

## Outturn Report for Service Plans 2011/12

Objective	Ref No	Actions	Comments
<b>Community Services</b>			
<b>To deliver a new leisure centre for Godalming</b>	<b>CS/01</b>	Maximise design opportunities to generate value for money for Waverley and ensure full completion on time and within budget.	The Leisure Centre will be open ahead of schedule and on budget.
<b>To increase access to leisure opportunities to improve the health &amp; wellbeing of all of Waverley's residents</b>	<b>CS/02</b>	To ensure the performance of the DC Leisure management contract for the Council's leisure centres is maximised for the benefit of all Waverley residents.  Deliver effective programmes and supports outreach services for vulnerable groups in our society such as MEND, Exercise Mobility, Walks for Health, Cardiac Rehabilitation.	WBC officers have continued to work in partnership with DC leisure and the NHS to deliver and increase awareness regarding the health promotion schemes such as Exercise Referral, Weight Management, Walks for Health and Cardiac Rehabilitation. Weekly visits are carried out to ensure standards are maintained and service requirements are met. There were 2,535 visits to our leisure centres for Exercise Referral/Cardiac Rehabilitation and 584 visits for weight management in 2011/12.
<b>To improve Community Safety in Waverley</b>	<b>CS/03</b>	Undertake a review of the delivery of Community Safety in Waverley alongside the current Surrey Community Safety Review and possible reduction of funding	The review is ongoing and Waverley is playing a key role in funding reviews at county level by attending the Safer & Stronger Communities Partnership Board. The results of this are also analysed at the Safer Waverley Partnership Strategy Group where priorities have been agreed.
	<b>CS/04</b>	Prioritise areas of work for the Community Safety Team to focus on in relation to the above review and budget implications.	As a result of the unclear financial funding arrangements this full review will now take place in 2012/13, with objective of implementing findings by the end of this financial year.
	<b>CS/05</b>	To promote cross team and agency working to deliver co-ordinated community and family support where required.	The 'Waverley Family Support Team' has now been set up. Team members from all agencies are supporting this exciting pilot project, the scheme will be evaluated later in 2012/13. Work continues on moving differing partner agencies into the The Burys to improve partnership working.
<b>To increase access to Waverley's cultural</b>	<b>CS/06</b>	Produce a Management contract for Waverley's cultural assets, detailing	The first of Waverley's cultural assets has been transferred to a partner organisations in line with the Culture SIG's

<p><b>assets by engaging with specialist providers and implementing clear and focused service expectations.</b></p>		<p>service expectation to create a more cohesive network of assets.</p>	<p>recommendations. The Maltings have taken a 3 year management agreement on the Museum of Farnham, it is felt that the bringing together of organisations such as this will improve visitor numbers and the visitor experience, the contract will be monitored carefully throughout its term This process will be used a a template for discussions on future reviews of service provision in our cultural field.</p>
<p><b>To improve the quality and value for money of Waverley's open spaces</b></p>	<p><b>CS/07</b></p>	<p>To decide on whether to renegotiate or re-tender the Ground Maintenance Contract (potentially as part of the wider waste and recycling procurement).</p>	<p>The decision was made to renegotiate the grounds maintenance contract with Glendale for a further seven years. Terms and conditions have been adjusted with the introduction of a financed performance management element to ensure contractor's approach to continual service level improvement. The extension will start in Nov 2012 and achieve an estimated saving of £80k in 2012/13 and a full year saving of £160k in 2013/14.</p>
	<p><b>CS/08</b></p>	<p>Increase the quality of Waverley's park and countryside open spaces with the adoption of the Open Space Strategy.</p>	<p>Report and background information has been completed. Awaiting adoption of Strategy. Green Flag application for 3 sites has begun.</p>
	<p><b>CS/09</b></p>	<p>Support sports clubs in the Borough to achieve greater autonomy over their facilities and club development.</p>	<p>New approach has been adopted and the transfer of control is being dealt with on a club by club basis.</p>
	<p><b>CS/10</b></p>	<p>To consolidate our open space and countryside land data to drive efficiencies and value for money through our land management responsibilities.</p>	<p>Mapping of all land assets owned by Waverley has now been completed. This information was instrumental in the renegotiation of our ground maintenance contract and has also highlighted areas for potential development in line with Waverley's Corporate Strategy.</p>
<p><b>To support voluntary and community sector to increase capacity and improve services for those most vulnerable in our society.</b></p>	<p><b>CS/11</b></p>	<p>Work with local communities and partners to support the delivery of residents' aspirations and the Council objectives.</p>	<p>The Grants Special Interest Group has looked in detail at those organisations supported financially by Waverley grants. Pilot schemes have now been created to introduce more detailed SLAs for our key voluntary partners to help align them with other potential funding streams and also clarify the outcomes of Waverley's financial support. Once these pilot schemes have been evaluated, later in the financial year 2012/13, the decision will be made as to whether this approach should be extended to other organisations.</p>

	<b>CS/12</b>	<p>To fully combine the Community Support team with the Careline team to provide a more seamless service for the customers.</p> <p>To develop a sustainable service for the future independent of current funds at risk, such as a reduction of Supporting People funding from Surrey County Council.</p>	<p>The Careline service has evolved to focus upon the emerging technology to aid independent living, with the creation of a dedicated Telecare Officer. This has seen a substantial increase in the introduction of this state of the art technology to help those most vulnerable in our society. We are at the forefront of delivery in Surrey and work closely with our partners to deliver this improved service.</p> <p>The Careline monitoring contract was re-tendered successfully improving service levels for our customers and being greater value for money for Waverley with a saving of £17,400 per year.</p> <p>Supporting people funding is to be reduced and we are carrying out a review to prepare for any reduction with the aim of ensuring our vulnerable clients are not inconvenienced or put at risk.</p>
<b>To effectively manage Waverley Training Services to improve local educational achievements within our communities.</b>	<b>CS/13</b>	Manage and monitor the use of the new centre in Godalming ensuring value for money by covering costs and improving lives by engaging with young people (NEET) (Not in employment education or training) within the Borough.	A Business Plan has been produced with clear Key Performance Indicators which are monitored on a weekly and monthly basis.
	<b>CS/14</b>	Manage the move from main contract holder to sub contractor for Employer Lead delivery (apprenticeships)	This has been completed with great success. The apprenticeship programme is now the most successful strand of service delivery for WTS.
<b>Customer, IT and Offices</b>			
<b>To achieve further efficiencies, savings and resilience by moving to a shared property management service with a partner authority</b>	<b>C&amp;O/01</b>	Report to the Executive on proposal for the transfer of property management service to a partner authority including any implications to staff	Asset Advisory Group (AAG) considered a report on original options for a shared Property Management Service with either Guildford, Chichester or Mole Valley in July 2011. The options for the future arrangements of the Council's Property Service are continuing to be investigated.
	<b>C&amp;O/02</b>	Begin monitoring of service level agreement through Asset Advisory Group (AAG)	Not relevant at this time.

<b>To further develop and implement the office rationalisation programme and new ways of working</b>	<b>C&amp;O/03</b>	Further develop and implement office accommodation rationalisation with a focus on establishing new ways of working	Office rationalisation programme to reflect organisation structure has been completed including new arrangements for Main Reception and improvements to Benefits service customer facilities. Roll out of Citrix for home working has facilitated home and remote working. Further income of £40,000 has been generated from Surrey Police for the rent of office space on the ground floor of the building.
	<b>C&amp;O/04</b>	Implement various measures to facilitate new ways of working, e.g. hot desking, quiet areas	
	<b>C&amp;O/05</b>	Establish standard desks to staff ratio at the Central Offices in line with emerging standards e.g. 3 desk to 5 staff	
<b>To review all property assets with relevant service heads to assess fitness for purpose, continuing need and condition leading to an agreed Service Property Asset Management Plan</b>	<b>C&amp;O/06</b>	Establish a phased programme for the review of services property assets. Asset Advisory Group (AAG) to monitor annual programme.	This is an on-going process. Countryside and Leisure have undertaken an asset review and Housing have their own arrangements and strategy.
	<b>C&amp;O/07</b>	Meet and develop with service heads to discuss outcomes of the review in accordance with phased programme.	Meetings regularly held between relevant service managers and Property Manager.
	<b>C&amp;O/08</b>	Service and community based Property Management Plans produced for consideration by the Asset Advisory Group	The Asset Advisory Group have considered and prioritised sites identified by services as being potential development sites. Leisure and Countryside in conjunction with the Estates and Valuation manager are now using a template lease for clubs and charitable organisations.
<b>To develop a shared working network infrastructure and improved Business Continuity arrangements</b>	<b>C&amp;O/09</b>	To monitor robustness and reliability of IT communication links with partner authorities to facilitate shared working.	A fast communications channel has been implemented for shared service delivery and is used for Waverley's hosted payroll service from Tandridge and for our business continuity arrangement with Mole Valley.
	<b>C&amp;O/10</b>	Test the transfer of data to the Council's mirrored site at Mole Valley District Council	Data is replicating across to the 'mirrored' site at Mole Valley on a mainly daily basis and the replication activity is being monitored.
	<b>C&amp;O/11</b>	To 'go-live' with improved Business Continuity processes following testing of arrangements with partner authorities	Arrangement for the 'mirrored' IT environment at Mole Valley is in place and data replication for all major services is operational.
<b>To critically examine expenditure on software systems and support to</b>	<b>C&amp;O/12</b>	Analyse existing software contracts termination dates, licences etc	Cost savings from support and maintenance contract reviews fed into the Star Chamber process for the 2012/13 budget. Certain software contracts were cancelled as a result of this

<b>identify potential cost savings</b>			work and £27,185 savings achieved in 2012/13. On-going work with partner authorities to secure benefits of joint procurement.
	<b>C&amp;O/13</b>	Collect comparative data on software contracts with partner authorities to identify anomalies and any potential for joint procurement	Data on software packages has been shared between Surrey authorities and contract renewals discussed at SCITO (Surrey Chief IT Officers) meetings. Joint procurement is occurring such as the iTrent Payroll system and the Hornbill Service Desk system shared by Mole Valley and Waverley.
	<b>C&amp;O/14</b>	Meet with software suppliers ideally with partners to seek improved conditions	We are working in partnership with other authorities and as software comes up for renewal we are consulting with other authorities. We are part of an IESE project negotiating with Northgate on behalf of a range of public sector organisations for improved software licence costs.
	<b>C&amp;O/15</b>	Report to IT Strategy Group	Outcomes have been considered as part of the budget process approved by the Executive and Council in February 2012.
<b>To implement the Council's Carbon Management Plan to reduce the Council's carbon emissions by 25% by 2015</b>	<b>C&amp;O/16</b>	Reduce Waverley's own emissions by Implementing the Carbon Management Plan. Involvement in major projects such as: 1. The development of the sustainability aspects of the Godalming Leisure Centre rebuild. 2. Specification of the new waste and recycling contract. 3. Specification of the new housing maintenance contract	All three of these initiatives have included significant sustainability measures among them the bio-mass boiler and PV panels at Godalming Leisure Centre, eco friendly vehicles being used for the new waste and recycling contract and sustainable and energy saving measures and sustainable materials within the Housing Maintenance contract.
	<b>C&amp;O/17</b>	Encourage CO <sub>2</sub> reductions in the wider Waverley Community and develop an overarching Climate Change Action Plan. Ongoing active membership of the Surrey Climate Change partnership. Specific areas of focus: 1. Education: Schools engagement to promote climate change. 2. To be part of the project team on the Housing PV installation project	1. Schools approached but there was no take up for Eco Schools initiative. However lesson plans were provided and distributed to 33 primary schools in Waverley. A schools drawing competition with a Clean Air Theme was successfully organised. 2. 460 housing properties were successfully installed with PV Panels. 3. Heatseekers have delivered insulation improvements to approximately 360 properties 4. This initiative is supported by the Council's Private Sector

		<p>3. Further development of the HeatSeekers insulation project</p> <p>4. Direct Waverley's participation in \ SHIP (Surrey &amp; Hants Improvement Partnership) programme that will facilitate community engagement.</p> <p>5. Specialist advice in the development of the LDF on climate change</p>	<p>Housing Team</p> <p>5. The Sustainability Manager has worked closely with Planning colleagues to ensure climate change considerations are reflected in the LDF. Proposals were also at the Carbon Management Board.</p>
<b>To provide consistently excellent customer service across the Authority</b>	<b>C&amp;O/18</b>	Develop corporate customer services training programme incorporating best practice	This initiative is now being timed to be rolled out along with the new telephone system in the first half of 2012/13.
	<b>C&amp;O/19</b>	To develop and promote a culture of best practice and services	This initiative has been superseded by the development of the Council's Citizens Panel as an effective channel for customer feedback.
<b>Democratic and Legal Services</b>			
<b>To maintain compliant and high standard governance arrangements</b>	<b>D&amp;L/01</b>	Update constitution for Strong Leader model and review opportunities in Localism Bill for governance improvements.	Strong Leader implemented and Constitution updated. Still waiting for guidance and regulations on Standards.
	<b>D&amp;L/02</b>	Support all councillors, and set up comprehensive Induction programme for May 2011 intake of Councillors	Successful induction programme completed and Councillor feedback canvassed.
	<b>D&amp;L/03</b>	Improve learning from complaints by encouraging Heads of Service to review all complaints to identify if there are any areas that can be improved after complaints investigations are completed	Lessons learnt from complaints now included in Service Plans for 2012/13
<b>To promote public safety and maintain a balance between quality of life, regulation and</b>	<b>D&amp;L/04</b>	Assess Licensing changes in Police Reform and Social Responsibility Act and identify opportunities to improve service	Still awaiting timetable for legislation, initial assessment made of likely impact.

<b>enforcement in Waverley</b>			
<b>To maintain high standards in elections and electoral registration</b>	<b>D&amp;L/05</b>	Conduct complex combined elections in May 2011 in accordance with legislation and Electoral Commission guidance	Complete
<b>To ensure that all services have excellent legal advice to support their priorities</b>	<b>D&amp;L/06</b>	To review, design and provide an appropriate Legal service, in light of service demands.	Trialled approach of partnership and external advice, now agreed to strengthen in-house team
<b>To maintain and promote high standards of financial probity and governance</b>	<b>D&amp;L/07</b>	Develop new Audit service with contractor and work towards retendering considering all options including East Surrey Consortium	Tender process complete and awarded to new contractor resulting in a saving of £5,000, around 7% of the contract. 2012/13 Audit Plan submitted to March Audit committee.
<b>Environmental Services</b>			
<b>To tackle climate change, by increasing recycling rates and reducing the volume of residual waste generated in Waverley.</b>	<b>ES/01</b>	Implement improvement plan for bring sites to encourage recycling.	Work completed on all sites identified for improvement.
	<b>ES/02</b>	Increase participation in food waste scheme (including home-food waste digestion) by targeting non-participants.	Food waste rolled out to whole of Borough in April 2012. Scheme contributing approx. 1.5/ 2% towards recycling percentage.
	<b>ES/03</b>	Introduce recycling street litter bins on a trial basis	Capital bid for 20 bins made for 2012/13. Revised contract negotiated to allow for emptying of street recycling bins.
	<b>ES/04</b>	To further develop the Council's role as advocate for environmental sustainability and community recycling activity through support and advice to schools, community groups and businesses, and work with schools to achieve Eco-Schools status.	Visited 15 schools and 15 community events (target number of school visits not achieved due to postholder being on maternity leave for part-year). Eco-schools programme promoted to interested schools, but difficult to quantify take-up.
<b>To improve the public perception of, and satisfaction with, Environmental Services</b>	<b>ES/05</b>	Continually monitor the success of the Community Cleaning & Street Cleaning Teams to ensure correct areas are being targeted and standards are being met.	Scheme being monitored through inspections and customer comment cards. Currently, customer feedback is indicating that 89% of respondents felt the clean was 'good' or 'very good'

<b>in Waverley</b>	<b>ES/06</b>	Following the introduction of Civica 'Contact Manager' software, embed new approach to formalise management of customer information.	'Contact manager' system went live in October 2011 and now being used by all Environmental Services Staff. Reporting tool went live in February. The 2011 Citizen's Panel Survey indicated a 83% satisfaction rate with Environmental Services amongst respondents.
<b>To secure new contractual arrangements for the Council's Environmental Services which achieve Value for Money, improve customer satisfaction and enhance the environment.</b>	<b>ES/07</b>	Continue work with Guildford BC to explore possibility of joint working/ procurement of Street Cleaning	After a series of constructive meetings, discussions stopped due to difficulties with timings, and bringing together external and internal operations. Agreed to revisit GBC at later stage.
	<b>ES/08</b>	Manage re-specification and procurement of new Environmental Services Contract(s)	Contract extension awarded to Veolia ES; revised service went live in April 2012 with average savings to the Council of £900k.
<b>To improve the performance and efficiency of the Environmental Health service by implementing agreed actions arising from Environmental Health Foresight Review</b>	<b>ES/09</b>	Implement changes to staffing structure	New structure in place. New Customer & Technical Support team established, and recruitment to new posts undertaken. Management restructure also complete.
	<b>ES/10</b>	Review decision making and delegations framework	Enforcement Policy approved by Executive in March 2012. Scheme of Delegation to be slightly amended and resubmitted for approval in May
	<b>ES/11</b>	Adopt new, improved work processes	Scanning project nearing completion and workflow software introduced; Customer & Technical Support function embedded and improving efficiency; new team structure working efficiently.
	<b>ES/12</b>	Develop, embed, and manage new Performance Management Framework	Regular management reports produced as a matter of course; and a better understanding of team and individual performance has been gained through regular review of performance figures and caseloads, etc
	<b>ES/13</b>	Complete implementation of Environmental Health Management System	Completed
	<b>ES/14</b>	Creation and implementation of policies.	Completed
	<b>ES/15</b>	Review technology and mobile working	Investigations ongoing - initiative now incorporated into Corporate 'Foresight' project on Office Maximisation/ Mobile



			Working.
	<b>ES/16</b>	Investigate shared services and outsourcing opportunities for delivering Environmental Health services.	Exploratory work and data gathering carried out with 'West Surrey Cluster Group' and preliminary discussions have taken place with Mole Valley DC re shared work with Trading Standards. No further progress made at this stage- but some partners are keen to continue exploring options
<b>To improve the quality of life, health and well-being of Waverley residents through the implementation of identified Environmental Health projects relating to air quality, food hygiene and contaminated land</b>	<b>ES/17</b>	Further detailed assessment of the Waverley Air Quality Management Areas (AQMA).	Updating and screening assessment (USA) 75-80% complete, and detailed assessments identified in the new USA are approximately 20% complete. Need to collect a year's worth of data before doing the Detailed Assessments next year.
	<b>ES/18</b>	Implement and embed the new Food Hygiene Rating Scheme ('Scores on the Doors') across Waverley	Scheme successfully launched across Waverley June 2011.
	<b>ES/19</b>	Carry out follow-up work at former Farnham Gasworks as required following completion of Phase 2 investigations.	Work at FFGW all now completed.
<b>To ensure the smooth transition of on-street parking enforcement function to Surrey County Council /Guildford Borough Council</b>	<b>ES/20</b>	Assist Guildford BC & Surrey CC with handover of on-street parking enforcement, including management of TUPE issues.	On-Street Parking delivered by GBC from 1/4/2011. TUPE and contractual issues resolved satisfactorily.
	<b>ES/21</b>	Ensure any costs incurred by Waverley as a result of transfer are recovered from Surrey CC, including costs arising from administration of on-street challenges, etc following termination	Written agreement obtained from SCC re reimbursement of all costs associated with loss of on-street. Invoice raised and payment awaited.
	<b>ES/22</b>	Review, and make changes to, staffing structure to reflect the scope of the new service	New, streamlined team structure agreed, which reflects the demands of the off street parking function. Further review of Engineers/ Technical team to take place during 2012.
<b>To review and amend the off-street parking order, introducing changes as appropriate to ensure the Council's off-street parking places are fit-for-purpose and</b>	<b>ES/23</b>	Review use of town car parks and management of other parking areas in Cranleigh.	Car parks review adopted and changes to tariff structure made in February 2012
	<b>ES/24</b>	Determine and manage level of demand for WBC rail network (long stay) car parks.	The car park review sets out a number of recommendations that concern parking in Haslemere. SCC are in the process of reviewing the current traffic regulation orders with the intention of making some permitted parking areas pay and display. SWT

<b>demand is managed proactively.</b>			are in the process of achieving funding to build the multi storey car park at the rail station which will help to alleviate the parking issues in Haslemere. The parking office will monitor this situation but if SWT achieve funding it is not anticipated that any further work will be done in this respect under this particular heading. The issue of on-street charging and provision of additional commuter parking in Haslemere is on-going.
	<b>ES/25</b>	Identify 'invest to save' project/s	Car Park Review endorsed by full Council. Statutory consultation now underway. Capital 'spend to save' bids made for consideration in 2012/13 financial year. New tariffs agreed February 2012.
	<b>ES/26</b>	Review off-street parking order	Off Street Parking Order reviewed . New tariffs agreed February 2012.
	<b>ES/27</b>	Introduce a Licence for the use of car parks	Completed June 11
<b>Planning Services</b>			
<b>To increase the supply of affordable houses with a minimum target of 250 affordable homes in 5 years</b>	<b>PS/01</b>	Deliver affordable housing on Council owned sites e.g Marshalls, Farnham (15 units) Rowland House Cranleigh (39 units) Station Road, Godalming (15 units) East Street Farnham (72 units)	15 units at Marshalls expected March 2012 39 units at Rowland House July 2012 9 units Wharf Street, Godalming March 2012 8 units Ridgley Road, Chiddingfold April 2012 14 units Station Road Godalming granted permission 01.02.12
	<b>PS/02</b>	Complete Milford Hospital development brief (First stage of project)	Public consultation on development brief including exhibition online consultation, survey monkey or in writing completed. Still on track to complete development brief which will go to 3rd July Executive/ 17th July Council.
	<b>PS/03</b>	Engage partners and communities in raising the profile and support for affordable housing e.g. <ul style="list-style-type: none"> <li>Work with Chiddingfold Parish Council and English Rural Housing Association to implement planning permissions for Ridgley Road and Ex-Serviceman's Club</li> </ul>	Ridgley Road completion now expected April 2012/ Woodside Road completion expected May 2012.  Wonersh Rural Housing Needs Survey underway.  2nd Rural Housing Needs Survey planned for Shackleford.  Ongoing work on pipeline rural housing needs survey across

		<ul style="list-style-type: none"> <li>Work with Hambledon Parish Council to find opportunities to meet local need reported in Housing Needs Survey</li> </ul>	<p>the borough.</p> <p>The National Planning Policy Framework (NPPF) provides scope to include private market dwellings on rural exception sites to facilitate the provision of additional affordable housing to meet local needs. This has been incorporated into the draft Core Strategy from March to April 2012.</p> <p>Rural affordable housing newsletter established and circulated to all members/ housing and planning officers.</p>
	<b>PS/04</b>	Review Waverley's approach to empty homes policy	CMT (28.06.11) agreed recommendation to adopt a light touch rather than proactive approach to empty homes and not to review or update our empty homes strategy.
	<b>PS/05</b>	Implement and build upon Commissioning Plan to develop a longer term vision for the development of affordable housing	<p>2012-17 Development Plan drafted and to CMT 05.04.12. Planned to be adopted by Council July 2012.</p> <p>Monthly updates on development programme provided to Portfolio Holder/ Head of Planning/ Head of Housing.</p>
<b>To promote excellence in design and improve the public realm</b>	<b>PS/06</b>	Adopt Farnham Town Centre Conservation Area Management Plan	Draft document produced and consultation underway (until 9 July). Plan for the final document to be adopted at October Full Council.
	<b>PS/07</b>	Adopt Haslemere Design Statement	Delay to programme as a result of the time taken for Haslemere Town Council to produce the draft document for consultation. Final version received and on the agenda for May Executive.
	<b>PS/08</b>	Organise, promote & run Design Awards	Completed December 2011.
	<b>PS/09</b>	Carry out Conservation Area reviews – agree programme and timescales	Programme agreed. Wheeler Street CA Appraisal currently out for consultation and will be presented to July Executive and Full Council for adoption. Godalming CA about to commence.
	<b>PS/10</b>	Preparation and agreement of Buildings of Local Merit (BLM)	Churt, Cranleigh and Wonersh & Shamley Green are actively looking for BLM's and moving towards the consultation stage. Expect first list of BLM's to be presented in the Autumn.
<b>Design and deliver efficiency initiatives across the planning service while retaining</b>	<b>PS/11</b>	Identify opportunities for increased efficiency arising from the 2010 CIPFA Benchmarking exercise of planning authorities	Waverley has signed up to use the PAS/CIPFA fee setting model. Work on collating service costs and application resources has been completed which has allowed analysis of the services unit costs. Data produced by the project reports will

<b>customer focus</b>			be useful for benchmarking the service and identifying potential areas where efficiencies could be made.
	<b>PS/12</b>	Deliver Foresight Development Control review	The foresight review of the registration and validation process has been completed. Report currently being considered.
	<b>PS/13</b>	Review service delivery in the light of the Localism Bill	Localism Act received Royal assent November 2011. Planning services have produced project plan to manage implications on the service
	<b>PS/14</b>	Set local charging structure for planning application process which covers the cost of the planning application process	Waverley has signed up to use the PAS/CIPFA fee setting model. Work on collating service costs and application resources has been completed which has allowed analysis of the services unit costs. This has formed the basis of a draft fee schedule. However the government has now decided not to proceed with locally set fees at the present time.
	<b>PS/15</b>	Identify and implement efficiency measures and income increases to cover in full the cost of the Building Control Service	Reflected in budget for 2011/12.
	<b>PS/16</b>	Put in place induction programme for new planning committee members to be held after the May 2011 elections	Completed April 2011
	<b>PS/17</b>	Undertake project to review and define planning's legal advice requirements	See Democratic and legal services Service Plan.
<b>Update planning policy to secure development which meets community needs while enhancing the environment</b>	<b>PS/18</b>	Progress Core Strategy in accordance with agreed milestones	Consultation on the Core Strategy Preferred Options and Draft Policies took place in February 2012. Report to Full Council in July 2012 on submission version.
	<b>PS/19</b>	Progress Development Management and Site Allocations Development Plan Document.	Timetable for the completion of the Development Management and Site Allocations DPD is currently under review. Progress subject to progress with the Core Strategy.
	<b>PS/20</b>	Prepare Infrastructure Delivery Plan	Draft Infrastructure Delivery Plan (IDP) produced and formed part of consultation in February 2012..
	<b>PS/21</b>	Meet targets for provision of additional pitches for Gypsies and Travellers	Progress with this Action is linked to progress with the LDF Core Strategy. The timetable for completion of the Core Strategy is currently under review. Methodology agreed for carrying out any update to the Gypsy and traveller

			Accommodation Assessments in Surrey. Assessment likely to be completed June 2012.  The service has also facilitated the submission of four planning applications to expand existing sites and is discussions with land owner to purchase and develop a new site.
	<b>PS/22</b>	Adopt avoidance measures to avoid implementation of the Hindhead Concept Statement adversely impacting on Wealden Heaths Special Protection Area (SPA)	Adopted September 2011
<b>Finance Services</b>			
<b>Increase the efficiency of receiving and processing customer payments to Waverley, balancing the need for cost-effectiveness, accessibility and maximisation collection rates to achieve maximum value for money.</b>	<b>F/01</b>	Issue take up leaflet to non Direct Debit payers 2011/12 - include prize draw.	Agreed to target just cheque payers rather than all non-DD customers as the Post Office/Paypoint network is cost-effective and helps local businesses.
	<b>F/02</b>	Target cheque payers with follow-up letter	Agreed to do this after first 3-months of 2012/13 - write to all customers who have paid all three instalments by cheque.
<b>Improve collection rates for all main income sources to achieve maximum value for money</b>	<b>F/03</b>	Issue correct demands in March for 1 <sup>st</sup> April instalment	Successful billing process completed March 2011
	<b>F/04</b>	Review all council tax discounts	Most discounts reviewed but single persons discounts will be subject to National Fraud Initiative (NFI) match exercise which was published in March. Team currently reviewing outcome of this and will write to customers as appropriate in May. Following NFI review consideration will be given to undertaking a supplementary commercial exercise in conjunction with SCC and Special Payment Arrangements .
	<b>F/05</b>	Review all special payment	Review undertaken in April 2011. With stronger recovery staff

		arrangements (SPAs)	resource now in place, reviewing SPAs will become more systematic in future.
	<b>F/06</b>	Review sundry debts and write offs	Debtor analysis done and report to CMT Feb 2012 with plan to target old debts. Quarterly meetings with exchequer and recovery team ensure close scrutiny .
	<b>F/07</b>	Review the cost-effectiveness of the recovery procedure in place	Report to CMT Feb 2012/13 with restructure plans for team. Two new appointments have strengthened the recovery function. Report to CMT 2 May highlights revised approach
<b>To ensure that all of Waverley's residents that are eligible for housing or council tax benefit are assessed and paid quickly and accurately</b>	<b>F/08</b>	Continue to grow the counter service to increase the proportion of claims assessed in person. Improve the use of on-line benefit form facility	Much higher volume of change of circumstances now coming from DWP due to Atlas (a new IT system for passing information to local authorities on changes in individuals' circumstances which affect their entitlement to benefits.) Proportion of overall caseload coming over counters has increased from 55 to 60%. Farnham locality benefits service opened in Autumn 2011
	<b>F/09</b>	Monitor the consistent achievement of <10 day processing and take any corrective action necessary	Excellent performance throughout the year to end of November. The only time when target not met was due to the implementation of the DWP's Atlas project. The Corporate O&S Sub-Committee supported this explanation. Jan, Feb and March performance was 6, 5 and 6 days which is well within target levels. Still large volume of change of circumstances coming via DWP which delays process and impacts on performance.
	<b>F/10</b>	Monitor customer satisfaction levels with the benefits service	Monitoring continued throughout the year - consistently above 90% satisfaction recorded
<b>To support the delivery of Waverley's corporate objectives with superb strategic financial management</b>	<b>F/11</b>	Ensure that the Medium Term Financial Strategy (MTFS) presents a sustainable and robust plan for Waverley's financial resources, anticipating the impact of future financial pressures and recognising the desire to deliver corporate plan priorities and improve services in accordance with customers' needs. Mid-year review to Members	Effective modelling presented at finance seminar. Mid-year Medium Term Financial Strategy to Exec in October 2011 showing that Strategy is robust in short to medium term.
	<b>F/12</b>	Review adequacy of budget monitoring	Process and reporting reviewed following outturn reports for

		arrangements to ensure Waverley can respond effectively to unexpected issues	2010/11. Existing procedures are effective with all material variations having been reported to Members during year. Project monitoring group doing excellent job ensuring high level of spend on capital projects
	<b>F/13</b>	Develop Treasury Management Policy and practice to maximise advantage from changes in economic conditions and to prepare for the new HRA debt	Revised policy and approach approved July 2011 with advisors being appointed to assist with implementation of self-financing. Treasury Management Panel continues to meet monthly to ensure activity is within approved policy and to explore new ways to maximise return without compromising security or liquidity. Completely revised policies and strategy developed in conjunction with Arlingclose and reported to Corporate O&S and Council in Jan/Feb 2012. Latest Code of Practice requirements incorporated
	<b>F/14</b>	Develop staff resource plan for finance services including robust succession planning	Succession plan presented to Star Chamber and rethink of new accountancy post has resulted. All staff areas discussed with Star Chamber panel - benefits on hold pending government guidance on timescale and extent of welfare reforms
<b>To deliver further efficiencies and cost savings in Waverley's financial systems and processes to maximise value for money</b>	<b>F/15</b>	Implement replacement system for HR/Payroll in partnership with Tandridge BC	New system operating live April 2011.
	<b>F/16</b>	Implement upgraded corporate ledger system to improve efficiency and usage	Successful project on time and on budget bringing many improvements to system and procedures.
	<b>F/17</b>	Implement a range of efficiencies in transaction processing including cheques, residual cash and reducing creditor payments	£20k savings achieved in staff costs - Agresso 5.5 implemented in year bringing greater efficiency to the ledger systems
	<b>F/18</b>	Support for procurement and systems implementation projects and contract negotiations across all of Waverley's services to ensure most beneficial outcome is secured for Waverley	Finance staff have played a major role in securing excellent outcomes in the major procurement exercises in the year. Major review of Contract Procedure Rules also undertaken and training in Jan 2012
<b>To implement International Financial Reporting Standards into Waverley's</b>	<b>F/19</b>	To implement the new requirements in line with Waverley's approved project plan	IFRS now fully implemented. 2010/11 accounts fully IFRS compliant and positive audit sign-off .

accounts in accordance with the statutory requirements			
<b>Organisational Development</b>			
<b>Corporate priorities that set a clear direction for Waverley, are measurable, monitored and transparent and reflect the needs of the local community.</b>	<b>OD/01</b>	To support the Council in forming and publishing a Corporate Plan and priorities for 2012 onwards.	Corporate Plan approved by Council in February.
	<b>OD/02</b>	Ensure plan is supported by a performance framework to monitor and manage its implementation.	Many of Waverley's existing performance measures link to the new set of Corporate Plan priorities. The end of 2011/12 performance figures are being reported to Overview and Scrutiny in June and then to the Executive and will contain proposals for future indicators and targets going forward. An 'end of year' report will be produced in February 2013.
	<b>OD/03</b>	Promote the plan and priorities to the public, staff and partners.	The plan is available on the website and intranet and featured in the 2012/13 Council Tax leaflet. A special 3 page spread about the plan and how it will impact on residents has been prepared for the next edition of Making Waves - which will be circulated in June. Smaller versions of the plan will be circulated to all staff and to stakeholders - to follow on from dissemination through all-staff briefings in May.
<b>To be open, accessible and transparent to local people and encourage interaction between Waverley and residents.</b>	<b>OD/04</b>	Create a 'Waverley Local' web resource with information to include transparent policies, who does what in terms of public sector delivery, Town and Parish information, how Waverley listens to its residents and what we do as a result, community events and community groups.	Website Strategy and action plan agreed by Executive in March and presented to Corporate Overview and Scrutiny Committee. Special Website Star Chamber confirmed future direction of web strategy, which is to only signpost to service from other organisations and focus on transactional 'top tasks' for Waverley services. Website and Social Media Assistant recruited May 2012 to assist with this work.
		Improve transparency and public accountability, including by: - Agreeing an Freedom of Information	FOI Policy agreed by CMT Autumn 2011. FOI Audit (report received April 2012) identified some further actions to communicate this more widely among staff - being implemented. Contract not published online - in line with many other local



	<b>OD/05</b>	<p>Policy</p> <ul style="list-style-type: none"> <li>- Publishing details of Waverley's contracts online.</li> <li>- Ensuring Waverley complies with the Equalities Act in terms of publishing equality data and setting equality outcomes.</li> </ul>	<p>authorities. Transparency agenda to be considered further by new Procurement and Improvement Officer. Equality Objectives published April 2012 and due to be discussed at Corporate O&amp;S June 2012.</p>
<b>To provide staff and Members with best practice tools and accurate and useful data to manage the business and help us deliver our priorities.</b>	<b>OD/06</b>	Achieve major milestones in project to launch and develop new HR/Payroll system.	On-going and also included in 2012/13 action plan. iTrent successfully went live with Payroll/HR modules in April 2011. Roll-out of absence (annual leave) and self service module delayed due to system issues, but now underway with an aim to have fully implemented by the end of July.
	<b>OD/07</b>	Launch 'Memberzone' – an extranet for Waverley's Councillors. Review content of Backstage (Waverley's intranet for staff).	Memberzone delivered on time.  Backstage survey carried out by graduate trainee. Redevelopment of Backstage included in capital projects for 12/13 and scheduled for the beginning of Q4. Website and Social Media trainee recruited May 2012 - Backstage featured in 2012/13 service plan.
<b>To improve the reputation of the Council and resident satisfaction with services through communication and consultation.</b>	<b>OD/08</b>	Improve Waverley's brand presence by acting on the results of visual audits and improving signage.	Project not progressed further in discussion with Portfolio Holder.
	<b>OD/09</b>	Introduce a new focus on communications campaigns on 'getting out and about' and improving Waverley's presence at community events. Refit and use trailer. Create diary of events and involve local Members in decisions about which events to attend.	Comprehensive series of roadshows with new trailer undertaken as part of launch of new recycling service - 8 roadshows in total. Satisfaction with new Waste Service to be captured in next Citizens Panel service in June/July 2012. Only outstanding action is diary of future events - will flow from new Communications Plan.
	<b>OD/10</b>	Run three Citizens Panel surveys each year and ensure it is clear how the results have been acted upon.	2 surveys took place during year. 60% response rate not achieved, but will continue to be monitored and methods trialled to improve this. On-going work with services and portfolio holders to identify potential topics for consultation. Next survey due to take place June/July 2012. Arrival of new Procurement &

			Improvement Officer will provide additional capacity to support panel.
	<b>OD/11</b>	Build on Waverley's on-line presence and develop a strategy for the use of Social Media	Covered in Citizens Panel survey in January 2012. Website Strategy and Action Plan (referencing social media) agreed by Executive March 2012. 620 followers on Twitter in May 2012. Social Media discussed with Heads of Service Team (HoST) and strategy being produced. Much usage during launch of new waste service. New Website and Social Media Assistant recruited May 2012.
<b>Create a high performing staff team and support the development of the organisation</b>	<b>OD/12</b>	Implement Waverley's Workforce Strategy 2010-15. Monitor implementation through 6 monthly progress reports to CMT/O&S from April 2011.	On-going action. Progress report submitted to Corporate O&S in January 2012 showed good progress against all areas. Waverley shortlisted as finalists for 'Workforce Transformation' in the MJ Awards June 2012.
	<b>OD/13</b>	Appoint six apprentices to join Waverley in September 2011 (to join six that began at Waverley in September 2010)	Achieved - Six apprentices recruited in September 2011. Further recruitment for four apprentices took place in May 2012 to replace those who had secured permanent posts or left the scheme.
	<b>OD/14</b>	Act upon the results of recent staff surveys and deliver a project to improve internal communications across Waverley, particularly in terms of the ownership and awareness of corporate messages, facilitating two way communication/consultation, encouraging suggestions and feedback and encouraging learning and sharing between teams. Include communication with Members.	Waverley's new staff engagement programme "Waverley - A Great Place to Work" agreed by CMT and launched to all staff in May 2012, being led by Strategic HR. Review of Backstage also underway. Connectors group has also been reviewed and 'Team Leader' email group set up to improve cascading.
	<b>OD/15</b>	Improve employee performance management (EPM)– particularly the use and availability of relevant data: <ul style="list-style-type: none"> <li>- Revise annual appraisal paperwork</li> <li>- Carry out formal six month reviews of appraisals across Council</li> </ul>	Mostly achieved as set out. Appraisal paperwork revised for 2011 appraisals and training session carried out for all managers focusing on performance management and training. 100% completed except for a small number in Housing due to staff changes. Appraisal module being considered as part of roll out of iTrent. Learning and outcomes from 2011 appraisals

		<ul style="list-style-type: none"> <li>- Implement a system for better on-going EPM including training of Connectors.</li> </ul> <p>Consider training and succession planning as part of appraisal process.</p>	being fed into training for HoST and managers in 2012.
	<b>OD/16</b>	Review the role of 'Connectors' with Heads of Service and Connectors and identify key competencies, skills and requirements. Implement a training and communications programme.	Discussions throughout the year on Connectors. HoST have now revised Connectors group to make it more proactive and action-focused - and about 50% smaller. New group formed and meeting for the first time 14 May.
<b>Ensure consistency, best practice and value for money across Waverley's HR policies</b>	<b>OD/17</b>	Create review programme of all HR Policies and when they need to be refreshed/reviewed and closed. Take account of changes in the law e.g. retirement age and equality act.	Suite of new HR Policies agreed by Council in February 2012, following consultation with CMT, HoST, Managers and Staffside. Available on MyHR and cascaded to staff.
	<b>OD/18</b>	Conduct an 'anomalies' review across various issues including employee benefits, out of hours working and remuneration to ensure a consistent and equal approach is being undertaken which provides value for money for Waverley and takes into account equality implications	Review completed throughout year - including market supplements, responsibility allowances, out of hours payments, private medical insurance, lease cars, telephone payments etc - and has been discussed with Heads of Service. Recommendations completed and due to be reported to CMT on 16 May.
<b>Save money and work in a more efficient manner to deliver better services to customers.</b>	<b>OD/19</b>	Monitor the delivery of savings and on-going improvements identified in the procurement review carried out in 2010 by Improvement and Efficiency South East.	Regular reporting for most of the year to the Contract Advisory Group - group to be reformed in new Council year with new Portfolio Holders. Report outlining Foresight Savings (largely from major procurement projects) submitted to Executive Briefing in December 2011.
	<b>OD/20</b>	Continue the 'Foresight' Improvement and Efficiency Programme and launch a series of new projects in 2011/12 including: <ul style="list-style-type: none"> <li>- Planning</li> <li>- Housing Customer Service</li> <li>- Employee Performance</li> </ul>	Reporting on projects has improved during the year. Focus for 2012 projects has been agreed to be improving how we work - e.g. Channel Shift, Office Maximisation and Mobile Working and Contact Capture. Working with new Strategic Director to set future direction for the project.

		Management	
<b>Housing services</b>			
<b>Develop a scene setting paper for strategic housing issues in Waverley</b>	<b>HS/01</b>	Develop a scene setting paper for strategic housing issues in Waverley	This objective has been superseded by the development of the HRA Business Plan.
<b>To produce a robust self financing Landlord Services Business Plan 2012 to 2042 that protects the financial interests of the Authority and ensures best value for our tenants</b>	<b>HS/02</b>	Develop business plan for landlord services	HRA Business Plan with the new self financing model was approved by Council on 21 February 2012.
	<b>HS/03</b>	Develop self financing model landlord services	
<b>Deliver customer service improvements and increased tenant satisfaction</b>	<b>HS/04</b>	Review and implement staffing structure to improve customer service and efficiencies.	Consultation with staff commencing May 2012 with final proposals being presented to Council in July 2012
	<b>HS/05</b>	Implement Orchard (Housing IT system) upgrade	Project plan developed. Action c/f to 2012/13 Service Plan with go live date July 2012.
	<b>HS/06</b>	Complete double glazing programme for all single glazed homes	Regrettably this action could not be completed due to the contractors withdrawing from the procurement exercise. We were able to complete a smaller programme of 60 properties in Feb/March 2012 and a further 32 properties in Wyatts Close commenced in April 2012. The windows and doors contract was let April 2012.
	<b>HS/07</b>	Deliver the Decent Homes work programme	Regrettably this action could not be completed due to the window contractors withdrawing from the procurement exercise. The windows and doors contract was let April 2012. The programme of 181 heating upgrades was completed. The window programme will be carried forward to 2012/13.  Heating upgrades £700k of £800K spent remainder for emergency work. Note majority of work c/f to 2012/13 to benefit

			from efficiencies of new contracts.
	<b>HS/08</b>	Implement Private Sector Housing recommendations from Foresight Review as agreed by Members (inc HMO licensing)	New processes implemented with reduction in duplication, emphasis on customer providing information and greater role for Administrative Assistant.
	<b>HS/09</b>	Review Service Level Agreement with Guildford BC for Home Improvement Agency	Held quarterly review meetings - no changes arising. Current agreement in place until 31 March 2012.
<b>Appoint and implement new Repairs and Maintenance Contractor(s) to achieve the best possible outcomes for our tenants and their homes</b>	<b>HS/10</b>	Interview and appoint contractor(s)	Action completed. The window and door contractors (Lots 6&7) were appointed late March and work commenced 16 April.
	<b>HS/11</b>	Mobilise new contractor and monitor value for money and performance improvements	Responsive repairs, Voids and Gas (lots 1 and 2) mobilised and started 1 February 2012, Disabled Adaptations 1 March, Kitchens & Bathrooms 1 April and remaining lots in April 2012.
<b>Implement legislation arising from the Local Decisions: a fairer future for social housing consultation paper</b>	<b>HS/12</b>	Review allocation policy	Officers reviewed allocation policy and made proposals for consultation. Consultation with applicants in April. Assess responses in May 2012. To progress draft Policy Summer 2012.
	<b>HS/13</b>	Publish strategic policy on tenancies	Officers liaising with neighbouring LAs and partner Housing Associations to establish local social landlords views. Officers reviewing template strategies and good practice. Work on the allocation policy and flexible tenancies (actions 12 and 13) will inform the strategy. Proposals to Council in September 2012.
	<b>HS/14</b>	Review and adopt flexible tenancies	Consultation with applicants in April. Feedback deadline 30 April 2012. Flexible tenancies workshop held with the Tenants Panel 17 April 2012 to seek tenant's views. To assess responses in May 2012. To progress draft Policy Summer 2012 and proposals to Council in September 2012.