



Waverley Borough Council
Corporate Strategy 2020-2025

Year 1 Progress Report
(November 2021)

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Introduction

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

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

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

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

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

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

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

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

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

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

Cllr Paul Follows,

Leader of the Waverley Borough Council

November 2021

Year 1 Progress Report against Strategic Priorities

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

1. Financial Sustainability

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

Overview and Scrutiny: Policy O&S

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

Portfolio Holder Summary:

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

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

Our key priorities for the next eighteen months are:

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

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

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

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

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

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

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

2. Local, open, participative government

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

Overview and Scrutiny: Policy O&S

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

Portfolio Holder Summary:

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

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

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

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

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

Our key priorities for the next eighteen months are:

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

Cllr Andy MacLeod – Portfolio Holder for Planning Policy and Services

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

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

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

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

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

Overview and Scrutiny: Services O&S

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

Portfolio Holder Summary:

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

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

Our key priorities for the next eighteen months are:

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

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

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

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

4. Climate Emergency and the environment

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

Overview and Scrutiny: Services O&S

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

Portfolio Holder Summary:

Cllr Steve Williams – Portfolio Holder for Environment and Sustainability

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

Our key priorities for the next eighteen months are:

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

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

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

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

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

- Production of Tree and Woodland Management Policy

Cllr Andy MacLeod – Portfolio Holder for Planning

Our key priorities for the next eighteen months are:

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

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

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

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

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

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

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

Overview and Scrutiny: Service O&S

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

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

Portfolio Holder Summary:

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

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

Our key priorities for the next eighteen months are:

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

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

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

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

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

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

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

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

Overview and Scrutiny: Services O&S

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

Portfolio Holder Summary:

Cllr Andy MacLeod – Portfolio Holder for Planning Policy and Services

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

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

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

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

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

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

7. Major Projects

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

Overview and Scrutiny: Services O&S

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

Portfolio Holder Summary:

Cllr Andy MacLeod – Portfolio Holder for Planning Policy and Services

Our key priorities for the next eighteen months are:

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

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

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

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

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

Our key priorities for the next eighteen months are:

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

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

8. Health and wellbeing of our residents

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

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

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

Overview and Scrutiny: Services O&S

Portfolio Holder Summary:

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

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

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

Our key priorities for the next eighteen months are:

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

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

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

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

Our key priorities for the next eighteen months are:

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

Cllr Nick Palmer – Portfolio Holder for Operational and Enforcement Services

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

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

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

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

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

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

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

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

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

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

9. New Ways of Working

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

Overview and Scrutiny: Policy O&S

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

Portfolio Holder Summary:

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

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

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

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

Our key priorities for the next eighteen months are:

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

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

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

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

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

Our key priorities for the next eighteen months are:

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

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

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

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

10. Equality, Diversity & Inclusion

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

Overview and Scrutiny: Policy O&S

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

Portfolio Holder Summary:

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

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

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

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

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

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

Our priorities for the next eighteen months are:

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

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