

To: All Members of the EXECUTIVE

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Date: 29 September 2017

Membership of the Executive

Cllr Julia Potts (Chairman)
Cllr Tom Martin (Vice Chairman)
Cllr Brian Adams
Cllr Andrew Bolton
Cllr Kevin Deanus

Cllr Jim Edwards
Cllr Jenny Else
Cllr Ged Hall
Cllr Carole King
Cllr Chris Storey

Dear Councillors

A meeting of the EXECUTIVE will be held as follows:

DATE: TUESDAY, 10 OCTOBER 2017

TIME: 6.45 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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NOTES FOR MEMBERS

Contact Officers are shown at the end of each report and members are welcome to raise questions, make observations etc. in advance of the meeting with the appropriate officer.

AGENDA

1. **MINUTES**

To confirm the Minutes of the Meeting held on 5 September 2017 as a correct record (to be laid on the table half-an-hour prior to the meeting).

2. **APOLOGIES FOR ABSENCE**

To receive apologies for absence.

3. **DECLARATIONS OF INTERESTS**

To receive from members, declarations of interest in relation to any items included on the agenda for this meeting, in accordance with the Waverley Code of Local Government Conduct.

4. **QUESTIONS FROM MEMBERS OF THE PUBLIC**

The Chairman to respond to any questions received from members of the public for which notice has been given in accordance with Procedure Rule 10.

The deadline for receipt of questions is 5pm on 3 October 2017.

5. **BUDGET MANAGEMENT REPORT** (Pages 7 - 12)

[Wards Affected: All Waverley Wards]
[Portfolio Holder: Cllr Ged Hall]

The report provides a review of the 2017/18 budget for the General Fund and the Housing Revenue Account against the forecast to 31 March 2018, based on the latest information available.

Recommendation

It is recommended that the Executive:

- 1. notes the latest position against the budget in 2017/18;**

2. **endorses Waverley’s participation in the Surrey-wide bid to become a business rate pilot, as detailed in paragraphs 11 to 13;**
 3. **approves a supplementary estimate of up to £50,000 for the external resource required to implement the new information governance regulations, as detailed in paragraphs 14 to 16;**
 4. **approves a supplementary capital estimate of up to £15,000 for the works at Godalming Museum in the event that sufficient savings do not arise in the 2017/2018 capital programme, as detailed in paragraph 19; and**
 5. **approves the carry forward of £140,000 from the 2017/2018 HRA community room projects capital budget to 2018/2019, as detailed in paragraph 25.**
6. INDOOR LEISURE FACILITIES STRATEGY 2017-2027 (Pages 13 - 56)
 [Wards Affected: All Waverley Wards]
 [Portfolio Holder: Cllr Jenny Else]

The purpose of this report is to present the Indoor Leisure Facilities Strategy 2017 – 2027 to the Executive. The strategy sets out Waverley’s vision for future leisure facilities in the borough and the strategic objectives that form the basis of the action plan that is proposed for implementation. The delivery of these objectives will help develop a more modern, efficient and sustainable range of community based sport and leisure facilities that Waverley requires.

The strategy will inform the Council’s approach to placeshaping whether this relates to indoor leisure facilities provided by the Council, schools, private sector providers or facilities managed by community groups, such as community halls. It focuses on ensuring that the network of leisure facilities in the borough will be of sufficient quality, quantity and accessibility to support the delivery.

The strategy sets out a clear direction to all partners with regard to facility provision in the borough and underpins the requirement of developer contributions in order to secure new or improved leisure facilities infrastructure in the borough. By adopting a clear strategy the Council will be able to maximise the Community Infrastructure Levy (CIL) and the Section 106 (s106) developer contributions. The strategy also underpins the capital programme for the leisure services and the Executive is invited to endorse the proposed strategy for adoption.

Recommendation

It is recommended that the Executive:

1. **adopts the Indoor Leisure Strategy 2017-2027 in order to provide a clear direction in the provision of indoor sport facilities in the Borough; and**

2. **asks officers to bring forward an options appraisal for future investment in the Council's Leisure Centres that reflects the needs identified in the Indoor Leisure Facilities Strategy.**

7. SAFEGUARDING POLICY FOR CHILDREN AND ADULTS AT RISK (Pages 57 - 116)

[Wards Affected: All Waverley Wards]
[Portfolio Holder: Cllr Kevin Deanus]

The Council currently has two Safeguarding Policies adopted in late 2014; for children and vulnerable adults. In line with safeguarding guidelines set out by Surrey County Council, the statutory authority for safeguarding, it is recommended that the two policies are merged. The new policy will adhere to Surrey County Council's adopted and recommended format and therefore will ensure a consistent Safeguarding Policy is adopted by district and boroughs throughout the county.

This report summarises the Council's safeguarding responsibilities and proposes the new combined Safeguarding Policy for Children and Adults at Risk. In addition to merging the two previous policies the new policy updates current procedures to reflect best practice, clarifies the reporting process, and highlights the differing forms of abuse and indicators as well as summarising other related policies and strategies.

The policy was considered by the Community Wellbeing Overview and Scrutiny Committee on 12 September 2017 and the Committee's comments are included towards the end of the report.

Recommendation

It is recommended that

1. **the Executive recommends adoption of the Safeguarding Policy for Children and Adults at Risk to the Council; and**
2. **the Constitution be updated to reflect the wider remit of the Safeguarding Policy for children and adults in the Policy Framework section.**

8. PERFORMANCE MANAGEMENT REPORT - QUARTER 1 2017/2018 (APRIL - JUNE 2017) (Pages 117 - 144)

[Wards Affected: All Waverley Wards]
[Portfolio Holder: Cllr Julia Potts]

The report provides an analysis of the Council's performance in the first quarter of 2017/18 in service areas of Finance, Strategic HR, Complaints, Community Services, Planning, Environmental Health and Housing. Annexe 1 to the report details performance against key indicators, with year on year trend analysis.

Recommendation

It is recommended that the Executive:

1. **considers the performance figures for Quarter 1 and any observations or recommendations; and**
2. **endorses inclusion of the additional Community Wellbeing performance indicators set out at paragraph 9 of the report.**

9. REPORTS AND RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY COMMITTEES (Pages 145 - 148)

[Wards Affected: All Waverley Wards]
[Portfolio Holder: Cllr Julia Potts]

Following the recent cycle of Overview and Scrutiny Committees, there are a number of issues that the Committees wish to draw to the Executive's attention or make recommendations to the Executive. These are summarised in the report attached. The Chairman of the Informal Co-ordinating Board, Cllr John Williamson, has been invited to attend the meeting to present the report.

10. GRANT OF LEASE OF PUBLIC CONVENIENCES TO TOWN COUNCILS (Pages 149 - 156)

[Wards Affected: Godalming - Central and Ockford; Godalming Farncombe and Catteshall; Haslemere East and Grayswood]
[Portfolio Holders: Cllrs Tom Martin and Jim Edwards]

The report aims to inform Members as to the negotiated position in this case and to seek authorisation to enable Officers to conclude legal agreements for the grant of leases together with rights of use, to Godalming and Haslemere Town Councils.

Recommendation

It is recommended that Waverley enters into 20 year leases with Godalming and Haslemere Town Councils on the Heads of Terms set out in the (Exempt) Annexes to the report, with final agreement of other terms and conditions to be delegated to the Strategic Director of Finance and Resources, in consultation with the Portfolio Holders for Finance and Customer and Corporate Services.

11. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation on the motion of the Chairman:-

Recommendation

That, pursuant to Procedure Rule 20, and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following item(s) on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during these items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified at the meeting in the revised Part 1 of Schedule 12A to the Local Government Act 1972.

12. ANY OTHER ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

**For further information or assistance, please telephone
Emma McQuillan, Democratic Services Manager, on 01483 523351 or
by email at emma.mcquillan@waverley.gov.uk**

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 10 OCTOBER 2017

Title:

BUDGET MANAGEMENT REPORT

[Portfolio Holder: Cllr Ged Hall]

[Wards Affected: All]

Summary and purpose:

This report provides a review of the 2017/18 budget for the General Fund and the Housing Revenue Account against the forecast to 31 March 2018, based on the latest information available.

How this report relates to the Council's Corporate Priorities:

The monitoring and management of the council's budgets ensures there is financial control over the services that contribute to the corporate priorities. Savings identified can be redirected towards corporate priorities or action can be taken to rectify overspends.

Resource/Value for Money implications:

This report reviews the position against the budget to date for the General Fund, the Housing Revenue Account and Capital Programmes. It reviews the progress of service delivery against budget, taking into account 2016/17 outturn implications where necessary, projecting the potential year-end position after the impact of management actions.

Legal Implications:

There are no direct legal implications relating to this report.

Introduction

1. Throughout 2017/18 performance against budget is monitored on a monthly basis.
2. Financial position reporting will also focus on performance against financial targets such as income, establishment and savings targets. Financial risk is always inherent in service delivery and service managers will be assisted in the identification, evaluation and mitigation of significant risks and these will be reported throughout budget management as necessary.
3. Explanations for variations have been provided in the previous budget management reports. Where a new significant variation has appeared, an explanation is provided in this report.

General Fund

4. The **General Fund** has a net budget of **£13.4m** in 2017/18 and the latest estimate forecast is to be **on budget** over the year.
5. The significant variations arising since the previous report to note and monitor are given below:

Environmental Services

6. The September Budget Management Report reported an overspend due to the delay in the closing of public conveniences. A separate report on the agenda for this meeting proposes a way forward to resolve the future of public convenience provision in Waverley.

Finance

7. Discretionary business rates relief of £12,280 has been approved at the September Executive meeting and this will impact future Business Rates income to the General Fund by £5,000 per year (£12,280 x 40%).

Potential risks

8. Business Rates collection. Performance is on track however the income from Business Rates can be subject to significant changes as a result of changes in rateable values, appeals and refunds.
9. Car park income included £75,000 from the introduction of means-tested support to continue free car parking for drivers with a disability. Delays in the implementation of the Blue Badge scheme charging will impact on the overall achievement of the car parking income budget. It is estimated that the impact will be £40,000 in 2017/18.
10. Discussions regarding the proposed new financial mechanisms to replace recycling credits from Surrey County Council (SCC) have been in progress since March 2015 and several iterations have been proposed. The proposals are predicated on SCC's need to reduce its costs generally. The first tranche of recycling credit payments reduction to Waverley was £125,000 and this has been accounted for in the budget. A task group has been developing proposals for the new financial mechanisms and the long term proposals are for a mechanism that includes a fixed payment and variable payment. As a result of the revised proposals, there would be further reduction in the level of payment to Waverley in 2017/18 of £146,000. This further reduction is meant to be covered by a transitional payment for those authorities who will still retain their recycled materials beyond January 2018 until the end of their current contract. Discussions on the transitional payments are still ongoing.

Business Rate Pilot

11. From 2018/19 onwards Waverley will not receive any general government grant funding. Members have been informed that the Government has been developing proposals for its reform of the funding for local government from business rates revenues. The new system was due to be implemented in 2019/2020 but has now been delayed by at least two years. The proposals are complex and involve a 'Fair Funding Review' and a review of how business rates income will be distributed nationally.
12. In mid-September the Government invited bids to pilot the new proposals throughout 2018/2019. The eleven district and borough councils in Surrey have been working with Surrey County Council to assess the potential of becoming a pilot. This assessment has concluded that there is a strong case for submitting a bid. There is a high likelihood that a Surrey pilot would generate one-off financial gains for each council and it would also provide an opportunity to both influence the final proposals before they are implemented and to highlight Surrey's particular characteristics and needs. Given the stable and growing business rate base across Surrey and the fact that the pooling of resources for the pilot will give significantly greater scale and resilience, the risks to any individual authority are considered to be relatively low.
13. The Executive is requested to endorse Waverley's participation in the Surrey Pilot bid which will be submitted by the deadline of 27 October 2017.

Information Governance

14. Information and data is one of Waverley's key resources alongside its finances, staff and physical assets. The effective management and governance of information is of equal importance. Since 1998 the principal legislation governing how organisations manage data, particularly personal data, is the Data Protection Act. New regulations come into force on 25 May 2018 'The General Data Protection Regulations (GDPR)' which seeks to strengthen and unify data protection for individuals. The primary objectives of the GDPR are to give citizens much greater control of personal data and to simplify the regulatory environment for organisations.
15. Whilst Waverley has robust arrangements in place to meet the current legislative framework, the GDPR changes are significant and wide reaching. They will require a major effort to ensure compliance with the new requirements by the deadline. Officers have in place an Information Governance Board (IGB) which is overseeing the necessary work. The IGB has assessed the initial resource requirements and, whilst officers will undertake as much of the implementation work as possible, one-off expert resource is necessary to handle the significant technical aspects and ensure full compliance. This approach has been supported by the Audit Committee.
16. Officers are currently exploring options to jointly procure external resource with other councils that are at a similar stage of the process to achieve good value for money from a larger scale procurement. The IGB consider that a one-off budget of up to £50,000 will be necessary to achieve implementation and compliance.

The ongoing resource will be assessed as the details become better understood and any additional resource will be considered as part of the budget setting process for 2018/2019.

Emergency Funding Earmarked Reserve

17. The **Emergency Funding Earmarked Reserve** has an uncommitted balance of **£35,141** after the award of a £10,000 grant to Farnham Maltings in September 2017.

General Fund Capital

18. The **General Fund Capital** programme for 2017/18 is £7.4m, including rescheduled spend from 2016/17. At this stage the General Fund Capital programme is **on target** to be delivered this year.

19. Works on the Godalming Museum fire escape have been identified and need to be addressed before the Museum transfers to Godalming Town Council later this financial year. It is intended that the costs of these works will be funded as a first call on expected savings in the general fund capital programme in 2017/2018, however, in the event that sufficient savings do not arise, a supplementary estimate of £15,000 is requested.

Housing Revenue Account (HRA)

20. The **HRA** contains the day to day running costs of managing the housing service. These costs include staff, repairs, contributions to the capital programmes and financing costs and total **£30m** in 2017/18. The latest forecast does not identify any material deviations from budget however there some areas of risk to note.

21. Gas and Electricity – Sheltered Units

Expected spend on utilities for Sheltered Units looks to underspend this financial year. This is partially due to improved rates achieved on the renegotiation of the contract but additionally improved forecasting methods being utilised. With the winter months due a forecast figure is difficult to calculate with confidence but is likely to be reported in coming months.

22. Council Tax/Business Rates – Sheltered Units

Expenditure on Council Tax and Business Rates for sheltered units is expected to come in under budget this financial year. Once final bills are settled the savings figure will be reported.

HRA Capital

Core Capital

23. The **HRA Core capital** programme budget for 2017/18 is **£6.1m**, including rescheduling from 2016/17. A number of capital contracts are due to come to completion in 2019 therefore procurement for these contracts is underway. As

work continues some changes to budgets in 2017/18 may be required however officers currently expect to deliver **to budget**. This will be monitored closely throughout the year.

Stock remodelling

24. The revised **HRA Stock Remodelling capital** programme budget for 2017/18 is **£2.8m**, including rescheduling from 2016/17. As previously reported a **saving of £50,000** will be achieved.

25. Three community room projects have achieved planning permission and will be carried out this financial year. The budget provision however is more than that required by these three projects. Therefore it is requested that £140,000 is carried forward into 2018/19 to enable further community room conversion projects to take place next financial year as lead in times prevent further projects being achieved this financial year.

New build

26. The revised **HRA New Build capital** programme budget for 2017/18 is **£12.1m**, including rescheduling from 2016/17. As previously reported **savings of £0.7m** will be achieved.

Recommendation

It is recommended that the Executive:

1. notes the latest position against the budget in 2017/18;
2. endorses Waverley's participation in the Surrey-wide bid to become a business rate pilot, as detailed in paragraphs 11 to 13;
3. approves a supplementary estimate of up to £50,000 for the external resource required to implement the new information governance regulations, as detailed in paragraphs 14 to 16;
4. approves a supplementary capital estimate of up to £15,000 for the works at Godalming Museum in the event that sufficient savings do not arise in the 2017/2018 capital programme, as detailed in paragraph 19; and
5. approves the carry forward of £140,000 from the 2017/2018 HRA community room projects capital budget to 2018/2019, as detailed in paragraph 25.

Background Papers

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

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 10 OCTOBER 2017

Title:

INDOOR LEISURE FACILITIES STRATEGY 2017-2027

**[Portfolio Holder: Cllr Jenny Else]
[Wards Affected: All]**

Summary and purpose:

The purpose of this report is to present the Indoor Leisure Facilities Strategy 2017 – 2027 to the Executive. The strategy sets out Waverley’s vision for future leisure facilities in the borough and the strategic objectives that form the basis of the action plan that is proposed for implementation. The delivery of these objectives will help develop a more modern, efficient and sustainable range of community based sport and leisure facilities that Waverley requires.

The strategy will inform the Council’s approach to placeshaping whether this relates to indoor leisure facilities provided by the Council, schools, private sector providers or facilities managed by community groups, such as community halls. It focuses on ensuring that the network of leisure facilities in the borough will be of sufficient quality, quantity and accessibility to support the delivery.

The strategy sets out a clear direction to all partners with regard to facility provision in the borough and underpins the requirement of developer contributions in order to secure new or improved leisure facilities infrastructure in the borough. By adopting a clear strategy the Council will be able to maximise the Community Infrastructure Levy (CIL) and the Section 106 (s106) developer contributions. The strategy also underpins the capital programme for the leisure services and the Executive is invited to endorse the proposed strategy for adoption.

How this report relates to the Council’s Corporate Priorities:

The wellbeing and prosperity of our communities is a priority for the Council and the provision of leisure and recreational facilities will enable residents to be active and healthier and where appropriate take forward their sporting ambitions.

Any investment on future new or improved leisure facilities will be based on robust feasibility assessment that offers value for money to the Council. External funding and developer contributions will be sought to supplement any capital cost.

Financial Implications:

The strategy does not address in detail how proposals and recommendations will be funded. As specific projects are identified they will be fully costed and funding options put forward for consideration which may include a combination of investment from the Council, external funding and developer’s contributions.

Legal Implications:

There are no direct legal implications in relation to this report. Contractual legal support would need to be provided if there are any specific projects planned in the future.

Background

1. Waverley adopted a Sports and Leisure Facilities Strategy 2007-2012 in December 2006. Since then a Leisure Facilities Procurement Strategy was put in place to deliver improvements to the existing leisure facilities. The Procurement Strategy also included provision to review the procurement of a leisure management contract of the Council's leisure facilities. In 2008 DC Leisure (now Places for People) took over the management of all five Waverley leisure centres for a 15 year period.
2. Since then the Council has delivered significant investment into leisure facilities including a new Godalming leisure centre at £5.8 million, the refurbishment of Cranleigh (£1.7million), Farnham (£3.5 million) and Haslemere more recently at £4.1 million. Since 2008 the leisure management contract cost overall has turned a cost to the Council of almost £700,000 to a net income of approximately £470,000 in 2016/17.
3. Due to the projected increase in population in the borough over the next 20 years it was deemed necessary to develop a strategy that would consider the need and availability of indoor leisure facilities in order to plan the future demand. Knight Kavanagh and Page Ltd (KKP) were appointed to carry out a needs assessment analysis and produce an Indoor Leisure Facilities Strategy for the next 10 years. The strategy is attached at Annexe 1 for consideration and approval.

The Indoor Leisure Facilities Strategy

4. The strategy is based upon Sport England's five year strategy "Towards an Active Nation" which targets the 28% of population that do less than 30 minutes of exercise each week. A needs assessment analysis was also carried out; and the conclusions of the analysis have shaped the contents of the strategy.
5. Waverley's vision is to provide accessible high quality indoor leisure and sports facilities in the borough that encourage an active lifestyle, increase participation and help improve health and wellbeing. This vision will be achieved through the delivery of three strategic objectives:
 - Objective 1: **Protect** the current stock of facilities in order to meet the sport and physical activity needs of the local residents
 - Objective 2: **Enhance** the borough-wide approach to programming and management at all sites with a view to improving sports development aspirations and increasing physical activity outcomes, based on identified strategic need.
 - Objective 3: **Provide** a coherent range of good quality, accessible facilities that serve key current and future communities across Waverley.

Facility assessment analysis

6. A facilities assessment analysis was carried out that provides a detailed assessment of the current provision of indoor built facilities and their condition. It also identifies current and future demand. It was produced by applying the principles and tools identified by Sport England. The assessment report took into consideration the projected population growth within the borough, sports participation information locally and nationally and the unmet and latent demand.
7. The facilities assessment report is a detailed document that can be made available on request and makes the following conclusions:
 - Health and wellbeing should remain a key strategic priority which will ensure the active remain active and the inactive become active, especially those in more rural areas of the Borough.
 - Waverley-owned facilities should contribute to reducing health inequalities and are fully accessible to people from harder to reach communities as well as older people.
 - The Cranleigh Leisure Centre is likely to have increased maintenance costs and difficulty in replacing parts over coming years due to its age.
 - There is value in exploring the feasibility of developing a new sports facility to accommodate indoor sports in Cranleigh, in the context of the uncertain lifespan of the current leisure centre,
 - It is important to support other leisure facility developments, subject to relevant planning considerations, in order to increase the levels of sport and physical activity offering in the wider community.
 - Developing and maintaining relationships with a range of leisure and community providers/partners is essential to make facilities more accessible to the community especially during the day time.
 - It is essential that the planned increase in housing in the area has sufficient infrastructure in place to meet the increasing demand in sports facilities.
 - There will be value in exploring how enhancements to Farnham and Godalming leisure centres can contribute to increasing participation and addressing the wider health, wellbeing and ageing population agendas.

Funding

8. Despite the financial challenges that face the Council over the next few years, it is committed to explore investment in leisure facilities that offers value for money. The strategy has not addressed the detail on how projects will be funded. A combination of the Council's capital investment, external funding and developer contributions will be considered as a means to fund future projects.
9. Developer contributions will play a key role in making the delivery of this strategy viable. Both the new CIL and the s106 contributions will allow the Council to secure new or improved leisure infrastructure in the area.
10. Following an in-depth review of the Council's leisure centre management, an options appraisal for future leisure investment has been carried out. The conclusions of the options appraisal will be presented to members later in the year. The options considered include a more enhanced facility offering for Godalming and

Farnham leisure centres, as well as options to significantly upgrade Cranleigh leisure centre.

Conclusion

11. Both nationally and locally there is a clear recognition of the importance of encouraging our communities to have an active lifestyle. Physical activity undoubtedly has a positive impact on the health and wellbeing of individuals, as well as social and economic benefits. This strategy demonstrates Waverley's commitment in providing sufficient, good quality indoor facilities to encourage increased participation.
 12. The delivery of the strategy will heavily rely on working closely with partners to protect, enhance and provide quality indoor sports facilities in the Borough.
 13. The draft Local Plan sets out the expected housing growth in the borough for the period until 2032. The provision of new leisure infrastructure could be provided through both S106 and CIL developer contributions.
-

Recommendation

It is recommended that the Executive:

1. adopts the Indoor Leisure Strategy 2017-2027 in order to provide a clear direction in the provision of indoor sport facilities in the Borough; and
 2. asks officers to bring forward an options appraisal for future investment in the Council's Leisure Centres that reflects the needs identified in the Indoor Leisure Facilities Strategy.
-

Background Papers

Leisure Facilities Assessment Report May 2017

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KNIGHT, KAVANAGH & PAGE

ANNEXE 1

**WAVERLEY BOROUGH COUNCIL
INDOOR LEISURE FACILITIES STRATEGY
2017-2027**

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

TABLE OF CONTENTS:

FOREWORD	3
EXECUTIVE SUMMARY	4
1. INTRODUCTION	1
1.1 Purpose	1
1.2 National strategic context	1
Sporting Future: A new strategy for an active nation (December 2015)	1
Sport England: Towards an Active Nation (2016)	2
1.3 Local strategic context:	2
Waverley Corporate Plan 2016 - 2019	2
Health and Wellbeing Strategy 2016-2021	2
Active Surrey	2
2. LOCAL AREA CONTEXT	2
2.1 About Waverley	2
2.2 Housing allocations in Waverley	4
2.3 Planning policy	4
3. VISION AND OBJECTIVES	5
3.1 Vision	5
3.2 Strategic objectives	5
4. FACILITIES ASSESSMENT ANALYSIS	8
4.1 General findings	8
4.2 Community Sports facilities	9
4.3 Key findings per main settlement areas	11
4.4 Strategic Conclusions	14
Planning	14
5. DELIVERY OF THE STRATEGY	15
5.1 Funding	15
5.2 Developer contributions	15
5.3 Monitoring and review	16
7. STRATEGIC ACTION PLAN:	17
7.1 Management and programming	17
7.2 Indoor Leisure facilities	21
APPENDIX 1: FACILITY HIERARCHY – SITE DESIGNATION AND DEFINITION	28
APPENDIX 2: MODERN LEISURE CENTRE DEVELOPMENT	30

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

FOREWORD

This strategy demonstrates Waverley's aspirations to review and consider what indoor leisure facilities will look like in the future, taking into consideration our aging population and the increasing number of new housing planned for our borough.

We are fortunate enough to have a number of very good facilities in our Borough and 5 Waverley owned leisure centres however it is important to offer an inclusive service which takes into account the changing demographics of our Borough. In particular we must ensure that we continue to consider the effects of social isolation, bearing in mind Waverley's rural nature.

This strategy presents to Councillors, staff, partners and stakeholders the priorities for Leisure Services until 2027. The need for this strategy is increasingly important at this time when finances are very limited and whilst the needs, expectations and aspirations of our customers and partners are increasing.

Our vision is to provide accessible high quality leisure and sports facilities in Waverley that encourages an active lifestyle, increases participation and helps to improve health and wellbeing. This document will help to set a strategic framework within which we can make the decisions about our leisure resources which will address these issues.

Jenny Else
Waverley Borough Councillor

Portfolio: Health, Wellbeing & Culture

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

EXECUTIVE SUMMARY

This is the Executive Summary of Waverley Borough Council's Indoor Facilities Strategy and whilst WBC has been the key driver in developing it, it is expected that plans and actions emanating from it can only be delivered in partnership with other key stakeholders.

Purpose

The purpose of the Sports Facility Strategy is to look to address a range of fundamental challenges and assess how sports facilities can be used to meet the needs of:

- ◀ A growing and ageing Waverley population, which is relatively prosperous and economically stable, whilst also catering for harder to reach groups which may have different requirements, for example, rural isolation.
- ◀ The specific requirements of developments within the area and their impact on existing infrastructure.
- ◀ Health partners in addressing the cost of physical inactivity and obesity levels.
- ◀ Increased demand for facilities given the projected increase in population.
- ◀ A growing and active 'grey market' which is time rich, especially during the day time.

The Strategy has been and is being developed in partnership with a range of agencies including Active Surrey, local sports clubs, a range of national governing bodies of sport and local sports councils. It is recognised that the health agenda needs to be a major consideration moving forward but it is also acknowledged that the health sector has many conflicting and competing demands on its resources.

LOCAL AREA CONTEXT

Waverley has deprivation and unemployment rates lower than national and regional rates. Life expectancy for both men and women is higher than the England average. Waverley's population is projected to grow by 13% over the 25-year period 2014 - 2039. Work has started on the new Local Plan for Waverley; it is considered that the assessment of housing needs in the West Surrey Strategic Housing Market Assessment (SHMA) September 2015 should be the starting point for identifying the housing requirement. The evidence in the SHMA indicates an unvarnished figure of 590 homes per annum for housebuilding in Waverley per annum.

Housing allocations

The Spatial Strategy contained within the new Local Plan does not distribute development evenly across the Borough. A greater proportion of the development would be located in the east of Waverley than would be the case if it were to be distributed in proportion to the current population. This is due to the constraints that apply (such as the Green Belt and Areas of Natural Beauty) as well as the location of the proposed new settlement at Dunsfold Aerodrome. This includes a housing allocation of 2,600 homes to be delivered by 2032. The Dunsfold Park site has a resolution to permit the building of 1,800 new homes

WAVERLEY BOROUGH COUNCIL

INDOOR LEISURE FACILITIES STRATEGY

which will depend on key infrastructure projects, with delivery phased to coincide with the increase in infrastructure capacity.

Planning policy

The governments National Planning Policy Framework (NPPF) clearly recognises the role of sport and recreation as a fundamental part of sustainable development and expects local authorities to plan positively for these needs and demands.

The results of the needs assessment and recommendations of the Strategy should be considered in the future Local Plan policy making review and infrastructure delivery plans. It is, therefore, important that WBC, as the local planning authority uses the findings of the needs assessment and strategy to inform development of any new appropriate planning policy setting out its approach to securing sport and recreational facilities via new housing and other development where appropriate.

It should also consider the potential role of supplementary planning documents in helping to provide and enhance such facilities and as guidance to form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate indoor facilities.

VISION AND OBJECTIVES

Waverley's vision, working with and through partners is:

“To provide accessible high quality leisure and sports facilities in Waverley that encourages an active lifestyle, increases participation and helps improve health and wellbeing.”

The vision is based upon a clear, achievable framework of strategic objectives to **protect, enhance and provide** and are summarised below.

- Objective 1: **Protect** the current stock of facilities in order to meet the sport and physical activity needs of the local residents, by introducing a hierarchy of use with defined roles and functions for different facility types which will be supported by appropriate investment.
- Objective 2: **Enhance** the borough-wide approach to programming and management at all sites with a view to improving sports development aspirations and increasing physical activity outcomes, based on identified strategic need.
- Objective 3: **Provide** a coherent range of good quality, accessible facilities reflecting the hierarchy and serving key current and future communities across Waverley.

WAVERLEY BOROUGH COUNCIL

INDOOR LEISURE FACILITIES STRATEGY

FACILITIES ASSESSMENT ANALYSIS

The Strategy is predicated on an in-depth needs assessment of indoor provision which is based on the Sport England Assessing Needs and Opportunities Guide (ANOG) for Indoor and Outdoor Sports Facilities.

There has been investment in leisure centres in the Borough and there are more planned developments in the area which will further enhance provision quality. The most popular sports in the area are swimming, gym sessions, athletics, cycling and fitness classes. According to Sport England's Active People Survey, the Borough participation rates are significantly above national averages in terms of participation, club membership, receiving tuition and participating in organised sport. This indicates that Waverley has a very active local population. There is also identified latent demand for badminton, basketball, gymnastics, and netball.

DELIVERY OF THE STRATEGY

Funding

New leisure centre developments are almost without exception undertaken so as to develop new, better quality facilities which are more economical to operate.

The Strategy has not addressed in detail how the proposals and recommendations will be funded. It is anticipated that there will be no single funding source but a mix of sources will be required to deliver the Strategy.

Furthermore, a new facility mix can in many instances enable the operator to deliver revenue efficiencies. A similar approach is taken to the refurbishment of existing facilities where increased income offsets the annualised cost of the outlay of capital.

Developer contributions

The latest legislation covering Section 106 (S106) development contributions states that local authorities will only be able to pool a maximum of five secured S106 contributions to fund one specific infrastructure project. Projects which relied upon funding from a wide number of tariff-based Planning Obligation contributions will need to be secured via the new Community Infrastructure Levy (CIL) in to the future. Both mechanisms allow local government to secure new or improved infrastructure which is either site-specific or immediately related to the development, as a condition of any planning consent.

Monitoring and Review

The Indoor Leisure Facilities Strategy identifies the investment and actions required to deliver and maintain high quality built facilities infrastructure for Waverley for the period up until 2032.

The strategy is based on the current known and planned facilities. This will need to be reviewed periodically especially when there are significant changes in facility provision. It is important that it is used to prioritise investment, and develop key work programmes and

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

partnerships. The strategy will inform the planning process in order to gain development related investment through CIL and S106.

A detailed site by site action is detailed in the Action Plan of the Indoor Leisure Facilities Strategy.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

1. INTRODUCTION

This is the Waverley Facilities Strategy for the period 2017 - 2032. Recommendations are drawn from the Indoor Leisure Facilities Assessment Report, researched and prepared initially between December 2016 and March 2017 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Both the Assessment Report and the Strategy were prepared in accordance with Sport England's Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities (ANOG) guidance and in consultation with Waverley Borough Council (Waverley), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

As illustrated in Figure 1, Sport England regards an assessment of need is core to the planning for sporting provision. This report reviews indoor and built sporting facility need in Waverley and provides a basis for future strategic planning.



Figure 1: Sport England's Planning for Sport model

1.1 Purpose

Waverley both aspires and needs to consider its facilities planning particularly in the context of an ageing stock of leisure facilities, future growth needs and changing economic and demographic profile of the area.

The focus of this Strategy is to provide clear direction to all partners so that together they can plan and develop the more modern, efficient and sustainable range of community based sport and leisure facilities that Waverley requires. This will ensure that residents have the opportunity to be physically active and healthier and where appropriate take forward their sporting ambitions within their local community.

The Strategy focuses on ensuring that the network of leisure facilities in the Borough will be of sufficient quantity, quality, accessibility and suitability to support the delivery of sports development.

1.2 National strategic context

Sporting Future: A new strategy for an active nation (December 2015)

The Government's strategy for sport confirms its recognition and understanding that sport makes a positive difference and states its intention that the sector will deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development.

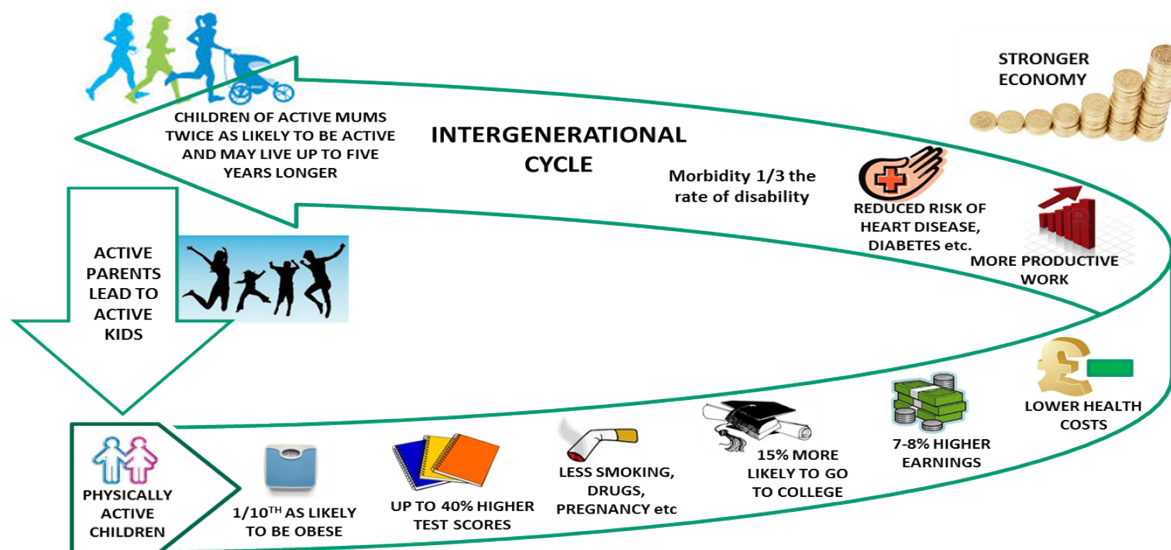
WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Sport England: Towards an Active Nation (2016)

In Sport England's strategic response to the Government it states that it will invest in:

- ◀ Tackling inactivity.
- ◀ Children and young people.
- ◀ Volunteering – a dual benefit.
- ◀ Taking sport and activity into the mass market.
- ◀ Supporting sport's core market.
- ◀ Local delivery.
- ◀ Facilities.

Increasing participation in sport and physical activity and the health and wellbeing benefits that this delivers are the key drivers for Sport England and partners. It has placed particular emphasis on getting the inactive active and targeting interventions at under-represented groups. The wider benefits that derive from having a more active population are highlighted in the following intergenerational cycle which clearly demonstrates the impact beyond the sports 'arena'.



Based on 'Designed to move' © Nike Inc.

Figure 2: Intergenerational cycle

High quality and appropriate 'places to play sport and be physically active' are important in delivering increased participation in sport and physical activity which is part of the foundation of improving health and wellbeing (plus economic gains) to Waverley residents.

It is not, however, sufficient just to have the right facilities in the right places, they also need to be programmed and priced appropriately to ensure that activities are appropriate for specific target groups and that cost is not a barrier to access.

Sport England is committed to continue to invest in facilities, but will place greater focus on multi-sport and community hubs which bring together a range of services such as libraries and doctor's surgeries.

WAVERLEY BOROUGH COUNCIL

INDOOR LEISURE FACILITIES STRATEGY

1.3 Local strategic context:

Waverley Corporate Plan 2016 - 2019

Waverley is committed to support the wellbeing and vitality of its residents. A leisure facilities strategy will identify the needs and demands for leisure provision over the next 10 years to ensure sufficient and adequate facilities.

Despite increasing financial challenges facing the Council over the coming years, it is committed to explore investment in leisure facilities that offers value for money.

Health and Wellbeing Strategy 2016-2021

This strategy has been developed with the Waverley Health and Wellbeing Partnership, in recognition of the shared responsibility for improving public health and wellbeing and reducing inequalities. The strategy has been developed with current and future resources in mind, with an emphasis on sustainability, joint-working and preventative approaches to promoting health and wellbeing. Its priorities Strategy are:

- ◀ Developing a preventative approach.
- ◀ Promoting emotional wellbeing and mental health.
- ◀ Improving older adults' health and wellbeing.
- ◀ Improving the health and wellbeing of children and young people.
- ◀ Safeguarding the population.

Active Surrey

The Surrey Physical Activity Strategy 2015-2020 identifies its vision as 'enabling more residents of all ages to meet the Chief Medical Officers' physical activity guidelines so that Surrey will be the most active county in England by 2020. Its priorities are:

Start Moving: Supporting all children and young people to have an active start in life

Move Every Day: Encouraging all adults to build activity into their everyday lives

Stay Moving: Supporting older adults to live longer and more active lives

2. LOCAL AREA CONTEXT

2.1 About Waverley

Waverley is a local government district with borough status in Surrey. It contains four principal urban settlements of varying size (Cranleigh, Farnham, Godalming and Haslemere). Approximately 70% of the population resides in one of its four main centres. House prices in the Authority are amongst the highest in the South-East.

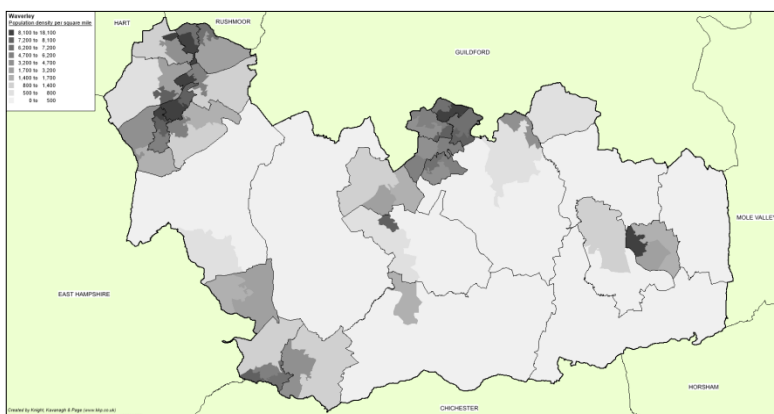
Waverley borders East Hampshire, Hart, Rushmoor, Guildford, Mole Valley, Horsham and Chichester council areas. The total population (2015) of Waverley is 123,315, with a slightly higher percentage of females to males (51%: 49% respectively). Relative to other parts of the country Waverley has very low levels of deprivation; only 1% of its population resides in areas defined as being in the country's three most deprived cohorts (national average: 30%). Conversely, 82% live in the three least deprived groupings in the country (compared to the 'norm' of c. 30%). There is a similar pattern for health. None of Waverley's

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

population resides within areas in the three most deprived cohorts while 81% live in localities classed as being in the three least deprived groupings.

Life expectancy in Waverley is higher than the national figure; the male rate is currently 82 years of age compared to 80 for England;

the female equivalent is 85 compared to 83 nationally.¹ Waverley's ethnic composition differs from that of England as a whole; 96% of the local population is White. This is significantly higher than the comparative England rate (85%). The next largest group is Asian, at 2%; markedly lower than the national equivalent (8%).



The most recent Office for National Statistics (ONS) projections indicate a rise of 13% in Waverley's population (16,333) over the 25 years from 2014 to 2039. This encompasses a progressive rise in the number of 0-15 year olds over the first half of this period (7% by 2027). By contrast, there will be a decline in the number of 45-54 year olds of -5% by 2039. Figure 3, demonstrates the projected population change over the next 20 years.

There will be a continuous increase in the number of people aged 65+. An increase of 24% (+9,300) in the first period continues creating a total increase, by 2039 of 51% (+13,467). This age group represented 21% of Waverley's population in 2012 but will be 28% of the total by 2039. All these factors have the potential to place pressure on differing types of sporting, educational and cultural provision and there may be a specific need to consider how sport/physical activity for older people are planned and provided.

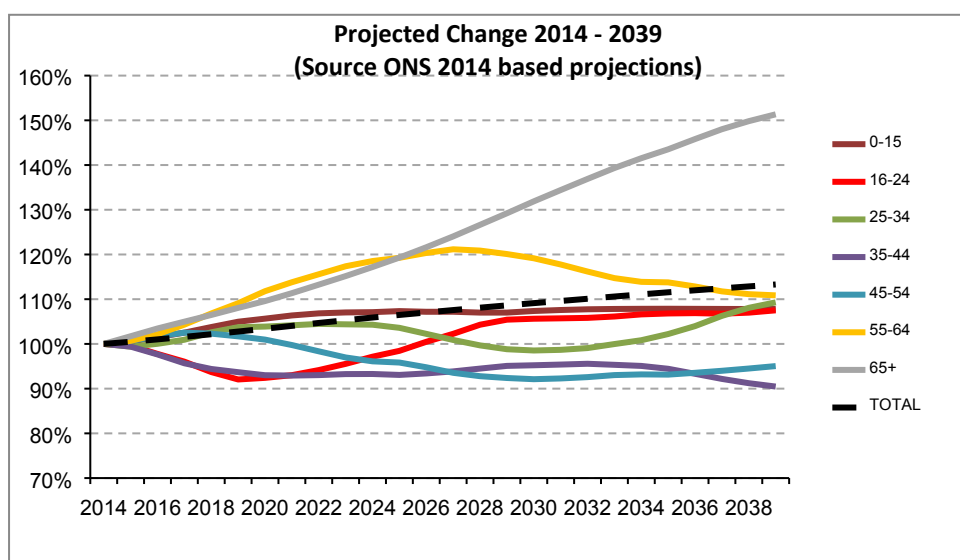


Figure 3: Projected population change (2014 -2039)

¹ Office of National Statistics: Life Expectancy at Birth by local areas in the United Kingdom, 2014.

WAVERLEY BOROUGH COUNCIL

INDOOR LEISURE FACILITIES STRATEGY

Participation trends from Sport England's Active People Survey 10 show that nearly half (46%) of adults participated in at least 1 x 30 minutes' moderate intensity sport per week. Over one third (37%) are members of a sports club. Both of these are substantially above national average and regional averages.

2.2 Housing allocations in Waverley

Local planning authorities are required to identify five years' worth of housing against their requirements under the National Planning Policy Framework (NPPF). Pending the completion of the new Local Plan, it is considered that the assessment of housing needs in the West Surrey Strategic Housing Market Assessment (SHMA) September 2015 should be the starting point for identifying the housing requirement. The evidence in the SHMA indicates an unvarnished figure of 590 homes per annum for housebuilding in Waverley.

The Spatial Strategy contained within the new Local Plan proposes a greater proportion of developments to be located in the east of Waverley. This is due to the land constraints that apply (such as the Green Belt and AONB) as well as the location of the proposed new settlement at Dunsfold Aerodrome. The proposed new settlement has a housing allocation of 2,600 homes to be delivered by 2032 with phased delivery.

The new Local Plan is supported by an Infrastructure Delivery Plan ('IDP') which identifies the physical, social and green infrastructure needed to enable the amount of development proposed for the area. This also identifies gaps, cross boundary issues, existing commitments and the need for new provision. It identifies who will provide the key infrastructure projects, when and how they will be funded.

2.3 Planning policy

The government's National Planning Policy Framework (NPPF) clearly recognises the role of sport and recreation as a fundamental part of sustainable development and expects local authorities to plan positively for these needs and demands.

NPPF paragraph 74 states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- ◀ An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- ◀ The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- ◀ The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

It is essential that Waverley, as the local planning authority, retains oversight of all potential facility developments. This includes policies and potential supplementary planning documents setting out the approach to securing sport and recreational facilities through new housing development. It also includes the Council's approach to ensuring that community use of new facilities is agreed at the outset so as to ensure that they contribute to the wider sport and physical activity aspirations of the Council and its partners. The approach taken to this is pivotal to strategy delivery over coming years.

WAVERLEY BOROUGH COUNCIL

INDOOR LEISURE FACILITIES STRATEGY

3. VISION AND OBJECTIVES

3.1 Vision

“To provide accessible high quality leisure and sports facilities in Waverley that encourages an active lifestyle, increases participation and helps improve health and wellbeing.”

This builds upon the conclusions identified in the Assessment Report (April 2017) and Sport England’s recently released five-year strategy ‘Towards an Active Nation’, which aims to target the 28% of people who do less than 30 minutes of exercise each week and focuses on the least active groups; typically, women, the disabled and people from lower socio-economic backgrounds.

This strategy provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Waverley can be identified. The primary focus is to enable residents to gain access to leisure facilities of which they can be proud of. It is also vital to ensure that facilities support sport and physical activity programmes that lead to increases in regular participation, taking account of the projected changes in age profile of the population in the Borough up until 2032.

3.2 Strategic objectives

The above vision is based upon a clear, achievable framework of strategic objectives to ***protect, enhance and provide*** and are summarised below.

Strategic Objective 1:

Protect the current stock of facilities in order to meet the sport and physical activity needs of the local residents, by introducing a hierarchy of use with defined roles and functions for different facility types which will be supported by appropriate investment.

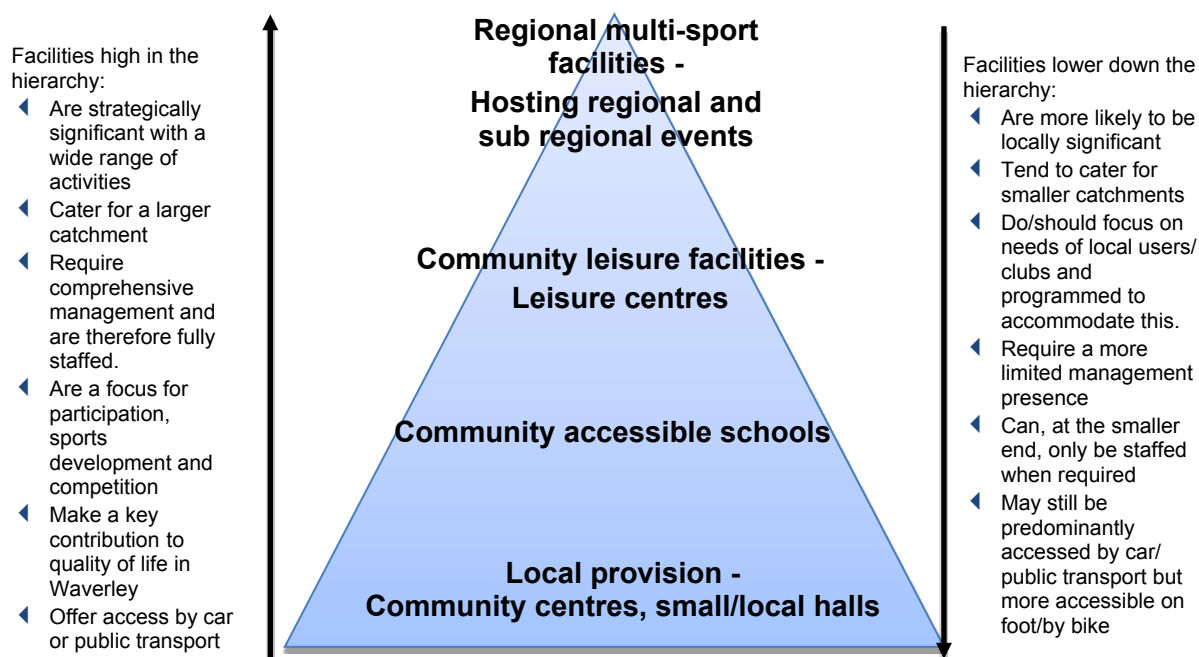
Waverley and its partners will consider how to ensure that the borough network of leisure and sports facilities works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity and contribute to wider community health and wellbeing.

As such there is a need to clarify the sports facility hierarchy in Waverley establishing which specific venues have distinct roles and functions; the extent to which they carry differing levels of community importance, operational weight and related staffing. The broad principles are illustrated in Figure 4 below.

It is important that facilities have a defined function from a user perspective. Borough wide and key community facilities deliver orchestrated physical activity geared to extended participation (hubs and spokes approach) and improving health whilst key neighbourhood facilities offer accredited clubs opportunities to develop their sports.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Figure 4 Facility hierarchy – core principles



It is worth noting that facilities identified to service much localised (and in particular rural) provision are generally smaller than those identified within the scope of this strategy. They are, however, often valuable assets for a specific local area or community offering either a range of recreation/participation opportunities or, in some instances, offering beginner to performance opportunities.

The facility hierarchy site designation and definition is further explained in APPENDIX 1.

Strategic Objective 2:

Enhance the borough-wide approach to programming and management at all sites with a view to improving sports development aspirations and increasing physical activity outcomes, based on identified strategic need.

In delivering the above Waverley needs to consider how it will work with partners to:

- Ensure that the current stock of facilities (which has a proven need), remains open and accessible to the general public.
- Work through the Council's leisure operator (Places for People) and other partners to develop a process that brings together as many operators of local sports facilities as possible.
- Develop an agreed approach and a Waverley definition of community use which all partners sign up to and agree to implement. This will recognise the importance of well programmed community use attracting people from older age groups into facilities.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

In delivering this Waverley and partners will need to consider the following:

- ◀ How partners might engineer a holistic approach to strategic programming across sites, including smaller but strategically placed community/village halls in order to increase and improve provision.
- ◀ How (reflecting the community use standard cited above) relationships are developed and maintained with schools across the Borough.
- ◀ How housing developments, including Dunsfold Aerodrome development, can complement current and projected future demand for sport and physical activity.
- ◀ The development of strategic plans that take account of the increasing demand from the ageing population will affect facilities in the area and how those facilities in the more rural locations can be accessed.

Strategic Objective 3:

Provide a coherent range of good quality, accessible facilities reflecting the hierarchy and serving key current and future communities across Waverley.

The following section identifies major investment requirements over the life of this Strategy. It describes what is needed in order to 'protect', 'enhance' and 'provide' sport and leisure facilities for the residents of Waverley and enable the Council to meet its wider objectives. It first considers Cranleigh Leisure Centre as a key facility in the Borough. It also considers potential options to consider when it comes to the end of its useful life.

Cranleigh Leisure Centre: is the main swimming facility in the Borough offering 6 lane 25m swimming pool and 12m teaching pool. It presently hosts the majority of the borough swimming due the fact that it has spectator seating. It offers a relatively modern 45 station fitness suite which attempts to compete effectively with local private sector competition, but is not substantial in size and has insufficient studio/flexible space. The quality of the changing rooms at the centre are rated below average and the façade is dated. Available space is used for gymnastics but it is too small to meet demand, not of the requisite quality and cannot cope with storage of the equipment.

The needs assessment report indicates no shortfall for water space or sports halls in the immediate area. Forthcoming developments in the Cranleigh area could lead to additional demand of up to two lanes by 2032, according to Sport England's Sports Facilities Calculator

The majority of supply of sports halls is limited to school sites. Daytime demand is, therefore, not met. Swimming clubs report lack of availability. Sports hall demand is modelled to grow by 0.5 badminton courts, which will need to be taken into account when considering the facility mix of a new facility in Cranleigh.

Potential population growth (and the increasing number of older people) is likely to lead to increased demand for facilities during the day.

4. FACILITIES ASSESSMENT ANALYSIS

4.1 General findings

Waverley recognises the importance of its leisure facility stock to health and wellbeing and is committed to retain them via the presumption (in Planning Policy) against any net loss of active sport and leisure facilities in the Borough. The Council and its partners will also need to deal with increasing age related health challenges of the resident population.

Significant housing growth is planned for Cranleigh, which will increase demand for facilities in this locality. The future developments will provide potential source of funding through CIL and S106.

The most popular sports in the area are swimming, gym sessions, athletics, cycling and fitness classes. According to Sport England's Active People Survey, participation rates in club membership, receiving tuition and organised sport in the Borough are significantly above national averages. This indicates that Waverley has a very active local population. There is also identified latent demand for badminton, basketball, gymnastics, and netball.

The area has an unusually strong and active set of local sports councils (Haslemere, Godalming and Farnham) which champion sport and keep it on the political agenda. These voluntary bodies have clear aspirations to develop specialist facilities in the area. These aspirations are likely to depend upon the strategic perspective of respective NGBs and the ability of clubs and partners to raise appropriate funds. The education sector provides a large number of sports facilities most of which are made available for community use. This arrangement appears to function effectively and schools appear to be generally responsive to local demand.

The high proportion of outdoor sports being played indoors is arguably limiting the access for sports that specifically require indoor sports hall space to play, however flexible programming could potentially alleviate this issue as there is reported capacity within sports facilities at different times.

Wellbeing groups

Waverley is committed to working with a range of providers, and organisations to ensure that the best wellbeing offer is made for residents and that they have access to all the advice and support needed to live full, active and healthy lives. Activity programmes operate from a number of venues.

4.2 Community Sports facilities

Sports halls

- ◀ There is a good spread of above average and good quality community accessible sports halls in Waverley with a range of outdoor sports being played indoors in the winter.
- ◀ The average age of a sports hall in Waverley is 26 years old.
- ◀ Three fifths (59.3%) of population live within 20-minute walk time of a 3+ court hall with the whole borough population residing within 20 minutes' drive of a facility.
- ◀ The majority of sports halls are rated as above average with one rated poor and one rated good.
- ◀ The poor rated sports hall is at Rodborough School (opened in 1954). Its programming is hampered by its condition and design.
- ◀ The key issue in respect of sports hall availability is that the majority of clubs and user groups all wish to use them at similar times.
- ◀ There is capacity at different times if some of this use can be better orchestrated or some of the outdoor sport based indoor hall demand can be channelled into outdoor venues.
- ◀ The projected population increase in Waverley between 2016 and 2039 is likely to generate additional demand for additional facilities.
- ◀ Daytime access to sports halls is likely to be of increasing importance to the population as it ages. Given the current reliance on the education sector for the provision of halls this may become increasingly problematic.
- ◀ There is a high level of local demand for gymnastics. This is hindered by the lack of suitable facilities. Arguably, sports halls are not the most effective solution for this. Dedicated gymnastics facilities are needed and this is covered later in the strategy.

Swimming pools

- ◀ Swimming is popular in Waverley with all the accessible swimming pools being well used by both the public and swimming clubs.
- ◀ The pools in the area are generally rated as either good or above average with the exception of Cranleigh Leisure Centre which is reaching the end of its useful life.
- ◀ In volume terms, current supply of swimming pools is more than adequate in the Borough.
- ◀ The average age of swimming pools in Waverley is 24.5 years, the oldest being Cranleigh Leisure Centre which is 48 years old.
- ◀ All of Waverley's residents reside within 20 minutes' drive time of a swimming pool whilst almost half (43%) live within one mile of one.
- ◀ Demand from swimming clubs requiring access to more water could be met by re-programming pools to enhance levels of use in the early mornings as well maximising occupancy during current peak times in the evening.
- ◀ Cranleigh Leisure Centre's swimming pool has substantial seating and hosts the majority of local and some county galas,

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Health and fitness suites

- ◀ The health and fitness offer in Waverley is relatively good
- ◀ The majority of the stock found in the main settlement areas across the Borough.
- ◀ Facilities tend to be rated as either good or above average although three rated below average.
- ◀ All residents live within a 20-minute drive time of one with Six in ten people live within one mile of an accessible health and fitness suite
- ◀ There is currently a sufficient supply of community available fitness suites. This ratio may be affected by the projected increase in population, combined with a national trend of increasing use of fitness facilities (currently Waverley 8% compared with a national rate of 14%).
- ◀ If stock levels remain the same, there will be an overall under supply in provision in the future.

Table tennis

- ◀ There is one league in the Borough comprising 12 clubs.
- ◀ Consultation indicates that there are some programming issues affecting Haslemere Table Tennis Club with regard to access times and it not being possible to complete matches by facility closing times.

Squash and racketball courts

- ◀ The squash offer is reported to be vibrant and varied with squash courts in high demand especially at peak times.
- ◀ There are eight squash courts which are all available for community use.
- ◀ Two are rated as good and the others as above average.
- ◀ There is planned development of four new courts at Cranleigh School Sports Centre due to open in Summer 2017.

Indoor tennis courts

- ◀ There are three indoor tennis facilities in the Borough and six indoor courts.
- ◀ Tennis (indoor and outdoor) is popular in Waverley, and the Lawn Tennis Association is in discussion with three local tennis clubs about funding options and opportunities.
- ◀ The majority (85.6%) of Waverley's residents reside within 20 minutes' drive time of a Waverley indoor tennis facility.
- ◀ Consultation confirms that there has been some investment in facilities in the area and there are aspirations to further upgrade certain venues. Funding for this has yet to be secured.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Athletics tracks

- ◀ There are two main clubs and two athletics facilities in the area; both on education sites.
- ◀ One is a 400m tartan track with no floodlights (Charterhouse School); and the other (The Edge at Woolmer High School) is a floodlit 110m six lane synthetic straight with dedicated pole vault, long jump and triple jump areas.
- ◀ There are aspirations to develop the 110m track into a 400m synthetic track in a 2:4:6 lane format; this is supported by Sport Haslemere.

Taekwondo

- ◀ Taekwondo is a popular among young people in Waverley.
- ◀ The Farnham School of Taekwondo is currently operating at capacity with a waiting list of over 40.
- ◀ The Club hires multiple sites in the area and would like to add more sessions; however, its preferred facility is not available at the times that would best suit its members and parents.

Boxing

- ◀ Farnham Boxing Club operates at Brambleton Church Hall.
- ◀ The Club has grown its membership to a level whereby the facility does not now meet its needs.
- ◀ The Church has submitted a planning application to increase hall size; this will lead to the Club becoming a 'permanent fixture' and, should the scheme progress, operational effectiveness should improve markedly as it will not have to set up and subsequently dismantle equipment before and after every session.

Floorball (Unihoc)

- ◀ Another popular activity in the area is floorball; a relatively new sport.
- ◀ The Farnham Unihoc team is well established with both senior and junior teams competing in the regional league.
- ◀ The Club is expanding and will soon be operating from multiple venues.

4.3 Key findings per main settlement areas

The estimates for new houses are based on the dwelling controlled statistics 2013-2032 as per the Local Plan. Funding for facilities is generally, difficult to obtain however, it should be noted that section 106 developer contributions can contribute to enhancements as well as provision of new facilities. This should be considered within the main settlements as identified below.

WAVERLEY BOROUGH COUNCIL

INDOOR LEISURE FACILITIES STRATEGY

Haslemere

- ◀ Has one six court hall (above average), one eight lane 25m pool (above average) and three squash courts at the Leisure Centre. Two 3+ court sports halls in the area are private use only (Royal Senior School and Amesbury School).
- ◀ Its three health and fitness suites are all rated above average and offer a combined total of 141 stations available for community use.
- ◀ Woolmer Hill School (The Edge) has a floodlit, 110m six lane synthetic track.
- ◀ There are aspirations to develop the facilities at The Edge Leisure Centre which includes extending the athletics straight to create a 400m, (2,4,6 design) floodlit track and 3G football pitch alongside developing the ancillary facilities to provide additional changing and multi-functional room for parties and coffee shop.
- ◀ It is anticipated that there will be 830 new homes in the area. This will potentially increase the population by 1,926 people creating additional demand for 0.52 badminton court and 0.37 of a lane of a swimming pool lane (assuming current supply remains the same).

Key challenge: to retain the quality of the sports facilities as the stock ages. Obtain community use agreements at/for the schools which currently have private use.

Cranleigh:

- ◀ There is an eight court hall (Cranleigh School Sports Centre) and another four court sports hall, both of which are located on educational sites and are community accessible. Further, there is a three lane 25m pool (above average) and a six lane 25m pool (poor quality). All 3+court halls in the area are community accessible.
- ◀ The three health and fitness suites offer community use of a combined total of 105 stations and are rated above average
- ◀ It has six squash courts (four being rebuilt having previously been decommissioned at Cranleigh School Sports Centre).
- ◀ The Local Plan states that there will be 1,520 new houses in the area. Planning consent has already been granted to build 1,800 new houses at Dunsfold Aerodrome. The Dunsfold area has been earmarked for up to 2,600 new homes. This will potentially increase the population by c. 9,300 people creating additional demand for 1.82 badminton courts and 1.83 lanes of a swimming pool.
- ◀ Redevelopment of Cranleigh Leisure Centre is of increasing importance, especially with the projected population increase
- ◀ Given that sports hall provision is limited to educational sites, it is vital that binding community use agreements are secured for these sites and/or the facility mix at Cranleigh includes a community accessible sports hall which residents can access both during the daytime and in the evening.

Key challenges: to retain and enhance the facility mix at Cranleigh Leisure Centre as a priority and to ensure its long term financial sustainability. To provide access to community facilities for existing and new residents in the south of the town.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Farnham:

- ◀ Farnham has one 6-court, two 4-court and one 3-court community accessible halls. All are rated above average with the exception of David Lloyd (3 courts) which is rated good.
- ◀ It has a 6-lane 25m pool, a 4-lane 20m pool (both above average) and a 4-lane 25m (good condition) pool, each targeting different markets.
- ◀ It has 10 squash courts, all of which are community accessible.
- ◀ It has five community accessible fitness suites, four rated above average or good and only one below average (Anytime Fitness) offering a combined total of 302 stations.
- ◀ Two of the 3+ court sports halls in the area do not allow community access.
- ◀ There are two indoor tennis courts at David Lloyd and one at Bourne Club Ltd.
- ◀ Other sports prevalent in Farnham are boxing, floorball and Taekwondo.
- ◀ Farnham is to have 2,330 new homes. This will increase the population by 5,616 creating additional demand for 1.52 badminton courts, and 1.1 lanes of a swimming pool.

Key challenge: Obtaining community use agreements at the private use sports halls. Improving the facility mix on offer at Farnham Leisure Centre,

Godalming:

- ◀ Godalming has three 4-court and one 8-court community accessible sports halls.
- ◀ King Edwards School (4 court hall) and St Catherine's School (4 court hall) are private use only.
- ◀ The quality of facilities is variable with Charterhouse Club and Godalming College described as above average, Broadwater School is below average and Rodborough School sports hall is rated poor.
- ◀ Godalming Leisure Centre has a good quality 6-lane 25m pool as has the Charterhouse Club. St Catherine's School has a 5 lane 20m pool (above average). In addition, there is also a 6 lane 25m pool at King Edwards School (albeit for private use only).
- ◀ It has six community accessible health and fitness venues offering a total of 214 stations. Two are rated as below average (Godalming Fitness and Hone Gym) and the others are rated as above average. Only one 20+ station fitness gym in the area is not available for community use (Godalming College; which has 21 stations).
- ◀ There are three (above average) squash courts at St Catherine's School, three indoor tennis courts at Guildford Tennis Academy and a 400m synthetic running track (no floodlights) at Charterhouse Club.
- ◀ It is anticipated that there will be 1,240 new houses built which will increase the population by c. 3,000 creating a small increase in demand for 0.78 badminton court and 0.57 lanes of a pool. This is not sufficient to warrant consideration of any new sports halls or pools.

Key challenges: increasing the amount of fitness provision in the area and obtaining community use agreements at the schools, which are currently private use only.

WAVERLEY BOROUGH COUNCIL

INDOOR LEISURE FACILITIES STRATEGY

4.4 Strategic Conclusions

In summary the Council needs to:

- ◀ Recognise that facilities are an important contributor to the quality of life of residents.
- ◀ Ensure that Waverley owned facilities contribute to reducing health inequalities and are fully accessible to, and used by, people from harder to reach communities and by older people.
- ◀ Retain the financial viability of the Cranleigh Leisure Centre in the short term, given likely increases in maintenance costs and difficulty in replacing parts over coming years.
- ◀ Consider the value of developing a new sports facility to accommodate indoor sports in Cranleigh, in the context of the uncertain lifespan of Cranleigh Leisure Centre,
- ◀ Subject to relevant planning considerations, support other developments (via planning and officer expertise) which will underpin increased levels of sport and physical activity in the wider community.
- ◀ Continue to develop and maintain relationships with a range of leisure and community providers/partners which offer potential to make facilities more accessible to the community especially during the day (these include a range of schools).
- ◀ Ensure that the planned increase in housing in the area has sufficient infrastructure in place to meet the increase in sports facility demand.
- ◀ Retain health and wellbeing as a strategic priority to ensure the active remain so and the inactive become active, especially those in more rural areas of the Borough.
- ◀ Consider how extensions and enhancements to Farnham and Godalming leisure centres can contribute to the wider health, wellbeing and ageing population agendas.

Planning

The results of the needs assessment and recommendations of the Strategy should be considered in any future policy making reviews and infrastructure delivery plans. It is important that Waverley, as the local planning authority, uses the findings of the needs assessment and strategy to inform development of any new appropriate planning policy setting out its approach to securing sport and recreational facilities via new housing and other development where appropriate.

It should also consider the potential role of supplementary planning documents in helping to provide and enhance such facilities and as guidance to form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate indoor facilities.

WAVERLEY BOROUGH COUNCIL

INDOOR LEISURE FACILITIES STRATEGY

5. DELIVERY OF THE STRATEGY

The Strategy should be regarded as the start of the strategic planning process with a requirement for all partners to engage in ongoing dialogue and review in order to ensure that a strategic approach is adopted throughout the life of the strategy.

The delivery of the strategy relies on close partnership working to collectively protect, enhance and provide quality indoor sports facilities in the Borough.

5.1 Funding

The Strategy has not addressed in detail how proposals and recommendations will be funded. It is anticipated that there will be no single funding source; but a mix of sources and solutions will be required to deliver the Strategy. The solutions to consider will include:

- ◀ Further development and implementation of the developer contributions process associated with the development of urban extensions. It should be noted that planning contribution will significantly help with funding for future facility provision and enhancement.
- ◀ Use of capital receipts from land disposal, where applicable.
- ◀ Asset rationalisation and use of revenue saving and/or future liabilities to pay back borrowing aligned to capital investment in other sites.
- ◀ Prudential borrowing where an 'invest to save' justification can be made, particularly for longer-term proposals which may be considered in light of the Council's future borrowing strategy.
- ◀ External funding sources aligned to specific facilities and/or sports (e.g. Sport England funding, other charitable grant awards and funding streams).
- ◀ 3rd party borrowing where a suitable, robust business case exists (although this will be more expensive than prudential borrowing).

New leisure centre developments are almost without exception undertaken so as to develop new, better quality, facilities which are more economical to operate. Furthermore, a new facility mix can, in many instances, enable the operator to deliver revenue efficiencies generating surpluses. A similar approach is taken to the refurbishment of existing facilities where increased income offsets the annualised cost of the outlay of capital.

5.2 Developer contributions

The latest legislation covering S106 development contributions states that local authorities will only be able to pool a maximum of five secured Section 106 contributions to fund one specific infrastructure project. Projects which relied upon funding from a wide number of tariff-based Planning Obligation contributions will need to be secured via the new CIL in to the future. Both mechanisms allow local government to secure new or improved infrastructure which is either site-specific or immediately related to the development, as a condition of any planning consent.

5.3 Monitoring and review

The Indoor Leisure Facilities Strategy identifies the investment and actions required to deliver and maintain high quality built facilities infrastructure for Waverley for the period up until 2032.

The strategy is based on the current known and planned facilities. This will need to be reviewed periodically especially when there are significant changes in facility provision. It is important that it is used to prioritise investment, and develop key work programmes and partnerships. The strategy will inform the planning process in order to gain development related investment through CIL and S106.

It will be important for Waverley and its partners to develop a 3 – 5 year action plan which will be monitored and reviewed annually to review progress against the original action plan, as well as make adjustments to the supply and demand equation for facilities in the area.

In particular, the annual review process should include:

- ◀ A review of annual progress on the recommendations and the 3 – 5 year action plan; taking into account any changes to the priority of each action (e.g. the priority of some may increase following the delivery of others).
- ◀ Lessons learnt throughout the year.
- ◀ New facilities that may need to be taken into account.
- ◀ Any specific changes of use of key sites in the Borough (e.g. sport specific specialisms of sites, changes in availability, etc.).
- ◀ Any specific changes in demand at particular facilities and/or clubs in the area (e.g. reduction or increase in club numbers, new housing growth).
- ◀ New formats of traditional sports that may need to be taken into account.
- ◀ Any new or emerging issues and opportunities.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Timescales

Short term: 1-2 years
Medium: 3-5 years
Long term: 5-10 years

7. STRATEGIC ACTION PLAN:

7.1 Management and programming

The following actions are relative to the overall management and programming of key facilities in Waverley. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access).

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Borough wide programming Provide	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community.	Consider current programming across the Borough. Define the role of each facility within the wider community use offer across Borough. Develop a site by site action plan for improving programming across the Borough.	Short	Schools, Leisure Centres & Village halls / Community Centres	High
Community use agreements Provide	Increasing the availability of the current stock of sports halls to more sections of the community.	Taking account of the currently good levels of community use of sports halls, consider how or whether schools can start to accommodate more day time use and whether new schools can be brought into the fold (i.e. those which currently offer no community use) Resource needs to be allocated to securing access to school sites.	Short	Schools	High
Sports halls Provide	Improving access to facilities during the day time given the current reliance on educational facilities for indoor activity.	On a site by site basis consider whether there are appropriate solutions to extending day time access, such as: <ul style="list-style-type: none"> ◀ Key holder access to specific sports groups. ◀ Designing in good access to new facilities. ◀ Working with schools to accommodate community based organisations. ◀ Complete a feasibility for the replacement of the poor sports hall at Rodborough School in tandem with the improvement of the facility improvements of Guildford Tennis Academy with the possibility of adding health and fitness provision. 	Short	Schools	Medium

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Swimming pools Provide	Ensuring sufficient water space is available to current and future residents. Ageing stock, particularly of the Swimming Pool. Strategically programme water time for all residents.	<ul style="list-style-type: none"> ◀ Consider the options for replacement of the Cranleigh Leisure Centre pool. Undertake full feasibility study and ascertain the level of cooperation/partnership between potential partners and facility mix options. ◀ Strategically programme water time for all residents to ensure the public have sufficient access the pools at peak times. ◀ Work with the swimming clubs on pools programming to maximise their (efficient) access to pool time by, for example, running training sessions in early mornings as well as evenings at public leisure centres. 	Short	Waverley, Public Health, Places for People, ASA, Sport England	High
Health and Fitness Provide	Increasing the provision of health and fitness in the Borough ensuring that there is sufficient supply to meet the needs of the growing population.	<ul style="list-style-type: none"> ◀ When reviewing Council owned leisure centres to substantively increase the volume of fitness stations and number/scale of studios. ◀ When refurbishing Council owned/managed stock <i>per se</i>, look to increase the scale and volume of fitness provision and studios to reflect both latent demand and increased need based upon projected population increases.(and bringing Waverley up to the national penetration rate) 	Medium	Waverley, Sport England, Places for People.	High
Athletics Track Provide	The community aspiration to enhance and develop the facilities at Woolmer Hill School / The Edge into a funded and sustainable reality.	<ul style="list-style-type: none"> ◀ Work with Sport Haslemere, the Haslemere Border Athletics Club and other more informal running groups to assess the need and feasibility of extending the athletics facility at Woolmer Hill School to a 2-4-6- track (plus floodlights) with other facility developments. ◀ Test this ambition with England Athletics which may consider one track in an authority the size of Waverley to be sufficient (the floodlighting issue is significant to this debate) 	Long	Waverley, Sport Haslemere, NGB, The Edge, Woolmer Hill School, Clubs, Sport England	Medium

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Indoor Tennis Provide	The need to update and maintain the current aging facilities and the emerging possibility of enhancing the current facilities to maximise the use and meet the needs of both the School and Tennis centre.	<ul style="list-style-type: none"> ◀ To consider, if/when replacing the sports hall at Rodborough School to do so in tandem with addressing provision for indoor tennis on the site. This is currently catered for by an air hall which is of less than optimum quality. In so doing, consider working with the School on a more extensive master-plan which take full advantage of the size and relative flexibility of the site. (This could be linked to creation of a long-term community access agreement which secures this for the longer term). 	Long	Waverley, Sport England, Rodborough School, Guildford Tennis Academy, NGBs	Medium
Squash Courts Provide	The need to retain maintain the current facilities to ensure the sport can continue to thrive in the area.	<ul style="list-style-type: none"> ◀ To ensure that the planned development of the 4 courts at Cranleigh School Sports Centre take place as they account for almost 50% of the supply in the locality. 	Short	Waverley, Sport England, England Squash & Racketball	High
Dedicated specialist sports facilities Provide	Address the latent demand for gymnastics.	<ul style="list-style-type: none"> ◀ Work with the gymnastics clubs and the trampolining club to create a strategic plan geared to enabling them to move to a dedicated facility which will be either self-managed (or owned). Consider co-locating where the opportunity arises. 	Medium	Waverley, SE, NGBs, Gymnastics Clubs	Medium
Village Halls / Community Centres Provide	Understanding programming, availability and the quality of community facilities is a further challenge for the authority. These are generally small facilities which are spread throughout the Borough but which enable physical activity to be made accessible to those living in rural and harder to reach areas. If the programming of them is commensurate with the wider principles of this strategy then there can be an increase in physical activity via complementary programmes.	<ul style="list-style-type: none"> ◀ Ensure that there is sufficient outreach provision to target residents in rural areas (to get the inactive active and retain the already involved) with a view to using community and village halls as 'transition' facilities linked to mainstream membership programmes. ◀ A commitment to understanding the sporting offer at these sites needs to be agreed. This should link to integrating/supporting community use of these into the wider Waverley network. ◀ The potential to start with sites already hosting activity is recommended. 	Medium	Waverley, CCG, Places for People	Medium

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

<p>Incorporating local facilities into the broader activity portfolio</p> <p>Provide</p>	<p>Develop an improved understanding of the importance of Level 4 facilities with regard to the physical activity offer.</p>	<ul style="list-style-type: none"> ◀ Identify a project coordinator to lead on this element of work. ◀ Review Level 4 facilities to see which are realistically able to increase physical activity in the context of scale, configuration, management arrangements and existing commitments. ◀ Consider how they fit into the wider programming offer. ◀ Identify improvements to Level 4 facilities (ensuring that they are fit for purpose). 	<p>Medium</p>	<p>Parish Councils, Community groups, Private facilities</p>	<p>Medium</p>
<p>Planning</p> <p>Protect, Enhance, and Provide</p>	<p>To recognise the importance of this study and ensure recommendations are acted upon.</p>	<ul style="list-style-type: none"> ◀ To adopt the recommendations in this Study and ensure that they are encapsulated in planning policy documents (Local Plans) and other relevant Waverley strategies where appropriate. ◀ Develop priorities to assist Waverley to identify developments that could be funded through developer contributions, CIL and other sources of funding, informing the regulation 123 List and identification of infrastructure requirements within the Infrastructure Delivery Plan. 	<p>Medium</p>	<p>Planning & Leisure Team</p>	<p>High</p>
<p>Monitor and review</p>	<p>Keeping the Facilities Strategy relevant and up to date.</p>	<ul style="list-style-type: none"> ◀ Complete a light touch review of the study annually. ◀ Undertake a complete review within 5 years of its implementation. 	<p>Medium</p>	<p>Waverley</p>	<p>High</p>

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Timescales
Short term: 1-2 years
Medium: 3-5 years
Long term: 5-10 years

7.2 Indoor Leisure facilities

The following actions relative to each of the Borough's key facilities is identified below:

Facility	Management	Overview and challenges	actions	Lead agency	Timescale (S/M/L)	Priority (H/M/L)
All Hallows School Provide	School	This facility hosts an above average four court sports hall and a 4-lane x 20m swimming pool. It has good levels of community use. It is 33 years old and has not been refurbished. Ensuring that the facility remains fit for purpose and good quality is key. Retain community use and where possible improve community use of the facilities.	Promotion and retention of community use. Consider if the current programme of activity complements other activity in the Borough. Work towards a long term community use agreement. Consider if a funding proposal can be arranged for capital investment to improve the quality of the facility.	Waverley with All Hallows	Medium	Low
Amesbury School Provide	School	Currently private use only. The main challenge is whether and how (and if) this site can contribute to the wider sports development programme for the Borough for both swimming and sports hall sports.	Define the role of the facility within the wider community use offer in Waverley. Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint. Upload facility information onto Sport England's Active Places Power database.	Waverley , Amesbury School	Medium	Medium
Bourne Club Limited Provide	Commercial	Tennis centre with badminton courts available. Private club with management currently in a state of change.	Continue to consider whether the programme of activity at this facility complements other activity in the Borough in order that participation increases.	Bourne Club Ltd and Waverley	Long	Low

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Broadwater School Provide	School	Located next to Godalming Leisure Centre, this centre has old and tired facilities and does not appear to maximise community use.	Work with Waverley to explore opportunities to maximise the use of the facility. Consider if alternative management is likely to drive up participation. Consider if this can be supported by Capital investment.	Broadwater School, Waverley	Medium	Medium
Charterhouse Club Provide	School	This is a regional high quality facility which hosts a range of sports and draws in users from a wide area. Usage is dependent upon the school but, unusually for a school facility, it does allow day time use.	Retain community use of facilities. Continue to ensure programmes link to wider NGB priorities.	Charterhouse Club	Long	Low
Cranleigh Leisure Centre Enhance and Provide	Places for People	This ageing facility is in need of modernisation/investment to bring it up to a higher standard fit for 21 st Century use. Consider how this facility fits into wider community programming and talent development across the Borough.	Continued investment in current facilities to maintain them to the best standard possible in the short term, whilst feasibility is undertaken. Commission feasibility to consider the best facility mix and preferred location (s) is/are for facilities in Waverley in particular; taking account of the increased requirement for both pool and indoor sports hall space and other facility mixes. E.g. gymnastics facility, community facilities etc. Balance strategic Borough role against needs of local and projected new residents by coherent, pragmatic programming/pricing.	Waverley with Places for People	Short	High
		Ensuring needs of different market segments (especially the hard to reach and older population) are met given the high demand for wet and dry facilities (by collation and use of appropriate data leading to intelligence led programming.	Waverley to specify its requirements and then receive regular analysis of membership data (contractual requirement) with a view to identifying who is gaining access to which facilities. Consideration of incentives to get the inactive more active. Ensure all sports (including minority sports) are considered as part of the programming mix.	Places for People	Short	High

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Cranleigh School Sports Centre Enhance and Provide	School	This school has an above average 8 court sports hall, and above average 3-lane x 25m pool, an above average fitness gym plus x4 new squash courts. Ensure good community access and that there is a high quality club/community squash programme in place.	Deliver on proposed development of squash courts and use the development as an opportunity to reinvigorate squash development in the Borough. Ensure that the facilities remain community accessible.	Cranleigh School, NGB, Waverley	Short	Medium
Edgeborough School Provide	School	There is a perception that the facilities are only available for private use; this is not the case as the school is keen to see them used by the wider community. Change in management (new headteacher starting in Sept 2017) may provide an opportunity to drive and embed increased community use of facilities.	Waverley to work with the School to develop an up to date community use agreement and develop activities which will complement other activities in the Borough.	Edgeborough School, Waverley	Medium	Medium
Farnham Leisure Centre Enhance and Provide	Places for People	The key challenges are its location and competing facilities within the town centre. Consideration of how this facility fits into wider community programming and talent development across the Borough. Ensuring needs of different market segments (especially the hard to reach and older population) are met given the high demand for wet and dry facilities (by collation and use of appropriate data leading to intelligence led programming.	Undertake a feasibility to consider what facilities are required to improve the offer at the centre. Explore the options of expanding current facilities (health and fitness provision) in addition to adding to the facility mix. Continue to invest and ensure that it remains fit for purpose.	Waverley , P4P, Sport England, NGBs	Medium	Medium
Frensham Heights School Provide	School	Currently private use only. The main challenge is how (and if) this site can contribute to the wider sports development programme for the Borough for sports hall sports.	Define the role of the facility within the wider community use offer in Waverley. Actively liaise with the school in order to determine whether/how it is willing to contribute more positively to the sports and physical activity agenda from a strategic viewpoint.	Waverley and Frensham Heights School	Long	Medium

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Glebelands School Provide	School	Ensuring that the sports halls remains fit for purpose and good quality. Retain community use of the facility. Consider if exams can be moved out of the sports hall to retain the facility for community use.	Define the role of the facility within the wider community use offer in Waverley. Ensure that maintenance programmes and periodic updates take place when required. Retain / improve community use of facility.	Glebelands School, Waverley	Long	Low
Godalming College Provide	School	Retain community use, as it is an important netball venue. Work with other venues (e.g. Rodborough School, which has the potential to alleviate some space at this facility). Maintain facility quality.	Define the role of the facility within the wider community use offer in Waverley. Maintain key holder access for certain groups as this reduces running costs. Ensure that maintenance programmes and periodic updates take place when required. Monitor used capacity as population and demand increases.	Godalming College, Waverley	Medium	Medium
Godalming Leisure Centre Enhance and Provide	Places for People	Potential increase in maintenance costs for the leisure centre as it ages. Challenge will be to retain quality whilst accommodating increases in use. Consideration of how this facility fits into wider community programming and talent development across the Borough. Ensuring needs of different market segments (especially the hard to reach) are met given the high demand for wet and dry facilities (by collation and use of appropriate data leading to intelligence led programming.	Conduct a feasibility to test various options to expand the centre and improve the offer. To specifically include evaluation of potential to expand current health and fitness provision in addition to adding to the breadth of the facility mix. Consider extending parking and develop a sports hall in association with Broadwater School (taking account of new management structures).	Waverley, P4P, Sport England, NGBs	Medium	Medium

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

<p>Guildford Tennis Academy (Milford)</p> <p>Enhance and Provide</p>	Commercial	<p>The main challenge is to develop the relationship between Rodborough School and the Tennis Academy. Located in an adjacent position, there is potential to improve the current facilities alongside relationship with Rodborough School to explore future options in respect of an enhanced facility mix, upgraded facilities and greater community access. (This also has the potential to impact positively on alleviation of the demand for facilities at Godalming College).</p>	<p>Work with Rodborough School to explore the options enhancing current facilities and possibility of additional facilities e.g. fitness provision on the site.</p>	<p>GTA, Rodborough School, Waverley</p>	Long	Medium
<p>Haslemere Leisure Centre</p> <p>Provide</p>	Places for People	<p>Potential increase in maintenance costs for the leisure centre as it ages.</p> <p>Consideration of how this facility fits into wider community programming and talent development across the Borough.</p> <p>Ensuring needs of different market segments (especially the hard to reach) are met given the high demand for dry facilities (by collation and use of appropriate data leading to intelligence led programming.</p>	<p>Waverley to specify its requirements and receive regular analysis of membership data (contractual requirement) with a view to identifying who is gaining access to which facilities. Consideration of incentives to get the inactive more active and keep older people active.</p> <p>Ensure all sports (including minority sports) are considered as part of the programming mix.</p>	<p>Waverley, P4P</p>	Medium	Medium
<p>King Edward's School</p> <p>Provide</p>	School	<p>Currently private use only. The main challenge to address is how (and if) this site can contribute to the wider sports development programme for the Borough for sports hall sports.</p>	<p>Define the role of the facility within the wider community use offer in Waverley.</p> <p>Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint.</p>	<p>King Edwards School, Waverley</p>	Long	Medium

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

More House School Provide	School	Currently private use only. The main challenge is how (and whether) this site can contribute to the wider sports development programme for the Borough for sports hall sports.	Define the role of the facility within the wider community use offer in Waverley. Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint.	More House School, Waverley	Long	Medium
Rodborough School Enhance and Provide	School	Improve the quality of the sports hall, explore the partnership options related to enhancing facilities and the facility mix with Guildford Tennis Academy.	Replace the sports hall and review of opportunities to work with GTA and feasibility of additional facilities e.g. fitness provision.	Rodborough School, GTA, Waverley, Sport England, NGBs,	Long	Medium
St Catherine's School Provide	School	Currently elements of the facilities are private use only. The main challenge is how (and if) this site can contribute to the wider sports development programme for the Borough.	Define the role of the facility within the wider community use offer in Waverley. Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint. Update Sport England's Active Places Power Database with the actual sports hall dimensions. (It was not included in FPM due to incorrect information).	St Catherine's School, Waverley	Long	Medium
The Edge Leisure Centre Provide	Places for People	Community aspirations to enhance facilities especially with regard to extending athletics provision. Explore the options for maximising the use of the facilities.	Work with England Athletics to understand the potential of the site and how it might sit within the wider community use and sports offer in Waverley. Where possible link to the outdoor sports facilities. (Playing Pitch Strategy findings).	P4P, Waverley, Woolmer Hill School	Short	Medium

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

The Royal Senior School (level 3) Provide	School	Currently elements of the facilities are private use only. The main challenge is how (and if) this site can contribute to the wider sports development programme for the Borough for sports hall sports.	Define the role of the facility within the wider community use offer in Waverley. Consider who will engage with the school in order to determine how it could contribute more positively to the sports and physical activity agenda from a strategic viewpoint.	The Royal Senior School, Waverley	Long	Medium
Weydon School Provide	School	Continue to maximise the community use of the facilities through good management and programming. Share best practice of current community use with other schools in the area.	Work with Waverley to explore opportunities to maximise the use of the facility and share best practice with other schools in the area. Ensure that maintenance programmes and periodic updates take place as and when required.	Weydon School, Waverley	Medium	Medium
Woolmer Hill School Provide	School	Help to maximise the use of The Edge facilities and its smaller hall, which currently accommodates gymnastics.	Waverley and P4P to explore the opportunities to increase community use during the day time.	Woolmer Hill School, Waverley, Places for People	Medium	Medium

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

APPENDIX 1: FACILITY HIERARCHY – SITE DESIGNATION AND DEFINITION

Designation	Role and function
Regional multisport facilities	<ul style="list-style-type: none"> • Provides a regional or sub regional significant facility which is the primary performance venue for a single or select number of priority sports. • A venue with the potential to host sub-regional, county, borough-wide and local events. • Provides a wide a range of opportunities for residents and visitors to participate in sport and physical activity, contributing significantly to the quality of life of residents across the whole of Waverley Borough. • Provides/programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level. • Is a core venue for training and development of teachers, coaches, volunteers, officials and others in key sports organisations.
Community Leisure facilities which service the Borough or local town population	<ul style="list-style-type: none"> • Contribute to quality of life of residents in the local community served and/or borough and provide a range of opportunities to participate in sport and physical activity. • Generally, a combination of stand-alone community facilities and sports facilities on school sites (where this is the primary facility within the locality). • Is a venue with potential to host borough-wide, community/ local events. • Provides a base for the provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities. • One of several core venues offering health/fitness provision and activity across the Borough. • Core venue accommodating the Borough's Learn to Swim programmes (where a pool is incorporated). • Provides options for a range of sports organisations to participate, compete and develop skill within their chosen activity (where a sports hall is available). • Supports voluntary sports sector to cater for club activity and raise standards in respect of coaching, coach education, administration and volunteer development in chosen sport. • Facility use should reflect the demographic profile of the local community. • If applicable, increases/ improves quality of PE and school sport opportunity for young people attending the school at which it is based.
Community accessible schools	<ul style="list-style-type: none"> • Where within the vicinity of a 'community sports facility' it should complement the programming and opportunities offered to the local community. • Contributes to quality of life of the neighbourhood, accommodating a range of opportunities to participate in sport and physical activity. • Either stand-alone smaller dry-side community facilities or sports facilities on school sites which operate within a lettings policy.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Designation	Role and function
	<ul style="list-style-type: none"> • Provides opportunities for range of sports organisations to participate, train and compete in their chosen activity. • Facility use to reflect demographic profile of the local community.
Local provision Community centres, small/local halls	<ul style="list-style-type: none"> • Tend to be stand-alone small dry-side community/ sports facilities which operate independently. • Contributes to quality of life of residents within the locality providing a limited range of opportunities to participate in sport and physical activity. • Provides opportunities – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. boxing, martial arts). • Programming generally appeals to a specific demographic e.g. young people, faith groups, Older people groups, WI's etc.

APPENDIX 2: MODERN LEISURE CENTRE DEVELOPMENT

In order to provide Waverley with a reference point of what other local authorities are developing in relation to their sports facilities networks, it is accurate to state that the majority are developing fewer, better quality facilities and are placing greater importance on the location of, and travel connections to, facilities. Furthermore, many are looking to enhance their offer by developing a more 'commercial' range of facilities alongside a wider health and wellbeing service providers.

Recent developments of new community leisure facilities throughout the UK have followed three key themes within their design and offering, namely:

- ◀ Core facilities which meet local need and demand for sport and physical activity and enable the operator to deliver a cost effective service with minimal subsidy.
- ◀ Additional activity areas which provide a financial return by addressing a gap in the market or enhancing the core offer.
- ◀ Co-location with other service providers to enhance working relationships across 'civic' partners and improve service delivery to the community.

Table 2 identifies the types of facilities and activity areas included within each and the wider benefits that this delivers for the community.

WAVERLEY BOROUGH COUNCIL INDOOR LEISURE FACILITIES STRATEGY

Table 2: Modern leisure facility considerations

Core facilities	Additional activity areas	Co-located services
<ul style="list-style-type: none"> ◀ 6 lane 25 metre pool. ◀ Teaching pool. ◀ Sports hall (size depends on demand and programming). ◀ 80 - 150 station fitness suite. ◀ 1x large group fitness studio. ◀ 1 x small group fitness studio. ◀ Catering hub. 	<ul style="list-style-type: none"> ◀ Floodlit 3G pitch. ◀ 5-a-side pitches. ◀ Soft play. ◀ Spa facilities. ◀ Youth play facility (e.g. clip n' climb, interactive activity zones). ◀ High ropes. 	<ul style="list-style-type: none"> ◀ Part of a school campus. ◀ Library. ◀ Health centre / GP surgery. ◀ Pharmacy. ◀ Police office. ◀ Council contact point. ◀ Meeting rooms.
Benefits	Benefits	Benefits
<p>Enables operators to provide services at minimal subsidy by:</p> <ul style="list-style-type: none"> ◀ Maximising income from health and fitness. ◀ Maximising income from learn to swim. ◀ Offering a range of community based activities. <p>Enables operators to contribute to the wider physical activity and wellbeing agenda by:</p> <ul style="list-style-type: none"> ◀ Offering health based programmes within fitness suites & swimming pools. ◀ Being a meeting point and social venue for outdoor physical activities. 	<p>Enables operators to maximise income to underpin the cost of the operation by:</p> <ul style="list-style-type: none"> ◀ Taking a more commercial approach to programming activity areas. ◀ Capturing data on users (e.g. parents) and using this as a way of cross selling core services (e.g. learn to swim). ◀ Providing a return on investment. 	<p>Creation of a leisure and community hub which enables operators to link with other services to contribute to wider physical activity and wellbeing agenda:</p> <ul style="list-style-type: none"> ◀ Offering a wider range of services under one roof. ◀ Reaching residents who would not otherwise enter a sports facility. ◀ Offering programmes and interventions for specific client groups with health and other partners. ◀ Cross marketing and sharing of information to address local needs.

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WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW & SCRUTINY COMMITTEE 12 SEPTEMBER 2017

EXECUTIVE - 10 OCTOBER 2017

Title:

SAFEGUARDING POLICY FOR CHILDREN AND ADULTS AT RISK

[Portfolio Holder: Cllr Kevin Deanus]

[Wards Affected: All]

Summary and purpose:

The Council currently has two Safeguarding Policies adopted in late 2014; for children and vulnerable adults. In line with safeguarding guidelines set out by Surrey County Council, the statutory authority for safeguarding, it is recommended that the two policies are merged. The new policy, attached as Annexe 1, will adhere to Surrey County Council's adopted and recommended format and therefore will ensure a consistent Safeguarding Policy is adopted by district and boroughs throughout the county.

This report summarises the Council's safeguarding responsibilities and proposes the new combined Safeguarding Policy for Children and Adults at Risk. In addition to merging the two previous policies the new policy updates current procedures to reflect best practice, clarifies the reporting process, and highlights the differing forms of abuse and indicators as well as summarising other related policies and strategies.

The policy was considered by the Community Wellbeing Overview and Scrutiny Committee on 12 September 2017 and the Committee's comments are included towards the end of the report.

How this report relates to the Council's Corporate Priorities:

This report relates to the Council's community wellbeing priority.

Financial Implications:

There are no financial implications.

Legal Implications:

It is a statutory responsibility for local authorities to have effective safeguarding arrangements identified in the Children's Act 1989 and 2004 and more recently in the Care Act 2014.

Introduction

1. A life that is free from harm, abuse, and neglect is a basic right of every person. The objective of safeguarding is to prevent and reduce the risk of harm to adults

and children from abuse or other types of exploitation and impairment of development, while supporting individuals to maintain control over their lives and enabling them to make informed decisions without coercion. Although safeguarding is recognised as a key responsibility of local authorities, safeguarding is still everybody's business, and as neighbours, citizens, and community members we need to be alert to neglect and abuse, and be committed to reporting our concerns.

The Policy

2. The Safeguarding Policy for Children and Adults at Risk sets out how the Council will meet its obligations to safeguard children and adults at risk. It applies to staff, agency workers, volunteers and contractors employed by the Council. It is also applicable to Councillors undertaking official duties on behalf of the Council. The policy complements and supports the agreed multi-agency procedures set down by the Surrey Safeguarding Children Board and Surrey Safeguarding Adults Board.
3. The policy is governed by a set of key principles and themes, designed to ensure that people who are at risk experience the process in such a way that it is sensitive to individual circumstances, is person-centred and is outcome-focused. It is vital for successful safeguarding that the procedures in this policy are understood and applied consistently at an individual, managerial, and organisational level.
4. The policy follows the safeguarding guidelines promoted and adopted by the statutory body for safeguarding - Surrey County Council. The policy contributes to adopting a consistent approach to safeguarding by all boroughs and districts. It also brings together the Council's two currently separate policies, Safeguarding Children and Safeguarding Adults, as the process of referral is very similar.
5. The policy identifies a wide range of common types of abuse or neglect that Councillors, staff, agency workers, volunteers and contractors employed by the Council should be aware of. Details of other related policies and strategies are included.
6. The essential elements of the policy are awareness of the Council's responsibilities for safeguarding and how to make a referral should a concern be raised. Once the policy is adopted, there will be awareness training for all staff on how to make a referral if there is a concern.

Comments from the Community Wellbeing Overview and Scrutiny Committee

7. The Community Wellbeing Overview and Scrutiny Committee considered the policy at its meeting on 12 September 2017.
8. The Committee was in full support of the new policy and felt that the revised format was much easier and simple to follow. Members endorsed the approach that had been taken and suggested that the document kept the page numbers and, once the final document was ready, paragraph numbers were added for ease of reference.

Recommendation

It is recommended that

1. the Executive recommends adoption of the Safeguarding Policy for Children and Adults at Risk to the Council; and
2. the Constitution be updated to reflect the wider remit of the Safeguarding Policy in the Policy Framework section to include Children and Adults.

Background Papers

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

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Waverley Borough Council

**Safeguarding Policy for Children and
Adults at Risk**

August 2017

(Version 2: 11/08/17)

Contents

To be completed once content agreed and finalised

DRAFT

Foreword

A life that is free from harm, abuse, and neglect is a basic right of every person. The objective of safeguarding is to prevent and reduce the risk of harm to adults and children from abuse or other types of exploitation and impairment of development, while supporting individuals to maintain control over their lives and enabling them to make informed decisions without coercion. Although safeguarding is recognised as a key responsibility of local authorities, safeguarding is still everybody's business, and as neighbours, citizens, and community members we need to be alert to neglect and abuse, and be committed to reporting our concerns.

This policy sets out how the Council will meet its obligations to safeguard children and adults at risk. It applies to staff, agency workers, volunteers and contractors employed by the Council. It is also applicable to Councillors undertaking official duties on behalf of the Council. The policy complements and supports the agreed multi-agency procedures set down by the Surrey Safeguarding Children Board and Surrey Safeguarding Adults Board. (See *Appendix 1: Safeguarding Boards*) The policy is governed by a set of key principles and themes, designed to ensure that people who are at risk experience the process in such a way that it is sensitive to individual circumstances, is person-centred and is outcome-focused. It is vital for successful safeguarding that the procedures in this policy are understood and applied consistently at an individual, managerial, and organisational level.

The aims of safeguarding are to:

- Prevent harm and reduce the risk of abuse or neglect
- Stop abuse or neglect wherever possible
- Prevent impairment of development and enable individuals to have the best outcomes
- Safeguard individuals in such a way that supports them in making choices and having control over how they want to live
- Promote an approach that concentrates on improving life for the individual
- Raising public awareness so that communities as a whole, alongside professionals, play their part in preventing, identifying and responding to abuse and neglect
- Provide accessible information and support to help people understand what constitutes abuse and neglect, and how to respond

- Address what has caused the abuse or neglect

Safeguarding of children and adults at risk are governed by separate Government legislation and separate Surrey County Council safeguarding boards. Therefore the policy will consider the safeguarding of children and adults at risk independently, before addressing where there is overlap between the two safeguarding areas.

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Author and feedback

The Council welcomes comments and feedback on its policies and procedures. Please contact the Lead Safeguarding Officer, Andrew Smith, if you have any comments.

How to make a referral relating to children or adults at risk

You have a Safeguarding concern

This could be a suspicion, an allegation, an observation or a disclosure of abuse or risk of abuse

Is there an immediate risk of harm?

Yes

Call **Emergency Services on 999** and following the call to Emergency Services, report the concern to one of the designated safeguarding officers (See page 5)

If you are a member of staff, then also complete an internal reporting form which is on Backstage under *Report It* to be sent to the safeguarding team.

If you are an elected member, call **Emergency Services on 999** and report the concern to one of the designated safeguarding officers (See page 5)

No

If you are a member of staff, talk to your Line Manager and if it is decided there is a concern (The Safeguarding Team can be contacted for advice if needed), report it on Backstage and make the referral to the **Surrey Multi Agency Safeguarding Hub (MASH)** on **0300 470 9100** or a social worker if known to social services.

If you are an elected member, report the concern to one of the designated safeguarding officers (See below)

If further information or action is required from you, the MASH will contact you.

You may not find out the outcome of the alert you raised as information is only provided on a need to know basis.

For further information on the Surrey Multi Agency Safeguarding Hub (MASH), see Appendix 2.

Waverley Borough Council safeguarding officers

Name	Role	Team	Contact details
Katie Webb	Community Services Manager	Community Services	01483 523340 Add GSX emails to all officers
Julie Shaw	Family Support Team Manager	Housing	01483 523245
Andrew Smith	Head of Strategic Housing and Delivery	Housing	01483 523096
Katrina Burns	Community Safety officer	Community Services	01483 523156
Eve Bartlett	Community Safety Officer	Community Services	01483 523513

Other Waverley Officers

Name	Role	Team	Contact details
Wendy Gane	Head of Strategic HR	HR	01483 523582
Robin Taylor	Monitoring Officer (Head of Policy and Governance)	Policy and Governance	01483 523108

Raising Alerts

To ensure timely response to Safeguarding concerns, alerts should be made by telephone to **Surrey Multi Agency Safeguarding Hub (MASH)**:

The team of multi-agency staff are based at Guildford Police Station, working hours 9am to 5pm Monday to Friday.

Monday to Friday 9am to 5pm **MASH phone number: 0300 470 9100**

MASH Email: mash@surreycc.gov.uk

MASH Secure email: mash@surreycc.gcsx.gov.uk

MASH team

Surrey Police

PO Box 101

Guildford

GU1 9PE

Other useful contacts

The Caldicott Guardian for Surrey Adult Social Care

Toni Carney – Email: toni.carney@surreycc.gov.uk

A Caldicott Guardian is a senior person responsible for protecting the confidentiality of people's health and care information and making sure it is used properly. All NHS organisations and local authorities which provide social services must have a Caldicott Guardian.

<https://www.gov.uk/government/groups/uk-caldicott-guardian-council>

Child Sexual Exploitation, Modern Slavery and Prevent referrals should be made to Surrey Police on **101** unless it is an emergency in which case call **999**

Crimestoppers 0800 555 111:

Adult Social Care – Emergency Duty Team 01483 517898

General, non-safeguarding queries or existing open cases for Children (West Surrey)

Surrey County Council's Children's Services

Telephone: **0300 123 1620**

Safeguarding children

Introduction

Waverley Borough Council has a legal duty to work together with other statutory and voluntary agencies to safeguard and promote the welfare of children. For the purposes of this document children are considered as between 0 -18 years of age.

Safeguarding and promoting the welfare of children is defined as:

- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care
- taking action to enable all children to have the best outcomes

Children need to be loved and valued and be supported by a network of reliable and affectionate relationships. If children are denied this, they are at an increased risk of an impoverished childhood, and at an increased risk of disadvantage and social exclusion in adulthood. Abuse and neglect pose particular problems.

When safeguarding children, *Working Together to Safeguard Children* (See Appendix 4: Legal Framework) requires that the focus should be to promote children's wellbeing and welfare through supporting families. It recommends that safeguarding must address the needs of a child as much as the risk to a child in order to give children and families positive outcomes.

The Waverley Borough Council Safeguarding Policy for Children and Adults at Risk has been developed in accordance with Surrey County Council guidance regarding:

- the safeguarding training programme
- recruitment procedures that will safeguard children and promote welfare – for example: Disclosure and Barring checks for specified employees and thorough selection procedures
- details of the designated safeguarding officers
- the procedures that staff must follow if they believe a child or young person may be at risk

- The use of the Early Help Assessment (*See Appendix 7: The Early Help Pathway*) If there is a concern about children, but the child is not at risk of significant harm, this needs to be dealt with via the Early Help Assessment process. Most enquiries about children's welfare are to do with concerns regarding children with additional needs. These needs may require a multi-agency response. The Early Help Assessment will help to clarify the child's specific needs and in collaboration with parents, ensure appropriate actions including the identification of a lead professional to continue to assist the family if necessary. (*See Appendix 7 for more details*).

It is a statutory duty under the Children Act 2004 (*See Appendix 3: Legal Framework*) for each local authority to have a Safeguarding Board. Government guidance: *Working Together to Safeguard Children* (*see above*) added further duties. The Surrey Safeguarding Children Board is led by Surrey County Council. All Borough Councils are partner agencies of the Board along with other statutory and voluntary agencies. For details of the Surrey Safeguarding Children Board, see Appendix 1.

Key principles

Effective safeguarding arrangements in every local area must be underpinned by two key principles:

- Safeguarding is everyone's responsibility: for services to be effective each professional and organisation must play its full part
- A child-centred approach: for services to be effective they must be based on a clear understanding of the needs and views of children

Safeguarding is everyone's responsibility

'Safeguarding is everyone's responsibility' is the founding principle of safeguarding children. It asserts that everybody has a role to play in protecting children from harm and keeping them safe. If a person comes into contact with a child whom he or she has concerns about, he or she must take action to safeguard the child. It is unlikely that a single individual's insight into a child's situation will form a complete picture and by raising concerns, however small, and sharing information, it will allow for more informed decision making and decisive action to be taken.

A Child Centred Approach

Effective safeguarding of children can only be achieved by putting children at the centre of the system, and by every individual and agency playing their full part, working together to meet the needs of vulnerable children.

Children have clearly expressed what they want from the safeguarding process:

Vigilance

To have adults notice when things are troubling them

Understanding and action

To understand what is happening; to be heard and understood; and to have that understanding acted upon.

Stability

To be able to develop an on-going stable relationship of trust with those helping them

Respect

To be treated with the expectation that they are competent rather than not

Information and engagement

To be informed about and involved in procedures, decisions, concerns and plans.

Explanation

To be informed of the outcome of assessments and decisions and reasons when their views have not met with a positive response

Support

To be provided with support in their own right as well as a member of their family

Advocacy

To be provided with advocacy to assist them in putting forward their views.

Good Practice when working with children

When working with children it is important to follow the good practice outlined below:

- Adults should not behave in a manner which would lead any reasonable person to question their suitability to work with children, or act as a role model.
- Adults must not work on their own with children. If a situation occurs when this arises, due to sickness or an emergency, always inform colleagues or parents/carers to ensure that someone can be present or nearby.
- It is inappropriate to offer lifts to a child or young person. There may be occasions where the child or young person requires transport in an emergency situation or where not to do so may place a child at risk. If circumstances permit, the parent/carer or line manager should be informed before the lift is provided.

- The event must always be recorded and reported to a senior manager and parents/carers.
- Physical contact is discouraged and should only take place only when it is absolutely necessary and in a safe and open environment i.e. one easily observed by others.
- Always report any accidents/incidents or situations where a child becomes distressed or angry to a senior colleague.

What to do if a child or third party makes an allegation

If a child or third party makes an allegation or discloses information which raises concern about significant harm, the initial response should be to listen carefully to what the child or third party says so as to:

- clarify the concerns
- offer reassurance about how the child will be kept safe and
- explain that what they say cannot be kept in confidence and will be passed to Children's Services and/or the police

If the allegation is raised by a child, the child must not be pressed for information, led or cross examined or given false assurances of absolute confidentiality. Such well-intentioned actions could prejudice police investigations, especially in cases of sexual abuse. An interpreter should be used if necessary.

If the child can understand the significance and consequences of making a referral to Children's Services, he or she should be asked his or her view by the referring professional. Although the child's view should be considered, it remains the responsibility of the professional to take whatever action is required to ensure the safety of that child and any other children.

Professionals should generally seek to discuss any concerns with the family and where possible, seek their agreement to making referrals to Children's Services, but there will be some circumstances where professionals should not seek consent if it could:

- place a child at increased risk of significant harm
- place an adult at risk of serious harm
- prejudice the prevention or detection of a serious crime

- lead to unjustified delay in making enquiries about allegations of Significant Harm

Professionals should record in writing, on the referral form, whether they have discussed the referral with the family. They should also record the reasons if they decide not to inform the family of these matters.

The procedure below is designed to help professionals to understand what to do if they have concerns about a child who has additional needs and what to do if a child has been or is likely to be significantly harmed.

When to refer

It is important that employees make a referral if it is believed or suspected that:

- A child is suffering or likely to suffer significant harm (*see Appendix 5: Safeguarding children from abuse*) or
- A child's health or development may be impaired without the provision of services or
- With the agreement of the person with parental responsibility, a child would be likely to benefit from family support services

There are a number of categories of abuse that could be defined as significant harm and they are set out in Appendix 5.

Allegations against staff, carers and volunteers

An investigation is required if there is an allegation or concern that any person who works with children, in connection with his or her employment or voluntary activity, has:

- behaved in a way that has harmed a child, or may have harmed a child
- possibly committed a criminal offence against or related to a child
- behaved towards a child or children in a way that indicates s/he is unsuitable to work with children

Although some behaviours may not constitute a criminal offence, consideration will need to be given as to whether they may indicate unsuitability to work with children. These include concerns relating to inappropriate relationships between members of staff and children such as:

- having a sexual relationship with a child under 18 in a position of trust in respect of that child, even if consensual
- 'grooming' i.e. meeting a child under 16 with intent to commit a relevant offence
- other 'grooming' behaviour giving rise to concerns of a broader child protection nature - for example: inappropriate text/email messages or images, gifts, socialising etc.
- possession of indecent photographs/pseudo-photographs of children

Any allegations or concerns about a member of staff, councillor or volunteer should be immediately referred to the Head of Strategic HR who should act in accordance with the Surrey Safeguarding Policy. If the allegation concerns a councillor, then the Monitoring Officer should also be informed. If the alleged behaviour harmed a child, is a possible criminal offence or the behaviour indicates that they are unsuitable to work with children, the **Local Authority Designated Officer (LADO)** at Surrey County Council must also be informed within one working day of the allegation. If allegations are made directly to the police and if an organisation removes an individual (paid worker or unpaid volunteer) from work such as looking after children (or would have, had the person not left first) because the person poses a risk of harm to children, the organisation must make a referral to the Disclosure and Barring Service. It is an offence to fail to make a referral without good reason.

The Local Authority Designated Officer is responsible for advising on and monitoring such allegations and can be contacted on 01372 833321. For further details, see Appendix 9.

The actual process for making a referral is set out under *How to make a referral relating to children or adults at risk* (page 5)

Safeguarding Adults at Risk

Introduction

Waverley Borough Council has a legal duty to work together with other statutory and voluntary agencies to safeguard and promote the welfare of adults at risk and treat them with dignity and respect. At the same time the Council will protect its staff and elected members from the risk of unfounded allegations. We will seek to ensure that any adult at risk receiving services from the Council can access council services in safety without fear of abuse.

This policy is designed to work in conjunction with Surrey Multi-Agency Adult Protection Procedures which is available on Surrey County Council's website:

www.surreycc.gov.uk

The Council will seek to implement its policy on the protection of adults at risk by:

- ensuring that all staff who have regular, direct and unsupervised contact with adults at risk are carefully selected. They must provide two written references. Staff and appropriate elected members should complete a Disclosure and Barring check. Staff and appropriate elected members will receive basic training, accredited where necessary. All elected members must understand the adult protection process
- ensuring that all Council contractors who have regular, direct and unsupervised contact with adult at risks have effective policies and procedures in place
- ensuring that organisations that apply for grant aid for programmes that include adults at risk (funding or premises) have effective policies and procedures in place
- giving all the parties involved and the general public information about what they can expect from the council in relation to protecting and safeguarding adults at risk
- ensuring that there is a clear complaint procedure in place that can be used if there are any concerns
- sharing information about concerns with appropriate agencies and involving adults at risk and their carers as appropriate

Who is an adult at risk?

The term adult at risk refers to anyone aged 18 and over who:

- is or may be in need of Community Care Services by reason of mental or other disability, age or illness; and
- is or may be unable to take care of himself or herself, and/or:
- is unable to protect themselves against significant harm or exploitation

Whether or not a person is vulnerable in these cases will depend upon surrounding circumstances, environment and each case must be judged on its own merits

Key principles

The Care Act 2014 (See *Appendix 4: legal Framework*) introduced six principles of safeguarding which are listed below.

Empowerment

Presumption of person-led decision making and informed consent

Prevention

Take action before harm occurs

Proportionality

Take the least intrusive response appropriate to the risk presented

Protection

Provide support and representation for those in the greatest need

Partnership

Local solutions through services working with their communities

Accountability

Ensure there is accountability and transparency in safeguarding practices

In view of the above, the following principles have been adopted by all agencies and professionals working together to protect adults at risk.

- All adults at risk have a right to be protected and their decisions respected even if that decision involves risk.
- The prime concern at all stages will be the interests and safety of the adult at risk.
- The aim will be to give a professional service to support and minimise the distress of any adult at risk.

- Everyone will be treated sensitively at all stages of the investigation.
- The importance of professionals working in partnership with the adult at risk and others involved will be recognised throughout the process.
- All services will be provided in a manner that respects the rights, dignity, privacy and beliefs of all the individuals concerned and does not discriminate on the basis of race, culture, religion, language, gender, disability, age or sexual orientation.
- Adults who have been abused need the same care and sensitivity whoever the alleged abuser.
- The responsibility to refer the adult at risk rests with the person who has the concern.
- All agencies receiving confidential information in the context of an adult at risk investigation will make decisions about sharing this information in appropriate circumstances.
- Procedures provide a framework to ensure that agencies work together for the protection of the adult at risk. They are not a substitute for professional judgement and sensitivity
- Adults at risk have the right to have an independent advocate if they wish, at any stage in the process.

Making Safeguarding Personal

Making Safeguarding Personal (MSP) is a shift in culture and practice in response to what we now know about the effectiveness of safeguarding from the perspective of the person being safeguarded.

MSP promotes conversations about how we might respond in safeguarding situations in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing and safety, and seeing people as experts in their own lives and working alongside them. It is a shift from a process supported by conversations to a series of conversations supported by a process.

The key focus is on developing a real understanding of what adults at risk wish to achieve and agreeing, negotiating and recording their desired outcomes, working out with them (and their representatives or advocates if they lack capacity) how best those outcomes might be realised and then seeing, at the end, the extent to which desired outcomes have been realised.

The Wellbeing Principle

The Care Act 2014 introduces a duty to promote wellbeing when carrying out any care and support functions in respect of a person. This is sometimes referred to as *The Wellbeing Principle* because wellbeing is put at the heart of care and support.

The wellbeing principle applies in all cases where care and support is being carried out, or decisions are made, or safeguarding is exercised. When safeguarding adults it applies equally to adults with care and support needs and their carers.

Promoting wellbeing means actively seeking improvements at every stage in relation to the individual, and where applicable their carer. It is a shift from providing services to the concept of meeting needs. In promoting wellbeing it should be assumed that individuals are best placed to judge their own wellbeing. Their individual views, beliefs, feelings and wishes are paramount and individuals should be empowered to participate as fully as possible.

What is abuse?

Abuse is a violation of an individual's human and civil rights by any other person or persons or organisation. Abuse may consist of a single act or repeated acts. It may be physical, verbal or psychological, it may be an act of neglect or omission to act or it may occur where a vulnerable person is persuaded to enter into a financial or sexual transaction to which he or she has not consented, or cannot consent.

Any act of abuse, repeated or singular, is a violation of the adult at risk's human and civil rights

Context

Abuse of adults at risk can occur in any setting or any situation and can be a complex area. Abuse may occur in:

Domestic settings: including the adult at risk's own home, or another person's home

Institutional settings: including day care, residential care, nursing homes and hospitals

Public settings: including in the street, any public area or social or work environment

Abuse of adults at risk occurs in all cultures, all religions and at all levels of society.

The abuser may be anyone, including a member of the family, friend, neighbour, partner, carer, stranger, care worker, manager, volunteer, another service user or any other person who comes into contact with the adult at risk.

Good Practice when working with Adults at Risk

To help prevent abuse occurring and false allegations arising, the following basic guidelines will help safeguard both the adult at risk and members of staff.

You must:

- treat all service users with dignity and respect
- provide an example of good conduct you wish others to follow
- Challenge unacceptable behaviour - e.g. bullying, and report all allegations/suspicions of abuse
- Be identifiable and wear a name badge at all times

You must not:

- have unwarranted contact with an adult at risk
- make any comments, which may have a sexual connotation.

There may be exceptional circumstances where it is necessary to restrain the adult at risk to prevent him or her from damaging himself or herself or others. Only the minimum reasonable force necessary may be used. All incidents of physical restraint must be recorded on an incident form and be submitted to a nominated officer and the Health and Safety Officer

When to be concerned about possible abuse

It is not the role of Waverley Borough Council to decide if an adult at risk is being abused or not, but it is our job to pass on any concerns. *Appendix 6: Adults at Risk: forms of abuse and indicators of abuse* provides a list of types of abuse and examples of behaviours associated with each type of abuse. This list is not exhaustive, and there may be other indicators.

Responding to a person who discloses a concern of abuse

- In an emergency ring 999.
- Do ensure the safety of the individual and others if in immediate danger, and contact the relevant emergency service.
- Do not be judgemental or jump to conclusions.
- Do listen carefully.

- Do provide support and information to meet the individual's specific communication needs.
- Do use open questions.
- Do tell them that the individual did a good or right thing in telling you.
- Do tell the individual you are treating the information seriously.
- Do tell them it was not their fault.
- Do ask them what they need to keep themselves safe.
- Do not make promises you cannot keep.
- Do not promise to keep secrets.
- Do seek consent to share the information with your lead for safeguarding; however, lack of consent should not prevent you from reporting your concerns.
- Do explain that you have a duty to tell your lead for safeguarding.
- Do not confront the person alleged to have caused the harm as this could place you at risk, or provide an opportunity to destroy evidence, or intimidate the person alleged to have been harmed or any witnesses.
- Do explain that you will try to take steps to protect them from further abuse or neglect.
- Do support and reassure the person.
- Do preserve any forensic or other evidence.

Action after the concern of abuse has been recognised:

To be taken as soon as possible or within 4 hours

- Report concerns to one of the Council's Safeguarding Officers (for details, see page 5).
- Record your concerns and how they came to light, any information given by the person, information about any witnesses, the individual's wishes, actions taken, who was present at the time, dates and times of incident(s).

- Record details of the person alleged to have caused harm.
- Do record any concerns about the person's capacity to make any decisions and the reasons for the concerns.
- Do record whether the person is aware that the concerns have been reported.
- Do record their perspective.
- Do record any previous concerns about the person.
- Do not breach confidentiality for example by telling friends or other work colleagues.
- Do use Whistleblowing Procedures if you feel that you will not be believed, taken seriously or believe that your manager or lead for safeguarding may be causing the risks of abuse to the adult or child.

The actual process for making a referral is set out under *How to make a referral relating to children or adults at risk* (page 5)

The Council's roles and responsibilities in safeguarding children and adults at risk

The policy has considered children and adults at risk independently as they are the subject of different legislation. However, there are areas where safeguarding children and adults at risk overlap, and these are set out below:

The Council as an Organisation

The Council is committed at senior officer and member level to safeguarding children and adults at risk. The Council recognises its responsibilities under the Care Act 2014, The Children Act 2004, and Working Together to Safeguard Children 2015. Safeguarding is a Council priority and this is clearly demonstrated by:

- representation at the Surrey Safeguarding Adults Board and the completion of standard returns for this board
- representation at the Surrey Safeguarding Children Board and the completion of Section 11 returns for this board
- appointment of a Lead Waverley Borough Council Member for Safeguarding Children and Adults at Risk
- appointment of Safeguarding Officers across the Council, to be formally approved by the Strategic Director of Frontline Services
- sign up to protocols and policies

The Council as an Employer

In its role as an employer the Council incorporates safeguarding measures in its recruitment procedure and provides mandatory safeguarding training for all employees.

Recruitment Procedures

Waverley Borough Council is committed to safer recruitment. All new members of staff are required to undergo a Disclosure and Barring Service (DBS) check to obtain a Basic Disclosure Scotland certificate. Basic disclosures verify identity and show details of all convictions considered to be unspent under the Rehabilitation of Offenders Act 1974 or state that there are no such convictions. New employees who are taking up a position which involves working closely with children or adults at risk (in a voluntary or paid capacity) will be required to acquire an Enhanced DBS Disclosure. Enhanced DBS Disclosures provide additional detail about unspent and spent convictions, cautions, reprimands, final warnings plus any additional information held by the police.

Training

All employees will be required to undertake safeguarding training and become familiar with the Safeguarding Policy as part of their induction. Training will be provided at three levels:

Citizen level: This training is designed for all members of staff to give them an awareness of what safeguarding is, forms of abuse, and how to report any concerns they may have.

Advanced level: This training is aimed at those employees who have a role that involves direct contact with children and adults at risk.

Safeguarding Officer level: The leads for safeguarding, Safeguarding Officers, will undertake additional training as organised and recommended by the Surrey Safeguarding Adults Board and Surrey Safeguarding Children Board to ensure their knowledge is up to date and is reflected in Waverley's policies and procedures.

The Council as a Licensing Authority

The Council is a licensing authority for services such as taxi drivers, public events, alcohol and entertainment, charity collections, gambling, animal licensing, boot fairs, Sunday and street trading and other licences such as fireworks.

The Council needs to ensure that all relevant checks are carried out prior to issuing licences and if a safeguarding concern is raised at any time during the process, the Council's safeguarding policy and procedure must be followed, including the notification of other government or national bodies.

Contracts

Safeguarding is referenced in the general conditions of contact for suppliers. If a supplier breaches the contract, the legal team will follow its processes in addition to following the Council's Safeguarding Policy for Children and Adults at Risk.

Record keeping

Good record-keeping is an essential part of the accountability of organisations to those who use their services. Maintaining proper records is vital to individuals' care and safety. If records are inaccurate, future decisions may be wrong and harm may be caused to the individual. Where an allegation of abuse is made, all agencies have a responsibility to keep clear and accurate records. It is fundamental to ensure that evidence is protected and to show what action has been taken, what decisions have been made and why.

A guide to making a record

As soon as possible on the same day, a written record should be made of what has been seen, been said and any other concerns. It is important to make sure anyone else who saw or heard anything relating to the concern also makes a written report.

Waverley Borough Council has designed a **Safeguarding Report Form**. It is to be used as soon as possible after the incident or disclosure to capture the safeguarding information including any actions taken. The form can be used for concerns about an adult or child.

When the form has been completed it must be sent to one of the Council's Safeguarding Officers.

The report will be kept on file securely with the centrally held Safeguarding Monitoring Register as a means of reference. It will also aid in the relaying of information to the Multi Agency Safeguarding Hub (MASH), and other organisations such as the police if and when required.

The form can be found at:

<http://sharepoint/sites/Community/services/Pages/Safeguarding.aspx>

Also see Appendix – Safeguarding report Form.

More information about recording keeping can be found at:

<http://www.surreycc.gov.uk/social-care-and-health/safeguarding-boards/surrey-safeguarding-adults-board/surrey-safeguarding-adults-board-information-for-professionals/protocols-forms-and-guidance>

Information sharing

Information sharing is vital to safeguarding and promoting the welfare of children and adults at risk. A key factor in many cases where children and adults have been harmed has been the failure to record information, to share it, to understand the significance of the information shared and to take appropriate action. Often it is only when information from a number of sources has been shared that it becomes clear that a child or adult at risk might be suffering harm.

Professionals who have contact with children, families and adults at risk should always share any concerns with the MASH where they have reasonable cause to suspect significant harm. For more information on the MASH, see Appendix 3.

All information sharing should be in line with the agreed set of principles about sharing personal or confidential information in the Surrey Multi-Agency Information Sharing Protocol (MAISP). Further information can be found at:

<http://www.surreycc.gov.uk/social-care-and-health/safeguarding-boards/surrey-safeguarding-adults-board/surrey-safeguarding-adults-board-information-for-professionals/protocols-forms-and-guidance>

Appendix 1

Safeguarding Boards

In Surrey, the statutory Safeguarding Children's Board and Safeguarding Adults Boards are responsible for providing local agencies with guidance and holding agencies to account for their actions.

Representation on Safeguarding Boards

The Children Act 2004 and Care Act 2014 together with associated statutory guidance sets out which organisations are required to sit on both boards and comprises all relevant statutory and key voluntary agencies.

The 11 Surrey Borough and District Councils have a single representative nominated by the Surrey Chief Executives Group to represent them on each board. Other borough and district council officers may attend the boards or the various sub groups that deal with the operational arrangements and ensure effective practice throughout the County.

Performance and Quality Assurance

Organisations on the boards are responsible for ensuring that they provide any data that is required by the boards for their respective Performance and Quality Assurance Frameworks. Likewise, they are expected to complete any returns and comply with any audit requirements.

Surrey Safeguarding Children Board (SSCB)

The overall role of the SSCB is to coordinate local work to safeguard and promote the welfare of children and to ensure the effectiveness of what the member organisations do individually and together by developing interagency policies and procedures for safeguarding and promoting the welfare of children, including:

- the action to be taken where there are concerns about a child's safety or welfare
- training of those working with children and/or families or in services affecting the safety and welfare of children
- investigation of allegations concerning persons working with children

It is very important that local safeguarding arrangements are strongly led and promoted at a local level, specifically by:

- a strong lead from local authority members, and the commitment of chief officers in all agencies, in particular the Director of Children's Services and Lead Member for Children's Services at Surrey County Council; and

- effective local coordination and challenge by the Local Safeguarding Children's Boards

Borough and District Councils have a crucial role to play in the safeguarding of children in their areas. The Surrey Safeguarding Board Procedures Manual specifically refers to the duty of housing authorities to share information that is relevant to safeguarding. They should promote the welfare of children and the duties of leisure services departments and leisure contractors to ensure that their leisure facilities safeguard children. All casual and temporary members of staff must be aware of safeguarding children issues and know how to report concerns.

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

Each Surrey Borough and District Council completes Section 11 forms to be returned to the Surrey Safeguarding Children Board by the Lead Safeguarding Officer.

The Surrey Safeguarding Children Board has five core objectives to enable it to deliver its responsibilities as set out in *Working Together 2015*. These are:

- to optimise the effectiveness of arrangements to safeguard and protect children and young people
- to ensure clear governance arrangements are in place for safeguarding children and young people
- to oversee Serious Case Reviews (SCRs), Partnership Reviews and Child Death (CDOP) processes and ensure learning and actions are implemented as a result
- to ensure a safe workforce and that single-agency and multi-agency training is effective and disseminate good practice
- to raise awareness of the roles and responsibilities of agency and community roles and responsibilities in relation to safeguarding children and young people

In addition, the Board:

- coordinates what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area
- ensures the effectiveness of what is done by each such person or body for those purposes

The functions that support these objectives are to:

- develop policies and procedures
- communicate and raise awareness
- monitor and evaluate the effectiveness of partners individually and collectively
- participate in the planning of services
- undertake reviews of all child deaths and serious case reviews and disseminate the learning
- commissioning and delivery of multi-agency training
- evaluate of single agency and multi-agency training

Additional Priorities

In addition to the delivery of core business the SSCB has identified four targeted priorities on which to focus:

- To monitor and challenge the effectiveness of Early Help and to ensure that the voice of children and young people is heard
- To ensure professionals and the current child protection processes effectively protect those children identified as in need of protection and who are looked after
- To ensure children and young people at risk of Child Sexual Exploitation (CSE) are protected
- To monitor and challenge the effectiveness and impact of the Domestic Abuse Services in reducing the incidences of Domestic Abuse and protecting children and young people from harm

Surrey Safeguarding Adults Board (SSAB)

The Surrey Safeguarding Adults Board (SSAB) helps and protects adults in Surrey who have care and support needs and who are experiencing, or are at risk of, abuse or neglect.

Representatives from carers' groups, disability groups and older people's groups are members of the board.

The Board ensures the voices of adults at risk, their families and their carers are heard and guarantees there are effective processes in place to prevent and respond to abuse and neglect. The board also raises awareness of the importance of

safeguarding through publicity campaigns and has a multi-agency training programme in place to give staff the right skills to safeguard adults.

The SSAB has three core duties:

- to publish a strategic plan that sets out how it will meet its main objective and what the members will do to achieve this
- to publish an annual report detailing what the SSAB has done during the year to achieve its main objective and implement its strategic plan
- to conduct any safeguarding adults reviews in accordance with the Care Act 2014

The functions that support its objectives and duties are to:

- develop a framework of multi-agency policies, protocols and procedures
- require member agencies to provide assurance on their safeguarding activities
- quality assure the safeguarding of member agencies
- implement a multi-agency Competency Framework and training programme
- undertaking Safeguarding Adults Reviews and learning lessons from them
- learn lessons from other reviews including Domestic Homicide Reviews
- undertake activities to raise awareness of safeguarding and to support the prevention of abuse and neglect

Appendix 2

Surrey Multi Agency Safeguarding Hub (MASH)

What is the MASH?

The Surrey Multi-Agency Safeguarding Hub (MASH) is the single point of contact for reporting concerns about the safety of a child, young person or adult. It aims to improve the safeguarding response for children and adults at risk of abuse or neglect through better information sharing and high-quality and timely responses.

The Surrey MASH achieves this by co-locating agencies. It brings together Surrey County Council social care workers for children and adults, early help services, health workers and police as well as other partners across Surrey. Its aim is to identify need, risk and harm accurately and to facilitate the most appropriate and timely intervention.

The MASH partners

The Surrey MASH comprises representatives from Adult Social Care, Children's Social Care, Health and Surrey Police. There is also a virtual team of partners who support the MASH via information sharing.

This includes Education Workers, Independent Domestic Violence Advisers, Youth Support Services, Probation Service, Ambulance, Hospitals, Surrey Fire and Rescue Service, Trading Standards, schools and colleges, a Data Analysis team as well as four Early Help Co-ordination Hubs.

Because of closer partnership working, there is clearer accountability and less duplication.

How does the MASH work?

The MASH will consider all matters that come to its attention and decide on the best level of support or most appropriate service. If there is not enough information to make this decision, the MASH will ask other agencies for information such as police, health and schools, in order to make that decision and establish the right course of action. By offering advice from social workers from both adult and children services, the MASH can take a whole family centred approach: adults look after children/young people and vice versa; concerns/risks often affect both adults and children. For example, an adult at risk who is experiencing abuse could also be a parent and the abuse they are experiencing could impact on their child. A MASH which covers both adults and children can look at the risks for both adult and child and come up with a holistic plan that supports the family.

When should the MASH be contacted?

The Surrey MASH should be contacted if you would like to report a concern about the safety of a child, young person or an adult. The MASH is for new contacts not existing open cases. If it is an existing case, contact the appropriate social worker or locality team.

Situations where you would call a different number instead of the MASH

If you have already been in touch with adult social care or children's social care services, please contact your allocated social worker or family support worker directly.

Data Sharing in the MASH

Any data or information in the MASH is shared using a secure IT system. Only information that is 'lawfully' relevant to each case will be shared. The data will be used to inform the decision on the most appropriate service by gaining a better understanding of risk and need. All other information that is not relevant, necessary or proportionate to the need or risk of that individual case will not be shared and will not be accessible to any third parties.

For further information about the MASH:

<https://www.surreycc.gov.uk/social-care-and-health/contacting-social-care/contact-childrens-services/about-the-multi-agency-safeguarding-hub>

Appendix 3

Safeguarding Reporting Form



Waverley Borough Council Safeguarding Reporting Form

1. Referral taken by	
Job Title:	Telephone:
Date of referral:	Time:

Referrer details	
Name	Job title
Place of work - address incl postal code	
Telephone	Email

2. Person details	
Last name	First Name
Date of Birth	Male/Female
Ethnicity (see code)*	Religion
Adult /Child	
Address	

3. Household details					
Last Name	First Name	Date of Birth	Male/Female	Ethnicity	Relationship to person
Please state principal carer and/or those with parental responsibility if appropriate and address if different:					

Telephone number:

Mobile number:

Please state if person referred has a disability or special needs?

4. Other professionals involved (to include GP and school details) where known

Name	Job Title	Address	Telephone

5. Please state, if person is a child, whether the HUB has been contacted and any advice given

6. Has an Early Help Assessment (EHS) been completed.

Yes	No	Don't know	Please attach if yes.

7. Reason for referral

What are your safeguarding concerns for this person?

What are these concerns based on? (What information have you gathered)

What services have already been offered by WBC and/ or other agencies and what were the outcomes?

8. Please state which senior manager at WBC has the case been discussed with?

--

9. Please state if you have made a referral to any of the following agencies:

Children's Services	Yes/ No	Adult Social Care	Yes/ No
Community Mental Health	Yes/ No	Police	Yes/ No
Chapter 1 (Domestic Abuse Outreach)	Yes/ No		
Other (please specify)			

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Appendix 4

Legal Framework

This Safeguarding policy is underpinned by a range of legislation including, but not limited to:

The Children Acts 1989 and 2004

The *Children Act 1989* and *Children Act 2004* along with the statutory guidance, *Working Together to Safeguard Children 2015* provide the current framework for safeguarding children.

This legislation places an overarching responsibility on Surrey County Council, as the lead authority for children, for safeguarding and promoting the welfare of all children in their area, but makes clear that other agencies also have a role to play.

Section 11 of the Children Act 2004 places a statutory duty on various agencies, including districts and borough councils, to make arrangements to ensure that their functions are discharged taking account of the need to safeguard and promote the welfare of children. This includes any services or function they contract out.

This Act led to the establishment of the Surrey Safeguarding Children's Board and required Surrey County Council to secure the co-operation of partners in setting up arrangements to improve the well-being of children in Surrey.

Working Together to Safeguard Children

This replaced the Area Child Protection Committee and sets out how organisations and individuals should work together to achieve this using the key principles:

Safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their full part.

The approach must be child-centred: in order to be effective, there needs to be a clear understanding of the needs of the child.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf

The Care Act 2014

The Care Act 2014 sets out the legal framework for how local authorities and other statutory agencies, including district and borough councils, should protect adults with care and support needs who are at risk of abuse or neglect. It consolidates existing law and puts similar arrangements in place to those safeguarding children.

The Act required Surrey County Council, as the lead authority for vulnerable adults, to establish a Safeguarding Adults Board to bring together the key local partners to

focus on safeguarding strategy and practice. The Act also places a duty on Surrey County Council to carry out safeguarding enquiries where it is suspected that someone is suffering or at risk of abuse or neglect conducting Safeguarding Adults Reviews (SARs) where there is a cause for concern about a particular case, to learn lessons for the future.

All these initiatives are designed to ensure greater multi-agency collaboration as a means of transforming adult social care.

This guidance is updated from time to time; therefore the most up to date guidance will apply in relation to the operation of this policy.

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Appendix 5

Safeguarding children from abuse

Physical abuse

This is a form of significant harm which may include hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

The following are often regarded as indications of concern;

- An explanation which is inconsistent with an injury
- Several different explanations provided for an injury
- Unexplained delay in seeking treatment
- The parents/carers are uninterested or undisturbed by an accident or injury
- Reluctance to give information or mention previous injuries.

If you notice that a child or young person has injuries such as bruising, bite marks, burns and scalds, or scars and are concerned about the cause, it should be reported using the procedures set out in ***How to make a referral relating to children or adults at risk (page 5)***

Emotional Abuse

Emotional abuse is a form of significant harm which involves the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development.

It may involve conveying to children that they are worthless or unloved, inadequate or valued. It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate. It may also feature age or developmentally inappropriate expectations being imposed on children.

These may include interactions that are beyond the child's developmental capabilities, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another, serious bullying (including cyber bullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children.

Staff must also be aware and report concerns relating to domestic abuse. The definition of domestic abuse was changed by Government in September 2012 and is now defined as:

Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family member regardless of gender or sexuality. This can encompass, but is not limited to the following types of abuse:

- Psychological
- Physical
- Sexual
- Financial
- Emotional

Sexual Abuse

Sexual abuse is a form of significant harm which involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities such as involving children in looking at, or in the production of, sexual activities, encouraging children to behave in a sexually inappropriate ways or grooming a child in preparation for abuse (including via the internet). Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children.

Staff must also be aware of **Child Sexual Exploitation** as an emerging, high priority concern. CSE is defined as:

...involving exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of their performing, and/or another or others performing on them, sexual activities. It can occur through the use of technology without the child's immediate recognition; e.g. being persuaded to post sexual images on the internet/mobile phones without immediate payment or gain. In all cases, those exploiting the child have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships

being characterised in the main by the child's limited availability of choice resulting from their social/economic and/or emotional vulnerability.

Sexual exploitation can have a serious long term impact upon every aspect of a child or young person's life, health and education. It also damages the lives of families and carers and can lead to families breaking up.

It is a multi-agency responsibility of partner agencies to identify those children and young people at risk of exploitation, to protect them and safeguard them from further risk of harm and to prevent children from becoming victims of this form of abuse.

County Lines

County Lines refers to urban gangs supplying drugs to suburban areas and market and coastal towns using dedicated mobile phone lines or *deal lines*. This criminal activity often involves child criminal exploitation (CCE) as gangs use children and vulnerable people to move drugs and money.

New guidance has been developed by the Home Office to support frontline staff – particularly those who work with children, young people and potentially vulnerable adults – in identifying potential victims of this type of criminal exploitation. It sets out the signs to look for in potential victims, and what action staff should take so that potential victims get the support and help they need. The document supplements an organisation's existing safeguarding policies.

Any practitioner working with a vulnerable person who they think may be at risk of county lines exploitation should follow their local safeguarding guidance and share this information with local authority social care services.

If you believe a person is in immediate risk of harm, you should contact the police.

The guidance is available here:

<https://www.gov.uk/government/publications/criminal-exploitation-of-children-and-vulnerable-adults-county-lines>

Neglect

Neglect is a form of significant harm which involves the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development.

Neglect may involve a parent or carer failing to:

- Provide adequate food, clothing and shelter (including exclusion from home or abandonment)

- Protect a child from physical and emotional harm or danger
- Ensure adequate supervision (including the use of inadequate care-givers)
- Ensure access to appropriate medical care or treatment
- It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

If physical, emotional, sexual or neglect significant harm is suspected, or you have any other concerns regarding significant harm, it is important to report them immediately using the referral method outlined below. A piece of information, no matter how small, could mean that a child at risk is identified. Several small pieces of information from different agencies have in the past identified horrific cases of abuse that would not have been identified by one single agency.

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Appendix 6

Adults at Risk: forms of abuse and indicators of abuse

Physical abuse

Physical abuse includes assault, hitting, slapping, pushing, kicking, misuse of medication, being locked in a room, inappropriate sanctions or force-feeding, inappropriate methods of restraint, and unlawfully depriving a person of their liberty.

Possible indicators

- Unexplained or inappropriately explained injuries
- Exhibiting untypical self-harm
- Unexplained cuts or scratches to mouth, lips, gums, eyes or external genitalia
- Unexplained bruising to the face, torso, arms, back, buttocks, thighs, in various stages of healing. Collections of bruises that form regular patterns which correspond to the shape of an object or which appear on several areas of the body
- Unexplained burns on unlikely areas of the body (e.g. soles of the feet, palms of the hands, back), immersion burns (from scalding in hot water/liquid), rope burns, burns from an electrical appliance
- Unexplained or inappropriately explained fractures at various stages of healing to any part of the body
- Medical problems that go unattended
- Sudden and unexplained urinary and/or faecal incontinence. Evidence of over/under-medication
- Flinches at physical contact
- Appears frightened or subdued in the presence of particular people
- Asks not to be hurt
- May repeat what the person causing harm has said (e.g. 'Shut up or I'll hit you')
- Reluctance to undress or uncover parts of the body

- Wears clothes that cover all parts of their body or specific parts of their body
- An adult with capacity not being allowed to go out of a care home when they ask to
- An adult without capacity not being allowed to be discharged at the request of an unpaid carer/family member

Note: The NHS defines capacity as *the ability to use and understand information to make a decision, and communicate any decision made. A person lacks capacity if their mind is impaired or disturbed in some way and this means the person is unable to make a decision at that time.*

<http://www.nhs.uk/Conditions/Consent-to-treatment/Pages/Capacity.aspx>

Domestic abuse

Domestic abuse includes psychological, physical, sexual, financial, emotional abuse, and so called 'honour' based violence.

In 2013, the Home Office announced changes to the definition of domestic abuse:

- Incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse... by someone who is or has been an intimate partner or family member regardless of gender or sexuality
- Includes: psychological, physical, sexual, financial, emotional abuse, so called 'honour' based violence, Female Genital Mutilation, forced marriage
- Age range extended down to 16

Many people think that domestic abuse relates to intimate partners, but it is clear that other family members are included and that much safeguarding work that occurs at home, in fact is connected with domestic abuse. This confirms that domestic abuse approaches can be considered safeguarding responses in appropriate cases.

Family members are defined as: mother, father, son, daughter, brother, sister and grandparents, whether directly related, in-laws or step-family.

Forced marriage is a term used to describe a marriage in which one or both of the parties are married without their consent or against their will. A forced marriage differs from an arranged marriage, in which both parties consent to the assistance of their parents or a third party in identifying a spouse.

In a situation where there is concern that an adult with care and support needs is being forced into a marriage they do not or cannot consent to, there will be an overlap between action taken under the forced marriage provisions and the adult safeguarding process. In this case action will be co-ordinated with the police and other relevant organisations. The police must always be contacted in such cases as urgent action may need to be taken.

The Anti-social Behaviour, Crime and Policing Act 2014 means it is now a criminal offence to force someone to marry. In addition, the Forced Marriage (Civil Protection) Act 2007 may be used to obtain a Forced Marriage Protection Order as a civil remedy.

Honour-based violence is a crime, and referring to the police must always be considered. It has or may have been committed when families feel that dishonour has been brought to them. Women are predominantly (but not exclusively) the victims and the violence is often committed with a degree of collusion from family members and/or the community. Many of these victims will contact the police or other organisations. However, many others are so isolated and controlled that they are unable to seek help.

Safeguarding concerns that may indicate honour-based violence include domestic violence, concerns about forced marriage, enforced house arrest and missing person's reports. If a safeguarding concern is raised, and there is a suspicion that the adult is the victim of honour-based violence, the matter should be referred to the police as they have the necessary expertise to manage the risk.

Female genital mutilation (FGM) involves procedures that intentionally alter or injure female genital organs for non-medical reasons. The procedure has no health benefits for girls and women. The Female Genital Mutilation Act (FGMA) was introduced in 2003 and came into effect in March 2004. The Act makes it illegal to practise FGM in the UK or to take girls who are British nationals or permanent residents of the UK abroad for FGM whether or not it is lawful in another country. It also makes it illegal to aid, abet, counsel or procure the carrying out of FGM abroad.

Sexual abuse

Sexual abuse includes rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts, indecent exposure and sexual assault or sexual acts to which the adult has not consented or was pressured into consenting.

It includes penetration of any sort, incest and situations where the person causing harm touches the abused person's body (e.g. breasts, buttocks, genital area), exposes his or her genitals (possibly encouraging the abused person to touch them) or coerces the abused person into participating in or looking at pornographic videos

or photographs. Denial of a sexual life to consenting adults is also considered abusive practice.

Any sexual relationship that develops where one person is in a position of trust, power or authority in relation to the other (e.g. day centre worker/social worker/residential worker/health worker etc.) may also constitute sexual abuse (see section on position of trust).

Possible indicators

- Urinary tract infections, vaginal infections or sexually transmitted diseases that are not otherwise explained
- Appears unusually subdued, withdrawn or has poor concentration
- Exhibits significant changes in sexual behaviour or outlook
- Experiences pain, itching or bleeding in the genital/anal area
- Underclothing is torn, stained or bloody
- A child or a woman who lacks the mental capacity to consent to sexual intercourse becomes pregnant

Sexual exploitation

The sexual exploitation of adults with care and support needs involves exploitative situations, contexts and relationships where adults with care and support needs (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of performing sexual activities, and/or others performing sexual activities on them.

Sexual exploitation can occur through the use of technology without the person's immediate recognition. This can include being persuaded to post sexual images or videos on the internet or a mobile phone with no immediate payment or gain, or being sent such an image by the person alleged to be causing harm. In all cases those exploiting the individual have power over them by virtue of their age, gender, intellect, physical strength, and/or economic or other resources.

Psychological abuse

Psychological abuse includes 'emotional abuse' and takes the form of threats of harm or abandonment, deprivation of contact, humiliation, rejection, blaming, controlling, intimidation, coercion, indifference, harassment, verbal abuse (including shouting or swearing), cyber bullying, isolation or withdrawal from services or support networks.

Psychological abuse is the denial of a person's human and civil rights including choice and opinion, privacy and dignity and being able to follow one's own spiritual and cultural beliefs or sexual orientation.

It includes preventing a person from using services that would otherwise support them and enhance their lives. It also includes the intentional and/or unintentional withholding of information (e.g. information not being available in different formats/languages etc).

Possible indicators

- Untypical ambivalence, deference, passivity, resignation
- Appears anxious or withdrawn, especially in the presence of the alleged abuser
- Exhibits low self-esteem
- Untypical changes in behaviour (e.g. continence problems, sleep disturbance)
- Not allowed visitors/phone calls
- Locked in a room/in their home
- Denied access to aids or equipment (e.g. glasses, dentures, hearing aid, crutches etc.)
- Access to personal hygiene and toilet is restricted
- Movement is restricted by use of furniture or other equipment
- Bullying via social networking internet sites and persistent texting

Financial or material abuse

This includes theft, fraud, internet scamming, coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits.

Possible indicators

- Lack of heating, clothing or food
- Inability to pay bills/unexplained shortage of money

- Lack of money, especially after collecting Benefits
- Inadequately explained withdrawals from accounts
- Unexplained loss/misplacement of financial documents
- The recent addition of authorised signatories on accounts or cards
- Disparity between assets/income and living conditions
- Power of attorney obtained when the adult lacks the capacity to make this decision
- Recent changes of deeds/title of house or will
- Recent acquaintances expressing sudden or disproportionate interest in the person and their money
- Service user not in control of their direct payment or individualised budget
- Miss-selling/selling by door-to-door traders/cold calling
- Illegal money-lending.

Modern slavery

Modern Slavery encompasses slavery, human trafficking, forced and compulsory labour and domestic servitude. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment.

A large number of active organised crime groups are involved in modern slavery. But it is also committed by individual opportunistic perpetrators.

There are many different characteristics that distinguish slavery from other human rights violations – however, only one needs to be present for slavery to exist.

Someone is in slavery if they are:

- forced to work by mental or physical threat
- owned or controlled by an 'employer', usually through mental or physical abuse or the threat of abuse
- dehumanised, treated as a commodity or bought and sold as 'property'

- physically constrained or has restrictions placed on his/her freedom of movement

Contemporary slavery takes various forms and affects people of all ages, gender and races.

Human trafficking involves an act of recruiting, transporting, transferring, harbouring or receiving a person through a use of force, coercion or other means, for the purpose of exploiting that person.

If an identified victim of human trafficking is also an adult with care and support needs, the response will be co-ordinated under the adult safeguarding process. The police are the lead agency in managing responses to the victims of human trafficking. There is a national framework to assist in the formal identification and help to coordinate the referral of victims to appropriate services, known as the National Referral Mechanism.

Possible Indicators

Signs of various types of slavery and exploitation are often hidden, making it hard to recognise potential victims. Victims can be any age, gender or ethnicity or nationality. Although by no means exhaustive, some common signs follow.

Persons may:

- not be in possession of legal documents (passport, identification and bank account details) and they are being held by someone else
- have old or serious untreated injuries and they are vague, reluctant or inconsistent in explaining how the injury occurred
- look malnourished, unkempt, or appears withdrawn
- have few personal possessions and often wear the same clothes
- what clothes they wear may not be suitable for their work
- be withdrawn or appear frightened, unable to answer questions directed at them or speak for themselves and/or an accompanying third party speaks for them. If they do speak, they are inconsistent in the information they provide, including basic facts such as the address where they live
- appear under the control/influence of others, rarely interact or appear unfamiliar with their neighbourhood or where they work. Many victims will not be able to speak English

- Exhibit fear of the authorities
- perceive themselves to be in debt to someone else or in a situation of dependence

Environmental indicators

- **Outside the property:** there are bars covering the windows of the property or they are permanently covered on the inside. Curtains are always drawn. Windows have reflective film or coatings applied to them. The entrance to the property has CCTV cameras installed. The letterbox is sealed to prevent use. There are signs the electricity may have been connected from neighbouring properties or directly from power lines.
- **Inside the property:** access to the back rooms of the property is restricted or doors are locked. The property is overcrowded and in poor repair.

Discriminatory abuse

This includes discrimination on the grounds of race, faith or religion, age, disability, gender, sexual orientation and political views, along with racist, sexist, homophobic or ageist comments or jokes, or comments and jokes based on a person's disability or any other form of harassment, slur or similar treatment. **Hate crime** can be viewed as a form of discriminatory abuse, although will often involve other types of abuse as well. It also includes not responding to dietary needs and not providing appropriate spiritual support. Excluding a person from activities on the basis they are 'not liked' is also discriminatory abuse.

The government has recently published a four year plan for tackling hate crime: *Action Against Hate*. The plan is available via: www.gov.uk/government/publications

Possible Indicators

Indicators for discriminatory abuse may not always be obvious and may also be linked to acts of physical abuse and assault, sexual abuse and assault, financial abuse, neglect, psychological abuse and harassment, so all the indicators listed above may apply to discriminatory abuse.

A person may reject his or her own cultural background and/or racial origin or other personal beliefs, sexual practices or lifestyle choices, or make complaints about the service not meeting his or her needs.

Organisational abuse

Organisational abuse is the mistreatment, abuse or neglect of person by a regime or individuals in a setting or service where the person lives or that they use. Such

abuse violates the person's dignity and represents a lack of respect for their human rights.

Organisational abuse occurs when the routines, systems and regimes of an institution result in poor or inadequate standards of care and poor practice which affect the whole setting and deny, restrict or curtail the dignity, privacy, choice, independence or fulfilment of the individuals.

It can include neglect and poor care practice within an institution or specific care setting such as a hospital or care home, or where care is provided within a person's own home. This may range from one off incidents to on-going ill-treatment. It can be through neglect or poor professional practice as a result of the structure, policies, processes and practices within an organisation.

Organisational abuse can occur in any setting providing health or social care. A number of inquiries into care in residential settings have highlighted that organisational abuse is most likely to occur when staff:

- receive little support from management
- are inadequately trained
- are poorly supervised and poorly supported in their work
- receive inadequate guidance

Or where there is:

- unnecessary or inappropriate rules and regulations
- lack of stimulation or the development of individual interests
- inappropriate staff behaviour, such as the development of factions, misuse of drugs or alcohol, failure to respond to leadership
- restriction of external contacts or opportunities to socialise

Neglect and acts of omission

These include ignoring medical, emotional or physical care needs, failure to provide access to appropriate health, social care or educational services, and the withholding of the necessities of life such as medication, adequate nutrition and heating. Neglect also includes a failure to intervene in situations that are dangerous to the person concerned or to others, particularly when the person lacks the mental capacity to assess risk for themselves.

Neglect and poor professional practice may take the form of isolated incidents or pervasive ill treatment and gross misconduct. Neglect of this type may happen within a person's own home or in an institution. Repeated instances of poor care may be an indication of more serious problems. Neglect can be intentional or unintentional.

Possible indicators

- Inadequate heating and/or lighting
- Physical condition/appearance is poor (e.g. ulcers, pressure sores, soiled or wet clothing)
- Malnourished, has sudden or continuous weight loss and/or is dehydrated
- Cannot access appropriate medication or medical care
- Not afforded appropriate privacy or dignity
- Has inconsistent or reluctant contact with health and social services
- Callers/visitors are refused access to the person
- Person is exposed to unacceptable risk

Self-neglect

Self-neglect covers a wide range of behaviour, neglecting to care for one's personal hygiene, health or surroundings including behaviour such as hoarding. Self-neglect is also defined as the inability (intentional or non-intentional) to maintain a socially and culturally accepted standard of self-care with the potential for serious consequences to the health and well-being of the individual and sometimes to his or her community.

Possible indicators

- Living in very unclean, sometimes verminous, circumstances
- Poor self-care leading to a decline in personal hygiene
- Poor nutrition
- Poor healing/sores

- Poorly maintained clothing
- Long toenails
- Isolation
- Failure to take medication
- Keeping large numbers of pets
- Neglecting household maintenance
- Portraying eccentric behaviour/lifestyles

NOTE: Poor environments and personal hygiene may be due to personal or lifestyle choice or other issues such as insufficient income.

Where does abuse take place?

Abuse can take place anywhere. For example:

- The person's own home, whether living alone, with relatives or others
- Day or residential centres
- Supported housing
- Work settings
- Educational establishments
- Care homes
- Clinics and hospitals
- Prisons
- Other places in the community

Who might abuse?

Abuse can occur in any relationship and may result in significant harm to, or exploitation of, the child or adult with care and support needs. A wide range of people may harm others. These include:

- a spouse/partner
- an adult with care and support needs
- other family members
- Neighbours
- Friends
- local residents
- people who deliberately exploit adults they perceive as vulnerable to abuse
- paid staff or professionals
- Volunteers
- Strangers
- Gangs - small groups of people known to each other

Appendix 7

The Early help Pathway

PDF will need to be incorporated here and EH assessment form

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Appendix 8

Other relevant policies and strategies

Prevent Strategy

The purpose of the Prevent Strategy is to stop people becoming terrorists or supporting terrorism. It aims to identify individuals at risk of radicalisation and being drawn into extremist activity. The Community Safety Board has overall governance of the Prevent Strategy with the Multi-Agency Prevent Partnership Group established to review trends and developments as well as provide a 'quality assurance' overview around Prevent delivery across Surrey.

The Surrey Community Safety Partnerships have identified Prevent as a priority and each District and Borough has developed a local Prevent Action Plan. Workshops have been held to raise awareness.

Domestic Abuse

Domestic abuse can be any incident of threatening behaviour, violence or abuse between adults who are, or have been, intimate partners, family members or members of the same household regardless of gender or sexuality. Domestic abuse is not limited to violent abuse; it can be physical, psychological, sexual, emotional or financial. Children's health and wellbeing can be seriously affected by living in households where there is any form of domestic abuse. The county-wide Domestic Abuse Management Board has overall responsibility for the development and implementation of the DA Strategy. Waverley Borough Council is represented on this Board by the Community Safety Officer. More information including contacts for agencies that can offer support and practical advice can be found on www.surreyagainstda.info

Child Sexual Exploitation

Child Sexual Exploitation (CSE) is the sexual abuse of a child or young person aged under 18 by an adult who involves them in inappropriate sexual activities either with themselves or another person. The activity often takes place in exchange for money, alcohol, drugs, food, accommodation or presents. Online grooming is a type of CSE that impacts both boys and girls across Surrey. This area of work is led by specialist police officers working closely with partners such as local Councils, social services, youth services, housing providers and the voluntary sector.

A West Surrey meeting Missing and Exploited Children Conference (MAECC) chaired by Children's Services meets monthly to discuss and agree actions to safeguard those young people identified as being at high/medium risk of CSE. District/Borough officers also attend and participate in these meetings.

More information can be found on Surrey Police's website.

Early Help

Early Help co-ordination supports all Surrey agencies, preventing and reducing the repetition of youth and parental crime, schools' pupil absence and exclusion, domestic abuse and or violence, child abuse and neglect, poor family physical and emotional health, substance misuse, homelessness and financial exclusion.

Improved compliance by the safeguarding partnership with provision of help earlier with an audit trail showing outcomes to agencies involved.

Missing Persons Protocol

This is in place to ensure that there is a coordinated response from agencies when a vulnerable adult goes missing. This includes Surrey Police, Surrey & Borders Partnership Trust, and Surrey Care Association, Surrey County Council Adult social Care Services and Surrey Care providers and associated agencies. It provides guidelines to all parties as to what actions should be taken when a person receiving care goes missing. More information can be found on the Surrey Safeguarding Adults Board website.

Surrey Multi-Agency Information Sharing Protocol

The MAISP is an agreed set of principles about sharing personal or confidential information. It enables each organisation signed up to the protocol to understand the circumstances in which it should share information and what its responsibilities are. The MAISP has been developed in partnership with Surrey County Council, all the borough and districts as well as the health services and Surrey Police.

<http://www.surreycc.gov.uk/social-care-and-health/safeguarding-boards/surrey-safeguarding-adults-board/surrey-safeguarding-adults-board-information-for-professionals/protocols-forms-and-guidance>

People in a Position of Trust Protocol

The Care Act 2014 requires that Safeguarding Adults Boards should establish and agree a framework and process for any organisation to respond to allegation against anyone who works (in either a paid or unpaid capacity) with adults with care and support needs. The framework and process in the context is referred to as the *Protocol*. The Protocol applies to all partner agencies of Surrey Safeguarding Adults Board (SSAB) and organisations commissioned to provide services by them, so they respond appropriately to allegations against people who, whether an employee, volunteer or student, paid or unpaid, works with or cares for adults with care and support needs. These individuals are known as *People in a Position of Trust (PiPoT)*. SSAB also requires partner agencies and the service providers they commission to

identify a designated PiPoT lead or contact to oversee the delivery of responsibilities in their organisation.

Insert PiPOT Guidance and Procedure

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Appendix 9

Local Authority Designated Officer

Add PDF

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 10 OCTOBER 2017

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 1, 2017/18
(APRIL – JUNE 2017)**

**[Portfolio Holder: Cllr Julia Potts]
[Wards Affected: All]**

Summary and purpose:

The report provides an analysis of the Council's performance in the first quarter of 2017/18 in service areas of Finance, Strategic HR, Complaints, Community Services, Planning, Environmental Health and Housing. Annexe 1 to the report details performance against key indicators, with year on year trend analysis.

How this report relates to the Council's Corporate Priorities:

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

Equality and Diversity Implications:

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

Resource/Value for Money implications:

There are no resource implications in this report. Active review of Waverley's performance information is an integral part of the corporate performance management process, enabling the Council to improve Value for Money across its services.

Legal Implications:

Some indicators are based on statutory returns which the Council must make to Central Government.

Background

1. During the previous cycle of the O&S Committees Members have had a chance to review the format of the quarterly performance reports. Environment and Housing O and S Committees decided to continue with the current reporting format, however Value for Money and Customer Service and Community Wellbeing O and S Committees decided that going forward, performance indicators would be reported on an exception basis only, and they would like the

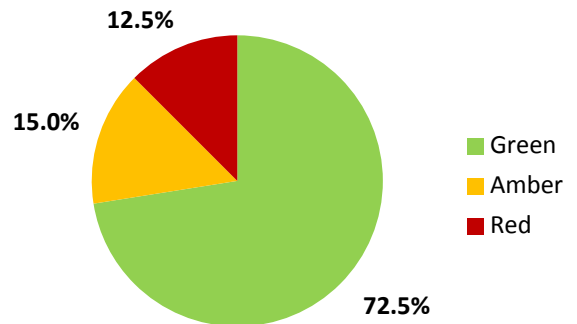
covering reports to concentrate on those PIs where performance is above or below target by more than 5% or where those PIs without a target are notable.

2. In the first quarter out of the 40 performance indicators with associated targets, 29 are within target, 6 are outside by up to 5% and 5 are off target by more than 5%.

Q1 2017-18 Performance Indicators Summary

Green	72.5%	29
Amber	15.0%	6
Red	12.5%	5
No Target		9
Total:		49

Q1 2017-18 Performance Indicators Summary



Value for Money and Customer Service

Q1 Performance

This Committee covers the service areas of Finance, Resources and Complaints. The first quarter saw a very strong performance with only 1 indicator being off target by more than 5% (M3: % of complaints responded to within target times).

Complaints

3. Although the percentage of complaints dealt with in the target timescale has dropped from 94% in Q4 to 87%, all 143 level 1 and level 2 complaints were responded to in time. A few particularly complex level 3 cases took over 21 days to resolve and have impacted the overall figure, giving an average closure time for all complaints as 19 days in Q1, falling 4 days behind the target of 15 days.
4. The number of *Level 3 (Executive Director) and Ombudsman complaints* [M1] has increased from the last quarter from 15 to 22 (15 being an average in the past 5 years). 13 of the complaints concerned Planning and this can be linked to the overall increase in the numbers of householder applications.
5. There was also an increase in the *total number of complaints received* [M2] from 140 in Q4 to 165 in Q1. The service area with the largest number of complaints was Environmental Services with 45 out of the total of 69 complaints relating to disabled bay car parking charges.

Resources

6. It was agreed that from the first quarter of 2017-18 the target for 'average working days lost due to sickness per employee' [HR2] would increase from 1.38 to 1.63 days per employee per quarter (6.5 days per annum). The first quarter shows a great improvement of 21.16% over the preceding quarter and exceeds the new target by 8.59%. This is the best performance in over a year. When

compared with other Surrey Districts, Waverley has the 4th lowest staff sickness levels in the county.

Future Performance Management Reporting

7. In discussing possible performance indicators at the last meeting, the committee were interested in finding out about potential methods for establishing a baseline figure for customer satisfaction. Officers were asked to investigate if it were possible to use, for example, the Surrey County Council Residents' Survey, 'Your Waverley' magazine or the Citizens' Panel. The results of their investigations are as follows:
- The Surrey County Council Residents' Survey is conducted over the phone by an external company 'Swift Research'. 1,650 residents across Surrey are interviewed each quarter (approximately 150 per district / borough). For the purposes of measuring customer satisfaction with Waverley Borough Council this sample is considered too low. It may also be confusing to ask questions about both the County and the Borough Council in one survey without lengthy explanations about the services each council provides.
 - The council's 'Your Waverley' magazine is issued twice a year and could include a pull out survey or direct people to an on-line version. The printing costs of this option are around £2,000.
 - The current Citizens' Panel has been in existence for three years and has taken part in several surveys. As such, the Panel may be considered to be less objective in a customer satisfaction survey given the amount of contact they have already had with the Council than a randomly selected group of residents.

As the Council has been conducting a major review of Customer Service over the last year and the recommendations are imminent, it was considered prudent to wait for their report before making any recommendations.

Community Wellbeing

Q1 Performance

8. The only PI missing its target in the first quarter 2017/18 is CS2, the number of visits to Farnham Leisure Centre. After a very strong performance in the last quarter of 2016/17 the number of visitors to the Farnham Leisure Centre dropped by 16.82%, and is now 4.75 % below the target of 140,000. The lower attendance is considered to be linked to tough local competition in the area. It is also likely that the high attendance during the last quarter of 2016/17 is due to New Year fitness resolutions that bring more visitors to the site, which later in the year tend to decline.

Future Performance Management Reporting

9. As discussed during the previous meeting, the current set of indicators presented to this Committee offers only a narrow view of the overall service performance. Officers were asked to look into monitoring options for other service areas within the Community Wellbeing Committee remit and propose additional indicators which could be used to scrutinise future performance.

Service managers have been consulted and their suggestions for other performance indicators are listed below.

Careline

- Total number of clients (data only)
- The number of calls per quarter (data only)
- Critical faults dealt with within 48 hours (target of 95%)

Waverley Training Services

- Apprentice success rate (target of 80%)
- Apprentice timely success rate (gaining qualification in the time expected) (target of 75%)
- Number of apprentices on study programmes (target 7.5 per quarter, 30 per year)

Leisure

- Numbers attending weight management classes or other wellbeing activities (data only)

Environment O and S Committee

Q1 Performance

10. Out of the 21 performance indicators which have associated targets, 16 are on target, 3 are within 5% and only 2 are off target by more than 5%.

Planning

11. The Government have introduced a new set of performance indicators for Planning which take effect on 1 April 2017. The details of all changes are laid out in the table below:

Code	Status	Short name
P151 (NI 157a)	No change	<i>Processing of planning applications: Major applications - % determined within 13 weeks</i>
P153	New	<i>Processing of planning applications: Non Major applications - % determined within 8 weeks</i> New definition: This indicator will now include minor applications, householder and change of use applications.
P123	New	<i>Processing of planning applications: Other applications - % determined within 8 weeks</i> New definition: This indicator will now be a smaller category of applications excluding "changes of use and householder applications" which have been added to the P153 Non-Major indicator above.
LP9	New local PI	<i>Delivery of all other residual applications - % determined within its target</i> New definition: This is a new local indicator and will include other work performed by the department not included in the 3 indicators above including:

		<ul style="list-style-type: none"> • Certificates of Lawfulness - 8 weeks – 94% on time • Non Material Amendments - 4 weeks – 85% on time • Prior approvals - 8 weeks – 92% on time • Prior approval on domestic longer rear extensions - 6 weeks – 87% on time • Consultations by other Local Planning Authorities - 4 weeks – 97% on time • Conditions - 8 weeks (starting from Q2 2017/18 once report of statistics on this have been consolidated) – 96% on time
P1	No change	Percentage of planning applications determined within 26 weeks
P2	No change	Planning appeals allowed (cumulative year to date)
P123 (P3)	No change	Major planning appeals allowed as a % of Major Application decisions made (cumulative)
P154	New	Non-major planning appeals allowed as a % of Non-major Application decisions made (cumulative)
P4	No change	Percentage of enforcement cases actioned within 12 weeks of receipt
P5	No change	Percentage of tree applications determined within 8 weeks

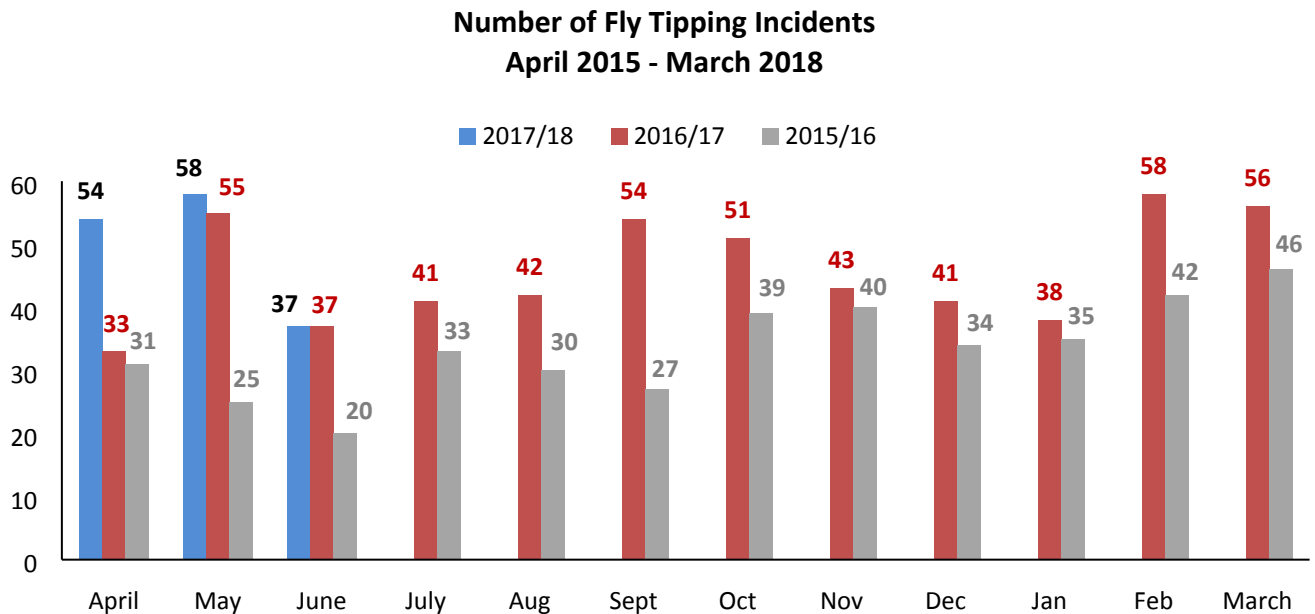
12. The first quarter saw a very strong performance for Planning with only 1 of the 14 performance indicators outside its target. This relates to all planning applications determined within 26 weeks timescale [P1] for which 2 out of 501 applications missed their target. The applications in question are a Farnham Supermarket application and a change of land use on a Traveller site, which were both complex cases and time extensions were not accepted by the applicants.
13. The performance on processing *major* [P151], *non-major* [P153], *other* [P123] and the residual applications [LP9] was well within target. The number of '*planning appeals allowed (cumulative year to date)*' [P2] in Q1 has improved by 9.4% and performance is within target. The number of appeals determined overall, 11, is significantly down from 30 in the previous quarter.

Environmental Services

14. Environmental Services performance has been mixed across the areas with 4 out of 8 indicators meeting targets, 2 being up to 5% off target and the remaining 2 being 5% off target.
15. The '*residual household waste per household (kg)*' [NI191] has decreased by 7.46% from the previous quarter and is now at its lowest level since Q1 2016/17. A "Food waste recycling campaign" started at the end of March, with food recycling guidance labels attached to the general waste bins, encouraging the public to recycle food waste.
16. The '*MRF Reject Rate*' [E1] has increased slightly since Q4 due to contamination issues, thereby missing the target by 2.4%. The crew uses bin hangers wherever possible when contaminated recycling is spotted. The contamination issues occur mostly at non-residential recycling sites for example

in public car parks, the CCTV cameras are being installed at these locations to monitor and enable compliance enforcement.

- The 'average number of days to remove fly-tips' [E2] remained on the target of 2 days in Q1 and there were 3 fewer fly-tipping incidents from the previous quarter (152 in Q4 to 149 in Q1). The consistent performance for this indicator can be linked to the close monitoring of contractors through regular meetings to ensure targets are being met.



- The performance for the 'percentage of compliance for litter and detritus' [E3] has improved by 8% to 86% from the preceding quarter although it remains below the target of 90%. There has been significant work done between Veolia and Waverley to improve performance including staffing changes and additional barrowmen in the town centre areas. In the last month of the quarter the performance was within target at 92.18% and the team is working to ensure that this is sustained in the following quarters.
- The performance on the 'average number of missed bins per 104,000 bin collections each week' [E4] showed a good improvement over the preceding quarter by 14.89% although it remains 5% off target. Regular meetings continue to be held with contractors to monitor and improve performance.

Housing

Q1 Performance

- Housing performance has been mixed across the areas with 4 out of 7 indicators meeting targets, 1 being up to 5% off target and the remaining 2 being 5% off target.

Re-let Performance

- The average number of working days taken to re-let homes target of 20 days was missed by two days in the first quarter. 63 homes were re-let overall. 52%

(33) of homes were let within 20 working days and the majority (89%) were re-let within a 6 week period.

22. Performance was impacted by:

- a number of refusals for some homes
- the poor condition of a small number of homes
- disabled adaptations
- debts on prepaid utility meters and
- more challenging to let homes due to allocation restrictions

23. A range of actions have been taken to support the current process and address issues:

- activated application suspensions for applicants who refuse three offers
- end of tenancy visits and visits to those expected to move within six months identifying works to be completed by tenant and advising of estimated costs of recharge
- to complete disabled adaptations after move where possible
- new arrangements to clear utility meters
- review of age restricted homes

Rent Collection

24. The performance with regards to the annual rent debit collected [H5] has dipped slightly in the first quarter and has missed its target by 0.35%. The reduction in the total rent collected is linked to the additional workload due to the processing of water charge credit.

25. The team also engaged in a proactive work to ensure rent is paid in advance. The below table illustrates the increase in tenants in credit, compared to the previous year. There are around 500 additional tenants in credit, which amounts to an additional £147,000.

Time period (13)	Number of rent accounts in credit	Total credit
End June 2016/17	3,107	£462,000
End June 2017/18	3,619	£609,000

26. Less than 1% of tenants are in arrears and 46% of tenants in arrears owe less than £100.

Responsive repairs completed right first time

27. The statistics on the number of repairs fixed at the first visit has dipped in quarter 1 and is 5.7% off target. This indicator has not impacted on the overall satisfaction with the service, which showed a 92% satisfaction rate. The Customer Service Team and responsive repairs contractor are continuing to work closely to improve performance by ensuring the accurate diagnosis of repairs and appropriately equipped operatives attend sites.

O and S Committees Comments and Observations

The Overview and Scrutiny Committees considered the performance reports and their observations and comments are set out below.

Value for Money and Customer Service O and S Committee Observations

28. The Committee agreed with the proposal set out in the report that work on measuring customer satisfaction be postponed until the council's ongoing review of customer service has been completed.
29. The Committee queried whether 99% was a productive target for F3 [Percentage of invoices paid within 30 days or within supplier payment terms] as this had not been met once over the last five quarters and it felt that this could potentially be reviewed in the future.
30. The Committee expressed some concern over the drop in performance relating to complaints and asked officers to provide more explanatory commentary on this in future.

Community Wellbeing O and S Committee Observations

31. The Committee endorsed an inclusion of the new proposed indicators for the service areas of Careline, Waverley Training Services and Leisure, with the data collection starting from the Q2 2017-18.
32. The Committee asked for the new leisure indicator referring to *'the Numbers attending weight management or other wellbeing classes and activities'* to clearly show the number of GP referrals.
33. The Committee expressed some concerns over the drop in performance relating to the Farnham Leisure Centre and asked officers to provide more detailed commentary in the future.

Environment O and S Committee Observations

34. The Committee noted that the number of missed bins was still above the contractual target (less than 26/104,000 bin collections per week), but for the third quarter was below 50 missed bins per 104,000 which showed a clear improvement in performance compared to Quarters 1 and 2 of 2016/17. The Committee noted that the target was exceptionally challenging, and the improvement in performance had been a result of concerted efforts on the part of Waverley officers and the contractor. Members of the Task & Finish Group undertaking the review of procurement options for the provision of waste and recycling services from October 2019 confirmed that the 'Red' indicator misrepresented the very good performance of Waverley's contractor overall, and the high level of customer satisfaction.

Housing O and S Committee Observations

35. The Committee was pleased to see the overall good performance in Housing, and the notable drop in the number of complaints. The Committee suggested that the presentation of the void re-let indicator (H2) be revised to show the split of time between the contractor and Waverley during the re-let period, and also an indication of the size of the properties re-let, as this could impact on the time taken to complete the works. The Committee noted that the Housing Service has a systematic, data-driven approach that covers the entire customer journey to understand customer satisfaction.

Recommendation

It is recommended that the Executive:

1. considers the performance figures for Quarter 1 and any observations or recommendations; and
2. endorses inclusion of the additional Community Wellbeing performance indicators set out at paragraph 9.

Background Papers

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

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Executive

Performance Management Report

Quarter 1, 2017/18

(April - June 2017)

RAG Legend		Graph Lines Legend	
On target	Green	Waverley 2016/17 (current year outturn)	
Up to 5% off target	Amber	Waverley Outturn 2015/16 prior year	
More than 5% off target	Red	Waverley Target	
Data not available	Not available		
Data only/ no target/ not due	No target		

CONTACT OFFICER:

Name: Nora Copping

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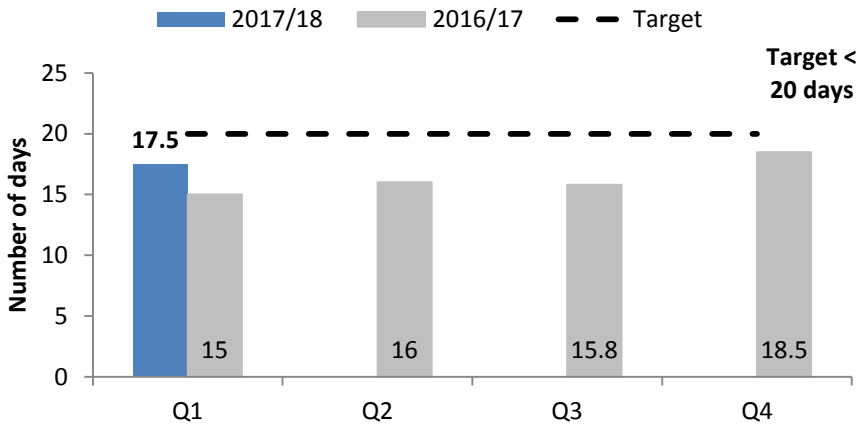
Email: nora.copping@waverley.gov.uk

Report date: 14 September 2017

FINANCE:
NI 181a Time taken to process Housing Benefit support new claims

GREEN

Time taken to process Housing Benefit
(lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	17.5	15	20
Q2	-	16	20
Q3	-	15.8	20
Q4	-	18.5	20

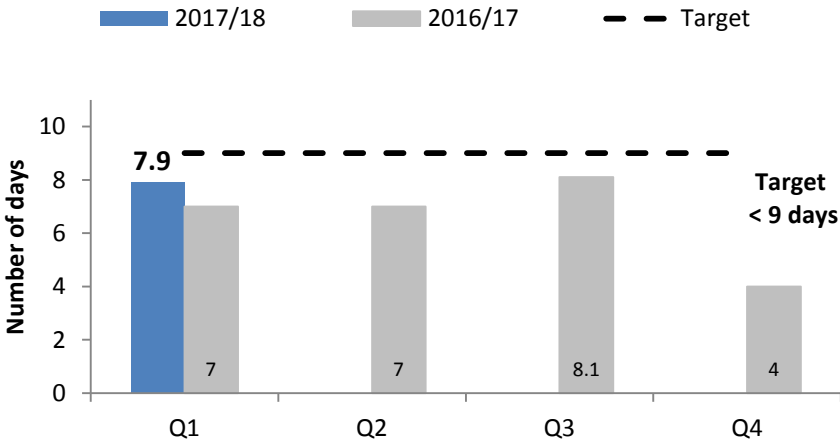
Comments

'Change processing time' has decreased by 1 day, showing a 5.4% improvement in the first quarter of this year and remains well within the target.

FINANCE:
NI 181b Time taken to process Housing Benefit change events

GREEN

Time taken to process HB support change events
(lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	7.9	7.0	9
Q2	-	7.0	9
Q3	-	8.1	9
Q4	-	4.0	9

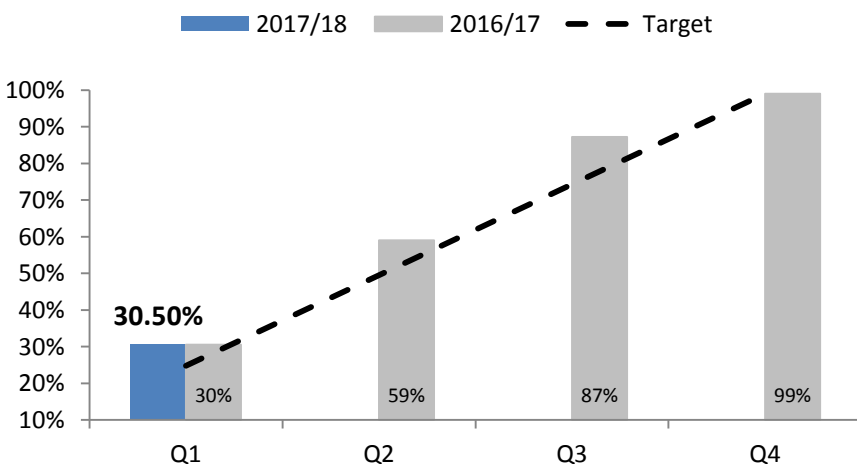
Comments

Following excellent Q4 performance, the first quarter performance was affected by the annual pension statement update in February. This meant processing time returned to an average trend, but is still within the target by 12.22%.

FINANCE:
F1: Percentage of Council Tax collected

GREEN

% of Council Tax collected (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	30.5%	30.5%	24.8%
Q2	-	59.0%	49.5%
Q3	-	87.2%	74.3%
Q4	-	99.0%	99.0%

Comments

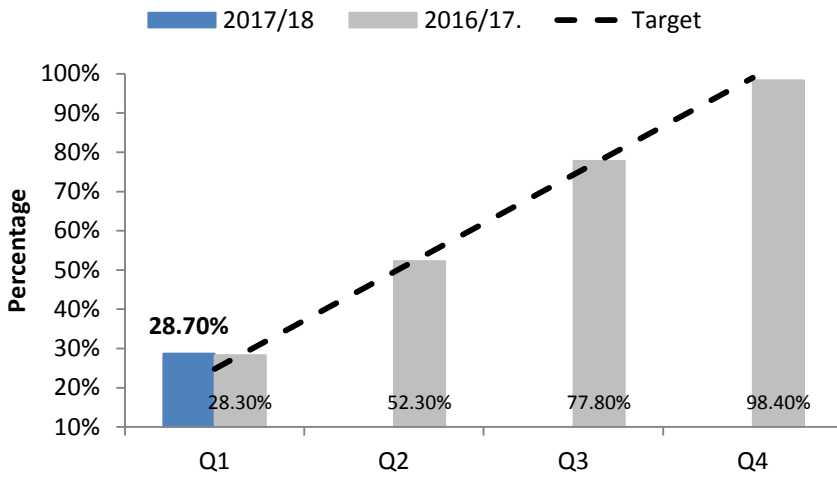
Council Tax collection for the first quarter is within the target by 22.98% and is the same as the corresponding quarter last year.

FINANCE:

F2: Percentage of non-domestic rates collected

GREEN

% of non domestic rates collected (higher outturn is better)



Quarter	2017/18	2016/17.	Target
Q1	28.7%	28.3%	24.8%
Q2		52.3%	49.5%
Q3		77.8%	74.3%
Q4		98.4%	99.0%

Comments

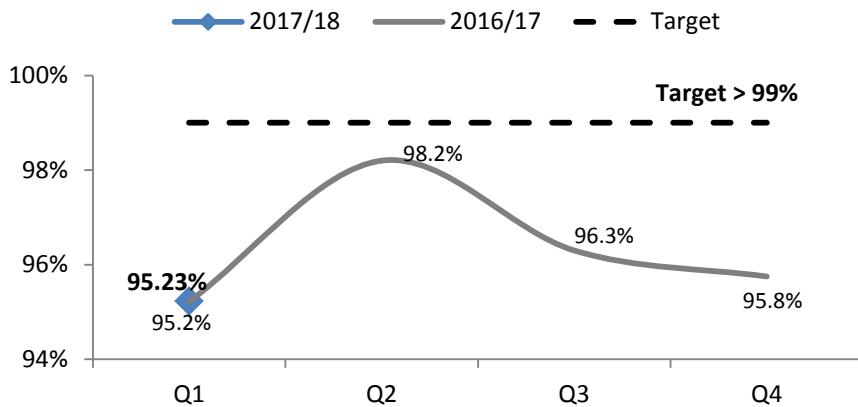
The first quarter collection rates are better than the target by 15.73% and are better than the corresponding quarter last year.

FINANCE:

F3: Percentage of invoices paid within 30 days or within supplier payment terms

AMBER

% of invoices paid within 30 days or within supplier payment terms (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	95.2%	95.2%	99%
Q2		98.2%	99%
Q3		96.3%	99%
Q4		95.8%	99%

Comments

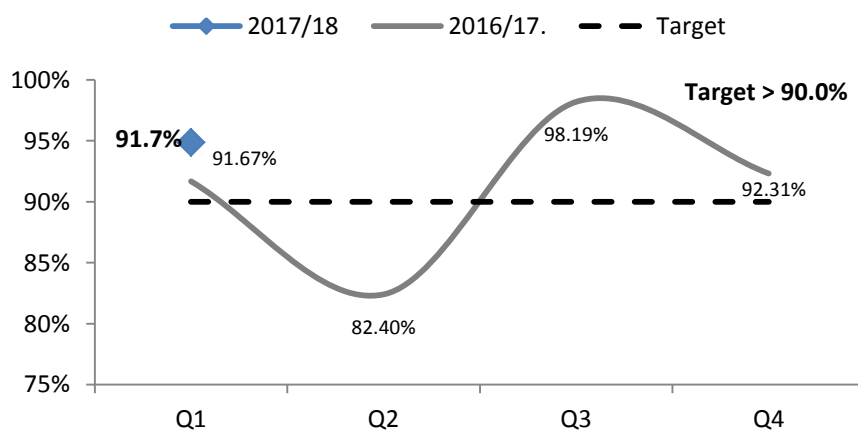
The overall performance in Q1 continues a downward trend and is off target by 3.8%. Out of 2914 total invoices, 2775 were paid on time.

FINANCE:

F4: Percentage of invoices from small/local businesses paid within 10 days

GREEN

% of invoices from small/ local businesses paid within 10 days (higher outturn is better)



Quarter	2017/18	2016/17.	Target
Q1	94.9%	91.7%	90.0%
Q2		82.4%	90.0%
Q3		98.2%	90.0%
Q4		92.3%	90.0%

Comments

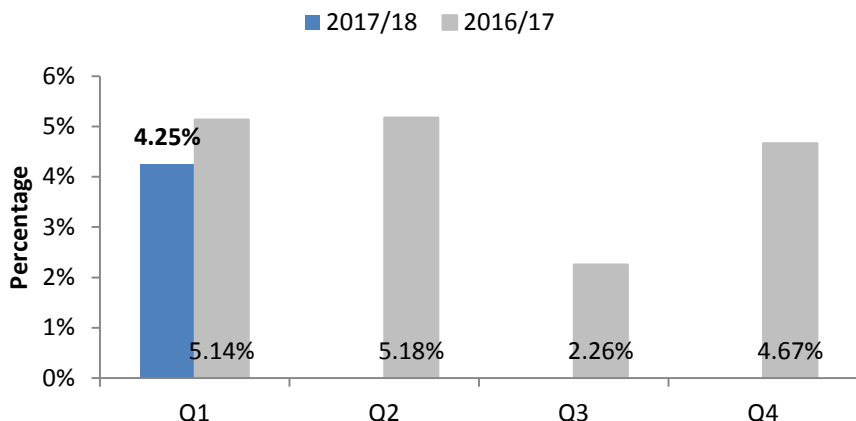
Of the 28 invoices in this category only 2 missed the target. The overall performance was an improvement on the previous quarter and exceeded the target by 5.45%. As a comparison in Q4 3 out of 39 invoices missed their target.

RESOURCES:

HR1: Staff turnover – all leavers as a percentage of the average number of staff in period

No target

Staff turnover - all leavers as a percentage of the average number of staff in a period



Quarter	2017/18	2016/17	2015/16
Q1	4.25%	5.14%	3.70%
Q2		5.18%	5.05%
Q3		2.26%	5.16%
Q4		4.67%	4.01%

Comments

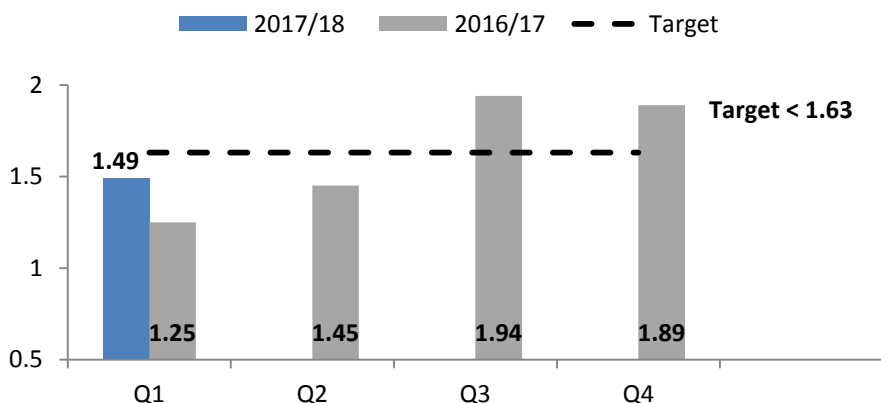
Staff turnover has decreased by nearly 9% since last quarter representing 19 members of staff leaving in the quarter and 24 new starters joining in the same period.

RESOURCES:

HR2: Average working days lost due to sickness absence per employee

GREEN

Working days lost due to sickness absence (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	1.49	1.25	1.63
Q2		1.45	1.63
Q3		1.94	1.63
Q4		1.89	1.63

Comments

The target for this indicator has changed starting from Q1 2017-18 from 1.38 to 1.63 lost working days per employee per quarter. The first quarter shows a great improvement of 21.16% over the preceding quarter, exceeding the target by 8.59%.

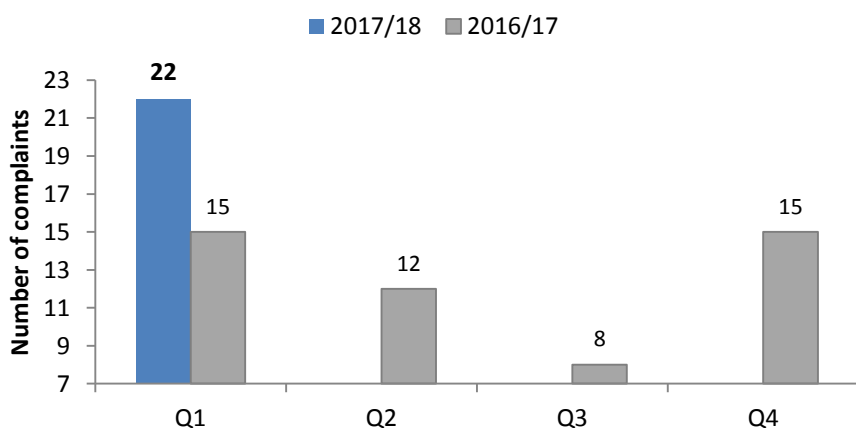
POLICY & GOVERNANCE

COMPLAINTS:

M1: Number of Level 3 (Exec Dir) and Ombudsman Complaints received

No target

Number of Level 3 (CEx) and Ombudsman complaints received



Quarter	2017/18	2016/17
Q1	22	15
Q2		12
Q3		8
Q4		15

Comments

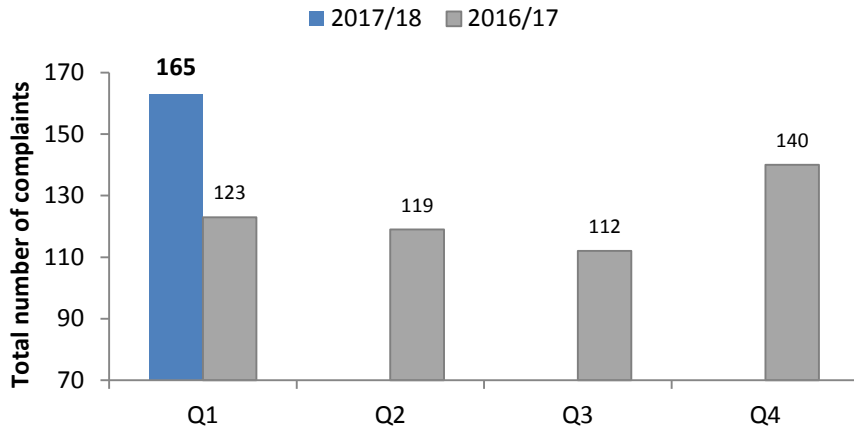
The number of level 3 complaints has increased from the preceding quarter. The biggest rise was in the Planning service area with an increase from 6 in Q4 to 13 in Q1. The increase in complaints is linked to the overall increase in the number of householder planning applications received.

COMPLAINTS:

M2: Total number of complaints received

No target

Total number of complaints received



Quarter	2017/18	2016/17
Q1	165	123
Q2	123	119
Q3	112	112
Q4	140	140

Comments

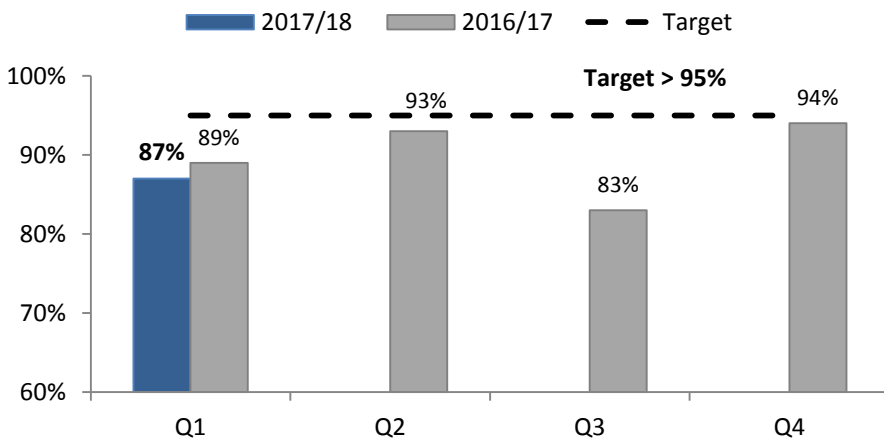
The number of complaints has increased in the first quarter mainly due to an increase in Environmental Services complaints due to the introduction of disabled parking bay charges.

COMPLAINTS:

M3: % of complaints responded to within target times of 10 days Level 1 & 15 days for Level 2 and 3

RED

% of complaints responded to within WBC target times of Level 1 (10 days) and Level 2,3 (15 days) (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	87%	89%	95%
Q2	93%	93%	95%
Q3	83%	83%	95%
Q4	94%	94%	95%

Comments

The performance has dropped by 7.44% from the previous quarter and is now over 5% below the target. This is due to a small number of complex level 3 cases which impacted the overall performance.

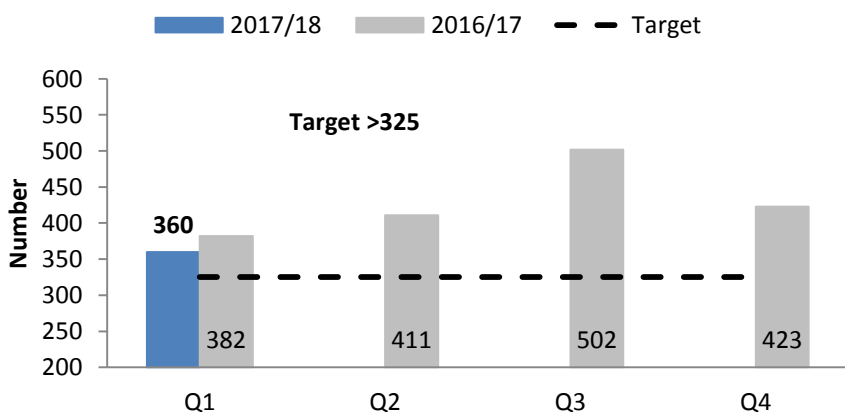
COMMUNITY SERVICES

COMMUNITY SERVICES:

CS1: Number of Access to Leisure Cards issued

GREEN

Number of Access to Leisure Cards issued (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	360	382	325
Q2	411	411	325
Q3	502	502	325
Q4	423	423	325

Comments

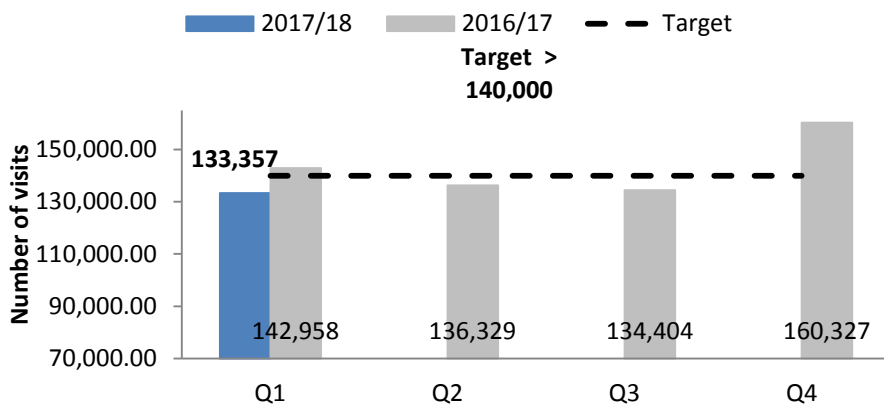
The first quarter figure shows a drop in the number of cards issued by 63 since the previous quarter, but the performance still exceeds the target by 10.76%.

COMMUNITY SERVICES:

CS2: Number of Visits to Farnham Leisure Centre

AMBER

**Number of visits to Farnham Leisure Centre
(higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	133,357	142,958	140,000
Q2		136,329	140,000
Q3		134,404	140,000
Q4		160,327	140,000

Comments

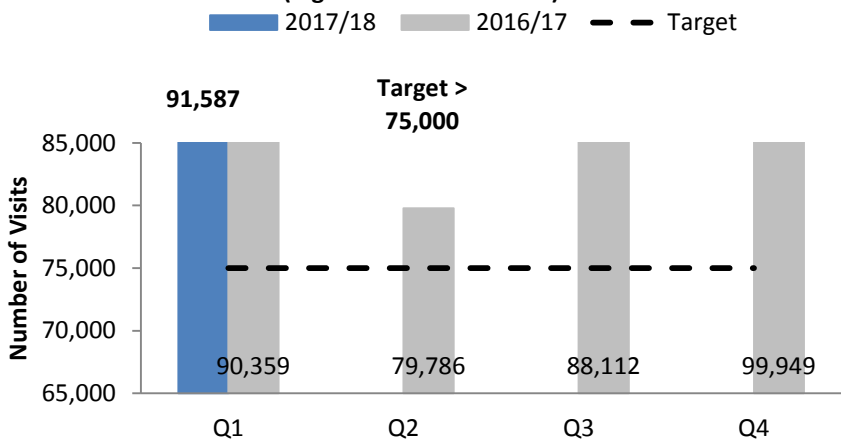
After a very strong performance in quarter 4, the first quarter figure dropped by 16.82%, and is now 4.75 % below the target of 140,000.

COMMUNITY SERVICES:

CS3: Number of Visits to Cranleigh Leisure Centre

GREEN

**Number of visits to Cranleigh Leisure Centre
(higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	91,587	90,359	75,000
Q2		79,786	75,000
Q3		88,112	75,000
Q4		99,949	75,000

Comments

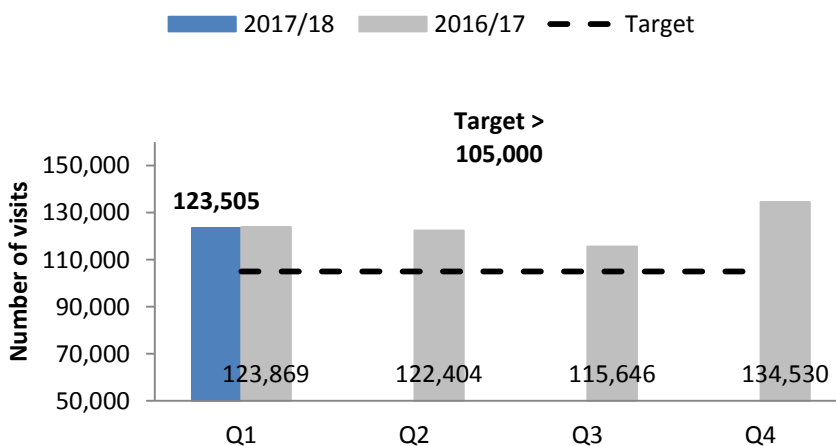
Performance in the first quarter has dipped by 8,362 visits (around 8.36%), however it still exceeds the target by 22.12%.

COMMUNITY SERVICES:

CS4: Number of visits to Haslemere Leisure Centre

GREEN

**Number of visits to Haslemere Leisure Centre
(higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	123,505	123,869	105,000
Q2		122,404	105,000
Q3		115,646	105,000
Q4		134,530	105,000

Comments

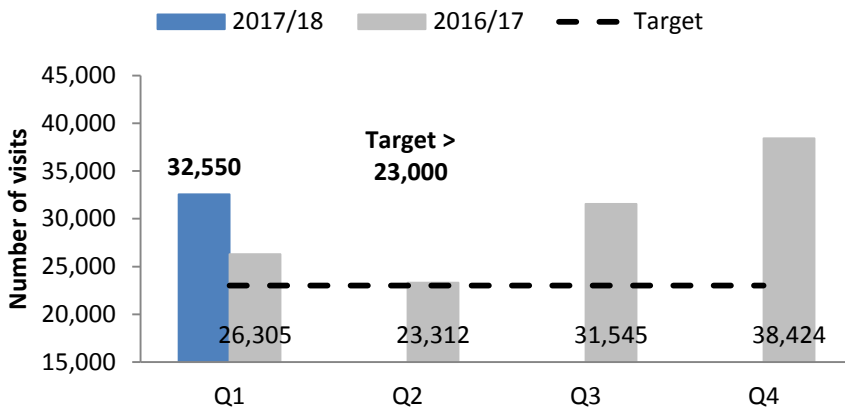
Performance continues to exceed the new increased target (from 92K to 105K) in the first quarter by 17.62% and remains at the same level when compared with the corresponding quarter last year.

COMMUNITY SERVICES:

CS5: Number of Visits to The Edge Leisure Centre

GREEN

**Number of visits to the Edge Leisure Centre
(higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	32,550	26,305	23,000
Q2		23,312	23,000
Q3		31,545	23,000
Q4		38,424	23,000

Comments

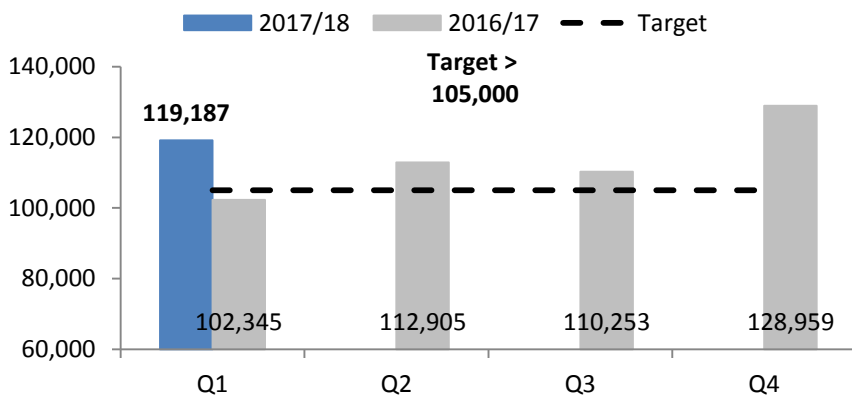
The first quarter performance has dropped slightly, but it still exceeds the target (by 41.52%) and the performance of the corresponding quarter last year (by 23.74%).

COMMUNITY SERVICES:

CS6: Number of Visits to Godalming Leisure Centre

GREEN

**Number of visits to Godalming Leisure Centre
(higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	119,187	102,345	105,000
Q2		112,905	105,000
Q3		110,253	105,000
Q4		128,959	105,000

Comments

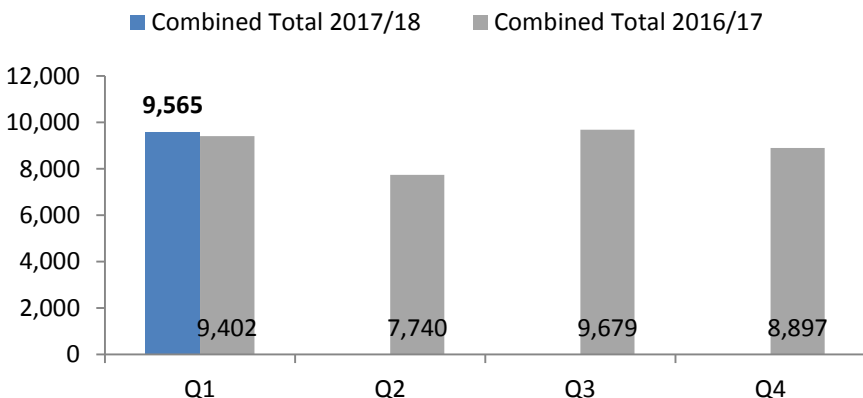
Performance continues to exceed the new increased target (from 92K to 105K) in the first quarter by 13.51% , and it also exceeds the performance of the corresponding quarter last year (by 16.46%).

COMMUNITY SERVICES:

CS7: Total number of visits to and use of museums (Farnham & Godalming)

No target

The number of visits and use of museums - Combined



Quarter	Combined Total 2017/18	Combined Total 2016/17
Q1	9,565	9,402
Q2		7,740
Q3		9,679
Q4		8,897

Comments

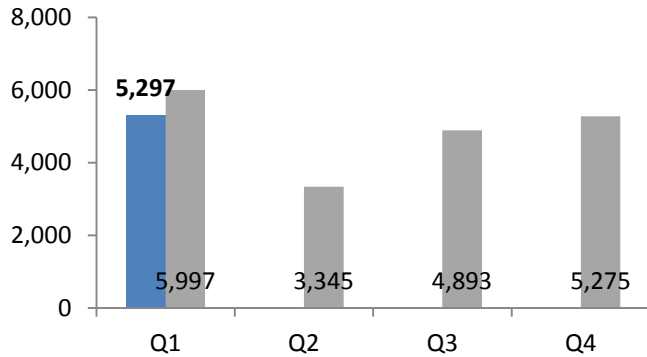
The figures for quarter 1 show an improvement of 668 visits and use from Q4, with an improvement in the number both in Farnham (+22) and Godalming (+646).

Farnham

Quarter	Farnham 2017/18	Farnham 2016/17
Q1	5,297	5,997
Q2		3,345
Q3		4,893
Q4		5,275

The number of visits and use of museums - Farnham

■ Total for Farnham 2017/18

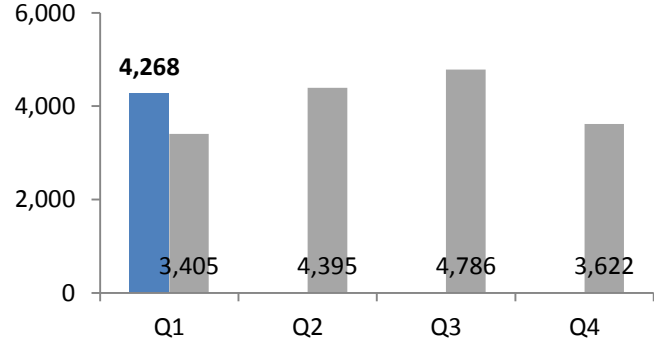


Godalming

Quarter	Godalming 2017/18	Godalming 2016/17
Q1	4,268	3,405
Q2		4,395
Q3		4,786
Q4		3,622

The number of visits and use of museums - Godalming

■ Total for Godalming 2017/18



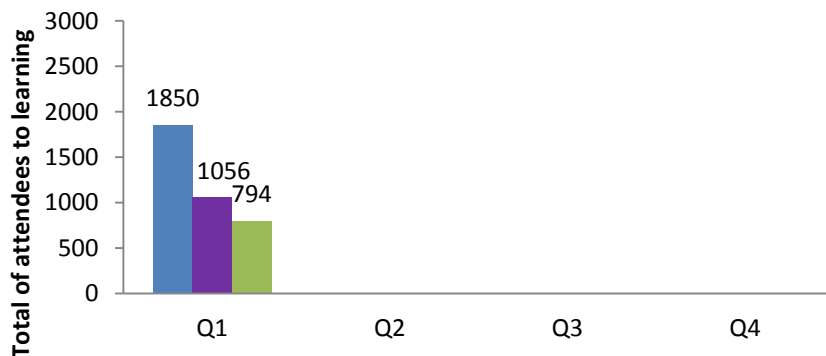
COMMUNITY SERVICES:

CS8: Total users of learning activities (number of attendees to on-site and off-site learning activities)

No target

Total attendees to on-site/off-site learning activities

■ Combined Total 2017/18 ■ Total for Farnham 2017/18
■ Total for Godalming 2017/18



Quarter	Combined Total 2017/18	Total for Farnham 2017/18	Total for Godalming 2017/18
Q1	1,850	1,056	794
Q2			
Q3			
Q4			

Comments

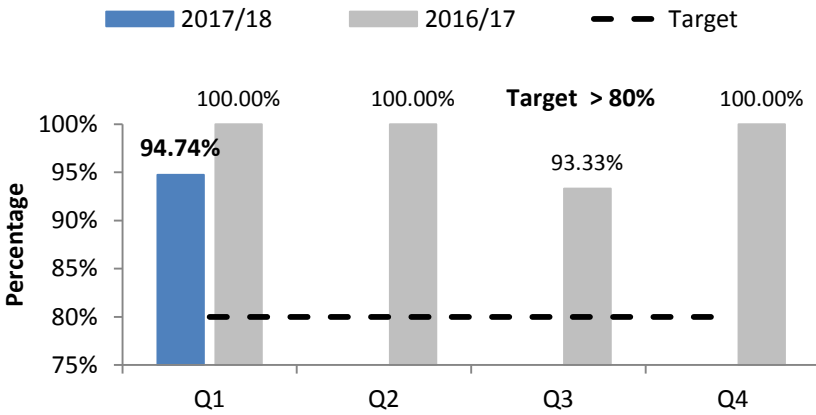
The total number of learning activities remained at the same level as in the preceding quarter. The loan boxes scheme and outreach sessions with schools continue to be popular. The Godalming Museum displayed an exhibition provided by the Surrey County Archaeological Unit on recent excavations at Witley Camp at the Town Fete.

PLANNING:

P151 (NI157a): Processing of planning applications: Major applications - % determined within 13 weeks

GREEN

Major applications: % determined in 13 weeks (national indicator) (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	94.74%	100.00%	80%
Q2		100.00%	80%
Q3		93.33%	80%
Q4		100.00%	80%

Comments

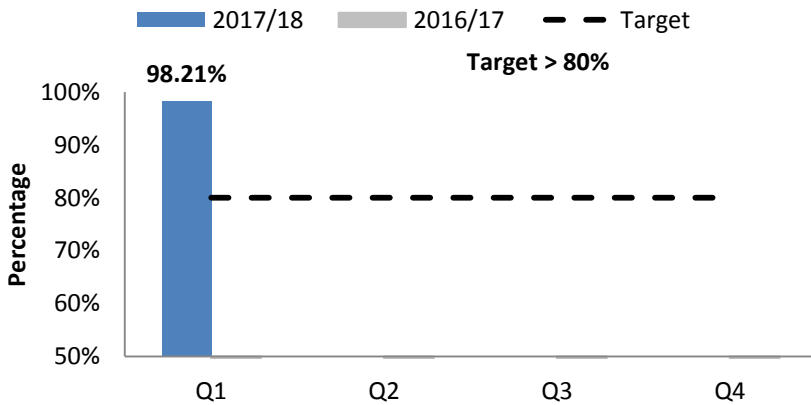
The first quarter saw 18 out of 19 applications determined within 13 weeks. The performance continues to exceed the target by 18.43%.

PLANNING:

P153: Processing of planning applications: Non-major applications - % determined within 8 weeks

GREEN

Non-Major applications: % determined in 8 weeks (national indicator) (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	98.21%	N/A	80%
Q2		N/A	80%
Q3		N/A	80%
Q4		N/A	80%

Comments

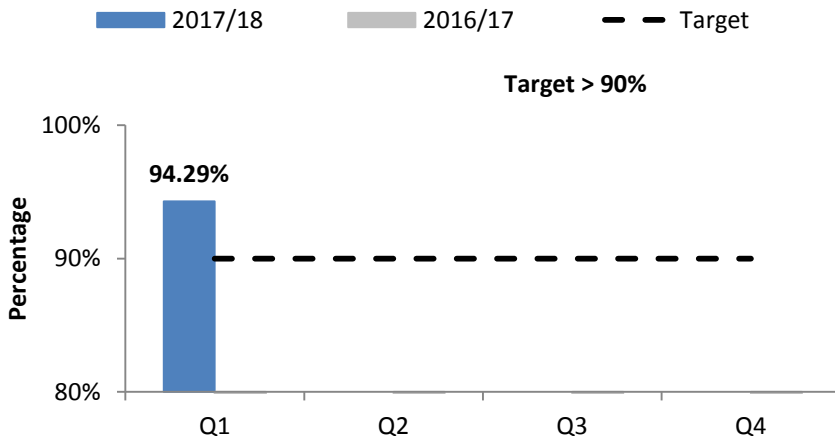
This is a new national indicator. In the first quarter 439 out of 447 non-major applications were determined within the given timescale of 8 weeks and performance in this first quarter exceeded the target of 80% by 22.76%.

PLANNING:

P123: Processing of planning applications: Other applications - % determined within 8 weeks

GREEN

Other applications: % determined within 8 weeks (national indicator) (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	94.29%	N/A	90%
Q2		N/A	90%
Q3		N/A	90%
Q4		N/A	90%

Comments

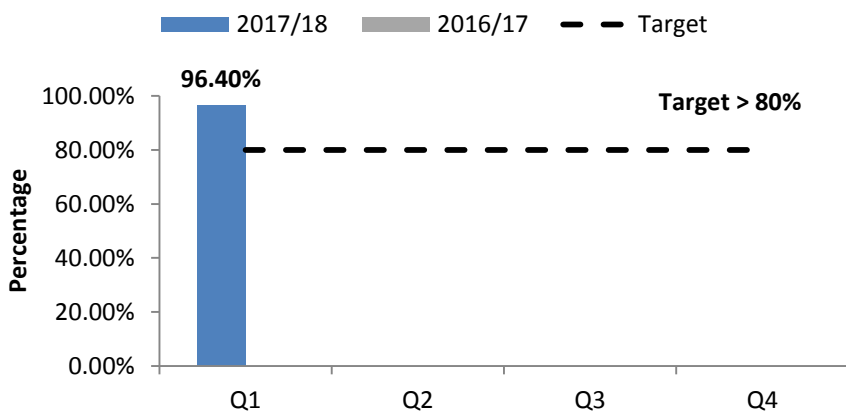
This is a new national indicator. In the first quarter 33 out of 35 applications were determined within the expected 8 weeks time frame. Performance exceeded the 90% target by 4.76%.

PLANNING:

LP9: Delivery of all other residual applications: % determined within its target

GREEN

**Delivery of all other residual applications:
% determined within its target (higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	96.40%	N/A	80%
Q2		N/A	80%
Q3		N/A	80%
Q4		N/A	80%

Comments

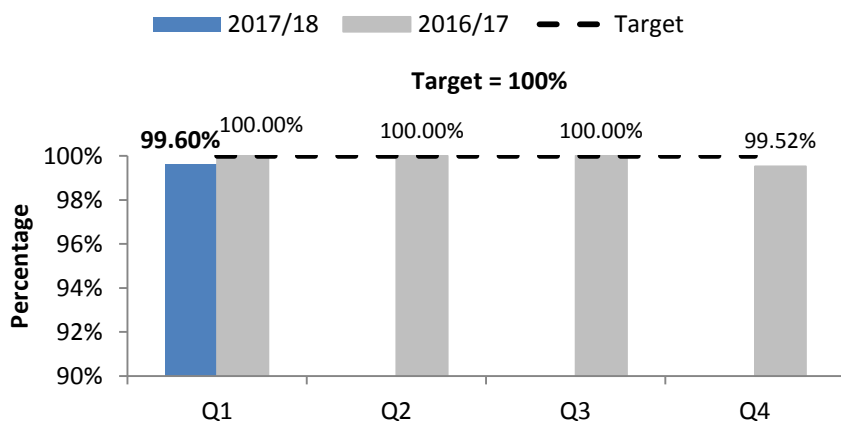
This new local indicator introduced in April 2017 monitors performance of all remaining applications processed by the service. 134 out of 139 residual applications were determined within the relevant target. Condition discharge applications will also be included from the next quarter once data compatibility issues are resolved.

PLANNING:

P1: All planning applications - % determined within 26 weeks

AMBER

**All applications: % determined in 26 weeks
(higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	99.60%	100.00%	100%
Q2		100.00%	100%
Q3		100.00%	100%
Q4		99.52%	100%

Comments

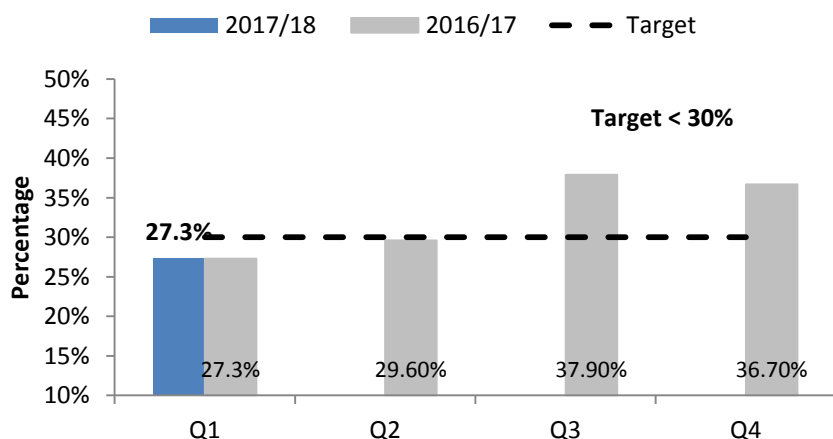
2 out of 501 applications missed the 26 weeks target in this quarter, taking it slightly below the target by 0.4%.

PLANNING:

P2: Planning appeals allowed (cumulative year to date)

GREEN

Planning appeals allowed (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	27.3%	27.3%	30%
Q2		29.60%	30%
Q3		37.90%	30%
Q4		36.70%	30%

Comments

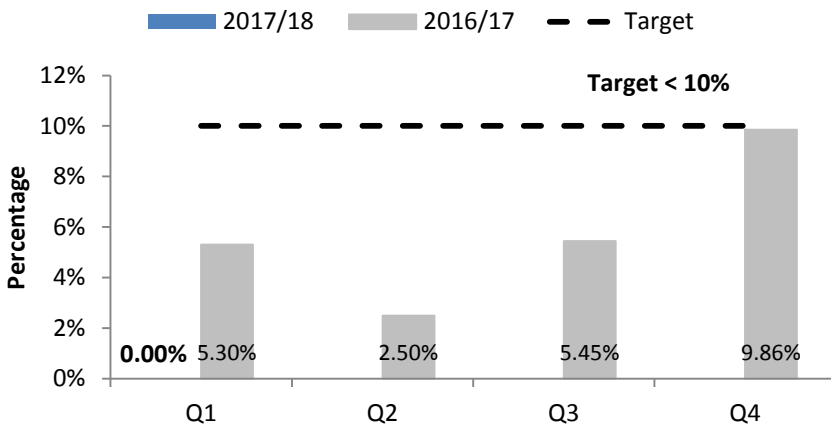
3 out of 11 appeals were allowed in the first quarter and for the first time since Q2 in 2016 the performance was within the target by 9%.

PLANNING:

P152 (P3): Major planning appeals allowed as % of major application decisions made (cumulative)

GREEN

Major planning appeals allowed as % of Major Application decisions made (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	0.00%	5.30%	10%
Q2		2.50%	10%
Q3		5.45%	10%
Q4		9.86%	10%

Comments

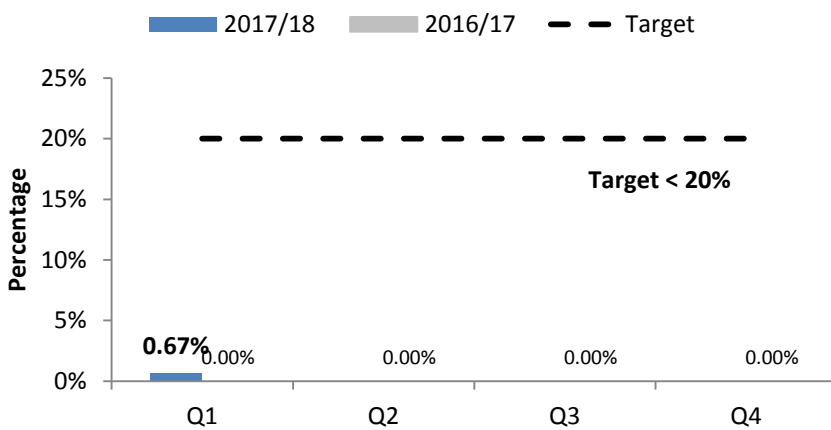
A more challenging target was introduced as of April 2017 (from 20% to 10%). The first quarter saw very good performance with no major appeals allowed out of 19 major applications determined.

PLANNING:

P154: Non-major planning appeals allowed as % of non-major application decisions made (cumulative)

GREEN

Non-major planning appeals allowed as % of Non-major Application decisions made (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	0.67%	N/A	20%
Q2		N/A	20%
Q3		N/A	20%
Q4		N/A	20%

Comments

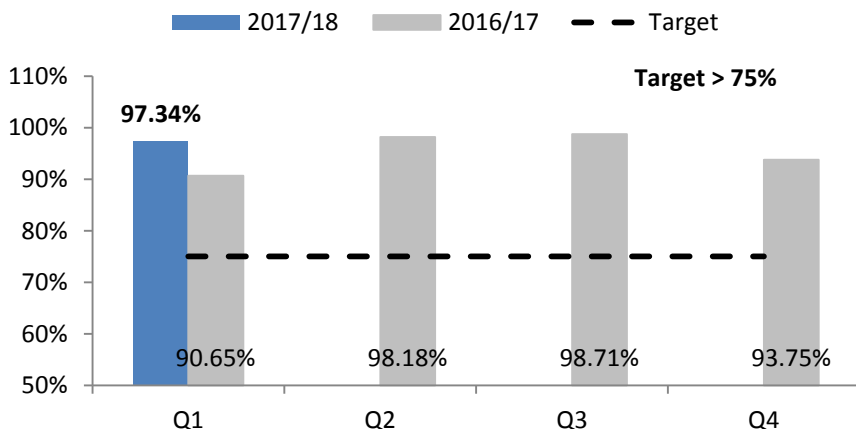
This new national indicator was introduced in April 2017. The performance in the first quarter was very good with only 3 non-major appeals allowed out of the total of 447 non-major application decisions made.

PLANNING:

P4: Percentage of enforcement cases actioned within 12 weeks of receipt (Actioned = investigated, a planning application received, a notice issued / or a case is closed)

GREEN

% of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	97.34%	90.65%	75%
Q2		98.18%	75%
Q3		98.71%	75%
Q4		93.75%	75%

Comments

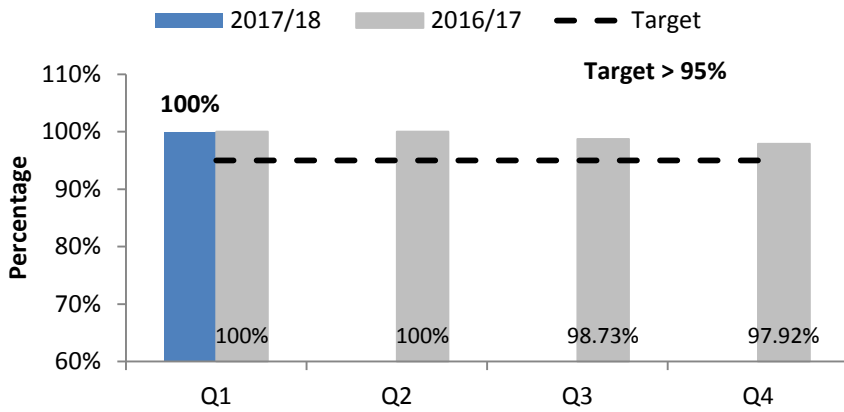
In quarter 1, 73 out of 75 enforcement cases were actioned within 12 weeks of receipt. The performance improved by 3.59% and it exceeds the target by 29.79%.

PLANNING:

P5: Percentage of Tree applications determined within 8 weeks

GREEN

% of tree applications determined within 8 weeks (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	100%	100%	95%
Q2		100%	95%
Q3		98.73%	95%
Q4		97.92%	95%

Comments

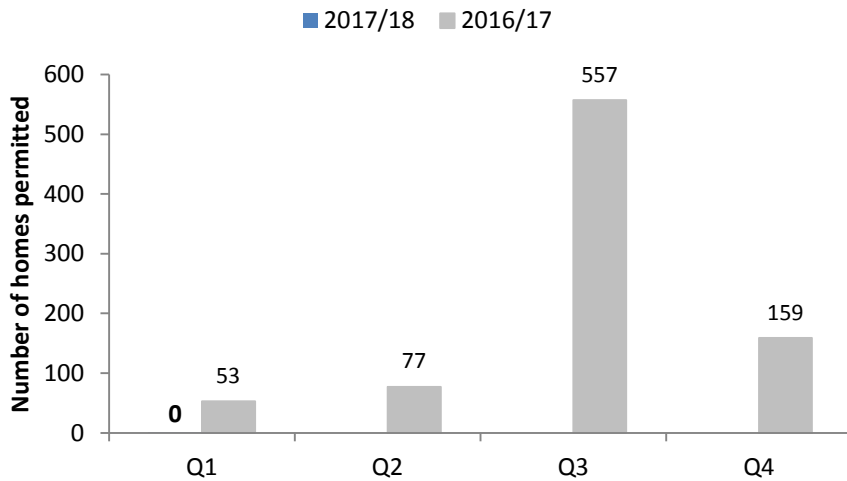
An excellent performance in the first quarter with all 49 applications determined within target.

PLANNING:

P7: Number of affordable homes permitted (homes granted planning permission)

No target

Number of affordable homes permitted



Quarter	2017/18	2016/17
Q1	0	53
Q2		77
Q3		557
Q4		159

Comments

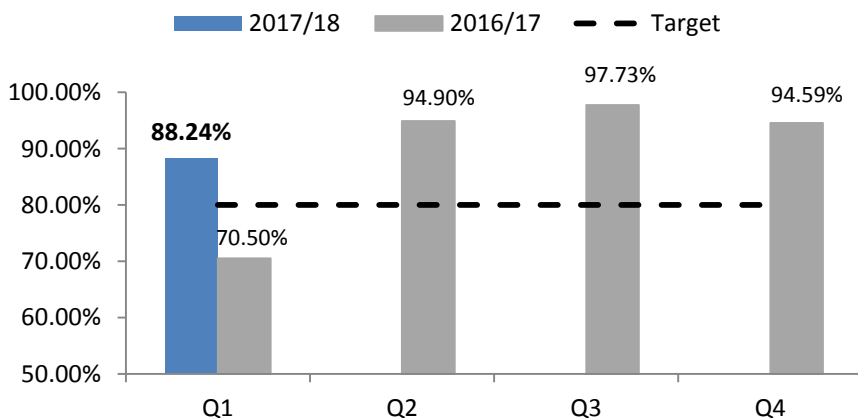
No affordable homes were permitted in the first quarter.

PLANNING:

P8: Percentage of complete Building Control applications checked within 10 days

GREEN

% of building control applications checked within 10 days (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	88.24%	70.50%	80%
Q2		94.90%	80%
Q3		97.73%	80%
Q4		94.59%	80%

Comments

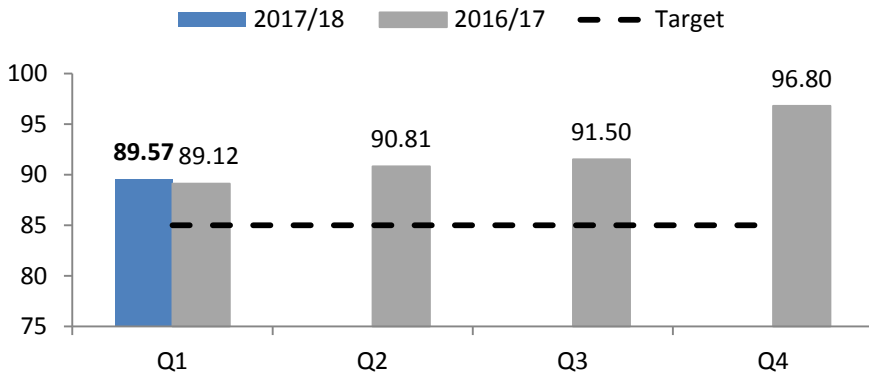
There was a small dip in performance from the preceding quarter with 14 out of 119 checks not completed within the 10 days timescale. The performance still continues to exceed the target by 10.3%.

ENVIRONMENTAL SERVICES:

NI 191: Residual household waste per household (kg)

RED

Residual household waste per household (kg)
(lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	89.57	89.12	85
Q2		90.81	85
Q3		91.50	85
Q4		96.80	85

Comments

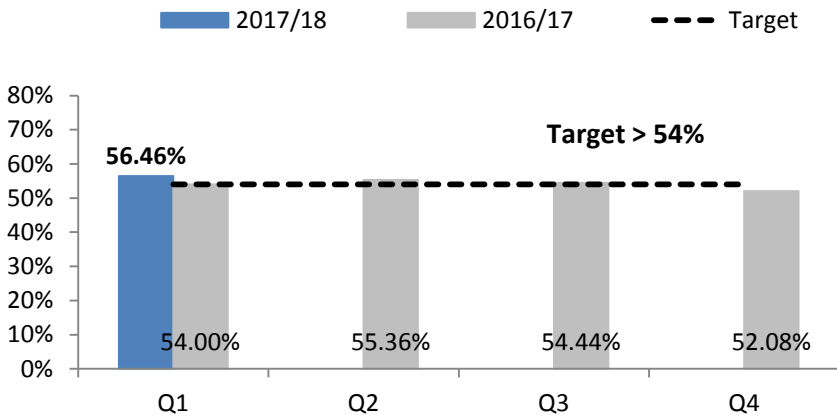
Q1 shows an excellent improvement of 7.46% over the preceding quarter, a total reduction of 7.23kg per household, and is now only 5.38% outside of the target. For comparison Q4 missed the target by 13.88%.

ENVIRONMENTAL SERVICES:

NI192: Percentage of household waste sent for reuse, recycling and composting

GREEN

% of household waste sent for reuse, recycling and composting (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	56.46%	54.00%	54%
Q2		55.36%	54%
Q3		54.44%	54%
Q4		52.08%	54%

Comments:

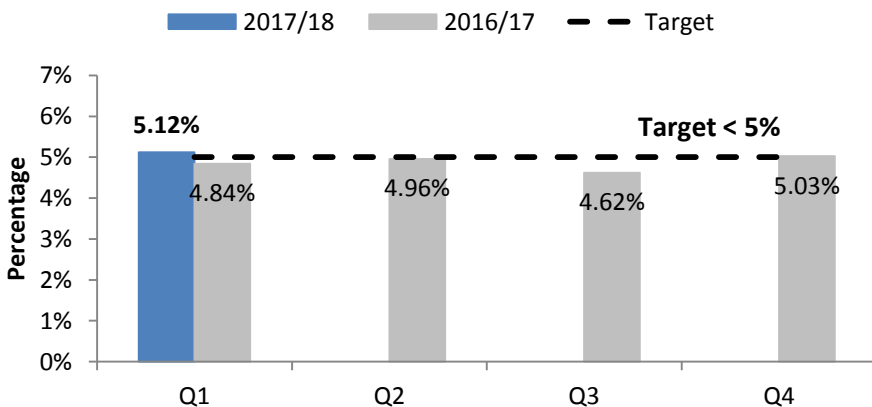
The first quarter performance improved slightly by 4.38% which brings it within the target. The rise is due to the increase in green waste tonnages due to the summer months, and also improved food waste collection tonnages following the recent promotional campaign.

ENVIRONMENTAL SERVICES:

E1: MRF (materials recycling facility) reject rate

AMBER

MRF Reject Rate (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	5.12%	4.84%	5%
Q2		4.96%	5%
Q3		4.62%	5%
Q4		5.03%	5%

Comments

The reject rate has increased slightly by 0.09% taking it outside the target. This is likely to be due to contamination from bring sites. The crew use bin hangers wherever possible when they see contamination from households.

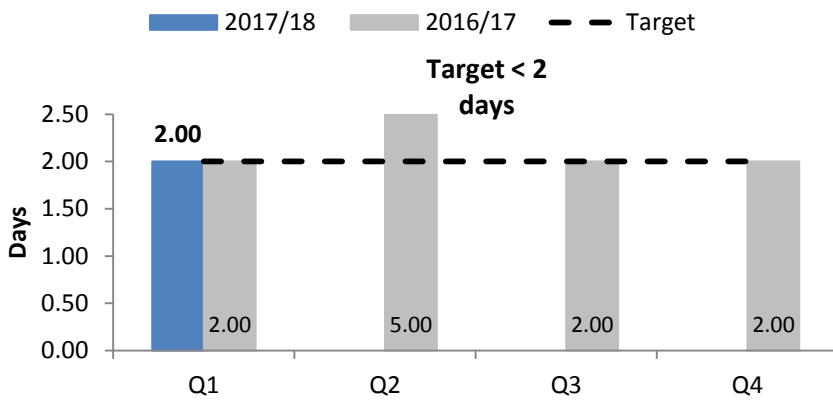
* bring sites - non-residential recycling facilities in public car parks etc.

ENVIRONMENTAL SERVICES:

E2: Average number of days to remove fly-tips

GREEN

Average number of days to remove fly-tips (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	2.00	2.00	2
Q2		5.00	2
Q3		2.00	2
Q4		2.00	2

Comments

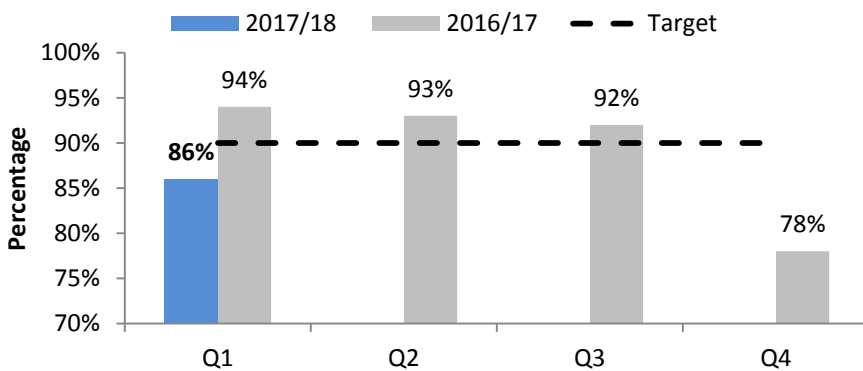
There were 149 incidents in Q1 2017/18 compared with 125 in the same quarter last year. Despite the higher numbers the team succeeded in removing the fly tips within the target time of 2 days.

ENVIRONMENTAL SERVICES:

E3: Percentage of compliance for litter and detritus

AMBER

Percentage of compliance for litter and detritus (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	86%	94%	90%
Q2		93%	90%
Q3		92%	90%
Q4		78%	90%

Comments

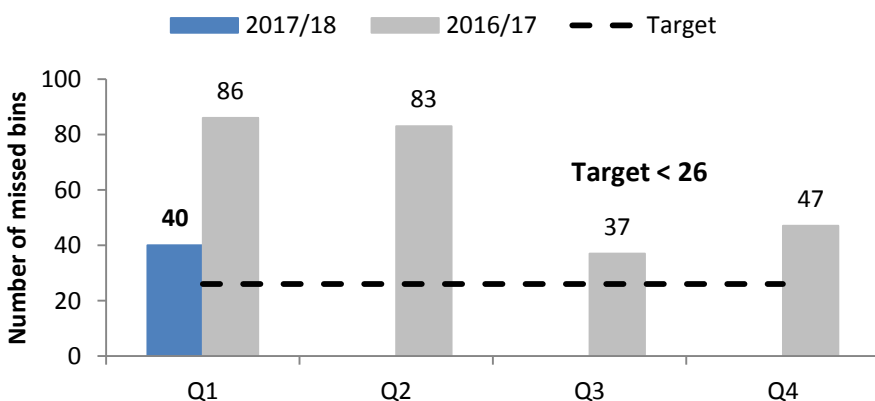
Although this figure has missed the target in Q1, the overall performance has improved by 8% from the preceding quarter.

ENVIRONMENTAL SERVICES:

E4: Average number of missed bins per 104,000 bin collections each week

RED

Average number of missed bins per 104,000 bin collections each week (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	40	86	26
Q2		83	26
Q3		37	26
Q4		47	26

Comments

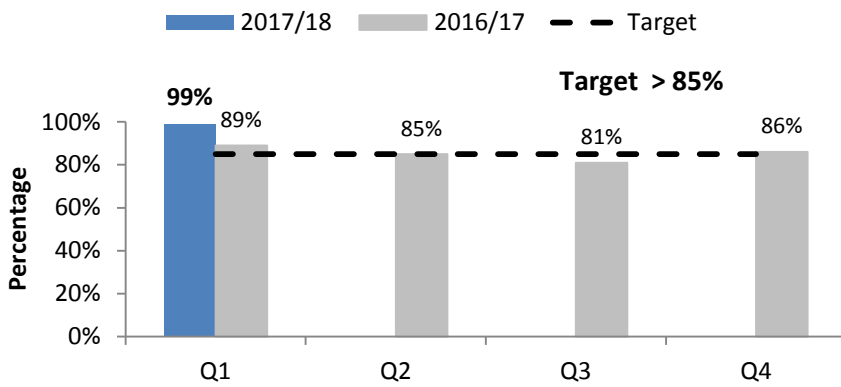
The number of missed bins is still above the challenging target set, but the performance has improved by 14.89% over the preceding quarter. Most weeks the average of missed bins is in middle 30s, and there was one week in which the target was achieved.

ENVIRONMENTAL SERVICES:

NI 182: Satisfaction of Business with local authority regulation services

GREEN

% of businesses satisfied with LA regulation services (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	99%	89%	85%
Q2	-	85%	85%
Q3	-	81%	85%
Q4	-	86%	85%

Comments

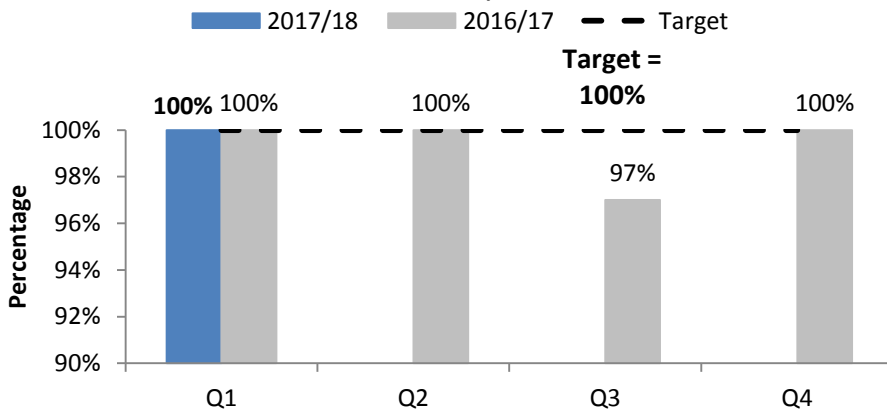
The first quarter has seen an excellent performance with a 13% improvement in satisfaction over the preceding quarter, exceeding the target by 16.47%.

ENVIRONMENTAL SERVICES:

E5: Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due

GREEN

Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	100%	100%	100%
Q2	-	100%	100%
Q3	-	97%	100%
Q4	-	100%	100%

Comments

In the first quarter, all 23 programmed inspections for category A/B (High Risk) Food premises have been carried out, within the targeted timescale of 28 days.

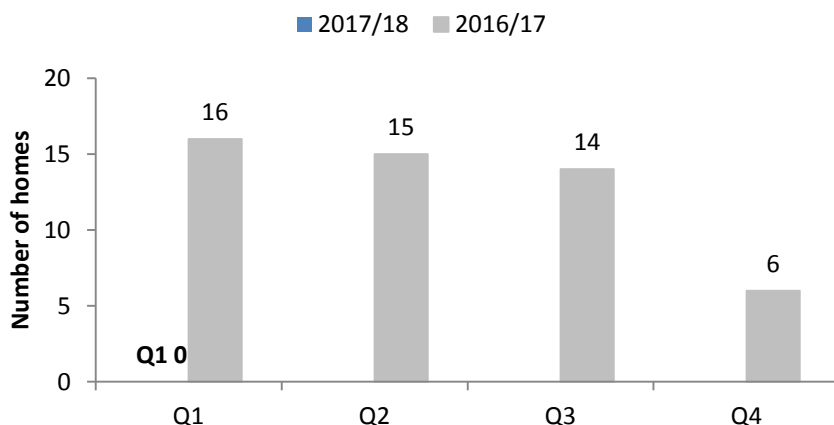
HOUSING SERVICES

HOUSING:

H1: Number of affordable homes delivered by all housing providers

No target

Number of affordable homes delivered



Quarter	2017/18	2016/17
Q1	0	16
Q2	-	15
Q3	-	14
Q4	-	6

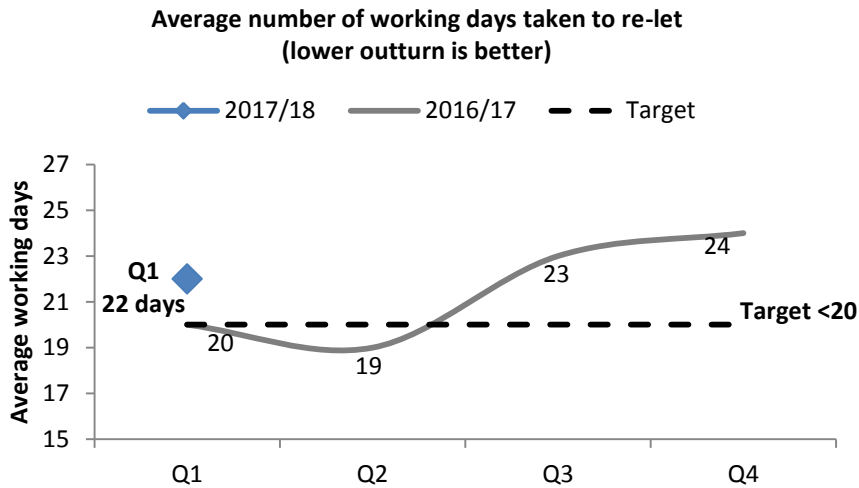
Comments

No new homes were delivered in Q1. However there are a number of Council and Housing Association developments currently on site with 158 homes due in the future.

HOUSING:

H2: Average number of working days taken to re-let

RED



Quarter	2017/18	2016/17	Target
Q1	22	20	20
Q2		19	20
Q3		23	20
Q4		24	20

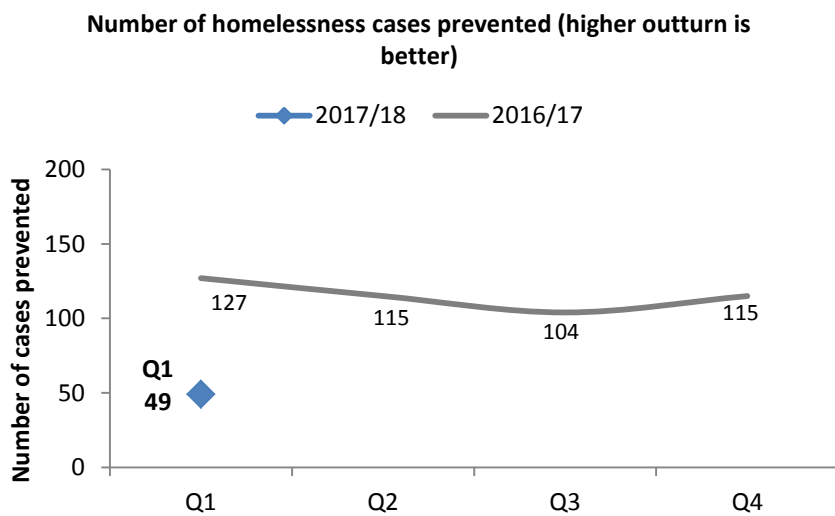
Comments

63 homes were re-let in Q1. The average time taken from tenancy end to tenancy start was 22 working days. 33 homes were let within 20 working days.

HOUSING:

H3: Housing advice service – homelessness cases prevented

No target



Quarter	2017/18	2016/17
Q1	49	127
Q2		115
Q3		104
Q4		115

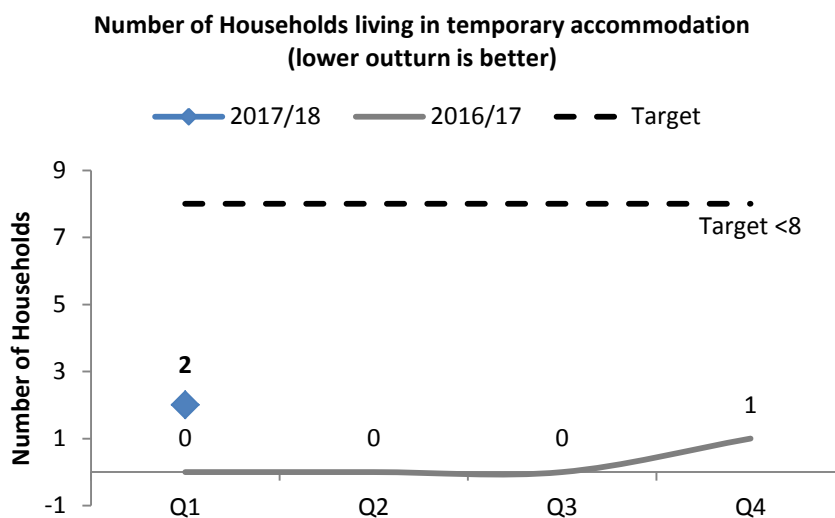
Comments

In preparation for the Homelessness Reduction Act the team is no longer collecting homelessness prevention data from all housing teams and Waverley CAB. The team could not provide the level of details on other cases as required under the Act.

HOUSING:

H4: Number of households living in temporary accommodation

GREEN



Quarter	2017/18	2016/17	Target
Q1	2	0	8
Q2		0	8
Q3		0	8
Q4		1	8

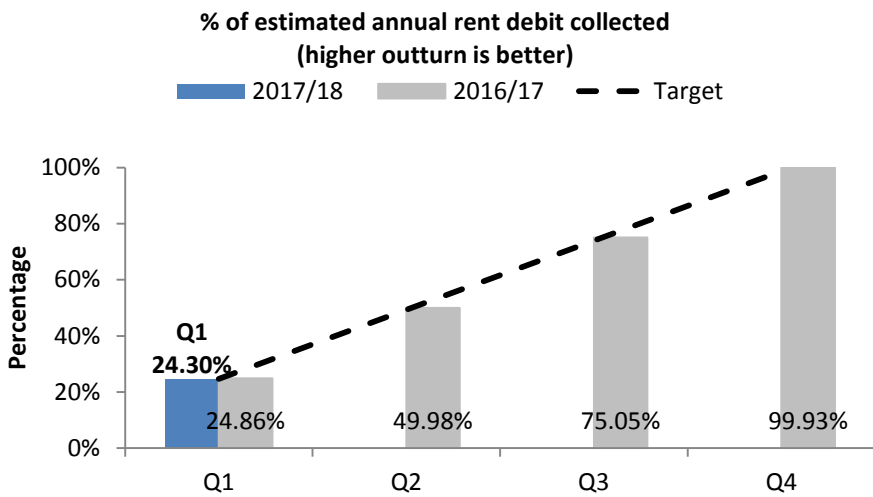
Comments

The PI reports on the number of households at a set date at the end of each quarter. The two households comprised of one single vulnerable man and a family of five. A total of four households were provided with temporary accommodation during the quarter.

HOUSING:

H5: Percentage of estimated annual rent debit collected

AMBER



Quarter	2017/18	2016/17	Target
Q1	24.30%	24.86%	24.65%
Q2	49.98%	75.05%	49.30%
Q3	75.05%	99.93%	73.95%
Q4	99.93%	98.65%	98.65%

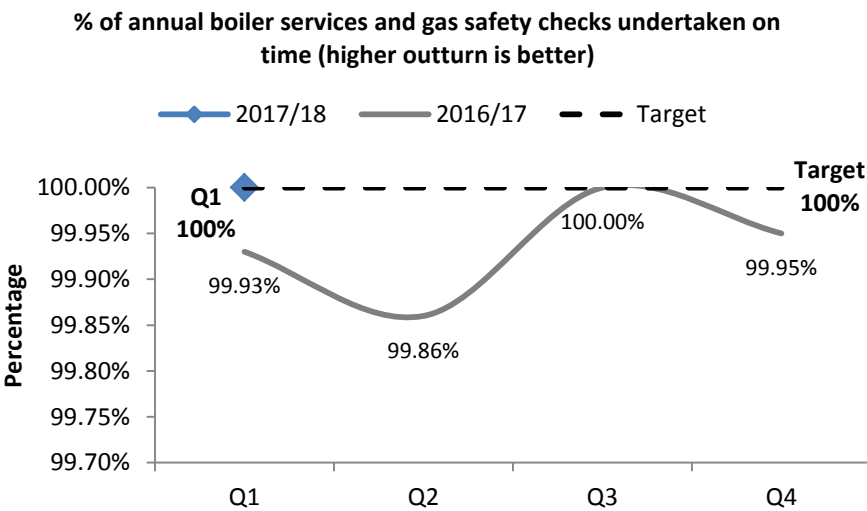
Comments

The team performed slightly below target. In total £7.5m has been collected against £7.7m charged. The dip in performance can be related to the work undertaken to get accounts in credit.

HOUSING:

H6: % of annual boiler services and gas safety checks undertaken on time

GREEN



Quarter	2017/18	2016/17	Target
Q1	100.00%	99.93%	100.00%
Q2	99.86%	100.00%	100.00%
Q3	100.00%	100.00%	100.00%
Q4	99.95%	100.00%	100.00%

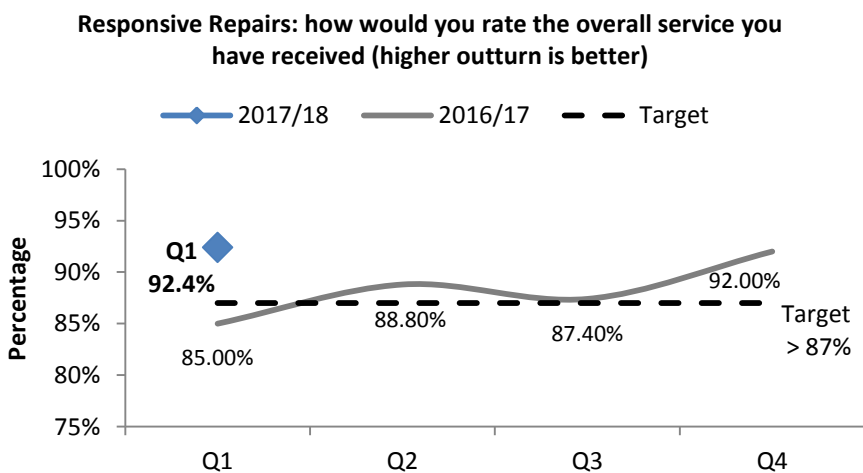
Comments

The team achieved target with no checks outstanding at the end of June. The improved performance reflects the team's ongoing proactive approach.

HOUSING:

H7: Responsive Repairs: how would you rate the overall service you have received

GREEN



Quarter	2017/18	2016/17	Target
Q1	92.40%	85.00%	87.00%
Q2	88.80%	87.00%	87.00%
Q3	87.40%	87.00%	87.00%
Q4	92.00%	87.00%	87.00%

Comments

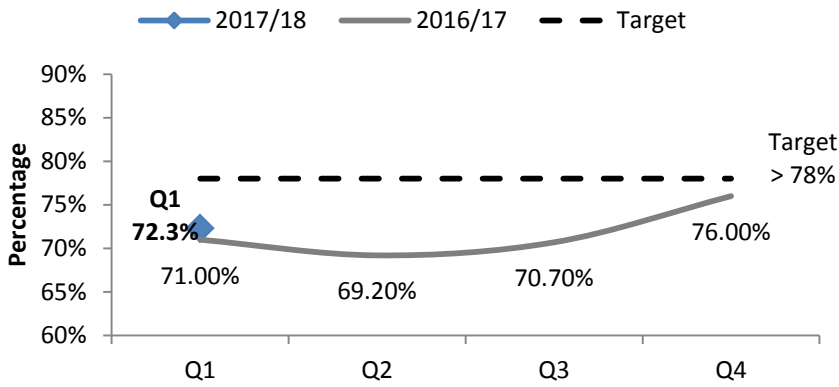
From 2016/17 tenant's views have been collected by an independent telephone survey. The tenant's satisfaction level has improved by 0.43% from the preceding quarter and it exceeds the target by 6.2%.

HOUSING:

H8: Responsive Repairs: Was the repair fixed right the first time

RED

Responsive Repairs: Was the repair completed right the first time (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	72.30%	71.00%	78.00%
Q2		69.20%	78.00%
Q3		70.70%	78.00%
Q4		76.00%	78.00%

Comments

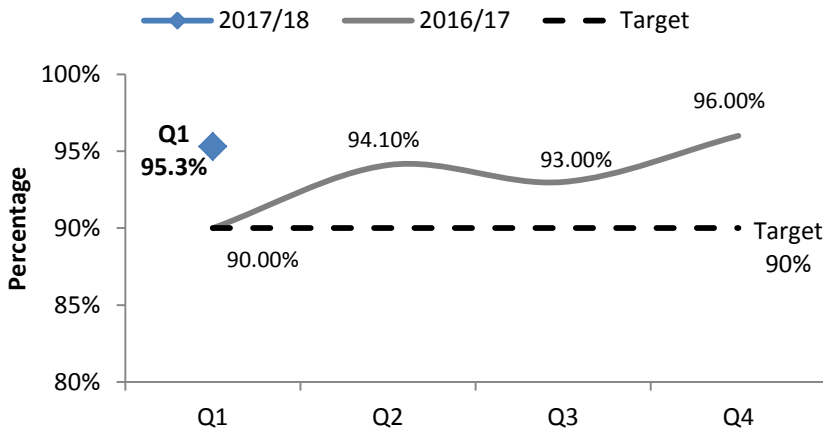
There continue to be challenges to meet target to provide first time fixes. The teams continue to strive to improve job diagnosis and maintain well stocked vans. This has not impacted the overall satisfaction with the service.

HOUSING:

H9: Did the tradesperson arrive within the appointment slot

GREEN

Responsive Repairs: Did the tradesperson arrive within the appointment slot (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	95.30%	90.00%	90.00%
Q2		94.10%	90.00%
Q3		93.00%	90.00%
Q4		96.00%	90.00%

Comments

The team continue to perform above target.

* The targets have been set using past performance data and the market research company's benchmarking data. The targets have been set to deliver realistic service improvements. These targets are not contractual KPIs, the team are currently negotiating the contract targets

WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 10 OCTOBER 2017

REPORTS AND RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEES

Value for Money & Customer Service Overview and Scrutiny Committee

Item under consideration: General Fund Budget 2017/18 Overview

Date considered: 11 September 2017

Background: The Value for Money and Customer Service Overview and Scrutiny Committee received a report on the Medium Term Financial Plan which included a forecast General Fund budget shortfall of £2.8m over a three-year period. The Committee was invited to comment on how members could most effectively contribute to the budget setting process and propose any measures for cost reduction, efficiency or income generation that may assist with the forecast budget shortfall.

The Committee agreed that cost-cutting was not the most effective way of balancing the budget in the longer term. Members noted the work the Executive was undertaking on the future direction of the Council, and felt that in order to address the shortfall in the long term; a radical re-think of how services are delivered was required.

Members noted that the Council provided discretionary services with the potential to generate significant income, such as leisure centres, Waverley Training Services and Careline, but noted that it was unclear whether all such services had overarching commercial policies or business plans.

Recommendations: The Value for Money and Customer Service Overview and Scrutiny Committee made the following recommendation, that:

- 1) officers be asked to undertake business-planning for discretionary services in order to maximise income-generation opportunities.**

Community Wellbeing Overview & Scrutiny Committee

Item under consideration: Factors affecting Health Inequalities in the Borough

Date considered: 12 September 2017

Background: The Community Wellbeing Overview & Scrutiny Committee has agreed to undertake a scrutiny review of factors affecting health inequalities in the Borough. As part of the introduction to this work, the Committee received a presentation from Karen Simmonds, Public Health England (Surrey County Council) on district councils' contribution to public health.

Recommendations: **The Community Wellbeing Overview and Scrutiny Committee made the following recommendation, that:**

- 1) the Executive invites Karen Simmonds to deliver her presentation on district councils' contribution to public health to the Executive.**

Environment Overview and Scrutiny Committee

Item under consideration: Impact of Surrey County Council proposals to change services at Community Recycling Centres (CRCs)

Date considered: 18 September 2017

Background: The Environment Overview & Scrutiny Committee received a verbal update on the County Council's proposals to change services at the CRC. *These proposals are expected to be agreed at the Cabinet meeting on 26 September.*

The Committee was pleased to note that it was no longer proposed to close the Cranleigh CRC. However, the Cranleigh CRC would be closed for "part" of the week from January 2018. A strategic number of CRCs would remain open 7 days a week, other sites would close for up to two days a week from January 2018.

The Committee also noted that the free daily allowance of chargeable waste from the construction, alteration or repair of homes and gardens would cease from December 2017, and that vans and trailers would be excluded from Cranleigh and Farnham CRCs from December 2017.

The Committee was concerned that these restrictions will result in an increase in residual waste collected by Waverley in the black bins, and/or an increase in the amount of waste that is fly-tipped.

Recommendations: **The Environment Overview and Scrutiny Committee made the following recommendations, that:**

- 1) the Executive instructs officers to monitor carefully the tonnages of residual waste collected by Waverley, to identify any increase that may be a consequence of restrictions imposed at the CRCs; and**

- 2) the Executive instructs officers to develop a more robust method for recording incidents of fly-tipping, which includes fly-tipping on private land and parks, and records more accurately the tonnage of fly-tipped material collected and delivered to SCC.

Housing Overview and Scrutiny Committee

Item under consideration: Sheltered Housing Service and Housing Related Support

Date considered: 19 September 2017

Background: The Housing Overview & Scrutiny Committee received a verbal update on Surrey County Council's proposals to stop funding for Housing Related Support for services for older people and people with disabilities; and to significantly reduce the level of Housing Related Support funding for the socially excluded. *These proposals are expected to be agreed at the Cabinet meeting on 26 September.*

The Committee noted that Housing Related Support for older people currently contributed to funding the Manager positions in Waverley's eight Sheltered Housing Schemes. The Managers provide an important service to vulnerable older tenants who, with that low level of support, are able to maintain a level of independent living that would otherwise be at risk and could lead to more residents requiring intervention from Adult Social Care.

The Committee also noted that the Waverley Tenants' Panel had attended all the Surrey County Council consultation events at the Sheltered Housing Schemes and had helped tenants complete the consultation, had contacted the local press to publicise their concerns, and made direct representations to the County Council summarising the concerns of tenants.

Recommendations: **The Housing Overview and Scrutiny Committee made the following recommendations, that:**

- 1) the Executive thanks the Tenants' Panel for their work in supporting Waverley tenants in Sheltered Housing Schemes during the consultation;
- 2) the Executive reassures Waverley tenants that the Careline service is not affected by Housing Related Support funding, and will continue; and,
- 3) the Leader writes to all Surrey MPs, the Prime Minister, and The Rt.Hon Sajid Javid MP, Secretary of State for Communities and Local Government, to express grave concerns about the impact of cuts in Housing Related Support, especially to services for older people, and to

press the Government to bring forward the long-awaited Green Paper on the future funding of supported housing. The Committee recommended that the Tenants' Panel report be attached to the Leader's letter.

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Scrutiny Policy Officer

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 10 OCTOBER 2017

Title:

GRANT OF LEASE OF PUBLIC CONVENIENCES TO TOWN COUNCILS

[Portfolio Holders: Cllrs Tom Martin and Jim Edwards]

[Wards Affected: Godalming Central and Ockford; Godalming Farncombe and Catteshall; Haslemere East and Grayswood]

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

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

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

Summary and purpose:

This report aims to inform Members as to the negotiated position in this case and to seek authorisation to enable Officers to conclude legal agreements for the grant of leases together with rights of use, to Godalming and Haslemere Town Councils.

How this report relates to the Council's Corporate Priorities:

- **Value for money:** The proposed agreement represents the best solution for Waverley to facilitate the continued provision of public conveniences in Godalming and Haslemere.
- **Environment:** The proposed agreement will ensure public conveniences continue to be provided in these areas for the benefit of the local environment.

Financial Implications:

There is no budget provision for providing these facilities in the 2017/18 Waverley Borough Council budget or beyond. Granting these leases will facilitate the continued provision of public conveniences in Godalming and Haslemere at no revenue cost to Waverley Borough Council.

Legal Implications:

Each party is to meet its own legal fees in connection with this matter.

Background

1. Members will recall that the decision to close the public conveniences in Godalming and Haslemere was made as part of the budget-setting process. Through negotiations with Godalming and Haslemere Town Councils, the Heads of Terms set out in the (Exempt) Annexe have been negotiated and authorisation is requested to accept these.

Recommendation

It is recommended that Waverley enters into 20 year leases with Godalming and Haslemere Town Councils on the Heads of Terms set out in the (Exempt) Annexes to the report, with final agreement of other terms and conditions to be delegated to the Strategic Director of Finance and Resources, in consultation with the Portfolio Holders for Finance and Customer and Corporate Services.

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of the Local Government Act 1972.

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