioning of woodland ecosystems

Policy Statement 1

The Council will ensure that its tree and woodland populations are appropriately managed in a sustainable manner and in accordance with the objectives and guidance set out in Woodland Management Plans as approved by the Forestry Commission

7.5 Trees and nuisance

Whilst it is recognized that trees have many benefits, it is inevitable that in some cases their presence, directly or indirectly, cause concerns or nuisance to individual residents. Often such concerns, when viewed in a wider context, do not warrant the Council to either prune or fell trees as this would not be required by law or even considered reasonable especially considering similar situations elsewhere in the Waverley area or indeed nationally.

There is a reasonable expectation that residents, when deciding to buy a property adjacent to any land with either individual trees or woodland situated on it, take account of this presence and its potential implications, as a material consideration. This is not dissimilar to the way one would consider the location in relation to nearby

amenities, schools, transport infrastructure or indeed nuisance factors such as noisy neighbours or traffic and smelly industries.

This is important since trees, if not fully mature, will continue to grow and the Council as landowner, is unlikely to be able or willing to address loss of (sun) light, a loss of view or other nuisance factors (perceived or otherwise), because of those trees. Indeed, the Council has declared a climate emergency and needs trees to grow to their full potential to assist in capturing carbon dioxide.

Policy Statement 2

The Council will maintain its trees and woodlands in accordance with its obligations, with particular attention for the sequestration of carbon in addition to the safety of people and property (Appendix 2).

Policy Statement 3

The pruning or removal of trees and woodlands shall be resisted (Appendix 3), unless there are sound Biodiversity, Arboricultural or Silvicultural reasons and in accordance with approved management plans.

8. Canopy Cover

8.1 What is Canopy Cover

Canopy cover is a useful measure of the proportion of an area which is covered by the canopy of a tree. In terms of the climate change agenda, as well as for other matters such as air quality, it is a more meaningful measure than absolute numbers of trees.

8.2 Assessing Canopy Cover

The Council will assess the Borough's tree canopy cover (TCC) in greater detail, for the benefits they provide by using tools such as I-Tree Eco and I-Tree Canopy (budgets permitting) and subsequently re-measure whenever appropriate. I-Tree Eco is currently designed to provide estimates of:

- (Urban) woodland structure; species composition, number of trees, tree density, tree health
- Pollution reduction; hourly amount of pollution removed by the urban forest in particular, and associated percent air quality improvement throughout a year. Pollution removal is calculated for ozone, Sulphur dioxide, nitrogen dioxide, carbon monoxide and particulate matter 2.5 (<2.5 microns)
- Public health impacts; health incidence reduction and economic benefit based on the effect of trees on air quality improvement (figures for the US only)
- Carbon; total carbon stored and net carbon annually sequestered by trees
- Energy Effects; effects of trees on building energy use and consequent effects on carbon dioxide emissions from power plants
- Avoided runoff; yearly avoided runoff attributed to trees summarised by tree species or strata
- Forecasting; models tree and forest growth over time; considers factors like mortality rates, tree planting inputs, pest and disease impacts and storm effects. Some ecosystem services including carbon and pollution benefits are also forecasted
- Bio-emissions; hourly urban forest volatile organic compound emissions and the relative impact of tree species on net ozone and carbon monoxide formation throughout the year

- Values; compensatory value of the forest, as well as the estimated economic value of ecosystem services
- Potential pest impacts; based on host susceptibility, pest/disease range and tree structural value

Policy Statement 4

The Council will, in combination with SCC, make an assessment of extent and condition of canopy cover in Waverley and will endeavour to extend this.

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9. Climate change; impact on trees

9.1 Climate Change

The Tree and Woodland Policy is important in how it can work in collaboration with the Climate Emergency Action Plan. Trees absorb carbon dioxide and can therefore help in sequestering the Council's unavoidable emissions.

However, estimating the contribution that a tree will make to reducing carbon emissions is difficult, and can depend on its species, size and maturity. A rule of thumb often used is that a tree will absorb one tonne of carbon over an assumed lifespan of 100 years. This is only an approximate measure. Clearly, tree and woodland management and new planting can only be part of a much wider response to reducing carbon emissions.

It is becoming increasingly important for trees to form an integral part of any area for the multiple benefits they provide. In order to climate proof our urban areas in particular, we need to assess the species make-up of our tree stock and work towards a greater diversity of tree species as the effects of climate change are not clear in terms of species survival.

9.2 Likely impacts of climate change on England's existing trees and woodlands

There is considerable uncertainty about how trees and woodlands in England will respond to climate change, but this is not a reason not to act now, since research and experience is informing us that the following impacts are likely.

- The current range of broadleaf species, assuming appropriate species and origin/provenance are or have been used, will most likely remain suitable for woodlands across much of England. Towards the end of the century, southern and eastern England are likely to be the exception
- Existing conifer stands are likely to reach maturity before serious direct impact of climate change, although this does not account, for instance, for new pests and diseases
- Where water is not a limiting factor, tree growth rates for most species are predicted to increase as a result of longer growing seasons, increased temperature, and the rising level of CO₂
- The impacts of climate change are likely to be first seen with declining tree health in some species and increasingly difficult new tree establishment and increased mortality. As climate change progresses, some mature trees are very likely to die because of both direct and indirect impacts

- Even where the composition of the tree canopy of woodlands remains unchanged, the composition, structure and character of the ground flora may change significantly. It is very likely that climate change will have serious impacts on drought sensitive tree species on shallow free-draining soils, particularly in southern and eastern England
- Extreme rainfall is likely to cause flooding and the current woodland access and drainage network may be inadequate
- A higher frequency of winter gales leading to increased levels of damage and wind blow
- Wildfires are almost certain to become an increasing factor affecting the condition and longevity of some woods, especially those adjacent to heathland and similar areas
- Tree pests and diseases, both those present in the UK and those that may be introduced, are likely to remain a greater threat to woodlands in the immediate future than the direct effects of climate change, (source: Forestry Commission (FC)).

Policy Statement 5

The Council when managing its existing tree stock, aims to increase the age and species diversity, to provide resistance to climate change; to maintain and keep trees healthy, as much as is within our control, in order that they can achieve their full potential and increase the likelihood that they are resilient and able to mitigate the effects as much as possible.

10. Pests, diseases and animals; impact on trees

10.1 Tree Pests & Diseases in the UK

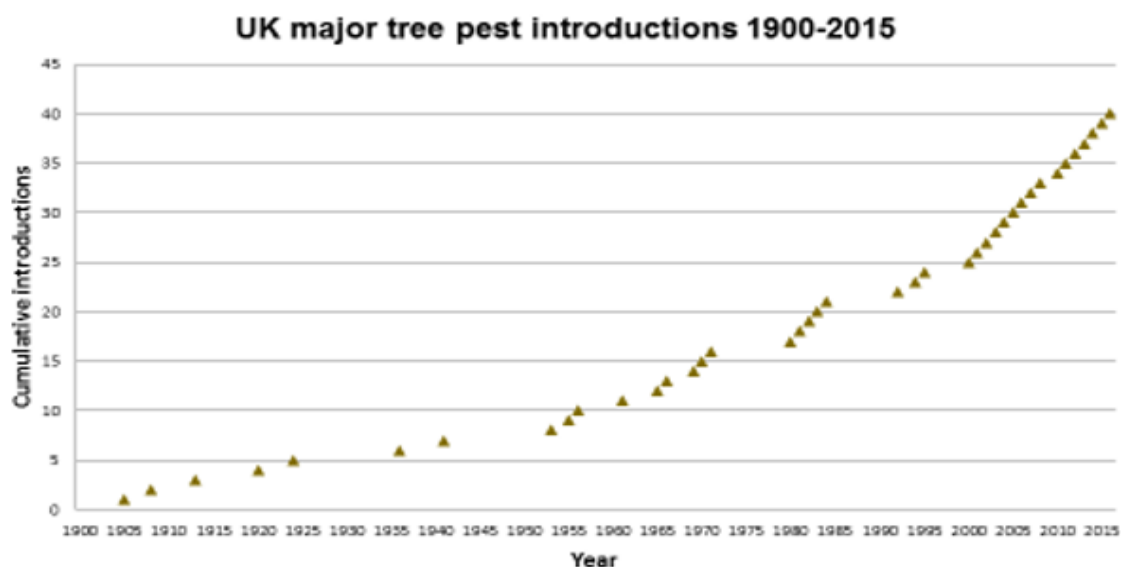
Tree pests and diseases, both those present in the UK and those that may be introduced, are likely to remain a greater threat to woodlands in the immediate future than the direct effects of climate change.

The damage to our trees, woods and forests from insect pests and organisms such as bacteria and fungi is significant. The rapid increase in movements of goods and people between countries has increased the risk of spreading pests and diseases. They can travel hidden in plants, plant products, packaging, wood, vehicles and holidaymakers' luggage - even in the soil carried on shoes.

Some of these pests and diseases do little harm in their native environments, where predators, environmental factors and co-evolution with their host plants keep them in check. However, they can cause significant damage to trees and plants in other countries where those limiting factors are not present. Some single species of insect, fungus or bacterium can damage or kill dozens of different plant species, including trees. As well as causing economic losses for the forestry, timber and plant-based industries, they can disrupt other sectors, such as tourism, and threaten woodland biodiversity, ecosystems and native species.

The threat to the UK's plants and trees is real and increasing, 10.2 Chart 1. below shows the trend over the past 115 years, (source: FC).

10.2 Chart 1. UK tree pest introductions



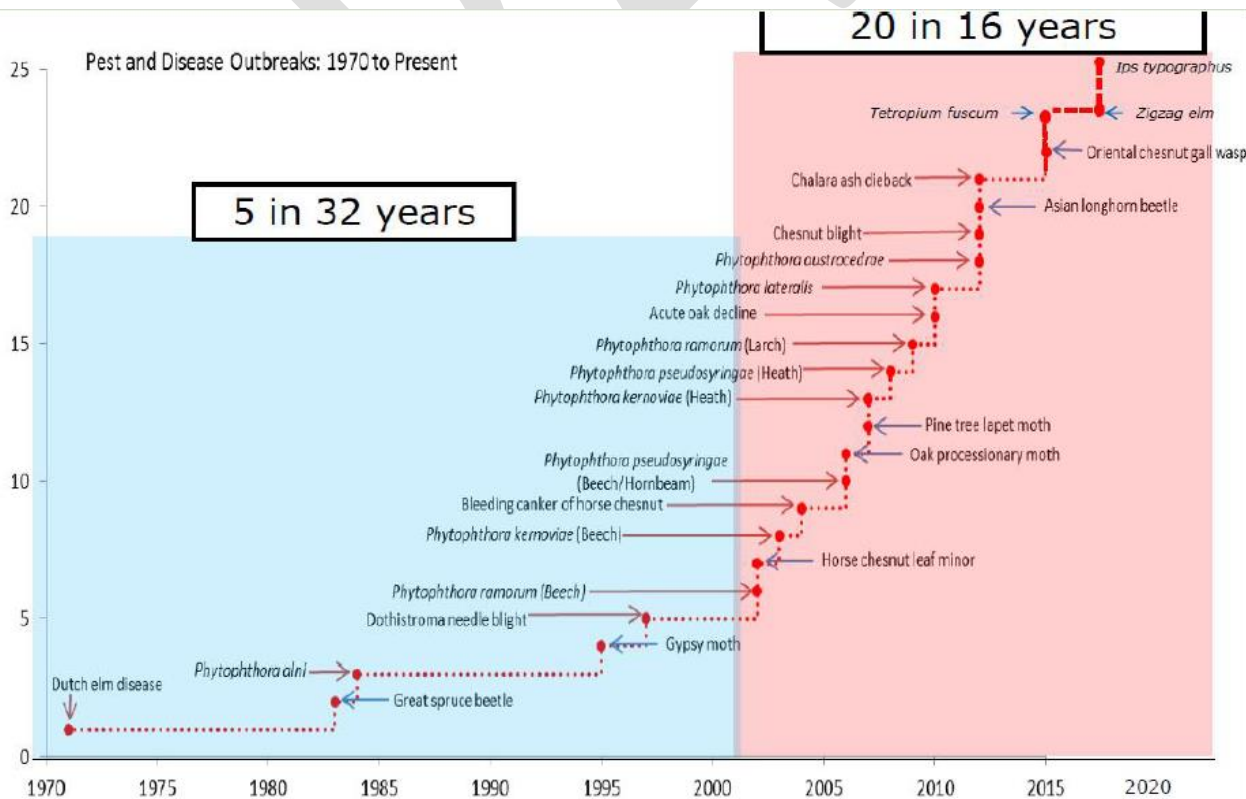
With globalisation in trade and travel, we have seen an increased volume and diversity of plants and plant products entering the UK. Since 1999 UK imports of live plants and plant material has increased by 71% (source Forest Research).

Pests and disease introductions because of global movement of goods have resulted in a significant detrimental impact on a number of species within the UK (see also Appendix 4). An appropriate diversity of tree species will therefore also help to ensure that canopy cover is better protected should a pest or disease affect a particular genus or species

10.3 Main current pest and disease threats in the Borough

As shown below 10.4 Chart 2, the trend of new pests and diseases emerging, is rapidly increasing, (source FC). These carry with them varying associated impacts. Oak Processionary Moth (OPM) and Ash Dieback (ADB) are the main pests and diseases at present which the Council has and will be required to respond to. OPM and ADB have been in the Country for some years and despite Government attempts to eradicate or control, they have continued to spread and are now spreading exponentially across the Country.

10.4 Chart 2. Pest and Disease Outbreaks



10.4.1 Oak Processionary Moth

OPM caterpillars are a pest and they can defoliate Oak trees, if this happens year on year, the trees can decline and die as a result. More significant though are the health impacts of the urticating/toxic hairs shed by the caterpillars which can cause significant skin irritations in people and animals, as well as respiratory problems and tongue necrosis in dogs and grazing animals such as horses and cattle. The hairs/skins of these caterpillars take many years to disintegrate and, when removing nests from trees, all material is treated as hazardous waste similar to asbestos.

At the moment the pest is subject to a Government Plant Health Notice which means that any land/tree owner where OPM is found is legally obliged to eradicate the pest from any tree on their landholding, even in remote areas.

The Forestry Commission (FC) have extended their programme of moth trapping (purely for purposes of monitoring the spread) around a much wider area around London, now including the Northern parts of Waverley and have found moths in traps within the Borough and it is clear that OPM is spreading year on year. Officers have been pro-actively monitoring the progress of OPM in conjunction with the Forestry Commission through the use of Pheromone trapping and visual surveys since 2016.

Officers are working together with the Forestry Commission (FC) and DEFRA and with colleagues in other Surrey Boroughs and Districts to decide upon the best ways of tackling the pest and work is being carried in-house on a risk based approach of monitoring and control by identifying sites where any OPM infestation is likely to have significant impact such as Oak trees in or over children's play areas, in or over residents' gardens and School grounds etc. Since 2019 all pheromone traps have been located in these High Risk areas/sites to allow us to target survey work and possible treatment most economically. Since 2020, OPM (nests) have been found on several sites within the Borough but, so far, have only found two Council trees affected.

DEFRA and the FC are currently going through a process of consulting with stakeholders including Public Health England to obtain more factual information on the impact on human and animal health and to develop best practice advice for managing this pest.

10.4.2 Ash Dieback

ADB is a disease of ash trees caused by a fungus which causes leaf loss, crown dieback and bark lesions in affected trees. Once a tree is infected the disease is usually fatal; either directly or indirectly by weakening the tree to the point where it succumbs more readily to attacks by other pests or pathogens. In addition, the timber of trees affected by the disease but not yet killed, is altered in such a way that it becomes very brittle which affects the

potential timber value but more concerning is the significant safety risks posed to the public and those working on trees if removal is left too late.

The progress of the disease nationally is alarming. The disease was visible in Waverley for the first time during summer 2016 in young trees and saplings. A year later it was apparent that even older trees were affected in a variety of places right throughout the Borough. The borough area contains locally high numbers of Ash trees and high numbers of trees in the Borough have been affected and this trend is escalating. Based on experience on the Continent the prognosis is that between 80-90% of all Ash trees will succumb within a relatively short time span (between 5 and 15 years).

Every year the Tree Team put together a priority listing of the worst affected Ash trees or stands of trees in need of removal that winter. This disease has the potential to have significant landscape impact and as trees decline and die, will have to be removed in areas with public access.

In a similar approach to dealing with OPM, officers have been in communication and co-operating with other interested organisations and Officers from other Councils to develop the best approach to dealing with ADB. In the recent past the Forestry Commission and Forest Industry Organisations advocate the pre-emptive removal of Ash trees both to reduce risks to operators and the public and also to possibly still have the benefit of some timber value. Other organisations are urging caution insomuch that they feel that there may be strains of Ash that are resistant to the disease and that not all trees should be felled pre-emptively in an attempt to preserve the species.

At present Council officers are trying to take a balanced approach between the two extremes but further work is being done to develop a comprehensive management approach/action plan for dealing with the impact of this disease.

10.4.3 Other Pests & Diseases

The impact of further Pests and Diseases (P&D) such as:

- Chronic and Acute Oak Decline
- Sweet Chestnut blight
- Phytophthora on Larch and other species

are more limited at present and will be monitored.

Further significant pests on the horizon are: Plane wilt, - Spruce Bark Beetle, - Pine Processionary Moth- Emerald Ash Borer- Asian Longhorn Beetle and Xylella.

10.5 Damage caused by animals

Deer, Grey Squirrels and other mammals (including mice and rabbits), cause damage at every stage of tree growth due to browsing or bark stripping. Deer, grey squirrels and rabbits especially are a serious threat to trees, they prevent trees and woodlands establishing and realising their full potential

10.5.1 Grey squirrels

Grey squirrels can cause major damage to our trees by stripping the bark which reduces tree vigour, causes disfigurement, structural weakness and often, death. The damage caused by grey squirrels can also cause wounds through which pests and diseases may gain entry. This is a serious problem at a time when we are working to increase tree and woodland cover for the many essential benefits trees provide.

To address this, government and partners have signed the Squirrel Accord which brings together leading woodland, timber industry and conservation organisations in the UK. Through the Accord these organisations are working on a coordinated approach to protect red squirrels and woodlands in the UK, and to managing the impacts of the introduced grey squirrel.

Unlike deer and rabbits, squirrels cannot be kept at bay by fencing or tree guards and therefore the damage caused by them requires a different approach i.e., keeping their numbers in check. Controlling squirrel numbers needs to be a concerted effort over a wide area. If neighboring landowners fail to take action, the influx of squirrels onto adjacent land is significant. As and when humane forms of controlling squirrels become available, the Council will consider using these, after careful assessment of the likely positive and negative impacts.

10.5.2 Deer

All six deer species established in the UK have been increasing in number and range over the last forty years. Deer are more abundant and widespread now than at any time in the past 1,000 years. Deer have been identified as being a substantial problem for the establishment of trees and new woods and for the management and biodiversity interests of existing woods, particularly by reducing or preventing natural regeneration of trees.

The issue of deer population is being addressed by the Deer Initiative, which is a broad partnership of statutory (including Forestry Commission and Natural England), voluntary and private sector interests dedicated to “ensuring the delivery of a sustainable wild deer population in England and Wales”.

In Waverley, the main deer populations causing problems are Roe deer and Muntjac, the latter being an introduced species. However, despite the damage caused, it is very difficult to control populations on Council land and

the best we can do is to protect new plantings through fencing or individual “shelters”.

10.5.3 Tree health and public safety

Bark stripping by any animal, weakens trees and creates open wounds that can result in irreversible damage and infection by pathogens. This destructive activity can also lead to girdling, cutting off the tree’s nutrient supply from its roots, which causes tree fatalities. Apart from this, squirrels often strip bark from the upper side of large horizontal limbs and do this year on year. These defects are very difficult to spot even during detailed inspections and, as a result, incipient decay in these areas will eventually result in breakage which causes large limbs to break and fall without much warning and this is a particular concern where this happens to large mature Beech trees over roads and other public access.

10.6 Biosecurity

Biosecurity refers to a set of precautions that aim to prevent the introduction and spread of harmful organisms. These include non-native tree pests, such as insects, and disease-causing organisms, called pathogens, such as some bacteria and fungi. For further details of this area of concern see Appendix 4.

There has been a significant increase in the number of non-native tree pests and diseases being introduced to the United Kingdom since the early 2000s. This demonstrates the need for us all to take action to provide our trees, woods and forests with greater protection. By implementing appropriate biosecurity measures, we can significantly reduce the risk of introducing and spreading tree pests and diseases.

Policy Statement 6

The Council will continue to deal with Pests and Diseases (P&D) such as Oak Processionary moth and Ash Dieback using a risk-based approach consistent with Waverley’s Pesticides Policy and monitor new pathogens in liaison with DEFRA, FERA and the Forestry Commission..

Policy Statement 7

When purchasing tree planting stock, the Council will ensure that this is from certified UK sources and the Council’s contractors are contract bound to apply current biosecurity measures to limit spread of P&D.

11. Biodiversity

11.1 Trees and woodlands

Trees and woodland provide a significant habitat proportion within the borough with an estimated tree canopy cover of up to 34%. Therefore, trees and woodlands contribute greatly to the biodiversity within the borough and should be managed in such a way to protect the species that inhabit and rely on them.

11.2 Biodiversity Improvements

Improvements to biodiversity across the Borough can be achieved by protecting and appropriately managing existing (ancient) woodlands and ancient/veteran trees. Furthermore, improvements can also be achieved by selecting trees for new planting which have wildlife value, particularly in semi-natural areas and by ensuring that tree planting does not compromise or adversely affect other priority habitats.

The Councils Biodiversity Policy provide further details on matters relating to Biodiversity.

Policy Statement 8

The Council will conserve and improve biodiversity across the Borough; by protecting and undertaking the appropriate management of existing (ancient) woodlands and ancient/veteran trees; by selecting trees for new planting which have wildlife value and not compromise or adversely affect other priority habitats.

12. Identifying Tree Planting Locations and Species selection

12.1 Assessing sites and specifying species

In parallel with the assessment of current Tree Canopy Cover (TCC) in Waverley, ideally separating Council “owned” TCC from other TCC within the Borough, the Council will actively identify land under its ownership/control which is suitable for additional planting and determine the most appropriate species and type of planting for those sites as follows:

- identify sites owned by Waverley Borough Council which would benefit from planting and where there are no other constraints due to for instance high levels of existing biodiversity or demands such as the need for the provision of social Housing
- identify sites where trees may need to be replaced either by planting or through natural re-generation, in Parks and Avenues or where for instance Ash Dieback has caused tree loss
- identify the kinds of planting and trees that might be suitable, including species choice which considers the level of carbon sequestration potential, impact of climate/temperature change over the life of the chosen species, resilience against current and the anticipated arrival of pests and diseases and the support of biodiversity
- set out the best practices for success including a full life approach incorporating aftercare, also bearing in mind the Council’s desire not to use pesticides

12.2 ‘Right tree, right place’ principle

As mentioned above, the Council is proactively identifying locations for tree planting to have a bank of locations ready for each planting season (budget permitting). When determining the right species to plant in any location, the Council will have due regard to the ‘Right tree, right place’ principle.

The potential negative aspects of trees are acknowledged, such as shading solar panels and interrupting television signals, ‘nuisance’ from natural trees debris (e.g., leaves, branches, fruit, twigs, honeydew), consequences of roosting birds, roots blocking drains, direct and indirect damage to buildings and structures (walls, hard surfacing). Tree debris is a natural consequence of having trees and cannot be eliminated, only managed appropriately to minimise hazards. New tree planting under the ‘right tree, right place principle aims to address the other issues to avoid future conflict as much as possible and thereby ensuring trees can achieve their optimum size and lifespan without the need for detrimental pruning or removal.

12.3 New plantings

When considering tree and woodland plantings in the borough to either ensure continuation of existing planted areas or to expand on populations the Council will use the following principles:

- Develop site-based tree-planting plans to ensure the continuation of tree cover, with particular emphasis on ongoing replacement of trees in terminal decline or with a poor structure which can't be improved through arboricultural techniques
- Expand the urban tree and woodland population, particularly where new planting will help to improve value for people and wildlife
- All plantings on Council land must have an appropriate maintenance and watering regime identified from the outset, to ensure survival of new plantings as best as possible

12.4 Community plantings

With the climate emergency, more (community) groups have come forward wishing to undertake “mass whip plantings” and this desire is expected to grow in the future. Whilst whip planting can produce canopy for the future, the chance of survival, unless properly tended to, can be minimal. Groups or individuals wishing to plant on Council owned land, are encouraged to come to the Council with their suggestions and ideas in order to end up with suitable sites and successful and sustainable planting initiatives.

12.5 Ensuring survival of new plantings

An appropriate portion of an annual tree planting budget will need to be used for establishment and maintenance. The need for regular watering to ensure survival of new trees has been highlighted in recent years where drought and high temperatures have taken their toll on new planting. The Council has an approximately 80% survival rate for new planting due to regular manual watering throughout the growing season, but this figure needs to be better.

Throughout the establishment period (usually around 3 to 4 years for larger trees), where new trees have failed, they will be replaced unless it has been determined that soil conditions will prevent establishment. In view of the higher temperatures and reduced rainfall we are already experiencing, and which is likely to continue, we will explore introducing alternative methods of watering and moisture retention, which may also need to include greater community involvement. There will also be a need for control of weeds and grass around the base of new trees to reduce competition and, especially if this involves strimming, extreme care needs to be taken in doing so.

Appropriate measures need to be considered with all new plantings to ensure the protection from competition, pests & disease, animal damage, mower and strimmer damage and also vandalism. These measures will vary from site to site, and depending on specific circumstances, are likely to include such items as:

- Mulch mats
- Rabbit guards
- Strimmer guards
- Wooden stakes and posts
- Wooden or metal cages
- Deer, rabbit or sheep netting

As with all protection measures used, they will need inspecting to ensure they are intact and functioning as they should and to determine the appropriate time when the plantings will no longer need this protection and support, once they are fully established, growing well and of sufficient size. Often tree protection measures are left in place for too long, which can lead to malformed growth habits, damage and defects in the tree stock which undermines the long-term viability and sustainability of the plantings.

Policy Statement 9

The Council aims to expand its tree and woodland populations by planting new and replacement trees and woodlands, using appropriate tree species compatible with the conservation of other important habitats by developing site specific tree planting plans. These plans will focus on ensuring the continuation of tree cover and also the expansion of the urban tree and woodland population and will have appropriate maintenance and protection measures implemented.

13. Community Engagement and Involvement

13.1 Community Understanding

Many Waverley Borough residents are engaged with the need for climate change action and for tree planting. There is possibly less engagement or understanding for the need for active tree and woodland management and it is therefore key that the Council ensures that consistent communication is developed to articulate this and maintain and enhance a positive engagement.

13.2 Communications

By preparing a communication strategy, similar to what is set out in the biodiversity policy, Waverley Borough Council will embed the following principles for effective communication on climate change, tree and woodland management, tree planting and carbon sequestration:

- Being sensitive to public opinion without being stifled by it
- Relating information to areas that matter to residents, such as health and well-being
- Outline clear objectives for new initiatives and report on the outcome so that residents can see the achievements within their local area
- Collating and sharing positive stories across the community

By applying the above principles, the Council will be able to:

- Develop a practical consultation protocol, supported by sufficient resources to ensure successful implementation of sensitive projects
- Develop a protocol for communicating work need and to be a good neighbour, ensuring planting or management work is undertaken in a sensitive manner
- Encourage public appreciation, recreational use and enjoyment, and community involvement in tree and woodland management and planting
- Direct community planting initiatives on Council land, in accordance with our own plans and the wider policy

Policy Statement 10

The Council will encourage and enable greater awareness and better understanding of tree and woodland management and the benefits of trees in general, so that residents and communities are engaged and can support Council activities.

14. Financial value, producing income and funding

14.1 Financial value (Natural Capital) of trees and woodlands

To express the value of the Council's tree and woodland asset in monetary terms is difficult and more so due to its rural nature. Valuation systems such as CAVAT are mainly focused on urban tree values but as and when methodologies develop, the Council will use these to be better able to assess the financial values.

14.2 Funding general

Meeting the objectives of increasing woodland management and tree planting on Council land, as well as canopy cover overall, can only be achieved if these are adequately resourced. An increase in present management and planting will require an increase in current funding but initially officers will focus on other/external sources such as:

14.3 Section 106/CIL funding

Following on from the previous point, for the purpose of both the funding of tree and woodland management **and** new tree planting, the Council will continue to proactively seek grant funding and other funding streams, to either spend already accumulated monies or secure further funding through CIL/Section 106 agreements to help finance these activities.

14.4 Government funding

Defra and the Forestry Commission have recently been developing funds for tree planting and management amongst other aspects of landscape and biodiversity improvement and officers have been successful in combination with Surrey County Council and some of the other Surrey Boroughs and Districts, to secure funding for tree planting for 2022 and further bids will be made as and when funding becomes available

14.5 Cost neutral works, maximizing income/value for money

In some instances, woodland management costs or indeed Heathland restoration costs, can be offset or at least reduced, by value of the timber which is removed. Given the nature of the Council's land ownership however, these instances will be limited

14.6 Community funding

Another source of funding are the regular requests for the planting of memorial trees. However, rather than ending up with unsuitable trees or species or unsuitable locations in a piecemeal fashion with plaques etc., we are instead proposing that

people who want to remember a loved one or celebrate an occasion or event, can contribute to planned plantings such as replacement trees in existing avenues or other important tree features without actually “owning” a specific tree.

Community groups accessing external grant funds e.g., ‘Roots for the future’, COPSE etc.

14.7 Other sources of funding

Depending on how successful the Council is in securing funding and site availability where it relates to planting trees, approaches such as crowd funding and funding through Towns and Parishes could also be considered.

Policy Statement 11

The Council will explore the valuation of its tree and woodland populations to try to quantify their value as natural capital and ensure the management and maintenance of tree stock is done using the most environmentally positive and economically viable methods and in accordance with best practice

15. Third party land

15.1 Council land managed by others

The Council's land and assets are in some cases leased to, or otherwise managed by third parties such as Parish and Town councils, Sports clubs or Leisure Centre operators and others. Management agreements exist with, for instance, Dunsfold Parish Council who manage the grassland and woodlands on Dunsfold Common and similar arrangements are being drawn up with others such as Womersley Parish Council.

15.2 Land owned by other landholders

Equally, the Council is responsible for some land and sites which it does not own but either leases in from others, such as Frensham and Blackheath Commons, or has a legislative duty to maintain e.g., Cemeteries and Churchyards.

The following policy seeks to influence appropriate management in both situations:

Policy Statement 12

The Council will use whatever mechanisms are available to us, to ensure that third parties maintaining council owned land, work in accordance with the council's Tree and Woodland Policy. Where the council maintains land on behalf of a third party, it will ensure that, as far as possible, the principles of this Policy are delivered.

Note: It is recognized that existing lease arrangements may be difficult and also financially costly to alter, in order to fully implement the council's Tree and Woodland Policy, in these cases; we would seek to educate and influence third parties in wherever way possible.

16. Monitoring Progress of Action Plan delivery

In order to be effective and efficient in the delivery of the Tree Policy action plan, the Council will need to ensure that the delivery is monitored regularly.

At a corporate level this will be achieved by the reporting required for the Corporate Strategy delivery and at the service level this will be achieved by the quarterly Head of services reporting to the Overview & Scrutiny Committees.

Throughout the year officers will record against the action plan the status of delivery of each of the action points listed and record and report net tree gain on an annual basis and reassess canopy cover every ten years from 2031.

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17. Glossary

Carbon storage: the amount of carbon bound up in the above-ground and below-ground parts of woody vegetation.

Carbon sequestration: the removal of carbon dioxide from the air by plants.

Tree cover/Woodland cover. These terms have caused confusion in the past and nowadays the most frequently used term is Tree canopy cover or simply canopy cover.

Tree canopy cover (TCC) is defined as; 'the layer of leaves, branches, and tree stems that cover the ground' (Treeconomics, 2017).

Continuous cover is an approach to Woodland management that seeks to create more diverse woods, both structurally, in age and in terms of species composition, by avoiding clear-felling of large areas. The development of more diverse forests is a sensible way to reduce the risks posed by future changes in the climate and biotic threats.

Natural Capital at its simplest, a natural capital approach is about thinking of nature as an asset, or set of assets, which benefit people. The ability of natural assets to provide goods and services is determined by their quality, quantity and location. These in turn can be affected by background pressures, management practices and drivers of demand.

Other terminology specific to the appendices can be found within those, where relevant.

18. References

DEFRA; England Trees Action Plan 2021 to 2024, 18 May 2021

Forestry Commission (FC); Tree cover outside woodland in Great Britain, April 2017

Surrey's New Tree Strategy 2020.

Helliwell, R. (2012) Management of tree populations. *Arboricultural Journal*, Vol. 34. FC; Managing England's woodlands in a climate emergency, March 2020.

Alonso et al, 2012, Natural England Research Report NERR043, Carbon storage by habitat: Review of the evidence of the impacts of management decisions and condition of carbon stores and sources.

Cavanaugh et al; Carbon storage in tropical forests correlates with taxonomic diversity and functional dominance on a global scale; *Global Ecology and Biogeography*, (*Global Ecol. Biogeogr.*) (2014) 23, 563–573.

Nabuurs et al; 2013; First signs of carbon sink saturation in European Forest Biomass; published online at <https://www.nature.com/nclimate/>

FC; Understanding the role of urban tree management on ecosystem services, June 2019.

The National Tree Safety Group (NTSG 2011) Common sense risk management of trees, Ch 4, page 42.

Health & Safety Executive (Rev 2011) Management of the risk from falling trees, para 8.

19. Appendix 1. Action Plan

Cost impact Key

Low £0 - £5,000

Medium £5,000 - £50,000

High £50,000 - £250,000

Item	Proposal	Action	Timescale years	Resource Required	Cost impact PA	Proposal advantages	Delivery disadvantages
1. Canopy cover	Using external expertise and in co-operation with Surrey County Council (SCC) and other Surrey Boroughs and districts, identify more accurately the extent of the Council's tree stock in terms of canopy cover and its current and potential capacity as a carbon sink.	Approach SCC to assess progress. Depending on outcome, await further progress or get quote from relevant consultants or ourselves.	<ul style="list-style-type: none"> 0 -1 	<ul style="list-style-type: none"> Existing staff 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Being able to quantify contributions of existing stock and that of new plantings to the stated aims 	<ul style="list-style-type: none"> None
2. Council Trees & Woodland	Protect, retain and manage trees and woodlands in a safe condition to ensure a continuation of canopy cover of healthy trees resistant to pest and diseases and climate change Resist demands for pruning or felling of Council owned trees.	<ul style="list-style-type: none"> Only remove trees for sound management or health & safety reasons or when there is significant damage or damage potential to property. Manage trees and woods in line with good arboricultural and silvicultural practice; Update Tree Inspection Software 	<ul style="list-style-type: none"> ongoing 2021 	<ul style="list-style-type: none"> Existing staff but extra funding required for Woodland Management allocated 	<ul style="list-style-type: none"> Low Low 	<ul style="list-style-type: none"> Good tree and woodland stock and condition with acceptable safety parameters 	<ul style="list-style-type: none"> Negative perception by the public about necessary tree felling
3. Climate Adaptation	Increase the age and species diversity of the existing tree stock to provide resistance to climate change; maintain and keep trees healthy, as much as is within the Council's control, in order that they can achieve their full potential	<ul style="list-style-type: none"> Careful consideration of species selection Promote natural re-generation or planting of large canopy trees where feasible 	<ul style="list-style-type: none"> ongoing 	<ul style="list-style-type: none"> Existing staff but extra funding required 	<ul style="list-style-type: none"> Low at present 	<ul style="list-style-type: none"> Good and resilient tree and woodland stock, able to assist the reduction of climate change impact 	<ul style="list-style-type: none"> Negative perception by the public about necessary tree felling
4. Biodiversity	Improve biodiversity across the Borough; by protecting and the appropriate management of existing (ancient) woodlands and ancient/veteran trees; by selecting trees for new planting which have wildlife value, particularly in semi-natural areas.	<ul style="list-style-type: none"> Avoid planting trees on areas of high biodiversity value such as existing wildflower meadows, wetland areas and heathland. Ensure species selection on WBC land maximises biodiversity benefits 	<ul style="list-style-type: none"> ongoing 	<ul style="list-style-type: none"> Existing staff resources. 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Improved conditions for wildlife and biodiversity 	<ul style="list-style-type: none"> None
5. Tree planting locations	Identify sites owned by the Council which are suitable for planting trees.	<ul style="list-style-type: none"> Initial desktop exercise to identify suitable locations Once suitable and available locations have been agreed, consultation will take place with residents and site users. 	<ul style="list-style-type: none"> 0 -1 1-10 	<ul style="list-style-type: none"> Existing staff Existing staff with occasional consultant input. 	<ul style="list-style-type: none"> Low Low 	<ul style="list-style-type: none"> Sites identified Community involvement and buy-in 	<ul style="list-style-type: none"> None None

Item	Proposal	Action	Timescale years	Resource Required	Cost impact PA	Proposal advantages	Delivery disadvantages
6. Species & Planting types	Identify the types of planting which may be suitable for specific locations including species choice which takes into account the level of carbon sequestration potential, impact of climate/temperature change over the life of the chosen species, resilience against P&D	<ul style="list-style-type: none"> Continue planting on Council land to increase tree numbers/canopy cover Appropriate maintenance of new trees to ensure establishment; maintain trees in line with good Arboricultural and Silvicultural practice 	<ul style="list-style-type: none"> 1-10 	<ul style="list-style-type: none"> Existing staff resources but extra funding required (see Action/ Objective 8). 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Ensure successful establishment of new trees 	<ul style="list-style-type: none"> None
7. Wider Engagement	WBC will engage with partners, public and landowners to raise awareness of the Tree and Woodland Policy objectives and of good Arboricultural, Silvicultural and biosecurity management practices	<ul style="list-style-type: none"> Improve advice on WBC website; Providing guidance to individuals and volunteer groups on tree and whip planting Continued involvement with relevant forums within Surrey. 	<ul style="list-style-type: none"> ongoing 	<ul style="list-style-type: none"> Existing staff resources. 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Ensure consistency of approach across Local Government and Community involvement 	<ul style="list-style-type: none"> None
8. Funding	Identification of funding that is available from Government grants through the Forestry Commission's Local Authority Treescape Fund (LATF), DEFRA's Farming in Protected Landscapes fund (FiPL) and S106, CIL and/or SANGS money.	<ul style="list-style-type: none"> Continue to identify sources and work with external bodies to secure funding for tree and woodland management and planting Explore site "adoption" by local communities otherwise linking with community initiatives. 	<ul style="list-style-type: none"> ongoing 	<ul style="list-style-type: none"> Existing WBC tree budget External funding Planning obligations; S106, CIL, SANGS 	<ul style="list-style-type: none"> Low in respect of Council budgets but possibly Medium if other sources fail. 	<ul style="list-style-type: none"> Limited impact on Council resources for time being 	<ul style="list-style-type: none"> Limited long term commitment from Government at present
9. Monitor	Record and report net tree gain on an annual basis and reassess canopy cover every ten years from 2031.	<ul style="list-style-type: none"> Produce an annual report on numbers of trees planted including information of sites and species. Engage external consultants every ten years to assess changes to canopy cover in the Waverley area. 	<ul style="list-style-type: none"> Annual 10 year cycle 	<ul style="list-style-type: none"> Existing staff Consultants 	<ul style="list-style-type: none"> n/a Low 	<ul style="list-style-type: none"> Being able to quantify contributions of existing stock and that of new plantings to the stated aims 	<ul style="list-style-type: none"> None

20. Appendix 2. Tree Risk Management Framework

20.1 Introduction

Waverley Borough Council has responsibility for land that is accessible to the public or which in many areas is adjacent to public rights of way. The Council manages parks and common land for recreation, amenity and conservation. It also manages land for Social Housing purposes and a range of other sites containing trees and woodlands. While trees have many values: social, environmental and economic, they may, if suffering from decay, disease or mechanical defects, represent a hazard in areas where people and property are present. It is therefore important for relevant site managers to be aware of tree-related hazards.

This Tree Risk Management Framework sets out the responsibilities of Sections and managers for identifying ownership of land with trees and zoning sites in respect of different levels of access and risk and also identifies those responsible for assessing the risk of hazards from trees. In addition, the guide explains the risk zoning methodology, the inspection and recording system and sets out an inspection frequency. The guide deals with risks associated with tree failure only and attempts to clarify to which land these responsibilities apply.

The approach set out follows the principle of the Council's established guidance on general risk assessment and management and takes account of the Health and Safety at Work etc Act 1974 – Management of Health and Safety at Work Regulations 1999 – Occupier Liability Acts (1957 and 1984) and relevant case law.

Further guidance for the original document was found in a range of publications and sources amongst which are:

- *English Nature 2000 : Veteran Trees, A Guide to Risk and Responsibility*
- *Lonsdale, D. 1999. Principles of Tree Hazard Assessment and Management (Research for Amenity Trees No. 7)*
- *Forestry Commission 2000 : Hazards from Trees, A General Guide*
- *Mynors, C. 2002 : The Law of Trees, Forests and Hedgerows*
- *National Trust 2001 : Inspection of Trees; Trees and Woodlands Instruction 1*
- *Advice from Treework Environmental Practice (Specialists in Tree Hazard Assessment) May 2004*

The current update also draws on the following sources of information.

- Department of Transport 2005 (updated 2012): *Well-maintained Highways: Code of Practice for Highway Maintenance Management*.
- Mynors, C.2011 (second edition); *The Law of Trees, Forests and Hedgerows*
- Health and Safety Executive 2007 (reviewed 2011): *Management of the Risk from falling trees (SIM)*
- National Tree Safety Group (NTSG) 2011; *Common sense risk management of trees*

20.2 Context

This document is mainly for internal purposes; for Members' information and endorsement, for officer guidance and execution and for tenants and lessees' information and clarification, as it may be for other interested parties.

In the unfortunate situation of a claim or case being made against the Council as a result of tree failure, this document, together with survey records, should assist in defending the Authority's position and approach in respect of management of hazards posed by its tree stock.

The feasibility and reasonableness of various aspects of this Tree Risk Management Framework and its workings will need review and adjustment as and when required. It is intended to carry out a biennial review for that purpose.

20.3 Background and Objectives

The Waverley landscape is highly valued and is characterised by extensive tree cover. Much of the land controlled by Waverley Borough Council (WBC) contains many trees in the form of more ornamental plantings in parks and other amenity areas, old wood-banks and copses, more extensive woodlands, both naturally generated over time and planted ones, semi-wooded heath areas, shelter-belts adjacent to sports grounds etc, often densely wooded roadside strips of common land and individual trees within grounds of properties including Social housing.

The nature of land use is such that access by people is locally high. The management of trees should therefore embrace a number of objectives which, for example, may relate to amenity, biodiversity and wildlife conservation, heathland restoration, shelter and the control of hazards. In the case of risk management, it is necessary to take steps to identify trees which represent a significant risk to people or property and to deal with them accordingly. This should, however, be done in a way which minimises the loss of value for people and wildlife.

To this end, a number of objectives relevant to risk management are listed as follows:

- to manage and minimise risks to people or property
- to avoid the unnecessary removal or disfigurement of amenity trees or of trees with high wildlife value
- to conserve habitats that are provided by trees, including those that are old and decaying

20.4 Principles of Tree Risk Assessment

20.4.1 Nothing is without risk

We are at risk every day in our own homes, travelling to work and in the workplace. We expect to take risks, and the law requires only that we should be guarded from risks that are unreasonable. Absolute safety or the eradication of all risk is not expected and arguably is neither possible nor desirable. In the context of tree management, such an approach could result in the loss of all tree-associated amenities. By controlling risks from tree hazards, owners are meeting natural and ethical duties for the safety of others. They are also meeting the requirements of insurers and of the law.

20.4.2 The importance of assessing risks

Whether trees are managed for landscape, habitat, commercial or multi-purpose objectives, the legal obligation to ensure the reasonable safety of others remains the same. The law recognises that there is a balance to be struck between the risks and benefits of trees.

The Council as owner and occupier of land, is required to consider the level of risk associated with a tree and whether it is reasonable to protect against that risk. The duty is to identify apparent sources of danger and to make land safe, so far as is reasonably practicable.

Liability is determined on the basis of whether a danger posed by a tree could have been foreseen and whether reasonable remedies could have been undertaken to reduce the risk to an acceptable level.

To meet legal requirements, it is crucial that WBC manages risks and can be seen to do so and is able to provide evidence that this has been done. To manage risk effectively, the hazard must first be identified and ranked according to severity, then prioritised for action.

No tree is entirely safe, given the possibility that an exceptionally strong wind could damage or uproot even a healthy and mechanically 'perfect' specimen. It is therefore usually accepted that hazards are only recognisable from distinct defects or from other failure-prone characteristics of the tree or of the site.

The assessment of risk is based on the value of whatever is judged to be at risk, and the likelihood of it being harmed in the event of mechanical failure of a tree (or parts thereof), as estimated by:

- what is at risk – people, buildings, vehicles etc. (i.e. Target)
- the probability of impact, based on duration of occupation – for example, in relation to a permanent structure or a given number of people using a path during a given period of time, (these considerations are clearly linked to the location of the tree, which is a key factor in deciding whether inspection is required in the first place)
- target characteristics: e.g. high speed traffic – elderly or very young people frequently present etc
- the magnitude of the hazard, as estimated from the size (diameter) and height of the part of the tree most likely to fail
- the probability of failure, based on the type, position and severity of the defect concerned, the species or cultivar of tree and the nature of the site

A practical five-step procedure for risk assessment works as follows:

- Inspect.
- Decide who/what may be harmed and how.
- Evaluate risk and decide whether works are required – action recommendations and check completion.
- Record findings.
- Review assessment and revise if necessary.

20.5 Definitions

Hazard: The potential to cause harm to people or property.

Risk: The likelihood/probability that actual harm will be caused by a tree (whole or in part) and the severity thereof.

Harm: Refers to personal injury or damage to property.

Target: Is that which may be harmed.

Target Zone: Zone or area identified and classified according to target value and/or frequency of use to give a notional range of risk from high to low.

Tree risk assessment: Method to establish the probability that harm or damage might result from a particular tree hazard within a stated period. It considers the likelihood of tree failure occurring when a target is present within the falling distance of the tree. The assessment can be ranked as a level of likelihood and provides the means to prioritise action to manage risk.

Tree Survey: Ground level inspections of trees to allow assessment of risk posed and, where relevant, recommending works to address risk – recording information. Depending on circumstances, a single survey record could relate to a single tree or to a larger number of similar trees within a group/area.

Tree: For the purpose of WBC tree inspections, a tree is a large woody plant which has the potential to cause harm or damage.

Defect: Defects which justify recording a tree are those items or symptoms which result in that tree or its parts to pose a higher than average risk to cause harm or damage to people or property. Items that do not justify trees to be recorded are for example; pruning wounds without any active or significant decay – ordinary growth deformations not normally associated with defects likely to result in increased risk – small dead wood which is not related to apparent and significant overall decline – leaning or one sided trees without evidence of compromised (root) stability and minor defects which, due to their location, are very unlikely to cause harm or damage, such as a dead or broken branch in the crown area which is away from public access (i.e. over dense woodland), or smaller trees showing signs of sparseness or decline in areas of infrequent pedestrian access.

In addition, the assessment of any decay or defect needs to be put into the context of the tree species affected ie; a sparse Oak is less likely to suddenly die or become unstable whereas a Birch in the same condition is much more likely to be dead or falling over within a short period. In the same way, trees of modest size with tight forked branches or trunks, although strictly a potential defect, need not always be recorded if the limb or trunk is either very upright and unlikely to collapse or the suspected mode of failure would not affect areas with frequent public access nor immediately impact on the stability or the remaining tree.

Finally, if a relatively small tree has defects which warrant that tree's removal and the planned tree work in the inspection area is going to be carried out within a relatively short period (say three months) and the defect is unlikely to result in failure in the meantime, then simply marking the tree with spray paint for felling as part of the overall safety works, will be sufficient

20.6 Responsibilities, levels of expertise and lines of communication

The ongoing responsibility for Tree Risk Management in Waverley BC is a corporate one. For practical reasons, however, the Commercial Services section has been given the task to take the lead and supply a service to other landholding departments. The Tree and Woodlands Officer (TWO) is the lead

Officer who is directly assisted by two Tree Officers (TO) which together, form the Tree Team.

The approach set out in the original document was the subject of extensive consultation and was ratified by Councillors in 2004.

All staff with responsibility for WBC owned property will be responsible for identifying their sites and with the help of the TWO which areas will or will not require formal tree inspections.

In view of the extent of tree cover on WBC land, it is not feasible for the TWO and his team to inspect all WBC trees on a regular basis. Other staff exist, in particular Countryside Rangers, who have sufficient knowledge, competence and training to carry out inspections on their own sites. The Tree Team will be able to concentrate on inspecting trees on all other sites which have no active management/manager at all. The TWO is also available to assist other staff in situations requiring a higher level of specialist input and can be asked for second opinions.

In order to promote modern tree hazard assessment practice and also to achieve a greater level of consistency between inspectors, all relevant officers have received training to Lantra standards (minimally one day basic tree inspection course topped up with three to four days from our regular Arboricultural training provider. The Officers in the Tree Team have the highest level of experience and training which is equal or above the level of the Lantra Professional Tree Inspection Certificate. Competence (a legal requirement under H & S legislation) and consistency are under constant review and the TWO carries out regular spot checks and organises refresher days, both on an individual basis as well as group training sessions.

Where the responsibility for land lies with other sections as in the case of Housing or Corporate Property, but management is taken care of under the Grounds Maintenance Contract, then the tree hazard management will be dealt with by the Tree Team. Other WBC sites which are not managed by Countryside Rangers and are not subject to the Grounds Maintenance Contract, will also be inspected by the Tree Team when made aware of these sites.

Notwithstanding the above, responsibilities will remain with all relevant site managers, including Housing through the Tenancy and Estates Manager, Home Ownership Officer and Corporate Property through the Property Management Officer to inform the TWO where circumstances have changed (or are about to change) through sales, leases or change in occupancy due to alteration of use or access. In addition, there is a need for assistance after severe weather events (see section on Timing of Tree Inspections) and awareness and vigilance in hazard prevention (see relevant section).

20.7 Which Trees to Inspect

Subject to specific exceptions, the Council will only take responsibility for trees on land where it has a strict occupier's liability. There are a few minor

exceptions to that approach, the details of which are set out in the 2004 Committee Report which introduced the original TRM guide.

The need for a particular tree or group of trees to be inspected depends on the usage of the area within their potential falling distance. Inspection is unquestionably necessary within areas where people, or high-value items of property, are continuously or frequently present, close to trees which are capable of being hazardous. Clearly, however, there are remote areas where tree failures are very unlikely to cause injury or damage, even though the risk of such an outcome cannot be entirely disregarded. Even at a more heavily used site, it could be that the risk is currently very low by virtue of the size and species of the trees present. There cannot, therefore, be a hard and fast distinction between sites or part of sites where inspection is essential and where it is entirely unnecessary. The key consideration is foreseeability; if it can be reasonably foreseen that anyone could be at risk, the occupier has a duty of care to reduce that risk within reason.

20.8 Zoning

Zoning helps to identify areas according to levels and intensity of occupancy and provides a notional range of risk from high to low. If a site has a significant number of trees and has differing levels of occupancy, the use of zoning can aid decisions on the nature and priority of inspections.

Zone classifications are not absolute values that can be compared from one site to another, but provide information to help determine the need for, and priority of, inspection relevant to a particular site. As the nature of site usage may change, it will be necessary to review these zones periodically. In line with guidance given in the H&SE SIM (reviewed 2011) and the NTSG document (2011), Waverley has divided all its landholding into two zones, one where there is frequent public access near trees and where all trees will be formally inspected and a second zone, where trees are not within falling distance of areas with frequent public access and where trees will only be inspected informally during routine site visits for general management purposes.

20.9 Frequency of Inspection

A general principle to be observed is that, in areas where people or property could be at risk from tree failure, formal inspections should be carried out frequently enough to detect any hazards that may have recently developed. Hazards from short lived species which also tend to have poor resistance to decay and disease, generally develop quite rapidly, for which reason an inspection is generally advisable where such trees occur on high-usage sites.

The same may apply to large old trees with substantial lateral limbs. Basic inspections, by way of a “drive by” or “walkover” exercise particularly in areas with high levels of occupancy, should also be made as soon as practicable after any exceptionally severe weather event that might have caused damage to trees (see 20.11 Timing of Inspections).

All Waverley trees in the “formal” zones need to be inspected in detail on a cycle of 3 to 5 years. It will be the responsibility of the relevant site manager (TWO in case of “managerless” sites) to decide, following inspection, whether the site or part of site ought to be inspected on a three, four or five year rotation and this decision will be recorded within the database for that entire location or zone.

Following the Court case: “Cavanagh v Witley Parish Council”, the Court of Appeal in 2018 decided that high risk trees in high risk zones ought to be inspected on a two year cycle and, apart from the details set out in the following paragraph, the Council discharges that “expectation” by checking all its risk zones minimally every two years by way of a “walk-by” inspection, in order to identify and deal with any obvious tree problems which have developed between formal inspections.

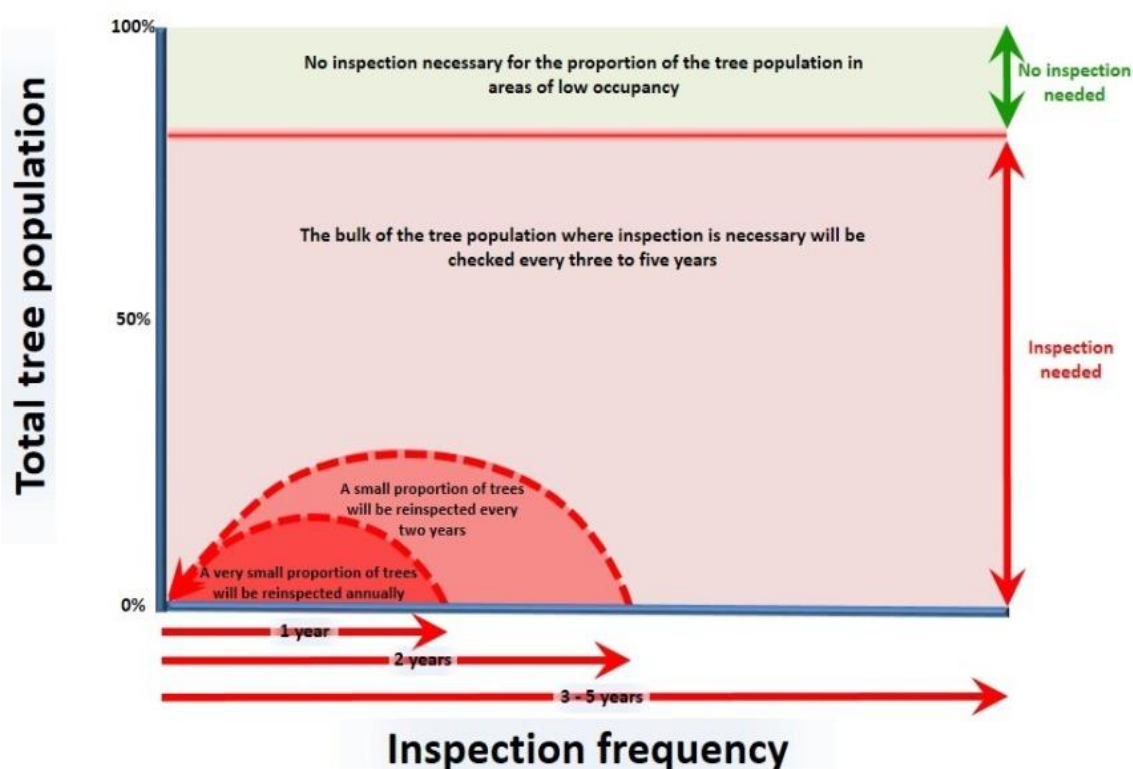
Only on those sites where occupancy rates are very high on or adjacent to the site and some significant trees (possibly with defects and retained) are within falling distance of vulnerable “targets”, there is the opportunity for the inspector to decide that a particular tree (or trees) require more frequent inspection e.g., possibly every one (exceptional) or two years. This decision will be recorded on the database but will be against the individual tree. The database will in all circumstances alert the team in advance that a re-inspection is due.

All staff can and should refer to the TWO for advice or second opinions on tree defect issues which are beyond their level of training and experience. Similarly, decisions on frequency of inspection in certain areas or in respect of specific trees, which are out of the ordinary, should be approved by the TWO.

ZONE AND INSPECTION LEVEL CHART

<u>TARGET ZONE</u>	<u>COLOURING ON MAP/INFO</u>	<u>EXAMPLES OF TARGET AREA</u>	<u>LEVEL OF INSPECTION</u>	<u>FREQUENCY OF ASSESSMENT</u>
		Trees in or adjacent to:		
Negligible Risk (Zone2)	Unmarked	Remote or inaccessible areas with no or minimal public use and no high value targets	None	Occasional review of status /requirement
Low risk (Zone2)	Unmarked	Woodland: - Open parkland, heathland, fields, minor paths and desire lines with occasional use and no other high value or vulnerable targets	No formal inspection: observation and awareness of the general condition of trees during normal visits by site managers	During normal routine visits by site managers or tree team
Other (Zone1)	Green, Pink/Red and Blue	All other areas (Higher usage)	Formal	Every three, four and five years respectively (and informally after severe weather) and a biennial walk-over.

Strategic tree inspection framework



20.10 Inspection Type

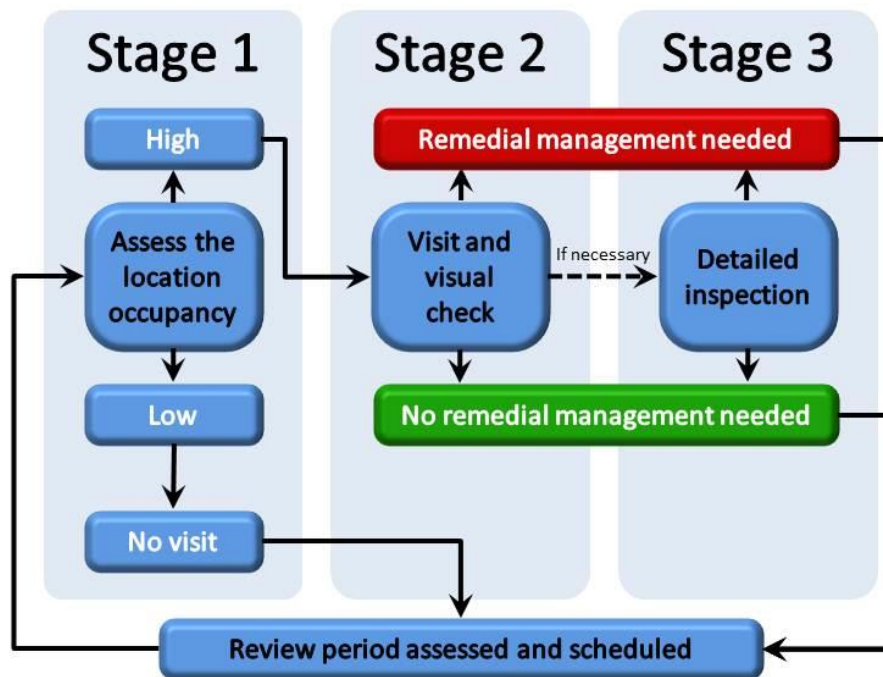
20.10.1 Informal Inspections

Record date, site and areas/trees inspected and works carried out. The same approach will be taken after severe weather events (see timing of inspections) and the biennial general inspection of those sites which receive formal inspections (at longer intervals)

20.10.2 Formal Inspections

Following the principle of “**negative inspections**”, inspecting all trees within falling distance of adjacent target zones, using the Councils standard digital system, **plot and/or tag and record only those trees with defects** (see definition) whether works are deemed necessary or not (with justification why not by way of allocating a risk level). Details of work instruction and date of works completed.

A decision-making framework for duty holders



20.11 Timing of Tree Inspections

The best time to find and identify fungal fruiting bodies which may affect trees is generally in early autumn. Summer inspections are considered better to assess leaf condition and density and winter is best to have a more unobstructed view of the higher trunk and branches and their connections.

It will be clear from this that, taking account of the numbers of trees requiring regular inspection on WBC land, it is impractical to carry out two or more inspections in a given year, nor is this common practice in similar situations elsewhere. It is therefore proposed to continue to carry out inspections on a year round basis and only, where an inspector is unsure about a tree's condition, to schedule only that tree for re-inspection in a particular season depending on the nature of concern.

If, between formal inspections, a "natural" event such as exceptionally severe weather (e.g. severe gales or heavy snow fall) or fire takes place with the potential to have caused trees to have become unsafe, then all relevant site managers, including Housing and others, will carry out a walk-over/drive-by inspection of affected sites, starting in the high-risk areas and working downwards. This should happen, within reason, as soon as practically possible and a record kept of date, site findings and actions. The TWO will determine whether an event was severe enough to justify such inspection(s) and alert relevant staff.

In the case of sites without direct manager involvement, such as several of the larger Housing woodland sites and the Corporate Property sites and most of the non Countryside parks and amenity areas, this work will be shared between the TWO, the two TO's and any available Parks Officers.

For Social Housing properties in these circumstances, reliance will be on Tenants to report concerns which will initially be checked by Tenancy and Estate Officers and actioned or subsequently dealt with by the Tree Officers.

20.12 Recording and Marking

Using the Council's tree inspection GIS, records of formal inspections should include inspection dates, name of inspector, weather conditions and presence of factors obscuring potential defects (such as ivy growth). It is important to record inspections, even if only briefly, to be able to demonstrate that this element of duty of care has been fulfilled. Instructions to carry out work to trees, dates of completion, together with any amendments to tree inspectors' recommendations, should also be recorded.

Records provide the basis for safety management reviews and can, over time, build a valuable historical record of site-specific tree failure or non-failure patterns. Once hazards have been assessed or work completed, re-inspection times should be assigned or reviewed and then recorded.

The tree inspection database is maintained by the TWO and TO's but data input and ordering of necessary works are the responsibility of the relevant inspecting Officer/Ranger.

The plotting and/or tagging of trees should be sufficient to find the tree(s) again for re-inspection or for a contractor to carry out works. The information gathered about the tree(s) and recommendations for works (if any) should be basic but sufficient for the purpose of the exercise. Where lesser trees are identified for removal as part of the inspection exercise, they may simply be marked by spray paint and no details entered on the database but an indication of numbers of trees thus marked given on the relevant works order.

20.13 Reducing the Risk

The risk that a tree poses to people and property can sometimes be reduced by modifying the usage of the immediate surroundings, for example, by moving a path or car-parking spaces or altering a mowing regime. In other cases, the risk can be reduced by tree surgery. Branches weakened by decay or cracks may be pruned and trees with defective main stems or root systems may be made safer by crown reduction. Excessive movement in some types of weak structure can be restrained by bracing or propping. However, in severe cases on high-usage sites, felling may be the only sensible option.

In a woodland area, where the individual tree concerned is known to be of no special value for amenity or wildlife, felling will generally be regarded as a more realistic option instead of costly arboricultural procedures which are

suited mainly to sites where trees are managed on a more individual basis or where scarcity of trees increases their value/importance.

When inspections are carried out and defects found, recommendations for works (or re-inspections) shall always follow and should take account of the above and modern arboricultural practice. Each Inspector should ensure that recommended works are actually carried out without unreasonable delay.

20.14 Budget Implications

The budget set aside for Tree Risk Management is to be strictly used for just that and, in the main, should address the more immediate concerns. Tree work paid out of this budget will not cover works to address issues such as nuisance (leaf fall, overshadowing, pavement disruption, subsidence etc), clearance of sight-lines, crown-lifting for access, other pruning for amenity purposes or woodland management type operations. Such works should be paid for out of general revenue budgets.

Considering the extent of WBC tree cover, it will be important to make the budget go as far as possible by prioritising and pacing the survey work. However, it is equally important to ensure that Inspector output, in terms of identification of hazards, is matched by actual tree work to address those hazards. If identified hazards are not dealt with within a reasonable period due to the budget having run out, the Council would still be negligent if harm occurred as a consequence.

In the light of the above, it is crucial for the budget to be planned properly and monitored regularly as Tree Risk Management, particularly in the Waverley context, is very much analogous to “painting the Forth Bridge”.

20.15 Trees and Wildlife

It is widely appreciated that trees are vital for many forms of wildlife, although the importance of habitats which develop in dead and decaying wood has only recently begun to come to public attention. The wildlife value of trees can often be identified only with difficulty, so that specialist help may be required, especially with invertebrates, fungi, mosses and lichens.

It is important that trees, especially ‘veteran specimens’ should not be felled unnecessarily. This may happen if decisions are made on the basis only of initial observations, such as the presence of fungal fruit bodies, rather than a detailed risk assessment. If there is a need to carry out other kinds of remedial work on veteran trees or other individuals of acknowledged wildlife value, it should be done with great care.

However, there is a need to emphasize that the wildlife value of a tree does not lessen the need for safety inspections and for remedial action if such action is found to be necessary. The choice of appropriate remedial action, such as judicious pruning, altering the mowing regime around trees or diversion of

access routes can, however, often allow a tree to be retained with its associated habitats intact.

In the same way, the failure potential of deadwood varies according to the type of tree and fungal activity. For example, deadwood in oak may be less likely to break than end loaded live branches and can remain stable for decades. Deadwood in beech, however, is more likely to fail than in oak; knowledge of the attributes of specific species is therefore important. Where deadwood is found in a tree and considered hazardous, treatment options may be similar to that for live wood. Its significance needs informed assessment.

20.16 Tree Hazard Prevention

Tree loss can have detrimental impact on the environment in general and on landscape value and amenities. In addition, where trees have to be pruned or removed for safety reasons, there are financial costs.

These costs collectively can be very significant and it makes sense therefore that, where possible, damage inflicted on trees through people's actions, is avoided or kept to a minimum.

Poor pruning practices, using trees as supporting structures for sheds, fences, washing-lines, tree-houses etc, buttress and root damage due to bonfires or activities such as construction of buildings, accesses, car parking, patios and walls, drain and services installation, landscaping (soil level changes) and compaction, can all have significant immediate or long-term implications in respect of tree health and stability, particularly where they affect older, larger trees.

In case of below ground activities, within a relatively short time after the event, it will be very difficult for anyone inspecting trees to be able to tell that anything has taken place and even more difficult to assess the impact on the tree's health and stability.

Although the responsibility for tree inspections may rest with a limited number of Council staff, avoidance of damage and thus hazard prevention remains the responsibility of all staff involved with site/asset management, those responsible for design and construction of new schemes and responsible for contractor appointment and supervision. Responsibilities lie in the same way with Housing Tenants and Housing Management and Repair staff. Anyone responsible in this way should, where relevant, obtain specialist arboricultural advice. When time permits and, depending on circumstances, this may be sought from the Tree and Landscape Officer in the Planning Department or the Tree and Woodland Officer in Commercial Services.

In certain situations, it will only be possible to receive external advice and the officers mentioned above will be able to give relevant Consultant details but should still be informed of details of schemes where Council owned trees are involved.

21. Appendix 3. Statement on third party Tree Work Requests.

This appendix highlights several issues which some residents may want to see addressed in relation to Council owned trees and sets out how the Council will generally approach such matters. This is not an exhaustive list, and each case will be considered on its own merits and/or seriousness.

21.1 Safety

Where there is a clear and foreseeable threat to personal safety of residents, visitors or property, directly related to the condition or structure of a tree, action will be taken to minimise that risk. Risks that are an indirect consequence of the tree (e.g. slippery leaves on pavement in autumn) will only be dealt with in extraordinary circumstances and when other options are not available.

The Council inspects its trees on a regular basis in line with best practice and therefore, the unfounded fear of an otherwise sound tree will not result in action to prune or fell, simply because a tree may be within falling distance.

21.2 Obstructing the Highway, road signs and streetlights

Surrey County Council is responsible for the majority of trees on the highway verges and for ensuring private garden trees do not form an obstruction or danger to roads and paths. Where trees in parks and on other WBC land affect the highway we will ensure that adequate clearance is maintained, based upon the road classification and types of vehicle which regularly use it. Similarly the Council will endeavor to ensure its trees do not obscure road signs, signals and lighting. The purpose of street lighting is to illuminate the carriageway and paths. The Council will not normally take action to improve illumination of private property.

21.3 Television, Satellite, Radio and other similar equipment

A TV licence is a permit for an individual to operate a receiver but is not a guarantee of getting reception, let alone good reception. Providers of terrestrial and satellite equipment both broadcasting and receiving, cannot expect the Council to prune trees to improve or gain reception. In many cases it is possible to resolve issues of poor reception involving trees by finding an engineering solution. The Council will only consider requests to prune trees to improve reception where all the following criteria are met:

- Efforts to find an engineering solution to the problem have been exhausted and/or were unsuccessful
- The work required to improve service is minimal, consistent with good arboricultural practice and will, in the opinion of the Council's tree officer, not unduly affect the amenity or health of the tree
- The work required is paid for by the relevant operators or affected residents

21.4 Overhead wires

Power companies and BT Openreach have a tendency to string wires where it is convenient or most economic to them, in some cases through existing woodlands or canopies of mature trees. The Council cannot be expected to resolve issues with wiring in most of these situations and will expect these providers to resolve any connection or damage issues, either by re-routing wiring or carry out pruning to a specification agreed with Council officers using qualified and experienced Arboricultural contractors.

Private residents may have concerns about wiring and wish to have work carried out but may not be able to convince providers to action this. If in these circumstances the tree officer is of the opinion that the requested works are not going to detrimentally affect the tree(s) in question, any minor pruning can either be carried out whilst the Council has other works carried out to those trees as part of safety works or the resident can privately employ one of the Council's approved contractors, again working to an agreed specification.

21.5 Loss of Daylight or views

In law there is no such thing as either a right to light (as it relates to trees) or a right to a view. Where complaints are received due to loss of (sun)light, officers will assess each case on its merits and take account of size of property/ garden, aspect, size, proximity and amenity value of implicated trees and will compare these with similar situations elsewhere in the borough before deciding whether the issue is significant or unreasonable or not.

In respect of views, when planning new trees, as much care as possible will be taken to not unreasonable impact on views which nearby residents may have enjoyed. Also, where existing developing trees are growing to a size where views are alleged or feared to be lost, the Council will investigate as to the seriousness and validity of the concerns. However, residents have to accept that planting trees, especially for the reasons set out in this policy, needs to take place somewhere, albeit at a reasonable distance.

21.6 Petals, Leaves, Seeds, Twigs and Fruit

Seasonal change affects trees and with it they shed petals, leaves, seeds, twigs and fruit. These are often carried on the wind and are largely outside the control of the Council. Clearing of leaves from gutters and pathways and weeding of self- set seedlings are considered to be normal routine seasonal maintenance which property owners can reasonably be expected to carry out. It is sometimes possible to improve the situation through general maintenance or planned maintenance.

21.7 Birds and other Wildlife

Trees form a habitat for many animals as a source of food or by providing shelter to nest or for roosting. If bird-droppings are considered an issue by residents, pruning is generally not a solution, as the birds will continue to roost or sit on the remaining tree branches. Bird droppings are not considered an actionable

nuisance in law and each reported case will be considered on its merits but generally, the Council will not prune or remove otherwise good trees for nuisance (perceived or otherwise) caused by wildlife.

21.8 Honeydew

Honeydew or sticky deposits are the excretions of aphids and other plant sucking insects. It is a sugary solution, similar to the plant sap from which it is derived. As with leaves and wildlife, honeydew is not readily controllable by pruning and therefore cleaning of affected surfaces can be considered to be routine maintenance.

21.9 Root Damage and trip hazards

Cases of direct root damage will be considered on an individual basis. A balance will be struck between the nuisance experienced by individuals and the benefits offered by trees to the wider community. In certain circumstances, in discussion with the Council's Tree Team, limited root pruning may be acceptable.

21.10 Drain Blockage by Tree Roots

Trees do not have the capacity to break into a sound drain, but they will exploit any existing fault. The removal of one tree will not prevent another tree or other vegetation from exploiting the same opportunity. The appropriate way to deal with tree root blockage of drains is to ensure that the drains are watertight. Accordingly, the Council will not normally take action in response to complaints that Council managed trees are blocking drains unless the removal of the tree is necessary to affect a safe repair i.e. trenching so close to the tree will cause the tree to become unstable or liable to wind blow.

21.11 Subsidence

Tree related subsidence damage is a complex issue and each case will need to be considered on an individual basis, although such cases in this district are very rare due to the absence of shrinkable soils. Where damage has occurred the Council will require that adequate assessment and monitoring of levels is undertaken over two seasons minimally, to demonstrate that the tree is involved and that such evidence be submitted in support of any request for action. Requests for action based on an un-quantified possibility of damage occurring at an unspecified point in the future will not be considered.

21.12 Solar Panels

The inclusion of solar panels on buildings is increasing within the Borough and across the UK as a whole. WBC recognises the importance of solar panels and the green energy that they supply. The design and installation of solar panels must take into account the location and growth potential of existing trees because WBC will not carry out works to reduce or remove established trees for the improvement of solar panel performance. The Council will ensure that all new planting areas are designed around existing solar panels to avoid future conflict.

21.13 Reducing the Height of Trees (topping) for any reason

This work is not recommended or considered appropriate for trees, except in exceptional circumstances. It is a destructive form of pruning which can seriously weaken the tree, as the cuts rarely fully close (they don't "heal"), this leaves the tree exposed to disease and decay, which in turn creates a hazard. New growth is weakly attached, and prone to breaking. So, far from eliminating a danger, the heavily pruned tree it is more likely to become one and to avoid this happening, once topped, a tree will continue to require cyclical work to retain it at a certain size which is extremely costly in the long term. Where trees which naturally grow to a certain maximum size, are very clearly unsuitably located, removal may be the better option rather than repeated topping.

22. Appendix 4. Biosecurity

Biosecurity refers to a set of precautions that aim to prevent the introduction and spread of harmful organisms. These include non-native tree pests, such as insects, and disease-causing organisms, called pathogens, such as some bacteria and fungi. Tree pests and diseases can be transported between or within countries via a number of pathways, including:

- live plant and tree products such as potted plants
- timber and wood packaging materials (WPM), such as shipping crates and pallets
- dirty tools, kit, machinery, and vehicles, such as chainsaws, boots and all-terrain vehicles
- soil and organic material, such as leaf litter
- natural means, such as wind and water

There has been a significant increase in the number of non-native tree pests and diseases being introduced to the United Kingdom since the early 2000s. This demonstrates the need for us all to take action to provide our trees, woods and forests with greater protection. By implementing appropriate biosecurity measures, we can significantly reduce the risk of introducing and spreading tree pests and diseases.

22.1 BEST PRACTICE

22.1.1 General Public

Tree pests and diseases can have a significant impact on our landscape, but there are some simple steps members of the public can take to help limit their spread:

- drive and park your vehicle only on hard-standing surfaces such as tarmac where possible when visiting outdoor areas such as woodlands, parks or gardens
- clean mud, organic material and water off your boots, bikes. Buggies and the dog before you leave, because fungi, bacteria and insects can live in these materials
- don't bring any plant or tree products back from trips abroad, because these might be carrying harmful non-native tree pests or pathogens

22.1.2 Industry professionals

People working in the arboriculture, forestry and landscaping industries are considered a particularly high-risk group for their potential to spread tree pests and diseases.

The Forestry Commission has worked closely with relevant organisations to develop industry-specific biosecurity guidance to reduce their members' risk of introducing or spreading pests and diseases:

By following the industry guidance, professionals can significantly reduce the increased risks to tree health associated with these sectors.

“Think kit”:

- make sure all equipment, including boots, clothing, ropes and saws, is free from soil and organic material before entering and leaving a site
- regularly clean ropes as per the manufacturer's guidance, or use dedicated ropes for particular sites
- clean and disinfect chainsaws, pruning saws and other cutting tools as part of routine maintenance, and before using them on a new site

Think transport:

- remove any build-up of soil and organic material on vehicles and machinery, including cabs, wheels and foot wells, before leaving each site
- use proper off-site wash-down facilities regularly

Think trees, plants, and materials’:

Responsibly source planting stock through nurseries or suppliers that adhere to national standards such as the Plant Health Management Standard, or that have their own biosecurity policy in place that you trust:

- source planting stock from pest and disease-free areas keep accurate, up-to-date records of all purchases and supplies to assist with tracing exercises in the event of an outbreak
- regularly monitor plant and tree stock for signs of ill-health, and report any suspect symptoms using the Forestry Commission's Tree Alert website
- source landscaping materials from pest-and-disease-free areas only
- be aware of any restrictions in place, or phytosanitary (plant health) measures and treatments required when importing certain materials or their packaging

- specify British-grown plants when sourcing planting stock, to reduce the risk of an accidental introduction of invasive non-native pests or diseases

When working on a site that is subject to a Statutory Plant Health Notice (see below), or where a pest or disease has been confirmed, you must follow any additional biosecurity guidance for that pest or disease in addition to the measures above.

If you must remove infected or infested material from such sites for safety reasons, you must ensure that:

- it's kept separate from other arisings
- it's not used for mulch or firewood
- it's disposed of at a licensed handling facility, or through deep burial or incineration on site
- obtain a movement licence if required

As a landowner or manager, it's particularly important to implement appropriate biosecurity measures to prevent the introduction and spread of tree pests and diseases. Not only can these organisms affect the economic value of our trees, but they can also have a wider negative impact on other species and habitats.

If a tree pest or disease is confirmed on anyone's land, there are some additional measures one needs to follow:

22.1.3 Statutory Plant Health Notices (SPHNs)

If the tree pest or disease is classified as notifiable, the FC may issue an SPHN. The Forestry Commission and other plant health authorities issue these notices requiring the owner or manager to take certain steps to eradicate or contain notifiable pests and diseases.

SPHNs requiring eradication may require measures to kill the infected or infested trees, such as by felling or ring barking. SPHNs ordering containment measures may allow the infected or infested trees to remain standing but require any susceptible material to remain on site.

22.1.4 Non-notifiable pests and diseases (P&D)

One is not required to take any action if the tree pest or disease found is not notifiable. The FC does, however, recommend that the following measures are taken to ensure people's and animals' safety, and to minimise any further spread of the P&D;

- continue to implement the biosecurity measures

- Inform users of the presence of P&D through information boards, posters at entry points, and by adding information and biosecurity guidance the website
- monitor the trees' safety as the infection or infestation progresses
- in low-density situations, such as in parks or gardens, slow the spread of pests and diseases by removing and disposing of infected trees and their fallen leaves and branches

23. Appendix 5; Site list for potential new planting

The list of sites below is indicative and subject to extensive internal and external consultation as to their suitability (or their requirement for other purposes):

CRANLEIGH AREA:

Queensway
Cranleigh Mead
Summerlands
Cranleigh Common; Windmill side
Elmbridge Road "tip"
Dunsfold Common
Ewhurst Green
Brockhurst Cottages

GODALMING AREA:

Middlefield (Witley)
Amberley Road (Milford)
Aarons Hill/Ockford Ridge
Lammas Land (Chalk Road triangle)
Farncombe various; Copse Side, Badgers Close area, Longbourne Green, Spring Grove, Canon Bowring, Combe Road Rec, Broadwater Park, Binscombe OS.
Crownpits
Riverside/Phillips Memorial Park
Holloway Hill Rec
Bramley OS, Run Common
Wonersh Common
Hascombe Rec
Pathfield (Chid)
Westbrook Green (Elst)

FARNHAM AREA:

Shepherds way (Tilford)
Runfold Rec
Badshot Lea Green and Orchard
Land east of Six Bells O
Weybourne Rec
Hale Reeds
Oast House Crescent
Trinity Hill, various
Sandy Hill Open Space
Old Park Close
Farnham Park
Weydown tip
Baldreys
Bardsley Drive
Middlefield
Thurbans

Greenhill Way
Beldhams
Wrecclesham Rec
Boundstone Play area
Langhams Rec
Peakfields

HASLEMERE AREA:

Greenhanger (Churt)
Sunvale Cemetery (land adjacent)
High Lane Estate, various
Haslemere War Memorial Recreation Ground
Grayswood Recreation Ground
Marley Hanger

WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY - SERVICES
24 NOVEMBER 2021

Title:

FIRST HOMES APPROACH POLICY

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

Head of Service: Andrew Smith
Head of Housing Strategy and Communities

Key decision: Yes

Access: Public / ~~Exempt~~ / ~~Part Exempt~~

1. Purpose and summary

1.1 To provide the committee with a summary of the First Homes initiative set out in May 2021 Planning Policy Guidance¹ and scrutinise the proposed Waverley First Homes Approach Policy.

2. Recommendation

It is recommended that the Committee:

- reviews the report and notes the requirements of the First Homes initiative,

and comments on the Executive recommendations to:

- apply the national guidance of at least 25% of affordable homes on qualifying schemes to be First Homes
- apply the national guidance of 30% discount for First Homes,
- apply the national guidance of £80k income threshold,
- apply an additional local eligibility criteria to ensure local residents have access the scheme - as set out in the Housing Allocation Policy (see below 4.4.9), and
- does not apply an additional priority for local essential worker criteria.

3. Reason for the recommendation

To comply with the government's First Homes initiative whilst limiting the negative impact on other tenures of affordable housing in the borough and supporting local residents (those who live and/or work in the borough).

¹ <https://www.gov.uk/guidance/first-homes> National Planning Policy Guidance update published 24 May 2021

4. Background

4.1 The Government announced their new discounted market tenure, for England, First Homes, in May 2021. First Homes should account for at least 25% of all affordable housing units delivered by developers and is the Government's preferred form of affordable home ownership. Affordable home ownership must represent at least 10% of new homes on qualifying sites. Using the average number of new homes completed in Waverley over the last 10 years (av. 81 pa) this could represent delivery of approximately 20 First Homes per year.

4.2 The policy came into force from 28 June 2021 for new residential planning applications. However, any sites with planning permission (full or outline) before 28 December 2021 or those with planning permission (full or outline) where there has been significant pre-application engagement before 28 March 2022 will be exempt. Rural exception schemes and sites of 100% affordable housing are also exempt from the First Homes requirement.

4.3 What are First Homes?

4.3.1 First Homes are discounted market sale homes that for planning purposes meet the definition of 'affordable housing' stated in the National Planning Policy Framework. First Homes will be:

- required for new developments, comprising of at least 25% of the affordable homes on qualifying schemes
- discounted by a minimum of 30% against the open market value
- sold to people who meet the First Homes eligibility criteria
- registered with HM Land Registry to ensure discount (% of market value) and other restrictions are passed on at each subsequent sale (title transfer) and
- valued at no more than £250,000 at first sale after the discount has been applied.

4.3.2 First Home units will be secured through a section 106 agreement which will secure the necessary restrictions on the use and sale of the property. A legal restriction on the title will be required to ensure that these restrictions are applied to the property at each future sale, guaranteeing perpetuity.

4.3.3 To apply for First Home purchasers must meet the national eligibility criteria:

- to be a first-time buyer as defined in paragraph 6 of schedule 6ZA of the Finance Act 2003 for the purposes of Stamp Duty Relief for first time buyers',
- to have a combined annual household income of less than £80,000 in the tax year immediately preceding the year of purchase, and
- to have a mortgage or home purchase plan (if required to comply with Islamic law) to fund a minimum of 50% of the discounted purchase price.

4.3.4 Local Authorities will be required to review the completed application pack submitted by the developer on behalf of the customer. If approved, the authority is expected to issue a certificate as an 'Authority to Proceed'.

4.4 Options Appraisal

4.4.1 Before the first First Homes are marketed for sale – anticipated early 2023, (assuming a 12 month build programme) – Members have considered the flexibility available to local authorities in three areas whether to:

- increase the discount offered from 30% (to either 40% or 50%)
- set an income threshold lower than £80k per annum for the first three months of marketing, and
- set local eligibility criteria, for example requirement to have a local connection to Waverley or priority for certain keyworker job roles for the first three months of marketing

4.4.2 If there is no sale after three months, any local eligibility criteria are removed and national default criteria apply.

4.4.3 First Homes Discount

Due to the high value of homes in the borough combined with the £250,000 cap on value, it is envisaged that the First Homes Scheme, with a 30% discount, will only be applicable to one bed and two bed homes – the traditional size of homes for first time buyers.

4.4.4 The Council have the flexibility to increase the level of discount on First Homes to potentially increase access to home ownership locally. However, although this would make First Homes more affordable to purchasers, any increase to the 30% discount will impact the viability of affordable housing schemes and reduce the number of homes delivered across other affordable tenures.

4.4.5 The draft Housing Affordability Study evidenced that the greater the discount offered, the greater the likely impact on viability of providing rented accommodation. Addressing the lack of affordable housing and in particular social rented homes is a corporate strategy priority.

4.4.6 Income threshold

Given the lack of affordable housing, and inflated wages due to the commuter population, in the borough, the national threshold reflects the average earnings of people who work in the borough.

4.4.7 The current Housing Allocation Policy has a financial threshold of less than £60k household income to be eligible for social rented housing. An £80k household income threshold is also used for shared ownership purchasers.

4.4.8 Any reduction in the income threshold would prevent households in need from accessing housing. As those earning between £60k and £80k could not access social housing nor afford to buy on the open market.

4.4.9 Local eligibility criteria

First Homes are designed to help people to get on the housing ladder in their local area, and in particular to ensure that key workers providing essential services are able to buy homes in the areas where they work. The Council can therefore prioritise key workers for First Homes, and are encouraged to do so, especially if they have an identified local need for certain professions.

4.4.9 To ensure First Homes are available to local residents and workers and local connection eligibility criteria is proposed. This will reflect the Housing Allocation Policy potential purchasers must demonstrate that they have:

- lived in Waverley for three out of the last five years, or
- worked over 16 hours a week in Waverley for at least 12 months, or
- a close relative (parent, adult son or daughter or adult sibling) who has lived in Waverley for at least last five years

4.4.10 **Essential Workers criteria**

Additional preference could be given to essential workers, the draft Housing Affordability report estimates 27% of Waverley resident workers are considered essential workers. The May 2021 Planning Policy Guidance Essential local workers are defined as

'Public sector employees who provide frontline services in areas including health, education and community safety – such as NHS staff, teachers, police, firefighters and military personnel, social care and childcare workers'

4.4.11 This definition does **not** include the wider roles such as delivery drivers and postal workers which were included to access school places and childcare during the pandemic.

4.4.12 However the proposed working locally criteria includes all essential workers eligible under 4.4.10 and those earning under £80k pa. Officers recommend it is best to simplify the eligibility checks. Previous experience with Key Worker schemes resulted in various difficulties due to key workers individual preferences, the administration of eligibility checks and continuity of employment.

4.5 **Additional Information**

4.5.1 New First Homes will be advertised by developers. Waverley Communications will support the promotion of the schemes through social media to reach local workers. Officers propose a review 12 months on from the first cohort of First Homes to assess who benefited from scheme, any barriers to access and working relationship with developers.

4.5.2 Housing Officers are awaiting further information from DLUHC on the administration of First Homes eligibility checks which is expected to fall to local authorities. Local authorities are also expected to be responsible for drawing up s.106 agreements to include First Homes, issuing Authority to Proceed and conveyancer packs and issuing Authority to Exchange.

4.5.3 The team will explore options with other Surrey local authorities on sharing resources. Advice will also be sought on ability to charge an administration fee to purchaser/developer for eligibility checks. The Council have a duty to protect

against fraud and to process checks promptly to ensure sales complete in timescales. The shared ownership zone agent would not carry out these functions for First Homes as they do for shared ownership homes, as their contract only covers Homes England funded homes, of which First Homes are not.

4.5.4 In summary, the Council are required to meet the First Homes National Planning Guidance. Following a review of recent data on housing need, local incomes, essential workers and business needs, affordability and development viability recommendations have been drafted to become Waverley's First Homes Approach Policy and implemented through the Affordable Housing Delivery Strategy.

5. Relationship to the Corporate Strategy and Service Plan

The report supports the Council's Corporate commitment to promote "*Good quality housing for all income levels and age groups*".

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Additional staff resource will be required for working with developers and completing eligibility checks from 2022/23 onwards. This is currently expected to fall into the New Development Team, capacity within this team will be reviewed with an aim to keep costs within current budgets.

In addition, online application and IT solutions for eligibility assessments and monitoring of first homes in borough will be explored.

6.2 Risk management

To develop risk register to mitigate risks of viability of developments, ensure sales to eligible purchasers, ensure homes sold as First Homes within timescale and protect Council's reputation.

6.3 Legal

A number of legal implications are noted within section 4 above.

Current government guidance states that onward purchases of First Homes will be at a 30% discount of the open market value at the time of the relevant onward sale(s).

The national criteria also include a requirement that the Local Planning Authority includes within its Section 106 Agreements with landowners the ability for a mortgagee, should they take possession of a First Home, to sell free of the First Home restrictions (i.e. on the open market and at open market value). The mortgagee will then be required to reimburse the Council part or whole of the discount, if there is sufficient equity in the property, following its sale (net of outstanding monies owed to the mortgagee).

The delivery of first homes will be secured through legal agreements in the usual way prior to the grant of planning permission. The government intends to publish template planning obligations for this purpose which will be incorporated into the Council's template legal agreement.

Legal services has advised that in the short/medium term a supplementary planning document or interim policy statement should be adopted in order to set out the Council's approach to securing first homes. This will be a material planning consideration for decision making purposes. When appropriate, the Council should update its development plan policies to reflect the latest position.

6.4 Equality, diversity and inclusion

Although the national First Homes policy is outside of the Council's circle of influence, the policy may have a negative impact on equality locally due to its impact on provision of rented affordable housing. Any increase to the 30% discount would impact the viability of affordable housing schemes and reduce the number of homes delivered across other affordable tenures. The greater the discount offered, the greater the likely impact on viability of providing rented accommodation.

Affordable rented and social rented housing actively promotes equality, reduces economic and social disparities and helps to ensure an adequate standard of living for all, regardless of income or background. We know that women and those from BME groups are more likely to access affordable and social rented housing in Waverley.

6.5 Climate emergency declaration

Developers will be working to industry sustainability standards, the Council apply our own Housing Design Standards 2021 for new Council affordable homes, other affordable housing providers use a range of sustainability approaches on new homes.

7. Consultation and engagement

- 7.1 Consultation with Surrey Housing Strategy and Enabling teams, informed by draft Affordability Study and First Homes viability update.

8. Other options considered

- 8.1 First Homes are national government initiative. See options appraisal in the body of the report.

9. Governance journey

- 9.1 Executive Briefing to consider options and agree First Homes approach 2 November. First Homes Approach Policy to Executive for approval in late November following review by Overview and Scrutiny Services in November.

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:

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Head of Finance: 19 October 2021

Strategic Director: 19 October 2021

Portfolio Holder: 20 October 2021 – 2 November 2021

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