

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

When calling please ask for:
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Policy and Governance

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Calls may be recorded for training or monitoring

Date: 5 March 2018

Membership of the Overview & Scrutiny Committee - Community Wellbeing

Cllr Andy MacLeod (Chairman)	Cllr Denis Leigh
Cllr Liz Wheatley (Vice Chairman)	Cllr Sam Pritchard
Cllr David Else	Cllr Bob Upton
Cllr Val Henry	Cllr Ross Welland
Cllr Mike Hodge	

Substitutes

Cllr Patricia Ellis	Cllr John Williamson
Cllr Nabeel Nasir	Cllr Jerry Hyman

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 6 March 2018 to enable a substitute to be arranged.

Dear Councillor

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

DATE: TUESDAY, 13 MARCH 2018

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.

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. **MINUTES** (Pages 5 - 8)

To confirm the Minutes of the Meeting held on 23 January 2018 (to be laid on the table 30 minutes before the meeting).

2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Tuesday 6 March 2018 to enable a substitute to be arranged, if applicable.

3. **DECLARATIONS OF INTERESTS**

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

4. **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.

5. **LEISURE CENTRE CONTRACT MANAGEMENT REVIEW - UPDATE** (Pages 9 - 16)

To receive and note an update on the Leisure Centre Contract Management Review.

6. **PERFORMANCE MANAGEMENT REPORT QUARTER 3, 2017/18**
(OCTOBER - DECEMBER 2017) (Pages 17 - 26)

The report provides an analysis of the Council's performance in the third quarter of 2017/18 in the service area of Community Services. Annexe 1 to the report details performance against key indicators.

Recommendation

It is recommended that the Community Wellbeing Overview & Scrutiny Committee considers the performance figures for Quarter 3 and agrees any observations or recommendations about the performance and

progress towards target it wishes to make to the Executive.

7. HEALTH INEQUALITIES REVIEW

To receive a verbal update on progress with the review.

8. COMMUNITY WELLBEING WORK PROGRAMME AND EXECUTIVE FORWARD PROGRAMME (Pages 27 - 48)

The Community and Wellbeing Overview and Scrutiny Committee, is responsible for managing its work programme.

The work programme (attached) includes items discussed 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.

A Scrutiny Tracker has been produced to assist the Committee in monitoring the recommendations that have been agreed at its meetings. The Tracker details the latest position on the implementation of these recommendations and is attached as Part C of the 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.

9. 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

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Ema Dearsley, Democratic Services Officer

Tel. 01483 523224 or email: ema.dearsley@waverley.gov.uk

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 23 JANUARY 2018

(To be read in conjunction with the Agenda for the Meeting)

Present

Cllr Andy MacLeod (Chairman)
Cllr Liz Wheatley (Vice Chairman)
Cllr Val Henry
Cllr Mike Hodge

Cllr Denis Leigh
Cllr Bob Upton
Cllr Ross Welland

Cllr Nabeel Nasir (Substitute)

Apologies

Cllr Sam Pritchard

30. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 20 November 2017 were confirmed as a correct record and signed.

31. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 2.)

Apologies for absence were received from Councillor Sam Pritchard. Councillor Nabeel Nasir attended as a substitute.

32. DECLARATIONS OF INTERESTS (Agenda item 3.)

There were no declarations of interests in connection with items on the agenda.

33. BUDGET 2018/19 AND MEDIUM TERM FINANCIAL PLAN (Agenda item 5.)

Peter Vickers, the Head of Finance, introduced the report setting out the General Fund Budget for 2018/19. He explained that the Council was faced with a Budget shortfall of £2.7m over three years however Heads of Service had worked through the detailed budget with their Portfolio Holders and officers were now in a position to present a balanced budget for 2018/19. Key changes from the original projection for 2018/19 included a transitional arrangement with SCC on recycling income, new income from property investments and some changes to fees and charges.

The Government had made changes to the criteria for New Homes Bonus. While this had an impact on income, officers advised that the Council did not rely on this to balance the budget. Instead, the funds were used for invest to save schemes, specifically property investment.

Peter Vickers also reported that the Council had been corresponding with the Government regarding the negative grant. The Chancellor would be undertaking a 'fair funding review' in the Spring which would set new baseline allocations for local authorities based on relative needs and resources.

In addition to the 2018/19 budget, some measures were set out which would help to achieve a balanced budget to 2021. These included procurement savings, property income, and efficiency savings.

Members noted that there were some proposed increased to fees and charges, but commented that without knowing how frequently a service was used, it was difficult to quantify how much income would be generated. Peter Vickers, Head of Finance, responded that there was information available about how much income was generated from these services, and that this would be made available shortly for members to review.

Questions were raised around the new approach in benefits which was called "systems thinking". Officers advised that this was a new approach in the way that it worked focusing on the customer. This had produced a number of savings and was a good way forward.

The Chairman raised the budget pressures facing the Council and that it needed the support from members of the public in highlighting this to the Government. He talked about how the Council had to make difficult decisions in order to balance the budget and any support they could receive would help a lot, particularly from the residents.

The Committee thanked officers and Portfolio Holders for their hard work in delivering a balanced budget for 2018/19 and looked forward to continuing to work with officers to deal with the budget challenges for coming years.

34. SERVICE LEVEL AGREEMENTS - REPORT OF INFORMAL WORKING GROUP
(Agenda item 6.)

The Committee received a report on funding services for the voluntary sector organisations which were subject to service level agreements from 2018-2021. Members were advised that all agreements would expire on 31 March 2018. The purpose of the report was to consider the proposed levels of SLA funding. The report proposed to continue to protect the Councils overall level of discretionary funding allocated at £687,105 to the voluntary sector despite significant reductions in Waverley's Government funding.

A number of comments were raised about the future of services at Hasleway following the withdrawal of the Orchard Club. Members wanted assurance that they helped them in insuring some kind of service was maintained for the community.

In conclusion the Committee thanked the Executive for managing to maintain the budget at the same level as the previous year. The Committee agreed that they should help Hasleway to continue to support older peoples services following the changes with the Orchard Club. A comment was also made that when they looked at grants again, to ensure that there was a fair balance across the Borough.

35. SERVICE PLANS 2018/19 (Agenda item 7.)

The Committee received a detailed report outlining the draft service plans for the new financial year 2018-19 for the service areas under the remit of the Committee.

Questions were asked about whether or not live streaming of events could be provided at places such as sheltered housing where they had communal areas. It was noted from officers that although this might be possible, the conditions of the licence was that there was a limited number of venues/places that they could provide this service.

Following the publication of the report by the Jo Cox Commission into loneliness and the appointment of a new ministerial lead to tackle the problems raised by the Commission, the Committee agreed that it would like to make the following recommendation: that the Head of Communities and Major Projects brought forward proposals in his Service Plan to identify the issues of loneliness and isolation experienced by Waverley residents.

36. PERFORMANCE MANAGEMENT REPORT QUARTER 2, 2017/18 (JULY - SEPTEMBER 2017) (Agenda item 8.)

The Committee received the performance management report for July to September 2017. The report provided an analysis on the Council's performance in the second quarter of 2017/18 in the service area of Community Services.

Members were reminded that at the last meeting it was agreed that performance indicators would be reported on an exception basis only. Consequently, the report would only focus on those PIs where performance was above or below target by more than 5 % or where those PIs without a target were notable.

In considering the PI's members were asked whether there could be a change of target for the indicator CS2 (the number of visits to Farnham Leisure Centre) The attendance in the second quarter was always lower as could be observed in previous years, however this indicator had been showing a downward trend since July 2016 (Q2 2016/17), with only 1 quarter out of 5 meeting the target of 140,000. Farnham Leisure Centre had now 17 competitors within a 4 mile radius. This was an unprecedented amount and had grown significantly in the past year. It had an impact on the centre, as residents had more choice and lower cost options including free parking.

Due to the changes to the local market, it was proposed to lower the target from 140,000 to 130,000 visits per quarter for this leisure centre starting from Q1 2018/19.

Waverley and Places for People were working in partnership to maximise the use of centre and expand the services. This would include health and well-being initiatives and plans to install a new soft play and indoor climbing provision to upgrade the centre and attract new visitors.

The Committee also agreed that the proposal to reduce the target of 140,000 to 130,000 for PI CS2 be included in an overall review of leisure centre performance indicators to be reported back to the March meeting.

37. WAVERLEY BOROUGH COUNCIL PREVENT STRATEGY (Agenda item 9.)

The Committee received a report proposing the adoption of a new Prevent Policy, in line with the recently adopted safeguarding Policy for Children and adults at Risk.

The Policy summarised the Council's Prevent responsibilities and proceed an overview on the deliver of Prevent in Waverley and Surrey.

The Prevent Policy set out how the Council would meet its obligations to prevent people from being drawn into terrorism. It applied to staff, agency workers, volunteers, and contractors employed by the Council. It was also applicable to Councillors undertaking official duties on behalf of the Council. The policy complemented and supported the Waverley Borough Council Safeguarding Policy for Children and Adults at Risk. It was vital for successful Safeguarding that the procedures in this Policy were understood and applied consistently at an individual, managerial and organisational level. The essential elements of the Policy were awareness of the Council's responsibilities for Prevent and how to make a referral should a concern be raised. Once the Policy was adopted there would be awareness training for all staff, including how to make a referral if there was a concern.

The Committee welcomed the Strategy and endorsed its adoption to the Executive. Members also recommended that training should be organised for all Councillors on Prevent, including how to approach it and what to do in the event they are concerned.

38. UPDATE FROM THE HEALTH INEQUALITIES WORKING GROUP (Agenda item 10.)

The Committee was advised that the Health Inequalities Working Group had met with the Councils planners about what they could do for health and wellbeing and the local plan. They would be meeting again in February with the final report and recommendations coming to the meeting in March.

39. COMMITTEE WORK PROGRAMME (Agenda item 11.)

The committee work programme was noted and it was agreed to add a Memorial Hall update and Stroke and Ambulance Service relocation.

The meeting commenced at 7.00 pm and concluded at 9.15 pm

Chairman

Community Wellbeing Overview and Scrutiny

Leisure Centre Contract Management Review

A Sub-Committee established by the Community Overview and Scrutiny Committee in November 2016, to review the management of the Waverley Borough Council (the Council) Leisure Centre contract with Places for People (PfP), to explore its effectiveness and to identify opportunities for improvement including potential cost savings and lessons which might be applied to other major Council contracts.

Community Wellbeing, Customer Services and Value for Money are corporate priorities for the Council so the review set out to establish how effectively these priorities are being delivered through the management of the contract for this discretionary service.

The table below lists the recommendations as presented in the final sub committee report and a progress update as of March 2018.

	Recommendation	Progress	Action for
1	Develop a clear policy setting out the Council's priorities for leisure centres in Waverley.	<p>The strategic priorities of individual services are presented within the <u>Corporate plan</u> which in turn informs the individual service plans. The Communities and Major Projects <u>Service Plan 2018-19</u> sets out as one of its strategic themes the "Maximisation of The Leisure Centres operated by PfP on behalf the Council, in usage, service offering and profitability". This is supported by the constantly evolving Leisure and Health Action Plan, which outlines the specific aims of the team.</p> <p>Waverley's first <u>Health and Wellbeing Strategy</u> was adopted in 2016, The strategy recognises local need and sets out how we will continue to demonstrate our commitment to the health and wellbeing of our residents through the leisure centres and partnership with Places for People Leisure (PfP).</p>	Leisure

		In addition, in 2017 we adopted an Indoor Leisure Facilities Strategy which outlines the vision and objectives for leisure provision in Waverley. PfP's mission is to create active places and healthy people.	
Customer service and value for money			
2	<p>The contractual arrangements between the Council and Places for People (PfP) should be highlighted as a success and used as an example of good practice for other services in the Council that deliver large scale functions through contractors, specifically:</p> <ul style="list-style-type: none"> • Highlighting the importance of the in-house experience / skills of the contract management team in delivering a service through a contract. • Noting the promotion of a partnership ethos with the contractor based on a shared commitment to excellence and effective risk allocation. • Noting the promotion of openness and trust and a shared and collaborative way to problem solving. • Noting that both client and contractor structured the contract to promote innovation, flexibility and adaptation where necessary. 	Kelvin Mills will be sharing best practice through the Heads of Service Team.	Corporate
3	<p>Start collecting good practice procedures by the leisure management accountant to provide quality information for a hand over and back up.</p> <p>Best practice should be captured in a financial management manual.</p>	<p>A quality manual is currently being developed and will include the financial procedures currently being carried out by the finance team.</p> <p>This will be held within the finance department and updated as and when needed.</p>	Finance
4	To create a budget Monitoring template for leisure centres to provide financial and commercial management and analysis.	Officers receive monthly Profit and Loss accounts from PfP. These reports are examined by the finance and leisure teams and queries are raised and addressed as	Finance/ Leisure

		<p>necessary.</p> <p>The management fee budgets are monitored monthly together with the revenue budgets. The management fees are fixed sums and only change annually to account for inflation changes.</p> <p>The contract allows both Waverley and PfP the opportunity to invoke the financial realignment of the contract, every 5 years, should substantial changes occur that affect the cost structure of the contract.</p>	
5	<p>Review the performance indicators currently in use:</p> <ol style="list-style-type: none"> 1. Performance sharing network with other LA's 2. Measurable targets to be set in accordance with an overall policy 	<p>There are no statutory national performance indicators (PI's) for the leisure industry. However Waverley does report on a number of indicators such as number of visits to each site, total number of visits to all sites, and the number of Access to Leisure cards issued. These PI's are currently being reviewed and a proposal for a new set will be presented over the next few months.</p> <p>The Leisure team are currently researching what data other Local Authorities collate and report on. At present no other Surrey Local Authority is known to report on leisure centre PI's.</p> <p>Both the Leisure Services Manager and the Leisure Development Officers attend surrey wide officer groups on a regular basis to share best practice and explore joined up initiatives.</p>	Leisure
6	<p>Profit share should be set against costs incurred by the Council running the contract, together with asset depreciation and life cycle costs.</p>	<p>The profit share is a share of annual profit that exceeds a certain threshold that was set when the contract was renegotiated in 2008. There is opportunity to realign the threshold upon agreement of both parties however it is not set against lifecycle costs or asset depreciation currently.</p>	Finance

		Financial data against depreciation and lifecycle cost can be presented to the committee annually if this information is deemed useful.	
7	Steps should be taken to ensure that opportunities are being investigated and taken to reduce the Council's internal operating costs for managing the leisure centres including further options for energy efficiencies.	The operating costs of the leisure centres lie with PfP. The only operating costs that lie with Waverley are the staffing costs of the Leisure team, whom closely manage and monitor the contract to ensure value for money, and some of the contractual lifecycle costs. These costs are reviewed annually during the budget setting period. Energy efficiencies are continually identified and implemented where appropriate by WBC and PfP.	Finance/ Leisure
8	Council to include risk thresholds in monthly accounts for the Borough's leisure centres and for these to be frequently reviewed.	The profit share is reported and monitored monthly. We are currently looking to reduce the profit share risk by negotiating an increase in the fixed management fee and reducing the reliance on the profit share.	Finance
9	To improve customer experience it is recommended that the Council, in liaison with PfP explore innovative solutions to promote customer contacts online to reduce costs where appropriate	In the last year PfP have launched a new corporate website, in addition to a completely new App called Places Locker. The app is fully interactive and makes online booking easier and it also assists customers with tracking the number of steps and exercise activity.	Leisure
10	To investigate and implement the use of Quest, or equivalent industry leading management tools, across third party contracts as this had proven a very successful tool for monitoring performance.	Quest is the Sport England recommended Continuous Improvement Tool for leisure facilities, designed to measure how effective organisations are at providing customer service. Quest is specific to the leisure industry, so the equivalents for other contractors should be identified by the relevant services. This can be communicative to the Heads of Service Team	Corporate
11	The importance of physical activity on mental health and wellbeing and this should be articulated clearly in any plan concerning sports and leisure.	The corporate plan commits the council to focus on community wellbeing as one of its overarching priorities The Communities and Major Projects Service Plan 2018-19 sets out a 15% target to increase the health and	Leisure

		<p>wellbeing offering within the leisure centres.</p> <p>The Indoor Leisure Facilities Strategy highlights the important link between health & wellbeing and physical activity.</p> <p>The Council also adopted a Health and Wellbeing strategy for the Borough in 2016. The strategy focuses, amongst other priorities on emotional and mental wellbeing. It also highlights the important role of Physical activity in maintaining good health.</p> <p>The Ageing Well Strategy adopted in 2015, is committing to enabling and encouraging older people in the borough to stay active and healthy by offering more activities in Waverley Leisure centres.</p> <p>In the past 6 months activities such as Cage Cricket, dementia friendly swimming and teen yoga have been implemented, , in partnership with PfP to help those with disabilities and mental health issues. In addition, WBC and PfP run an established, extensive health and wellbeing programme for the community. Including: walks for health; free swimming; GP referral; weight management; cardiac, stroke and cancer rehabilitation; and falls prevention.</p>	
12	Community Wellbeing Overview & Scrutiny committee to receive a report on investment options for Cranleigh Leisure Centre following the findings of the feasibility study carried out at the centre	Presentation was given to this committee in November 2017	Leisure
	Community Wellbeing		
13	Community Wellbeing Overview & Scrutiny Committee to monitor the number of referrals by GP's to the leisure centre as part of the health and well-being offer; and to encourage feedback from customers that have	All wellbeing activities currently taking place within the leisure centres are already monitored and reported to Waverley officers every month. This information is available on request.	Leisure

	been referred as part of the leisure centres' health and well-being offer	PfP provide feedback on progress of those signing up to the GP referral scheme. At the point of referral each customer receives a wellbeing assessment and score, which is then reviewed again at the end of each course completed. Results and data are shared with the referring health professional, so that they can assess their patients' progress.	
14	Council and PfP to work together to market the leisure centres to attract the least physically active and students during term time by exploring a range of community based initiatives	Waverley and PfP carry out targeted marketing in specific areas to attract target groups to activities. Part of ongoing work is to use leisure centre data to target areas of the borough that do not currently use our centres. We will also utilise health profile data to market more specifically to the inactive.	Leisure
15	To encourage partnership working with the Clinical Commissioning Groups to explore opportunities to work alongside healthcare professionals to break down barriers to physical activity and tackle health inequalities; including investigating how occupational therapy could be introduced for the purpose of leisure rehabilitation	The Leisure team is already working closely with a number of groups such as the Local Joint Integrated Commissioning Group, Prevention Programme Board, and Time to Change Hub. All groups are focused on health and wellbeing. Places for People also employ a full time Contract Health and Wellbeing Manager who is responsible for establishing relationships with GP practices, local CCG's and investigating opportunities to increase the offering of wellbeing activities to the community. The H&W Manager has written to every surgery and every GP in Waverley to explain the services available and offer meeting to discuss opportunities in more detail.	Leisure/Health and wellbeing
16	Council to play an active role in increasing the level to which the leisure centres are more 'dementia friendly' by exploring training needs for WBC and PfP staff and identifying associated risks	The leisure team is already working with PfP and have launched dementia friendly swimming sessions. A number of staff from each leisure centre have completed Dementia Friendly training, so that the teams are well equipped to improve the service offered. PfP are also	Leisure

		looking into the possibility of running sessions especially for carers.	
17	To investigate partnership opportunities with the Waverley apprenticeship scheme.	<p>PfP already have an apprenticeship scheme.</p> <p>The option of linking the leisure centres to the work that the Training Services will be investigated in the future.</p>	Leisure /Training services
18	Identify opportunities to increase participation by targeting and publicising activities and events at Leisure Centres more widely using the Council's publications and social media, in partnership with PfP's marketing programme.	<p>Waverley already publicises PfP activities where possible through Facebook and Twitter.</p> <p>The Leisure team always looks for opportunities to include features in Your Waverley. In addition, Leisure work with both the Housing and Benefits teams to target and publicise relevant activities and schemes to residents.</p>	Leisure/ Comms
Environment			
19	To encourage PfP to investigate ways to conserve and make the leisure centres more energy efficient so ratings are in line with climate change targets.	<p>Energy efficiency has always been a key consideration when the leisure centres are refurbished. PfP are also keen to reduce their energy consumption where possible in order to meet their energy efficiency obligations and reduce their running costs.</p> <p>The Council has supported a number of projects over the past 10 years including LED lighting, efficient boilers, and efficient building fabric for new builds. Renewable energy has also been considered and the Council has funded solar PV installations on three of the leisure centres, as well as a Combined heat and Power heating system at Haslemere. A biomass boiler was also installed at Godalming LC when it was rebuilt in 2012.</p> <p>More recently PfP are looking into installing LED lighting throughout the building in Farnham.</p>	Leisure / Sustainability

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WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW & SCRUTINY COMMITTEE

13 MARCH 2018

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 3, 2017/18
(OCTOBER – DECEMBER 2017)**

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

Summary and purpose:

The report provides an analysis of the Council's performance in the third quarter of 2017/18 in the service area of Community Services. Annexe 1 to the report details performance against key indicators.

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. As agreed by the Committee at the 27 June 2017 meeting, performance indicators are reported on an exception basis only. Therefore this report will only focus on those PIs where performance is above or below target by more than 5% or where those PIs without a target are notable. The graphic trend analysis report is set out at Annexe 1.

Performance in Quarter 3

2. Out of the 6 performance indicators with associated targets, 3 are performing on target, 1 missed the target by less than 5% and 2 fell into red being off target by more than 5%.

Leisure

3. In the third quarter, there were 3 PIs which missed their targets by more than 5% and fell into red.
4. CS1 (*the number of access to leisure cards issued*) has dropped by 157 and missed the target by 29.53%. This indicator refers to discounted membership cards for residents in receipt of certain benefits. The team advertises this service and there are also leaflets in the centres, however the Council have very little influence over the performance of this indicator and a revised measurement option will be provided in the Leisure Centres Indicator Review, which will be presented separately to this Committee.
5. The *number of visits to Farnham Leisure Centre* [CS2] has seen a small improvement with the number of visits rising from 129,700 in Q2 to 131,012 in Q3, however still missing the target by 6.42%. The decrease in visitor numbers was discussed at the February meeting and it was agreed that the target would be reviewed along with the other Leisure Centre PIs.
6. The two weeks gym closure at the Godalming Centre [CS6] in October, necessary for the refurbishment works, has affected the number of visits and the indicator has fallen into amber. The performance started to pick up once the gym reopened and the figures are expected to return to normal levels in the next quarter.
7. The introduction of a new Leisure Indicator which would measure 'the numbers attending weight management classes or other wellbeing activities' has been postponed until the indicators review is completed.

Careline

8. Three new Careline indicators have now been included in the collection set:
 - Total number of clients (data only) **ref. CS9**
 - The number of calls per quarter (data only) **ref. CS10**
 - Critical faults dealt with within 48 hours (target of 95%) **ref. CS11**

The officers have already been collecting the data for the indicators CS9 and CS10 since Q1 2017/18 and this data has been included in Annexe 1. The collection of data for the indicator CS11 will commence from the 1 April 2018.

Waverley Training Services

9. The following new set of indicators for Waverley Training Services will commence in the next quarter.
 - Apprentice overall success rate per quarter (target of 75%) **ref. CS12**
 - Apprentice timely success rate per quarter (gaining qualification in the time expected) (target of 70%) **ref. CS13**
 - Number of learners on study programmes cumulative year to date (target of 30 per year) **ref. CS14**
 - Quarterly apprentice enrolment number (between September and July) (target 30 per quarter) **ref. CS15**

However, due to Waverley Training Services operating on an academic year (from September until July), the officers are working on finding the most accurate performance measuring methods to pair them with the financial calendar by which the Council operates.

Recommendation

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

1. Considers the performance figures for Quarter 3 and agrees any observations or recommendations about the performance and progress towards target it wishes to make to the Executive.

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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Community Wellbeing Performance Management Report

Quarter 3, 2017/18

(October - December 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:

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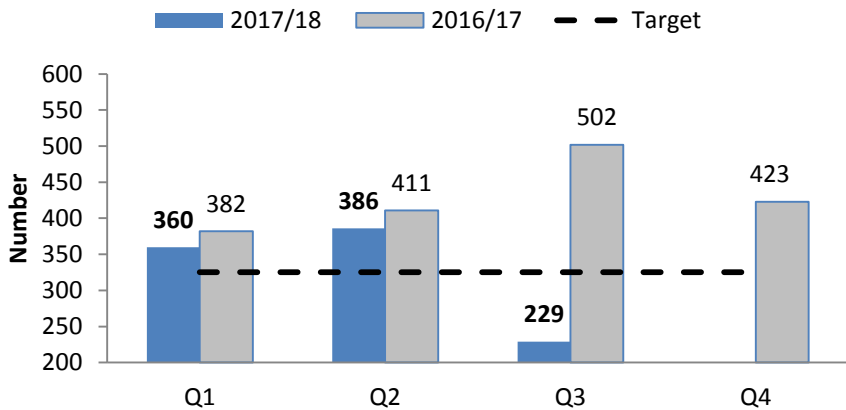
Email: nora.copping@waverley.gov.uk

COMMUNITY SERVICES:

CS1: Number of Access to Leisure Cards issued

RED

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



Quarter	2017/18	2016/17	Target
Q1	360	382	325
Q2	386	411	325
Q3	229	502	325
Q4		423	325

Comments

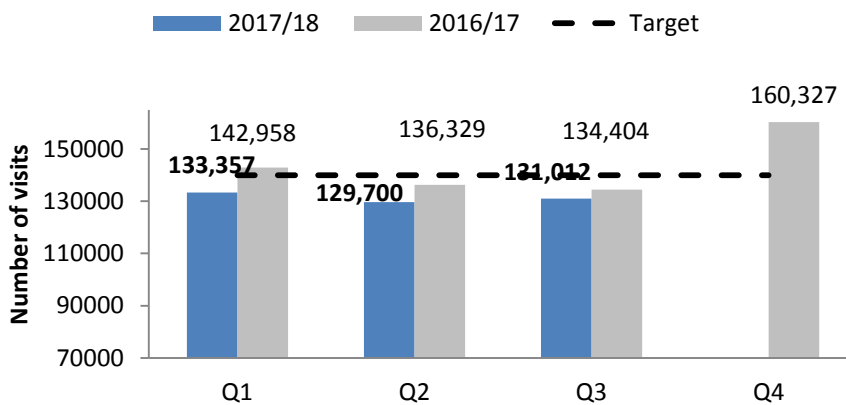
The number of access cards issued has dropped significantly by 157 and is at its lowest level since Q3 2013/14 (227). These cards are issued to residents on certain benefits to receive 50% off membership. The Council has little influence over the performance of this indicator and it is proposed to include this indicator in the review.

COMMUNITY SERVICES:

CS2: Number of Visits to Farnham Leisure Centre

RED

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	129,700	136,329	140,000
Q3	131,012	134,404	140,000
Q4		160,327	140,000

Comments

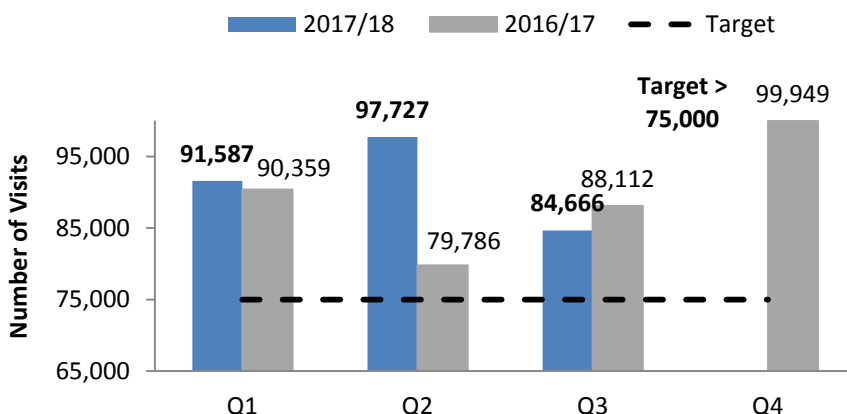
There's been a small improvement in this centre's attendance, and the performance is now 6.42% below the target. The proposed changes of the target will be included in the indicators review, which is due to be submitted to the committee in the coming months.

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	97,727	79,786	75,000
Q3	84,666	88,112	75,000
Q4		99,949	75,000

Comments

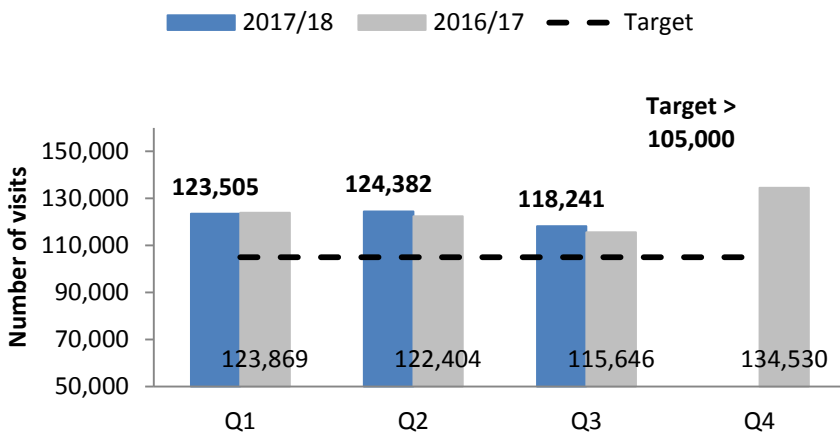
The third quarter has seen a drop in performance with 13,061 fewer visits, which is a seasonal trend over the Christmas period. Despite a lower attendance the performance was still well within its target.

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	124,382	122,404	105,000
Q3	118,241	115,646	105,000
Q4	-	134,530	105,000

Comments

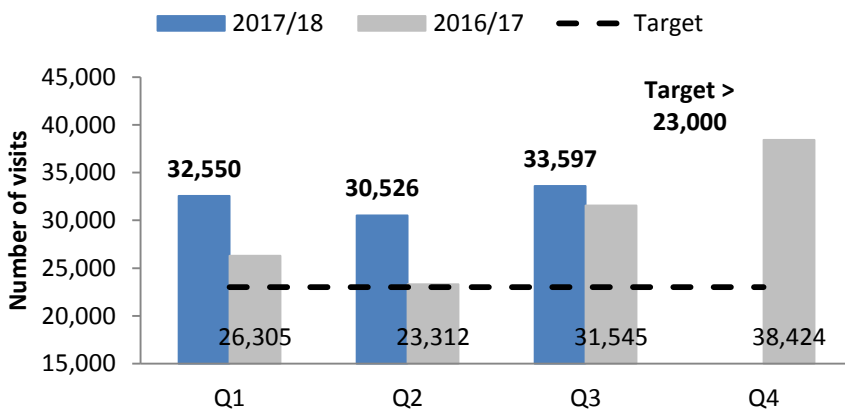
The third quarter has seen a drop in performance with 6,141 fewer visits, which is a seasonal trend over the Christmas period. Despite a lower attendance, performance is still well within its target.

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	30,526	23,312	23,000
Q3	33,597	31,545	23,000
Q4	-	38,424	23,000

Comments

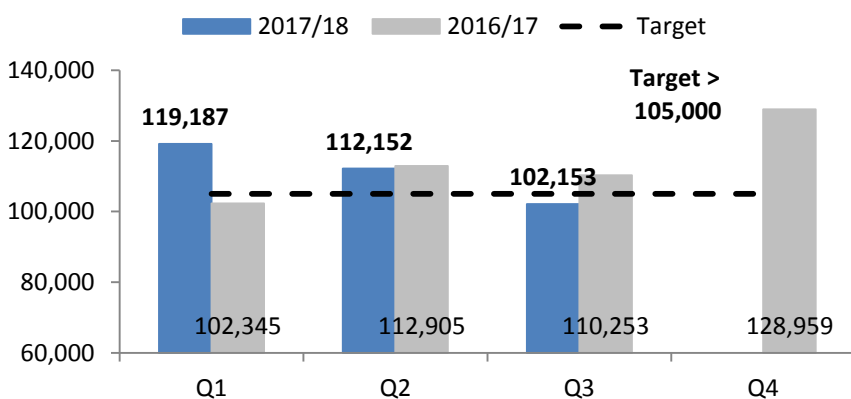
There were 3,071 more visits to the Edge centre in the third quarter and the indicator performs well within its target.

COMMUNITY SERVICES:

CS6: Number of Visits to Godalming Leisure Centre

AMBER

**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	112,152	112,905	105,000
Q3	102,153	110,253	105,000
Q4	-	128,959	105,000

Comments

The 2 weeks closure of the gym for refurbishment, which took place in October, has negatively affected the figures in the third quarter. The performance is 2.71% off target, but it is expected to pick up again in the next quarter.

COMMUNITY SERVICES:

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

No target

Combined

Quarter	Combined Total 2017/18	Combined Total 2016/17
Q1	9,565	9,402
Q2	10,967	7,740
Q3	11,338	9,679
Q4		8,897

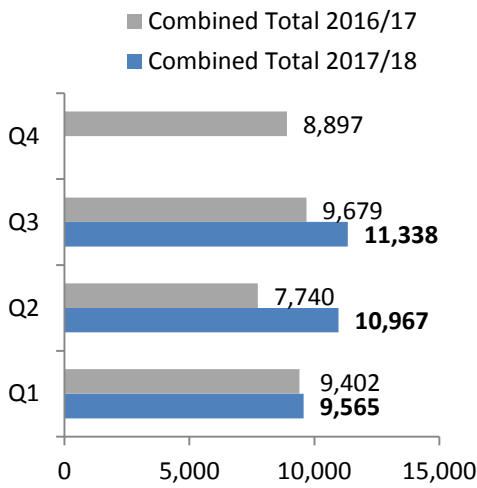
Farnham

Quarter	Farnham 2017/18	Farnham 2016/17
Q1	5,297	5,997
Q2	5,720	3,345
Q3	5,327	4,893
Q4		5,275

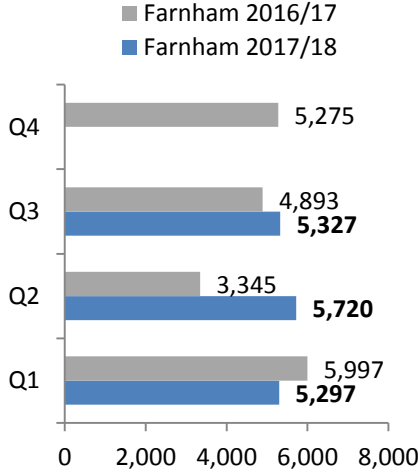
Godalming

Quarter	Godalming 2017/18	Godalming 2016/17
Q1	4,268	3,405
Q2	5,247	4,395
Q3	6,011	4,786
Q4		3,622

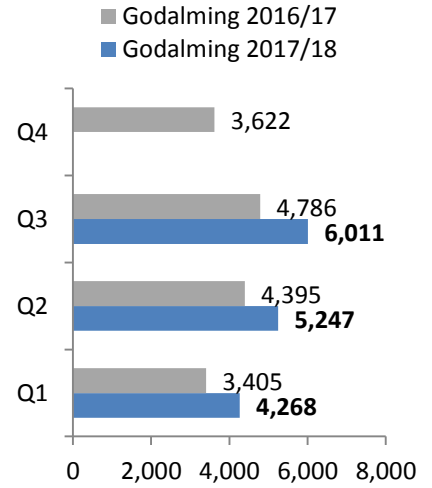
The number of visits and use of museums - Combined



The number of visits and use of museums - Farnham



The number of visits and use of museums - Godalming



Comments

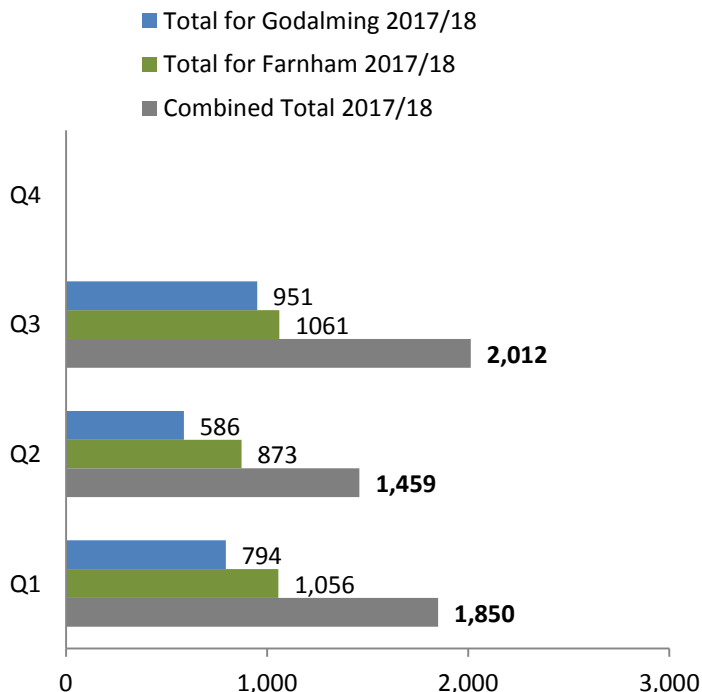
The figures for quarter 3 show an improvement in the Godalming numbers (+764) and a drop in the numbers in Farnham (-393).

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 2017/18	Total for Farnham 2017/18	Total for Godalming 2017/18
Q1	1,850	1,056	794
Q2	1,459	873	586
Q3	2,012	1,061	951
Q4			

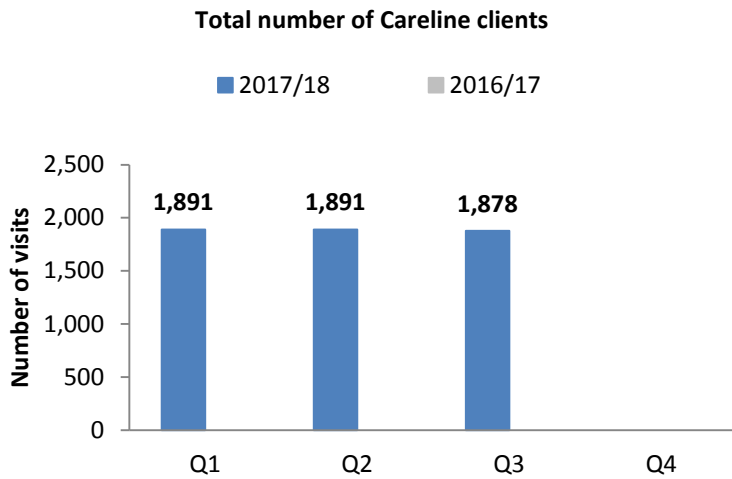
Comments

The third quarter shows a very strong performance with 553 additional users of the on-site and off-site learning activities. The loan boxes are still popular and there were also various successful campaigns run throughout the autumn and Christmas period to promote the museums.

COMMUNITY SERVICES:

CS8: Total number of Careline clients

No target



Quarter	2017/18	2016/17
Q1	1,891	
Q2	1,891	
Q3	1,878	
Q4		

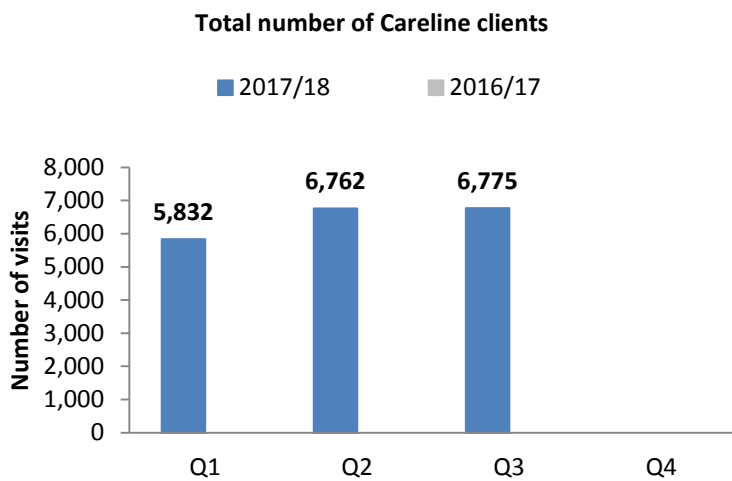
Comments

This is a first quarter of reporting on the performance of this Careline indicator to the O&S Committee. The team has already been collecting data for the previous quarters and so they have been included in this trend analysis.

COMMUNITY SERVICES:

CS9: Total number of Careline calls in a quarter

No target



Quarter	2017/18	2016/17
Q1	5,832	
Q2	6,762	
Q3	6,775	
Q4		

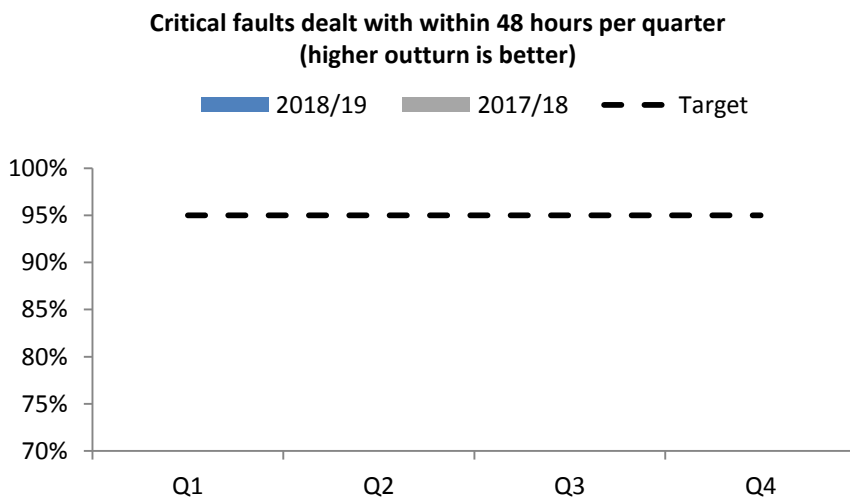
Comments

This is a first quarter of reporting on the performance of this Careline indicator to the O&S Committee. The team has already been collecting data for the previous quarters and they have also been included in this trend analysis.

COMMUNITY SERVICES:

CS11: Critical faults dealt with within 48 hours per quarter (95% target)

To be collected from 1 April 2018



Quarter	2018/19	2017/18	Target
Q1			95%
Q2			95%
Q3			95%
Q4			95%

Comments

There is no retrospective data available for this new indicator and new measuring and collecting methods are currently being revised. The data collection will start from the 1 April 2018.

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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 – Lists items for Overview and Scrutiny consideration. It is not expected that the committee cover all items listed on the work programme and some items will be carried over into the following municipal year. In-depth scrutiny review topics for consideration by the respective Committee will also be listed in this section.
- Section B – Lists live in-depth scrutiny task and finish groups, including objectives, key issues and progress.
- Section C – Lists the Scrutiny tracker of recommendations for the municipal year.

Section A

Work programme 2017-18

Corporate Priority	Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Earliest date for Executive decision (if applicable)	Priority
Value for Money and Customer Service	Leisure Centre Contract Management Scrutiny Review report	To receive an update on the recommendations since the report was presented to Executive in July 2017.	Cllr Jenny Else Fotini Vickers	March 2018	February 2018	Low
Community Wellbeing	Health Inequalities review report	To receive a verbal update on the progress of the report.	Cllr Andy Macleod Alex Sargeson	March 2018	-	High
Community Wellbeing	Performance reports	To consider the exceptional performance figures for Q3 and make any observations or recommendations about performance and progress it wishes to make to the Executive.	Cllr Jenny Else & Cllr Kevin Deanus / Nora Copping	March 2018	-	Low

Community Wellbeing Overview and Scrutiny Committee

Corporate Priority	Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Earliest date for Executive decision (if applicable)	Priority
Community Wellbeing	Health Inequalities Scrutiny Review Report	To receive the final report from the Scrutiny Review into Health Inequalities and to consider the recommendations set out into the report.	Cllr Andy Macleod, Alex Sargeson	June 2018	-	High
Community Wellbeing	Community Safety Partnership (Safer Waverley)	To evaluate the effectiveness of the partnership and to consider the key issues; and to scrutinise the structural changes of the partnership and the implications and impact on Waverley. (Statutory responsibility to scrutinise the partnership annually).	Cllr Kevin Deanus / Kelvin Mills & Katie Webb	June 2018	-	Low

Community Wellbeing Overview and Scrutiny Committee

Corporate Priority	Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Earliest date for Executive decision (if applicable)	Priority
Community Wellbeing	Stroke service re-location	Update on the approach that will be taken including the potential impact of ambulance response times in the south and east of the Borough.	Cllr Jenny Else/ Kelvin Mills	June 2018	-	High
Community Wellbeing	Loneliness and Mental Health	To receive an overview and analysis of the extent of loneliness within Waverley and how loneliness impacts Mental Health and Wellbeing. (Jo Cox Loneliness Commission report - 'Combatting loneliness one conversation at a time: A call to action' – role of LA's in dealing with the issue?)	Surrey County Council, Public Health Alex Sargeson	June 2018	-	Medium

Community Wellbeing Overview and Scrutiny Committee

Corporate Priority	Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Earliest date for Executive decision (if applicable)	Priority
Community Wellbeing	Memorial Hall usage	To track and monitor the usage of the Memorial Hall.	Kelvin Mills	June 2018	-	Medium
Community Wellbeing	Service Plans	Annual outturn report	Cllr Jenny Else/ Louise Norie	June 2018	-	Low
Community Wellbeing	Health Devolution deal	Key questions include what does this mean for services in Waverley? And what opportunities are there to scrutinise our local health services now that there is a shift towards local accountability for health and social care spending in the region?		TBC	-	High

Community Wellbeing Overview and Scrutiny Committee

Corporate Priority	Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Earliest date for Executive decision (if applicable)	Priority
Community Wellbeing	Help for disabled and vulnerable adults	To explore the new local arrangements being made by Social Care Services including the MASH to support the needs of local vulnerable people.		TBC	-	High
Community Wellbeing	Hospital transport provision	To explore whether there is scope to provide a sustainable community hospital transport scheme.		TBC	-	Low
Community Wellbeing	Local policing	To examine the cutback of neighbourhood policing and the affect on the community.		TBC	-	Low

Community Wellbeing Overview and Scrutiny Committee

Corporate Priority	Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Earliest date for Executive decision (if applicable)	Priority
Community Wellbeing	Mental Health	To explore how changes in the health system have impacted on mental health services locally. (Mental Health is a priority issue for Waverley according to the Public Health England Health Profile for Waverley 2017.)		TBC	-	High
Community Wellbeing	Services for active & higher needs residents	Explore which services are on offer for older people to keep them in good physical and mental health. (Older Peoples Health is a priority issue for Waverley according to the Public Health England Health Profile for Waverley 2017.)		TBC	-	High

Community Wellbeing Overview and Scrutiny Committee

Corporate Priority	Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Earliest date for Executive decision (if applicable)	Priority
Community Wellbeing	Sustainability & Transformation plans	To consider questions around the impact of national spending reductions in Health on local provision in Waverley.		TBC	-	High
Community Wellbeing	Waverley Training Services	To receive an update on WTS following. Members should scrutinise both the level of GCSE attainment and the impact of the apprenticeship levy on the service delivery.	Kelvin Mills / Adele O' Sullivan	TBC following next Ofsted report in 2018		High

Section B

Scrutiny Reviews 2017-18

Subject	Objective	Key issues	Lead officer	Progress
<p>1. Health Inequalities</p>	<ul style="list-style-type: none"> • To review a selection of the wider determinants of health as identified by this scope and a selection of lifestyle behaviours to illustrate the impact these factors have in producing both health and mental health inequalities in the Borough. • To understand the relationship between the social determinants of health, negative lifestyle behaviours and the spatial environment on health outcomes. • To understand how the geography and rural nature of borough affects the health and mental wellbeing of residents and how this impacts access to health and social care services • Identify successful approaches to tackling health inequalities across wards by looking at case studies from other local authorities 	<ul style="list-style-type: none"> • To review the reasons for the disparity in life expectancy between the least and most deprived areas within Waverley and between males and females (ref: Public Health profile for Waverley, 2016 & 2017) • The factors affecting health and mental health inequalities which includes the social determinants of health, lifestyle factors and access to health and social care services (including the VCS). • Bringing explicit attention to the health duties of the Borough Council. • Investigating the concept of proportionate universalism and looking at how the Council can apply the concept into policy. 	<p>Anne Righton / Alex Sargeson</p>	<p>Scope agreed at the September 2017 meeting.</p> <p>Task Group has met five times and a draft report has been produced. The Task Group are now in a process of reviewing the information and evidence provided by external witnesses that the information and evidence submitted has been used accurately. The Scrutiny Policy Officer will give an update in March 2018.</p> <p>The Task Group will reconvene for a final meeting to review the final report and</p>

Community Wellbeing Overview and Scrutiny Committee

	<ul style="list-style-type: none"> • To consider where direct investment is most needed to reduce immediate health inequalities, including applying proportionate universalism as a concept into policy • To make recommendations to the Executive and partners to reduce health (and mental health) inequalities and improve the lives and health of residents and communities within Waverley • To improve how Waverley Borough Council engages with Public Health and other health partners, such as the Clinical Commissioning Groups (CCG's) and the Sustainable and Transformation Partnership (STP), to tackle health inequalities by highlighting the health duties of the Borough Council through research and evidence of impact. • Work towards developing a local preventative approach to health and mental health in collaboration with Public Health England. 			<p>recommendations before the report goes to the June 2018 Community Wellbeing Overview and Scrutiny.</p>
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Community Wellbeing Overview and Scrutiny Committee

	<ul style="list-style-type: none">• In addition to these objectives to examine the family support schemes funding and recommend a way forward.			
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*NB: Members of the Community Wellbeing Overview and Scrutiny will be invited to participate in the Budget Strategy Working Group which is led by the Value for Money and Customer Service Overview & Scrutiny Committee.

Section C

Scrutiny Recommendation and Action Tracker 2017-18

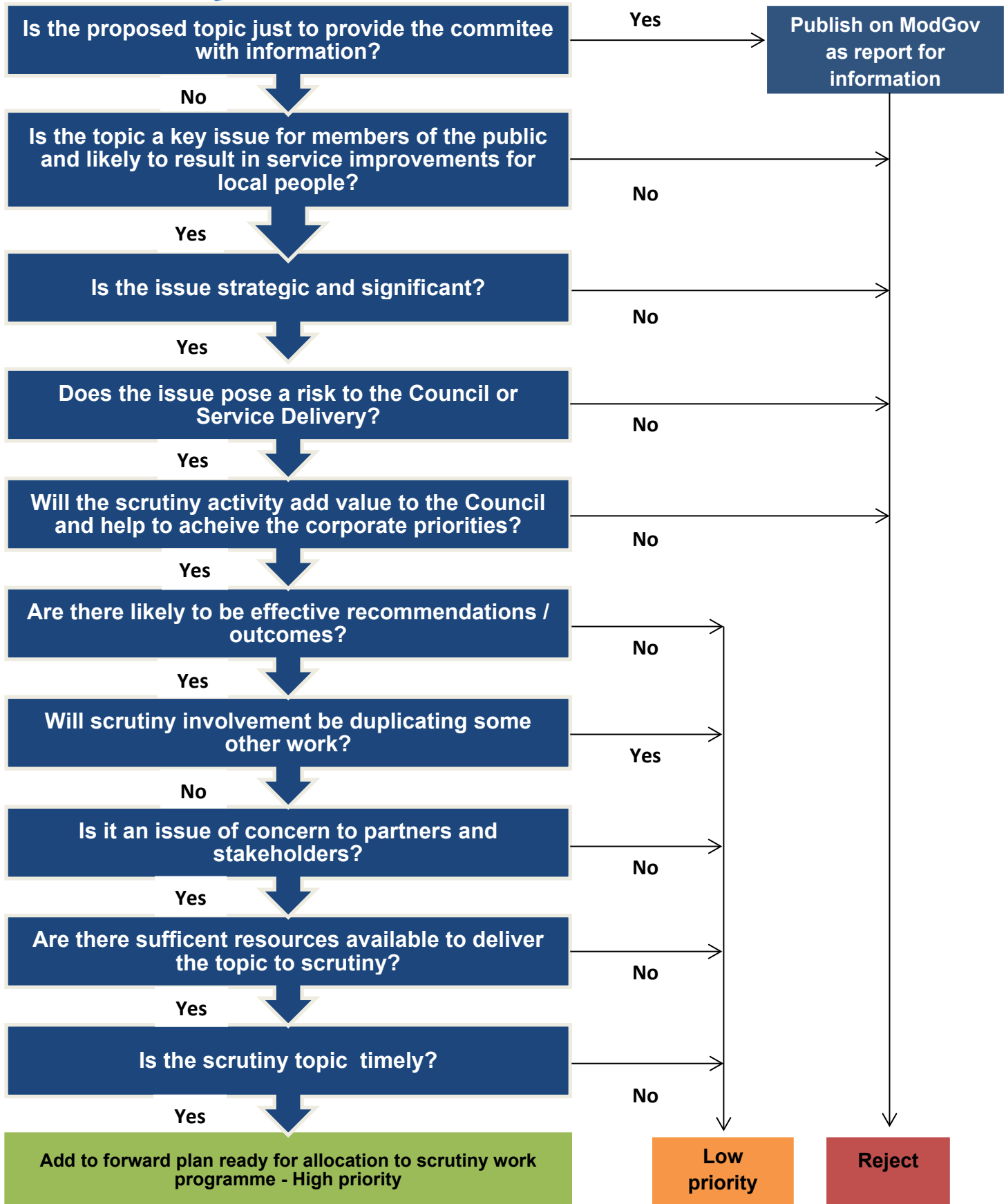
Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
27th June 2017	6. Work programme	OUTCOME: Members agreed to set up a task group on addressing health inequalities in the Borough; Scrutiny Policy Officer to prepare a scope for the next meeting in September 2017	Scope prepared and ready for the September meeting for member's comments and endorsement.	Sep-17
	7. Community Engagement Plan	OUTCOME: To set up a members briefing on the topic; Scrutiny Policy Officer to liaise with the Police lead to arrange a date and inform members of the Community Wellbeing O&S.	Had discussions with the Police and agreed to set up a date in September to hold the briefing - aim is to inform and review the police community engagement plan. Next steps are to set up a meeting date in members diary's and prepare briefing material	Sep-17
	9. Performance Management Report	OUTCOME: To receive performance indicators on an exception basis. Overall members expressed preference to retain the quarterly trend analysis. It was also accepted that the remaining indicators could be circulated to members for information outside of the committee environment.	Completed.	
	10. Leisure Centre Contract Management Scrutiny Review report	OUTCOME: Members agreed and noted the recommendations set out in the Scrutiny review report. Needs to come back to O&S for a	Executive accepted the recommendations contained within the final scrutiny report. Update scheduled in 6 months	To come back to scrutiny in 6 months time for a progress update

Community Wellbeing Overview and Scrutiny Committee

		recommendations update.	on progress of recommendations.	on the recommendations made. (January 2018)
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
12th September 2017	14. In-depth Scrutiny review: Health inequalities	OUTCOME: Members agreed the scope for the scrutiny review into health inequalities within the Borough.	Scrutiny Policy Officer will support the review fully. Task group has met twice and has two more evidence gathering sessions planned with the addition of a conclusions and recommendations meeting.	September 2017 – March 2018.
	15. Performance Management report Q1 2017/18	RECOMMENDATION: Members endorsed the new performance indicators set out in the report.	Completed	
	16. Service Level Agreement	OUTCOME: Members appointed an informal working group for the SLA process.	SLA group has met and final report due to come to the committee in January 2018.	October - November 2017
	17. Public Toilet Closure update	None	Currently approving the leases of public conveniences to Godalming and Haslemere Town Councils.	

Community Wellbeing Overview and Scrutiny Committee

	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
30th November 2017	6. Feasibility Study	NB: To follow		
	7. Waverley Training Services	<p>RECOMMENDATION: Members recommended there needed to be improved communication of the role of the service with key stakeholders and promotion in the community of the service's benefits for young people</p> <p>OUTCOME: To receive the Waverley Training Services Business Plan at the next meeting (January 2018) and for an update on WTS following the next inspection from Ofsted in 2018. Update as of 21/12/17 – WTS Business Plan circulated offline for members to view.</p>	Executive agreed to improve communication of the role of WTS with key stakeholders and promotion of the service	
	8. Update on Health Inequalities Task Group	OUTCOME: For Scrutiny Policy Officer to provide an update on the work of the Task Group at every meeting.	Agreed	Standing until competition of scrutiny review



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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.

Executive Forward Programme for the period 1 February 2018 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
POLICY AND GOVERNANCE, HUMAN RESOURCES, BRIGHTWELLS AND LEP - CLLR JULIA POTTS (LEADER)						
Brightwells [E3]	To bring forward matters when necessary	Executive	No	Potentially each meeting	Kelvin Mills, Head of Communities and Major Projects	VFM and CS/Environ
Performance Management	Quarterly combined performance report	Executive	No	April 2018	Louise Norie, Corporate Policy Manager	ALL
Corporate Strategy	For adoption	Executive	Yes	April 2018	Louise Norie, Corporate Policy Manager	ALL
CUSTOMER AND CORPORATE SERVICES - CLLR TOM MARTIN (DEPUTY LEADER)						
Property Acquisitions [E3]	To bring forward opportunities for approval as they arise	Executive	No	Potentially each meeting	David Allum, Head of Customer and Corporate Services	VFM and CS

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Property Investment Strategy		Executive, Council	Yes	April 2018	Graeme Clark, Strategic Director - Finance & Resources	VFM AND CS
PLANNING - CLLR CHRIS STOREY						
Local Plan Part I	For adoption	Executive, Council	Yes	February 2018	Graham Parrott, Planning Policy Manager	Environment
Local Plan Part II - Preferred options Consultation	For approval	Executive, Council	Yes	April 2018	Graham Parrott, Planning Policy Manager	Environment
Development Management - Progress on Improvement Plan	For review	Executive	Yes	April 2018	Elizabeth Sims, Head of Planning	Environment
Community Infrastructure Levy (CIL)	Approval to submit for examination	Executive	Yes	April 2018	Graham Parrott, Planning Policy Manager	Environment
Community Infrastructure Levy (CIL)	For adoption	Executive	Yes	September 2018	Graham Parrott, Planning Policy Manager	Environment
Community Infrastructure Levy (CIL)	To agree governance arrangements	Executive	Yes	April 2018	Emma McQuillan, Democratic Services Manager	Environment
Local Plan Part II - Approval to Publish	Approval for publication	Executive	Yes	October 2018	Graham Parrott, Planning Policy Manager	Environment

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Local Plan Part II - Approval to submit	Approval to submit	Executive	Yes	February 2019	Graham Parrott, Planning Policy Manager	Environment
ECONOMIC DEVELOPMENT - CLLR JIM EDWARDS						
Economic Development Strategy	For approval	Executive, Council	No	April 2018	Katie Webb	VFM and CS
COMMUNITY SERVICES AND COMMUNITY SAFETY - CLLR KEVIN DEANUS						
Joint Enforcement Team (JET) Initiative	To agree next steps	Executive	No	February 2018	Richard Homewood, Head of Environmental Services	Environment
ENVIRONMENT - CLLR ANDREW BOLTON						
Waste and Recycling, Street Cleaning and Grounds Maintenance Contracts	Recommendations on delivery	Executive	Yes	6 Feb 2018	Richard Homewood, Head of Environmental Services	
HEALTH, WELLBEING AND CULTURE - CLLR JENNY ELSE						
Leisure Feasibility Study	For approval	Executive	No	April 2018	Fotini Vickers	Community Wellbeing
Leisure Centre Management - O&S Review	To receive a progress update after 6 months	Executive	No	April 2018	Kelvin Mills, Head of Communities and Major Projects	Community Wellbeing

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
FINANCE - CLLR GED HALL						
Budget Management [E3]	Potential for seeking approval for budget variations	Executive	Yes	Potentially each meeting	Peter Vickers, Head of Finance	VFM and CS
HOUSING - CLLR CAROLE KING						
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	Yes	Potentially each meeting	Andrew Smith, Head of Strategic Housing Delivery	Housing
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	No	Potentially each meeting	Andrew Smith, Head of Strategic Housing Delivery	Housing
Homelessness Reduction Bill	To agree a response and budget/grant allocations	Executive	No	April 2018	Andrew Smith, Head of Strategic Housing Delivery	Housing
Homelessness Strategy	To review and adopt the strategy.	Executive	Yes	April 2018	Mike Rivers, Housing Needs Manager	Housing
Review Tenancy Agreements	To receive an update report	Executive	No	April 2018	Hugh Wagstaff, Head of Housing Operations	Housing
Housing Strategy	To adopt the strategy	Executive, Council	No	April 2018	Andrew Smith, Head of Strategic Housing Delivery	Housing

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Asset Management Strategy [E3]	To adopt the strategy	Council, Executive	No	April 2018	Hugh Wagstaff, Head of Housing Operations	Housing

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). 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].