

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

When calling please ask for:

Kimberly Soane,
Kimberly.soane@waverley.gov.uk

Policy and Governance

E-mail: Kimberly.soane@waverley.gov.uk

Direct line: 01483523258

Date: 14 January 2022

Membership of the Overview and Scrutiny - Services

Cllr Kevin Deanus (Chairman)	Cllr Jenny Else
Cllr Peter Marriott (Vice Chairman)	Cllr Mary Foryszewski
Cllr Carole Cockburn	Cllr Ruth Reed
Cllr Christine Baker	Cllr Philip Townsend
Cllr Martin D'Arcy	Cllr Michaela Wicks
Cllr Sally Dickson	

Substitutes

Cllr Michael Goodridge	Cllr Michaela Martin
Cllr Joan Heagin	Cllr Richard Seaborne

Members who are unable to attend this meeting must submit apologies by the end of Monday, 17 January 2022 to enable a substitute to be arranged.

Dear Councillor

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

DATE: MONDAY, 24 JANUARY 2022

TIME: 6.30 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 **MINUTES**

To approve the Minutes of the meeting of the Services Overview & Scrutiny Committee held on 13 December 2021 and published on the Council’s website.

2 **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 **Monday 17 January 2022** to enable a substitute to be arranged, if applicable.

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 Monday 17 January 2022.

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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 Monday 17 January 2022].

6 **COMMITTEE FORWARD WORK PROGRAMME** (Pages 7 - 16)

The Services Overview & Scrutiny Committee is responsible for managing the Committee's work programme.

The members of Services O&S felt that a new approach was needed for prioritising the items that come to the Committee and the process for handling them at meetings. Therefore a document is attached setting out fresh expectations for participants in Services O&S meetings.

The current work programme (attached) includes items agreed and takes account of items identified on the latest Executive Forward Programme as due to come forward for decision.

Recommendation

Members are invited to consider their work programme and make any comments and/or amendments they consider necessary, including suggestions for any additional topics that the Committee may wish to add to its work programme.

7 SERVICE PLANS 2022-25 (Pages 17 - 76)

The Service Plans have been prepared by Heads of Service in collaboration with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the Corporate Strategy 2020-2025 and the Medium Term Financial Plan.

Recommendation

It is recommended that the Overview & Scrutiny Committees consider the Service Plans for 2022-25 as set out at Annexe 1 relevant to their remit and make any observations or comments to the Executive.

8 CARBON NEUTRALITY ACTION PLAN (Pages 77 - 128)

In December 2020 the Council adopted the Carbon Neutrality Action Plan (CNAP) 2020-2030 which contained a collection of actions that sets us on the path to deliver Waverley's net zero carbon by 2030 target. This report provides the first annual progress update against the priority areas within the plan.

The plan was adopted as a "live document" that will continually evolve to reflect further funding, policy and technological changes as well as opportunities for new projects. A year on, there has been progress in several areas that this report aims to celebrate. But also highlights the scale of work that is still required.

We have engaged APSE Energy, a carbon consultancy, to review our baseline and trajectory and give us a more accurate indication of the costs of becoming a net zero carbon council.

Recommendation

That the Overview and Scrutiny Committee provides comments and observations to

the Executive and Council on the following documents:

- a. Carbon Neutrality Action Plan annual update report
- b. Annexe 1 – Carbon Neutrality Action Plan working spreadsheet
- c. Annexe 2 - CNAP version 2022

9 **AFFORDABLE HOMES DELIVERY STRATEGY 2022-25** (Pages 129 - 156)

ITEM NOT FOR DISCUSSION, FOR NOTING AND FEEDBACK VIA THE CONSULTATION.PROCESS.

Officers are asking the Services O&S Committee to note the proposals in the draft Affordable Homes Delivery Strategy and supporting evidence studies to be published for public consultation between 27 January and 24 February 2022 and give feedback/ comment.

Recommendation

It is recommended that the Services O&S Committee notes the draft Affordable Homes Delivery Strategy and supporting evidence studies to be published for public consultation between 27 January and 24 February 2022 and gives feedback.

10 **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.

11 **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
21.12.13 – 5.1	LPP2	Consider developing an equestrian policy to protect the unique quality of Waverley's rural settlements.	Executive, at the time of the review of the Local Plan	Noted	Noted by Executive 14/12/21
21.12.13 – 5.2	LPP2	Have due regard to the questions a-k when debating the recommendations in section 2 of the report: a) Whether an appropriate assessment is required in order to comply with habitats regulations? b) Whether the likelihood that future development at Royal School will exceed the footprint of existing buildings and hard surfaces at the site would threaten the setting of the neighbouring countryside? c) Whether the Red Court site being nearer the settlement boundary and being more walkable from Haslemere makes it a more appropriate site than the Royal School? Do	Executive and Full Council, December 14 th 2021	Noted	Please note the attached document setting out in greater detail the Executive responses to questions a-k

		<p>these factors impinge on Waverley's commitment to sustainability?</p> <p>d) Whether the Executive and the Full Council can have confidence that the Royal School (including its playing fields) will be able to relocate to the Farnham Road and make the site available within the plan period?</p> <p>e) Whether the cost of providing sewage infrastructure at the Royal School raises viability concerns which might impact on its deliverability?</p> <p>f) Whether the Council has a duty to co-operate with East Hampshire District and Grayshott Parish Councils regarding the Royal School site?</p> <p>g) Whether either, both or neither the Royal School and Red Court sites should be treated as brownfield and/or previously developed sites?</p> <p>h) Whether the requirement identified by Acorn Consultants to provide a SANG to mitigate the impact of development at the Royal School adversely impacts the deliverability of that site?</p>			
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		<p>i) Whether screening is an adequate response to the potential loss of green space on the Royal School site?</p> <p>j) Whether allocating the Royal School sets an unwelcome precedent about building in AONB?</p> <p>k) Whether a given course of action will delay adoption of LPP2 as a whole and, therefore, reduce the Council's control over development within the Borough?</p>			
21.11.24 – 9.1	Cranleigh Leisure Centre New Build	The Committee supports the four recommendations outlined in para 2.1 – 2.4 of the covering report	Executive, 30 th November 2021	Agreed	On 30/11/21, the Executive endorsed these recommendations going forward to Full Council
21.11.24 – 9.2	Cranleigh Leisure Centre New Build	The portfolio holder and officers arrange one or more informal briefings for all councillors ahead of the Council meeting on 14 December, to allow time for the proposals to be considered in detail, and clarification provided where required, before councillors make a decision at Council.	Executive, 30 th November 2021	Agreed	Briefing held on 3 rd December
21.11.24 – 10	Tree and Woodland Policy	The Executive consider the following comments from individual committee members:	Executive	Pending	Decision due February 2022

		<p>a. would like to see the chapter on Biodiversity strengthened considerably from an ecological perspective,</p> <p>b. more emphasis on natural regeneration,</p> <p>and more consideration as to how this policy can support and work alongside Waverley's planning policies on trees, woodland and biodiversity.</p>			
21.11.24 – 11	First Homes Approach Policy	The Committee endorses the Policy but understands that it is likely to have limited impact on the supply of affordable homes in Waverley.	Executive, 30 th November 2021	Agreed	Executive meeting on 30/11/21 agreed the recommendations endorsed by this Committee
21.11.03 - 6.1	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. Response to individual comments circulated on the 19 th November 2021.

Part 2 of 4: Other resolutions

#	Agenda Item	Resolution	Status	Actioned to	Timescale	Details of current status
21.12.13 – 5.1	LPP2	Provide an estimate of what proportion of the Royal School site is currently covered by buildings and hard standing.	Completed	The Head of Planning and Economic Development	14 th December 2021	As per the Head of Planning and Economic Development at the 14 th December, 16% of this site is currently buildings or hard standing.
21.12.13 – 5.2	LPP2	Confirm whether, in light of Mr Baudry's question, Haslemere Town Council are content with the characterisation of their views in the report.	Superseded	The Head of Planning and Economic Development	14 th December 2021	The Planning Team contacted Haslemere Town Council but did not receive a response in time for Executive and Full Council on 14 th December 2021.
21.11.24 – 1.1	Minutes	Follow-up to be provided Continentals activities during No Mow May	Pending	Kelvin Mills	January 2022	Response appended to the minutes
21.11.24 – 1.2	Minutes	Follow-up to be provided on rural crime	Pending	Katie Webb	January 2022	

21.11.24 – 6	Committee Forward Work Programme	A briefing on planning enforcement to be provided to the Committee ahead of this item being brought to the main committee	Pending	Zac Elwood	January 2022	
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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
1	Asset Management strategy	Review the new strategy	Peter David	March 2022	TBD
2	Climate Change and Sustainability SPD	Review the Supplementary Planning Document	Zac Elwood	March 2022	TBD
3	Corporate Performance Report Q.3 2021/22	To scrutinise the performance of the areas and KPIs within the Committee's remit	Heads of Service / Nora Copping	March 2022	N/A
4	Farnham Museum - service	Receive the results of the consultation	Kelvin Mills / Charlotte Hall	March 2022	TBC
5	Housing Allocations Task and Finish Group – Final Report	Review the final report of the Task and Finish Group and decide which recommendations to adopt	Cllr George Wilson / Michael Rivers / Mark Mills	March 2022	June 2022
6	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
7	Implications of the Environment Bill	Assess how this legislation might impact Waverley	Richard Homewood	March 2022	N/A
8	Leisure Services Contract	Review an assessment of management options for the Leisure Service	Kelvin Mills / Tamsin McLeod	March 2022	TBC
9	Local Planning Enforcement Plan update	Review proposed updates to the plan	Zac Elwood	March 2022	TBD

10	Maintenance contract procurement	Review the results of a procurement exercise	Hugh Wagstaff	March 2022	TBC
11	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	March 2022	December 2022
12	Safer Waverley Partnership 2022-23	Review and scrutinise the activities of crime and disorder partnerships and the activities of its partners. This fulfils the requirements of s.19 of the Police and Justice Act 2006.	Andrew Smith / Katie Webb	March 2022	N/A
13	Suicide Prevention Action Plan update	Update on the implementation of the plan	Louise Norie	March 2022	N/A
14	ASB PSPO update	To receive an update on the impact of the PSPO in Godalming.	Richard Homewood	June 2022	N/A
15	Cranleigh Leisure Centre new build update	Update on the progress of this project	Kelvin Mills / Tamsin McLeod	June 2022	TBC
16	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	March 2022

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WAVERLEY BOROUGH COUNCIL

[SERVICES O&S COMMITTEE – 24 JANUARY 2022 POLICY O&S COMMITTEE – 25 JANUARY 2022]

Title:

SERVICE PLANS 2022-2025
(3 YEAR ROLLING PLANS)

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

1. Purpose and summary

- 1.1. The Service Plans have been prepared by Heads of Service in collaboration with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the [Corporate Strategy 2020-2025](#) and the Medium Term Financial Plan.
- 1.2. In 2019 the Council reviewed its approach to service planning, changing them from annual plans to three yearly rolling plans. This approach allows not only for an easier alignment with the Council's Medium Term Financial Plan (MTFP), but also a better transparency on delivery of multi-year projects and other initiatives. The ongoing service delivery is set out for the year ahead and will be monitored as part of the annual review process to reflect the needs of the organisation. Progress on Service Plans is monitored on a quarterly basis through the Corporate Performance Report.
- 1.3. It is worth noting that the service plans are an operational management tool, and as such are laid out in a way which allows easy and clear understanding of key functions performed by teams and the specific timescale set for their delivery as well as highlighting potential risks should an action was not completed. The plans also contain a list of ongoing projects.
- 1.4. Each of the Overview and Scrutiny Committees is asked to review the areas under their remit as listed below:

Services O&S – 24 January 2020

- Commercial Services Service Plan 2022-25
- Environment Service Plan 2022-25
- Housing Operations Service Plan 2022-25
- Housing Delivery & Communities Service Plan 2022-25
- Planning & Economic Development Service Plan 2022-25

Policy O&S – 25 January 2020

- Business Transformation Service Plan 2022-25
- Finance and Property Service Plan 2022-25
- Policy and Governance Service Plan 2022-25

2. Recommendation

It is recommended that the Overview & Scrutiny Committees consider the Service Plans for 2022-25 as set out at Annexe 1 relevant to their remit and make any observations or comments to the Executive.

3. Reason for the recommendation

The annual review process of service plans is a subject of internal as well as external scrutiny in which the O&S committees play a crucial role. The scrutiny committees review the proposals and pass their comments and recommendations to the Executive for their consideration ahead of the approval process.

4. Relationship to the Corporate Strategy and Service Plan(s)

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

5. Implications of decision(s)

5.1 Resource (Finance, procurement, staffing, IT)

Draft Service Plans are prepared as part of the annual budget setting process and any financial implications are included in the draft budget proposals that will be also presented at the January 2022 Overview and Scrutiny Committee cycle at the Policy O&S meeting on the 25 January.

5.2 Risk management

Risk management has been built into the format of the plans, allowing visibility of any potential impact should an action fail to be delivered.

5.3 Legal

There are no legal implications arising directly from this report. Heads of Service will identify which of their Service Plan Actions/Outputs will require legal support and will discuss in advance with the Legal Services team their requirements, including internal and/or external (if necessary) legal resource and budgeting for that support.

5.4 Equality, diversity and inclusion

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

5.5 Climate emergency declaration

Each service has reviewed their proposals to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of [Climate Emergency](#) introduced by the Council in September

4. Relationship to the Corporate Strategy and Service Plan(s)

2019. Further revision of the objectives might be required once the Climate Emergency Action Plan has been created and approved.

6. Consultation and engagement

6.1 The preparation of Service Plans take place in early autumn alongside the budget planning process and will include consultation proposals where appropriate. The Plans are discussed with the Portfolio Holders and go through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the review by the Overview and Scrutiny Committees at January cycle and final approval by the Executive at a February/March meeting.

7. Other options considered

7.1 Not applicable

8. Governance journey

8.1 The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive who will take these into consideration when approving the proposals. Once approved the Service Plans will guide the Council's operations for the coming year and the next scheduled review will take place in autumn/winter 2022, when the new proposals for the year 2023-2026 will be considered.

Annexes:

Annexe 1 (Service Plans, presented in the order as set out in paragraph 1.4)

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 & Performance Officer
Telephone: 01483 523465
E-mail: nora.copping@waverley.gov.uk

Agreed and signed off by:

Head of Finance: Agreed in the SMT meeting on 9 November 2021
Strategic Director: Agreed in the SMT meeting on 9 November 2021
Portfolio Holder: Agreed in the Executive Briefing on 7 December 2021
Legal Services: Agreed on 7 December 2021

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Service Plan 2022-2025 (rolling 3 years)		Head of Service:	Kelvin Mills
		Strategic Director:	Graeme Clark
Service:	Commercial Services	Portfolio Holders (Pfhs):	Cllr Andy Macleod (AM) , Cllr Kika Mirylees (KM), Cllr Mark Merryweather (MM), Cllr Liz Townsend (LT)

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

Service Profile

The Communities Service is comprised of seven teams which deliver specific functions:

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

Service Team: Arts & Culture | **Team Leader: Charlotte Hall - Community Development Officer (Arts) (KM)**

Ongoing Service Delivery - reviewed annually

Outcome 1. Culture contributes to the wellbeing of all our communities								
Corporate Priority: The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS1.1	Work with partners to explore alternative creative uses for community buildings and assets.	None	01/04/2022	31/03/2023	Community Development Officer - Arts	Missed opportunity to provide cultural provision in communities and generate efficiencies.	D	Commission feasibility study to assess the viability of converting Waggon Yard garages into maker spaces; tour work to libraries through the Imagination Space initiative; deliver creative town projects utilising public realm and empty shop units

Outcome 2. Culture contributes to the development of distinctive places								
Corporate Priority: A strong, resilient local economy, supporting local businesses and employment / High quality public services accessible for all								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS2.1	Deliver the Brightwells Public Art Commissions in alignment with the phases of the scheme. Provide engaging and accessible interpretation which connects the art to Farnham.	Support from Communities and Planning teams	01/04/2022	01/11/2022	Community Development Officer - Arts	Reputational risks and a failure to meet the Section 106 obligations for Brightwells.	S	Part of the S106 agreement for Brightwells. Success will be based upon a successful installation of the agreed art.

SP22/25 CS2.2	Support cultural partners in developing applications for CIL where eligible.	Support from the Planning team / and Towns and Parishes	01/02/2022	01/04/2023	Community Development Officer - Arts	Missed opportunity that could improve cultural provision for the community.	D	CIL funding attracted for cultural organisations to survive and prosper.
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Outcome 3. Cultural organisations understand and support the communities they serve.

Corporate Priority: High quality public services accessible for all

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS3.1	Work with Elected Members, Officers and community stakeholders to achieve a positive future for the Museum of Farnham, ensuring the service has a home fit for the future.	Support from the Estates / Legal teams	01/04/2022	31/03/2023	Community Development Officer - Arts	Future sustainability of the museum service and further deterioration of the building.	D	Members and key stakeholders are involved in the process of identifying a sustainable option for the future delivery of the Museum of Farnham
SP22/25 CS3.2	Support Cranleigh Arts Centre and Farnham Maltings to apply to the new Thriving Communities Fund	Support from the Communities and Finance Team	01/04/2022	31/03/2023	Community Development Officer - Arts	Reputational risks with the partner.	D	Cultural organisations deliver measurable outcomes that reduce social isolation and loneliness.

Outcome 4. Increase usage of the Borough Hall and Memorial Hall

Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS4.1	Promote and advertise the Borough and Memorial Halls, with a focus on increased hiring opportunities, to reinvigorate safe community usage.	Support from the Communication, IT and Finance Teams	01/04/2022	31/03/2023	Venue Manager Centre Manager	Failure to create a safe environment for customers and inability to achieve financial targets.	D	Available hire space is maximised. This can be evaluated through financial achievement of budget and against percentage targets set out in plans.

Service Team: Careline **Team Leader: David Brown - Senior Living and Careline Manager (KM)**

Ongoing Service Delivery - reviewed annually

Outcome 5. Customers are helped to live independently in their own homes

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS5.1	Provide and maintain a full range of Careline and telecare equipment across the Borough. Maximising different funding streams such as Disabled Facilities Grant to further promote the service and generate more options to assist residents to live independently for longer. To continue with our preparations for the digital	None	01/04/2022	31/03/2023	Senior Living and Careline Services Manager	Residents ability to live independently reduces increasing the risk of hospital admissions and deterioration of physical and mental wellbeing .	D	The number of Careline customers. Improved timeframes for residents to be able to leave hospital and return home (or not need to go to hospital) with the assistance of Careline/telecare services.

SP22/25 CS5.2	Promote service through ongoing marketing to reach as many customers as possible and aim to support as many residents as possible to live independently and grow the business.	None	01/04/2022	31/03/2023	Senior Living and Careline Services Manager	New customers who would benefit from the service may not be reached.	D	The number of Careline customers. Improved timeframes for residents to be able to leave hospital and return home (or not need to go to hospital) with the assistance of Careline/telecare services.
SP22/25 CS5.3	Promote partnership working to seek further opportunities to attract new customers, to promote the service and increase the awareness to vulnerable residents to live independently for longer.	None	01/04/2022	01/04/2023	Senior Living and Careline Services Manager	Residents ability to live independently could be compromised. Total customer numbers may not be maximised.	D	The number of Careline customers. Improved timeframes for residents to be able to leave hospital and return home (or not need to go to hospital) with the assistance of Careline/telecare services.

Service Team: Parks and Countryside **Team Leader: Matt Lank - Greenspaces Manager (LT)**

Ongoing Service Delivery - reviewed annually

Outcome 6. Delivery of high performing grounds maintenance service for the Council.								
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / A financially sound Waverley, with infrastructure and resilient services fit for the future								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS6.1	Manage and monitor the Grounds maintenance contract to ensure performance targets are met, including the incorporation of feedback from the public and a professional audit.	External consultant, external contractors and Parks & Countryside staff	01/11/2019	31/10/2024	Green Spaces Manager and Green Spaces Contract Officer	Green spaces become less attractive and/or accessible to the public.	D	Performance targets are met each year and the fund payment incentive is paid to our contractor
SP22/25 CS6.2	Review the grass cutting programme to ensure we achieve a gain in biodiversity whilst ensuring appropriate levels of public amenity. Main project to be completed by 31/03/22 with yearly reviews, updates and adaptations to the programme	External consultant, external contractors and Parks & Countryside staff	01/09/2021	31/10/2024	Green Spaces Manager and Green Spaces Contract Officer	Council does not fulfil its biodiversity obligations and residents remain dissatisfied	D	There is a better balance of public opinion received

Outcome 7. Raising the profile of the Greenspaces service								
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS7.1	Encourage public participation in green space management through partnership working with volunteers helping to gain recognition by external organisations (Green Flag, In Bloom etc) whilst raising awareness for sites around the Borough.	None	01/01/2021	31/03/2025	Green Spaces Projects & Promotions Officer, Greenspaces Contract Officer and Head Ranger	Importance of service is not recognised and public are unaware of the objectives of greenspaces management.	D	Level of volunteer work is kept the same as in previous years and external awards received for Greenspace Mgt.
SP22/25 CS7.2	Promote service activities effectively to highlight the important work being carried out by the council, in addition to educating the community on the environment, services and advertising volunteering opportunities offered by the council.	None	01/04/2022	31/03/2025	Green Spaces Projects & Promotions Officer, Greenspaces Contract Officer and Head Ranger	Importance of service is not recognised and public are unaware of the objectives of greenspaces management.	D	The service activities are known and understood

Outcome 8. Promote the service as a viable greenspaces management operator in the borough with the ability to manage new sites.								
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS8.1	Grow and manage the service in a more financially and environmentally sustainable way, continue land asset transfer where appropriate to reduce reliance on Council tax funding, seek the use of developer contributions to support infrastructure improvements, operate more commercially by supplying services that are chargeable (e.g. tree risk inspections, playground advice, green space management services)	Planning	01/04/2022	31/03/2025	Green Spaces Manager	Lack of greenspace infrastructure improvements. Reduced sphere of influence on delivering the Climate Emergency Action Plan.	D	Increased income received, more s106 and CIL spend on infrastructure improvement and less reliance on use of Council tax
SP22/25 CS8.2	Create and advertise a professional service proficient and adequately resourced to take on additional Greenspace management provisions and tree risk management consultancy and assessment opportunities.	Planning, additional green spaces staff.	01/04/2022	31/03/2025	Green Spaces Manager	Potential financial improvement opportunities missed. Ability to ensure greenspaces are managed in line with the Council's Climate Emergency. Increasing ability to influence and change	D	Regularly receiving external income from external services provided

Outcome 9. To reduce the risk to the Council of the potential injury and damage caused by unsafe trees and offer expert support and advice to the Planning Service on tree related issues.								
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS9.1	Delivery of the requirements contained in the Council's Tree Risk Management Guide (TRMG), by ensuring tree risk inspections are completed within the stipulated time frames of each risk	External contractors, consultants	01/04/2022	31/03/2025	Tree and Woodlands Officer	Members of the public are injured or property is damaged and the Council suffers reputational	S	Council exposure to risk minimised
SP22/25 CS9.2	Preparing the Council for the impact of tree pest and diseases, in particular Oak Processionary Moth (OPM) and Ash Die Back (ADB).	External contractors, consultants	01/04/2022	31/03/2025	Tree and Woodlands Officer	The Council is unaware of the potential financial impact and the risks associated. Any tree works are carried out with due care and attention reflecting the Climate	S	Impacts of pests and diseases minimised within budgetary framework and agreed risk profile.
SP22/25 CS9.3	Successfully embed and expand the Tree & Landscape service (taken over from Planning Policy) into the Parks & Countryside Service. Recruiting to fill vacant positions and ensuring an efficient and resilient service is operated. Ensure an agreed SLA is reached with the Planning Service and investigate opportunities and structure for supplying services to third parties.	External contractors and Parks & Countryside staffing resource	27/09/2021	31/03/2023	Greenspaces Manager, Tree & Landscape Officer and Tree & Woodland Officer	The service does not improve and become resilient, case loads increase and deadlines are not met	S	Resilient service created that makes better use of available staffing resource and provides an efficient and appropriate advice to support the Planning Service

Outcome 10. Ensuring the Council's commitment to increasing biodiversity and reducing the impacts of the climate emergency are delivered.								
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS10.1	Ensure the correct management and delivery of Higher Level Stewardship (HLS), Environmental Stewardship (ELS) and Countryside Stewardship (CS) grant scheme works across sensitive SSSI sites and other woodland/countryside sites.	HLS grants, external contractors and consultants	01/04/2022	31/03/2025	Head Ranger, Tree and Woodlands Officer	SSSI sites become unfavourable in condition and /or managed inappropriately without recognition of the climate emergency.	S	HLS, ELS and CS schemes successfully delivered and meeting management objectives and funding requirements.
SP22/25 CS10.2	Maintain and attract appropriate levels of volunteers and seek to increase participation wherever possible to support the service priorities and site management plans.	Rangers	01/04/2022	31/03/2025	Head Ranger	Site management decreases along with condition, volunteer numbers drop.	D	Adequate levels of volunteers maintained to help deliver service priorities
SP22/25 CS10.3	Deliver action plans from Tree and Woodland Policy, Biodiversity Policy and Pesticide Policy in line with our Corporate Objectives.	Additional funding may be required to deliver the pesticide policy.	01/04/2022	31/03/2025	Head Ranger, Tree and Woodlands Officer, and the Green Spaces Contract Officer	The Council does not have a structured approach to delivering biodiversity improvements and therefore fails to achieve improvements that will positively impact the climate emergency.	D	Action plans delivered in accordance with policies

Outcome 11. The quality and provision of outdoor sports facilities is improved.								
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS11.1	Delivery of Council's Playing Pitch Strategy - protect the existing supply of outdoor sports facilities, enhance and provide new where it is needed to meet current and future needs up to 2031. Including development of 3G pitches at Woolmer Hill Haslemere, Glebelands School Cranleigh, Rodborough School Godalming, Heath End School Farnham.	S106, Community Infrastructure Levy (CIL), Parks & Countryside (P&C) officers, Estates, Legal	01/11/2020	31/03/2025	Green Spaces Manager and Greenspaces Project Officer	Loss of outdoor sports facilities.	D	Action plans delivered in accordance with strategy
SP22/25 CS11.2	Review and update Playing Pitch Strategy.	P&C officers and potential an external consultant	01/04/2022	31/03/2025	Green Spaces Manager and Greenspaces Project Officer	Lack of quality facilities.	D	Strategy is supported by NGO's and also supports local plan

Outcome 12. The quality and provision of play opportunities for people is improved.								
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by

SP22/25 CS12.1	Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets.	P&C staff, external contractors, project budgets, S106, PIC and CIL	01/04/2022	31/03/2025	Green Spaces Manager and Greenspaces Project Officer	The Council's play facilities are not fit for purpose.	D	Action plans delivered in accordance with strategy
SP22/25 CS12.2	Review and update Playing Area Strategy.	P&C staff, external contractors, consultants, planning. Consultancy budget	01/04/2022	31/03/2025	Green Spaces Manager and Greenspaces Project Officer	The Council will not have an up to date strategy.	D	Strategy is up to date and relevant, helping to support the local plan

Outcome 13.	Making the Council's Greenspace Assets work for the Council and filming in Waverley is promoted.							
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Corporate Priority: High quality public services accessible for all / A strong, resilient local economy, supporting local businesses and employment / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities								
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS13.1	Following review, ensure that processes are streamlined and efficient, so that officer resources are used to their best and a new events database is delivered to replace the old. Ensure the necessary (if any) planning and common land consents are gained.	Planning, IT, Comms, H&S representatives, Environmental Services.	01/04/2022	31/03/2023	Greenspaces Projects & Promotions Officer	The Council potentially has an inefficient process in place, using up valuable officer time, also may be in breach of required planning and common land consents.	D	New database is created that reduces officer workload and an increased number of events supported.
SP22/25 CS13.2	Maximising event, filming and bookings income. Seeking to promote our Greenspaces for events/filming and bookings.	Planning, IT, Comms, H&S representatives, Environmental Services and Economic Development	01/04/2022	31/03/2025	Greenspaces Projects & Promotions Officer Economic Development Manager	The Council may not be maximising its income opportunities from its Greenspace Assets.	D	Increased number of bookings including filming to maximise potential income is maximised

Team Projects

Outcome 14.	Delivery of the Capital Project Programme.							
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Corporate Priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet								
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS14.1	Deliver overarching Greenspaces Strategy, encompassing new biodiversity, tree and woodland management and pesticides policies, in addition to ancillary tree and landscape policies.	external consultants will be required to write Greenspaces Strategy £30,000.	01/04/2022	31/03/2024	Green Spaces Manager and Greenspaces Project Officer	The Council does not have an overall strategy for the management, delivery and provision of Greenspaces	D	A Greenspace strategy is produced and adopted by the Council
SP22/25 CS14.2	Delivery of capital projects as agreed within the budget framework.	External contractors, consultants	01/04/2022	Subject to individual project timelines	Green Spaces Manager, Head Ranger, Tree & Woodland Officer, Greenspaces Project Officer and Greenspaces Contract Officer	Our greenspaces are not upgraded and maintained in line with our capital programme commitment.	D	Capital budgets are all spent within budget

Service Team: Waverley Training Services	Team Leader: Adele O'Sullivan - Centre Manager - Waverley Training Services (LT)
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Ongoing Service Delivery - reviewed annually

Outcome 15. The service supports young people into work and education and is sustainable.								
Corporate Priority:								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS15.1	Create an effective Business Plan and Quality Improvement Plan to take the service forward in a sustainable way.	Finance	01/01/2020	31/01/2023	Centre Manager - Waverley Training Services	Failure to create an updated Plan will impact growth and potentially quality of service.	D	Plans created and approved by funding agencies and Ofsted. Learners succeed.
SP22/25 CS15.2	Manage delivery to ensure learners achieve and funding indicators are therefore surpassed. Aim to achieve 75% overall and 70% for timely achievement, however, always remaining above the National Average for Provider type on the QAR data.	None	01/10/2021	31/12/2023	Centre Manager - Waverley Training Services	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade. Learners fail to enter employment or further education and local employers struggle to employ new qualified staff.	D	Learner achieve their desired aims in a timely fashion. WTS compares favourably with national average for learner providers.
SP22/25 CS15.3	Effectively manage and oversee contractual requirements of funding agencies ensuring compliance and delivery of funding pot.	Finance	01/10/2020	31/03/2023	Centre Manager - Waverley Training Services / Data & Administration Manager	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade.	D	Compliance audit's are successfully completed and funding is received to deliver for learners.
Outcome 16. A service is created capable of achieving Ofsted Outstanding.								
Corporate Priority: A strong, resilient local economy, supporting local businesses and employment								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS16.1	Create and maintain a governance structure that effectively supports and challenges the delivery of Waverley Training Services.	Senior Management Team	01/10/2020	31/03/2023	Centre Manager - Waverley Training Services / Head of Commercial Services	Failure to do so could impact quality of teaching and future Ofsted Grade. Learners fail to enter employment or further education.	D	An environment that creates effective challenge for the operation driving improvements in learners performance and maintaining high levels safeguarding
Service Team: Leisure		Team Leader: Tamsin McLeod - Leisure Services Manager (LT)						
Ongoing Service Delivery - reviewed annually								
Outcome 17. To offer safe, accessible and affordable leisure provision for all.								
Corporate Priority: The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / High quality public services accessible for all / The health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by

SP22/25 CS17.1	Review the Leisure Development Plan to reflect and link the priorities under the Surrey Health and Wellbeing strategy and the impacts of COVID on the services and projects that can be delivered.	Officer Time	01/10/2020	31/03/2023	Leisure Services Manager & Senior Leisure Development Officer	Leisure Plan not aligned with regional and local priorities.	D	An appropriate set events / sessions are delivered and well attended and supported by partner organisations.
SP22/25 CS17.2	Increase participation in target groups with the delivery of new projects safely delivered in line with the new COVID measures.	Officer Time	01/10/2020	31/03/2023	Leisure Services Manager & Senior Leisure Development Officer	Target groups do not participate and activity levels within the borough drop impacting health and wellbeing of residents.	D	KPIs are achieved and reported

Outcome 18.	To create a COVID recovery plan supporting and improving the physical and mental health of residents.							
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Corporate Priority: The health and wellbeing of our communities / High quality public services accessible for all								
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS18.1	Health and Wellbeing Strategy and action plan to be reviewed and aligned with Surrey County Councils .	Surrey County Council Health Partners	01/10/2021	31/03/2023	Leisure Services Manager & Community Services Manager	Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents.	D	Action plan delivers against health & wellbeing priorities. Events / sessions well attended.
SP22/25 CS18.2	Review our role with the Integrated Care Partnership and the Prevention and Independence workstream. Investigate opportunities for partnership working with health partners.	Officer time	01/10/2021	31/03/2023	Leisure Services Manager	Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents.	D	A true partnership approach evolves delivering effectively for residents in a joined up way.
SP22/25 CS18.3	Look at how we re-engage and reach priority groups (align to health and inequality outcomes) to increase participation in the wellbeing and health offering across the contract as social restrictions ease.	Officer time Leisure budget	01/10/2021	31/03/2023	Leisure Services Manager	Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents.	D	Hard to reach groups get involved in our offering reducing health inequality in the Borough.

Outcome 19.	Implementing a COVID recovery Plan to reopen our leisure centres.							
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Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / The health and wellbeing of our communities								
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
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SP22/25 CS19.1	Ensuring contractual adherence to the historical and new guidelines in a post COVID environment, ensuring a safe environment and customer focused service.	Officer time	01/10/2021	30/06/2023	Leisure Services Manager / Leisure Development Officers	Services are unsafe and standards reduce, participation declines, customer satisfaction drops and negatively impacts residents health & wellbeing.	D/S*	Contractual requirement to ensure Health & Safety practices and operational standards are adhered to. Mitigating risk for the Council.
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Team Projects

Outcome 20. Begin the retendering process for the leisure management contract in preparation for the current contract end date June 2023

Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS20.1	Review specification and procurement requirements and collaboration opportunities with Guildford Borough Council for the new leisure management contract post June 2023.	Project Working Group consisting of legal, procurement, finance and communications.	01/04/2022	30/06/2023	Head of Commercial Services / Leisure Services Manager	One of the council's largest and most prominent contracts is not tendered correctly and services to residents suffers.	D	Prominent service is successfully procured and all options of collaboration considered and implemented where a business case exists.
SP22/25 CS20.2	Prepare and create the tender documentation to procure external consultancy support for the tendering of the new leisure management contract.	Project Working Group consisting of legal, procurement, finance and communications.	01/04/2022	31/03/2023	Head of Commercial Services / Leisure Services Manager	One of the council's largest and most prominent contracts is not tendered correctly and services to residents suffers.	D	Value for money is achieved through the effective tendering of one of the Council's highest profile contracts.
SP22/25 CS20.3	Carry out a post-Covid review of the business cases for the leisure investment projects at Farnham and Godalming Leisure Centres	Project Working Group consisting of legal, procurement, finance and communications.	01/04/2022	31/12/2022	Head of Commercial Services / Leisure Services Manager	Projects are not delivered. Usage of the centres do not increase as customer need is not met and satisfaction drops, negatively impacting residents' health & wellbeing.	D	Delivery of a successful projects that delivers significantly against the Council's Corporate priorities.

Outcome 21. Assess and review the operational challenges and bring forward a business case for a new Cranleigh Leisure Centre.

Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / The health and wellbeing of our communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS21.1	Carry out a feasibility study reviewing the business case for a new carbon neutral leisure centre delivering much needed modern leisure facilities to the area and help reduce our carbon footprint in line with the Climate Emergency Action Plan.	External Stakeholder and Consultancy Support	01/04/2022	30/04/2022	Leisure Services Manager / Development Programme Manager	Project not delivered and an inefficient building continues to be managed, negatively impacting the council's carbon footprint. Usage of the centre does not increase as customer satisfaction drops, negatively impacting residents' health & wellbeing.	D	Delivery of a successful projects that delivers significantly against the Council's Corporate priorities.

Ongoing Service Delivery - reviewed annually

Outcome 22. Building Control and Street Naming delivers high performing service and breaks even on budget.								
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS22.1	Create an efficient and proactive Building Control and Street Naming and Numbering Service which achieves break even on budget, balance fees and costs. Improve internal working practices that support this objective primarily by streamlining the application process.	Finance, Planning, IT & Business Transformation	01/04/2022	31/03/2023	Head of Commercial Services / Building Control Business Manager	Customer satisfaction drops and alternative operators are used lessening the council's ability to influence safe construction within the borough and break even on budget.	D/S*	Performance indicators are achieved and service is recognised as a quality, customer focused service. Address Gazetteer is effectively maintained keeping the 'gold' standard. Dangerous structures are dealt with effectively and efficiently minimising risk to residents

Team Projects

Outcome 23. Review Business Plan and align service with national building control requirements.								
Corporate Priority: Open, democratic and participative governance / high quality public services accessible for all								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS23.1	Carry out a review of the Building Control business plan.	Finance	01/01/2020	30/09/2022	Business Manager (Building Control)	Business plan is outdated and service diminishes along with income.	D	Business plan is focused and market share target is achieved.
SP22/25 CS23.2	Identify direction of travel for Building Control, facilitate training and development to bring service up to new and emerging standards.	MHCLG/LABC	01/04/2022	31/03/2024	Business Manager (Building Control)	Service cannot meet the demands to fully enforce the building regulations. Council exposed to risk.	D/S*	Ensure effective succession planning and team are appropriately trained to deal with statutory / regulatory obligations.
SP22/25 CS23.3	Identify additional new or existing skills to support the Council's Climate priority and achieve zero carbon target	Business Transformation	01/04/2022	31/03/2024	Business Manager (Building Control)	Climate Emergency priority not met.	D	Help to achieve sections of the climate change action plan
SP22/25 CS23.5	Proactively embed carbon reducing measures within the Building Control business plan and within governmental consultation responses.	Business Transformation	01/04/2022	31/03/2024	Business Manager (Building Control)	Climate Emergency priority not met.	D	Help to achieve sections of the climate change action plan

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

Outcome 24. Delivery of a viable development scheme on the Weyhill youth campus and Fairground car park in line with planning policy. (MM)								
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / High quality public services accessible for all								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by

SP22/25 CS24.1	Oversee the successful relocation of key community groups such as St John & Cadets to free the site for development and improve facilities for community groups.	Estates; Property; Legal	01/10/2020	31/12/2022	Head of Commercial Services / Development Programme Manager	Delivery of much needed housing / commercial space not delivered on Weyhill site. Community groups unhappy creating reputational damage to the Council.	D	Enable new homes to be built in Haslemere. Improve facilities for local community groups.
SP22/25 CS24.2	Deliver all types of much needed homes for Haslemere	Estates; Property; Legal	01/01/2020	01/01/2025	Head of Strategic Housing and Delivery / Head of Commercial Services	Much needed housing not delivered.	D	New homes are delivered for Haslemere.

Outcome 25. Maximising the Council's own land assets. (MM)

Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS25.1	Ensuring that utility companies are managed when they approach the Council in regards to working on the Council's land, wayleaves and easements.	Estates, Housing, Property, Legal	Ongoing	31/03/2024 Ongoing	Tree and Woodlands Officer / Green Spaces Manager	Damage to Council land, trees and property creating additional costs that need to be absorbed.	D	Council land is protected for the benefit of residents.
SP22/25 CS25.2	Assisting Estates and Legal in making income from capital receipts for easements negotiated across Council land.	Estates, Property, Legal	Ongoing	31/03/2024 Ongoing	Tree and Woodlands Officer / Green Spaces Manager	Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council.	D	Value for Money is delivered for the Council ensuring appropriate recompense from developers..
SP22/25 CS25.3	Lead on development of the Land and Assets project, bringing together key sites in the borough to identify opportunities to invest and review current land ownership in a co-ordinated strategy.	Estates, Property, Finance, Planning	Ongoing	31/03/2024 Ongoing	Development Programme Manager	Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council.	D	Council owned sites are maximised to ensure delivery against the Council's corporate priorities such as Climate Emergency and financial return
SP22/25 CS25.4	Delivery of refurbishment, extension and energy efficiency works at Woolmer Hill Pavilion.	Estates, Property, Finance, Planning	Jun-21	01/04/2023	Development Programme Manager	Building will continue to have a high energy usage and cost the council money.	D	Project delivered and carbon use reduced.

Outcome 26. Delivery of the Brightwells Yard regeneration project. (AM)

Corporate Priorities: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
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SP22/25 CS26.1	Work closely with external partners and internal departments to ensure effective stewardship and delivery of the Brightwells project.	Legal; Estates; Communications; Planning	01/04/2022	01/04/2023	Head of Commercial Services / Development Programme Manager	Key Stakeholders are not aware of ongoing works creating potential reputational risks.	D	Scheme is opened
SP22/25 CS26.2	Ensure effective engagement with residents, local businesses and stakeholders to ensure people are informed of next steps and project progress.	Legal; Estates; Communications; Planning	01/04/2022	31/11/2022	Head of Commercial Services / Development Programme Manager	Key Stakeholders are not aware of ongoing works creating potential reputational risks.	D	Residents are informed and scheme is well received.

Corporate compliance (ALL Pfh)

Outcome 27.	Standing Corporate Compliance Actions are achieved							
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 CS27.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Head of Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP22/25 CS27.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Head of Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP22/25 CS27.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Head of Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP22/25 CS27.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Head of Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP22/25 CS27.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Head of Service	Organisation is put at risk.	D	no outstanding recommendations
SP22/25 CS27.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency	April	July	Head of Service	Employees' health is potentially put at risk and	S	All employees to have completed their relevant risk assessments.
SP22/25 CS27.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Head of Service	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP22/25 CS27.8	Make sure that Accessibility regulations are adhered to – ensure all documents that appear on the Waverley website (owned by the service) are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Head of Service	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team

SP22/25 CS27.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Head of Service	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP22/25 CS27.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Head of Service	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

Last update: 10/01/2022 10:17

*D/S - Discretionary / Statutory

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Service Plan 2022-2025		Head of Service:	Richard Homewood
		Strategic Director:	Annie Righton
Service:	Environmental & Regulatory Services	Portfolio Holders:	Cllr Steve Williams (SW), Cllr Nick Palmer (NP)

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

Service Profile

The Environment Service is comprised of a number of teams:

Environmental Health - Food Safety and Health & Safety Team

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

Environmental Health - Environmental Protection Team

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

The Environmental Protection Team also licence establishments under animal welfare legislation, scrap metal dealers and issue street trading consents. They also manage the pest and stray dog services provided by private contractors.

Environmental Services

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

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

Parking Services Team

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

Licensing Team

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

Environmental Enforcement Team

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

Sustainability

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

Service Team: Environmental Health (Food and Safety)	Team Leader: Suzanne Robinson - Environmental Health Manager (Food and Safety) (NP)
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Ongoing Service Delivery - reviewed annually

Outcome 1.	Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health & safety legislation
	Corporate priority: Improving the health and wellbeing of our residents and communities / Supporting a strong, resilient local economy/ Taking action on Climate Emergency and protecting the environment

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 1.1	Food Safety Regulation - Delivery of the Food Standards Agency Regulatory Framework Agreement, and provide support to local businesses in achieving compliance. Undertake inspection programme so as to maximise value and minimize operational emissions. Work with jointly with stakeholders including Economic Development to give advice to businesses to support the local economy, in a cost effective and carbon neutral manner.	Existing Resources	01/04/2022	31/03/2025	Environmental Health Manager (Food and Safety)	If statutory framework not met risk of Food Safety Agency audit and intervention. Risk to public health. Negative media. It should be noted that redirection of staffing resource to deal with LA Covid-19 Compliance, Enforcement and Business Support has resulted in risk of failure to deliver this output for 2020/21, this might continue in 2021/22, without additional resources.	S	Successful application of the FSA Local Authority Enforcement Monitoring System (LAEMS) and via N5 Statutory Return. Updates to Economic Development on legislative, policy and advice changes.
SP22/25 ES 1.2	Infectious Disease Control - Investigate outbreaks of communicable and food related infectious diseases according to the Food Standard Agency guidelines on the management of outbreaks of foodborne illness and Public Health England operation guidance on communicable disease outbreak management. A key priority is to support the Health and Wellbeing of our community in dealing with the Covid19 pandemic, and to ensure business compliance.	Existing Resources	01/04/2022	31/03/2025	Environmental Health Manager (Food and Safety)	Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Risk to public health. Negative media.	S	M3 system used to monitor investigation of Food Bourne Outbreaks as required by FSA and infectious disease case investigations as required by UKSHA. COVID track and trace visits conducted within 24 hours.
SP22/25 ES 1.3	Health & Safety Regulation and Business Support - Support local businesses to comply with Health & Safety requirements through an intervention programme set out in the Health and Safety Executive (HSE) National Code. Work jointly with stakeholders including Economic Development to give advice to businesses to support the local economy, in a cost effective and carbon neutral manner.	Existing Resources	01/04/2022	31/03/2025	Environmental Health Manager (Food and Safety)	Statutory requirement not met. HSE Audit and intervention. Risk to public health. Negative media. It should be noted that redirection of staffing resource to deal with LA Covid-19 Compliance, Enforcement and Business Support has resulted in risk of failure to deliver this output for 2020/21, this might continue in 2021/22, without additional	S	HSE National Code (LA) compliance and submission of LAE1 monitoring return. Updates to Economic Development on legislative, policy and advice changes.
SP22/25 ES 1.4	Workplace accident investigation - Meet Statutory Duty to provide high quality investigation and enforcement service for workplace accidents allocated to Local Authority responsibility.	Existing Resources	01/04/2022	31/03/2025	Environmental Health Manager (Food and Safety)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Public protection not secured. Negative media.	S	HSE National Code (LA) compliance and submission of LAE1 monitoring return.
SP22/25 ES 1.5	A monthly satisfaction survey of business customers of Environmental Health is undertaken. The figure is the percentage of business customers who respond that they have been treated fairly and/or the contact has been helpful. A quarterly report is shared with the Environment O&S Committee. Target is 85%.	Existing Resources	01/04/2022	31/03/2025	Environmental Health Manager (Food and Safety)	Reduction of satisfaction with our services. It should be noted that redirection of staffing resource to deal with LA Covid-19 Compliance, Enforcement and Business Support has resulted in risk of failure to deliver this output for 2020/21, this might continue in 2021/22, without additional	S	E182 Local Indicator Return

SP22/25 ES 1.6	Work with Economic Development and Sustainability Teams to actively engage with and support local businesses, both large and small to create a business friendly culture and understand business needs. Build more effective links with Chambers of Commerce and businesses to provide advice and support on Food Safety, Health and Safety compliance and Sustainability issues.	Existing Resources	01/04/2022	31/03/2025	Environmental Health Manager (Food & Safety)	Increase in businesses failing to understand their legal responsibilities and further enforcement action needed. Lack of action re climate change.	D	Updates to business via Economic Development Team and the provision of speakers to meetings with Chambers and Parish Councils.
SP22/25 ES 1.7	Work jointly with Public Health colleagues to support the health and well-being strategy by protecting the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health & safety and environmental protection legislation.	Existing Resources	01/04/2022	31/03/2025	Environmental Health Manager (Food & Safety)	Lack of effective joined up working. Opportunities to protect public health missed.	S	As per ES 11; ES12; ES13; ES14; ES15; ES16 measurements

Service Team: Environmental Health (Environmental Protection) | Team Leader: Jeanette Guy - Environmental Health Manager (Environmental Protection) (NP)

Outcome 2. Enhanced protection of the environment and the health and welfare of the community by offering advice and ensuring compliance with statutory environmental protection legislation								
Corporate priority: Improving the health and wellbeing of our residents and communities / Supporting a strong, resilient local economy/ Taking action on Climate Emergency and protecting the environment								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 2.1	Reduce the impact on climate change by responding to complaints / enquiries regarding smoke and odour nuisance using statutory environmental protection enforcement powers. Respond to all nuisance/noise complaints in a timely manner.	Existing Resources	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage. Lack of action re Climate Change.	S	Monitoring M3 database and corporate complaints
SP22/25 ES 2.2	Reduce the impact of climate change and the environment from new developments by responding proactively to planning consultations, ensuring that impacts on neighbours, future occupants and the environment are minimised.	Existing Resources	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Inappropriate development. Poor media coverage. Lack of action re climate change.	D	Planning permissions issued. Permissions cannot be issued without appropriate feedback
SP22/25 ES 2.3	Respond to licensing consultations in our capacity as the Responsible Authority for the prevention of public nuisance for Premises Licences, supporting businesses to comply.	Existing Resources	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.	S	Licences issued. Licences cannot be issued without feedback from EH
SP22/25 ES 2.4	Collection of stray dogs.	Maintain current staff/contractor arrangement, having regard to the 2021 contract	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.	S	Quarterly statistics on stray dog collections and rehoming
SP22/25 ES 2.5	Pest control and facilitating owners/occupiers to control pests which could impact on public health.	Maintain current staff/contractor arrangement, review early summer re potential extension	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Complaints about lack of service. Poor media coverage. Loss of income	D	Monthly data list on treatments carried out
SP22/25 ES 2.6	Animal welfare activity licences, scrap metal dealer licences and street trading consents issued and monitored, supporting businesses to comply.	Existing Resources	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.	S	Licences issued
SP22/25 ES 2.7	Reduce the impact of prescribed processes on climate change and the environment by ensuring strict emission levels for prescribed process are met when considering applications for permits and monitoring their records of emissions to	Maintain current staff/contractor arrangement	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Poor emissions to air. Statutory requirement not met. Legal action against the council. Lack of action re climate change.	S	Processes permitted and inspected
SP22/25 ES 2.8	The identification and remediation of land contamination working with others, specifically encouraging the voluntary remediation of sites identified as potentially contaminated through the development control process.	Existing Resources	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Land not suitable for use. Statutory requirement not met. Legal action against the council.	S	Remediation of potentially contaminated land

SP22/25 ES 2.9	Private Water Supplies sampled and risk assessed, and appropriate action taken to protect public health.	Existing Resources	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Statutory requirement not met - possible legal action against the council by Drinking Water Inspectorate.	S	Sampling and risk assessment of private water supplies
SP22/25 ES 2.10	Work with Economic Development and Sustainability Teams to actively engage with and support local businesses, both large and small to create a business friendly culture and understand business needs. Build more effective links with Chambers of Commerce and businesses to provide advice and support on environmental compliance to reduce their impact on the environment.	Existing Resources	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Increase in businesses failing to understand their legal responsibilities and further enforcement action needed. Lack of action re climate change.	D	Advice given on Business Waverley website. Consulting businesses on street trading applications

Outcome 3. Improvement in Air Quality in Waverley

Corporate priority: Improving the health and wellbeing of our residents and communities / Supporting a strong, resilient local economy/ Taking action on Climate Emergency and protecting the environment

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 3.1	Complete the annual air quality monitoring programme in accordance with statutory guidance from DEFRA using the diffusion tube network and automatic analysers. Have regard to the new contract for automatic monitoring which starts in January 2022.	Existing Resources / new contractor arrangements from Jan 2022 for automatic monitoring	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage	S	Monitoring completed
SP22/25 ES 3.2	Monitor and review air quality across the borough (including the Godalming AQMA through the Climate Emergency Board and air quality in relation to the Farnham AQMA through the Farnham Infrastructure Board	Existing Resources	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage	D	Monitoring and Review undertaken
SP22/25 ES 3.3	Publish the 2022 Annual Air Quality Status Report.	Existing Resources	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement. Legal action against the council by DEFRA. Poor media coverage	S	Report published
SP22/25 ES 3.4	Investigate potential for the introduction of Low Emission Zones where appropriate to improve air quality and reduce pollution levels	Additional resources not quantified	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Less improvement in air quality. Loss of credibility in respect of Climate emergency declaration. Poor media coverage. This outcome is subject to having sufficient staff resources to take this forward.	D/S	Introduction of LEZ
SP22/25 ES 3.5	Work with stakeholders to take forward actions to improve air quality and reduce exposure to air pollution, contributing to the reduction in carbon emissions, and improving the health and wellbeing of people in Waverley	Additional resources not quantified	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Less improvement in air quality. Loss of credibility in respect of Climate Emergency declaration. Poor media coverage. Outcomes will subject to having sufficient staff resources to take this forward.	D/S	Actions taken and highlighted in the Annual Air Quality Status Report
SP22/25 ES 3.6	Work with Surrey County Council to Introduce campaigns to reduce air pollution through engine idling such as new signage at level crossings and busy junctions and areas prone to congestion.	Additional resources not quantified	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Less improvement in air quality. Loss of credibility in respect of Climate Emergency declaration. Poor media coverage. Outcomes will subject to having sufficient staff resources to take this forward.	D	Campaigns delivered and evaluated

Team Projects - Multi-year

Outcome 4. Team Projects 2022/2023 - Environmental Health

Corporate priority: Improving the health and wellbeing of our residents and communities / Supporting a strong, resilient local economy/ Taking action on Climate Emergency and protecting the environment

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES4.1	Embrace the new ways of working adopted since 2020, including hot desking, remote working and undertaking remote inspections where possible, to reduce organisational emissions, contributing to the reduction in carbon emissions.	Existing resources	01/04/2022	31/03/2023	Environmental Health Manager (Food & Safety) / Environmental Health Manager (Environmental Protection)	Less improvement in air quality. Loss of credibility in respect of Climate emergency declaration.	D	New ways of working adopted by Team
SP22/25 ES 4.2	Work with the Surrey Air Alliance to identify (including funding options) projects to improve air quality, contributing to the reduction in carbon emissions, and improving the health and wellbeing of people in Waverley.	Existing Resources/project working with Surrey Air Alliance	01/04/2022	31/12/2023	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage. Lack of action re climate change.	D/S	Actions taken and highlighted in the Annual Air Quality Status Report
SP22/25 ES 4.3	Work with stakeholders to identify actions to develop a Clean Air Strategy, including review of Waverley's Air Quality Action Plan to reduce air pollution, contributing to the reduction in carbon emissions, and improving the health and wellbeing of people in Waverley. (Focus area Active Travel and Air Quality in the Carbon Neutral Action Plan, and potential for introduction of low emission zones). Progress on this action will be dependent on a capital approval and staff resources.	This action depends on a capital approval and see risks	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage. Lack of action re climate change. This outcome will subject to having sufficient staff resources to take this forward.	D/S	Clean Air Strategy and updated Air Quality Action Plans in place
SP22/25 ES 4.4	Use intel to identify and licence premises which need to be licensed under the new licensing arrangements for animal welfare activities.	Existing Resources but see risks	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Poor media coverage. This outcome is subject to having sufficient staff resources to take this forward. Also if a large number of applications come forward consideration will need to be given on how we can take this outcome forward, and impacts on other	S	Licences issued
SP22/25 ES 4.5	Implement the new Street Trading Policy 2021, using intel to identify and licence traders	Existing Resources but see risks	01/04/2022	31/03/2023	Environmental Health Manager (Environmental Protection)	Not meeting legal requirement. Town/Parish Councils disengaged from the process. Poor media coverage. If a large number of street trading applications come forward consideration will need to be given on how we can take this outcome forward, and impacts on other work.	S	Consents issued
SP22/25 ES 4.6	Review Contaminated Land Strategy, 2015 - 2020	Existing Resources	01/04/2022	30/09/2023	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement. Land not suitable for use. Legal action against the council.	S	Updated contaminated land strategy in place

Service Team: Team Leader: Vacant - Environmental & Parking Services Manager (NP)

Ongoing Service Delivery - reviewed annually

Outcome 5. The performance of the waste, recycling and street cleaning contract is maintained and customer satisfaction with the service is improved (SW)

Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 5.1	Work closely with the contractor to maintain performance of the contract and mitigate the impacts of the Covid pandemic and Brexit (e.g. driver / crew shortages, fuel supplies, equipment etc.)	Existing Resources, additional resources may be required to maintain performance should there be further Covid impacts or other issues.	01/04/2022	31/03/2024	Head of Environmental & Regulatory Services / Environmental and Parking Services Manager	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced	D	Performance indicators met
SP22/25 ES 5.2	Monitor street cleaning performance to ensure 100% of scheduled street cleans take place on time. When inspected, at least 90% of street cleans carried out to be graded as grade A (immaculate) or B (small levels of detritus).	Existing Resources	01/04/2022	31/03/2024	Environmental and Parking Services Manager	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced	D	Performance Indicators met
SP22/25 ES 5.3	Work with contractors to ensure missed food waste collections per week do not exceed 40 per 100,000 collections and missed for residual waste and recycling collections do not exceed 40 per 100,000 collections, thus reducing vehicle emissions.	Existing Resources	01/04/2022	31/03/2024	Environmental and Parking Services Manager	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced	D	Performance Indicators met

Outcome 6. Improvements in recycling rates and reduction in waste collected per household (SW)								
Corporate priority: A sense of responsibility by all for our								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 6.1	Develop an Executive Task and Finish Working Group on Waste Strategy to develop a waste strategy for Waverley considering aims and objectives,, promotions, incentives and communications with the local community, the further development of the waste collection service (current measures and future contract specification requirements), working with and lobbying SCC to consider Waverley's ambitions and trajectory to zero waste in the context of the emergent National Waste Strategy.	Additional resources required. Democratic services support for servicing the Group. Technical support from HoS, Env Services Mgr. & Sustainability Manager. Communications support from Communications team. Consultancy support for work on future waste collection services.	TBA	TBA	Head of Environment and Regulatory Services	Failure to progress toward a zero waste Strategy	D	Zero Waste Strategy Developed
SP22/25 ES 6.2	Maximise use of the recycling service by continuing to promote waste reduction, promote uptake of food waste recycling, improve dry mixed recycling rates and improve overall recycling to 60% and reduce residual waste per household to 85kg.	Existing Resources	01/04/2022	31/03/2024	Environmental and Parking Services Manager	Increase in residual waste sent to landfill; reduction in recycling; loss of income through SCC funding for recycling improvements; increase in carbon emissions by sending more waste for disposal.	D	Recycling performance reaches 60%
SP22/25 ES 6.3	Continue to work with Surrey Environmental Partnership (SEP) on waste and recycling initiatives to maintain a recycling contamination rate below 5%,	Existing Resources	01/04/2022	31/03/2024	Environmental and Parking Services Manager	Increase in residual waste sent to landfill; reduction in recycling; loss of income through SCC funding for recycling improvements; increase in carbon emissions by sending more waste for disposal.	D	Rejection rates below 5%
SP22/25 ES 6.4	Maximise potential of garden waste scheme and promote to encourage new subscribers to achieve an increase in garden waste subscriptions to 20,000 bins.	Existing Resources	01/04/2022	31/03/2024	Environmental and Parking Services Manager	Reduction in recycling; loss of income.	D	Subscription numbers exceed 20,000

SP22/25 ES 6.5	Monitor the success of the collection of the kerbside collection of textiles and waste electrical and electronic equipment.	Existing Resources	01/04/2022	31/03/2024	Environmental and Parking Services Manager	Reduction in textile and small electricals recycling	D	Tonnages of Kerbside Textiles and WEEE exceed those previously from bring sites. (Waste Electrical and Electronic Equipment recycling)
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Outcome 7. Effective management of off-street car parking provision in the Borough (SW)

Corporate priority: A strong, resilient local economy, supporting local businesses and employment / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES .7.1	Work closely with the parking enforcement contractor to maintain performance of the contract and mitigate the impacts of the Covid pandemic and Brexit (e.g. staff shortages, fuel supplies, equipment etc.)	Existing Resources, additional resources may be required to maintain performance should there be further Covid impacts or other issues.	01/04/2022	31/03/2024	Head of Environmental & Regulatory Services / Environmental and Parking Services Manager	Potential breaches of the Parking Order if there is not an enforcement presence in car parks; loss of income	D	Patrolling hours met
SP22/25 ES 7.2	Ensure Waverley provides safe and well maintained car parks by implementing car park improvements identified in year 4 of the new Waverley Borough Council 10-year Car Park Maintenance and Improvement Programme by delivering projects on time and within budget.	Existing Resources	01/04/2022	31/03/2024	Environmental & Parking Services Manager	Car parks that are not properly maintained; potential insurance claims; poor public perception	D	Rolling maintenance programme on target
SP22/25 ES 7.3	Work with partners to ensure the Brightwells MSCP is opened and is operating effectively and efficiently for public and residential customers.	Existing Resources	01/04/2022	31/03/2024	Environmental & Parking Services Manager	Adverse impact on residents and businesses in the Brightwells development	D	Car park opened as planned
SP22/25 ES 7.4	Carry out a business process review to improve customer focus across all areas of the Council's Parking functions, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.	Existing Resources	01/04/2021	31/03/2022	Environmental & Parking Services Manager	No efficiency or service improvements	D	Review completed and improvements implemented

Team Projects - Multi-year

Outcome 8. Effective implementation of improvements to waste, recycling and street cleaning service following contract mobilisation

Corporate priority: A sense of responsibility by all for our

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 8.1	Ensure the newly introduced kerbside collection service for textiles and small electrical appliances is promoted widely and operates effectively.	Existing resources	01/01/2022	28/03/2024	Environmental and Parking Services Manager	No increase in recycling of textiles and small electrical appliances.	D	Tonnages of Kerbside Textiles and WEEE exceed those previously from bring sites.
SP22/25 ES 8.2	Review the use of single use plastics within Waverley BC as an organisation and produce a revised action plan for eliminating their use as far as possible. Work with the Surrey Environmental Partnership to revise the Single Use Plastics Strategy.	Existing Resources	01/04/2022	31/03/2024	Environmental and Parking Services Manager	Less reduction in carbon emissions. No reduction in single use plastics.	D	SUP use eliminated as far as possible within Council

SP22/25 ES 8.3	Promote home composting and work with Surrey County Council to promote sales of home composting kits	Existing Resources	01/04/2022	31/03/2024	Environmental and Parking Services Manager	Increased visits to CRCs increased vehicle emissions.	D	Increased uptake of home composters in Waverley BC area
SP22/25 ES 8.4	Investigate with Town and Parish Councils and community groups, the feasibility of a community composting scheme to reduce the need for garden waste collections. CNAP - W1	Resources not yet identified	01/04/2022	31/03/2024	Environmental and Parking Services Manager	Failure to meet target W1 in Carbon Neutrality Action Plan	D	5 Community composting schemes launched in year 1

Outcome 9.	Develop a strategic approach to off street parking provision which maximises capacity to meet demand and supports the local economy whilst achieving income levels to support future investments and services (NP)							
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Corporate priority: A strong, resilient local economy,								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 9.1	Engage consultancy support to Investigate the feasibility of installing solar canopies in a number of off-street car parks to generate electricity. Develop a business case for their introduction in consultation with the Sustainability Manager and Planning Service. CNAP - E1	Officer Time, capital funding if business case approved.	01/04/2022	31/03/2024	Head of Environmental & Regulatory Services / Environmental and Parking Services Manager	Failure to deliver target E1 in Carbon Neutrality Action Plan	D	Proposals developed for 1 major installation in year 1
SP22/25 ES 9.2	Work with the Sustainability Team to introduce further EV charging points in off-street car parks in accordance with the Carbon Neutrality Action Plan - CNAP - T5	Officer Time, capital funding if business case approved.	01/04/2022	31/03/2024	Environmental and Parking Services Manager / Sustainability Manager	Failure to deliver target T5 in Carbon Neutrality Action Plan	D	Project Plan for EV installations on target
SP22/25 ES 9.3	Evaluate the impact of the new parking charging strategy on usage and income levels and consider the need for any further review or changes to the strategy including the potential beneficial impact of differential parking charge to incentivise and promote EV usage.	Existing Resources	01/06/2022	30/10/2022	Environmental and Parking Services Manager / Sustainability Manager	Failure to recognise and respond to any adverse impacts of the new parking charging strategy	D	Parking Charging Strategy objectives met.

Service Team: Team Leader: Tinaz Erenler - Emergency Planning, Resilience and Safety Officer (PF)

Ongoing Service Delivery - reviewed annually

Outcome 10.	Improve local arrangements to support the Council's legal responsibility under the Civil Contingencies Act (CCA) 2004 to provide the following civil protection duties as a category 1 responder; risks assessments, business continuity management, emergency planning, maintaining public awareness to hazards, the provision of advice to the commercial sector, co-operation with other responder agencies and to share information with other responder agencies							
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Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / the health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 10.1	Work with Surrey Local Resilience Forum for the combined development of preparedness, response and recovery planning within the Borough of Waverley.	Officer Time and Partnership working	01/04/2022	31/03/2024	Emergency Planning Officer	Threat to life due to lack of planning and procedures in place. Planning for emergencies is a statutory duty for Waverley. Legal and constitutional impacts.	S	Emergency Plans in place and tested
SP22/25 ES 10.2	Review/update business contingency plans at least annually but as necessary due to changes in situations.	Officer Time	01/04/2022	31/03/2024	Emergency Planning Officer	Services unable to function, which would impact the council's statutory duty to continually provide certain outlined services to the public.	S	Business continuity plans in place and tested

SP22/25 ES 10.3	Establish feasibility of a natural flood defence programme for the Borough with multi-agency and local authority stakeholders, with a view to submitting a multi-agency bid. This action has the objective of achieving multiple goals in accordance with the Climate Change and Sustainability Strategy, Carbon Neutrality Action Plan and the Corporate Plan.	Officer Time, Sustainability team and Head of Service	01/04/2022	31/03/2024	Emergency Planning Officer	Fewer goals achieved under the climate emergency set-out by council.	S	Flood plans in place and tested
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Outcome 11. Continue to build and grow Waverley's Business Continuity Management Planning
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / the health and wellbeing of our communities.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 11.1	Embed into the organisation Business Continuity Management - regular training and exercising. Engage all employees.	Officer Time and Heads of Service.	01/04/2022	31/12/2024	Emergency Planning Officer	An inefficient business continuity management system would lead to longer down-time and increased impact on customers.	D	Business Continuity Plans (BCP) are in place and tested
SP22/25 ES 11.2	Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.	Officer Time and Heads of Service.	01/04/2022	18/08/2024	Emergency Planning Officer	Failure to adapt would lead to services becoming left vulnerable to impacts which could be avoided or mitigated against. Failure to learn from business continuity events will decrease future	D	Review completed
SP22/25 ES 11.3	Ensure actions under the Carbon Neutrality Action Plan have business continuity considerations, both short and long term.	Officer Time and Heads of Service.	01/02/2022	31/03/2024	Emergency Planning Officer	The organisation may become vulnerable as changes are made to operations to achieve carbon neutrality	D	Actions in CNAP reviewed to ensure BCP included reviewed

Outcome 12. Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 12.1	Embed a Health and Safety culture within the council. Ensure all policies and procedures are effectively implemented and complied with by staff.	Officer Time and Heads of Service. Commitment and support from Mgmt. Board / HoST	01/04/2022	31/03/2024 Ongoing	Emergency Planning Officer	Breach of the Health & Safety at Work (HSW) Act 1974 and the Management of the Health & Safety at work regulation 1999	S	Implementation of HSW policies and procedures reviewed and confirmed
SP22/25 ES 12.2	Monitoring and investigating accidents and near misses. Identifying trends and implementing control measures to reduce direct and indirect costs to the organisation.	Officer Time. Senior Management and CEO ownership	01/04/2022	31/03/2024 Ongoing	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regulation 1999	S	Accident and near miss trends reviewed and action taken.

Team Projects - Multi-year

Outcome 13. Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act
Corporate Priority: A financially sound Waverley, with

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 13.1	Continue the programme of reviews of corporate Health and Safety policies and procedures due during the period.	Officer Time and HoS.	01/04/2022	31/03/2024 Ongoing	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at Work Regs 1999.	S	Programme of policy reviews on target

Service Team: Team Leader: Paul Hughes - Licensing & Enforcement Manager (NP)

Ongoing Service Delivery - reviewed annually

Outcome 14. Help to ensure the Health and Well Being of the community								
Corporate priority: A strong, resilient local economy,								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 14.1	Continue with targeted Licensing inspection programme, with spot check visits following intelligence and/or incidents. Ensure results and any concerns from such visits are reported internally and shared with key partners including Surrey Police. Ensure all Licensing compliance issues are acted upon and further monitored and site revisited where appropriate. Utilising Environmental Enforcement & Monitoring Officers in their specific areas to support where possible to help reduce travel/carbon footprint and improve efficiency.	Existing Resource	01/04/2022	31/03/2024	Licensing & Enforcement Manager	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.	D/S	Inspection programme on schedule
SP22/25 ES 14.2	Carry out a programme of spot checks on Hackney carriage and Private Hire vehicles, drivers and operators. Investigate and record all complaints, taking appropriate action.	Existing Resource	01/04/2022	31/03/2024	Licensing & Enforcement Manager	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.	D	Programme of spot checks on schedule
SP22/25 ES 14.3	Carry out a business process review to improve customer focus across all areas of the Council's licensing function, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.	Existing Resource	01/04/2022	31/03/2023	Licensing & Enforcement Manager	Staff not up to date with current legislation and licensing practice	D	Review completed and actions implemented
SP22/25 ES 14.4	Implement and monitor compliance with the corporate policies and procedures on the use of CCTV systems for enforcement, monitoring and surveillance	Officer time. Resources for CCTV cameras	01/04/22	31/03/25	Licensing & Enforcement Manager	Less effective detection and prevention of ASB and crime. Less effective enforcement of environmental legislation. Breaches of GDPR	S	Compliance monitoring undertaken
SP22/25 ES 14.5	Review the taxi licensing policy to ensure it aligns with the Carbon Neutrality Action plan in respect of regarding the implementation of bans on licensing non-ULEVs by 2023 and on all except zero emission vehicles by 2027. (ULEV - Ultra Low Emission Vehicles)	Existing Resource	01/04/2022	31/03/2023	Licensing & Enforcement Manager	Policy not aligned to CNAP	D	Review completed and policy re-aligned

Service Team: Team Leader: Sam Tyler - Deputy Environmental Services Manager (NP)

Ongoing Service Delivery - reviewed annually

Outcome 15. Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.								
Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 15.1	Carry out effective enforcement against fly-tipping, littering and dog fouling and ensure there are effective dog controls throughout the borough.	Existing resources	01/04/22	31/03/24	Deputy Environmental Services Manager	Increased fly tipping, loss of WBC reputation	D	Enforcement procedures and performance improved
SP22/25 ES 15.2	Monitor the effectiveness and performance of the waste, recycling and street cleaning contractor on behalf of the Environmental Services Manager and report performance on a regular basis at performance review meetings.	Existing resources	01/04/22	31/03/24	Deputy Environmental Services Manager	Standards of service fall. Failure to meet contract specification	D	Performance of contractor monitored and action taken where appropriate

Service Team: Sustainability Team Leader: Fotini Vickers- Sustainability Manager (SW)

Ongoing Service Delivery - reviewed annually

Outcome 16. Ensure the impact of the organisation's activities on the environment is reduced / minimised

Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 16.1	Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency and carbon reduction targets and identify actions to achieve further reductions.	Officer Time	01/04/22	31/03/23	Sustainability Manager	Failure to meet energy efficiency targets.	S	GHG report produced. Energy use reduced and targets met.
SP22/25 ES 16.2	With Private Sector Housing and Asset Management produce and submit the Home Energy Conservation Act (HECA) report in alternating years. The report identifies measures taken by the Council to improve energy efficiency and reduction of carbon emissions in residential properties in the borough.	Officer Time	01/01/21	31/03/23	Sustainability Manager	Failure to comply with the Home Energy Conservation Act 1995	S	HECA report produced
SP22/25 ES 16.3	Engage with and support the Housing Operations and Housing Delivery Teams to ensure they enable the delivery of sustainable new homes and retrofitting schemes for existing	Officer Time	01/01/21	31/03/23	Sustainability Manager	Failure to meet energy efficiency targets.	D	Support for team provided
SP22/25 ES 16.4	Engage with and support the Leisure Services Team in the development of the new Cranleigh Leisure Centre to ensure that its carbon footprint is minimised and makes a significant contribution to the Council's carbon reduction target.	Officer Time	01/01/21	31/03/23	Sustainability Manager	Failure to meet energy efficiency targets.	D	Support for team provided
SP22/25 ES 16.5	Engage with and support the Estates and Leisure Services Teams to ensure that carbon reduction and sustainability measures are built into all retrofitting schemes	Officer Time	01/01/21	31/03/23	Sustainability Manager	Failure to meet energy efficiency targets.	D	Support for team provided

Team Projects - Multi-year

Outcome 17 Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources								
Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 17.1	Work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils and with the wider community to enable them to progress the short term actions in the Carbon Neutrality Action Plan.	Officer Time, Support from all Services	01/04/2022	31/03/2024	Head of Environmental & Regulatory Services and Sustainability Manager	Failure to identify ways that the council can reduce our carbon emissions and fulfil the commitment the Council has made to be carbon neutral by 2030	D	Reporting annual progress of the CNAP
SP22/25 ES 17.2	Working with Car Park Team to identify additional car parks used by commuters and businesses that are suitable for the installation of fast chargers and continue the roll out of EV chargers. Prepare business case and seek external funding. CNAP - T5	Officer Time	01/04/2022	31/03/2024	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles. CNAP - T5	D	By reporting increased number of EV charger installations to MB and Executive
SP22/25 ES 17.3	Work with Parking Services to investigate the viability of installing solar canopies in Waverley owned car parks and if business case supports their introduction, seek funding opportunities. CNAP - E1	Officer Time	01/04/2022	31/03/2023	Sustainability Manager	Failure to deliver action E1 on Carbon Neutrality Action Plan	D	Appoint a consultant to produce a feasibility report which will then be reported back to the Executive.
SP22/25 ES 17.4	Working with Surrey County Council on a 2 year pilot to install on street electric vehicle charging points in each major settlement. CNAP - T1	Officer Time	01/04/2022	31/03/2023	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of	D	By reporting increased number of EV charger installations to MB and Executive

SP22/25 ES 17.5	Investigate the viability of zero emission pool cars and fleet vehicles for business use as a means of promoting behaviour change and prepare a business case if considered viable. CNAP - O5	Officer Time, Funding allocated	01/04/2022	31/03/2024	Sustainability Manager	Failure to deliver action O5 on Carbon Neutrality Action Plan	D	Zero Emission vehicles added to the fleet
SP22/25 ES 17.6	Investigate viability and finance options of rooftop solar PV on a number of leisure centres. Prepare business case including financing options for approval and installation	Officer Time, Funding allocated	01/09/2022	31/03/2023	Sustainability Manager	Failure to identify ways to offset carbon emissions in Waverley and fulfil the commitment the Council has made to be carbon neutral by 2030	D	Produce feasibility report initially with consultancy help. Produce an options report to Executive Feb/March 2022.
SP22/25 ES 17.7	Work with SCC and other partners to develop proposals for a network of cycle routes across Waverley, to try to ensure that by 2030 all towns and population centres are connected by dedicated cycle routes. Seek funding opportunities to facilitate their implementation. CNAP -T4	Officer time. Funding required	01/01/2022	31/03/2022	Sustainability Manager	Failure to deliver action T4 on Carbon Neutrality Action Plan	D	Work with SCC, Town & Parish Councils and local community groups to produce an LCWIP. Participate in funding bids in collaboration with SCC and neighbouring Councils.
SP22/25 ES 17.8	Work with the Farnham Infrastructure Board to deliver projects that will contribute to the improvement in air quality, the reduction in carbon emissions and the general improvement of the environment.	Officer time. Funding required	01/04/2022	31/03/2025	Head of Environmental & Regulatory Service Various Officers dependent upon project	Failure to deliver FIB projects and failure to improve air quality and the environment in Farnham	D	Agreed projects delivered

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

Outcome 18. Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough. (NP)								
Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 ES 18.1	Lead the Inspection and Enforcement Business Transformation Review CPR19-7	Officer time Support from Head of Service Team (HoST) to engage front line teams	01/04/22	31/03/23	Head of Environmental & Regulatory Services	Less effective and efficient use of resources to protect the community and the environment. No cost savings.	D	Review completed and recommendations agreed
SP22/25 ES 18.2	Work with Safer Waverley Partnership partner agencies to develop a protocol and procedures for implementing the Public Space Protection Order in respect of Anti-Social Behaviour.	Officer time Mutual Support with Parks and Open Spaces Team. Additional costs for signage, publicity etc.	01/04/22	31/03/23	Head of Environmental & Regulatory Services / Licensing and Env Enforcement Manager	Failure to reduce the impact of anti-social behaviour on the community and the environment.	D	Implementation Programme agreed
SP22/25 ES 18.3	Coordinate response to Unauthorised Encampments for front line field officers	Officer time Mutual Support from other enforcement teams across WBC	01/04/22	31/03/25	Head of Environmental & Regulatory Services	Less effective response to unauthorised encampments	D	Protocol reviewed, updated and implemented in response to unauthorised encampments

Corporate compliance (All Pfh)

Outcome 19. Standing Corporate Compliance Actions are achieved								
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by

SP22/25 ES19.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Head of Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP22/25 ES19.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Head of Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP22/25 ES19.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Head of Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP22/25 ES19.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Head of Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the	S	HoS has updated the register
SP22/25 ES19.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Head of Service	Organisation is put at risk.	D	no outstanding recommendations
SP22/25 ES19.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Head of Service	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP22/25 ES19.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Head of Service	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP22/25 ES19.8	Make sure that Accessibility regulations are adhered to – ensure all documents that appear on the Waverley website (owned by the service) are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Head of Service	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP22/25 ES19.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults- updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Head of Service	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP22/25 ES19.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Head of Service	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

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Service Plan 2022-2025 (rolling 3 years)	Head of Service:	Andrew Smith
	Strategic Director:	Annie Righton
Service:	Housing Delivery and Communities	Portfolio Holders:

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. Their progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive. The delivery progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive.

Service Profile

Housing Delivery and Communities Service consists of six teams:

- **Communities Team** - Works closely with the statutory and voluntary sectors supporting service delivery. Community Safety plays a pivotal role in maintaining a safe borough for Waverley residents by working in partnership with all the statutory agencies, in particular the police service.
- **Housing Development Team** - Identifies opportunities for increasing the supply of council homes, manages the new-build and stock remodelling programmes. (Monitored through the Corporate performance indicators: P6, P7, H10).
- **Housing Strategy and Enabling Team** - Responsible for writing and implementing the Housing Strategy, working with Affordable Housing Providers to deliver affordable homes throughout the Borough and provides affordable housing input into planning applications to ensure appropriate and affordable housing delivery is maximised (Monitored through the Corporate performance indicators: HD2, HD3, HD4).
- **Housing Options and Home Choice Team** - Provides advice and assistance to prevent homelessness, manages the Housing Register and allocates social and affordable rented homes in the Borough. (Monitored through the Corporate performance indicators: H3, H4a, H4b, H4c).
- **Private Sector Housing Team** - Provides advice and information on a range of issues affecting the living conditions of people in private sector housing, enforces relevant legislation and administers home improvement and Disabled Facilities Grants.
- **Service Improvement Team** - Develops policies and procedures, manages performance data, the housing management database, implements service improvements and delivers specialist projects including tenant involvement activities. **Note:** actions and outputs for this team are set out in the Housing Operations Service Plan, as they relate to landlord services.

Service Team: Community Services	Team Leader: Katie Webb	Executive Portfolio Holder: Kika Mirylees, Penny Marriott
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Ongoing Service Delivery - reviewed annually

Outcome 1	The Ageing Well Strategy (2020-2024) and Action Plan is reviewed to reflect current needs and priorities.							
Corporate Priority: Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC1.1	Review Ageing Well Action Plan 2020 - 2024; co-ordinate the delivery of the Ageing Well Action Plan in any new 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 residents in the light of the pandemic. Focus on addressing loneliness and social isolation	Surrey CC, Health associated voluntary and statutory organisations	01/04/2022	01/11/2022	Community Services Manager/Community Partnerships Officer	Action plan not aligned to corporate priorities, SCC and Health Priorities.	D	Ageing Well Action Plan reviewed and delivering services and activities that meet objectives: scrutinised by Services O&S
SP22/25 HDC1.2	Deliver initiatives that support wider health and wellbeing of vulnerable residents, tackling loneliness and social isolation and health inequalities.	Surrey County Council, Health associated voluntary and statutory organisations.	01/04/2022	31/03/2025	Community Services Manager/Community Partnerships Officer	Risk of not delivering health and community safety initiatives and activities that meet the need of the borough's older residents.	D	As above

Outcome 2	Deliver the statutory responsibilities of the Community Safety Partnership							
Corporate Priority: Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC2.1	Co-ordinate the work of the Safer Waverley Partnership, including delivering a Partnership Strategy and action plan and by ensuring partnership groups (Joint Action Group (JAG), Community Harm and Risk Management Meeting (CHaRMM), Serious Organised Crime Joint Action Group (SOC JAG) function effectively to deliver the Partnership's priorities.	Funded from Community Safety/Safer Waverley Partnership budget	01/04/2022	31/03/2025	Safer Communities Officer	Risk of not delivering the SWP Partnership Plan priorities and objectives.	S	Anti-social behaviour, serious neighbourhood disputes are effectively managed in partnership; strong working relationship with partners, especially Surrey Police.

SP22/25 HDC2.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Reviews (DHR) - Note: Active DHRs in progress 6, 7 & 8	Budget to appoint an Independent Chair - Additional administration support through existing resources	01/04/2022	31/03/2025	Community Services Manager / Safer Communities Officer	Failure to meet the statutory requirements of the Home Office to carry out a DHR within the appropriate timescales as set out in the guidance for relevant organisations.	S	DHRs executed in a timely way; Home Office sign-off.
SP22/25 HDC2.3	Coordinate the delivery of Domestic Homicide Review Action Plans 5 and 6.	Existing Resources	01/04/2022	31/03/2023	Community Services Manager/Safer Communities Officer	Failure to deliver a statutory requirement under the Anti-Social Behaviour, Crime and Policing Act 2014 and lessons are not learnt by relevant organisations.	S	DHRs executed in a timely way; Home Office sign-off.
SP22/25 HDC2.4	Co-ordinate and respond to Community Trigger Applications on behalf of the Safer Waverley Partnership.	Recruitment of and Anti-Social Behaviour Lead Officer	01/04/2022	01/04/2025	Community Services Manager/Safer Communities Officer	Failure to deliver a statutory requirement and review cases of anti-social behaviour; escalation of issues and resulting intransigence of parties involved, making anti-social behaviour practically impossible to resolve.	S	Community Triggers executed effectively and all agencies acting appropriately to resolve issues.
SP22/25 HDC2.5	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to the local community.	Funded from Community Safety/Safer Waverley Partnership budget	01/04/2022	31/03/2025	Safer Communities Officer	Failure to deliver national objectives which aim to reduce crime and disorder.	S	Awareness raised with public and appropriate engagement by local communities.

Outcome 3	Community Safety is integrated throughout the Council							
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Corporate Priority: Improving the health and wellbeing of our residents and communities								
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC3.1	To work with services across the Council to ensure obligations under Section 17 of the Crime and Disorder Act 1998 are fulfilled; to do all that can reasonably be done to prevent crime and disorder (including anti-social behaviour).	Existing Resources through Safer Communities Officer Proposed recruitment of an Anti-Social Behaviour Lead Officer	01/04/2022	31/03/2025	Head of Housing Delivery & Communities/ Community Services Manager	Failure to deliver national objectives which aim to reduce crime and disorder.	S	Anti-social behaviour, crime and disorders are effectively managed by teams across the Council and with external partners.
SP22/25 HDC3.2	Develop and implement a corporate Anti-Social Behaviour Policy with processes and procedures to provide officers across the Council with the tools to effectively manage anti-social behaviour internally and with partners.	Recruitment of an Anti-Social Behaviour Lead Officer	01/04/2022	31/03/2023	Head of Housing Delivery & Communities/ Community Services Manager	Failure to deliver a statutory requirement to manage anti-social behaviour across the council and failure to focus on the victim first and not be victim focussed; failure to utilise powers available under the Anti-Social Behaviour, Crime and Policing Act 2014.	S	Effective management of anti-social behaviour across the Council; officers equipped to intervene and escalate where appropriate; reduction in ASB, fewer Community Triggers and long term neighbour disputes should be the result.
SP22/25 HDC3.3	To act as the single point of contact for the Council for residents, council staff, elected members, key partners, stakeholders on significant community issues that impact on residents' ability to feel safe within their community	Existing Resources through Safer Communities Officer Recruitment of an Anti-Social Behaviour Lead Officer	01/04/2022	31/03/2025	Community Services Manager/Safer Communities Officer/Anti-Social Behaviour Officer	Failure to meet the Council's obligations under Section 17 of the Crime and Disorder Act 1998 and the Anti-Social Behaviour, Crime and Policing Act 2014	S	Effective management of anti-social behaviour across the Council; officers equipped to intervene and escalate where appropriate; reduction in ASB, fewer Community Triggers and long term neighbour disputes should be the result.
SP22/25 HDC3.5	Coordinate the internal Community Safety Oversight Group with the relevant Heads of Service to identify where community safety features in the Corporate Strategy and the Service Plans. Identify areas of community safety which would benefit from strategic oversight.	Community Safety budget; Safer Waverley Partnership Budget (SWP)	01/04/2022	31/03/2025	Head of Housing Delivery and Community Services Manager	Community safety not being coordinated across teams causing duplication of work, preventing appropriate escalation and failure to meet statutory obligations.	S	Anti-social behaviour, crime and disorders are effectively managed by teams across the Council and with external partners.

Outcome 4	Work in partnership with voluntary organisations and Adult Social Care and Clinical Commissioning Groups							
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Corporate Priority: Improving the health and wellbeing of our residents and communities								
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
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SP22/25 HDC4.1	Identify opportunities to develop and deliver activities to support the health and wellbeing of residents; this to be achieved through partnership and 'at place'.	Budget to deliver activities	01/04/2022	31/03/2025	Community Partnerships Officer	Risk of not delivering health and wellbeing initiatives and activities that meet the need of the borough's residents; lack of use of available Council resources: e.g. Careline, Disabled facilities Grants	D	Effective health and wellbeing initiatives delivered; joined up working with other Council services and funding streams.
SP22/25 HDC4.2	Work to ensure the Council's preventative services for vulnerable and older people are part of the pathway when residents access health and social care services.	Budget to deliver activities	01/04/2022	31/03/2025	Community Services Manager	Risk of not delivering health and wellbeing initiatives and activities that meet the need of the borough's older residents.	D	Effective health and wellbeing initiatives delivered for the benefit of older residents; joined up working with other Council services and funding streams.

Outcome 5	The organisations funded through the Council's Thriving Communities Commissioning Scheme are delivering the agreed outcomes.							
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Corporate Priority: Improving the health and wellbeing of our residents and communities								
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC5.1	Implement the Council's Thriving Communities Commissioning Fund with effect from 1 April 2022. Note: this replaces Service Level Agreements that expire on 31 March 2022.	Existing Resources	01/04/2022	31/03/2025	Community Services Manager/Community Partnerships Officer	Risk that the Council does not fund organisations that deliver effective services to residents, and that those organisations do not reflect or contribute to the changing landscape and offer value for money.	D	Funding targeted to organisations that are delivering identified commissioned services; reviewed by Services O&S.
SP22/25 HDC5.2	Collect, review and present quarterly monitoring data.	Existing Resources	01/04/2022	01/04/2025	Community Services Manager/Community Partnerships Officer	Risk of organisations not delivering the outcomes of the commissioning fund.	D	As above
SP22/25 HDC5.3	Hold, minute and follow through actions from annual end of meetings with all commissioned organisations	Existing Resources	01/04/2022	02/04/2025	Community Services Manager/Community Partnerships Officer	Risk of organisations not delivering the outcomes of the commissioning fund.	D	As above

Outcome 6	Waverley Borough Council fulfils its safeguarding responsibilities							
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Corporate Priority: Improving the health and wellbeing of our residents and communities								
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC6.1	Ensure the revised Safeguarding Policy for the Council (including Prevent, Modern Slavery, Hate Crime) is implemented across all service areas.	Existing resources	01/04/2022	31/03/2025	Head of Housing Delivery & Communities/Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services
SP22/25 HDC6.2	Coordinate the regular Internal Safeguarding Board that oversees the Council's safeguarding responsibilities.	Existing resources	01/04/2022	31/03/2025	Head of Housing Delivery & Communities/Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.	S	As above; Council's overall safeguarding responsibilities and functions regular monitored and reviewed, and improved when necessary.
SP22/24 HDC6.3	Ensure all staff and councillors are trained at appropriate level, including reference to the implications for Serious Organised Crime and Exploitation of Children.	Existing resources	01/04/2022	31/03/2025	Head of Housing Delivery & Communities/Community Services Manager/Head of Policy	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.	S	Training programme implemented and rolled out to all staff and members.
SP22/25 HDC6.4	Enable Safeguarding Champions to operate effectively by equipping them and training them appropriately.	Existing resources	01/04/2022	31/03/2025	Head of Housing Delivery & Communities/Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.	S	Appropriate training provided for Champions; regular meetings to discuss changes in policy and specific cases.

Service Teams: Housing Strategy and Enabling; Housing Development	Team Leaders: Alice Lean, Esther Lyons, Louisa Blundell	Executive Portfolio Holder: Anne-Marie Rosoman
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Ongoing Service Delivery - reviewed annually

Outcome 7								
Deliver new affordable homes: increase delivery of well designed, well-built affordable housing.								
Corporate Priority: Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC7.1	Support the delivery of Local Plan Parts 1&2 and Neighbourhood Plans, setting out expectations regarding the amount, location, mix and tenure of affordable housing.	Existing resources	01/04/2022	31/03/2025	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.	S	Policy compliant affordable homes (number and tenure split) delivered throughout the borough; monitored through Annual Affordable Homes Delivery Strategy Review and Quarterly Performance Monitoring Reports.
SP22/25 HDC7.2	Update Affordable Housing Supplementary Planning Document (SPD) for new affordable housing.	Existing resources	01/01/2022	31/06/2022	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness; tenure balance does not relet local need	S	As above, but also ensuring homes are affordable to those on low to middle incomes, and rents set accordingly.
SP22/25 HDC7.3	Work with the Council's Affordable Housing Provider partners to facilitate development of new affordable homes and support partners in achieving the best possible outcome for residents and the environment on new affordable homes in the borough.	Existing resources	01/04/2022	31/03/2024	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.	S	As 7.1 and 7.2
SP22/25 HDC7.4	Support the development of rural affordable homes, in partnership with specialist Affordable Housing Providers, Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Surrey Community Led Housing	Existing resources	01/04/2022	31/03/2025	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness; rural communities becoming dormitories and lack of homes that	D	Villages in the borough provided with affordable homes that meet local need.
SP22/25 HDC7.5	Develop 60 new Council homes over the Service Plan period. New homes will all meet criteria specified in Waverley New Build Design Standards (adopted September 2021). Deliver four new build schemes in Chiddingfold, two schemes in Churt and one in Godalming to start on site Summer 2021 and other sites as agreed, including proposals for Elstead, Farnham (Joseph Ewart Trust) and Ewhurst.	Budgets to be agreed by Executive	01/04/2022	31/03/2025	Housing Development Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness., but also impact on Council's reputation and failure to deliver new build programme.	D	Homes described in the actions/outputs column are delivered.
SP22/25 HDC7.6	Dramatically reduce carbon footprint of all new homes through construction, energy consumption and overall management following the adoption of the Climate Emergency motion, which sets out the council's aim to become carbon-neutral by 2030. Carbon neutral new build homes will form part of the detailed action plan currently being prepared, which will set out key actions and identify milestones to achieving the target. Homes will be net zero in operation.	Increased construction costs: currently estimated at between 9-15% per unit.	01/04/2022	31/03/2025	Housing Development Manager	Failure to deliver new build programme that reduces carbon footprint; unlikely to achieve planning consent if new schemes do not achieve Council objectives on climate change.	D	Homes are delivered that meet Design Standards adopted by the Council in July 2021.
SP22/25 HDC7.7	Deliver Ockford Ridge new build and refurbishment: Site B: handover Spring 2022 Site C: Demolition completed; start on site Spring 2022 Sites E & F: These sites are progressing with investigation and concept designs prepared. Applications to be submitted Summer 2022 (Note: build rates may vary from timetable and annual Service Plan reviews will reflect this) Next phase of refurbishments: out to tender for 7 homes Spring 2022.	Budgets agreed or to be agreed by Executive	01/04/2022	31/03/2025	Head of Housing Delivery & Communities/Housing Development Manager	As HDC7.3, but also impact on Council's reputation and failure to deliver new build programme.	D	Homes described in the actions/outputs column are delivered.
SP22/25 HDC7.8	Seek opportunities in targeted locations to address shortages and actively bid for affordable homes under 106 Agreement with developers: In contract with Brookworth Homes for homes in Ewhurst Several further schemes (around 50 units) in contract by end of Plan period (31/03/2025).	Budgets for new schemes to be agreed by Executive	01/04/2022	31/03/2025	Housing Development Manager	Lower level of affordable homes delivered; failure to gain new homes through 106 pipeline.	D	Homes delivered under S106 as described in actions/outputs column; schemes referred to completed during Service Plan period.

SP22/25 HDC7.9	Expand new build shared ownership, particularly through acquisition under 106 Agreements with developers.	Agree budgets	01/04/2020	31/03/2024	Housing Development Manager	Failure to broaden Council's affordable housing offer and utilise cross-subsidy for rented units.	D	Shared Ownership homes delivered, marketed and sold; correct mix established on each scheme to ensure wider offer and sufficient cross-subsidy for rented homes.
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Outcome 8 Produce new Affordable Housing Delivery Strategy 2022-2025

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC8.1	Draft, consult, adopt and deliver Affordable Housing Delivery Strategy and Action Plan 2022-2025 to sit under Corporate Strategy and keep pace with national government policy and local housing need.	Existing resources	01/04/2022	31/03/2025	Housing Strategy and Enabling Manager	Failure to set objectives to deliver homes that meet housing need in the Borough	D	

Service Team: Housing Options and Homelessness Prevention **Team Leader: Mike Rivers** **Executive Portfolio Holder: Anne-Marie Rosoman**

Ongoing Service Delivery - reviewed annually

Outcome 9 Prevent homelessness and provide housing advice and assistance for all households in need

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC9.1	Meet all the Council's obligations under the Homelessness Reduction Act 2017. Prevent homelessness and meet target of 5 or under households in temporary accommodation at any point in the year, all but eliminating the need for bed and breakfast.	Excess expenditure met by Flexible Homelessness Grant from Central Government	01/04/2022	31/03/2025	Housing Needs Manager/Housing Options Manager	Increase in homelessness and consequent rise in general fund expenditure. Reputational damage to the Council.	S	Low to zero numbers of households in temporary accommodation; monitored through Annual Homelessness Strategy Review and Quarterly Performance Monitoring Reports.
SP22/25 HDC9.2	Develop outreach to rough sleepers through the Rough Sleeper Initiative (RSI) (successful bid to MHCLG) and the provision of temporary accommodation with targeted support. Maintain partnership working with specialist providers to access supported bed spaces for clients with complex needs	Funded from Central Government (RSI or Flexible Homelessness Grant)	01/04/2022	31/03/2023	Housing Needs Manager/Housing Options Manager	Increase in rough sleeping; lack of support when accommodated temporarily and risk of return to street homelessness.	S	Rough sleeping minimised or eradicated in the borough.
SP22/25 HDC9.3	Review spending on homelessness and how it is targeted. Includes submitting bids for continuation of RSI funding, bidding for new capital or revenue schemes that are announced by the Government and adjusting how existing grants and funding is used to maximise effectiveness	Funded from Central Government (RSI or Flexible Homelessness Grant)	01/04/2022	31/03/2025	Housing Needs Manager/Housing Options Manager	Heavy pull on the General Fund; and targeted support for homeless applicants is not delivered, resulting in repeat homelessness...	S	Rough sleeping minimised or eradicated in the borough.
SP22/25 HDC9.4	Draft and consult on revised Preventing Homelessness Strategy and Action Plan ahead of 5 year deadline in June 2023	Existing resources	01/06/2022	31/03/2023	Housing Needs Manager/Housing Options Manager	Failure to set objectives to prevent homelessness and provide suitable accommodation for households experiencing homelessness	S	Homelessness Strategy adopted by Council and implemented.

Service Team: Private Sector Housing **Team Leader: Simon Brisk** **Executive Portfolio Holder: Anne-Marie Rosoman**

Ongoing Service Delivery - reviewed annually

Outcome 10. Regulating private landlords

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC10.1	Carry out the Council's statutory duties relating to the regulation of private landlords, Houses in Multiple Occupation, caravan sites, bringing empty homes back into use, Public Health funerals. Implement new duties and powers set out in the Housing and	Existing resources	01/04/2022	31/03/2025	Private Sector Housing Manager	Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage.	S	Duties executed effectively; licenses issued promptly and complaints low or non-existent.

SP22/25 HDC10.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1.	Existing resources	01/04/2022	30/09/2025	Private Sector Housing Manager	Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage.	S	New Enforcement Policy and Charging Schedule has been approved and implemented.
SP22/25 HDC10.3	Consider commissioning Borough-wide Stock Condition Survey taking in all tenures, including full enhanced energy data and addressing carbon footprint of all homes through construction, energy consumption following the adoption of the Climate Emergency motion. Use report to inform action plan on housing stock overall.	Estimated cost £30-40k	01/04/2022	31/03/2025	Private Sector Housing Manager	No information about overall housing stock, energy consumption; no data to feed into Climate Change Action Plan to achieve carbon neutral status by 2030. Note: currently no budget provision.	D	Stock condition survey has been carried out.

Outcome 11.	Providing grants for aids and adaptations to allow residents to remain in their homes							
	Corporate Priority: housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth.							

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC11.1	Monitor effect of the Home Improvement Policy ensuring it is fit for purpose and make any necessary amendments. The Policy governs distribution of Disabled Facilities Grants and other related grants (e.g. Safe and Warm).	Grants officer successfully embedded in team.	01/04/2022	31/03/2025	Private Sector Housing Manager	Funding not spent; residents struggling in their homes not provided with adaptations required; Ombudsman complaint; reputational damage.	S	Council responds effectively to requests for adaptations and funding for home improvements.
SP22/25 HDC11.2	Expand use of Better Care Fund to provide resources for other teams enabling residents to stay safe and well at home (e.g. Careline); work collaboratively with Guildford Borough Council on exploring the opportunity to appoint a Homecheck officer to facilitate hospital to home adaptations.	Extend use of Better Care Fund	01/04/2022	31/03/2025	Head of Housing delivery and Communities; Private Sector Housing Manager	Funding not spent; opportunities to expand use of Better Care Fund not taken up.	S	Increased spend from Better Care Fund to deliver a wider range of aids and adaptations to facilitate residents being safe at home and able to return home from hospital, thereby freeing up beds.

Service Team: Service Improvement	Team Leader: Annalisa Howson	Executive Portfolio Holder: Anne-Marie Rosoman
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Corporate & Service Level Projects (Service wide or cross cutting projects with Housing Operations) - Multi-year

Outcome 12.	The service meets the needs of all tenants and their families.							
	Corporate Priority: Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
Objectives for the Service Improvement Team are included in the Housing Operations Service Plan, as they relate to Landlord Services.							N/A	N/A

Corporate compliance

Outcome 13.	Standing Corporate Compliance Actions are achieved							
	Corporate Priority: ALL							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC13.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Head of Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP22/25 HDC13.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy	August	January	Head of Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented
SP22/25 HDC13.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Head of Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP22/25 HDC13.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the	Quarterly		Head of Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the	S	HoS has updated the register
SP22/25 HDC13.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal	Ongoing		Head of Service	Organisation is put at risk.	D	No outstanding recommendations

SP22/25 HDC13.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Head of Service	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP22/25 HDC13.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Head of Service	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP22/25 HDC13.8	Make sure that Accessibility regulations are adhered to – ensure all documents that appear on the Waverley website (owned by the service) are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Head of Service	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP22/25 HDC13.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults- updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Head of Service	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP22/25 HDC13.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Head of Service	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

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Service Plan 2022-2025 (rolling 3 years)		Head of Service:	Hugh Wagstaff
		Strategic Director:	Annie Righton
Service:	Housing Operations	Portfolio Holders:	Cllr Anne-Marie Rosoman

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The delivery progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive.

Service description

Housing Operations is made up of five teams who manage and maintain Council homes and tenancies:

- **Property Service Team** - responsible for the management of the council's housing portfolio and ensuring homes are kept in good repair through the delivery of planned and reactive works and health and safety compliance. (Monitored through the Corporate Performance indicators: HO2, HO3, HO4 and HO5)
- **Housing Management Team** - ensure tenancy conditions are met, supporting tenants and delivering community development opportunities (Monitored through the Corporate Performance Indicator HO6).
The management and maintenance teams work closely with the Corporate Customer Service team who provide the first line of contact for tenant enquiries.
- **Rent Accounts Team** - responsible for charging and collecting rent and service charges. (Monitored through the Corporate Performance Indicator H01). The team also manage leasehold enquiries, recharges and Right to Buy applications.
- **Asset Management Team** - responsible for long term management of homes and maintain assets PD sent info
- **Senior Living Team** - support older and/or vulnerable tenants to live independently at designated schemes.

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

Outcome 1.	The service is financially robust with at least £2m reserve.							
	Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / effective strategic planning and development management which supports the planning and infrastructure needs of local communities							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO1.1	Lead an annual review of Housing Revenue Account (HRA) Business Plan to ensure the service is able to deliver its objectives of investment and growth and is financially sound.	Within the existing budgets and resources	01/09/2020 01/09/2022	01/11/2022 01/11/2022	Head of Housing Operations (HW)	Reduction in service and investment.	S	Balanced HRA funding services to meet tenants needs
SP22/25HO1.2	Publish and implement a "New Asset Management Strategy" to ensure a prudent, energy efficient, planned approach to repair, maintain and improve homes and communal areas. The strategy will help deliver the Council's target to be carbon neutral by 2030.	Within the existing budgets and resources	01/01/2019	01/06/2022	Strategic Asset Manager (PD)	Poorly maintained homes. Breaching home safety legislation, failing Regulator of Social Housing standards, risk to health of residents and reputation, failure to contribute to carbon neutrality	S	Published AMS and works meeting target
SP22/25HO1.3	Annual review of Value for Money to ensure optimal benefit is derived from resources and assets.	Within the existing budgets and resources	01/04/2020	31/10/2022	All Managers	Reduction in service delivery, new and current home investment. Failure to reduce carbon emissions.	S	upper quartile performance in Housemark benchmarking report

Outcome 2. The service meets the needs of all tenants and their families. (including Communications)								
Corporate Priority: Open, democratic and participative governance / effective strategic planning and development management which supports the planning and infrastructure needs of local communities / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO2.1	Review and embed "Regulatory Consumer Standards" with tenants and Members to assess service and areas for improvement to inform the service improvement	Within the existing budgets and resources	01/10/2020	31/03/2023	Service Improvement Manager (AH)	Regulatory investigation into failing service.	S	self assessment against regulator standards with evidence and action plan
SP22/25HO2.2	Work with tenants and tenant representatives to manage the current financial position (with increasing fuel costs, removal of UC uplift, end of furlough, inflation)and the 2022 rent increase in a sensitive and proactive way, to maintain rent collection rate.	Within the existing budgets and resources	01/04/2022	31/12/2022	Rent Accounts Manager (DH)	Reduced income collection, financial hardship inc fuel poverty.	S	maintain rent collection at 99%
SP22/25HO2.3	Implement the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services. To ensure residents voices are heard and responded to. (STAR 2023)	Within the existing budgets and resources	01/04/2021	31/03/2022	Service Improvement Manager (AH)	Fail to meet tenants needs.	S	increased number of tenant volunteers and increase in satisfaction at STAR 2023
SP22/25HO2.4	All teams to review communications with residents to build trusted relationship between tenants and landlord, share good practice and increase satisfaction (STAR	Within the existing budgets and resources	01/04/2022	30/03/2025	Service Improvement Manager (AH)	fail to meet tenants needs, poor service delivery	S	increase in satisfaction at STAR 2023
SP22/25HO2.5	Reintroduce and embed transactional Responsive Repairs survey to gain live data and resolve issues promptly to improve service delivery.	Within the existing budgets and resources	01/04/2022	30/06/2022	Housing Operations Manager (HR)	fail to meet tenants needs, poor service delivery	S	monthly responsive repair feedback reports and increase in satisfaction
SP22/25HO2.6	Review and implement governance arrangements to demonstrate compliance to Regulatory Standards and Charter for Social Housing Residents	Within the existing budgets and resources	01/04/2022	31/03/2023	Service Improvement Manager (AH)	fail to meet tenants needs, poor service delivery, Regulatory investigation into failing service	S	successful implementation of Landlord Service Advisory Board
SP22/25HO2.7	To lead annual senior living tenants consultation to assess service delivery, residents needs and improvements.	Within the existing budgets and resources	01/04/2022	30/03/2023	Senior Living and Careline Manager (DB)	Fail to meet tenants needs.	S	increase in satisfaction at STAR 2023
SP22/25HO2.8	Work with tenants and tenant representatives to ensure safety of homes and improve tenants satisfaction (STAR 2023)	Within the existing budgets and resources	01/04/2022	30/03/2023	Housing Operations Manager (HR)	fail to meet tenants needs, poor service delivery, Regulatory investigation into failing service	S	increase in satisfaction at STAR 2023
Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023).								
Corporate Priority: Open, democratic and participative governance / high quality public services accessible for all								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO3.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review.	£20k training	01/04/2019	31/03/2024	Service Improvement Manager (AH)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.2	Develop and retain qualified staff to deliver the service objectives and professional standards.	£20k training	01/04/2019	31/03/2024	Head of Housing Operations (HW)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.3	Regular review of staffing resources to add capacity and resilience to ensure professional service delivery, succession planning and health and wellbeing of team	Within the existing budgets and resources	01/04/2022	30/10/2023	Head of Housing Operations (HW)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.4	Appraise Hybrid working arrangements against performance targets	Within the existing budgets and resources	01/05/2022	30/09/2022	Service Improvement Manager (AH)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.5	Assess internal communications between teams and services to ensure staff connected in hybrid environment and positive in staff survey (2022/23)	Within the existing budgets and resources	01/04/2022	30/03/2023	Service Improvement Manager (AH)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey

SP22/25HO3.6	Develop template person specification to reflect the expected attributes of a housing professional across the service	Within the existing budgets and resources	01/04/2022	30/03/2023	Service Improvement Manager (AH)	Poor service delivery.	D	new template for jobs advertised 2023
SP22/25HO3.7	To review and embed accurate record keeping to improve service delivery and satisfaction with service (STAR 2023)	Within the existing budgets and resources	01/04/2022	30/03/2023	Head of Housing Operations (HW)	Poor service delivery.	D	increase in satisfaction at STAR 2023

Outcome 4. Delivering high quality public service with partners and To be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO4.1	To maintain effective partnerships to support Community Safety, good neighbourhoods and communities resulting in council housing tenants feeling safe in their neighbourhood (STAR 2023 question).	Within the existing budgets and resources	01/04/2020	30/09/2023	Housing Manager (LD) and Senior Living and Careline Manager (DB)	Poor service delivery.	S	increase in satisfaction at STAR 2023
SP22/25HO4.2	Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Safeguarding and Mental Health training to support residents in accessing support to live best life.	Within the existing budgets and resources	01/04/2020	31/12/2021 31/12/2022	Service Improvement Manager (AH)	Reputational damage with partners.	D	Promote at least two initiatives through staff training and/or tenants newsletter
SP22/25HO4.3	To maintain and develop professional relationships with statutory agencies to support and signpost tenants appropriately with Safeguarding, ASB, mental health and domestic abuse cases.	Within the existing budgets and resources	01/04/2021	31/03/2023	Housing Manager (LD) and Senior Living and Careline Manager (DB)	Fail to meet tenants needs. Failure to adhere to residents charter or regulatory code	S	Attend at least three statutory agency partnership groups and maintain signposting records
SP22/25HO4.4	To develop Housing Procurement Strategy to be responsive to market and agile in procurement to build successful long term contractor partnerships.	Within the existing budgets and resources	01/04/2022	30/03/2023	Strategic Asset Manager (PD) and Housing Operations Manager (HR)	Reputational damage with partners. Poor service delivery.	S	Publish strategy

Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually.

Corporate Priority: High quality public services accessible for all / effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO5.1	Implement new Responsive repairs and Voids contract to meet key service performance indicators with strong contract management and to delivery higher tenant satisfaction.	Within the existing budgets and resources	01/05/2020	30/10/2021	Operations Manager (HR)	Decreased tenant satisfaction.	S	new contractor mobilised 1 April 2022, series of contract managment meetings and increase in KPIs
SP22/25HO5.2	Continue review programme for policies, to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.	Within the existing budgets and resources	01/04/2020	01/04/2023	Service Improvement Manager (AH)	Risk of legal challenge.	S	up to date policy docuemtns
SP22/25HO5.3	Ongoing development of corporate website and digital services to increase range of means to access services. ?Review housing management database to assess fitness for future.?	£50k	01/01/2020	31/03/2022	Service Improvement Manager (AH)	Decreased tenant satisfaction.	S	increase in traffic to website and increase in satisfaction at STAR 2023

SP22/25HO5.4	Complete contract procurement for Compliance services (asbestos, water hygiene, fire doors and commercial gas) and capital works framework contract.	Within the existing budgets and resources	01/04/2020	31/03/2022	Operations Manager (HR)	Non-compliance with H&S legislation.	S	new contracts mobilised on project timescales
SP22/25HO5.5	Review and refine performance management processes to ensure service has a strong control environment to allow risks to be identified and managed. Changes in external environment are responded to as and when required.	Within the existing budgets and resources	01/04/2020	31/03/2022	Service Improvement Manager (AH)	Decreased tenant satisfaction.	S	publish performance management information at Landlord Services Advisory Board and online
SP22/25HO5.6	Progress Health and Safety Compliance Programme and complete a tenant communications review and commence satisfaction monitoring - provide quarterly reports	Within the existing budgets and resources	01/04/2022	30/03/2023	Compliance Manager (PH) and Service Improvement Manager (AH)	Risk of legal challenge.	S	tenant engagement in review and increase in satisfaction at STAR 2023
SP22/25HO5.7	Further analysis of most unsatisfied tenants from STAR survey by age and property type to identify improvement programmes	Within the existing budgets and resources	01/10/2021	30/03/2022	Service Improvement Manager (AH)	Decreased tenant satisfaction.	S	increase in satisfaction at STAR 2023
SP22/25HO5.8	Service Managers deliver improvement programmes as identified through STAR analysis to provide quarterly reports	Within the existing budgets and resources	01/04/2022	31/03/2023	tba	Decreased tenant satisfaction.	S	increase in satisfaction at STAR 2023

Corporate compliance

Outcome 19. Standing Corporate Compliance Actions are achieved								
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
Sally Kipping	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within the existing budget, support of HR Team needed	March	May	Head of Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
Nora Copping	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Head of Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
Rosie Plaistowe	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Head of Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
Patrick Tuite	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Head of Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the	S	HoS has updated the register
Gail Beaton	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Head of Service	Organisation is put at risk.	D	no outstanding recommendations
Tinaz Erenler	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency	April	July	Head of Service	Employees' health is potentially put at risk and the organisation	S	All employees to have completed their relevant risk
Tinaz Erenler	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Head of Service	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events

Corporate Equality Group	Make sure that Accessibility regulations are adhered to – ensure all documents that appear on the Waverley website (owned by the service) are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Head of Service	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
Katie Webb	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Head of Service	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
Adrian Fennel	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Head of Service	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

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*D/S - Discretionary / Statutory

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Service Plan 2022-2025 (rolling 3 years)		Head of Service:	Zac Ellwood
		Strategic Director:	Graeme Clark
Service:	Planning and Economic Development	Portfolio Holders:	Cllr Andy MacLeod (Planning) Cllr Liz Townsend (Eco Dev) Cllr Nick Palmer (Enforcement)

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

Service Profile
The Planning and Economic Development Service includes four main sections/functions:
<ul style="list-style-type: none"> • Development Management - provides general planning and pre application advice to customers; The Team also validates and processes planning and analogous applications and makes recommendations on these to the Council, for them to be decided by Members at Committee meetings or by the Head of Planning & Economic Development under Delegated Powers. Subsequent appeals against refusals are defended on behalf of the Council. The performance of the Section is monitored by Government indicators for speed and quality (major appeal success).The consequence of underperformance is designation under special measures. Planning Enforcement - investigates alleged breaches of planning control and takes formal action to remedy breaches when necessary. • Planning Policy - covers the preparation of Local Plans, supporting Neighbourhood Planning and the monitoring of policies. It monitors the receipt and spending of S106 agreements and CIL income. The Projects Team provides specialist advice on design, Dunsfold Park, heritage and trees/landscaping. • Economic Development - charged with delivering the Economic Development Covid-19 Action Plan, Economic Development Strategy and supporting Waverley's businesses, jobs and the wider economy. • Business Support - charged with leading performance analysis and reporting of the service delivery. Identifying opportunities for improvement and support initiation process. Working across the service teams to champion change and to lead performance management across the service, focusing on customer service whilst maintaining relationships with councillors, partners and customers. To provide business support to the Head of Service.

Service Team: Development Management	Section Manager: Development Leads (Beth Howland-Smith, Chris French, Kathryn Pearson Marie Clarke)
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Ongoing Service Delivery - reviewed annually

Outcome 1.	Delivery of excellent customer service.							
	Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P1.1	Respond to enquiries in person/writing in accordance with corporate targets	None	01/04/2022	31/03/2025	Business & Performance Manager	Customer satisfaction will reduce and complaints increase.	D	Reduction in number of Level 1 and Level 2 complaints received
SP22/25 P1.2	Improve Customer and Member trust and confidence with timing and content of advice, through enhanced communication and engagement.	None	01/04/2022	31/03/2025	Head of Planning & Economic Development	Customer satisfaction will reduce and complaints increase.	D	Reduction in number of Level 1 and Level 2 complaints received

Outcome 2.	Delivery of efficient and effective pre-application advice.							
	Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P2.1	PPA timescales met and use of PPAs maximised to provide additional income stream to cover service costs.	None	01/04/2022	31/03/2025	Business & Performance Manager	Reputational damage. Customer satisfaction and quality of submitted development will	D	Ongoing assessment of PPAs and income generated

SP22/25 P2.2	Implement increased income generating opportunities (including new pre-application services and charges, and positive review of other charges)	None	01/04/2022	31/03/2025	Business & Performance Manager	Additional income not achieved to help in order to balance the budget.	D	Increase in income from discretionary services
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Outcome 3. Planning and other formal applications are processed in a timely, delivery focused and customer friendly manner.

Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P3.1	Planning decisions are determined in accordance with the development plan (unless material considerations indicate otherwise) in accordance with requirements of Section 38(6) of Planning and Compulsory Purchase Act 2004	None	01/04/2022	31/03/2025	Head of Planning & Economic Development and Development Leads	Reputational damage. Increased risk of successful appeals and enhanced risk of legal challenge to the Council's decisions.	S	Quality checks of decisions made and success at appeal
SP22/25 P3.2	Strategic planning applications for residential development processed in a proactive and expeditious manner to seek to facilitate delivery of housing in accordance with Local Plan targets and to meet requirements of national Housing Delivery Test (HDT)	None	01/04/2022	31/03/2025	Head of Planning & Economic Development and Business & Performance Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Lack of 5-year housing land supply leads to increased number of applications for new development in areas not identified in Local/Neighbourhood Plans and potentially costly appeals and harm to the character of those areas.	D	Assessment of housing delivery levels and positive annual HDT result
SP22/25 P3.3	Key national PIs are met for speed and quality of decision: 60% determined within 13 weeks for major development; 70% determined within 8 weeks for non-major applications	None	01/04/2022	31/03/2025	Development Leads	Reputational damage. Customer satisfaction will reduce and Government penalties incurred for under-performance (Special Measures)	S	Assessment of KPIs and quarterly PS1/PS2 returns
SP22/25 P3.4	All planning applications (where required information/documentation is not missing) are validated within five working days of receipt	None	01/04/2022	31/03/2023	Systems & Processes Team Leader	Delays to validation impact negatively on ability to meet key performance indicators for processing applications with implications as set out in P3.3.	D	Assessment of performance against this target

Outcome 4. Planning appeals robustly defended to ensure Council's Local Plan policies and Government targets for quality indicators are met and "Special Measures" designation avoided.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
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SP22/25 P4.1	Statutory timeframes and national indicators for appeals are met and "special measures" designation avoided in terms of percentage of appeals on Major applications upheld	Legal Services	01/04/2022	31/03/2023	Head of Planning & Economic Development, Development Leads and Business & Performance Manager	Government penalties will be incurred for under-performance; unnecessary cost to Council of indefensible appeals	S	Special measures designation avoided
SP22/25 P4.2	Improve appeals process and focus to ensure no more than 30% of all appeals allowed	None	01/04/2022	31/03/2023	Head of Planning & Economic Development, Development Leads and Business & Performance Manager	Reputational damage and potential awards of costs	D	No more than 30% of all appeals upheld by the Planning Inspectorate

Outcome 5. Ensure development is built out in compliance with the Council's approvals and alleged breaches investigated in accordance with the adopted Local Enforcement Plan.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P5.1	Local Enforcement Plan implemented in compliance with NPPF, legal framework and Local Plan.	None	01/10/2020	31/03/2025	Development Lead for Applications and Enforcement	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact	D	Enforcement performance against the timeframes and targets set out in the Local Planning Enforcement Plan
SP22/25 P5.2	Investigations and any necessary actions arising taken in accordance with priorities and time frames as identified in the Local Enforcement Plan 2022	None	01/04/2022	31/03/2025	Planning Enforcement Team Leader	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact	D	Enforcement performance against the timeframes and targets set out in the Local Planning Enforcement Plan
SP22/25 P5.3	Formal Enforcement Action (where expedient and in the public interest) taken in timely way to minimise length of breach and potential lawfulness being established	None	01/04/2022	31/03/2025	Planning Enforcement Team Leader	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact	D	Enforcement performance against the timeframes and targets set out in the Local Planning Enforcement Plan
SP22/25 P5.4	Planning Enforcement Plan reviewed, scrutinised, adopted, published and implemented in compliance with NPPF, legal framework and new Local Plan.	None	01/04/2022	31/12/2022	Development Lead for Applications and Enforcement	Planning Enforcement priorities may not reflect current Council aspirations and legal requirements.	D	New Local Planning Enforcement Plan published in 2022
SP22/25 P5.5	Training completed for Officers and Councillors on new Local Enforcement Plan	None	01/04/2022	31/03/2023	Development Lead for Applications and Enforcement	Officers and Members may not be fully cognisant and able to implement reviewed Plan.	D	Training completed in 2022/23. Positive feedback from participants

Outcome 6. Customer satisfaction with Planning Service is improved.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
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SP22/25 P6.1	Towns and Parishes training meeting and planning briefings continued	None	01/04/2022	31/03/2025	Business Support Team Lead	Customer and stakeholder satisfaction does not improve.	D	Number of meetings held and positive feedback from participants
SP22/25 P6.2	Annual post development learning visits for Councillors to be arranged	None	01/04/2022	31/03/2025	Business & Performance Manager	Customer and stakeholder satisfaction does not improve.	D	Member feedback
SP22/25 P6.3	Agents' and Developers' Forums continued on six-monthly basis	None	01/04/2022	31/03/2025	Business & Performance Manager	Customer and stakeholder satisfaction does not improve.	D	Level of attendance and feedback from participants
SP22/25 P6.4	Effective rollout of actions in Development Management Improvement Plan	None	01/04/2022	31/03/2023	Business & Performance Manager	Customer and stakeholder satisfaction does not improve. Reputational damage and increased complaints placing drain on already stretched resources	D	Improvement in efficiency, performance and customer care levels

Service Team: Planning Policy **Section Manager: Graham Parrott - Planning Policy Manager**

Ongoing Service Delivery - reviewed annually

Outcome 7. The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P7.1	Timely responses to requests for information on Section 106 Agreements	None	01/04/2022	31/03/2025	Planning Policy Manager	Customer and Member dissatisfaction will increase with a lack of access to information	S	Reduction in complaints
SP22/25 P7.2	Monitoring existing and historical Section 106 Agreements to ensure that the obligations have been discharged, amounts due have been paid and infrastructure provided. Including contributing to the annual Infrastructure Funding Statement.	None	01/04/2022	31/03/2025	Planning Policy Manager	Loss of Section 106 income (and non-financial obligations) to support infrastructure provision.	S	IFS published

Outcome 8. The collection, monitoring and spending of CIL receipts are carried out in an efficient, effective and transparent way.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P8.1	CIL receipts are collected and recorded in accordance with agreed procedures.	None	01/04/2022	31/03/2025	Planning Policy Manager	Loss of CIL income to support infrastructure provision	S	Successful Audit of CIL process for managing CIL receipts
SP22/25 P8.2	CIL bidding rounds held and reported to CIL Advisory Board and Executive for approval in a timely manner.	None	01/04/2022	31/03/2025	Planning Policy Manager	Strategic and local infrastructure provision is delayed	TBC	Effective and efficient delivery of necessary infrastructure and bidding rounds held at least once per year during Service Plan period

Outcome 9. The quality of development proposals is enhanced through provision of specialist advice and determination of applications.								
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P9.1	Provision of high quality and timely policy advice to Planning Officers in relation to development proposals and the current status of 5-year Housing Land Supply - including support at Hearings and Public Inquiries where required	None	01/04/2022	31/03/2025	Planning Policy Manager	Council has reduced capacity to successfully defend its decisions at planning appeals.	S	Appeals performance where 5YHLS is raised as a key issue
SP22/25 P9.2	Provision of high quality and timely design advice to Planning Officers in relation to development proposals - including support at Hearings and Public Inquiries where required	Design South East (£3,000 contribution to Surrey Design)	01/04/2022	31/03/2025	Planning Policy Manager	Quality of design in proposals will reduce. Reputational damage	D	Assessment of design quality/appeal decisions
SP22/25 P9.3	Provision of high quality and timely heritage and conservation advice to Planning Officers in relation to development proposals - including support at Hearings and Public Inquiries where required	None	01/04/2022	31/03/2025	Planning Policy Manager	Quality of heritage/conservation content of proposals will reduce.	S	Important heritage assets protected
SP22/25 P9.4	Listed building and other heritage applications are determined in accordance with the Council's targets	None	01/04/2022	31/03/2025	Planning Policy Manager	Customer dissatisfaction will increase and risk of increase in appeals against non-determination.	S	Quartey performance reporting
Outcome 10. Housing delivery is maintained to ensure availability of affordable and other housing to meet needs and to maintain Council control over decision making.								
Corporate Priority: Housing to buy and to rent, for those at all income levels / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P10.1	Regular monitoring of starts and completions and direct liaison with developers, particularly where there is evidence that potential housing sites are not coming forward as quickly as expected	None	01/04/2022	31/03/2025	Planning Policy Manager	Inadequate information will be available to inform Council's understanding of performance against the Housing Delivery Target. Corrective action may not be triggered in a timely way.	S	Annual performance against Housing Delivery Test
SP22/25 P10.2	Expand the scope of monitoring information reported in the Authority's Monitoring Report (AMR) to include monitoring the effectiveness of the adopted LPP1	None	01/04/2022	31/03/2025	Planning Policy Manager	Penalties from Government - this is a statutory requirement	S	AMR published annually
SP22/25 P10.3	Implement the actions in the 2020 Housing Delivery Action Plan	None	01/04/2022	31/03/2025	Planning Policy Manager	Penalties from Government - this is a statutory requirement	S	Annual performance against Housing Delivery Test
Outcome 11. Environmental quality is maintained and enhanced.								
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet								

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P11.1	Conservation Area appraisals carried out in line with Project Plan	None	01/04/2022	31/03/2025	Planning Policy Manager	Conservation Area decision making will occur without up to date review to support quality of decision.	S	Adoption of new CAAs
SP22/25 P11.2	Buildings of Local Merit are agreed and reviewed when necessary or as identified through the Development Management process.	None	01/04/2022	31/03/2025	Planning Policy Manager	Buildings of Merit may not constitute a material consideration in planning decisions, or given less weight.	D	Effective protection of non-designated heritage assets
SP22/25 P11.3	Monitoring of Buildings at Risk (Listed Buildings) register, including the identification of specific buildings and processes to improve their condition.	None	01/04/2022	31/03/2025	Planning Policy Manager	Potential loss of listed buildings, and potential higher cost to the Council in rectifying problems if not identified early.	S	Effective protection of designated heritage assets
SP22/25 P11.4	To run the biennial Design Awards in 2022/23 and 2024/25	~£3,000 per round	01/04/2022	31/03/2025	Planning Policy Manager	Losing a positive opportunity to promote the Planning & Economic Development Service and Waverley more widely. WBC commitment to encouraging high quality design in all development not signposted.	D	Events held
SP22/25 P11.5	Prepare and adopt design codes for the Borough and consider specific codes for each of the main settlements	Additional officer to support the project and funding for external consultants to support the work	01/04/2022	31/03/2025	Planning Policy Manager	There will be a reliance on the National Model Design Code and guidance that is generic and not Waverley-specific, leading to a dilution of design quality in new development.	S	Design Codes accepted and adopted. Improved quality of developments within the borough

Team Projects

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
Outcome 12. Local Plan Part 2 completed and adopted in accordance with agreed milestones.								
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities								
SP22/25 P12.1	Local Plan Part 2 submitted to Government, examined and adopted in accordance with Local Development Scheme	None	01/04/2022	31/10/2022	Planning Policy Manager	Local Plan Part 1 could be deemed out-of-date. Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Development Management policies (e.g. internal space standards) cannot	S	LPP2 adopted in 2022/23

SP22/25 P12.2	Complete review of Local Plan Part 1 to determine if it needs to be updated. Review must be completed by Feb 2023	None	01/04/2022	28/02/2023	Planning Policy Manager	Local Plan Part 1 could be deemed out-of-date. Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Development Management policies (e.g. internal space standards) cannot	S	Initial review undertaken in 2022/23
SP22/25 P12.3	Prepare and adopt Climate Change/Carbon Reduction Supplementary Planning Document (SPD)	None	01/04/2022	31/07/2022	Planning Policy Manager	Impacts of climate change not properly addressed or mitigated.	D	SPD adopted in 2022/23

Outcome 13. Neighbourhood Plans and similar initiatives are supported and progressed to adoption.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P13.1	Timely responses to draft Neighbourhood Plans and other requests for guidance/support from Neighbourhood Plan groups	None	01/04/2022	31/03/2023	Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.	S	Number of NPs 'made'
SP22/25 P13.2	Current Neighbourhood Plans at appropriate stage successfully proceed to examination, referendum and adoption.	None	01/04/2022	31/03/2023	Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.	S	Number of NPs 'made'

Outcome 14. Infrastructure is provided to support planned growth.

Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P14.1	Successful bidding for funds from external sources (SCC, EM3 LEP, Homes England and other sources) to support infrastructure provision	Shared Transport Planner post with Surrey County Council (~£35k per annum - not currently budgeted for)	01/04/2022	31/03/2023	Planning Policy Manager	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/Member dissatisfaction.	D	Successful bids for external infrastructure funding
SP22/25 P14.2	Commence review of the CIL charging schedule	None	01/04/2022	28/02/2023	Planning Policy Manager	Unable to address any adverse consequences of current CIL schedule	D	Review undertaken in 2022/23

Outcome 15. Dunsfold New Settlement is developed as a garden village community.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
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SP22/25 P15.1	Timely and positive progress with pre-application, master planning and planning applications to support the implementation of Local Plan Part 1 Policies SS7 and SS7A	Development Management, Corporate Support, Homes England GC Grant monies (£280,000)	07/11/2022	31/03/2025	Head of Planning & Economic Development and Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.	TBC	Delivery of high quality housing Aligned with Dunsfold Park SPD - 250 dwellings completed by 31 March 2025. Additional Garden Villages funding secured from Homes England
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Service Team: Economic Development **Team Manager: Catherine Knight**

Ongoing Service Delivery - reviewed annually

Outcome 16. Working with partners to promote the borough to new businesses and to identify potential sources of funding and support.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P16.1	Continue positive engagement with the business community through Business Task Group to identify strengths, weaknesses, opportunities and threats and aligning WBC's support to match identify across various business sectors	None	01/04/2022	31/03/2025	Economic Development Team	Become disengaged with the local business community and opportunities for sharing best practice and supporting initiatives are potentially missed.	D	Continued level of attendance and attracting new members
SP22/25 P16.2	Continue ongoing collaboration with the Chambers of Commerce and Town/Parish Clerks to identify local needs and prioritising our actions to respond accordingly.	None	01/04/2022	31/03/2025	Economic Development Team	Become disengaged with the local business community and opportunities for sharing best practice and supporting initiatives are potentially missed.	D	Continued level of attendance, communication and collaboration on projects.
SP22/25 P16.3	Continue close engagement with the EM3 Local Enterprise Partnership, particularly the cross-border Fibre Spine project, and to secure external funding for opportunities/projects that will support business growth.	None	01/04/2022	31/03/2023	Economic Development Team	Not delivering Fibre Spine project will impact detrimentally on our ability to support business growth across the borough, particular in rural parts. Opportunities for securing external funding are missed/lost	D	Project feasibility study on fibre spine spurs undertaken within 2022/23
SP22/25 P16.4	Strengthen relationships with Economic Development Officers across Surrey and SCC to identify collective priorities, share best practice and work closely on cross boundary ED matters. Explore opportunities for joint working with Guildford Borough Council and SCC. Seek to positively engage with DTI, BEIS, DfIT, DHULC, etc. to coordinate and encourage investment opportunities	Assess existing ED support resources available across the authorities	01/04/2022	31/03/2023	Economic Development Team	Lack of joined up thinking and lost opportunities to provide a better and more efficient level of support to the local economy	D	Strengthen working relationship with external organisations and profile of the borough.

SP22/25 P16.5	Undertake a formal review our contracts with Enterprise First, Business South, Visit Surrey and Click It Local and seek to establish more robust Service Level Agreements to maximise the value of support to new and existing business and ensure VFM from the Council's financial contributions	As set out in agreed ED Budget	01/04/2022	30/06/2022	Economic Development Team	Risk of organisations not delivering the outcomes of their SLAs. Not ensuring good VFM from WBC revenue outlay	D	Best service to the business community at good value for money and return on investment.
SP22/25 P16.6	Review and strengthen engagement with Commercial Agents to identify trends and share business intelligence in the commercial market to enable appropriate interventions for the benefit of the business community	None	01/04/2022	31/03/2023	Economic Development Team	Lack of joined up thinking and lost investment opportunities for the borough	D	Shared insights and development of Waverley as a pro "the right" business development for the borough. Support to WBC assets team work.

Outcome 17. Support healthy town centres by developing Business Improvement Districts and other initiatives.								
Corporate Priority: A strong, resilient local economy, supporting local businesses and employment								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P17.1	Support the development of Business Improvement Districts (BID) for the four key centres in Waverley and ensure that robust and thorough process is followed	Delivery of this action is dependent on support from the business rates team, legal, democratic services and environmental	01/04/2022	31/03/2024	Economic Development Team	Legal risk to WBC of not following a thorough process. Risk of not delivering the actions and outcomes of the ED Strategy. High Streets fail. Reputational damage.	D/S	YES vote for four BIDS in 2023/2024 financial year
SP22/25 P17.2	Monitor delivery and success of agreed projects funded through the Additional Restrictions Grant (ARG)	Within existing resources	01/04/2022	30/09/2022	Economic Development Team	High Streets fail. Reputational damage. Financial implication for WBC.	D	Return on investment of wider business support activities indicated by business survival, retention and growth. Increase in sustainability.
SP22/25 P17.3	Monitor information obtained from the footfall counters installed in the four main settlements and evaluate data to identify trends and issues so we can respond accordingly. Review funding mechanism post 2022/23	Within existing resources. ED budget 2022/23	04/01/2022	31/10/2023	Economic Development Team	High Streets fail. Reputational damage.	D	Generation of trends pan borough, supporting partnerships

Outcome 18. Training and skills opportunities are developed across the borough.								
Corporate Priority: A strong, resilient local economy, supporting local businesses and employment								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP19/22P18.1	Promote and signposting business skills and employment opportunities through Waverley Training Services	None	01/04/2022	31/03/2025	Economic Development Team	Risk of not delivering the Economic Development Strategy.	D	Support right skills available for local businesses to grow

SP19/22P18.2	Work with and promote existing local Job Clubs and provide support, identify potential venues and start-up resources for the setting up of new Clubs (e.g. current Cranleigh project). Review outcomes/success measures	ED Budget	01/04/2022	31/03/2025	Economic Development Team	Job clubs closing/no specialised service in these communities. New employment opportunities for residents lost.	D	Number of new job opportunities created
SP19/22P18.3	Work with digital partners to develop and deliver Connectivity Strategy for Waverley Borough and input to County-wide initiatives and strategies (e.g. Digital Connectivity Infrastructure Accelerator pilot)	Delivery of this action is dependent on securing an additional expert resource	01/04/2022	31/03/2025	Economic Development Team	Risk of not delivering connectivity aspirations within the Economic Development Strategy.	D	Harnessing private sector investment to the benefit of Waverley business and residents. Support with some access to public sector assets.

Outcome 19. Improve business intelligence through data collection and analysis to inform Service interventions and initiatives.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP21/20P19.1	Review value of continuing with analysis and reporting on data and trends from the FAME (Financial Analysis Made Easy) database and other available data resources (e.g. Surrey Index)	None	01/04/2022	31/03/2023	Economic Development Team	Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes	D	Inform Economic Development Strategy review. Facilitate engagement with local business.
SP21/20P19.2	Identify, analyse and monitor key metrics data and adjust dashboard information accordingly to inform necessary interventions/actions. Develop and report on Executive Summary sheet to give a real time snapshot of the 'economic health' of the borough	Delivery of this action is dependent on securing an additional resource	01/04/2022	31/03/2025	Economic Development Team	Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes	D	Timely production of dashboards for executive, councillors and wider public. Awareness of trends to inform responses.
SP21/20P19.3	Work more closely with other Services in WBC and across Surrey to ensure opportunities for collaboration or support are not missed.	None	01/04/2022	31/03/2025	Head of Planning & Economic Development	Lack of joined up thinking and lost opportunities	D	Best practice sharing and collaboration.

Team Projects

Outcome 20. Supporting sustainable business and employment growth in our urban and rural areas and responding to the challenges of Covid 19 and Brexit.

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

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P20.2	Develop new Economic Development Strategy to align with our Corporate Strategy, and taking account of evolving matters, including sustainability, the climate emergency action plan, Covid-19, Brexit, the changing retail and property markets, etc.	External specialist consultancy support	01/04/2022	31/03/2023	Economic Development Team	Strategy becomes of lessening relevance in a rapidly changing world. Corporate priorities are not accurately reflected in strategy.	D	Concise, accessible, data informed strategy review

SP22/25 P20.3	Conduct Waverley Annual Business Meeting to provide financial oversight to the borough's employers	None	01/01/2022	31/03/2025	Economic Development and Finance Teams	Business community not engaged or informed	S	Relevant, well attended event
SP22/25 P20.4	Successful delivery of strategic priorities through expenditure of corporately-apportioned Additional Restrictions Grant (ARG) funding	Additional Restrictions Grant (ARG) Funding from government (£500k apportioned)	present	31/03/2022	Economic Development and Finance Teams	Lack of strategic support for Waverley's businesses	S	Support provided to key sectors in new and strategic manner.
SP22/25 P20.5	Communication with business audience, stakeholders and potential investors using digital channels. Manage and update businessWaverley.co.uk website, regular e-newsletter and business social media channels (Twitter/ LinkedIn).	None	ongoing	31/03/2023	Economic Development Team with Communications Team	Lack of awareness of business support services throughout council. No signposting.	D	Increasing traffic, use and relevance of communication.

Service Team: Planning Business Support **Section Manager: Sally Busby - Business and Performance Manager**

Ongoing Service Delivery - reviewed annually

Outcome 21. Performance Management Actions to be in place and reportable								
Corporate Priority:								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P21.1	Work alongside DM Leads and HoS to identify strengths, weaknesses, opportunities and goals within the service to improve productivity, initiate budget savings and champion customer service.	None	01/04/2022	31/03/2023	Economic Development Team	Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy.	D	Budget improvements, reduced complaints and maintaining deliverables
SP22/25 P21.2	Deliver the DM Planning Service Improvement Plan for streamlined and accountable performance	None	current	31/03/2023	Business Support Team	Risk of a continuance of extended lead times, customer dissatisfaction and complaints.	D	Improved validation and determination times. Procedures implemented and supported by process notes
SP22/25 P21.3	Manage the service plan and review internal audit figures (Pentana) for the service, and champion change to improve internal and national statistics.	None	current	31/03/2023	Business Support Team	No change in culture, direction or customer focus. Economic detriment in terms of service delivery.	D	Accurate and timely submissions of performance data and statistics

Outcome 22. Service Data and FOI Management with timely delivery								
Corporate Priority:								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P22.1	Work alongside Data Governance Service to deliver data in a timely manner and improve	None	01/04/2022	31/03/2023	Business Support Team	Risk of not delivering the actions and outcomes of the Governance Policy could result in legal action	S	Response delivery times being met

SP22/25 P22.2	Work with other service managers to ensure data governance is adhered to	None	01/04/2022	31/03/2023	Business Support Team	Increased data breach rates across the service	S	Improved communications and responses to FOI requests
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Team Projects - Annual

Outcome 23. New Horizon IT system is fully embedded into day-to-day practices and refined to ensure efficient and effective use of the technology.								
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P23.1	Next module launch for Horizon system enabling the main system for Enforcement roll out	System Officer - 12 mos. Contract	01/04/2022	31/03/2023	Business Support Team	Inefficiencies and reduced customer service due to continued reliance on existing out of date software.	D	Execution and adoption of software and processes.
SP22/25 P23.2	Internal audit and review of Horizon System and functionality undertaken	None	01/04/2022	31/03/2023	Business Support Team	Inadequate review of project	D	Improved functionality and development points delivered

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

New Horizon IT system - covered under Outcome 23

Corporate compliance

Outcome 24. Standing Corporate Compliance Actions are achieved								
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 P24.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Head of Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP22/25 P24.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Head of Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP22/25 P24.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Head of Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP22/25 P24.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Head of Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP22/25 P24.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Head of Service	Organisation is put at risk.	D	no outstanding recommendations

SP22/25 P24.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Head of Service	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP22/25 P24.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Head of Service	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP22/25 P24.8	Make sure that Accessibility regulations are adhered to – ensure all documents that appear on the Waverley website (owned by the service) are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Head of Service	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP22/25 P24.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Head of Service	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP22/25 P24.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Head of Service	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

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WAVERLEY BOROUGH COUNCIL

Overview and Scrutiny Committee (Services)

24 JANUARY 2022

Title: Carbon Neutrality Action Plan Annual update

Portfolio Holder: Cllr Steve Williams

Head of Service: Richard Homewood

Key decision: No

Access: Public

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

1. Purpose and summary

- 1.1 In December 2020 the Council adopted the Carbon Neutrality Action Plan (CNAP) 2020-2030 which contained a collection of actions that sets us on the path to deliver Waverley's net zero carbon by 2030 target. This report provides the first annual progress update against the priority areas within the plan.
- 1.2 The plan was adopted as a "live document" that will continually evolve to reflect further funding, policy and technological changes as well as opportunities for new projects. A year on, there has been progress in several areas that this report aims to celebrate. But also highlights the scale of work that is still required.
- 1.3 We have engaged APSE Energy, a carbon consultancy, to review our baseline and trajectory and give us a more accurate indication of the costs of becoming a net zero carbon council. Details of their findings will be presented in the next section on the report.

Trajectory and baseline review

- 1.4 In July 2021, APSE Energy begun a review of our baseline data and trajectory as set out in the CNAP. This work has helped identify errors in the data recording process, provided a financial projection in terms or the cost of delivering the Councils net zero carbon target, and helped prioritise and quantify certain initiatives. The review was a desktop exercise performed without any detailed knowledge of the building estate and was based on knowledge based estimates, guideline values and general industry experience. This work was focused on non-domestic

organisational emissions that are monitored through Waverley's Greenhouse Gas (GHG) emissions reporting mechanism.

- 1.5 The review took into consideration Waverley's GHG emissions for 2020/2021 as the latest year we have completed data for, and it should be noted that 2020/2021 was an unprecedented year and the significantly reduced emission figures in areas such as leisure centres and contractor mileage are more a reflection of the impact of COVID in Waverley services than any deliberate acts to reduce emissions.
- 1.6 One of the outcomes of this work is a set of excel tools have been provided that will help recalculate the trajectory annually and track progress against the action plan throughout the period of the CNAP. Recommended actions from this report have been incorporated within the version 2022 of the action plan.
- 1.7 The key conclusions and recommendations are summarised below:
- The Council should develop a procedure for gathering and storing data. The benefit of this is that the carbon reporting process is streamlined and progress towards targets can be tracked more easily.
 - Detailed audit and feasibility studies are carried out for all assets to determine the site-specific initiatives. This will provide an indication of the realistic interventions that could be incorporated and the likely capital costs and carbon savings.
 - The action plan and trajectory should remain a live document and updated on a regular basis.
 - A detailed feasibility study is required to determine a more accurate projection for replacing the vehicle fleet with electric vehicles and to determine the most cost-effective procurement route e.g. owned, temporary hire or contract hire.
 - A feasibility study is carried out (perhaps in partnership with Biffa) to investigate the costs associated with ULEV refuse vehicles based on the collection routes for Waverley. Current contract is due for renewal in 2027.
 - During the review of the leisure centre contract options ensure that carbon saving targets form part of the contract so there is an incentive for all parties to reduce emissions and share the risk and rewards. This could be by splitting the energy costs 50/50 or setting up an Energy Performance Contract where the Council invests in energy efficient measures and 'sells' the leisure operator discounted energy.
 - It is recognised that there will be a need for offsetting a proportion of the emissions the cost of which relies on the offsetting path that is chosen. This could be done through energy generation that is not connected to a Waverley building, or tree planting schemes.

Action plan progress update

- 1.8 Over the past year officers have been developing projects and processes that support the delivery of the CNAP. The action plan is a continually evolving document. Annexe 1 of this report presents an update of each individual action including a RAG rating for quick reference of progress. The annual review has been focussed on the high level and short term targets.

- 1.9 Councils are required to monitor their Greenhouse Gas emissions and report on annual progress. This process is an essential element of monitoring progress on Waverley’s organisational emissions against the net zero carbon by 2030 target.
- 1.10 In terms of Waverley’s organisational emissions, 2020/21 the total net absolute GHG emissions were 2,858 tonnes CO₂e, a 46% reduction compared to the baseline year 2015/16 when the emissions were 5,172tCO₂e. However, this reduction reflects the disruption in services as a result of COVID, rather than the implementation of carbon reductions. These figures are compiled annually and presented in a report every summer.
- 1.11 Organisational emissions is only one theme amongst the seven contained within the CNAP. Some of the key achievements from each priority area are summarised in Table 1 below.

Organisational Emissions	Active Travel and Air Quality	Energy Generation
<p>Memorial Hall decarb project – installing ASHP and PV.</p> <p>Approved the design of a new Cranleigh Leisure centre to low carbon standards.</p> <p>Completed Borough Hall lighting replacement.</p> <p>77% reductions in staff journeys to the office during 2020/21.</p> <p>Climate Emergency Board has been established and had two meeting to date.</p>	<p>Guildford and Godalming Gateway project acquired CIL funding for approx. 50% of the total cost. Public consultation, in collaboration with SCC now completed.</p> <p>Installed 9 EV charges in car parks and 2 on-street through Housing. 5 further installed as part of a SCC project. A further 5 chargers at 2 sites are expected to be installed by April 2022.</p> <p>Taxi licensing review completed – ULEV to be required from 2024.</p>	<p>In the process of tendering a detailed feasibility assessment to explore:</p> <ol style="list-style-type: none"> Solar canopies in four Waverley car parks Rooftop Solar PV on three leisure centres Ground mounted solar on land in Farnham. <p>Exploring a District Heating scheme in Cranleigh through the Rural Community Energy Fund.</p> <p>Engaged with external organisations to explore finance options for solar PV on leisure centres.</p>
Built Environment	Waste and Resources	Land Use and Adaptation
<p>First phase of the Energy study work (part of the Asset Management Strategy) completed.</p> <p>New Housing Design Standards adopted committing new council homes to be net zero in operation.</p> <p>New Housing Delivery Strategy due to be completed in March 2022.</p> <p>Work on the climate change SPD has</p>	<p>Kerbside collection of textiles and WEE to commence December 2021.</p> <p>Engagement with the waste contractor has begun exploring low carbon vehicle options.</p>	<p>Pesticides Policy and Action Plan adopted in November 2020.</p> <p>Implemented and reviewed “No Mow May” initiative.</p> <p>Tree and Woodland Management policy due to be adopted in early 2022.</p> <p>Biodiversity Policy due to be</p>
	Green Economy	

<p>begun, due to be adopted Summer 2022.</p> <p>GREEN Jump and ECO Flex for Waverley Residents in 2020-2021: Efficiency upgrades in 47 properties in Waverley to date and over 500 Surrey wide.</p> <p>Green Homes Local Delivery 2 fund: successful participation in a bid to improve efficiency in 67 private or rented homes and 18 social houses within Waverley. Work on this is due to start shortly.</p> <p>Sustainable Warmth fund: Successful participation in a bid. Currently awaiting details on the level of funding available for Waverley residents.</p>	<p>Produced a Waverley food map.</p> <p>Launching a Carbon Literacy training for a number of local businesses.</p> <p>Promote the EM3 LEP low carbon business support function and one to one consultancy advice with a new green specialist associate.</p>	<p>adopted in early 2022.</p>
<p>Table 1. Key achievements</p>		

Revised Carbon Neutrality Action Plan

- 1.12 The CNAP was always intended to be a live document that continually evolves in terms of its delivery path while still retaining the vision of becoming a net zero carbon authority by 2030. Taking into account the work that has taken place over the past year and new actions that have been developed and planned for the year ahead a revised action plan as been produced and presented as part of this report.
- 1.13 Annexe 2 presents the 2022 version of the CNAP that includes an updated trajectory for the councils own, non-domestic emissions, as well as an updated actions table. The action plan features 13 new actions, while 12 of the original actions have been removed, either because they have been completed (7) or because their direct impact on the net zero carbon vision is unclear.

Forecast capital cost for delivering the action plan

- 1.14 According to the trajectory report produced by APSE Energy, the forecast capital cost to achieve net zero carbon for corporate assets, including Waverley owned vehicles but excluding leisure centres and contractor vehicle emissions, is of the region of £2.96million.
- 1.15 A further estimated £3.8 million will be required to reduce emissions of leisure centres. The majority of this cost is associated with replacing gas boilers with heat pumps.
- 1.16 The above costs are indicative and are based on some assumptions in order to demonstrate the scale of the investment required however it does exclude a major area of emissions which is contractor vehicles.
- 1.17 The waste contractor (Biffa) indicated that to switch all of their smaller vehicles to electric and to convert the refuse freighters to biofuel mid contract would cost the council around £450k capital (vehicles and charging infrastructure) and £50k per annum ongoing for higher biofuel costs. Changing at the start of the next contract or

an in house service would simply add comparative costs to the new service.

Finance and Budget updates

- 1.18 The climate emergency work has an allocated reserve fund of £200k which was approved in 2020. This was mainly to pump prime projects and to help with project development. £160k of this fund has been earmarked /committed to date. A breakdown of the funding allocation is provided in Annexe 3
- 1.19 In addition, there is a £100k ongoing budget that supports the delivery of the CNAP. The majority of this budget is allocated to staffing.
- 1.20 Where possible other sources of funding have been explored to support the delivery of the CNAP. Annexe 3 also provides a summary of additional sources of funding that have been secured to deliver projects that directly contribute to Waverley's climate emergency commitments.
- 1.21 Each project is assessed External funding opportunities are continually explored to maximise opportunities. The Public Sector Decarbonisation Scheme is the main government source of funding available at present. A sum of £63k has already been secured to decarbonise the Memorial Hall in Farnham. An additional funding bid to decarbonise Farnham Leisure Centre was submitted in November 2021 to the value of £2M. The outcome of this bid will be communicated early 2022.

Conclusions

- 1.22 Decarbonising heat is the greatest challenge to tackle currently as hydrogen technology is not mature yet. It will be the most costly and technically complicated to achieve for retrofit projects. It is essential that we plan the switch from gas to electric to provide heating over the next year, with detailed feasibilities and costed proposals that could be then put forward for external funding as soon as opportunities arise.
- 1.23 Energy generation is critical to achieving our net zero carbon target, either directly connected to Waverley assets or sold through a Power Purchase Agreement to a private recipient. Energy generated and sold can be claimed to offset Waverley's unavoidable emissions.
- 1.24 A whole building approach is the most efficient way of addressing energy reduction of individual buildings. Carrying out energy audits on our own building should be a priority over the next year. This will provide the true costs of decarbonising Waverley's estate as well as quantified carbon reductions of each project. Most importantly that will provide project proposals that are "ready to fund".
- 1.25 Significant investment and commitment will be required to fulfil the net zero ambition which cannot only rely on external funding sources. Each project that requires funding will be brought forward individually with a business case to support it.

2. Recommendation

That the Overview and Scrutiny Committee provides comments and observations to the Executive and Council on the following documents:

- a. Carbon Neutrality Action Plan annual update report
- b. Annexe 1 – Carbon Neutrality Action Plan working spreadsheet
- c. Annexe 2 - CNAP version 2022

3. Reason for the recommendation

To ensure that the O&S committee is up to date with the council's progress on its response to the Climate Emergency and to request support on the direction of travel over the next year.

4. Background

In December 2020 the Council adopted the Carbon Neutrality Action Plan (CNAP) 2020-2030 which contained a collection of actions that sets us on the path to deliver Waverley's net zero carbon by 2030 target. This report provides the first annual progress update against the priority areas within the plan.

The plan was adopted as a "live document" that will continually evolve to reflect further funding, policy and technological changes as well as opportunities for new projects. A year on, there has been progress in a number of areas that this report aims to celebrate. But also highlights the scale of work that is still required.

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 This report is directly linked to the delivery of the aims of the Climate Emergency, one of the Councils key priorities, which is also part of the service plan.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The approved 2021/22 budget includes £100k for ongoing costs of delivery of the action plan. In the 2020/21 budget a £200k provision for one-off project costs was provided which continues to be drawn down from.

Currently, any further funding needs will require a supplementary estimate or Waverley will need to achieve external funding such as grants, S106 or CIL funding.

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

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

6.2 Risk management

Not directly relevant in this instance as the report is primarily for information. However, lack of progress in this area of work will have significant reputational consequences.

6.3 Legal

The Action Plan is a plan and not Council policy. Action taken in accordance with the Action Plan is subject to the requirements of any relevant legislation. While there are no direct legal implications arising from this report, further legal and other professional advice will be needed where future action is to be taken based upon the Action Plan.

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

This report is directly related to the Climate Emergency declaration. The Carbon Neutrality Action Plan is the proposed path to achieving its target.

7. Consultation and engagement

7.1 This report is for information purposes and therefore no consultation or engagement has taken place in relation to the report.

8. Other options considered

8.1 Not applicable to this report.

9. Governance journey

9.1 The formal annual update will follow the indicative timetable below:

- O&S services – 24th January 2022
- Executive committee – 8th February 2022
- Full Council – 22 February 2022

Annexes:

Annexe 1 – CNAP working spreadsheet

Annexe 2 –CNAP Version 2022

Annex 3 – Expenditure summary

Background Papers

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

CONTACT OFFICER:

Name: Fotini Vickers

Position: Sustainability Manager

Telephone: 01483 523448

Email: Fotini.vickers@waverley.gov.uk

Agreed and signed off by:

Legal Services: Dan Bainbridge 14/12/21

Finance: Rosie Plaistowe: 8/12/2021

Strategic Director: 7/12/2021

Portfolio Holder: 2/12/2021

ANNEXE 3

EXPENDITURE SUMMARY

CURRENT COMMITMENT OF CLIMATE EMERGENCY RESERVE (£200K)

PROJECT	Amount
BIKE SHELTERS -ACTIVE TRANSPORT	£70,000
WOOLMER HILL PAVILION WORKS	£20,000
MEMORIAL HALL	£30,000
SPD WORK	£10,000
LCWIP CONTRIBUTION	£20,000
APSE ENERGY	£12,600
	£162,600

ADDITIONAL FUNDING ACQUIRED

PROJECT	Amount	Funding source
MEMORIAL HALL DECARBONISATION - ASHP AND PV	£63,000	Public Sector Decarbonisation fund
MEMORIAL HALL DECARBONISATION - ASHP AND PV	£52,000	Empty Homes Grant 2019/20 & 2020/21
BIKE SHELTER PILOT EXPANSION	£10,500	Empty Homes Grant 2019/20
HALE TRAIL CYCLE PATH FEASIBILITY	£25,000	Empty Homes Grant 2019/20
SOLAR FEASIBILITY	£20,000	Empty Homes Grant 2019/20
EV CHARGES IN 4 CAR PARKS	£57,000	Capital budget
GODALMING GATEWAY	£200,000	CIL contributions
HALE TRAIL CYCLE PATH IN FARNHAM PARK	£170,000	CIL contributions
SOLAR CANOPY FEASIBILITY - 4 CAR PARKS	£15,000	Empty Homes Grant 2020/21
EV CHARGERS ADDITIONAL FUNDING TO EXPAND EXISTING PROJECT	£25,000	Empty Homes Grant 2020/21
PV SYSTEM ON FARNHAM LC ROOF	£100,000	Empty Homes Grant 2020/21
POOL COVERS AT FARNHAM LC	£45,000	Empty Homes Grant 2020/21
LED LIGHTING AT THE EDGE LC	£14,500	Empty Homes Grant 2020/21
MOTOR REPLACEMENTS IN LC'S	£30,000	Empty Homes Grant 2020/21
EV CHARGER AT HLC	£30,000	Empty Homes Grant 2020/21
FIXED TERM OFFICER ROLE FOR 2 YEARS	£77,464	Empty Homes Grant 2020/21
	£934,464	

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Short Term Actions – 2020-2023

No	Actions	Target date	Council's role	Indic. Cost	Carbon impact	Lead Officer	Progress with RAG rating
B1	Develop plans for alternatives to individual gas boilers in new and existing Council homes, based on a pilot scheme.	2022	D	£ HRA	L	Peter David	Short-term - Pilot scheme for ASHP conversion planned for 15-19 Rackfield (Dec21). Consultation underway with residents with ASHP installed in 2014 as part of the Energy Study/AMS
B10	Review of Design Awards criteria to place greater emphasis on sustainability goals.	2021	S	£	Enabling	Sarah Wells	Work on this is currently ongoing. First draft expected early Dec21
B11	Produce a Sustainability Supplementary Planning Document (SPD) that will support developments consistent with the policy of carbon neutrality.	2022	E	£	Enabling	Graham Parrott	Consultants have been appointed to produce the SPD. The SPD should be adopted by Spring/Summer 2022 Note - A Dunsfold Park Garden Village SPD is being produced which will cover sustainable development, design and climate change mitigation as strategic considerations for the site.
B12	Produce a sustainability checklist for the use of officers and members for the review of planning applications in order to ensure that full account is taken of all criteria in relation to the consideration of planning applications.	2021	S	£	Enabling	Sally Busby	work on this not yet started due to resourcing issues within the team.
B13	Produce a checklist for developers to audit sustainability in planning applications.	2021	S	£	Enabling	Sally Busby	work on this not yet started due to resourcing issues within the team.
B15	Undertake an Energy study and develop a strategic approach to improving the performance of housing assets, in order to deliver the necessary levels of carbon reduction	2021		£HRA	H	Peter David	Work on this is currently ongoing. First draft expected early Dec21
B2	Evaluate the stock condition data held to ensure it is robust enough to inform plans for energy efficiency. Take remedial action on any short falls identified.	2022	D	£ HRA	M	Peter David	Investigating potential pilot scheme for ASHP conversion. Longer-term - Linked to the AMS Development and Energy Strategy
B3	Undertaken a stock condition / energy efficiency survey of all the senior living schemes to inform an asset management plan for the schemes	2022	D	£	L	Peter David	Largescale stock condition survey exercise planned for start Apr22
B4	Desktop modelling exercise to ascertain current private sector stock conditions, including use of data from Experian, English Housing Surveys and Energy Performance Certificates. This will enable us to identify areas of interest for planned programmes of works to meet the carbon neutral commitment.	2021	D	£40k	Enabling	Simon Brisk	This project is on hold as we have been advised the budget is no longer available.
B5	Review of Home Improvement policy for Private Sector Housing to increase the availability of grant aid for domestic energy efficiency schemes. Achieved by changes to list of eligible works and/or applicants' eligibility criteria.	2021	D	£	Enabling	Simon Brisk	The new Grant Officer position was not filled until March 2021 due to COVID-19 restrictions. Therefore the review of the Home Improvement Policy has been put back until late 2021.
B6	Work with Affordable Housing partners to meet climate change agenda in terms of incorporating good policy and practice on new affordable housing developments in Waverley.	2020	E	£	Enabling	Graham Parrott	Requirements to be incorporated into Sustainability Supplementary Planning Document Sharing good policy and practice with partners
B7	Work with landscape consultants to develop Climate Positive Design for new council homes, developing carbon off-set opportunities in the materials used in hard landscaping and plants in soft landscaping.	2020-ongoing	D	£	L	Louisa Blundell	The Sustainability Strategy and Climate Neutrality Action Plan are part of information included when procuring consultants and contractors to work on new build and refurbishment schemes. Also we are working with appointed consultants to deliver carbon off-set opportunities through soft landscaping. Working with Parks and Countryside to support adoption of emerging policies that will enhance the natural environment.

B8	Continue to provide EV chargers to new build homes and introduce to refurbishment projects. Future proof parking bays by installing infrastructure so additional chargers can be added.	2020-ongoing	D	££	Enabling	Louisa Blundell/ Kate Douglas	Provision of EV chargers are a condition of planning consents for new build homes. Review of employers requirements to include more detail in terms of specification for EVCP with implementation of back office functions where points are communal. Where practical EVCP will be included in the next phase of refurbishments of properties at Ockford Ridge. Infrastructure to be installed to ensure potential for future EVCP in bays within the next phase of development at Ockford Ridge (Site B). Requirements for EVCP and necessary infrastructure incorporated in development schemes at design stage.
B9	Review the design specifications for acquisitions and procurements to include opportunities to build carbon neutral homes – of Passivhaus standard or equivalent.	2022	D	£	H	Louisa Blundell	COMPLETED - Housing Overview and Scrutiny Committee has considered a report and recommendations by the Housing Design Standards Working Group. Recommendations endorsed by Executive on 7 September 2021. Review of employers requirements to reflect targets set in the action plan and new design standards to be completed and adopted early Q1 2022.
E1	Investigate viability and finance options of ground mounted solar PV in car parks and on Waverley land. Commission a feasibility study to include a business case including financing options for approval.	Jun-22	D	£15,000	M	Delma Bryant	A feasibility assessment will be tendered late 2021 to produce detailed costings and business cases to deliver solar canopies over 4 Waverley car parks. Report to be produced early 2022.
E2	Review renewable energy options in senior living units to increase renewable energy generation to 100% by 2030.	2021	D	££	L	Peter David	Linked to the AMS Development and Energy Strategy This will form part of the Asset Strategy review work currently taking place. The senior living buildings have been nominated for solar feasibility under the SCC solar potential project
E3	Undertake a feasibility study of an extensive (up to 2000 homes) PV (photovoltaic) panels and solar thermal installation programme.	2022	D	£ HRA	Enabling	Peter David	Linked to the AMS Development and Energy Strategy – TO BE DELETED
E4	Seek to purchase batteries to store electricity/ energy supplied overnight when it is cheaper. To supply offices or properties during the day or sell back to the National Grid. Explore opportunity to work with Pivot Power.	2022	D	££££	Enabling	Caroline Wallis	This project will not be offering direct carbon emissions and at this stage it has not been prioritised. Removed from the plan. - TO BE REMOVED
Page 5 of 8	Investigate and implement opportunities for community energy projects in conjunction with other stakeholders, including not-for-profit organisations	2023	E/S	£££	Enabling	Fotini Vickers	Continual engagement with Wey Valley solar CO-OP to discuss possibilities for community funded PV projects. currently exploring suitability of proposed leisure sites. A report outlining solar PV options will be brought to the Executive in early 2022. Supported Cranleigh PC in submitting a bid to the Rural Community Fund to explore the possibility of a district heating/ electricity generation system on CPC land.
GE1	Develop a strategy to provide incentives and support for local businesses to operate on a carbon neutral model.	2021	E	£	Enabling	Catherine Knight	Identified ARG funds to support Race to Zero campaign autumn 2021+ this will form part of the Economic Development Strategy 2022. Promote LoCase.
GE2	Develop a business award scheme to incentivise local businesses to become carbon neutral.	2022	S	£	Enabling	Catherine Knight	Due to resourcing constraints we will be unable to develop our own award schemes currently however we will promote business awards schemes to incentivise local businesses to become carbon neutral. (CREST/BIG Awards). Working with Inspiration Space to support small Carbon Trust accreditation project with small businesses 2021/22.
GE3	Support the national "Take The Jump" scheme and promote the behavioural change required to move to a net-zero carbon economy amongst Waverley staff and across Waverley.	2022	E	£	Enabling	Delma Bryant	Ongoing. Take the jump promoted to staff and councillors and promoted on social media.
L1	Work with Parish and Town councils and relevant not-for-profit organisations to encourage local food production via allotments and community Farms.	2021	E/S	£	Enabling		
L2	Investigate the opportunity to identify unused land that can be used for local food production.	2021	E/S	£	Enabling	Kate Douglas	Housing currently engaging with tenants on better use of gardens. The following strands have been developed: 1.Orchard development on our housing sites – (which may or may not lead to further food production) 2.Assisting tenant on new development sites with garden design with biodiversity in mind 3.Monitoring communal areas on our blocks on how tenants manage their raised beds etc
L3	Provide a badge system for local (less than 30 miles) producers of food.	2022	E/S	£	Enabling	Catherine Knight	Create a food map to support and promote local food suppliers, June 2021. Promote in brochure going to all households November 2021

L4	Adoption of policies that will enhance the natural environment such as: *Biodiversity strategy and action plan. *Pesticide policy with a view to phasing out the use of pesticides *Tree and Woodland management policy taking a sustainable approach to planting, provide succession for tree stock that are able to cope with future diseases and pests and opportunity to offset carbon.	2022	D	£	Enabling	Matt Lank	Pesticides Policy and Action Plan adopted in November 2020. Trial has started on SCC highways on non-pesticide based product. SCC highway main weed spray reduced to 1 spray. No pesticides used in playgrounds anymore and reductions in use of pesticides elsewhere in parks. Tree & Woodland Policy in drafting stage presently, with target adoption date February 2022. Biodiversity Policy is aimed for adoption Early spring 2022.
L5	Work with SCC to replace and renew the roadside verge with new and replacement plans, and the removal of stumps, refine grass cutting regime consistent with the highest biodiversity standards and promote rewilding.	2020	S	££££	Enabling	Matt Lank	Using learning from implementing 'No Mow May' trials, we are currently embarking on a project to revise all the grass cutting schedules again to better balance biodiversity against resident's needs. This will involve close working with SCC and aligning with their own biodiversity objectives.
L6	Support the Wey and Arun Canal Trust in the renovation and upgrade of the canal path.	2021	S	£	Enabling	Matt Lank	No real active involvement however support the trust with the planning process and agreeing easements across our land or selling land to help - ACTION TO BE DELETED
L7	Facilitate and support a multi-agency bid for some of the £33 million available for flood elevation schemes. Focus will be to utilise the concept of natural flood risk management achieving the objectives of lowering flood risk and planting trees and restoring marshland.	2021	S	£	Mitigating	Tinaz Erenler	Participate in Thames Valley Flood Scheme (A catchment approach to flood risk and climate resilience). Public consultation still running and no funding has been allocated yet.
O1	Work with SCC to map out opportunities for solar generation on Waverley assets and tree/hedgerow planting	2020	D	£	L	Fotini Vickers	COMPLETED - This work has now been completed by SCC and report has been shared with WBC. There was little potential identified for Solar Farms however rooftop solar appears to have more potential. Currently exploring options including community funded installations. A report outlining solar PV options will be brought to the Executive in early 2022.
O10	Cranleigh Leisure Centre - Carry out an energy audit to establish what work would be required to build the new leisure centre in Cranleigh as close to carbon neutral as possible. To include a step-by-step list of emissions versus costs.	2022-23	D	£	L	Tamsin McLeod	An initial energy audit has been completed, providing indicative options and costs. The council is aspiring to a low carbon new build and this principle will be incorporated into any designs for a new build.. The Passivhaus standard will also be considered, taking learning points from the first 2 Passivhaus leisure centres designed in the UK.
O11	Improvements in Energy Efficiency at Farnham Leisure Centre – Install a 90 kW Combined Heat and Power Plant. Project details provided by a technical report Installation of pool covers to reduce evaporation, heat loss from the pool will reduce the need for ventilation from the pool hall. Replace 12 showers in the members changing rooms with ones that have reduced flow rate. Fit insulation jackets on steel sand filters. Replace the existing pool hall and gym windows with new triple glazing with a double soft heat reflective coating. Review operation of AHU and explore more efficient options.	2022	D/E	Approx. £300k	L	Tamsin McLeod	No funding available during 2020/21. Energy efficiency measures are now being explored with Places Leisure. Due to the significant impact of COVID-19 on the leisure contract, further discussion needs to take place to determine the most viable options and the associated return, and then capital bids developed accordingly. PSDS Phase 3 bid has been submitted for the decarbonisation of FLC. Outcome will be known early 2022
O12	Haslemere Leisure Centre - Replace the existing Pool hall lighting with LED equivalents	2022	D/E	£	L	Tamsin McLeod	No funding available over the past year. Currently being discussed and explored with Places Leisure.
O13	Edge Leisure Centre - Replace the existing sports hall lighting with LED equivalents. The energy savings are likely to be on the region of 50%.	2021	D/E	£15k	L	Tamsin McLeod	COMPLETED
O14	Work with Housing contractors to modifying response times or batching of work in areas on specific days to reduce travel costs. Especially important for trades that only have one or two operatives.	2021-24	D/E	£	L	Heather Rigg	The main housing contractors are using systems which incorporate dynamic resource scheduling which will ensure appointments are allocated in the most cost effective way to reduce travel time, increase productivity and so reducing carbon emissions. Carbon emissions are now being provided quarterly to Sustainability team to track. Going forward for new contract all contractors have made promises that they will introduce electric/hybrid vehicles on to their fleet .

O15	Godalming Leisure Centre - Install a 90kw Combined Heat and Power Plant. Further work to be done on viability, specification and costing.	2023	D/E	£250k approx.	M - 150t	Tamsin McLeod	the CHP will not be considered as an option for boiler replacement any longer as it is not a technology that contributes to decarbonisation.
O16	Woolmer Hill Pavilion upgrade – improve energy performance of the building with a view to make it carbon neutral.	2022	D	£110k	L – 15t	Adam Holt	The project was paused due to the withdrawal of external grant funding. In June 2021 alternative funding was secured from the Surrey County Council Empty Property Fund and so the project is to be re-started with a target to complete by the end of 2022.
O17	Develop a plan to work with all existing contractors to reduce their carbon footprint from fuel consumption and make explicit their goals in terms of carbon reduction.	2021	S	£	L	Fotini Vickers	COMPLETED - This is being done through the procurement mechanism when opportunities arise either at contract break points when renegotiations take place or when technology changes.
O18	Modify procurement policies and present a revised procurement policy to Executive consistent with the promotion of sustainable and ethical trading for approval and implementation by January 2022.	2022	D	£	L	Patrick Tuite	Review the CPRs to ensure more robust carbon requirements including shifting the evaluation weighting for carbon implications to be as important as cost.
O2	Identify and resolve any barriers to use of existing Mod.Gov by all councillors and officers to access and use all committee papers electronically.	2021-22	D	£	L	Louise Fleming	Participation in council meetings from home during the pandemic has inhibited progression of this action as screen time previously given to viewing and marking up papers via modgov was, for some if not all councillors, given to accessing Zoom instead. As a result, the extent to which papers were accessed digitally reduced rather than increased. However, with the return of Councillors to the chamber for all public meetings both actions need to be progressed. Councillors will be offered training on MODGOV and encouraged to receive, read and mark up all of their papers digitally.
O21	Switch to green tariff at the end of the current energy procurement contract.	2021	D	£	L	David Alum	We had agreed a Green Basket arrangement with our supplier which would have seen us sourcing 50% of our energy from renewable sources as of October 2021. However they withdrew the proposition due to the overall price increases and the additional costs of green energy. They may re-launch in April 2022.
O23	Decarbonising the Memorial Hall - installation of an ASHP and a solar PV system partly funded from the PSDF	2022	D	££ approx. £145k	L	Fotini Vickers	Contractor appointed to carry out the work. Final completion date end of March 2022. External funding acquired for 70% of the project from PSDF and the remainder will be funded from existing resources.
O24	Develop a staff travel plan that will complement the business travel policy. The travel plan will consider a variety of travel options for staff including car clubs, zero carbon pool cars and active travel incentives.	2022	L	£	L	Thomas Lankester	This work is at discovery stages and it is hoped to have some proposals in place early 2022.
O3	Full Council and Standards Committee to consider proposals for transition to 100% electronic provision of agenda papers. Any accessibility issues to be identified and resolved by Equality Impact Assessment.	2021	D	£	L	Louise Fleming	The Council's Corporate Strategy includes the following commitment: '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.'
O4	Rethink Pilot - work with SCC to nudge behaviour to consider alternative ways for staff to travel to get to work.	2021	E	£	L	Tom Lankester	Not yet started, related to O24
O5	Investigate the option of ULEV pool cars for business use and promote behavioural changes.	2022	D	££	L	Tom Lankester	Capital bid for Zero carbon vehicles to be made for 2022-23. This will tie into the Travel Plan work that we are about to begin.
O6	Replacing Borough Hall lighting: 12 fluorescent tubes with LEDs, including connections and controls.	2020	D	£	L	David Copping	COMPLETED -No funding was available to implement this in 2020. The project has been awarded some of the Empty Homes Grant that will enable its implementation in 2021
O7	Optimise the parking software system to minimize necessity to print documents.	2020	D	££	L	Guy Coombs	COMPLETED
O8	Develop an Energy Performance Contract when procuring the new Leisure Centre management contract.	2023	D	£	M	Tamsin McLeod	To be explored as part of the contract specification work for 2023
O9	Conclude the lighting replacement programme in Car parks with one final car park	2020	D	£	L	Guy Coombs	COMPLETED
T1	In partnership with SCC pilot the installation of on street EV chargers to encourage residents and taxi drivers to switch to electric vehicles. Promotion of chargers once in place	2023	S	£	Enabling	Delma Bryant	In progress. 5 twin on street EV chargers have been installed in Farnham, Farncombe and Haslemere. Further 2 sites in Godalming have been proposed and will be consulted on late 2021. Options for phase 2 of the EV charger roll out have been discussed with town and parishes and further sites have been proposed.

T2	Review taxi licensing policy to encourage the use of ultra-low emission vehicles and introduce a maximum age limit for cars. Proposed targets are: From 1 January 2023 a new application to licence a taxi must be a ULEV. From 1 January 2027 new licences must only include zero emission vehicles (Consultation January - March 2020)	2020-21	D	£	Enabling	Paul Hughes	COMPETED Review of taxi policy completed. New policy effective from 01 April 2021 which has introduced: From 01 January 2024 a vehicle submitted for a new application must be a ULEV as defined by the Vehicle Certification Agency. From 01 January 2031 Waverley will only accept new and renewal applications for vehicles that are ULEV
T3	Upgrade of the Eastern boundary footpath to be carried out. Path to be widened with sensitive lighting to improve access for all users and promote alternative transport options between North Farnham and the main central area. The footpath will connect to the current Southern boundary footpath.	2020-23	E	Initial budget £500k+ £170k	Enabling	Tom Lankester	£170k identified for construction. £25k + £30k identified for ground and tree surveys, design and detailed costing. Additional SANG (Thames SPA) and DfT Active Travel Capital Funding bid options available. Proposed to Farnham Infrastructure Programme as an element of the programme's 'Medium Term Interventions'.
T4	Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centres are connected by dedicate cycle routes. Guildford- Godalming Greenway Farnham Cycleway Downs Link	2020-23	E	£340k for LCWIP development £420k – initial budget for Godalming Gateway	Enabling	Tom Lankester	SCC has rescheduled development of a Local Cycle and Walking Infrastructure Plan (with WBC contribution) to start in Q4 of FY 21/22. Stage 1 funding split with SCC agreed (£20k from WBC approved). Supporting data and analysis carried out for Farnham. This data has been loaded to the WBC GIS (Statmap) to support Planning. Training of local groups in Haslemere, Godalming carried out. Data gathering started for Wonerish and Cranleigh options being explored. Godalming-Guildford Greenway now in public consultation. £200k Cil funding available, S106 funding opportunities identified an earmarked with SCC TDP.
T5	Phase 2 of the EV charger roll out in Waverley owned car parks to encourage the switch to electric vehicles.	2022	D	£112K	Enabling	Delma Bryant	Phase 1 completed. Four chargers now installed in Godalming, Farnham, Haslemere and Cranleigh. Phase 2 has commenced. Sites are currently being assessed. The target is to install 5 fast chargers and 3 rapid chargers. Two of the chargers potentially in Leisure Centre car parks.
T6	Introduce differential parking charges to incentivise electric car users.	2021	D	£	Enabling	Richard Homewood	Proposals for differential parking charging for electric vehicles rejected by Full Council on 22 September -Action to be removed
W1	Investigate feasibility of a community composting scheme to reduce the necessity of garden waste collection	2022	D	£	Enabling	Richard Homewood	No progress to date due to staff resources and pressure of responding to effects of Covid-19 on mainstream waste services.
W2	Introduce the kerbside collection of textiles & WEEE to promote recycling and reduce the need for residents to drive to bring sites.	2021	D	££	Enabling	Richard Homewood	Proposed kerbside collection arrangements agreed by Exec. Working with Biffa to launch the scheme. Kerbside Textile and WEEE collections due to start on 6 December 2021.
W3	Develop a plan for becoming a zero waste borough through encouraging waste reduction and reuse as well as recycling both in respect of domestic waste and commercial and industrial waste.	2022	L	£	Lobbying	Richard Homewood	Proposal for a task and finish group to work on a zero waste strategy under consideration. Need to await the outcome of current Government consultation on the National Waste Strategy and to work with Surrey County Council on their future waste disposal arrangements both of which will dictate the shape of Waverley's waste strategy.
B16	Dunsfold Park Garden Village SPD - covering high level masterplan principles and design coding for the new settlement. Sustainability is at its core and should flow throughout the document	Feb-22	E	£100,000 - capacity funding	Enabling	Sarah Wells	Allies & Morrison LLP have been appointed to undertake the document. Early stakeholder engagement has commenced and a project plan agreed to meet the February 2022 adoption date.
GE4	Aiming to upskill 36 - 70 SMEs businesses through Carbon Literacy Training to help reduce their carbon emissions. training will be delivered by Inspiration Space.	2022	S	£15k	enabling	Catherine Knight	Just awaiting approval of the funding.
O25	Develop detailed feasibility studies of our Leisure centres to identify viable energy efficiency projects that are "funding ready"	Mar-23	D	£15,000	L	Tamsin McLeod	
O26	Develop detailed feasibility studies of our pavilions and rangers offices to identify viable energy efficiency projects that are "funding ready"	Mar-23	D	£	L	Nick Laker	

O27	investigate options to decarbonise the Depot in partnership with Biffa, by carrying out an energy audit	Mar-23	D		L	Richard Homewood	
E	Investigate viability and finance options of rooftop solar PV, with approximate capacity 300kwp, on a number of leisure centres. Prepare business case including financing options for approval and installation	Aug-22	D	£	30t CO2	Fotini Vickers	
O28	Explore options for decarbonising the Biffa fleet that will include the use of biofuel and electric vehicles. A report to be presented to Executive with costed proposals.	Mar-23	D			Richard Homewood	
T7	Implement a DEFRA funded programme with other local authorities in Surrey, through the Surrey Air Alliance, to encourage taxi and PHVs drivers/operators to take up EVs.	Mar-23	E	£	Enabling	Jeanette Guy	Currently awaiting DEFRA approval for specific project
GE5	Promote the EM3 LEP low carbon business support function and one to one consultancy advice with a new green specialist associate.	2022		£		Catherine Knight	
O29	New Cranleigh Leisure centre design to minimum Passivhaus standard and assess the level of carbon reductions possible.	2023	D	££	H	Tamsin McLeod	

Waverley Borough Council's Strategic Response to the Climate Emergency

Carbon Neutrality Action Plan 2020 – 2030

2022 Updated Version



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Foreword from the portfolio holder

Dear Waverley resident

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

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

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

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

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

Best wishes



Steve Williams, Portfolio Holder for Environment & Sustainability

Glossary

BEIS – Department for Business, Energy and Industrial Strategy

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

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

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

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

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

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

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

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

NIL – National Infrastructure Levy

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

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

SCATTER – Setting City Area Targets and Trajectories for Emission Reduction

SCC – Surrey County Council

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

Executive Summary

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

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

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

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

Waverley Borough's overall carbon footprint was 565 ktCO₂e in 2019. This comprises domestic, transport emissions, as well as emissions from the industrial and commercial sector. An element of offset emissions from land use, land use

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

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

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

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

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

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

Introduction and purpose

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

The council:

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

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

Policy Contexts

Global

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

prevent dangerous anthropogenic interference with the climate system" (Article 2). In 2015 196 states signed the Paris Agreement which committed to dealing with greenhouse gas mitigation, adaptation, and finance. Under the Paris Agreement, each country must determine, plan, and regularly report on the contribution that it undertakes to mitigate global warming. In November 2021 200 countries took part at COP 26 in Glasgow and agreed to phase down coal and agreed policies that will keep the 1.5C temperature rise within reach.

National

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

Local

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

Emission baseline and projections

Organisational baseline

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

provision, we have increased the service provision in several areas and by 2015 we have managed to maintain our absolute carbon emissions at the same level as in 2008. We do recognise that more action is required now to rapidly move to a carbon neutral council. In 2015 the council's carbon emissions were 5,172tCO₂e tonnes (t) CO₂e and this is the year which we will measure the progress of this action plan against. As shown in Figure 1, the majority of the council's emissions come from outsourced services and buildings.

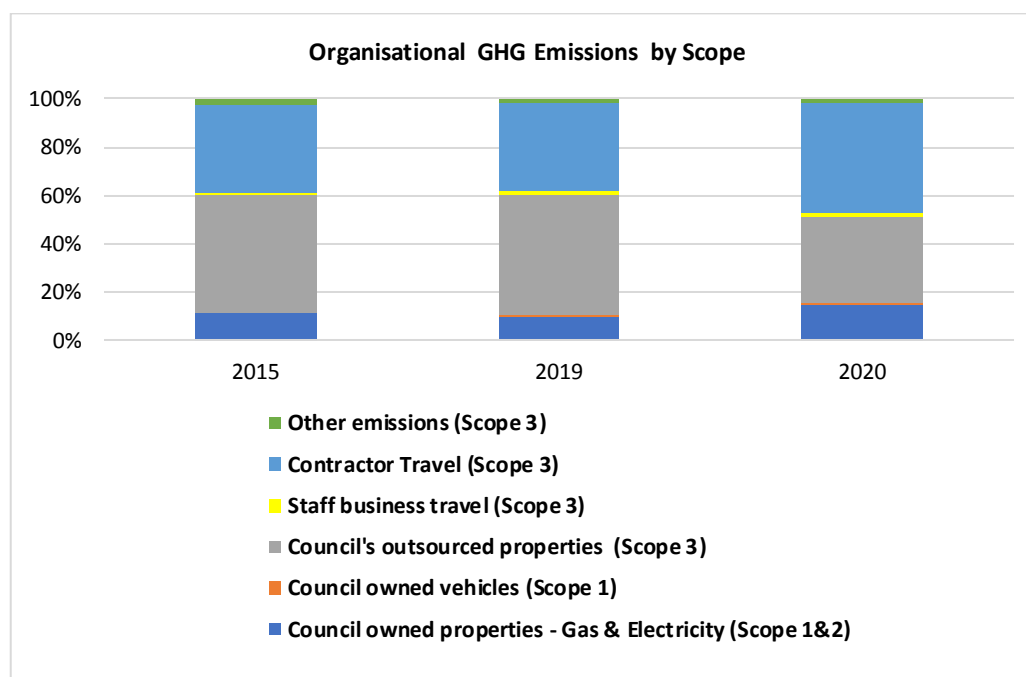


Figure 1. Organisational emission (non domestic)

Council Housing emissions

The council's carbon responsibilities are not limited to non-domestic emissions. It also owns 4861 social housing units and has responsibility to manage and maintain them. Although the council has control over the quality of the buildings, it has little control over how the tenants choose to live with regards to sustainability considerations. By using a Standard Assessment Procedure (SAP) methodology we are able to assess the energy performance of our social housing and set a baseline which we will use to measure improvements against. The emissions associated with the council's owned social housing in April 2015 were 11,983² t CO₂e. This figure represents the total carbon emissions based on standard assumptions for occupancy and behavior. It therefore does not represent the actual carbon output from social

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

housing. It is within Waverley's gift to retrofit council homes to make them as energy efficient as possible. An engagement programme will be developed to encourage more environmentally conscious behaviours in order to reduce energy consumption, thereby cutting energy bills.

Borough wide baseline

Waverley Borough's overall carbon footprint was 565 ktCO₂e in 2019. This comprises transport emissions (44%), emissions from the industry 6%, public sector 3%, commercial sector 8%), and domestic sector emissions (39%). Offset emissions

in the borough from land use, land use change and forestry (LULUCF) were 63 ktCO₂e. Despite the 33% tree coverage across Waverley land use offsets only a minority of the borough emissions.

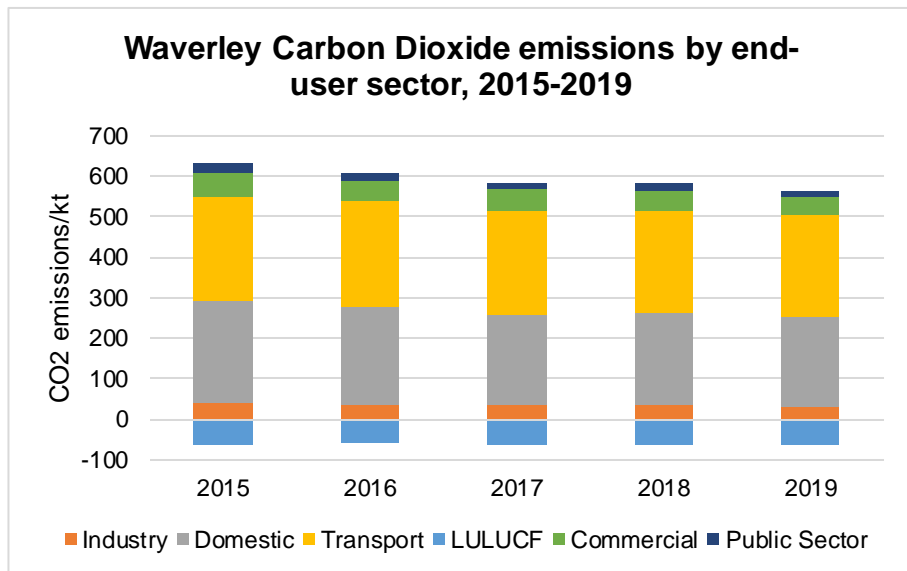
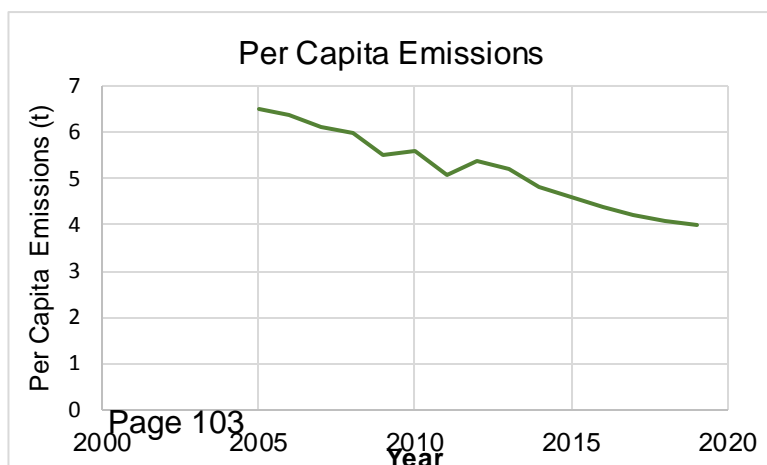


Figure 2. Carbon emission breakdown by sector

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

to measure the borough's carbon footprint is on an emission's per capita basis. This will demonstrate the



emissions in the context of a growing population. In Waverley the per capita emissions have been steadily reducing since 2005 as shown in Figure 3 and in 2015 they were 4.7tCO₂e and in 2019 this had reduced to 4tCO₂e.

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

Trajectory

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

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

Borough Wide targets

For Waverley to make a strictly proportionate contribution to the delivery of the Paris Agreement (2050 target) it should stay within a maximum cumulative “carbon budget” of 3.6 million tonnes (MtCO₂) for the period of 2020-2100. In order to remain within this “allowance” a carbon reduction programme of mitigation measures should be put in place to achieve a minimum 13.4% year on year carbon reduction. If the proposed trajectory is followed it will be possible to achieve carbon neutrality by 2041, with 5% of the budget remaining. This action will require, national and local action. It cannot be achieved by the local authority alone.

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

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

A key recommendation of the SCATTER report is that Waverley should encourage and deploy sustainable energy generation within the area and where possible influence national policy on this matter. Managing land use and land use change and forestry (LULUCF) to ensure CO₂ sequestration, where possible, is also a key recommendation. These conclusions are helpful in setting Waverley’s priorities over the next 10 years.

Table 1. Recommended area wide CO₂ reductions

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

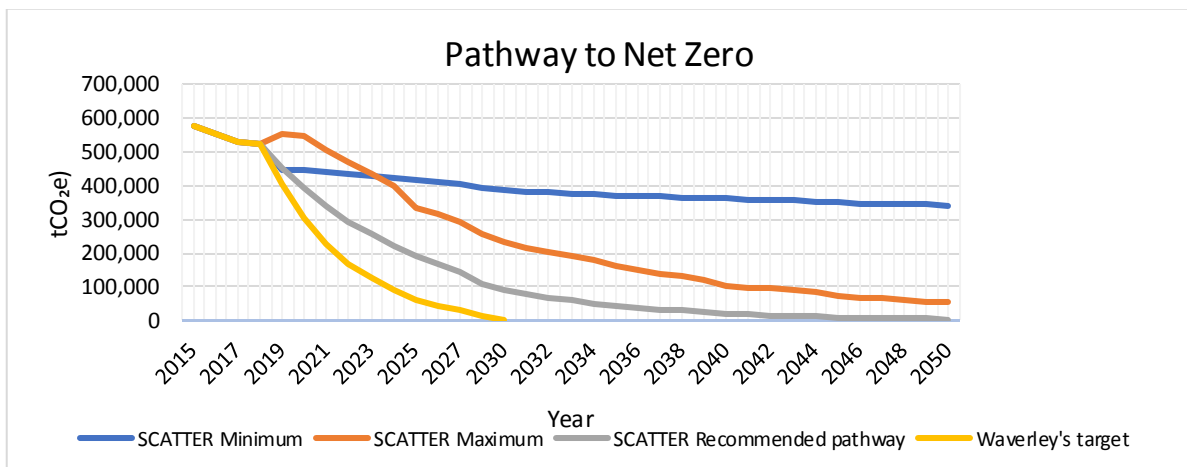


Figure 4. Borough wide pathways to net zero carbon

Organisational targets

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

In order to create an indicative reduction pathway for the councils own emissions in the past, we used the same methodology and principles presented by the SCATTER tool. Earlier this year we sought advice from APSE Energy to produce a more Waverley specific analysis of our baseline and trajectory. The analysis was based on industry expertise and rule of thumb assumptions and focused on Council assets and own fleet, including leisure centres and waste contract. The analysis assumes that a number of interventions will be implemented between 2022 and 2030 to minimise carbon emission as much as possible before offsetting is considered.

The biggest impact will be from decarbonizing heat in council assets, including leisure centres, by replacing gas boilers with heat pumps. In combination with other electricity reducing interventions and the gradual switch to electric vehicles for Waverleys own fleet a linear trajectory has been produced to indicate a more specific pathway to net zero carbon. Figure 5 below provides a trajectory should a programme is introduced to replace gas boilers with heat pumps.

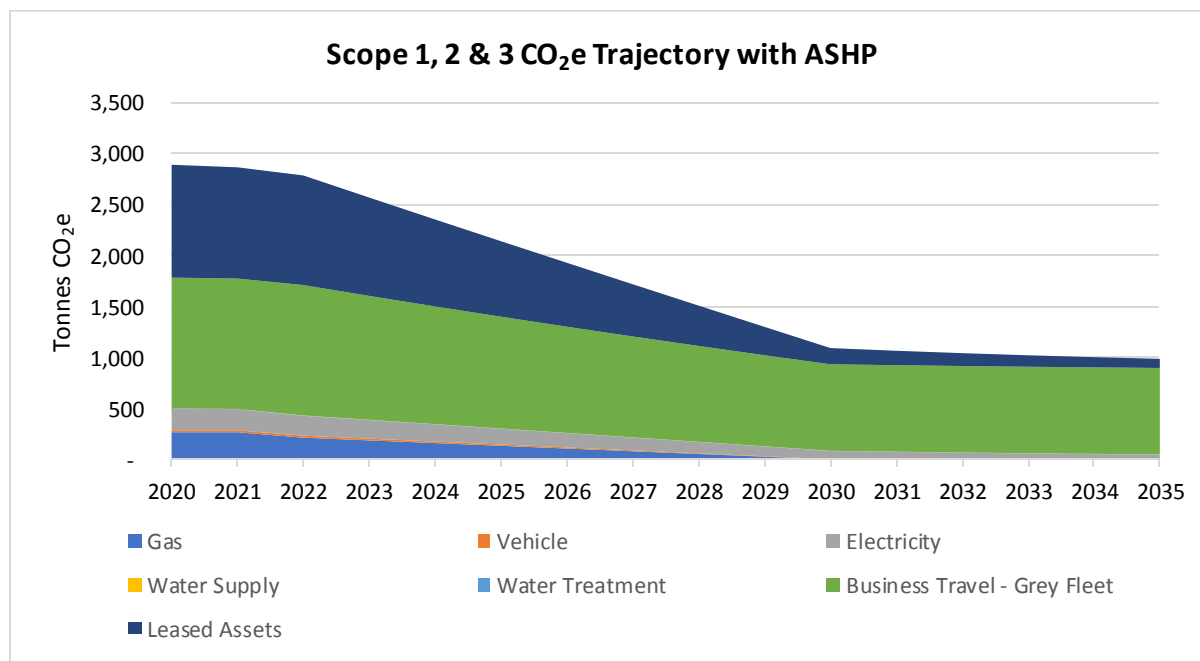


Figure 5. Trajectory with ASHP

Carbon offsetting and sequestration

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

The path to becoming a Carbon Neutral Council

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

Vision

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

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

³ Negative Emission Technologies:

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

The Council's role

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

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

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

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

Key priorities and targets

In order to identify the key priority areas for this action plan we have considered the responses to a public consultation, we have reviewed Surrey's Climate Change Strategy and also reflected on the recommendations from the SCATTER report. Ultimately, Waverley Councillors have set the strategic direction and officers have had an input on service specific capabilities. The seven key areas of focus as well as high level targets are outlined in this section.

1. Focus on Organisational Emissions

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

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

2. Focus on Active Travel and Air Quality

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

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

3. Focus on Energy Generation

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

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

	➤ Identify opportunities for and facilitate community power generation in the borough
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4. Focus on the Built Environment (Housing, Planning)

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

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

High level targets	<p>We will:</p> <ul style="list-style-type: none"> ➤ Aim to adopt Local Plan Part 2 by December 2021 enabling us to apply a stronger suite of development management policies to deliver more sustainable development; produce a Supplementary Planning Document that will support carbon neutral developments by Summer 2022; and review the Local Plan Part 1 in order to strengthen our planning policy requirements for sustainability by 2023. ➤ Ensure that explicit advice is provided to developers, consistent with our carbon neutral goal. ➤ Produce an Asset Management Strategy which will present a decarbonisation path for our existing council stock by December 2022 ➤ Ensure that all new council homes be carbon neutral by 2030 ➤ Adopt a new Affordable Housing Delivery Strategy by March 2022 that will set objectives for carbon neutral affordable housing delivery during the term of the Strategy. ➤ Secure the budgets to enable all new-build council homes and estate regeneration projects to be built or retrofitted to a carbon neutral standard. ➤ Work with partners to facilitate the retrofitting of all domestic buildings throughout the borough to carbon neutral standards.
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5. Focus on Waste and Resources

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

High level targets

- We will:
- Work with SEP and other partners to enable Waverley to become a zero waste borough, promoting reduction and re-use as well as recycling
 - Reuse, compost or recycle at least 70% of collected waste by 2030 in line with SCC Waste Strategy
 - Reduce residual household waste consistent with a 90% recycling rate, based on current waste targets.
 - Work with Surrey County Council and the Waverley community to implement a domestic waste strategy centered on circular economy principles and innovative approaches to waste reutilisation and recycling, aiming to achieve a 15% year-on-year reduction in residual waste over the period of this plan.
 - Work with partners to reduce the volume of commercial and industrial waste, a large proportion of Waverley’s waste stream, in line with the proposed reduction in household waste.
 - A Waste Strategy Task and Finish Group to develop a strategy consistent with our net zero carbon ambitions will be set up in 2022.

6. Focus on Land Use and Adaptation

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

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

High level targets

- We will:
- Produce and adopt a Biodiversity Strategy by 2022.
 - Produce a Tree and Woodland Management Policy and Action Plan by 2021 to establish the sequestering potential in the borough.
 - Produce a Greenspaces Strategy by 2022 taking into account the net zero commitment
 - Develop a Climate Change Adaptation Strategy that will outline how the council will put measures in place to minimise the impact of our changing climate.

7. Focus on Supporting a Green Economy

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

High level targets	We will:
	➤ Develop a strategy to provide incentives and support for local businesses to operate on a sustainable model and commit to becoming carbon neutral by 2030
	➤ Incorporate a preference for using local suppliers when procuring goods and services taking into consideration legal constraint within procurement rules
	➤ Encourage the development of small, local sustainable businesses in the borough as well as a culture for shopping locally

Actions

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

The action plan detailed in Annexe 1 contains 73 indicative short, medium and long-term actions which will contribute towards our carbon neutrality target. Each action is linked to the key priorities and targets outlined in the previous section. The role of the council in achieving each action is made clear and it defines the limitations of the successful delivery. There is also indication, in outline, whether those actions link to any other priorities of the corporate strategy.

A broad cost assumption has also been included in order to establish the magnitude of investment for each one. Low (£): £0- £50k, medium (££) is £50-£250, High (£££)

is £250- £1m and Very High (££££) is £1m+. As and when more specific costs are identified the plan will be updated with actual figures.

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

Embedding Change

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

We have:

- included considerations for carbon implications for all projects considered for capital investment by the Council.
- adopted a Climate Neutrality Communications Plan to engage with Waverley staff, council tenants and the wider Waverley residents

We will:

- change the culture of the organisation and the wider community by providing climate literacy training to all Staff and Councillors (by 2022)
- engage with all suppliers and contractors and partner organisations through service level agreements to encourage a net zero carbon approach in their service delivery
- amend the council's contract procurement rules to ensure that all bidders are required to assess and document all measures they are taking to reduce the carbon footprint of their operations. The goal of carbon neutrality will form part of any tender specification as well as the evaluation criteria (by 2022)
- set up a Citizens' Assembly to encourage public participation in shaping the climate emergency agenda, securing agreement to develop a boroughwide plan for a net zero carbon borough by 2030, making clear the actions for Waverley Borough Council in its leadership role within the local community. (by 2022)

Finance and Resources

Becoming a carbon neutral council is a corporate priority as is ensuring that Waverley is financially sound with infrastructure and services fit for the future. This plan will require significant financial investment. However, in many cases there will also be an associated return of investment from energy savings.

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

- Consider identified projects every year to coincide with capital budget setting. Whilst there are financial constraints, the council has developed a prioritisation methodology which covers a number of criteria including any ongoing revenue costs or savings, deliverability, the extent to which the proposed scheme meets the council's priorities and the environmental

credentials of the project. Invest to save capital projects are encouraged and supported particularly when achieving a revenue payback of 5 years or less.

- Support divesting the pension fund from fossil fuel companies in order to support the wider movement towards carbon neutral as well as avoiding the risk of medium-term losses through stranded assets.
- Investigate the use of Green Bonds to provide the capital impetus to decarbonisation of the council's social housing and municipal buildings.
- use of Power Purchase Agreements (PPAs) to fix the council's long-term energy costs whilst supporting community energy that retains wealth in the borough and guarantees renewable, zero-carbon power generation

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

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

Cost projections

Based on the trajectory analysis carried out by APSE Energy an indicative forecast of the cost to achieving new zero carbon for Scope 1 and 2 emissions is of the region of £3million and the total amount of energy savings could be the equivalent of £100k per year.⁴

An estimated further £3.8 million is required to reduce the energy usage of leisure centres by installing heat pumps, the energy savings could be the equivalent of £150k per year.

⁴ APSE trajectory report

Programme management

To succeed in achieving carbon neutrality it is important to demonstrate leadership at the highest level. Good programme governance is key to making carbon neutrality effective in Waverley and therefore have put in place the following governance structure. That maintains a high level of commitment and management of this programme.

Executive Committee

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

Climate Emergency Board

A board has been established, to have overview of the delivery of the action plan as well as provide advice and make recommendations to the Executive on opportunities.

Climate Emergency Officers Group

The officers working group remains the vehicle to deliver this ambitious agenda. The members of this group are the individual project owners that are responsible for delivery of the projects within the action plan.

Annual progress



This action plan is intended to be a live document and will be updated frequently as required. An update of the action plan will be presented to Executive and Services O&S Committee annually with the next update scheduled for October 2022 in order to align with budget setting processes for the following year.

Annexe 1 – Indicative Action Plan




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

Short Term Actions – 2022-2023

Key focus area	No	Actions	Target date	Council's role	Indic. Cost	Carbon impact	Co-benefits
Organisational Emissions	O2	Identify and resolve any barriers to use of existing Mod.Gov by all councillors and officers to access and use all committee papers electronically.	2022	D	£	L	G
	O3	Through our enhanced use of technology we can also reduce our reliance on paper by largely phasing out printed agendas and reports continuing and enhancing suitable arrangements where appropriate. Any accessibility issues to be identified and resolved by Equality Impact Assessment.	2022	D	£10k	L	G
	O4	Rethink Pilot - work with SCC to nudge behaviour to consider alternative	2021	E	£	L	







		ways for staff to travel to get to work.					
O5		Investigate the option of ULEV pool cars for business use and promote behavioural changes.	2020	D	£	L	
O8		Develop an Energy Performance Contract when procuring the new Leisure Centre management contract	2022-23	D	£	M	
O10		Cranleigh Leisure Centre – Incorporate Passivhaus design as a minimum in the specification of the new cranleigh Leisure centre.	2022	D	££	L	
O11		<p>Improvements in Energy Efficiency at Farnham Leisure Centre –</p> <ul style="list-style-type: none"> • Installation of pool covers to reduce evaporation, heat loss from the pool will reduce the need for ventilation from the pool hall. • Replace 12 showers in the members changing rooms with ones that have reduced flow rate. • Fit insulation jackets on steel sand filters. • Replace the existing pool hall and gym windows with new triple glazing with a double soft heat reflective coating. <p>Review operation of AHU and explore more efficient options.</p>	2022	D/E	Approx. £300k	L	
O12		Haslemere Leisure Centre - Replace the existing Pool hall lighting with LED equivalents	2022	D/E	£	L	
O14		Work with Housing contractors to modifying response times or batching of work in areas on specific days to reduce travel costs. Especially important for trades that only have one or two operatives.	2021-24	D/E	£	L	
O16		Woolmer Hill Pavilion upgrade – improve energy performance of the building with a view to make it carbon neutral.	2021	D	£110k	L – 15t	






O17	Develop a plan to work with all existing contractors to reduce their carbon footprint from fuel consumption and make explicit their goals in terms of carbon reduction.	2021	S	£	L	
O18	Modify procurement policies and present a revised procurement policy to Executive consistent with the promotion of sustainable and ethical trading for approval and implementation.	2022	D	£	L	
O21	Switch to green tariff at the end of the current energy procurement contract.	2022	D	£	L	
O23	Decarbonising the Memorial Hall - installation of an ASHP and a solar PV system partly funded from the PSDF	2022	D	££ £145 K	L	
O24	Develop a staff travel plan that will complement the business travel policy. The travel plan will consider a variety of travel options for staff including car clubs, zero carbon pool cars and active travel incentives.	2022	L	£	L	
O25	Develop detailed feasibility studies of our Leisure centres to identify viable energy efficiency projects that are "funding ready"	2022	D	£ £15K	L	
O26	Develop detailed feasibility studies of our pavilions and rangers offices to identify viable energy efficiency projects that are "funding ready"	2022	D	£	L	
O27	Investigate options to decarbonise the Depot in partnership with Biffa, by carrying out an energy audit	2022	D	£	L	
O28	Explore options for decarbonising the Biffa fleet that will include the use of biofuel and electric vehicles. A report to be presented to Executive with	2022	D	£	L	

		costed proposals.					
Active Travel and Air Quality	T1	In partnership with SCC pilot the installation of on street EV chargers to encourage residents and taxi drivers to switch to electric vehicles. Promotion of chargers once in place	2023	S	££	Enabling	
	T3	Upgrade of the Eastern boundary footpath to be carried out. Path to be widened with sensitive lighting to improve access for all users and promote alternative transport options between North Farnham and the main central area. The footpath will connect to the current Southern boundary footpath.	2020-23	E	Initial budget £500k + £170k	Enabling	
	T4	Develop and implement plans for a network of cycle routes across Waverley, in partnership with Surrey County Council, ensuring that by 2030 all towns and main population centers are connected by dedicate cycle routes. <ul style="list-style-type: none"> • Guildford- Godalming Greenway • Farnham Cycle way • Downs Link 	2020-23	E	£420k – initial budget Total cost ££££	Enabling	 
	T5	Continue the roll out of EV chargers in Waverley owned car parks to encourage the switch to electric vehicles.	2021	D	£-££	Enabling	
	T15	Implement a DEFRA funded programme with other local authorities in Surrey, through the Surrey Air Alliance, to encourage taxi and PHVs drivers/operators to take up EVs.	2023	E	£	Enabling	
	Energy Generation	E1	Work with partners to install Solar Panels over Waverley owned car parks which can supply the lighting and EV chargers.	2022	D	£ £15K	M






	E2	Review renewable energy options in senior living units to increase renewable energy generation to 100% by 2030.	2022	D	£	L	H
	E5	Investigate and implement opportunities for community energy projects in conjunction with other stakeholders, including not-for-profit organisations	2023	E/S	£	Enabling	E
	E6	Investigate viability and finance options of rooftop solar PV, with approximate capacity 300kwp, on a number of leisure centres. Prepare business case including financing options for approval and installation	2022	D	££	L 30t CO2	
Built Environment	B1	Develop plans for alternatives to individual gas boilers in new and existing Council homes, based on a pilot scheme.	2022	D	£HRA	L	H
	B2	Evaluate the stock condition data held to ensure it is robust enough to inform plans for energy efficiency. Take remedial action on any short falls identified.	2022	D	£ HRA	M	H W
	B3	Undertaken a stock condition / energy efficiency survey of all the senior living schemes to inform an asset management plan for the schemes	2022	D	£	L	H W
	B4	Desktop modelling exercise to ascertain current private sector stock conditions, including use of data from Experian, English Housing Surveys and Energy Performance Certificates. This will enable us to identify areas of interest for planned programmes of works to meet the carbon neutral commitment.	2022	D	£40k	Enabling	H
	B5	Review of Home Improvement policy for Private Sector Housing to increase the availability of grant aid for domestic energy efficiency schemes. Achieved by changes to list of eligible works and/or applicants' eligibility criteria.	2022	D	£	Enabling	H W
	B6	Work with Affordable Housing partners to meet climate change agenda in terms of incorporating good policy and practice on new affordable housing	2022	E	£	Enabling	H W P


		developments in Waverley.						
	B7	Work with landscape consultants to develop Climate Positive Design for new council homes, developing carbon off-set opportunities in the materials used in hard landscaping and plants in soft landscaping.	2020-ongoing	D	£	L	H	P
	B8	Continue to provide EV chargers to new build homes and introduce to refurbishment projects. Future proof parking bays by installing infrastructure so additional chargers can be added.	2020-ongoing	D	££	Enabling	H	P
	B9	Review the design specifications for acquisitions and procurements to include opportunities to build carbon neutral homes – of Passivhaus standard or equivalent.	2022	D	£	H	H	P
	B10	Review of Design Awards criteria to place greater emphasis on sustainability goals.	2021	S	£	Enabling	H	P
	B11	Produce a Sustainability Supplementary Planning Document (SPD) that will support developments consistent with the policy of carbon neutrality.	2021	E	£	Enabling	H	P
	B12	Produce a sustainability checklist for the use of officers and members for the review of planning applications in order to ensure that full account is taken of all criteria in relation to the consideration of planning applications.	2021	S	£	Enabling	H	P
	B13	Produce a checklist for developers to audit sustainability in planning applications.	2021	S	£	Enabling	H	P
	B15	Undertake an Energy study and develop a strategic approach to improving the performance of housing assets, in order to deliver the necessary levels of carbon reduction	2022	D	£	H	H	P
	B16	Dunsfold Park Garden Village SPD - covering high level masterplan	2022	D	££	Enabling	H	P

		principles and design coding for the new settlement. Sustainability is at its core and should flow throughout the document			£100K	ng	
Waste and Resources	W1	Investigate feasibility of a community composting scheme to reduce the necessity of garden waste collection	2022	D	£	Enabling	
	W2	Introduce the kerbside collection of textiles & WEEE to promote recycling and reduce the need for residents to drive to bring sites.	2021	D	££	Enabling	
	W3	Develop a plan for becoming a zero waste borough through encouraging waste reduction and reuse as well as recycling both in respect of domestic waste and commercial and industrial waste.	2022	L	£	Lobbying	
Land Use and Adaptation	L1	Work with Parish and Town councils and relevant not-for-profit organisations to encourage local food production via allotments and community Farms.	2022	E/S	£	Enabling	 
	L2	Investigate the opportunity to identify unused land that can be used for local food production.	2022	E/S	£	Enabling	 
	L3	Provide a badge system for local (less than 30 miles) producers of food.	2022	E/S	£	Enabling	
	L4	Adoption of policies that will enhance the natural environment such as: <ul style="list-style-type: none"> Biodiversity Strategy and action plan. Tree and woodland management policy, taking a sustainable approach to planting, provide succession for tree stock that are able to cope with future diseases and pests and opportunity to offset carbon. 	2022	D	£	Enabling	
	L5	Implement PlantLife No Mow May initiative in line with review of pilot. Work with SCC to align our biodiversity policies.	2022	S	£	Enabling	



	L7	Facilitate and support a multi-agency bid for some of the £33 million available for flood elevation schemes. Focus will be to utilise the concept of natural flood risk management achieving the objectives of lowering flood risk and planting trees and restoring marshland.	2022	S	£	Adaptation	
Green Economy	GE1	Develop a strategy to provide incentives and support for local businesses to operate on a carbon neutral model.	2021	E	£	Enabling	
	GE2	Develop a business award scheme to incentivise local businesses to become carbon neutral.	2022	S	£	Enabling	
	GE3	Support the national "Take The Jump" scheme and promote the behavioural change required to move to a net-zero carbon economy amongst Waverley staff and across Waverley	2021-ongoing	E	£		
	GE4	Aiming to upskill 36 - 70 SMEs businesses through Carbon Literacy Training to help reduce their carbon emissions. training will be delivered by Inspiration Space.	2022	S	£ £15K	Enabling	
	GE5	Promote the EM3 LEP low carbon business support function and one to one consultancy advice with a new green specialist associate.	2022	S	£	Enabling	

Medium Term Actions 2024-2026

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

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

Long Term Actions 2027-2030

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

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WAVERLEY BOROUGH COUNCIL

SERVICES OVERVIEW & SCRUTINY COMMITTEE

24 JANUARY 2022

Title:

Affordable Homes Delivery Strategy- to approve strategy for consultation

Portfolio Holder: Cllr Anne-Marie Rosoman
Portfolio Holder for Housing

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

Key decision: Yes

Access: Public / **Exempt / Part Exempt**

1. Purpose and summary

1.1 Officers are asking the Services O&S Committee to note the proposals in the draft Affordable Homes Delivery Strategy and supporting evidence studies to be published for public consultation between 27 January and 24 February 2022 and give feedback/ comment.

2. Recommendation

It is recommended that the Services O&S Committee notes the draft Affordable Homes Delivery Strategy and supporting evidence studies to be published for public consultation between 27 January and 24 February 2022 and gives feedback.

3. Reason for the recommendation

To have an Affordable Homes Delivery Strategy which is fit for purpose and sets out our priorities for new affordable homes in the borough.

4. Background

4.1 The Council works with a range of partners to maximise opportunities for new affordable housing, both as a provider and enabler of affordable housing. The strategy will encompass our work to build new homes to meet the increasing level of need in Waverley, through our own new build programme and through our close partnership working with other affordable housing providers.

4.2 The current Housing Strategy 2018-23 is still active. In 2021 the Executive tasked Officers with developing a new and ambitious strategy, focused on the delivery of new homes by the Council and other affordable housing partners. The new strategy will run for a three-year period from April 2022 to March 2025.

- 4.3 Two studies have been commissioned to provide an evidence base to support the strategy. These studies are now complete and findings were presented to Members at a briefing on 07.12.21:
- (a) The Waverley Housing Affordability Study (Justin Gardner Consulting / Icen) considers affordability for the end user and reveals a stark picture of affordability in Waverley.
 - (b) The First Homes Viability Update (Three Dragons) considers the viability of delivering affordable housing to the developer, taking into account national First Homes requirements and the cap on affordable rents proposed in the draft Affordable Homes Delivery Strategy.
- 4.4 Key themes *Build More – Build Better – Build for Life* have been developed with the Leader, Portfolio Holder and other Executive Members.
- 4.5 The strategy will respond to national and local changes to the affordable housing landscape since the last strategy was written. Locally, this will include the 2020-25 Corporate Strategy, Carbon Neutrality Action Plan and Climate Emergency Action Plan and the evolution of strategic sites such as Dunsfold Park. The strategy will also act on national changes, such as amendments to the National Planning Policy Framework, to affordable housing products including shared ownership and the introduction of new products; primarily First Homes. Consequently, one of the first actions of the strategy will be to update the Affordable Housing Supplementary Planning Document, in order to respond to these changes.
- 4.6 A draft objective of the new strategy is to cap Affordable Rents at 70% for 1 and 2 beds and 65% for 3 and 4 beds, to ensure that they are affordable to working people. The Housing Affordability Study and Viability Update support this approach.

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 The Affordable Homes Delivery Strategy supports the Corporate Strategy 2020-25 strategic priority *good quality housing for all income levels and age groups*, by *“delivering Waverley’s new Housing Strategy to ensure homes are the right homes in the right places and that they are truly affordable for those who need them”*.
- 5.2 The Strategy contributes to Outcome 7 of the Housing Delivery and Communities Service Plan: *Deliver new affordable homes: increase delivery of well designed, well-built affordable housing*.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The consultation will be carried out using existing staff resources and existing IT. Resources required to then achieve the aims of the strategy are listed in the Affordable Homes Delivery Strategy Action Plan. A sum of approximately £500 has been earmarked from the Enabling budget for formatting and designing the strategy, which will meet accessibility guidance.

Head of Finance Peter Vickers highlighted in his comments that we need to ensure numbers are joined up between the proposed rent levels with example(s) of how this will work for managing and maintaining houses to the standards suggested e.g. viability assessments to support these proposals; an indicative purchase/build cost for each type and the long-term financing costs; maintenance and management vs rental income.

For our own council housebuilding programme, costs in respect of financing the procurement of the properties to obtain them through either buying from developers or constructing them should be set out in the strategy or in the HRA Business Plan. Numbers to be demonstrated in a table to show that our goals are deliverable, including a net present value cashflow for each type.

6.2 Risk management

6.2.1. The Affordable Homes Delivery Strategy recommends implementing a reduced affordable rent policy ('Waverley Rent'). This will have an impact on the viability of developments and the tenure mix of homes that can be provided through Waverley's own housing developments, as it will for other affordable housing providers.

6.2.2. Maintaining the current affordable rent levels – i.e. 80% of open market rents, capped at Local Housing Allowance (LHA) – has its own risks. New rented units set at this level do not help working households on low incomes and create a disincentive for tenants currently receiving LHA to seek employment. If all households moving into new build affordable rents at 80% are in receipt of LHA, this makes the new community less of a mix of household types and less sustainable.

6.3 Legal

There are no direct legal implications associated with this report. The Affordable Homes Delivery Strategy will underpin the Council's delivery of its statutory and national policy requirements as an affordable housing provider, together with the other key functions of the Housing Delivery and Communities Service.

6.4 Equality, diversity and inclusion

Delivery of new affordable 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. An Equality Impact Assessment will be completed for the Affordable Homes Delivery Strategy.

6.5 Climate emergency declaration

The Affordable Homes Delivery Strategy commits to developing affordable homes which are both built sustainably and enable residents to live in a more environmentally sustainable way, now and for years to come. Throughout the life of the strategy we will explore new technologies and models of delivery to meet climate change commitments, in line with the Climate Change and Sustainability Supplementary Planning Document.

7. Consultation and engagement

- 7.1 Approval is sought to publish the draft Affordable Homes Delivery Strategy for a public consultation from 27 January to 24 February 2022, seeking views on the draft from a wide range of stakeholders including Town and Parish Councils, affordable housing providers, developers, residents (including those living in, or in need of, affordable housing), local businesses, employers and employees, Council staff, Surrey County Council, Police, Fire and Rescue, Clinical Commissioning Group and other relevant stakeholders.
- 7.2 Developers and affordable housing providers have been engaged in the development of the viability study which has informed the Affordable Homes Delivery Strategy.
- 7.3 The consultation will be publicised through the Council's social media platforms, Yammer, Cascade, consultation pages on our website and publications such as Waverley Homes and People, the Economic Development Team's Business e-newsletter and member bulletin, through the Council's Affordable Housing Provider Forum and circulated with private developers and our Town and Parish Councils. The strategy will be scrutinised at the Services O&S meeting on 24.01.22.

8. Other options considered

- 8.1 Strategic housing functions could continue to be co-ordinated until the end of the 2018-2023 Housing Strategy but this would not reflect current policy and the latest assessment of needs and so a new updated strategy would be preferable.

9. Governance journey

- 9.1 Executive meeting 18.01.22 to approve strategy for public consultation. To present to Services Overview and Scrutiny 24 .01.22. Adoption is currently scheduled for 26.04.22 Full Council.

Background Papers

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

CONTACT OFFICER:

Name: Alice Lean and Esther Lyons
Position: Housing Strategy and Enabling Managers
Telephone: 01483 523252 / 01483 523430
Email: alice.lean@waverley.gov.uk / esther.lyons@waverley.gov.uk

Agreed and signed off by:

Legal Services: 20.12.2021

Head of Finance: 23.12.2021

Strategic Director: Annie Righton & Management Board 14.12.2021

Portfolio Holder: Cllr Paul Follows signed off 23.12.2021

**Build More
Build Better
Build for Life
2022-2025**

**Affordable
Homes
Delivery
Strategy**

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Foreword from the Portfolio Holder and Leader of the Council

Dear Waverley Resident,

There are not enough *Locally Affordable Homes*¹ for those who need them. The cost of a home has increased and incomes have not kept pace.

That is why we have developed this new Affordable Homes Delivery Strategy to help us move closer to achieving our vision of homes to buy and rent for Waverley residents from all income levels and to lead by example in our response to the challenge of climate change.

This strategy sets out the key obstacles, opportunities and actions we will take towards addressing these issues through the creation of new Locally Affordable Homes, by ourselves and in partnership with our affordable housing providers in order to meet the needs of people living and working in Waverley.

Best wishes



Councillor Anne-Marie Rosoman
Portfolio Holder for Housing and Community Safety



Councillor Paul Follows
Leader of the Council

¹ Homes which are affordable to Waverley workers or low-income households living in Waverley (see Glossary).

Build more

We will build and help deliver more Locally Affordable Homes, by:

- BM1** **Increasing momentum** in the delivery of affordable homes, with ambitious targets across Waverley's own build programme and from other affordable housing providers
- BM2** **Innovative financing** using our financial flexibilities and assets as a local authority to fund more homes
- BM3** **Making most effective use of our planning powers**, utilising the full range of mechanisms available, and lobbying for better
- BM4** **Harnessing the power of partnerships**
Building upon our strong relationships, we will lever in experience, expertise and funding to deliver what our communities need

Build better

We will build and help deliver Locally Affordable Homes we can take pride in², through:

BB1 **Aligning new supply more closely with need**

Developments will be informed by a better understanding of changing needs across the borough. Planning decisions on type and tenure of new supply will be informed by robust, up-to-date evidence.

BB2 **Rethinking rents**

New homes built will cater for all income levels, including households on the lowest incomes. Good quality housing which people can afford is an enabler for positive life change. Conversely, rents which are too high will set households up to fail. We will introduce a cap on Affordable Rent levels for Waverley.

BB3 **Design to be proud of**

With our partners, we will create high quality homes in attractive environments³, promoting cohesive, inclusive communities. We want affordable housing to be a tenure of choice in Waverley – not the tenure of last resort.

BB4 **Synergy between services**

We will forge stronger links with Health, Adult Social Care, our Town & Parish Councils, housing providers and neighbouring councils. Together we can better understand what is working and what needs to change, to create homes that work for all of our community.

² [Pride or Prejudice, February 2019](#)

³ [Housing Design Standards for New Council Homes](#)

Build for life

We will build and help deliver affordable homes today for where we want to be tomorrow, with:

BFL1

Greener homes

Waverley has declared a Climate Emergency⁴. We aim to become a net zero carbon council by 2030⁵. We will develop affordable homes which are both built sustainably and enable residents to live in a more environmentally sustainable way, now and for years to come. We will explore new technologies and models of delivery to meet our climate change commitments.

BFL2

Places for people to belong

We will deliver inclusive, cohesive developments that enable communities to thrive for the wellbeing of the whole community. We will improve our understanding of customers' experiences, needs and expectations in a post-Covid world.

BFL3

Homes for all our lives

New development must reflect the diverse needs of our residents at all stages in their lives. We will collaborate more closely with Adult Social Care partners to build the right homes for older people and those with specialist needs.

BFL4

Homes for a stronger economy

We will support the local economy by building homes that local workers on low incomes can afford. This underpins the essential services that keep the borough going and the leisure and hospitality services we all enjoy. Locally Affordable Homes will be a vital building block in our economic recovery.

⁴ [Waverley Borough Council - Climate change strategy and action plan](#)

⁵ [Waverley Carbon Neutrality Action Plan 2020-2030.pdf](#)

Build more- action plan

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
BM1	To complete 400 new affordable homes over three years of which <ul style="list-style-type: none"> • 60 (15%) Waverley⁶ new build • 340 (85%) by other Affordable Housing Providers 	✓	✓	✓	Housing Strategy and Enabling Team Housing Development Team Affordable Housing Providers	<ul style="list-style-type: none"> • HRA⁷ Business Plan – New Build Affordable Homes Budget • Community Land Trust Grant DLUHC⁸ Grant • Homes England Grant 	Quarterly performance reporting on number of planning consents, starts on site and completions of Waverley and other affordable housing providers new homes against indicative target

⁶ Waverley Borough Council

⁷ Housing Revenue Account

⁸ Department for Levelling Up, Homes and Communities (formerly Ministry for Housing, Homes and Communities)

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
						<ul style="list-style-type: none"> Affordable housing provider private borrowing Recycled Capital Grant 	
BM2	To use our commuted sums to create added value, improved quality and/or improved affordability on at least one scheme per year	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Committed sum Homes England Grant DLUHC grant 	Conversion of WBC community room at Hadrians, Farnham into 2 x 1 bed flats, with DLUHC funding and commuted sum grant
	To use our own land/ underused assets for Waverley new affordable homes	✓	✓	✓	Housing Development Team	<ul style="list-style-type: none"> HRA Business Plan – New Build Affordable Homes Budget Committed 	<ul style="list-style-type: none"> Deliver eight homes at Queensmead, Chiddingfold Deliver five homes at Hartsgrove, Chiddingfold Deliver six homes at Pathfield A, Chiddingfold Deliver five homes at

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
						sums	Pathfield B, Chiddingfold <ul style="list-style-type: none"> • Deliver two homes at Turners Mead, Chiddingfold • Deliver four homes at Parkhurst Fields, Churt • Deliver 12 homes at Crossways Close, Churt • Deliver four homes at Aarons Hill, Godalming
BM3	To make recommendations to update Affordable Housing Supplementary Planning Document to take account of changing policy and practice	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> • Officer time 	SPD to include reference to rent caps and affordability initiatives
	To challenge every planning application that makes a viability case to reduce affordable housing				Housing Strategy and Enabling Team Planning	<ul style="list-style-type: none"> • Officer time • Viability panel framework in place 	To maximise affordable housing in the borough and demonstrate the Council's commitment and expectations regarding affordable housing.

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
	To facilitate independent scrutiny by a consultant from the Viability Panel Framework				Development Management Team		
	To lobby central government for policy change to support delivery of Locally Affordable Homes	✓	✓	✓	Head of Housing Delivery and Communities Communications Team	<ul style="list-style-type: none"> Officer time, using links with Homes England, CIH, DLUHC, Town and Country Planning Association and the Local Government Association 	To be fully engaged with national debate and be instrumental to positive change.
BM4	To explore options for new ways of working in partnership e.g. joint ventures	✓	✓	✓	Housing Development Team Housing Strategy and	<ul style="list-style-type: none"> Officer time 	Support emerging Community Land Trusts in Farnham and Haslemere following allocation of WBC Community Led Housing start up grant

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
					Enabling Team Affordable Housing Providers		Additionality by affordable housing providers funded by Homes England, with nomination rights to WBC

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Build better- action plan

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
BB1	To incorporate recommendations from the 2021 Affordability Study and update to viability assessment, formula template to inform local housing requirements	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> £16,000 from Housing Strategy and Enabling Budget 	Updated evidence base to support AHN1 to align supply more closely with need and take account of new policy, including First Homes
	Carry out at least one rural or Community Led Housing Needs Survey per annum	✓	✓	✓	Housing Strategy and Enabling Team Surrey Rural Housing Enabler	<ul style="list-style-type: none"> Rural Housing Enabler time (post part-funded by WBC) 	Annual rural update targeting Parishes with unmet need and bringing forward Rural Exception sites The Surrey Rural Housing Enabler to support community led homes, working with local communities who wish to develop their

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
							own housing projects
BB2	To introduce a rent cap for Affordable Rent levels in line with local incomes and affordability in the Tenancy Strategy and secure in s.106 agreements	✓			Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Officer time 	Subject to consultation a cap of 70% of market rents ⁹ on 1 and 2 beds and 65% of market rents on 3 and 4 beds is proposed.
BB3	To enable at least one scheme per annum with wheelchair accessible homes (M43 standard)	✓	✓	✓	Housing Strategy and Enabling Team Homechoice Team Housing Development Team	<ul style="list-style-type: none"> Ensure all affordable homes on new developments meet at least the Building Regulations M4 (2) Category 2 	To identify and quantify need for accessible homes and, incorporate into new schemes and secure via s.106 agreements.

⁹ Local market rents are calculated using the Royal Institution of Chartered Surveyors approved valuation methods.

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
					Affordable Housing Providers	Standard as required, under Policy AHN3 and Waverley Design Standards 2021, and secured in s.106 agreements	
	To engage with the Dunsfold Park Garden Village developer and affordable housing provider about our affordable housing requirements, to ensure high quality and affordability on this strategic	✓	✓	✓	Housing Strategy and Enabling Team Planning and Economic Development Service	<ul style="list-style-type: none"> Officer time 	Support and enable future provision of affordable housing at Dunsfold Park Garden Village.

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
	<p>development.</p> <p>To work closely with developers and Affordable Housing Providers at planning application and pre-application stage to ensure the location, size, type, tenure and design of new affordable homes meets need</p>	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Officer time 	<p>High quality new affordable homes built in a mix and layout that is tenure neutral and sustainable in the long term.</p> <p>Results of resident satisfaction surveys show 90% of new residents satisfied with their new home.</p> <p>30% affordable housing provision on qualifying sites met.</p> <p>Tenure of affordable housing on new developments meets recommended tenure split as set out in latest evidence.</p>

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
BB4	To develop stronger links with Health, Adult Social Care, Town & Parish Councils, housing providers and neighbouring councils	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Officer time 	<p>To facilitate quarterly meetings with Adult Social Care on housing issues.</p> <p>To Host bi-annual Affordable Housing Provider Forum</p> <p>To host and chair Surrey Enabling Officers Group, leading on sharing best practice on affordable housing delivery across authorities.</p> <p>Early consultation with Town & Parish Councils about affordable housing issues in their area.</p>

Build for life- action plan

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
BFL1	Meet Housing Design Standards 2021 ¹⁰ and promote environmental sustainability on every new Council development	✓	✓	✓	Housing Development Team	<ul style="list-style-type: none"> Officer time 	All new council homes will be subject to SAP 10 assessment methodology to deliver net zero carbon homes.
	Prepare and adopt Climate Change and Sustainability Supplementary Planning Document (SPD)	✓			Planning Policy Team	<ul style="list-style-type: none"> £30,000 budget to commission this work 	To optimise the sustainability of new affordable homes in Waverley, reflecting Waverley Design Standards 2021 and the Climate Change and Sustainability SPD.
BFL2	Engage residents through the planning process and take into	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Officer time 	New homes will reflect resident feedback and needs post-Covid.

¹⁰ https://waverleybc.sharepoint.com/sites/dem/_layouts/15/Doc.aspx?sourcedoc=%7BFBB7923C-96B0-409A-9133-48CCF4838347%7D&file=Housing%20design%20report_13th%20draft.docx&action=default&mobileredirect=true&DefaultItemOpen=1

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
	account feedback from recently completed schemes when planning new homes				Housing Development Team Planning Development Management Team		<p>New homes will meet the diverse needs of residents.</p> <p>Feedback from Affordable Housing Providers' own resident engagement is taken on board. Included in review of standards</p> <p>Waverley resident satisfaction surveys completed on all new build schemes six months after handover.</p> <p>Tenants Panel Representative engaged at early stage of scheme development.</p> <p>Rural satisfaction surveys completed.</p> <p>Areas for improvement identified and any</p>

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
							concerns addressed.
BFL3	To plan strategically for the development of a range of housing options for older people and people with specialist needs including Extra Care housing, dementia specialist care, and Autism, in partnership with Adult Social Care Commissioning team	✓	✓	✓	Housing Strategy and Enabling Manager	<ul style="list-style-type: none"> Officer time; work with partner agencies 	<p>Report to Exec the mix of homes delivered meets identified needs (in strategy progress reports)</p> <p>Site identified for at least one new build Extra Care Scheme</p> <p>Waverley to be lead Housing Authority represented on the Autism Workstream Group (led by Surrey CC)</p>
BFL4	To implement findings from the 2021 survey of local employers on the post COVID impact of housing costs on recruitment and retention of staff	✓			Housing Strategy and Enabling Team Economic Development Team	<ul style="list-style-type: none"> Officer time 	<p>Results included in Affordability Study and implementation of First Homes policy.</p> <p>Cap on Affordable Rent levels implemented, ensuring that low income working households can live and work in Waverley.</p>

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Glossary

Affordable Housing (NPPF Definition): the Government's definitions of 'affordable housing, affordable housing for rent, First Homes, discounted market sales housing and other affordable routes to home ownership' are defined in Annex 2 of the revised National Planning Policy Framework (NPPF) or any future guidance that replaces it, meaning housing for sale or rent for those whose needs are not met by the market.

Affordable Housing Provider means a registered provider of social housing within the meaning of Section 80 (1) of the Housing and Regeneration Act 2008, or alternatively a body providing affordable housing.

Affordable Rent affordable housing provided to households who are eligible for affordable rented housing and provided at a rent of no more than 80% of the local market rent (including service charges) and always below the Local Housing Allowance and where local market rents are calculated using the Royal Institution of Chartered Surveyors approved valuation methods.

AHN1 Affordable Housing on Development Sites

AHN2 Rural Exception Sites

AHN3 Housing Types and Size

Community Land Trust Democratic, non profit organisations that own and develop land for the benefit of the community.

Commuted Sum Payment in lieu, paid by a developer to the Council

Development Plan: The adopted suite of documents, which set out the parameters for all development in the Borough.

Extra Care Housing with care

First Homes First Homes are a specific kind of discounted market sale housing which are classed as 'affordable housing' for planning purposes. First Homes:

- a) must be discounted by a minimum of 30% against the market value;
- b) are sold to a person or persons meeting the First Homes eligibility criteria (see below);
- c) on their first sale, will have a restriction registered on the title at HM Land Registry to ensure this discount (as a percentage of current market value) and certain other restrictions are passed on at each subsequent title transfer; and,
- d) after the discount has been applied, the first sale must be at a price no higher than £250,000 (or £420,000 in Greater London).

Homes England: Homes England is the Government's national housing and regeneration agency for England. It provides investment for new affordable housing and to improve existing social housing, as well as for regenerating land. It is also the regulator for social housing providers in England.

HRA Housing Revenue Account, records expenditure and income on running a council's own housing stock.

Waverley Borough Council Local Plan Part 1: The new Local Plan is the overarching planning document for Waverley Borough and replaces the previous Local Plan and relevant Development Control Policies documents which were adopted in 2002. The new Local Plan sets out the planning strategy for the years up to 2032 to deliver the social, economic and environmental needs of the whole Borough, as well as looking beyond the Borough's boundaries.

Local Housing Allowance means the housing benefits scheme based on private market rents being paid by tenants in the broad rental market area and which do not exceed the maximum local housing allowance (or whatever benefits scheme is in place from time to time) and as set by the Valuation Office agency for the area of the Borough Council.

Local Plan: A plan for the future development of a local area, drawn up by the local planning authority in consultation with the community. In law, this is described as the development plan document adopted under the Planning and Compulsory Purchase Act 2004. A local plan can consist of either strategic or non-strategic policies or a combination of the two.

Locally Affordable Homes: Homes which are affordable to Waverley workers or low-income households living in Waverley, according to the Council's latest evidence source.

M4 (1) Category 1: Visitable Dwellings, Schedule 1 to Building Regulations 2010

M4 (1) Category 2: Accessible and adaptable dwellings, Schedule 1 to Building Regulations 2010

M4 (1) Category 3: Wheelchair User Dwellings, Schedule 1 to Building Regulations 2010

Material consideration: A matter that should be taken into account in deciding a planning application or on an appeal against a planning decision.

Modular Homes building structures assembled indoors in special factories.

National Planning Policy Framework (NPPF): The key document, introduced in March 2012 and last updated in February 2019, setting out Government policy in relation to planning in England. The NPPF is part of the Government's reforms to make the planning system less complex, more accessible and to promote sustainable growth.

Net Zero Carbon Homes a home responsible for emitting net zero in greenhouse gas emissions

Next Steps Accommodation Programme Government funding programme

Nomination Rights The right of the Council to nominate applicant who meets eligibility criteria

Passivhaus Buildings created to rigorous energy efficient design standards so that they maintain an almost constant temperature.

Planning Obligation: A legal agreement entered into under section 106 of the town and Country Planning Act 1990 to mitigate the impacts of a development proposal.

Recycled Capital Grant an internal fund within the accounts of an affordable housing provider used to recycle grant receipts

Rent Caps setting overall maximum rent levels

Rough Sleeper Initiative Funding Government funding to provide support for those rough sleeping

Rural Exception Sites Small sites used for affordable housing in perpetuity where sites would not normally be used for housing

SAP 10 Methodology and testing procedures used to calculate energy use in new residential developments

Section 106 Agreement: See *'Planning Obligation'*

Shared Ownership: Shared ownership is a mechanism for purchasing a property for those who cannot afford full home ownership. A percentage of the equity is purchased by means of deposit and mortgage. The retained equity is held by an Affordable Housing Provider (or similar). The owner takes out a lease, and pays rent on the retained equity. Generally initial purchases are 25-40% of the equity. Owners can usually purchase further shares of the property over time – this is known as “staircasing”.

Supplementary Planning Documents (SPD): Documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan.

Surrey Rural Housing Enabler Worker employed by Surrey Community Action to support new rural affordable homes

Tenancy Strategy sets out how social housing in an area is let and how long tenancies should be granted for

Tenure Neutral Design which promotes an inclusive, sustainable community

Viability In planning terms relates to the assessment of a development scheme to establish that favourable conditions regarding the financial aspects will enable development to proceed.