

To: All Members and Substitute Members of  
the Overview & Scrutiny Committee -  
Community Wellbeing  
(Other Members for Information)

When calling please ask for:  
Ema Dearsley, Democratic Services Officer

**Policy and Governance**

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Calls may be recorded for training or monitoring

Date: 16 June 2017

**Membership of the Overview & Scrutiny Committee - Community Wellbeing**

Cllr Val Henry  
Cllr Mike Hodge  
Cllr Denis Leigh  
Cllr Andy MacLeod  
Cllr Sam Pritchard

Cllr Simon Thornton  
Cllr Bob Upton  
Cllr Ross Welland  
Cllr Liz Wheatley

**Substitutes**

Cllr Patricia Ellis  
Cllr Nabeel Nasir

Cllr John Williamson  
Cllr Jerry Hyman

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING  
will be held as follows:

DATE: TUESDAY, 27 JUNE 2017

TIME: 7.00 PM

PLACE: COMMITTEE ROOM 1, 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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## **Waverley Corporate Plan 2016-2019**

### **Priority 1: Customer Service**

*We will strive to deliver excellent , accessible services which meet the needs of our residents.*

### **Priority 2: Community Wellbeing**

*We will support the wellbeing and vitality of our communities.*

### **Priority 3: Environment**

*We will strive to protect and enhance the environment of Waverley.*

### **Priority 4: Value for Money**

*We will continue to provide excellent value for money that reflects the needs of our residents.*

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### **Good scrutiny:**

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
  - provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;
  - is led by 'independent minded governors' who take ownership of the scrutiny process; and
  - amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.
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## **NOTES FOR MEMBERS**

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

### **AGENDA**

1. **APPOINTMENT OF CHAIRMAN**

To confirm the appointment of Councillor Andy MacLeod as Chairman of the Community Wellbeing Overview and Scrutiny Committee for the Council Year 2017/18.

2. **APPOINTMENT OF VICE-CHAIRMAN**

To confirm the appointment of Councillor Liz Wheatley as Vice-Chairman of the Community Wellbeing Overview and Scrutiny Committee for the Council Year 2017/18.

3. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

4. **DECLARATIONS OF INTERESTS**

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

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

The Chairman to respond to any written questions received from members of the public in accordance with Procedure Rule 10.

6. **COMMITTEE AREAS OF RESPONSIBILITIES AND SERVICE CONTEXT**

To receive a presentation on the Service Areas falling within the remit of the Community Wellbeing Overview and Scrutiny Committee.

7. **COMMITTEE WORK PROGRAMME** (Pages 7 - 22)

The Community Wellbeing Overview and Scrutiny Committee, along with the O&S Co-ordinating Board is responsible for managing the Committee's work programme.

The work programme (attached) includes items agreed at the O&S Co-ordinating Board and takes account of items identified on the latest Executive Forward Programme (Annexe 2) as due to come forward for decision.

Members are invited to identify any additional topics that the Committee may wish to add to its work programme.

### Recommendation

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

8. COMMUNITY ENGAGEMENT PLAN (Pages 23 - 30)

To receive a presentation from Inspector Mark Bridges on the Community Engagement Plan.

9. SAFEGUARDING POLICY (Pages 31 - 88)

The Council currently has two Safeguarding Policies adopted in late 2014, one for children and one for vulnerable adults. In line with Safeguarding guidelines set out by the statutory authority in this instance Surrey County Council, It is now recommended that these two documents are merged. The new policy seeks to do this and be consistent with other policies adopted across the other Districts & Boroughs in Surrey.

This report seeks to summarise the responsibilities of the Council and bring forward for adoption the new combined Policy for Safeguarding.

In addition to merging the two previous strategies the new Policy seeks to update the current procedures to reflect current best practice, clarify the reporting process, highlight the differing forms of abuse and the indicators as well as summarising other related policies and strategies.

### Recommendation

**That the Community Wellbeing Overview and Scrutiny Committee recommend adoption of this important strategy to the Executive and Council.**

10. PERFORMANCE MANAGEMENT REPORT (Pages 89 - 102)

The first part of this report provides an analysis of the Council's performance in the fourth quarter of 2016/17 for services that fall within the remit of Community Wellbeing O&S. Annexe 1 to the report details performance against key indicators. Annexe 2 gives outturn performance on the Service Plan objectives for 2016/17.

The second part of this report serves as a discussion item and asks the Committee to consider their future requirements on performance monitoring.

### Recommendation:

**It is recommended that the Community Wellbeing Overview & Scrutiny Committee:**

1. **Considers the performance figures for Quarter 4 as set out in Annexe 1, and agrees any observations or recommendations about the performance and progress towards target it wishes to make to the Executive.**
2. **Considers how performance monitoring should be achieved in 2017/18 and agrees a way forward.**

11. LEISURE CENTRE CONTRACT MANAGEMENT SCRUTINY REVIEW REPORT

To receive the final report of the Leisure Centre Contract Management Review Sub-Committee (to follow).

12. EXCLUSION OF PRESS AND PUBLIC

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

**Recommendation**

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

**Officer contacts:**

**Alex Sargeson, Scrutiny Policy Officer**

**Tel. 01483 523214 or email: alexander.sargeson@waverley.gov.uk**

**Ema Dearsley, Democratic Services Officer**

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**INTRODUCTION TO WAVERLEY BOROUGH COUNCIL**

**OVERVIEW AND SCRUTINY WORK PROGRAMME**

The programme is designed to assist the Council in achieving its corporate priorities by ensuring topics add value to the Council's objectives, are strategic in outlook, are timed to optimise scrutiny input and reflect the concerns of Waverley residents and council members. The programme is indicative and is open to being amended with the agreement of the Chair with whom the item is concerned. The work programme consists of three sections:-

- Section A – Items tabled for the forthcoming relevant Overview and Scrutiny Committee.
- Section B – Items for consideration at future meetings of the relevant Overview and Scrutiny committee. In-depth scrutiny review topics for consideration by the respective Committee will also be listed in this section. It is expected some items will be carried over to the following municipal year.
- Section C – Lists live in-depth scrutiny task and finish groups, including objectives, key issues and progress.

Section A

Forthcoming agenda items

27<sup>th</sup> June 2017

Agenda item	Objectives for Scrutiny	Link to Corporate Plan	Executive Member lead	Director lead
<b>1. Police Community Engagement plan</b>	To consider the draft police Community Engagement plan in the context of the policy before it is made final	Community Wellbeing	Cllr Kevin Deanus	Damian Roberts
<b>2. Safeguarding policy</b>	To comment on the safeguarding strategy and scrutinise the plans to tackle and prevent extremism, domestic & physical abuse, exploitation, mistreatment, harm to children's health or development and to ensure all children grow up with the provision of safe and effective care.	Community Wellbeing	Cllr Kevin Deanus	Damian Roberts
<b>3. Leisure Centre contract management scrutiny review report</b>	For scrutiny members to consider and endorse the draft recommendations in the scrutiny review report.	Value for Money	Cllr Jenny Else	Damian Roberts
<b>4. Performance management report</b>	For members to debate which performance information would be useful for scrutiny and how future performance reports should be	Customer Service & Value for Money	Cllr Julia Potts	Paul Wenham



## Community Wellbeing Overview and Scrutiny Committee

	presented.		
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### Section B

## Forward programme 2017-18

Subject (alphabetical order)	Purpose for Scrutiny	Date for O&S consideration	Date of Executive decision (if applicable)	Priority (high / low)
<b>Community Engagement plan – policing</b>	To consider the draft police Community Engagement plan in the context of the policy before it is made final and scrutinise issues such as <ul style="list-style-type: none"> <li>- Proposals for levels of policing and police presence</li> <li>- who the police should engage with to deliver better outcomes for local people</li> <li>- to understand our neighborhood priorities</li> <li>- how citizens and communities can participate in policing</li> <li>- Identify and recommend solutions to local problems</li> </ul>	27 <sup>th</sup> June 2017		
<b>Community meals</b>	To assess the sustainability of			Low

## Community Wellbeing Overview and Scrutiny Committee

<b>service</b>	providing an in-house service to deliver the community meals service 2017/18; and to monitor the quality of provision.	12 <sup>th</sup> Sept 2017?		
<b>Community Safety Partnership</b>	<p>To evaluate the effectiveness of the partnership and to consider the key issues;</p> <p>To scrutinise the structural changes of the partnership and the implications and impact on Waverley;</p> <p>As part of to consider the Community engagement plan on 27<sup>th</sup> June 2017.</p>	January 2018		Low
<b>Culture &amp; well-being</b>	To consider the programmes on offer to better connect and enhance the well-being of the elderly by working with voluntary organisations.			
<b>Health and wellbeing strategy</b>	<p>To examine and identify areas where overview and scrutiny can add value to tackling some of the issues set out in the strategy – in particular:</p> <ul style="list-style-type: none"> <li>- inadequate housing for elderly;</li> <li>- poor housing conditions that contribute to poor health conditions;</li> <li>- how the environmental geography of the borough</li> </ul>			High

## Community Wellbeing Overview and Scrutiny Committee

	<p>impacts unequally on groups of society and how this puts pressure on local health and social care services and;</p> <ul style="list-style-type: none"> <li>- to understand and scrutinise plans to tackle poor mental health in areas that have a higher than average incidence and risk of mental health issues such as Cranleigh, Godalming Central &amp; Ockford Ridge, Farnham Moor Park and the Chantry's, Farnham.</li> </ul> <p>To look at how the issues raised for Waverley in the Joint Strategic needs Assessment link with Waverley's Health and Well-being strategy.</p>			
<b>Help for disabled and vulnerable adults</b>	To explore the new local arrangements being made by Social Care Services including the MASH to support the needs of local vulnerable people.			High
<b>Hospital transport provision</b>	To explore whether there is scope to provide a sustainable community hospital transport scheme.			Low
<b>Joint health scrutiny</b>	To explore whether there is scope to arrange joint health scrutiny with Surrey County			?

## Community Wellbeing Overview and Scrutiny Committee

	Council on matters that affect the delivery of health services in Waverley.			
<b>Leisure Centre contract management scrutiny review report</b>	For scrutiny members to consider and endorse the draft recommendations in the scrutiny review report.	27 <sup>th</sup> June 2017		
<b>Life expectancy disparity</b>	To investigate how the dependencies of relative deprivation cause disparity in life expectancy (e.g. smoking, alcohol consumption etc.); and to explore what the needs are and which services could be at risk to reductions in funding that may impact life expectancy.			High
<b>Local policing</b>	To examine the cutback of neighbourhood policing and the affect on the community.			Low
<b>Mental Health</b>	To explore how changes in the health system have impacted on mental health services locally.			High
<b>Performance reports</b>	For members to debate which performance information would be useful for scrutiny and how future performance reports should be presented.	27 <sup>th</sup> June 2017		
<b>Prevent Counter Terrorism Strategy</b>	To scrutinise the strategy and action plan.  Prevent featured in the safeguarding policy.		June 2017	High

## Community Wellbeing Overview and Scrutiny Committee

<p><b>Rural and social isolation</b></p>	<p>To examine how poor levels of connectivity and social isolation affect both the mental health of residents and the accessibility of health services for older people.</p>			<p style="text-align: center;">Low</p>
<p><b>Safeguarding strategy</b></p>	<p>For members to comment on the safeguarding strategy and scrutinise the plans to tackle and prevent policy issues such as extremism, domestic &amp; physical abuse, exploitation, mistreatment, harm to children's health or development and to ensure all children grow up with the provision of safe and effective care.</p> <p>(Statutory duty to safeguard, report concerns and promote the welfare of children and vulnerable people).</p> <p>(District councils can contribute to safeguarding and protecting children through policy in services such as housing &amp; planning, culture, leisure and learning opportunities and environmental health services.</p>	<p style="text-align: center;">27<sup>th</sup> June 2017</p>	<p style="text-align: center;">July 2017</p>	<p style="text-align: center;">High</p>
<p><b>Services for active &amp; higher needs residents</b></p>	<p>Explore which services are on offer for older people to keep them in good physical and mental health.</p>			<p style="text-align: center;">High</p>

## Community Wellbeing Overview and Scrutiny Committee

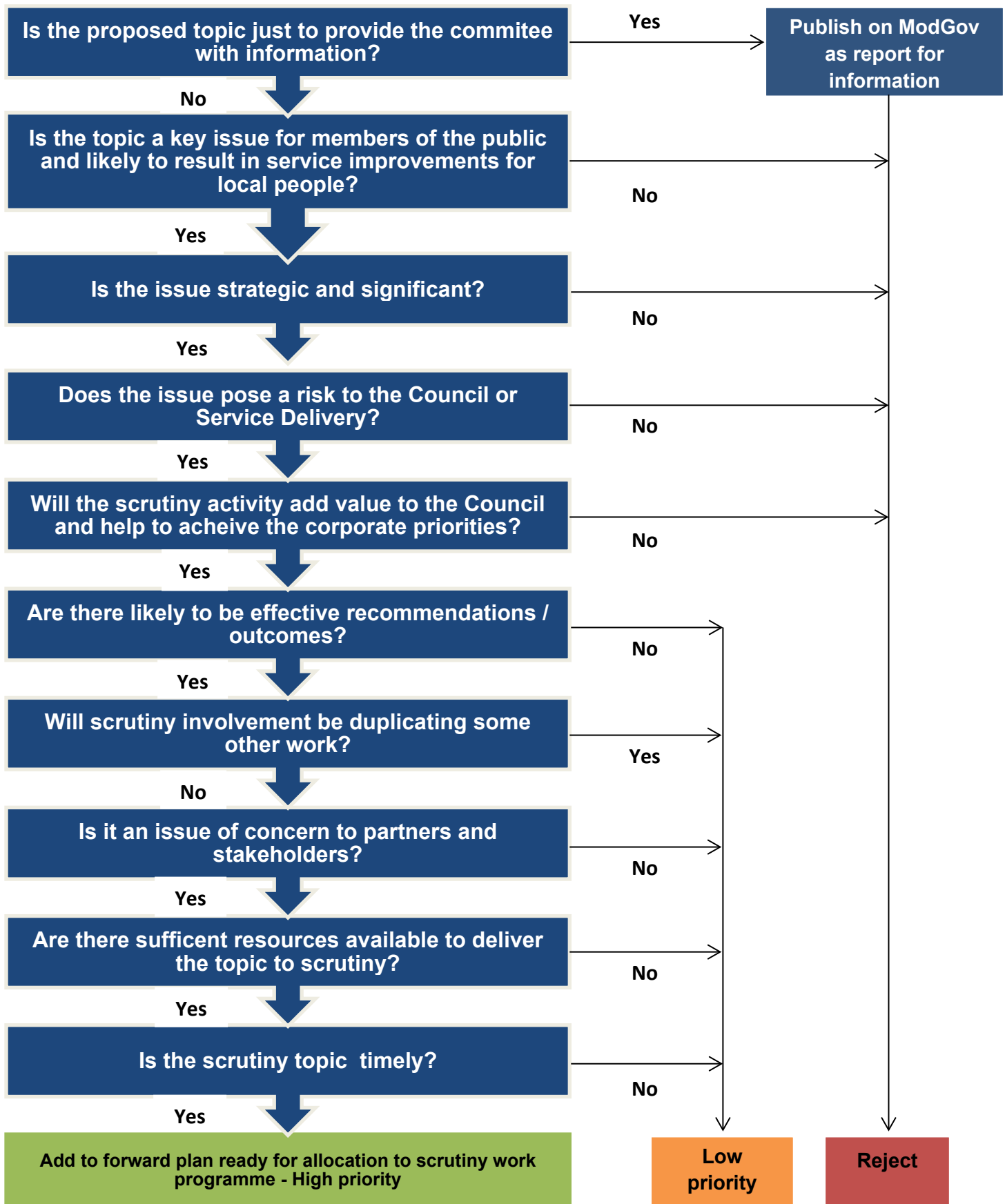
<b>Stroke service re-location</b>	Update on the approach that will be taken including the potential impact of ambulance response times in the south and east of the Borough.			High
<b>Sustainability &amp; Transformation plans</b>	To consider questions around the impact of national spending reductions in Health on local provision in Waverley.			High
<b>Waverley training services</b>	To scrutinise in the context of the recent Ofsted review (2016) on quality of teaching and assessment; and to consider the impact of the apprenticeship levy on the service.			High

### Section C

## Proposed in-depth scrutiny reviews 2017-18

Subject	Objective	Key issues	Lead officer	Progress
1. <b>Reducing health inequalities in the Borough</b>				
2.				

**Selection Criteria for Overview and Scrutiny topics**



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## Waverley Borough Council Key Decisions and Forward Programme

This Forward Programme sets out the decisions which the Executive expects to take over forthcoming months and identifies those which are key decisions.

**A key decision** is a decision to be taken by the Executive which (1) is likely to result in the local authority incurring expenditure or making savings of above £100,000 and/or (2) is significant in terms of its effects on communities living or working in an area comprising two or more wards.

Please direct any enquiries about the Forward Programme to the Democratic Services Manager, Emma McQuillan, at the Council Offices on 01483 523351 or email [committees@waverley.gov.uk](mailto:committees@waverley.gov.uk).

### Executive Forward Programme for the period 7 June 2017 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
<b>POLICY AND GOVERNANCE, HUMAN RESOURCES, BRIGHTWELLS AND LEP CLLR JULIA POTTS (LEADER)</b>						
1. Brightwells	To bring forward matters when necessary	Executive (and potentially Council)		Potentially each Executive meeting	Kelvin Mills	ENVT
2. Performance Management	Quarterly combined performance report	Executive		July 2017	Louise Norie	ALL
3. Independent Remuneration Panel – Members' Allowances	To receive the report and recommendations of the Panel	Executive and Council		July 2017	Emma McQuillan	CS and VFM
<b>CUSTOMER AND CORPORATE SERVICES – CLLR TOM MARTIN (DEPUTY LEADER)</b>						
1. Property Acquisitions	To bring forward opportunities for approval as they arise	Executive (and potentially Council)		Potentially each Executive meeting	David Allum	CS AND VFM

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
2. Customer Services Review	To review and agree the way forward for Customer Services	Executive and Council	√	September 2017	David Allum	CS AND VFM
<b>PLANNING I – CLLR BRIAN ADAMS</b>						
1. Building Control Options Appraisal/Business Plan	To agree the way forward	Executive and possibly Council		July 2017	Elizabeth Sims	ENVT
2. CIL Draft Charging Schedule	To agree the next stage	Executive	√	October 2017	Graham Parrott	ENVT
3. Local Plan Part II – Approval for Regulation 18 Consultation	For approval	Executive and possibly Council		November 2017	Graham Parrott	ENVT
4. Local Plan Part I	For adoption	Executive and Council	√	November 2017	Graham Parrott	ENVT
<b>ECONOMIC DEVELOPMENT – CLLR ANDREW BOLTON</b>						
1. Economic Development Strategy	For approval	Executive and Council		July 2017	Damian Roberts	CS AND VFM
<b>COMMUNITY SERVICES AND COMMUNITY SAFETY – CLLR KEVIN DEANUS</b>						

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
1. 'Prevent' Counter-Terrorism Strategy	To agree a Strategy and Action Plan	Executive		July 2017	Katie Webb	COMM WELL
2. Safeguarding Policy	To review and adopt the policy	Executive		Sept 2017	Kelvin Mills	COMM WELL
3. Joint Enforcement Team (JET) Initiative	To agree next steps	Executive		Sept 2017	Richard Homewood	ENVT

### ENVIRONMENT – CLLR JIM EDWARDS

1. Weydon Lane – Future Management	To report back on the outcome of the feasibility study and recommend a way forward	Executive		July 2017	Richard Homewood	ENVT
2. Disabled Parking Charges	To report on the outcome of the Equalities Impact Assessment and recommend a way forward	Executive		July 2017	Richard Homewood	ENVT

### HEALTH, WELLBEING AND CULTURE – CLLR JENNY ELSE

### FINANCE – CLLR GED HALL

1. Budget Management [E3]	Potential for seeking approval for budget variations	Executive (and possibly Council)	√	Potentially every Executive meeting	Peter Vickers	CS AND VFM
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### HOUSING – CLLR CAROLE KING

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
1. Housing Delivery Board [E3]	Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough	Executive (and possibly Council)	√	Potentially every Executive meeting	Andrew Smith	HOUSING
2. Partnership with Developers or Housing Associations for new Affordable Homes	Give consideration to matters as they arise to assist in the delivery of affordable homes in the Borough	Executive (and possibly Council)		Potentially every Executive meeting	Andrew Smith	HOUSING
3. Implementing requirements of the Housing and Planning Act 2016	Decisions to implement changes resulting from the Act	Executive (and possibly Council)	√	July 2017	Andrew Smith	HOUSING
4. Homelessness Reduction Bill	To agree a response and budget/grant allocations	Executive		September 2017	Andrew Smith	HOUSING
5. HRA Business Plan Review	To review the business plan as part of the budget process	Executive (and possibly Council)		November 2017	Hugh Wagstaff	HOUSING
6. Review Tenancy Agreements	To agree amendments and the consultation process	Executive		December 2017	Hugh Wagstaff	HOUSING
7. Housing Maintenance Contract Procurement [E3]	To report back on the progress of the project	Executive		January 2018	Hugh Wagstaff	HOUSING

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
8. Approve Housing Strategy	To adopt the strategy	Executive and Council		February 2018	Andrew Smith	HOUSING
9. Asset Management Strategy [E3]	To adopt the strategy	Executive and Council		February 2018	Hugh Wagstaff	HOUSING

## PLANNING II – CLLR CHRIS STOREY

### Background Information

The agenda for each Executive meeting will be published at least 5 working days before the meeting and will be available for inspection at the Council Offices and on the Council's Website ([www.waverley.gov.uk](http://www.waverley.gov.uk)). This programme gives at least 28 days notice of items before they are considered at a meeting of the Executive and consultation will be undertaken with relevant interested parties and stakeholders where necessary.

**Exempt Information** - whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals such as requests for early or flexible retirements and property matters relating to individual transactions. These may relate to key and non-key decisions. If they are not key decisions, 28 days notice of the likely intention to consider the item in exempt needs to be given.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

[E1 – Information relating to any individual; E2 – Information which is likely to reveal the identity of an individual; E3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); E5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings; E7 – Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime].

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## Waverley Community Engagement Plan



Neighbourhood Policing is built on the foundations of good working relationships between the Police and community and the ability to provide residents with the opportunity to take part in local problem solving.

The Police Reform and Social Responsibility Act 2011 places a legal requirement for Chief Constables to engage with their local community. This means that police officers in each neighbourhood are required to engage with local people, businesses and stakeholders. This in turn enables residents to hold the police to account for local matters relating to the policing of their Borough.

Evidence from the College of Policing has shown that effective community engagement, targeted foot patrols and collaborative problem solving can significantly increase public confidence in police activity.

This plan has been written with consideration given to The Policing Vision 2025 document by The APCC and NPCC, the College of Policing, recent HMIC Inspection and local Borough community knowledge and its demands.

Waverley has a population of approximately 122,850 and consists of a 133 square miles of land of which a significant amount is rural countryside. It has 21 Parishes with 4 main towns including Farnham, Godalming, Haslemere and Cranleigh.

Borough Engagement Plans aim to empower and engage local people and acknowledges the importance of communication with those most likely to be affected by services, policies and decisions. An example of this may be volunteer organisations, parish councillors, residents associations, businesses, Neighbourhood Watch and residents within the Borough. Often some of these people and organisations are hard to reach groups and consideration needs to be given in how we engage with them. It is also acknowledged that often, hard to reach groups may feel excluded from engagement due to personal circumstances or previous experience with the police. Any engagement plan should ensure provisions are in place to communicate with these groups and that opportunities are given for their voices to be heard. Whilst communicating, police will have the opportunity to assess any threat, harm and risk identified.

Securing community participation involves three types of engagement and should be focused on the 'Who, Why and How'.

**Community Engagement types:**

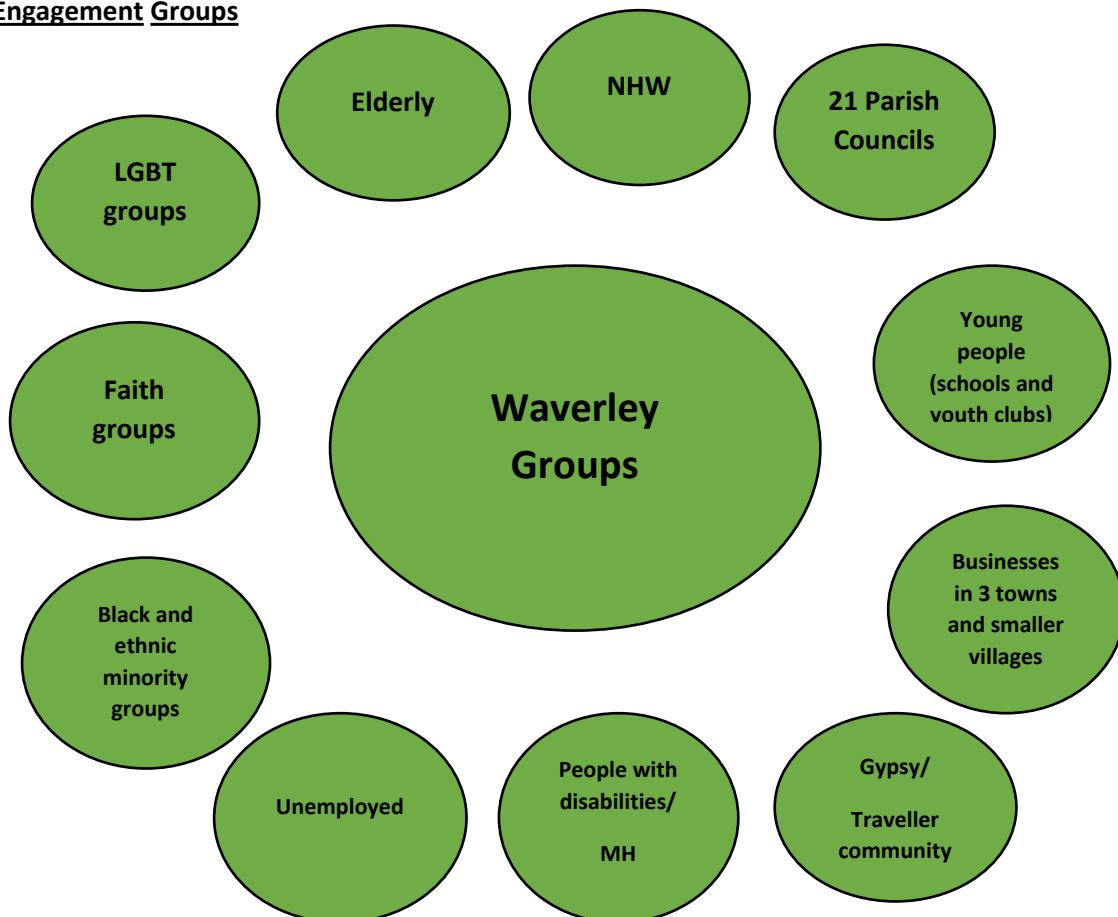
- **Informing** (providing information to keep the public informed – social media, press, website, posters, radio, leaflets, newsletters, Adopt a Post Office Campaign, In The Know alerts, emails, texts, specific public meetings)
- **Consulting** (asking for feedback, advice or opinion – questionnaires, surveys, street a week, discussions on social media, online surveys, specific public meetings)
- **Involving** (working together – specific activity weeks, face to face, street a week, competitions for ideas, online discussions, specific public meetings)
  
- **Who** (Who should police engage with)
- **Why** (Why is the engagement taking place? What is the policing purpose?)
- **How** (How will this take form? – Inform, Consult, Involve)

It is essential that all three engagement types are considered in successful and meaningful community engagement. Since the introduction of Policing in Your Neighbourhood (PIYN) the emphasis is on engagement with a clear ‘policing purpose’ where **Informing, Consulting and Involving** is essential.

Local community profiling is developed by local officers who build knowledge and understanding of local risks and threats and identifies vulnerable people within the Borough. Safer Neighbourhood Teams should have knowledge of their communities, their problems and priorities.

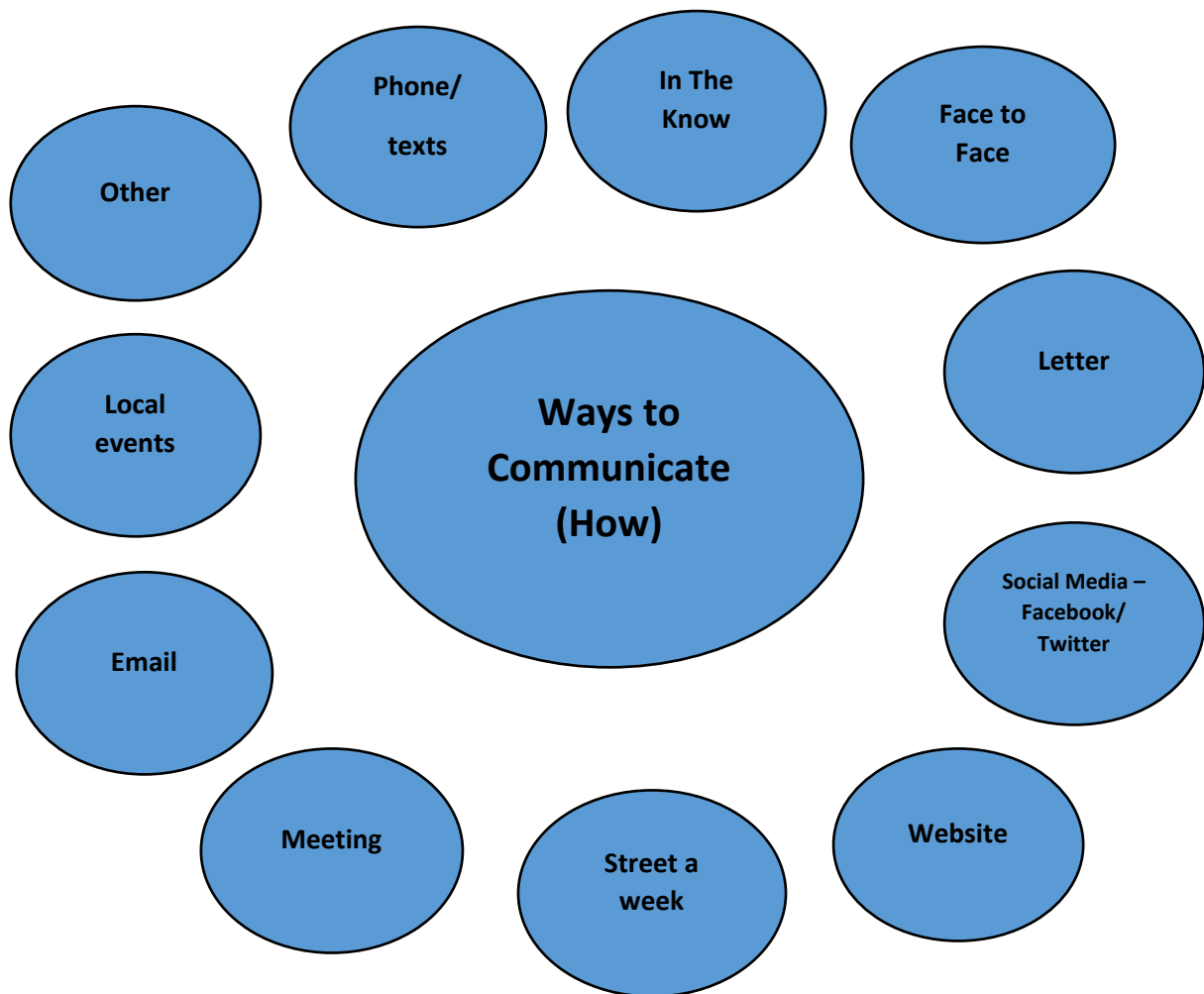
Police Volunteers will be integral in keeping the community informed along with the use and development of “*In the Know*”, an online information sharing tool used by police, fire service, action fraud and a range of other agencies to inform the public.

**Engagement Groups**





## Methods of Communication



## Community Engagement

Where there is a clear policing purpose and where messages need to be given to the public, Safer Neighbourhood teams should identify:

**Who their target audience is** (one or more)

**What the policing purpose is** and

**How to engage** i.e. **inform, consult or involve.**

Where possible, two way communication needs to take place. Engagement is not about giving crime statistics simply for the sake of doing so. Meetings and events with a police presence should take

place when there is a need to hear about an ongoing issue or where Neighbourhood teams need to inform, consult or involve the public on local policing matters.

Neighbourhood Teams will proactively encourage their community to sign up to “In the Know”. This is a quick and effective tool to inform many residents in one go about matters affecting their areas.

For community engagement to work effectively it requires the community to have a need or wish to engage with the police and a genuine willingness from the Police to engage.

The key enablers for good engagement has to be Police Community Support Officers who are on the ground and have the capacity and knowledge to provide good communication. It is not possible for community engagement to be a “one fits all” concept and local knowledge and understanding is fundamental. For meaningful engagement we suggest that each PCSO is tasked with nominating two or three groups or problems within their area, for example elderly or vulnerable residents or an area with an ongoing anti-social behaviour problem that’s higher than average. They should identify members of the community who are willing and able to assist in any plan that is drawn up to tackle the issue.

Each PCSO should know their local councillor and whilst they should not be attending meetings as a matter of course, we believe that where there is a specific need or a pre-arranged request is made for a specific policing purpose then we should attend.

Each Borough should have at least one community engagement volunteer as part of the neighbourhood team to assist with key positive messages.

### **Minimum Standards**

<b>What will we tell our communities</b>	<b>Priorities and crime trends and information of local interest</b> will arise from local knowledge and daily Safer Neighbourhood Team (SNT) briefings and PCSO/NSO patrol plans.
<b>NHW</b>	<b>Review Weekly</b> and contact via PCSO/Volunteer to <b>Inform</b> public on crime trends, priorities via In the Know/meeting or email.
<b>General public/social media</b>	<b>Daily</b> Social Media updates via PCSO’s and Social Media Single Point of Contact. <b>Inform/Consult</b> and <b>every quarter</b> live chat with panel from Joint Enforcement Team to <b>consult</b> and hear views from public on local crime and ASB
<b>In the Know</b>	Pro-active effort to sign up key stakeholders to In the Know
<b>Post Office Campaign</b>	<b>Monthly</b> updates on staff changes and priorities to <b>inform</b>
<b>Doctors Surgeries</b>	<b>Regular</b> updates on staff changes and priorities to <b>inform</b>
<b>Parish Councils/Town Councils</b>	All Town and Parish Councils to have up to date details of local SNT and how to contact police i.e. 101/online reporting. Attend meetings where there is policing purpose to <b>inform/consult/involve</b>
<b>Schools and Youth Clubs</b>	Visits and engagement where there is a clear policing purpose. Emphasis on prevention and key message delivery. CSE, Cybercrime, online safety
<b>Partner Agencies</b>	Improved use of SafetyNet within key partners, information sharing protocol and attendance at JAG/CIAG/JET
<b>Hard to reach groups/Diversity</b>	<b>Regular</b> - To identify hard to reach group and engage

The format should be simple and a two way process. The layout of the messages should read as follows:

**What** – What has happened? What is it you want to tell the public?

**What** – What are Police doing to tackle the issue?

**How can you help?** - Set out what we would like the public to do to help i.e. be vigilant, follow crime prevention advice, pass the advice and information on to residents, report suspicious vehicles, call 101/999 at the time of any crimes/incidents/suspicious activity etc.

**Clear Policing Purpose - defined**

Our aim will be to engage with the public in order to:

Prevent and detect crime and pursue offenders

Provide support to all victims and repeat victims of crime and anti-social behaviour

Provide support for the elderly or vulnerable in order to help them feel safer and more secure

Provide support and information where there are high crime trends in specific areas

Engage with the community in the hope that they will support us and share information and intelligence so that we can reduce crime and disorder.

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## **Clear policing purpose**

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Prevent and detect crime and pursue offenders

Provide support to all victims and repeat victims of crime and anti-social behaviour

Provide support for the elderly or vulnerable in order to help them feel safer and more secure

Provide support and information where there are high crime trends in specific areas

Engage with the community in the hope that they will support us and share information and intelligence so that we can reduce crime and disorder.

Engage in an effort to build greater confidence and security in local Communities.

To carry out this plan, we need to communicate with the community in general, with individuals who are willing to represent the views of their community and willing to support the police in their day to day tasks.

We will ensure your local officer is available to listen to your views and provide advice. And together we can build safer communities for all the people of Waverley Borough.

Inspector 829 Mark Bridge

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## WAVERLEY BOROUGH COUNCIL

### COMMUNITY WELLBEING OVERVIEW & SCRUTINY COMMITTEE 27 JUNE 2017

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**Title:**

**PERFORMANCE MANAGEMENT REPORT  
QUARTER 4, 2016/17  
(JANUARY – MARCH 2017)**

**[Portfolio Holders: Cllr Jenny Else,  
Cllr Kevin Deanus]  
[Wards Affected: All]**

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**Summary and purpose:**

The first part of this report provides an analysis of the Council's performance in the fourth quarter of 2016/17 for services that fall within the remit of Community Wellbeing O&S. Annexe 1 to the report details performance against key indicators. Annexe 2 gives outturn performance on the Service Plan objectives for 2016/17.

The second part of this report serves as a discussion item and asks the Committee to consider their future requirements on performance monitoring.

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**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.

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**Background**

1. The Performance Indicators for Community Services are set out in Annexe 1.

## Community Services

- The community performance has been very good in Q4 with all 6 indicators exceeding their set targets.
- Although the '*number of access to Leisure Cards issued*' [CS1] has dropped slightly, the fourth quarter saw a very strong performance across all leisure centres with an increase in '*number of visits*' [CS2,CS3,CS4,CS5,CS6]. All leisure centres performed well above their set target as per below table:

	Farnham	Cranleigh	Haslemere	The Edge	Godalming
<b>Target</b>	140,000.00	75,000.00	92,000.00	23,000.00	92,000.00
<b>Q4</b>	<b>160,327.00</b>	<b>99,949.00</b>	<b>134,530.00</b>	<b>38,424.00</b>	<b>128,959.00</b>
<b>Performance exceeds target by</b>	<b>14.52%</b>	<b>33.27%</b>	<b>46.23%</b>	<b>67.06%</b>	<b>40.17%</b>

- 'The number of visits and use of museums'* [CS7] increased in Farnham by 382, however Godalming museum experienced a seasonal drop of 1164. The '*total users of learning activities*' [CS8] in museums is still on a raise due to the popularity of the loan boxes scheme and outreach sessions with schools.

## Service Plans 2016/17 – Outturn Report

- The Service Plans for 2016/17 that cover the remit of this committee are set out at Annexe 2. Of the 12 priorities in the Service Plan ten have been achieved and two are partially achieved.

## Future Performance Scrutiny Requirements

- With the new Overview & Scrutiny arrangements it seems an appropriate time to review performance management reporting as it relates to this committee. At present the performance indicators monitored relate to the number of visitors to leisure centres, the number of access to leisure cards issued and visitors to and usage of the museums including off-site activities. The remainder of this report sets out some guidance and best practice on performance monitoring and provides the basis for discussion on how the Committee might like to monitor and scrutinise performance in the future.

## Guidance on performance indicator reporting

- Performance measures are used to ensure the Council's priorities and objectives are being met. The Corporate Plan sets out the Council's priorities, strategies ensure that strategic objectives are implemented and service plans show how the Council intends to deliver council services. Best practice suggests that there should be a range of high level indicators to help assess performance at a strategic and corporate level supplemented by more detailed indicators on service performance.
- There are four types of performance measures:



Type of performance measure	Description	Example
Input measure	A measure of the resources used by a service or process. Some inputs relate to workload, others relate to the amount of resources used in a process	e.g. Number of complaints Cost of service
Output measure	The number of units of a process or service produced or delivered	e.g. total tonnage of residual waste
Process measure	Aspects of service processes such as completion rates, processing time, backlogs, error rates	e.g. Time taken to process Housing Benefit and Council Tax Support new claims
Outcome measure	A measure of the ultimate benefit from undertaking an activity or providing a service	e.g. improvement in standard of living or equality of opportunity

13. Whilst outcome measures are often the most valuable they can also be the most difficult to collect. These measures also tend to be measured over a longer period of time. At the moment there are no outcome measures provided by the PIs presented to this committee.
14. Performance measures should be:
- Accurate
  - Timely
  - Meaningful (not overly detailed)
  - Relevant
  - High quality
  - Well presented
15. The current suite of PIs are reported on a quarterly basis with benchmarking included at the end of the year outturn report. Members may like to consider whether some PIs could be reported on an exception basis where performance has varied from a specific standard. Best practice guidance states that performance measures should include
- trend data
  - benchmarking data
  - targets
  - outcomes
16. The information presented to Members should be concise, accurate, balanced and presented in an easily understandable format and enable the committee to judge how well the service is doing. It should inform Members if targets are being met, why variances occurred, what the implications are of not meeting the target, if resources are adequate, what impact it will have on people who use services, if there is an impact on equalities, sustainability or efficiency and what impact this might have on corporate priorities. Generally the performance reports since the

review in 2015 have achieved most of these aims but there is always room for improvement

17. The remit of this committee covers the following service areas:

- Health and wellbeing
- Leisure and sport
- Arts, culture and museums
- Youth and young people
- Waverley Training Services
- Community services
- Day centres
- Provision for older people in the community
- Community safety
- Grants
- Licensing

At present, the performance indicators that are presented to overview and scrutiny are focused on service performance and not on strategic or corporate performance. In this Committee there is at present a particularly narrow focus of service indicators and it is recommended that this be widened. It would be helpful, although not easy, to consider some indicators that would show outcomes.

Listed below are suggestions of other possible indicators that the Committee might like to consider.

#### **Leisure**

- Number of GP referrals for cardiac rehabilitation courses
- Numbers attending weight management classes or other wellbeing activities

#### **Community Safety**

- Public perception of safety - % who feel safe in their local area
- BV 126 Domestic burglaries per 1000 population
- 127a Violent crime per 1000 population
- Robberies per 1000 population
- Vehicle crime per 1000 population

#### **Careline**

- Urgent installations completed within 3 working days
- Alarm installations completed within 15 days
- Critical faults dealt with within 48 hours
- % of calls answered within 1 minute
- Average time taken to respond to emergency call outs.

#### **Waverley Training Services**

- Apprentice success rate
- Apprentice timely success rate (gaining qualification in the time expected)
- Number of apprentices on study programmes

#### **Parks & Countryside**

- % of people satisfied with parks and open spaces (annual survey)
- Number parks and countryside community parks which meet the Green Flag standard

18. Performance indicators are only one method of monitoring performance and scrutiny can take place in all forums from full council, through committees to less formal panels and working groups. Service plans, for example, are an important means to

show how individual services are intending to deliver council services. These should be reviewed to ensure they accurately reflect the Council's priorities and are delivering the Council's objectives efficiently. In the past few years, service plans have been presented to a joint meeting of the O&S committees but these presentations have not always found favour and Members may like to take this opportunity to consider how they would like to review Service Plans in the future. Action plans associated with strategies also measure the implementation and outcomes of an important aspect of the Council's work. Overview and Scrutiny Committees are also able to scrutinise the performance of any of their areas of responsibility by adding items to their work programme.

19. In considering what should be monitored, it may be helpful to consider the following:
  - Corporate Plan commitments – ensuring we achieve what we said we would achieve
  - Impact on customers – focus on areas where the impact of poor performance would be the greatest
  - Risk to the Council – focus on areas where the risk of poor performance would have the greatest impact
  
20. In addition the committee will also need to consider the following:
  - How does this committee want to monitor performance? (quarterly reports, reporting by exception, specific reports on certain service areas?)
  - Does performance monitoring currently measure the right things?
  - Are performance indicators focused too much on inputs, outputs and processes rather than outcomes?
  - What areas should be measured in the future?

### **Recommendation**

It is recommended that the Community Wellbeing Overview & Scrutiny Committee:

1. Considers the performance figures for Quarter 4 as set out in Annexe 1, and agrees any observations or recommendations about the performance and progress towards target it wishes to make to the Executive.
  
2. Considers how performance monitoring should be achieved in 2017/18 and agrees a way forward.

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### **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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**E-mail:** [nora.copping@waverley.gov.uk](mailto:nora.copping@waverley.gov.uk)


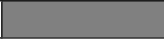

Louise Norie

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**Community Wellbeing**  
**O&S Committee**  
**Performance Management Report**  
**Quarter 4, 2016/17**  
**(January – March 2017)**

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

**CONTACT OFFICER:**

**Name:** Nora Copping

**Telephone:** 01483 523 465

**Email:** [nora.copping@waverley.gov.uk](mailto:nora.copping@waverley.gov.uk)

**Report date:** 16 June 2017

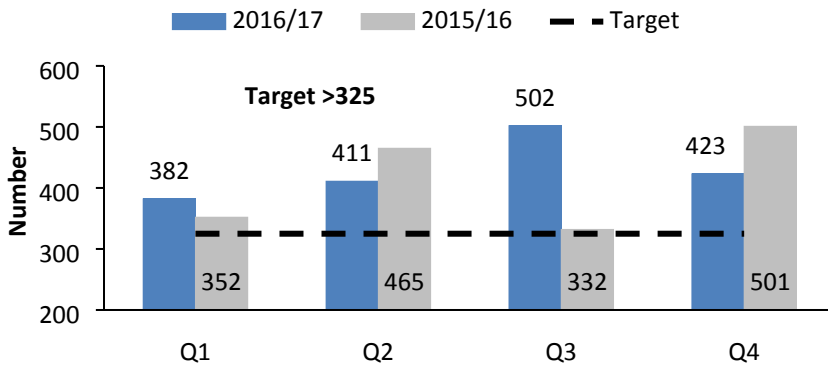
COMMUNITY SERVICES

COMMUNITY SERVICES

CS1: Number of Access to Leisure Cards issued

GREEN

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



Quarter	2016/17	2015/16	Target
Q1	382	352	325
Q2	411	465	325
Q3	502	332	325
Q4	423	501	325

Comments

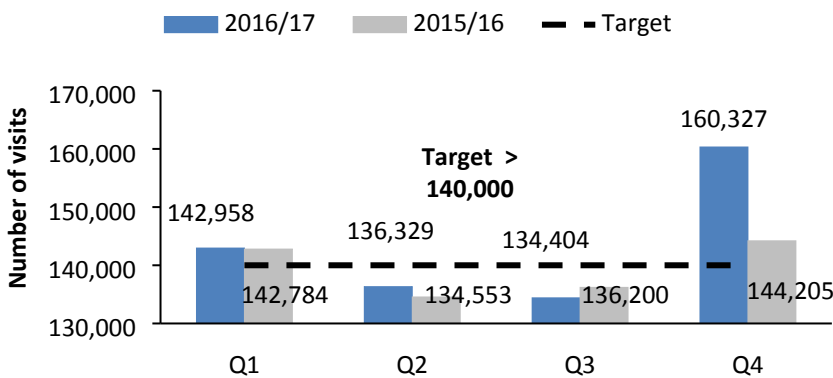
The fourth quarter figure shows a drop in the number of cards issued since the previous quarter, but the performance still exceeds the target by 30.16%.

COMMUNITY SERVICES

CS2: Number of Visits to Farnham Leisure Centre

GREEN

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



Quarter	2016/17	2015/16	Target
Q1	142,958	142,784	140,000
Q2	136,329	134,553	140,000
Q3	134,404	136,200	140,000
Q4	160,327	144,205	140,000

Comments

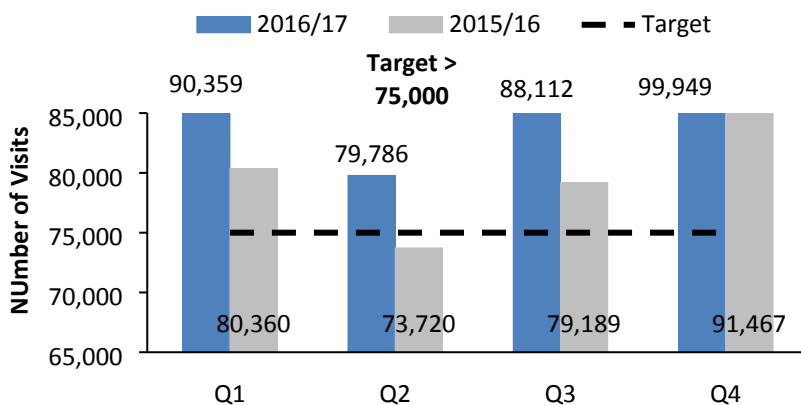
Q4 figures show a great improvement of 25,923 visits from previous quarter, exceeding the target by 14.52%.

COMMUNITY SERVICES

CS3: Number of Visits to Cranleigh Leisure Centre

GREEN

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



Quarter	2016/17	2015/16	Target
Q1	90,359	80,360	75,000
Q2	79,786	73,720	75,000
Q3	88,112	79,189	75,000
Q4	99,949	91,467	75,000

Comments

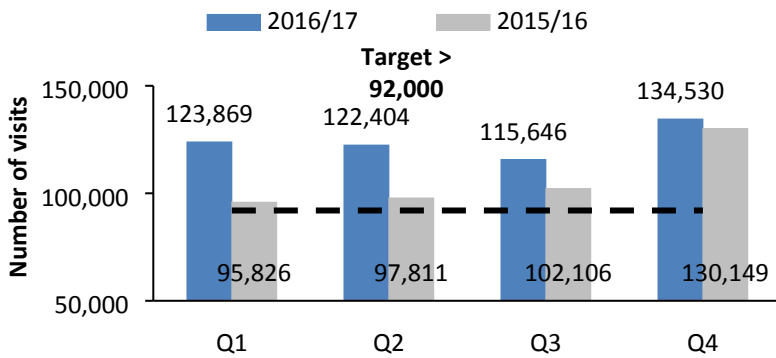
Performance in the fourth quarter has improved from Q3 by 11,837 visits and exceeds the given target by over 33.26%.

COMMUNITY SERVICES

CS4: Number of visits to Haslemere Leisure Centre

GREEN

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



Quarter	2016/17	2015/16	Target
Q1	123,869	95,826	92,000
Q2	122,404	97,811	92,000
Q3	115,646	102,106	92,000
Q4	134,530	130,149	92,000

Comments

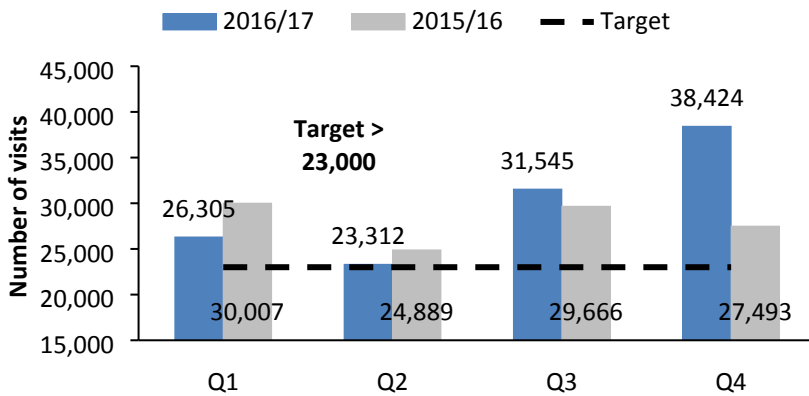
Performance continues to exceed the target in Q4 by over 46.22% and the number of visits has increased by 18,884 from the previous quarter.

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	2016/17	2015/16	Target
Q1	26,305	30,007	23,000
Q2	23,312	24,889	23,000
Q3	31,545	29,666	23,000
Q4	38,424	27,493	23,000

Comments

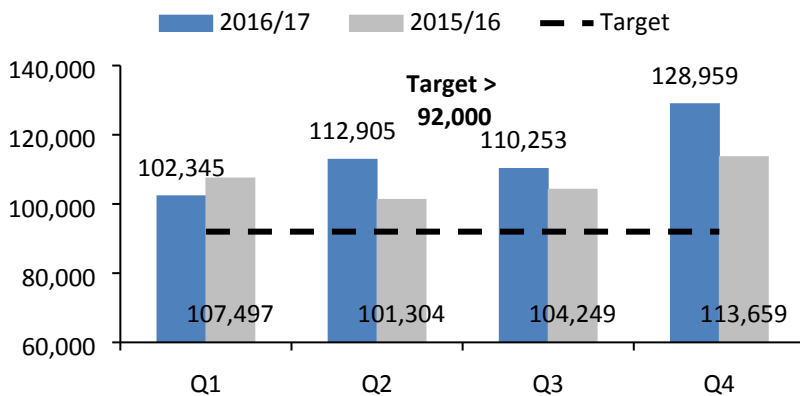
Performance in the fourth quarter has improved by 6,879 visits from quarter 3 and exceeds the given target by over 67.06%.

COMMUNITY SERVICES

CS6: Number of Visits to Godalming Leisure Centre

GREEN

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



Quarter	2016/17	2015/16	Target
Q1	114,759	107,497	92,000
Q2	112,911	101,304	92,000
Q3	110,253	104,249	92,000
Q4	128,959	113,659	92,000

Comments

The number of visits in the fourth quarter

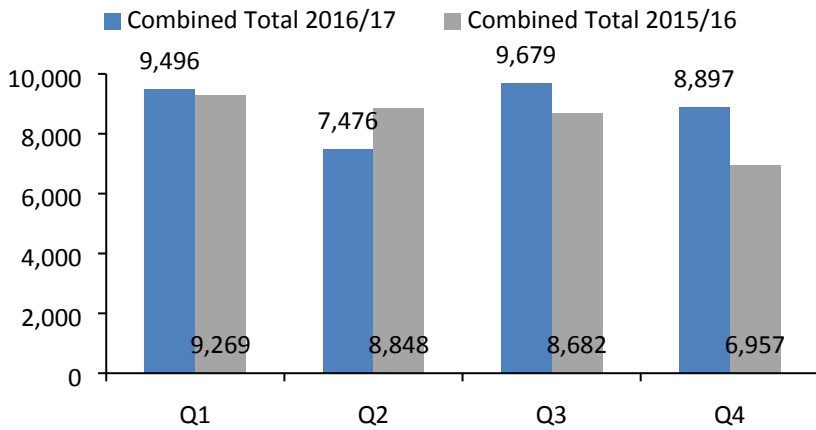
has increased by 18,706 from Q3 and exceeds the target by over 40.17%.

**COMMUNITY SERVICES**

**CS7: Total number of visits to and use of museums**

No target

**The number of visits and use of museums - Combined**



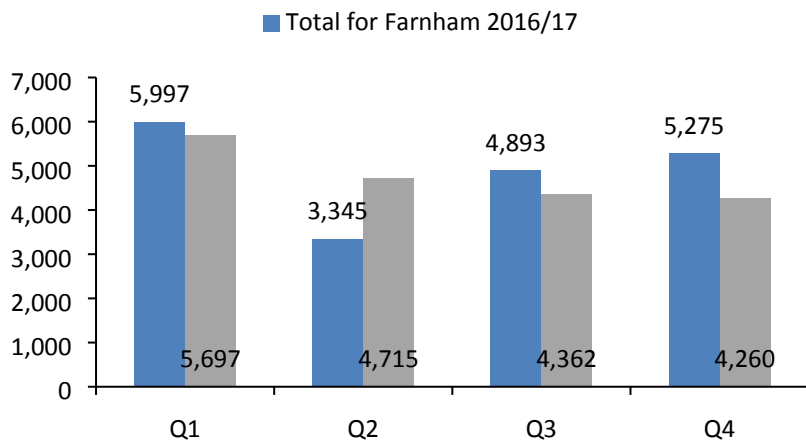
Quarter	Combined Total 2016/17	Combined Total 2015/16
Q1	9,496	9,269
Q2	7,476	8,848
Q3	9,679	8,682
Q4	8,897	6,957

**Comments**

The figures for quarter 4 show a drop of 782 visits and use from Q3, with an improvement in the number in Farnham (+382) and a drop in numbers for Godalming (-1164).

**Farnham**

**The number of visits and use of museums - Farnham**



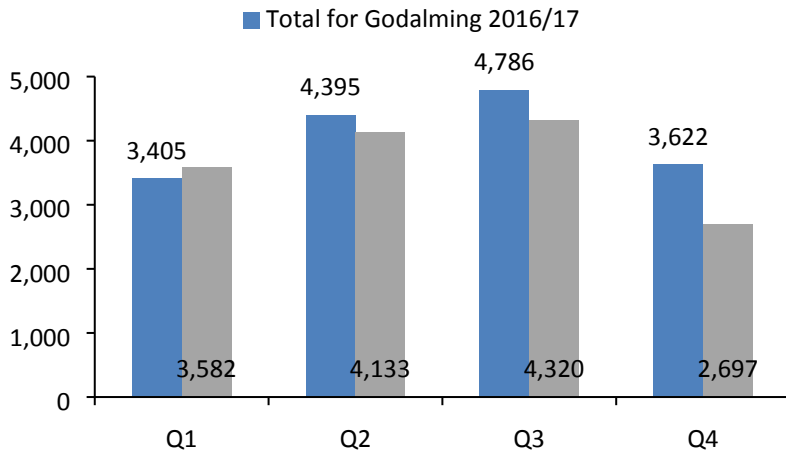
**Comments**

There continues to be a gradual improvement to the numbers making use of school services, thanks to increased staffing and better administration, which has enabled the museum to take more bookings. The use of loans boxes and outreach sessions have in particular seen a marked improvement, having suffered after the loss of the Education Officer in 2014. The benefits of splitting the education role into two parts, delivery and planning, has enabled more outreach sessions to be delivered. An increase in planning and development is beginning to result in increased bookings, better feedback, a wider variety of sessions and a higher quality.

**Godalming**



**The number of visits and use of museums - Godalming**

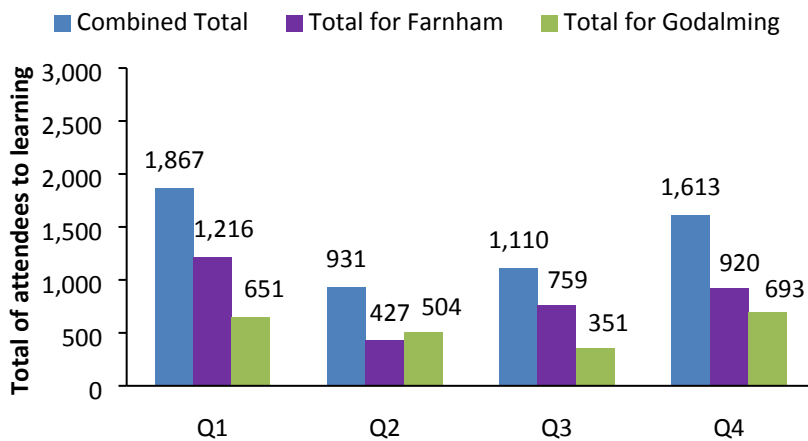


**Comments**

The figures for quarter 4 show a seasonal drop with January being the quietest month for the museum. However this performance is significantly better (by 925) than the equivalent quarter in the previous year. The museum is running ongoing marketing campaigns to encourage visitors and there are also plans for the year ahead to refurbish one of the galleries .

**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**



Quarter	Combined Total 2016/17	Total for Farnham 2016/17	Total for Godalming 2016/17
Q1	1,867	1,216	651
Q2	931	427	504
Q3	1,110	759	351
Q4	1,613	920	693

**Comments**

The total number of learning activities continues to increase, due to the growing popularity of loan boxes scheme and outreach sessions with schools.

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## Service Plan Annual Outturn Report 2016/17

### Community Wellbeing

(01/04/2016 – 31/03/2017)

<b>Service : Communities</b>	<b>Head of Service : Kelvin Mills</b>
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<b>Objective: Leisure - to ensure a high level of service at our leisure centres and increase participation in sports/ exercise to improve the health and wellbeing of Waverley residents</b>			
Ref	Action	Status	Progress / comments
C1	High quality service delivered, maximise profit share from the contract and improved energy efficiency	Achieved	Highest level of profit share achieved more than double budgeted figure.
<b>Objective: Parks &amp; countrysides - to manage our greenspaces to ensure they offer biodiversity, are attractive and safe for our communities to enjoy ( Also presented to the Environmental O&amp;S Committee)</b>			
Ref	Action	Status	Progress / comments
C2	Grounds Maintenance contract performance monitoring, using client assessments, public survey and professional audit. Monitoring of contractors adherence to contract and implementation plan.	Achieved	Annual Review now completed confirming best performance from the Contractor in the 12 years of running the contract. All implementation targets completed and external quality audit presented a very satisfactory result. The fortnightly and monthly meetings allowed for more focused monitoring of the contract and reduction of complaints and rectification notifications issued.
C3	Improve service communication and promotion through website and social media. Expand the use of social media Facebook and increase following. Consider using Twitter.	Achieved	Facebook page for Frensham Ponds is the highest within the Council with 4,000 followers, this has now been centralised to maximise communication opportunities. Greenspaces page launched and followers are growing slowly, more promotion required, again this will now be led by central Communications. Further work being undertaken with Communications on how use of Twitter can be implemented going forward.
<b>Objective: Community Services - to support Waverley's voluntary organisations and work closely with partners to improve the health and wellbeing of our residents and ensure our communities are safe.</b>			
Ref	Action	Status	Progress / comments
C4	Implement Waverley's Ageing Well Strategy and Health and Wellbeing Action Plans	Achieved / Ongoing	Both strategies have been adopted. The action plans have a longer lifespan and will be incorporated into Service Plan objectives for the coming years.
C5	Delivery of new Community Centre for Farnham	Achieved/ Ongoing	Good progress is being made on the construction of a new Community Centre in Farnham. Additional work has been added to the contract to improve the final product. The Gostrey Centre and Waverley Training services are aware of progress and it is envisaged that both groups will be relocating by the end of 2017.
<b>Objective: Arts and Culture - to ensure Waverley's cultural assets are managed well and enjoyed by residents and to increase the opportunity and participation in arts and cultural based activities across the Borough.</b>			
Ref	Action	Status	Progress / comments
C6	Complete the Cultural Strategy for approval by the Council in April 2016	Achieved / Ongoing	Cultural strategy and action plan have been adopted and well received by the Council, residents and key stakeholders. Godalming and Farnham museum visitor figures are up on previous years. Godalming Museum is in process of being transferred to a more appropriate operator, namely Godalming Town Council. The transfer is expected to be complete by October 2017.
<b>Objective: Careline - to deliver a high level of service and offer value for money for the clients of Careline and ensure the service continues to grow and benefit more residents</b>			
Ref	Action	Status	Progress / comments
C7	To maintain a sustainable Careline and Telecare service for the future, independent of external funding	Achieved / Ongoing	Financial performance of Careline and Telecare services was very strong in 2016/17 with only 0.27% of the clients being subsidised by Surrey County Council (SCC). SCC has removed their support from the '12 weeks free trial programme' and the impact will need to be closely monitored

			into 2017/18. As a substitute for this programme, Waverley has initiated a 4 week free trial programme which can be sustained within Waverley's budget. The Careline/Telecare service is being actively marketed through Council Tax leaflet and 'Your Waverley' magazine campaigns to expand the existing client base.
C8	Manage the external Service Level Agreement (SLA) between Careline services and Chichester District Council, Surrey CC and successfully negotiate new SLA and charges. Review Careline SLA in preparation for re-tendering of community alarm contract.	Achieved/ Ongoing	The SLA contract has been re-tendered with Chichester DC being the successful applicant. New charges are competitive and the costing model takes into consideration fund withdrawal from Surrey County Council from the free trial programme. Additional service opportunities are now being explored.
<b>Objective: Waverley Training Services - To offer high level training and teaching opportunities for young people which helps them into employment or higher education through well delivered apprenticeships and classroom based activities.</b>			
Ref	Action	Status	Progress / comments
C9	Achieve Ofsted Good and improve offer for Learners	Partially Achieved	GOOD achieved for Apprenticeships but Requires Improvement was the overall outcome. Ofsted will revisit in 18 - 24 months.

<b>Service : Policy &amp; Governance</b>	<b>Head of Service : Robin Taylor</b>
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<b>Objective: PG2 Licensing - Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley</b>			
Ref	Action	Status	Progress / comments
PG2.1	Continue to deliver the planned Licensing compliance inspection programme, ensuring that results are shared and acted upon	Achieved/ Ongoing	Annual target number of compliance enforcement visits achieved. Results and any concerns have been reported internally and shared with key partners including Surrey Police.
PG2.2	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by delivering phase 1 of the Licensing Process and Service Re-design programme	Partially complete.	Partially completed. Progress was made against this action at the beginning of 2016/17 with the Temporary Event Notice (TEN) processes being mapped and analysed. However, staffing vacancies impeded further progress within the year.
PG2.3	Continue to improve customer focus across all areas of the Council's licensing function	Achieved	Customer Services training workshops have been completed and objectives delivered.