

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Value for Money & Customer Service
(Other Members for Information)

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Calls may be recorded for training or monitoring

Date: 31 August 2018

Membership of the Overview & Scrutiny Committee - Value for Money & Customer Service

Cllr Brian Adams
Cllr Mike Band
Cllr David Beaman
Cllr Nicholas Holder
Cllr Stephen Mulliner

Cllr Nabeel Nasir
Cllr David Round
Cllr Richard Seaborne
Cllr Bob Upton

Substitutes

Cllr Liz Townsend
Cllr Tony Gordon-Smith

Cllr John Ward

Members who are unable to attend this meeting must submit apologies by the end of Monday, 3 September 2018 to enable a substitute to be arranged.

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE will be held as follows:

DATE: MONDAY, 10 SEPTEMBER 2018

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate Strategy 2018 - 2023

Priority Theme 1: People

Priority Theme 2: Place

Priority Theme 3: Prosperity

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.
-

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 Cllr David Beaman as Chairman of the Committee for the remainder of the 2018/19 Council Year.

2. APPOINTMENT OF VICE CHAIRMAN

To confirm the appointment of Cllr Stephen Mulliner as Vice Chairman of the Committee for the 2018/19 Council Year.

3. MINUTES (Pages 7 - 12)

To confirm the Minutes of the Meeting held on 25 June 2018 (to be laid on the table 30 minutes before the meeting).

4. 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 Monday 3 September 2018 to enable a substitute to be arranged, if applicable.

5. 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.

6. 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.

7. QUESTIONS FROM MEMBERS

The Chairman to respond to any questions received from Members in accordance with Procedure Rule 11.

8. ECONOMIC STRATEGY

At its meeting on 25 June 2018, the VfM and Customer Service O&S Committee made several comments on the draft Economic Strategy. In light of these comments officers have worked with the consultants, held a Member workshop and held a tour of the borough in order to further improve the Strategy. The purpose of this item is to update the Committee on the work that has been carried out as a result feedback from various consultees. The Committee is asked to endorse the final Economic Strategy (to follow).

Recommendation

It is recommended that the VfM and Customer Service O&S Committee passes any final comments to officers and endorses the Economic Strategy to the Executive.

9. DRAFT HR STRATEGY 2018-2023 (Pages 13 - 28)

A new draft HR Strategy for 2018 – 2023 detailing the outline of our plans within HR, Learning & Development, Recruitment and Payroll.

Recommendation

It is recommended that the Value for Money and Customer Service O&S Committee considers the HR Strategy and passes any comments or observations to the Executive.

10. ANNUAL SCRUTINY REPORT 2017-2018 (Pages 29 - 56)

This Annual Scrutiny Report reflects on the progress of the new overview and scrutiny arrangements during the first full year of the committee cycle, April 2017 – March 2018. It includes a summary of the work undertaken by the committees, an analysis of the O&S survey and reflections by Members and officers taking part in the overview and scrutiny work.

Recommendation

It is recommended the Overview and Scrutiny Committees endorse the Annual Scrutiny Report and agree any observations or recommendations they wish to make to the Executive.

11. CORPORATE PERFORMANCE REPORT Q1 (APRIL - JUNE 2018) (Pages 57 - 94)

The aim of the Corporate Performance Report is to report a quarterly analysis of the council's performance. The Performance Report, providing performance analysis for the first quarter of 2018-19, is set out at Annexe 1. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

Recommendation

It is recommended that the Overview & Scrutiny Committee considers the performance of the service areas under the remit of the committee as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate.

12. TREASURY MANAGEMENT FRAMEWORK - CAPITAL STRATEGY (Pages 95 - 104)

The Council is required to have in place a Capital Strategy that sets out how capital expenditure and investment decision are made and reviewed. This

strategy is required to be approved by Council.

Recommendation

To endorse to the Executive that the proposed Capital Strategy be recommended to Council for approval.

13. BUDGET SHORTFALL COMMITMENTS - PROGRESS

To receive a verbal update on the targets set by Heads of Service to meet the budget shortfall as set out in the Budget papers of the January 2018 Committee.

14. BUDGET STRATEGY WORKING GROUP - PROGRESS UPDATE (Pages 105 - 108)

The purpose of this report is to update the Committee on the progress made so far by the Budget Strategy Working Group (BSWG) as it completes the first workstream and begins the second. The Committee is asked to endorse the approach to workstream 2 outlined in the report and recommend it to the Executive.

Recommendation

For the Value for Money and Customer Service OS Committee to endorse:

1. **the progress made so far by the Budget Strategy Working Group; and**
2. **the suggested approach to the workstream 2.**

15. COMMITTEE WORK PROGRAMME (Pages 109 - 120)

The Value for Money and Customer Service Overview and Scrutiny Committee, is responsible for managing its work programme.

The work programme includes items agreed at previous meetings 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.

16. EXCLUSION OF PRESS AND PUBLIC

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

Recommendation

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following 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).

17. PROPERTY INVESTMENT STRATEGY QUARTERLY PROPERTY ACQUISITION REPORT (Pages 121 - 122)

To consider the (exempt) report, attached.

18. ANY OTHER ITEMS TO BE CONSIDERED IN EXEMPT SESSION

To consider any other matters relating to aspects of any reports on this agenda which it is felt need to be considered in Exempt session.

Officer contacts:

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE - 25 JUNE 2018

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

Present

Cllr Nicholas Holder
Cllr Stephen Mulliner
Cllr Nabeel Nasir

Cllr David Round
Cllr Richard Seaborne
Cllr Bob Upton

Apologies

Cllr Mike Band

Also Present

Councillor David Beaman

1. APPOINTMENT OF CHAIRMAN (Agenda item 1.)

RESOLVED that Cllr Stephen Mulliner be appointed as Chairman of the Value for Money and Customer Service O&S Committee for the 2018/19 Council year.

2. APPOINTMENT OF VICE CHAIRMAN (Agenda item 2.)

RESOLVED that Cllr Mike Band be appointed as Vice Chairman of the Value for Money and Customer Service O&S Committee for the 2018/19 Council year.

3. MINUTES (Agenda item 3.)

The Minutes of the Meeting held on 26 March 2018 were confirmed as a correct record and signed.

4. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 4.)

Apologies for absence were received from Cllr Mike Band.

5. DECLARATIONS OF INTERESTS (Agenda item 5.)

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

6. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 6.)

There were no questions from members of the public.

7. QUESTIONS FROM MEMBERS (Agenda item 7.)

There were no questions from Members.

8. NEW ECONOMIC STRATEGY FOR WAVERLEY BOROUGH COUNCIL 2018-2023 (Agenda item 8.)

Kelvin Mills, Head of Communities, presented the draft Economic Strategy to the Committee. The strategy had been updated following the Strategic Review and was

currently out for consultation. The purpose of the document was to set out the strategic vision going forward. It would be kept under review and updated every couple of years.

Leanne Kelly, from Atkins Consultancy, provided the Committee with some background to the development of the strategy. Firstly, a socio-economic data analysis had been carried out using information from the ONS, Experion, etc. Secondly, a SWOT analysis had been undertaken for businesses in Waverley, looking at various factors including independent high streets, and infrastructure issues. Finally consultation had been undertaken with key partners including the UCA and Chambers of Commerce. The product of this work was the identification of six key themes that would form the basis for a more detailed action plan going forward.

The Committee thanked officers for producing a good quality first draft, however Members felt that there was some gaps in the data and it wasn't yet ready to go on to the Executive and Council. Cllr Seaborne raised a number of points relating to the structure and content of the document. He stated that a clear introduction was required in order to set out what the strategy was seeking to achieve. He highlighted that key employers, such as private schools, the care sector, and major retailers had been omitted from the consultation. He also felt that there was a bias towards the town economy, particularly Farnham. Members found the section on the births and deaths of businesses very interesting, however noted that this section failed to highlight that growth in Waverley was the lowest in Surrey and it was suggested that a target be included to find out why this was the case.

In relation to home businesses, Cllr Holder queried whether these were assessed for business rates, and also whether they had access to superfast broadband. Graeme Clark, Strategic Director, advised that the council did periodically undertake an exercise to ensure that everyone was paying the correct rates. Access to superfast broadband was covered under Theme 2 of the strategy – High quality business and employment support – and Surrey County Council was working on key areas where there had been connectivity issues.

Members were concerned that very few businesses had been consulted, as the Chambers of Commerce were not representative of all businesses in Waverley and, in particular, did not include the larger retailers. The Committee also felt that it was important to show a breakdown by business sector.

Kelvin and Leanne advised the Committee that the Strategy would be would be updated to take into account the various consultation responses. They would revise the format of the document to include an introduction and include a breakdown by business sector.

The Committee felt that ideally the document would benefit from an O&S working group looking into it, but given the timescales for adoption acknowledged that this wouldn't be possible. Members therefore requested that the updated version be circulated to them before it was included on the Executive agenda.

[Secretary's note: Following the meeting, the Chairman relayed the Committee's concerns to the Executive, who agreed to extend the timescales for adoption to allow a working group to look at the strategy in more detail.]

9. SERVICE PLANS ANNUAL OUTTURN REPORT 2017/18 (Agenda item 9.)

The Committee was pleased to note the good overall performance against service plan targets. Members, however, felt that the status could be presented in a more meaningful way to enable the Committee to better analyse the outturn. Officers responded that the Chief Executive was currently leading a project to review performance monitoring, and would welcome any further feedback on the presentation of these reports.

The Committee queried the status of CCS3.3, Successful Delivery of the Planning System Project, which was currently at 65%. As the system would not be in place for the whole of the service area until around January 2019, Members felt that 65% did not accurately represent the status, and suggested that this should in fact be around 15%.

Members noted that 14 out of 17 objectives for Policy and Governance had been achieved. It was noted that the targets for SH1.2 and SH1.3, regarding addressing staffing gaps in the organisation, were not SMART targets and therefore the progress was difficult to quantify. Nora Copping, Policy and Performance Officer, advised that progress had been made with these actions and they would be carried forward into the next year. The Committee emphasised the importance of using SMART targets going forward.

Cllr Seaborne noted that new corporate brand standards had been adopted as part of PG3.1 and asked whether these could be shared with the Committee. Robin Taylor, Head of Policy and Governance, agreed to circulate these after the meeting.

10. PERFORMANCE MANAGEMENT REPORT QUARTER 4, 2017/18 (JANUARY - MARCH 2018) (Agenda item 10.)

The Committee was pleased to note the continuing good performance against all but one of the targets relating to Finance, however noted that the payment of invoices to small/local businesses had been affected by the implementation of a new purchase order system. Officers explained that the new system was now running smoothly, and improvements would be visible from the next quarter.

The average number of working days lost due to sickness had increased slightly in Quarter 4, however Nora advised that this trend was to be expected due to seasonal illness.

Members noted that the number of complaints received had generally decreased throughout the year, with the exception of Housing Operations, which had seen a notable increase. Officers explained that had been due to issues with the customer service provided by the contractor. The Committee felt that it was important that when there were such exceptions, the Head of Service should be asked to provide some narrative by way of explanation. Officers agreed to circulate further details on the housing complaints after the meeting.

11. WORKFORCE PROFILE UPDATE (APRIL 2018) (Agenda item 11.)

Katy Meakin, HR Manager, presented the workforce profile report to the Committee. This was the first time she had produced the report and so welcomed the Committee's views on the content and format.

The report included some benchmarking data in relation to staff turnover, and Katy explained that she would be doing further work on this to ensure that Waverley's data was collected in the same way as other councils so that an accurate comparison was presented. The report also included an analysis of leavers in terms of pay grade. The Committee saw that the highest turnover was in grades 10 – 12 and also that a high proportion of leavers were in pay band A, potentially indicating that they left the organisation when no further salary progression was available. There was no identifiable correlation in relation to the age of leavers. Officers would conduct further analysis in order to identify whether skills and knowledge were being lost from the organisation due to the turnover rate.

The Committee thanked Katy for producing such a detailed report. It was suggested that in future years, it would be useful to see more conclusions drawn from the data and recommendations for actions to address any issues. Cllr Mulliner also suggested removing the cleaning staff from the analysis as the high turnover in this area distorted the data.

Members noted that there was a reasonably large number of staff who left during their first year and queried whether a reason for this had been identified. Officers responded that there was no single reason for this, however a new exit interview process had been developed, and going forward, this would help to provide meaningful feedback on reasons for leaving.

In regard to staff sickness, the Committee noted that the primary absence driver over the last year had been mental health issues, which accounted for 21% of all working days lost. Members suggested that officers do some more work in this area to see if there were any hotspots.

In terms of benchmarking with other councils, the Committee noted that data was not available from all other authorities. Officers explained that this was all that was available at the moment, but they were actively working with the Surrey Partnership to try to collect more data. Cllr Round added that it would also be useful to know how each council collected its data to ensure that Waverley was measuring like for like. Officers agreed to look into this.

12. COMMUNITY INFRASTRUCTURE LEVY - GOVERNANCE ARRANGEMENTS
(Agenda item 12.)

Graeme Clark advised the Committee that there were two strands to the council's work on CIL. The first was the charging schedule that was currently out to consultation, however this was not a matter for this committee. The second aspect was the governance arrangements. It was anticipated that CIL money would start being received in around December/January and so the criteria and arrangements for allocating the funds would need to be in place by then. Officers were seeking the Committee's initial views on the proposed governance approach, and would then work in more detail on the assessment criteria and bring these back to the Committee's September meeting.

The Committee noted that quarterly bidding rounds were proposed, with a Governance Board made up of both councillors and officers. Members also found it useful to see the approach taken by other councils set out in the report.

Officers provided some clarification on the amounts that could be received by Town and Parish Councils. They would automatically receive either 15% or 25% depending on whether or not they had adopted a neighbourhood plan, however would also be entitled to bid for additional funds as part of this process. A new CIL Offer would be engaging with partners including Towns and Parishes to encourage them to put forward credible bids.

Cllr Round queried whether there would still be separate s106 and s278 agreements for certain developments. Officers responded there would be for bespoke infrastructure, but it wasn't possible to apply both a s106 and CIL, so officers would assess what would be most appropriate in each case.

The Committee was keen that the proposed Governance Board was geographically representative, and recommended that it comprise one Member from each of the four planning areas. Members also highlighted that under the PIC regime, funding had to be spent in the same geographical area as the development giving rise to the charge, and recommended that a similar approach be applied in regard to the CIL criteria.

Graeme Clark thanked Members for their comments, and agreed that a transparent and objective process was key. The Committee looked forward to receiving the proposed criteria for assessing bids at its September meeting.

13. BUDGET SHORTFALL COMMITMENTS (Agenda item 13.)

Peter Vickers, Head of Finance, reminded the Committee of the report that it had received in January which set out proposals for addressing the budget shortfall. One aspect of this work was the Budget Strategy Working Group, which had recently had its first meeting and Cllr Mulliner briefly summarised the work streams that would be undertaken by the Group. Another aspect of the proposals was for the VfM O&S Committee to monitor Heads' of Service ongoing progress in addressing the budget shortfall. The report highlighted the key initiatives that were under way to make efficiencies within the service areas.

The ongoing Channel Shift project aimed to rationalise the various telephone call groups and IT systems to streamline customer contacts and encourage more self-service. There was also work being done to streamline the financial administration processes, with particular reference to procurement. A more centralised approach to procurement would eliminate inefficient practices and reduce costs. Cllr Seaborne queried how the streamlined procurement would work in practice and officers explained that it would not be an absolute centralisation, but would be more standardisation of practice.

The Committee also learnt of proposals to review the current office accommodation, alongside a new HR Strategy which would endeavour to rationalise the travel allowances scheme and salary structures. Cllr Holder also suggested that it could be mutually beneficial to hire out committee room space to local small businesses.

Heads of Service were also investigating alternative delivery models for some services, such as potentially working with partners to share the burden of cost while not reducing service delivery. Members welcomed this thinking outside the box and looked forward to learning more about any potential proposals in due course.

14. COMMITTEE WORK PROGRAMME (Agenda item 14.)

The Committee reviewed its work programme, noting the items that were due to come to the September meeting. Cllr Mulliner felt that it was important to concentrate on a small number of items and give them proper consideration rather than rush through many items.

Cllr Seaborne requested that the Committee receive an update on the Economic Strategy at its next meeting.

15. EXCLUSION OF PRESS AND PUBLIC (Agenda item 15.)

At 8.48pm, it was:

RESOLVED 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 paragraph 3 of the revised Part 1 of Schedule 12A to the Act, namely:

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

16. PROPERTY INVESTMENT STRATEGY MONITORING REPORT (Agenda item 16.)

The Committee received an update on the performance of certain properties within the council's property portfolio. Officers advised that only limited information was available as it was not yet the end of the quarter. Members asked for more details to be included in the report to the September meeting.

17. BUILDING CONTROL - BUSINESS PLAN UPDATE PAPER (Agenda item 17.)

The Committee received an update on the Building Control Business Plan. A new team structure was in place and new surveyors had been recruited. The service was now pursuing various routes in order to gain business and maximise its income.

The Committee thanked officers for the update.

The meeting commenced at 7.00 pm and concluded at 8.58 pm

Chairman

WAVERLEY BOROUGH COUNCIL

VFM AND CUSTOMER SERVICE O&S COMMITTEE

MONDAY 10 SEPTEMBER

Title:

DRAFT HR STRATEGY 2018 - 2013

[Portfolio Holder: Cllr Julia Potts]

[Wards Affected: N/A]

Summary and purpose:

A new draft HR Strategy for 2018 – 2023 detailing the outline of our plans within HR, Learning & Development, Recruitment and Payroll.

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

Equality and Diversity Implications:

Equality and diversity implications have been considered in the drafting of the Strategy.

Financial Implications:

There are no implications to be aware of.

Legal Implications:

There are no implications to be aware of.

1. Background

The HR Strategy has been compiled in light of the Strategic HR, Employee Services and Learning and Development departments merging together in June 2018. It takes into account Waverley Borough Council's Medium Term Financial Plan for 2018-2019 to 2019-2020, the digitisation and automation of services and a changing workforce requiring new ways to recruit, retain and develop people.

Recommendation

It is recommended that the Value for Money and Customer Service O&S Committee considers the HR Strategy and passes any comments or observations 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.

CONTACT OFFICER:

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HR Strategy 2018 to 2023 – draft July/August 2018

Introduction from the Chief Executive, Tom Horwood

This HR Strategy has been developed to actively contribute to the Council's achievement of the aims set out in the Corporate Strategy and is written in the light of the Medium Term Financial Strategy. This HR Strategy sets out how Waverley Borough Council will attract, develop, empower and incentivise staff to support the delivery of the Council's ambitious Strategic Plan, business objectives and goals for the next five years.

The Corporate Strategy sets out Waverley Borough Council's three key priority themes for the next five years, within this challenging context, to support our vision for the borough: People, Place and Prosperity- each section includes specific goals that will be developed in service plans and strategies, with specific targets agreed with councillors that will be monitored and reported regularly.

The Corporate Strategy 2018 – 2023 reflects a need for a new strategic direction which demonstrates a clear change in councillors' expectations with a particular emphasis on Customer Service, Economic Growth, Place-making, innovation, income generation and maximising the appropriate opportunities of partnership working.

Our vision is that Waverley borough will continue to be an attractive and prosperous place to live, work and visit. A place where our residents can take pride in their communities and where there are opportunities for all to thrive and lead healthy lives. A place that is valued by its community and supported by quality public services.

Our mission as the local borough council is to work closely with our communities, local businesses and other partners to deliver excellent and affordable services by using our resources wisely and working creatively.

One of the many things that have impressed me so much in my short time so far at Waverley is the commitment and pride that colleagues bring to making our services perform well.

As we and councillors continue to develop our plans and strategy for the future of the Council, in the face of the customer and financial pressures that all public services face, it is clear that continuing to develop ourselves as a high performing team always has to be an important focus of our time and resource.

Tom Horwood

Chief Executive

Contents

	Page
1) Introduction	2
2) What does the Waverley workforce look like?	3
3) What are the staff saying at Waverley?	4
4) What is happening in the local and national government employment market?	5
5) Summary of findings points 2) to 4)	6
6) HR Strategy Priorities	7
7) HR Foundations	
8) Talent Management	8
9) Retention, Recognition & Reward	
10) Learning & Development	
11) Action Plan 2018/2020	9

1) Introduction

The focus of our HR strategy is to promote a positive and committed staff culture, developing and retaining talented staff and ensuring that Waverley is able to compete effectively in the employment market and seen as an attractive employer in the local community. To succeed, the council recognises that Waverley needs to offer compelling reasons to join Waverley and then, once here, the opportunity to do their best work and develop their career.

With staff costs accounting for a significant percentage of the Council's overall budget, how we design our services in the future will impact how we workforce plan, develop, reward and manage our employees. We have already started to transform our workforce in recent years to take account of the changing landscape of public services, including a number of departments being streamlined through the Systems Thinking process. Our workforce will continue to modernise and re-shape to respond to change and the financial challenges ahead to ensure that we deliver effective and efficient services to the local community.

In creating our strategy we have incorporated survey feedback, research and workforce data trends from a range of internal and external sources as listed below. This evolving information determines our annual objectives and ensures we are responding to the staff and understanding where Waverley is positioned within the local government and national employment market.

Waverley Borough Council sources:

- Investors in People Report 2018
- Staff Exit Interviews 2017/2018
- Staff Recruitment Surveys 2017/2018
- Overview & Scrutiny Committee Workforce Profile Report June 2018
- Medium Term Financial Plan 2018/2019 – 2020/2021
- Staff Survey 2016
- Joint Consultative Committee (JCC) and Unison feedback
- Planning Peer Review 2018

External sources:

- The LGA Great People for Growing Places workforce strategy 2018
- The 21st Century Public Servant 2018
- South East Employers Benchmarking Surveys 2017 – Sickness Absence & Turnover
- The Local Government Association (LGA) Pace Model

Results from these sources have been summarised in the next section under the following headings:

- What does the Waverley workforce look like?
- What are the staff saying at Waverley?
- What is happening in the local and national government employment market?
- Summary of findings points 2) to 4)

2. What does the Waverley workforce look like?

2.1 Headcount

Waverley employs approximately 456 staff (July 2018) a significant proportion (36%) of which work part time. We employ 148 males and 308 females of which 66% are over 41 years old and 42% are over 51 years old. In comparison to July 2017 we employed 152 males and 297 females, a total of 449. General fund staff costs are £12m.

The majority of Waverley staff are based at The Burys in Godalming, with others working in key locations across the borough such as Sheltered Housing Units and Parks and Open spaces. Waverley's staff team deliver 110 different types of services to the community through a total of 98,500 working days a year.

2.2 Staff turnover

Waverley's annual staff turnover increased from 17.27% in 2016/2017 to 21.54% in 2017/2018. A 4.27% increase.

The highest proportion of staff leave in their first year, with the highest age category being 21 – 30 years old. The most common reason as stated in our Exit Interview surveys from 2017/2018 is a Better Career Opportunity (26%).

In 2017/2018 there were more resignations at the top of each pay band (A) than any other pay band. Comparing the total number of staff and leavers within each pay grade shows whether there are any grades which are losing a disproportionate number of staff. The general trends are similar with low levels of staff in the highest and lowest pay grades, increasing in the mid pay grades specifically pay grade 7 and 9. However in pay grades 10, 11 and 12 the proportion of leavers is a lot higher than the proportion of total staff.

2.3 Absence days

Our absence rate for 2017/2018 was 2.58%, a slight reduction from 2.63% in 2016/2017. This is a 10% increase in comparison to the same period previously. The total number of days lost per employee in the same period is 6, this compares favourably to other councils using the absence monitoring system First Care where 8.5 days were lost per employee. The main cause of absence as of July 2018 is mental health which has increased over the past year accounting for 21% of all working days lost.

3. What are the staff at Waverley saying?

3.1 Staff Survey 2016

In the 2016 Staff Survey we asked questions under the headings of staff engagement, how I'm managed, learning and development, how we communicate, dignity and respect and reputation. Our engagement results were high with:

- 88% feeling proud of who they worked for
- 77% of the staff felt we celebrated success well
- Our communication between teams was 53%
- 57% felt there was consistent treatment across all services
- 73% felt the appraisal process was worthwhile.

The top 5 improvements suggested:

- Communication
- Pay and reward
- Decision making/delegation
- Facilities
- Support with staffing levels

3.2 Investors in People Survey Report 2018

The July 2018 IIP report highlighted some distinct areas for Waverley to manage with their teams. These can be summarised under the headings of 'developing capabilities', 'developing great leaders' and 'recognition and reward'. From the online and interview feedback from the Waverley staff, IIP recommends:

- A clear capability plan which develops career pathways and in turn develops the skills, knowledge and experience needed, this will work in conjunction with collaborative working.
- Leaders and managers need to work on their decision making processes and a coherent way of agreeing objectives with their teams.
- Rewarding in ways that matches motivation and the option of discretionary rewards, flexible working versus good pay and an analysis of pay compared to the local economy.

4. What is happening in the local and national government employment market?

4.1 The Local Government Association (LGA)

The LGA has drafted a vision for the workforce that they suggest the sector will be engaging with over the next 5 to 10 years. Their aim is to agree and promote a set of shared priorities and actions to support councils. They believe the world of work is changing with a demographic change and growing diversity, changes to the state pension age, a workforce that will contain multiple generations from Generation Z to those in their 60's, with different needs and expectations, changing technologies, digital services and automation/robotics. From these shifts they anticipate cross disciplinary skills changing professional lives, a growing desire for a better work/life balance, income uncertainty and a more commercial income generating approach taken by councils.

4.2 The 21st Century Public Servant

The concept of the 21st Century Public Servant has been developed over recent years by the University of Birmingham and has influenced a lot of the LGA's work. They describe the different roles that are needed now and in the future to work with local people. Those to consider inline with the new Waverley Corporate Strategy include being recruited and rewarded for generic skills as well as technical expertise, needs organisations which are fluid and supportive rather than siloed and controlling, distributed and collaborative models of leading, reflects on practice and learns from that of others.

4.3 National statistics on labour turnover

The CIPD Resourcing and Talent Survey 2017 reported that the median rate of labour turnover has increased to 16.5%, whilst XpertHR's Annual Survey of Labour Turnover for 2016 found that average turnover was 15.5% across all sectors, with a public sector turnover rate of 15.1%. South East Employers conducted a survey of 17 councils from across the South East Region in June 2017 which gave an average total turnover rate of 15.8%.

4.4 Absence days

First Care have stated in their 'Absence Management Barometer' report that Mental Health absence overall has increased by 18% since 2012, and the CIPD have shown in their Health and Wellbeing at Work Survey 2018 that 56% of organisations report Mental Ill Health as one of the top 3 causes of long term absence.

For absence Waverley is 30% lower than the First Care council average and 22% below the First Care client base.

Within 27 councils across the South East Region, South East Employers (SEE) shows the average percentage of working time lost is 3% in businesses a similar size to Waverley.

5. Summary of findings points 2) to 4)

There is a distinct connection and emerging patterns arising from the information in points 2) to 4) on previous pages. These highlight the following areas to prioritise:

The information in points 1 to 4 demonstrates a strong synergy of areas to focus on, these are summarised below and form the backbone of the priorities and action plans on the following pages:

- A changing and modernising workforce
- Flexibility and changes to working culture
- Leadership, and management skills providing autonomy, communication and collaboration.
- Staffing levels, recruitment and retention
- Career development and succession planning
- Pay structure and benefits programmes

The council's workforce is currently made up of 1/3 part time, 67% females and 66% over the age of 41. We have seen a decrease in the amount of males employed and an increase in the females employed over the past year, as well as a decline in people employed under the age of 41 and an increase in those employed over 41. We are also losing the highest percentage of staff within their first year and the age bracket 21 – 30. It is essential to look at how to manage an ageing workforce with a majority female population and what adjustments are needed to ensure we have a flexible and agile workforce with the right resources to fulfil a service to the community.

In comparison to statistics available and trends across the council, we do not have an increasing amount of sick days or an unmanageable situation, we do however need to look at how to support and understand the increase in mental health problems through the support of the Time to Change Programme and the Wellbeing Charter.

6. HR Strategy priorities

In response to Waverley staff and local and national government we have created a plan divided into 4 key areas. These will be prioritised into the short and long term where appropriate.

- **HR Foundations**
- **Talent Management**
- **Retention, Recognition & Reward**
- **Learning and Organisational Development**

We have created objectives for the HR team which look at the need to review the foundations of the department to ensure we are providing a joint up service. In July 2018 we brought together Employee Services, Strategic HR and Learning & Development into one cohesive Human Resources team. The new team will have a clear focus on supporting a more capable and confident council to effectively and successfully recruit, develop and retain staff. We will also review our processes and procedures to provide a more simplified and streamlined service to everyone who relies on the team. This will include a new sense of purpose and pace, modernised systems and structures and the ability to meet future challenges.

It will be important to focus on making sure people feel more engaged by addressing issues of wellbeing and personal development, as well as making the right investments in technology and processes. Improved internal communications, performance management, effective sickness absence management and promotion of a proper work/life balance are the next most important contributors to productivity beyond the development of leadership and management

7. HR foundations

- Digitisation of policy and process - develop an evidence based and self service approach to HR at Waverley
- Automating our HR document management and becoming paperless by mid 2019. Review all forms to reduce the quantity, merge information, make online or turn into an online-survey.
- Utilising our HR and payroll system iTrent to improve the input and analysis of data in order to provide a cohesive automated service. Transition to the system with minimal effect on customer service, supporting a training programme that ensures all required staff are competent.
- Collate data for HR, payroll, recruitment, L&D, and employee relations. Based on the statistical analysis, measure the performance of the HR team and adjustments to working policy, process and practice.
- Improve our metrics by analysing trends from our Workforce data on a quarterly basis and share openly across the business.
- Ensure the HR team has the correct skills and expertise to provide timely and accurate advise at all times.
- Strong relationships with The LGA, Surrey HR Partnership and SEE by advising on employment related projects and benchmarking surveys to ensure we are at the forefront of best practice and working collaboratively with our communities.
- Review of accountability and governance within our joint committees.

8. Talent Management

Recruitment of some roles is proving to be challenging due to salary and geographic location. Benchmarking shows some of the professional salaries are below current market alignment and administrative salaries restrict commuting. The Council is responding to these challenges through benchmarking and the application of market supplements.

- Review recruitment procedures and systems internally and externally to create a lean proactive service which reduces re-advertising, vacancy rates and time to recruit.
- Identify how to manage skills gap trends and growing our own talent within the business to ensure we have transferrable skills and career opportunities. Support a wider group of development opportunities for apprentices, graduates, work experience and internships which in turn aims to improve our recruitment and retention
- Review and react to the wider political, economic and social issues including the elections and Brexit.
- Develop a plan to achieve a balanced budget by reviewing the delivery levels of some services and/or discontinuing others in order to reduce contract and/or staff costs. There will be a number of work streams within the Budget Strategy Working Group (BSWG) to look at service reduction as well as the scope for increased home working and new approaches to remuneration.

9. Retention, Recognition & Reward

- Introduce a plan to recognise the differences in our gender pay gap
- Review how our pay structure can be adapted and funded within the Medium Term Financial plan. Address the perception of pay across the business and the options of varying our banding and increment process and linking career development plans into pay.
- Review and develop the existing benefits scheme to ensure it is clear, flexible and in line with staff requirements.
- Develop our Time to Change pledge and Wellbeing Charter to reflect the trends and challenges in our workforce, locally and nationally.
- Promote a remote working performance based culture in line with current technology and flexible working practices.

10. Learning & Development

- Review of our annual Performance Agreement and 1:1 meeting framework, setting and achievement of SMART objectives.
- Develop and on-boarding process for staff within their first year of employment to improve training and understanding of development opportunities available.
- Staff Survey June 2019 (comparator of 2013 & 2016 results) – time for Corporate Strategy, new Chief Executive and actions from IIP to be reviewed and change to take place.
- Creation of clear capabilities, career pathways and leadership skills for managers and those developing their roles in the business.

11. Action plan 2018/2020

HR Foundations

End December 2018

- Review all HR policies whilst at the same time reviewing our case management process.
- Review of the job evaluation process and benchmarking process to ensure it is fit for purpose.
- Automated system for recording eligibility to work documentation
- Work with the business to ensure we are compliant with GDPR across all our processes including employee forms, policies and the GDPR retention schedule.
- Design a metrics overview of key data which can already be published and those we need to work on, demonstrating their relevance and frequency of collation.
- Create a quarterly HR report which can be produced alongside the performance management report which is shared across the business.

End March 2019

- Review of Fit for Work Policy, Firstcare and Occupational Health. Analyse the trends of number of occupational health requests recorded, reason for request, request in relation to amount of time off sick, follow up requests, outcome of sickness.
- Staff Survey (comparison to 2013 and 2016)
- Investors in People IIP Survey annual review – February and March.

Retention, reward and recognition

- Gender Pay Gap – action the priorities for the Council in line with our changing workforce profile and comparisons to local councils.
- Agreement on the JNC accountability and governance structure and outcome of pay reviews and budgeting process.

Talent Management

End December 2018

- Review of Politically Restricted Posts
- Review of DBS procedure – which checks are required and retention period of documents. Change the Lead Counter Signatory.

End March 2019

- Review of our ATS capability with current and proposed new systems to include Jobsgopublic, iTrent, Civica. Ensure we are accurately recording all advertisements, direct applications and roles filled versus time taken to fill a role.

Learning and Organisational Development

December 2018

- Review our corporate induction in September and December 2018.
- Implement the STAR programme for 2018 and make suggestions for the type of plan needed for 2019/2020.

March 2019

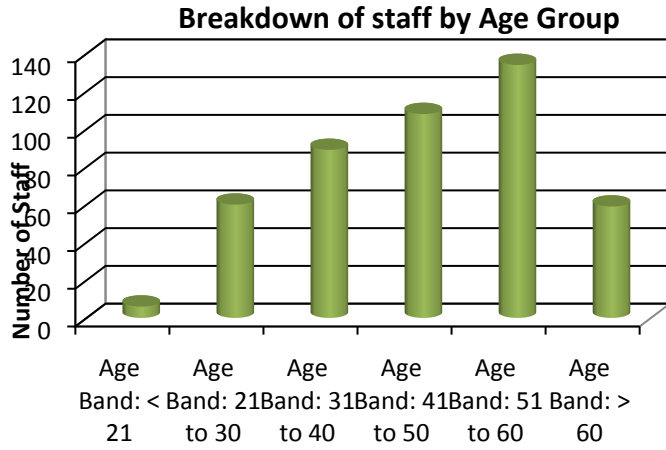
- Increase the percent of employees who indicate satisfaction or high satisfaction with their induction and on-boarding opportunities as measured in the employee survey.
- Creation of an on-line on-boarding programme which removes the need for new starter HR paperwork and brings all information into one space.
- Co-ordinate the Council's participation in graduate development, apprentices, interns and work experience.
- Manage the new Surrey Learn Partnership website and introduce clear goals for the remainder of 2018/2019 in conjunction with the SHRP.

June 2019

- Undertake an assessment of the L&D module on iTrent – how does this compare to our offering from Learning Pool and Surrey Learn.
- Work with leadership team in how to best use Myers Briggs personality profiling
- A new programme of workshops on HR skills for managers, review HR scheme of delegation and increase pool of trained managers for HR practices.

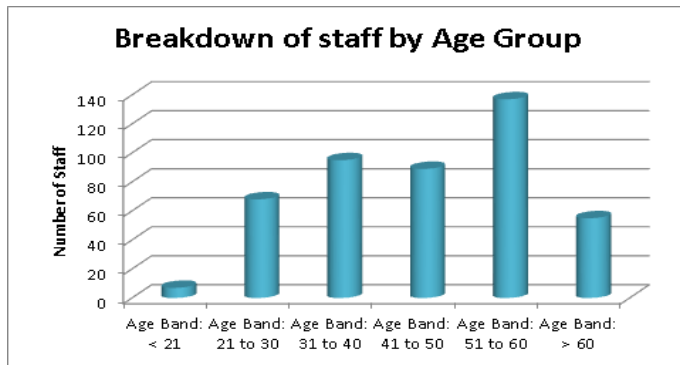
Appendices

Appendix 1 - Breakdown of Staff by Age Group - As of 31st July 2018



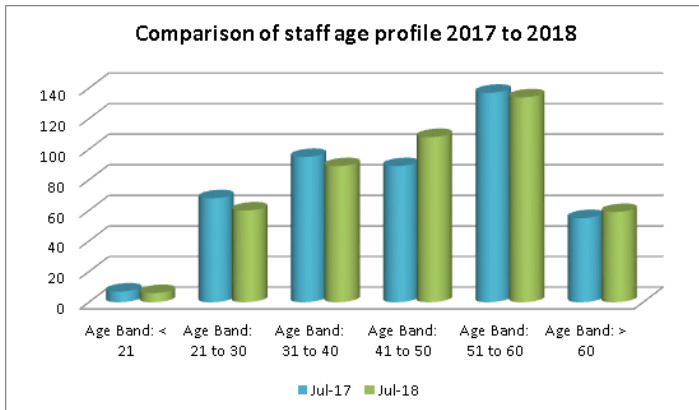
Age Band: < 21	6
Age Band: 21 to 30	60
Age Band: 31 to 40	89
Age Band: 41 to 50	108
Age Band: 51 to 60	134
Age Band: > 60	59

Appendix 2 - Breakdown of Staff by Age Group – As of 31st July 2017



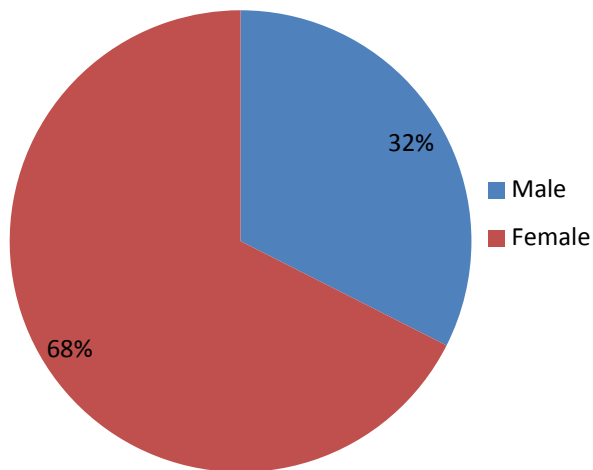
Age Band: < 21	7
Age Band: 21 to 30	68
Age Band: 31 to 40	95
Age Band: 41 to 50	89
Age Band: 51 to 60	137
Age Band: > 60	55

Appendix 3 - Comparison of staff age profile 2017 – 2018



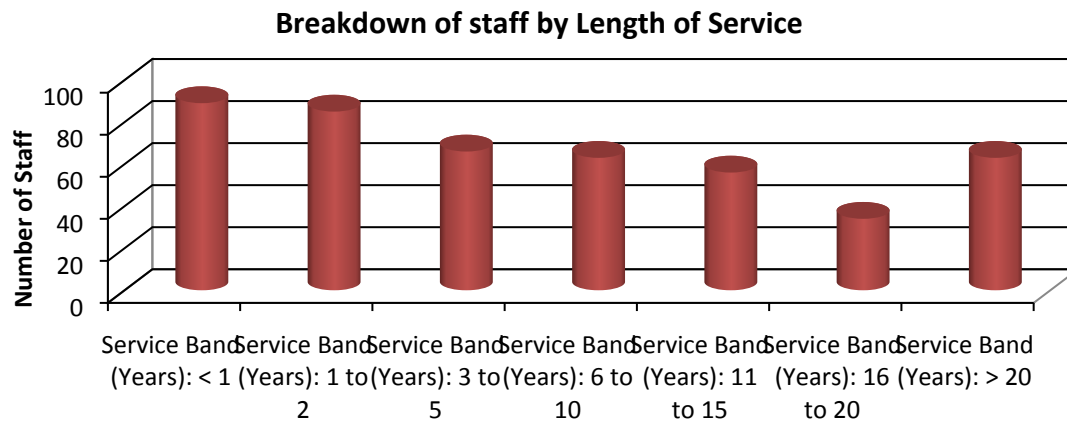
Appendix 4 - Breakdown of staff by gender July 2018

Breakdown of staff by Gender



Male	148
Female	308

Appendix 5 – Breakdown of staff by length of service 2018

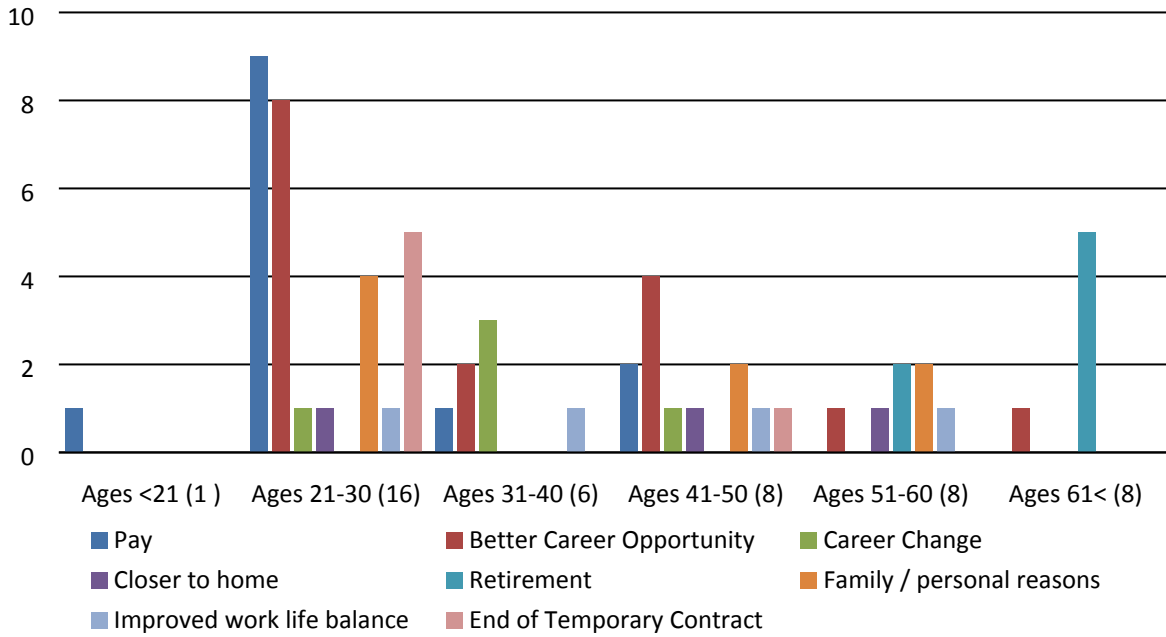


Service Band (Years): < 1	89
Service Band (Years): 1 to 2	85
Service Band (Years): 3 to 5	66
Service Band (Years): 6 to 10	63
Service Band (Years): 11 to 15	56
Service Band (Years): 16 to 20	34
Service Band (Years): > 20	63

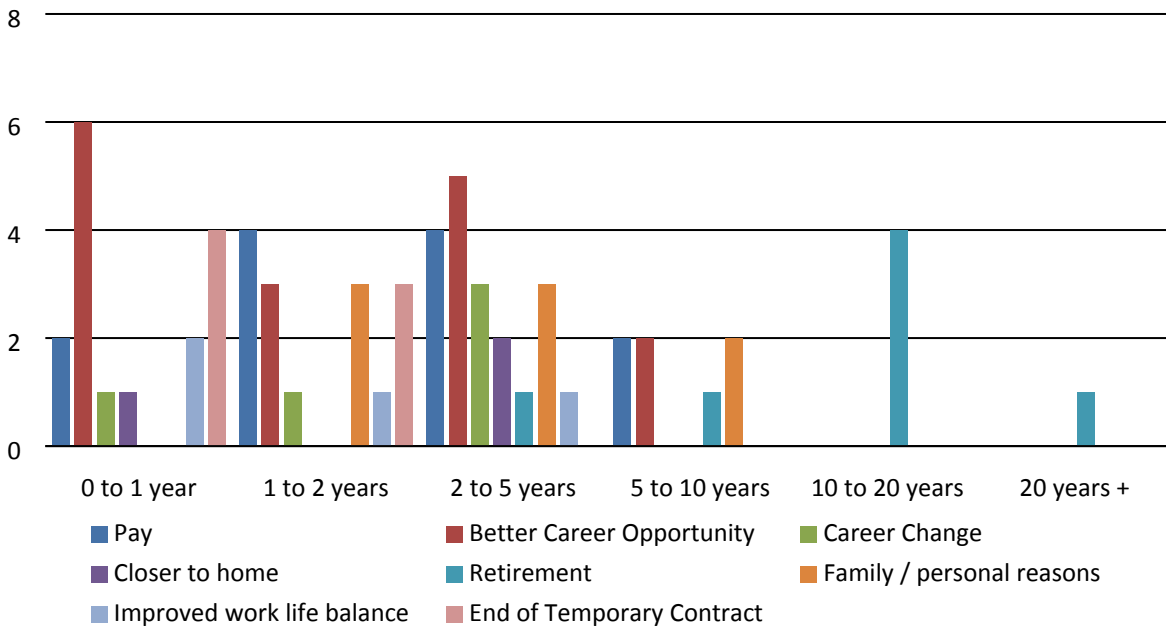
Appendix 6 – Reasons for leaving Exit interviews 2017/2018



Reason for Leaving by Age Group



Reason for Leaving by Length of Service



WAVERLEY BOROUGH COUNCIL

VFM AND CUSTOMER SERVICE OVERVIEW & SCRUTINY COMMITTEE – 10 SEPTEMBER
COMMUNITY WELLBEING OVERVIEW & SCRUTINY COMMITTEE – 11 SEPTEMBER
ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE – 17 SEPTEMBER
HOUSING OVERVIEW & SCRUTINY COMMITTEE – 18 SEPTEMBER

Title:

OVERVIEW AND SCRUTINY ANNUAL REPORT 2017/18

Portfolio Holder: ALL
Wards Affected: ALL

Summary and purpose:

This Annual Scrutiny Report reflects on the progress of the new overview and scrutiny arrangements during the first full year of the committee cycle, April 2017 – March 2018. It includes a summary of the work undertaken by the committees, an analysis of the O&S survey and reflections by Members and officers taking part in the overview and scrutiny work.

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

Overview and scrutiny is an independent, Member led function that facilitates and achieves democratic accountability for public services. As such, it seeks to ensure that the work of the Council fully meets the Council's 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.

Financial Implications:

There are no resource implications in this report.

Legal Implications:

There are no legal implications in this report.

1. Background

The Council's overview and scrutiny arrangements were reviewed in 2015/16 and four new committees were established in May 2017 reflecting the corporate priorities at the time. The committees have been supported by a full-time Scrutiny Policy Officer as recommended in the review and this resource was augmented during the year by the Graduate Management Trainee.

The Annual Scrutiny Report is an opportunity for all those involved in the new committees to reflect on the first year, to consider what has worked well, where there are lessons to be drawn and where further improvements could be made.

Recommendation

It is recommended the Overview and Scrutiny Committees endorse the Annual Scrutiny Report and agree any observations or recommendations they wish 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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OVERVIEW AND SCRUTINY ANNUAL REPORT 2017/2018

WAVERLEY BOROUGH COUNCIL



September 2018

Contents

Foreword.....	3
What is Overview and Scrutiny?	4
The Structure of Overview and Scrutiny at Waverley.....	5
Developing Overview and Scrutiny	5
O&S Committee Work Programme 2017/18	6
Value for Money and Customer Service Overview and Scrutiny	6
Community Wellbeing Overview and Scrutiny	8
Environment Overview and Scrutiny.....	9
Housing Overview and Scrutiny.....	10
Overview and Scrutiny Member Survey.....	11
Officer Reflections	23
Conclusion	25
Officer Contact	25

Foreword

Cllr John Ward

Chair of Overview and Scrutiny Coordinating Board

Welcome to Waverley's first Annual Scrutiny Report.

The new Scrutiny arrangements, which came into effect in 2017, have been implemented effectively with constructive recommendations stemming from various Overview and Scrutiny (O&S) Committee meetings and Scrutiny reviews. This work has been welcomed by the Executive and all formal recommendations have been accepted, demonstrating the value Scrutiny has added to the work of the Council.

The smaller committees, brought in under the new arrangements, have provided more of an inclusive feel, allowing Members to be more involved in the process of O&S. This change in atmosphere has enabled Members to contribute more effectively to discussion and has resulted in higher Member engagement.

The Coordinating Board is a group comprising the Chairs and Vice Chairs of each of the four O&S Committees. It has enabled us to keep abreast of the other Committees' work programmes, ensuring cooperation is maintained and duplication of effort avoided. It has also allowed the Chairs and Vice Chairs to stay up to date with the progress of the in-depth Scrutiny reviews of each Committee.

These in-depth reviews have been a notable success for the new Scrutiny arrangements, with each Committee having initiated at least one in this first year. Enthusiasm from Members and Officers for these working groups has been encouraging, with the Value for Money and Customer Service O&S Committee having completed two reviews by the end of the first annual Scrutiny cycle. The Community Wellbeing and Environment O&S Committees have also completed reviews. A working group of the Environment O&S Committee investigated and evaluated options for the future of the waste and recycling contract and the Community Wellbeing O&S Committee undertook a major study into health inequalities in the borough. The Housing Design Standards Review was an in-depth piece of work in which Members from the Housing O&S Committee took part. This review was hugely successful with the outcomes being instrumental in both the design of the latter phases of the Ockford Ridge housing development and subsequent Waverley housing.

I extend my thanks and appreciation to Members who undertook the O&S role over the past year. Likewise my thanks go to our Scrutiny officers, Alex Sargeson, who was intimately involved with setting up the new system and sadly moved on to pastures new just as his efforts were bearing fruit, Yasmine Makin, who has picked up much of this work, and also to Fiona Cameron, Democratic Services Manager, who has been the mainstay and backbone of the Committees.

What is Overview and Scrutiny?

O&S is an independent, Member-led function that facilitates and achieves democratic accountability for public services. Scrutiny acts as 'critical friend' challenge to the Executive and partners to help support, prompt reflection and influence how public services are delivered. This function is achieved by:

- reviewing and challenging decisions taken by the council and its partners,
- investigating services or policy areas which are of interest or concern to people in Waverley, and
- making evidence based recommendations to improve services provided by Waverley and other partner organisations.

The Local Government Act (2000) requires local authorities with an Executive arrangement to include provision of one or more Scrutiny committees to hold to account Executive decision makers and other providers of public services, for example local partners, in a public forum where residents are able to attend and ask questions¹.

O&S has four broad functions:

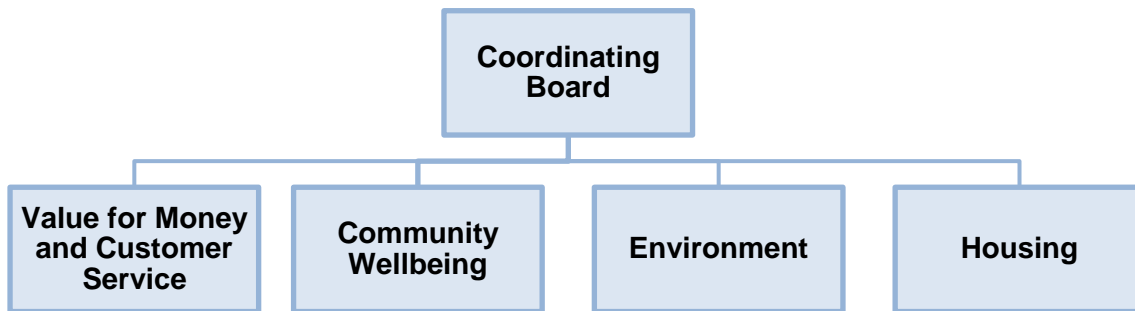
- Review and scrutinise the decisions and performance of the Council and other public bodies in the local area and invite reports from them.
- Make reports and evidence based recommendations to the Executive or other constitutional/external bodies arising from the outcome of the Scrutiny process.
- Act as a forum where Executive decision makers are publically held to account for their decisions.
- Develop and review policy by making reports or recommendations to the Council and the Executive on matters which affect the authority's area or the inhabitants of that area.

Additional Functions include:

- Examining future decisions to be taken, to influence and improve them;
- 'Calling-in' decisions made by the Executive within 5 working days of being taken to re-consider the decision;
- Conducting research and carrying out consultation with members of the public on policy issues that affect the local community;
- Liaising with other external organisations operating in the area, whether local or national, in the interest of improving service delivery for the Borough's residents;
- Monitoring agreed recommendations coming from the Scrutiny process and decisions made by the Executive and Council.

¹ Local Government Act 2000: Overview and scrutiny committees.
<https://www.legislation.gov.uk/ukpga/2000/22/section/21>

The Structure of Overview and Scrutiny at Waverley



The structure of O&S at Waverley Borough Council consists of four O&S Committees: Value for Money and Customer Service; Community Wellbeing; Environment; and Housing and an overarching Coordinating Board. These four committees originally aligned to the Council's priorities in the Corporate Plan 2016.

The Coordinating Board's role is to coordinate Scrutiny activities and assign cross-cutting tasks to the most appropriate Overview & Scrutiny Committee. The Scrutiny Committees are made up of nine non-Executive Members who plan and develop the committee work programme, including in-depth Scrutiny reviews.

Developing Overview and Scrutiny

Waverley's current O&S arrangements were put in place as a result of a review carried out in 2016². The review found that the role of Scrutiny was not clearly defined; was not as effective as it could be and did not add as much value to the work of the Council as it could do. As a result of this review a new O&S structure and process was designed and implemented and a dedicated Policy Officer for Scrutiny was recruited to support the work of the committees.

The review identified 'good' Scrutiny as being:

- an independent, Member-led function working towards the delivery of the Council's priorities and playing an integral part in shaping and improving the delivery of services in the Borough
- providing a 'critical friend' challenge to the Executive to help support, prompt reflection and influence how public services are delivered
- being led by 'independent minded governors' who take ownership of the Scrutiny process
- amplifying the voices and concerns of the public and acting as a key mechanism connecting the public to the democratic process.

² The full report can be found here: <https://modgov.waverley.gov.uk/documents/s9958/Joint%20OS%20-%20Final%20Interim%20report%20V3%2018042016.pdf>

Members of the Coordinating Board, whilst working with the Policy Officer for Scrutiny, agreed that Scrutiny give attention to:

- developing a flexible committee work programme that is member-led, but Officer supported;
- creating a process that measures itself against its outputs by contributing to the Council's corporate priorities and continuous improvement in services
- creating a Scrutiny system that lends itself to 'pre-Scrutiny' by being able to look at decisions prior to being made
- giving a greater focus on looking at the 'issues' that affect residents within the borough, and as a result work with external partners within the remit of O&S; and, as a result
- creating an O&S system that is able to assist the Executive to develop policy by making effective policy recommendations to the Executive and local partners.

O&S Committee Work Programme 2017/18

Value for Money and Customer Service Overview and Scrutiny

Chair: Cllr John Williamson (June 2017 – May 2018) Cllr Stephen Mulliner (June 2018)

Vice Chair: Cllr Mike Band

The Committee had a strong focus through the year on financial matters and undertook in-depth reviews into capital programme slippage, property strategy and continues to work on a long term approach to budget strategy.

The in-depth review into the root causes of slippage in the capital programme took evidence from a broad range of Service Managers responsible for undertaking capital projects. The findings of the Group brought together a number of strands covering project management, finance governance, phasing of budgets over multiple budget years and effective resourcing. The recommendations were agreed by the Executive and now form the basis of an Action Plan which will be monitored by the Committee in the coming year.

Another major area of work followed a request for the Committee's expertise to examine the merits of setting up a property company. The purpose and objectives of such a company were initially explored by the Committee in their September meeting and it was agreed that a Property Strategy Working Group would be set up to work with officers on the detailed approach to be taken. However, the exercise also led to the conclusion that the draft Property Investment Strategy was in need of improvement. Accordingly, the Working Group reviewed the Strategy through a series of very productive meetings and delivered a revised Strategy which the Executive agreed in April 2018.

A major theme throughout the year for the Committee was their Scrutiny of the Medium Term Financial Plan and as a result a major in-depth review was commenced to make recommendations to the Executive on a longer term budget strategy. Accordingly, a Budget Strategy Working Group was established to examine the Council's general fund financial outlook over the next five year given the indications that some significant income reductions were likely to occur. The scope detailed five work streams to be undertaken over the next two years covering the following: identification of discretionary and statutory services; an assessment of demand management including a public budget participatory consultation; procurement; project management; assessing the Council's assets including people resources and identifying efficiencies in the way the Council does business.

The general work of the Committee covered a variety of areas but always with a view to add value and develop policy. For example, following the government's roll out of Universal Credit the Committee was concerned about the impact on Waverley residents and requested a report on the measures that would be put in place to support residents in the transition to Universal Credit as well as a financial model showing how the budget would be managed during this change. As a result of this Scrutiny the Council's Financial Inclusion Approach is being reviewed and will be brought back to the Committee.

The Committee requested updates on a number of Council and service initiatives including the Customer Services Review, the 2016 Strategic Review and the Building Control Business Plan. An update on the Strategic Review was given to the Committee's October meeting and Members voiced their concern at the lack of apparent progress on the strategic vision for the Council.

Progress on the Customer Services Review was also scrutinised. The review covered four key areas; channel shift, the customer service pilot in Housing, the customer service system technology and corporate infrastructure covering all relevant strategies, policies and service standards. Members were keen to emphasise the importance of maintaining access to key services for less IT literate residents.

During the year the Complaints Handling policy was revised from a three stage process to two stages. Scrutiny members were keen to ensure that the Chief Executive and Strategic Directors would still be involved in monitoring the complaints process to draw out learning and this was subsequently clarified in the agreed procedure.

Proposals for governance arrangements for the Community Infrastructure Levy were scrutinised by the Committee and further work on the criteria for assessing bids will be considered later in 2018.

The Committee scrutinised the Economic Development Strategy and following the referral of their observations to the Executive further work will be undertaken by a group of Members from both O&S and the Executive.

The Committee received performance indicator information on an exception only basis. They focused in particular on the time taken to pay invoices, staff turnover and sickness levels. A detailed report was requested on the latter items and a workforce profile report with a presentation was made to the Committee in June. A separate meeting was held to focus specifically on Service Plans and the Committee requested that in future a closer alignment is made to the budget report with cross references included where appropriate.

Community Wellbeing Overview and Scrutiny

Chair: Cllr Andy MacLeod

Vice Chair: Cllr Liz Wheatley

The Committee undertook a major in-depth review of the 'Factors Affecting Health Inequalities in Waverley' during 2017/18. The review was triggered by the very significant disparities in life expectancy across the Borough demonstrated in the annual health profile. The Working Group that was tasked with the review gathered evidence from a variety of internal and external experts and organisations and were supported enormously by the Public Health Team. The resulting recommendations were adopted by the Executive and form the basis for further work with the Clinical Commissioning Groups, Surrey County Council, Surrey Heartlands as well as a detailed action plan for Waverley service managers.

The review illustrated the opportunity to consider the wider effects of district council services on the wellbeing of its residents. It also demonstrated the willingness of external partners to work jointly and collaboratively with Waverley. The review was a significant and unique piece of policy development work to be carried out by a Surrey district and Members involved in the review gave extremely positive feedback. The Portfolio Holder for Health, Wellbeing and Culture has been thoroughly engaged with the outcome of the review and is pursuing the recommendations with partner organisations.

Reports and presentations on a variety of subjects were received by the Committee during the year including the Waverley Safer Neighbourhood Partnership, the Community Engagement Plan by Surrey Police and a very thought provoking presentation on Loneliness by the Communities and Prevention Officer from Surrey County Council. Updates were requested and given on the Community Meals Service, the Stroke Service relocation, the transfer of public conveniences to Haslemere and Godalming Town Councils and the new Business Plan for Waverley Training Services. The Committee considered the new Prevent Policy and the Safeguarding Policy for Children and Adults at Risk before adoption by Council. They also assisted the Executive on areas such as Service Level Agreements grant

funding proposals, the Leisure Centre Contract Management Review, Service Plans and annual budget proposals.

The Committee agreed to receive key performance information on an exception only basis and recommended new performance indicators in the service areas of Waverley Training Services, Careline and Leisure. The Committee considered and shaped the proposed investment options for Godalming, Farnham and Cranleigh Leisure Centres.

Environment Overview and Scrutiny

Chair: Cllr Jerry Hyman

Vice Chair: Cllr Wyatt Ramsdale

The Committee undertook an in-depth review into the future approach to waste management and street cleaning in Waverley. The scope was later expanded to include options for the Grounds Maintenance Contract. The review was supported by officers from the Environment service and the Council's consultant. The Working Group explored the options around the type of service to be procured, the way in which the service might be provided and the affordability. The Group looked in detail at the design of the current service and also reviewed the evidence on how well the contract was performing, taking into account benchmarking data and customer satisfaction feedback. Member feedback was extremely positive and those taking part in the review felt it had been a rewarding experience, greatly extending their knowledge of the subject. The recommendations were presented to the Executive and a decision on which options to take forward was taken at their July 2018 meeting.

The work of the Committee during 2017/18 focused on a number of major Council projects and work streams including the consideration of the Community Infrastructure Levy (CIL) charging schedule, Local Plan Part 2: issues and options, air quality issues, street cleaning performance and the review of the Development Management function.

The Committee maintained a strong focus on air quality during the year. As a result of new government policy guidance and best practice an Air Quality Steering Group was set up to bring strategic stakeholders from both the Borough Council and County Council together to work collaboratively to address poor air quality within the Borough. In addition, a Farnham Air Quality Working Group was also established to support the Steering Group.

The review of the Development Management Function was considered by the Committee and it was agreed to establish a Planning Reference Group. This Group is considering current arrangements for planning decision making and to consider options for the future.

A standard item on the agenda on 'corporate priorities' was established early on in the year. It has provided a useful update for the committee on major Council projects and issues. Items included progress on Brightwells, the Frensham 'Heathland Hub' and the Local Plan Parts 1 and 2. A special meeting to consider the Local Plan Inspector's report was held in February 2018 with comments going forward to the Executive.

Questions were received from the public on public conveniences, Brightwells, traffic and air quality. The Committee also considered the impact of the Surrey County Council proposals to change services at the Community Recycling Centres and this will continue to be monitored as early indications are that it has resulted in an increase in fly tipping. Performance monitoring across a range of key performance indicators has been carried out at each meeting and a particular focus has been given to street cleaning and refuse and recycling rates.

Housing Overview and Scrutiny

Chair: Cllr John Ward

Vice Chair: Cllr Pat Frost

The Committee undertook a major in-depth review of Housing Design Standards in 2017/18 in order to inform both 'Site C' of the major regeneration project at Ockford Ridge, Godalming and other future council housing developments. The review arose from discussions following a site visit to Ockford Ridge about the optimum use of space in the homes. As a result the Working Group reviewed the Design Standards and Specifications adopted in 2014 and researched other available good design standards. The review focused on standards for new homes to be developed and funded by the Council, internal and external space standards, potential use of roof space, parking, materials and opportunities for future proofing and adaptation to changing circumstances. The new Standards were approved by the Executive at their July 2018 meeting and the review outcome is a good example of the additional value the work of the Committee has contributed to the Housing Service.

The Committee requested regular updates on a number of major projects and work streams throughout the year so that progress could be scrutinised. Update reports on the regeneration scheme at Ockford Ridge were received at each meeting as well as updates on the Tenancy Agreement review and progress on the procurement of the new repairs and maintenance contracts due to commence in April 2019.

The tenant's Waverley Scrutiny Group carried out reviews on both voids and recharges during the year. The voids report focused on the re-let standard, reducing the cost of a void and improving value for money in the voids process. The Group also completed a review on how the Council manages the process of recharging certain costs to tenants and leaseholders.

Proposals by Surrey County Council (SCC) to decommission all Housing Related Support funding, including funding for services for older people, were reported in September 2017 and the implications for the Sheltered Housing Schemes were considered. Following recommendations to the Executive, the Leader sent letters to SCC, local MPs and Ministers expressing the Council's grave concern over the impact the reduction in funding would have on elderly services.

In November 2017 the Committee received a presentation on the Private Sector Improvement Policy which highlighted the joint work being undertaken by the districts and the county in relation to home adaptations and efforts to speed up grant approvals.

Performance on a range of key performance indicators were monitored regularly and particular focus was given to gas safety checks, voids and responsive repairs.

The development of a new Housing Strategy for 2018-2023 was considered by the Committee during the year and it culminated in the adoption of the Strategy by the Council in April 2018. Following Scrutiny by the Committee the Homelessness Strategy 2018-2023 was also adopted.

Overview and Scrutiny Member Survey

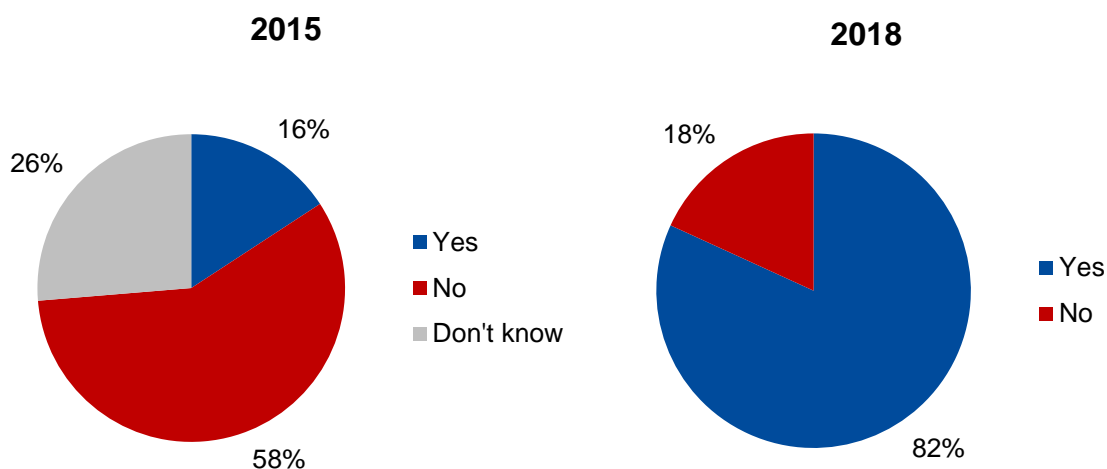
As part of the review of the O&S arrangements in 2015/16, Members were encouraged to complete a survey to evaluate the perceived effectiveness of O&S at Waverley in order to inform the revised process.

Following the first complete cycle of the new O&S arrangements an opportunity has been taken to conduct a similar survey and an online confidential questionnaire was sent to all members of the new O&S Committees during the period 10 July and 3 August 2018.

There were 11 respondents to the 2018 survey as compared to 19 in 2015. Most questions were binary but all gave Members the opportunity to provide comments if they so wished. Comparisons between percentages are given in terms of percentage points (pp). It is important to note that in the 2015 survey respondents had an option to choose 'don't know', respondents were not given this option in 2018 but could skip the question if they so desired.

Survey Results

Q1. Do you think O&S provides an effective challenge to the Executive?



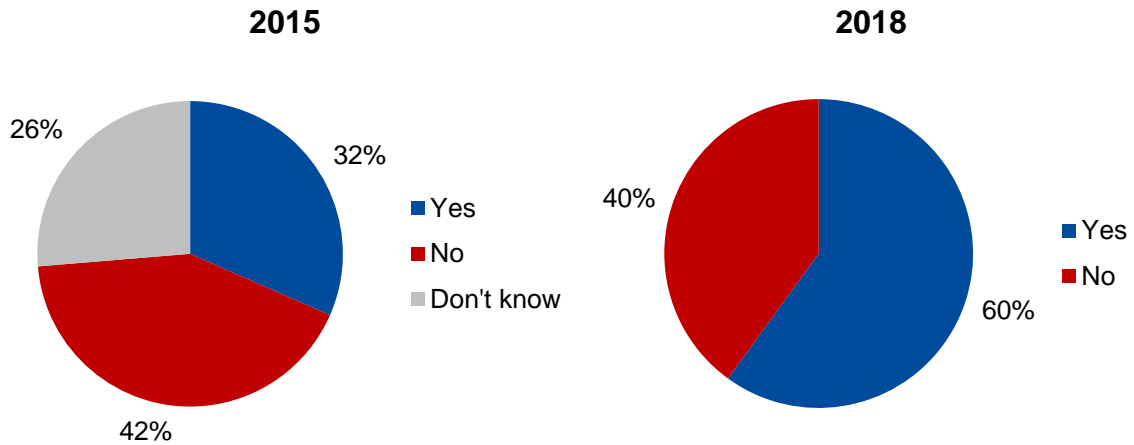
This question related to the first principle of good Scrutiny, defined by the Centre for Public Scrutiny³, in that it 'should provide a constructive critical friend challenge' to the Executive.

The 66pp increase in respondents answering yes when asked if O&S provides an effective challenge to the Executive suggests that the new Scrutiny arrangements are enabling O&S to fulfil its 'critical friend' function much more effectively. In the comments provided by respondents, one Member acknowledged that the process had improved but did not believe 'that the situation has changed sufficiently to be able to say that O&S is an effective challenge'.

Another Member recognised the improvement but conditioned this by saying the process is only effective when the gap between the O&S meeting and Executive is sufficient to make changes. Whilst the process has improved, there is still scope to develop the efficacy of O&S by ensuring the timescales allow for O&S outcomes to genuinely inform Executive decisions.

³ The [Centre for Public Scrutiny](#) is CfPS is a national centre of expertise on governance and scrutiny.

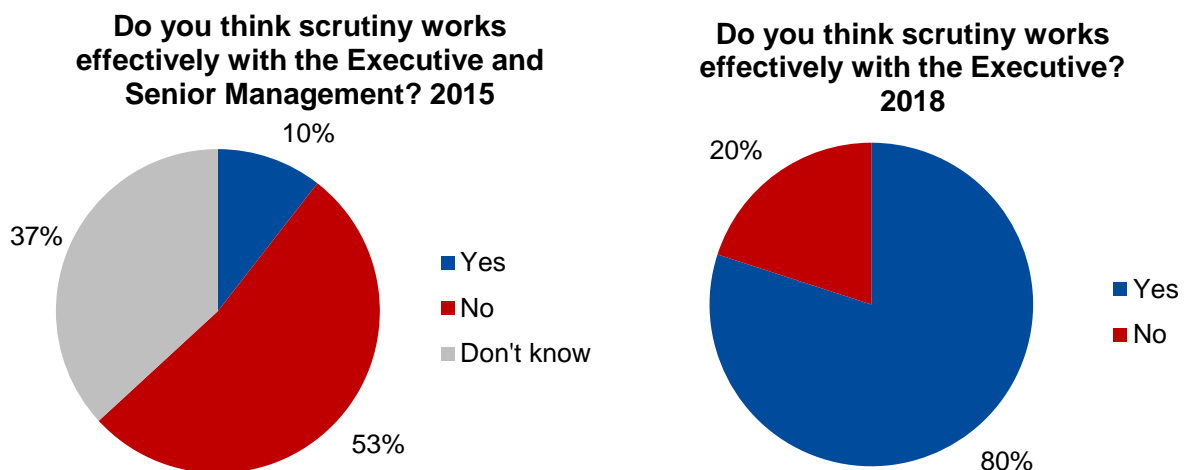
Q2. Do you think external partners are involved in Scrutiny enough?



Over 40% of Members responding to the above question in 2015 said no. In 2018 this had decreased slightly to 40%. This is clearly an improvement but with only 60% saying yes in 2018, there is a clear desire from Members to involve more external partners in Scrutiny. In the comments provided by respondents, one Member recognised their role in involving external partners through discussion and engagement outside of the direct O&S process and another recognised the value of external partner expertise but expressed concern at the time required to resource this.

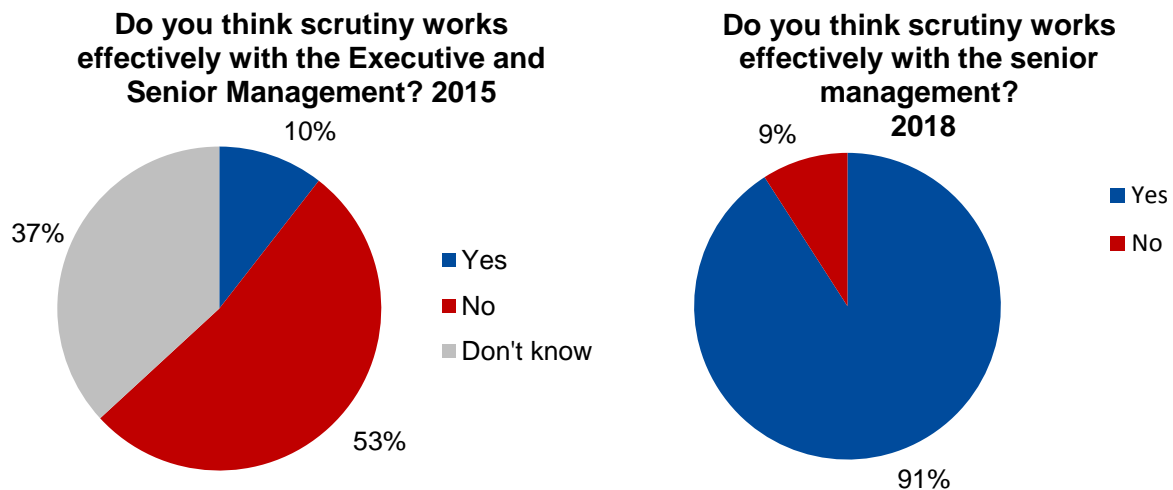
Attendance at meetings of representatives from partners such as Surrey County Council, Safer Waverley Partnership and health organisations has provided Scrutiny with another perspective through which to challenge and develop the issues at hand. As the new process is established, there will be opportunities to involve more external partners in the work O&S does at Waverley.

Q3. Do you think Scrutiny works effectively with the Executive?



The 2015 survey contained a combined question asking whether Members felt O&S works effectively with the Executive **and** senior management. This question was split into two for the 2018 survey and so the results are not directly comparable.

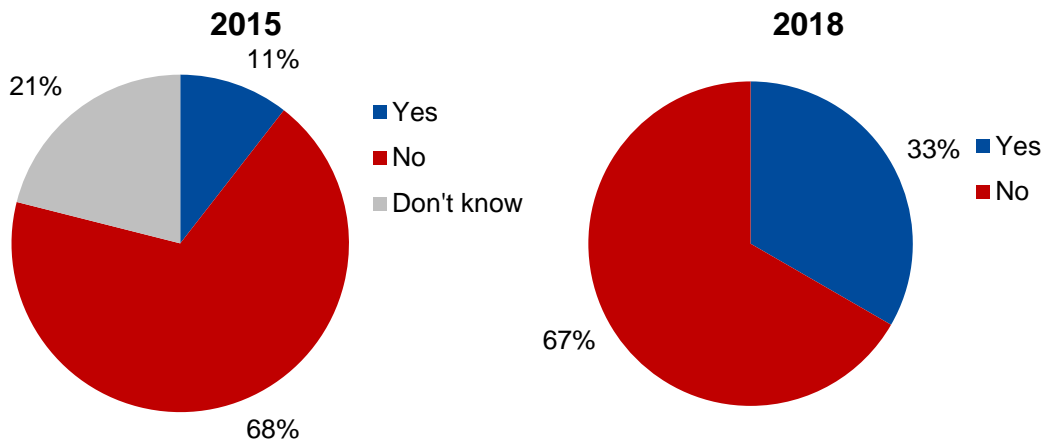
Q4. Do you think scrutiny works effectively with the senior management?



In relation to question 4, 91% of respondents said O&S works effectively with senior management. Although the results of question 3 are not directly comparable, the increase shows Members have seen a considerable improvement in how effectively O&S works with the Executive and senior management. In the comments on the 2018 survey one respondent showed concern regarding how seriously the Executive takes the O&S process. However, this respondent expressed their belief that the Scrutiny in-depth review working groups could be increasingly effective. Another comment stated that the follow up on recommendations varied (seemingly due to workload of officers). Whilst there has been a significant increase in the confidence that O&S works more effectively with the Executive and senior management, the survey results have provided useful feedback on how to continue to improve this efficacy, namely following up on recommendations more effectively and showing evidence of the seriousness with which Executive treats O&S outcomes.

Questions 5, 6 and 7 relate to the second principle of good Scrutiny in that it should 'amplify the voices and concerns of the public'. The questions seek to understand Members' perceptions of how well Waverley's O&S process does this.

Q5. Do you think O&S publicises itself enough to the public?

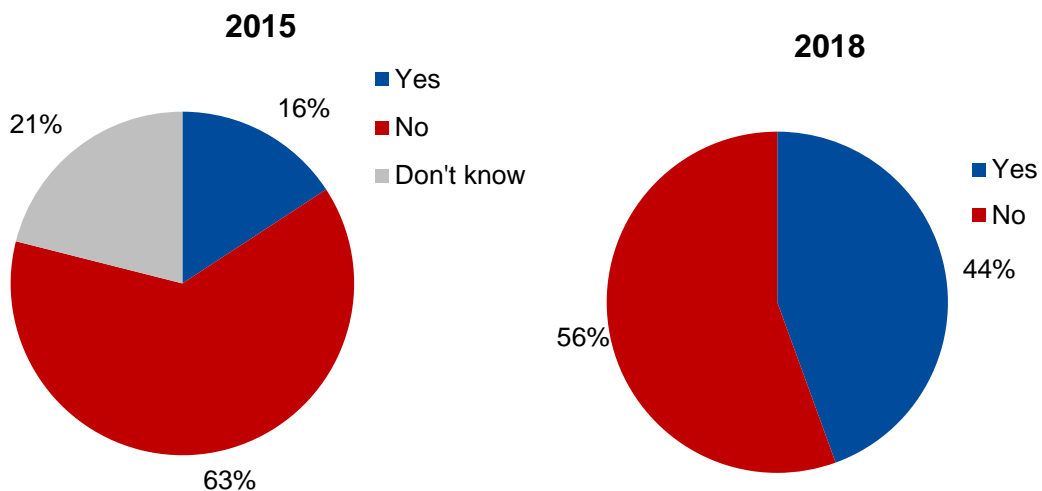


In 2015 68% of respondents said they did not believe O&S publicises itself enough and in 2018 this figure was 67%. Whilst the results show an increase in the percentage of respondents saying yes, public involvement and representation are clearly areas in which the process could see improvement.

Q6. What ways are there to improve interaction with the public?

When asked what ways there are to improve O&S interaction with the public, social media, press releases and website information were all included in multiple comments. One respondent suggested creating short videos containing information on the role of each O&S Committee, something that could be tried in combination with increase use of social media. Webcasting of the Committee meetings was also mentioned as a way for O&S to publicise itself to the public and improve interaction.

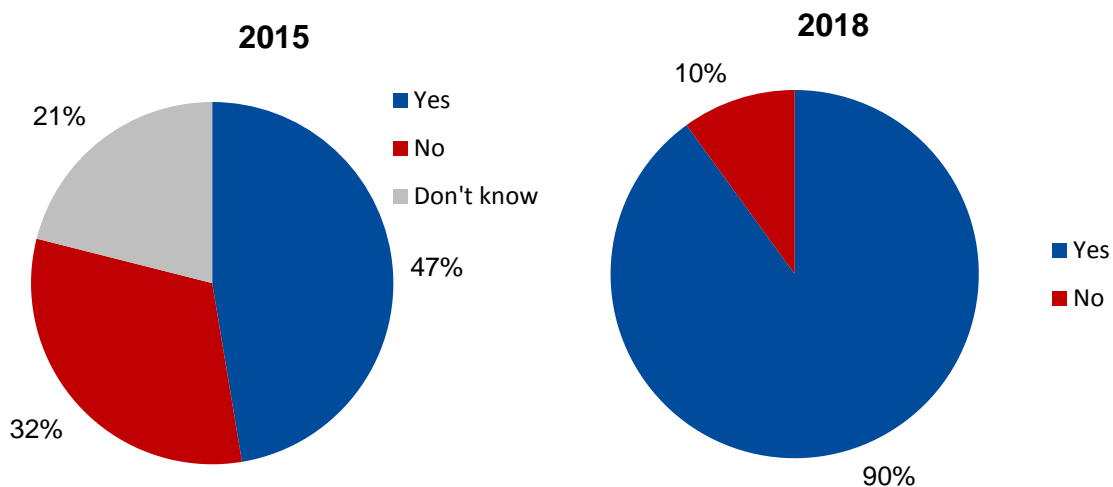
Q7. Do you think the public have been involved in the scrutiny process?



In answer to the third question on whether Members thought the public have been involved in the Scrutiny process, the percentage of respondents responding positively increased and negatively decreased. This is a slight improvement but with over half respondents saying the public has not been involved in the Scrutiny process there is clearly opportunity to develop this area of engagement.

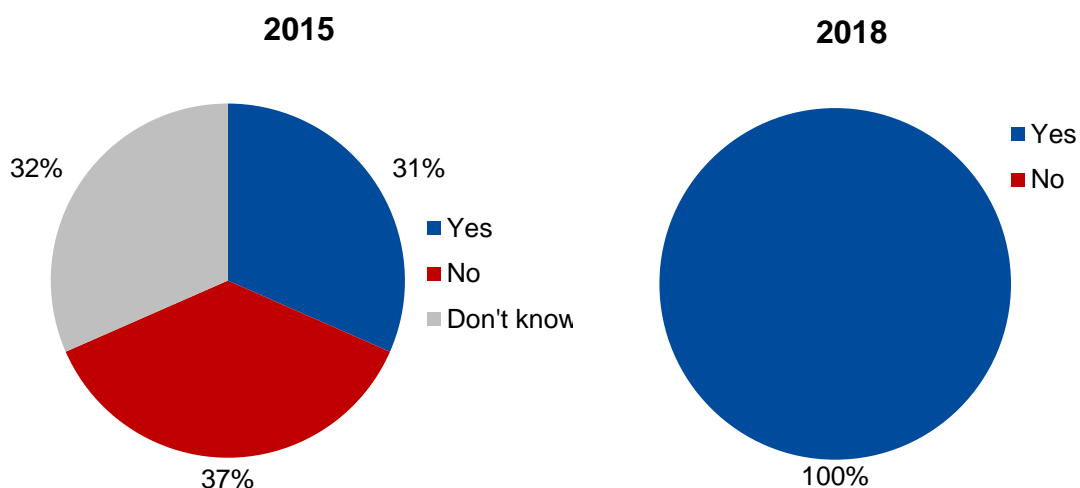
Questions 8, 9 and 10 relate to the third principle of good Scrutiny being 'led by independent minded people who take ownership of the Scrutiny process'.

Q8. Do you think O&S operates with political impartiality?



The percentage of respondents answering yes to this question increased by 43pp from 2015 to 2018. The percentage of respondents answering no to the question decreased, illustrating that an increase in political impartiality is one of the successes of the new arrangements. A comment provided for this question recognised the importance of operating with political impartiality and stated that O&S should be about Waverley wide issues.

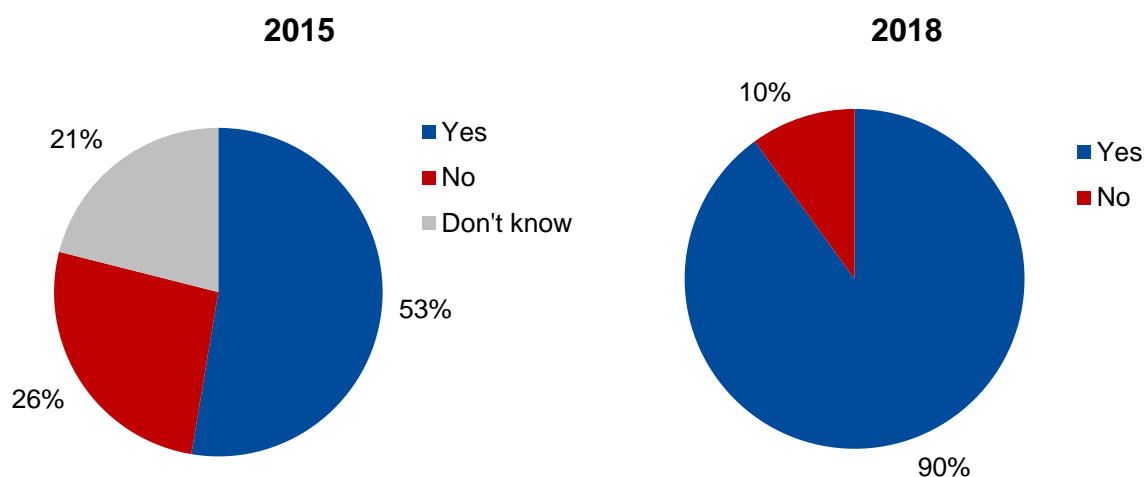
Q9. Do the committees have ownership of their own work programme?



In 2018 all respondents felt that the Committees do have ownership of their work programmes. One of the comments from respondents in 2018 stated that they believed the Committees have ownership of their work programmes 'to a limited degree'.

The 'Committee Work Programme' item on each agenda is intended to give Committee Members ownership of their respective agendas with an opportunity to comment on items coming up, request particular items or suggest the removal of items. The result of the 2018 survey clearly demonstrates that the feeling of ownership has improved.

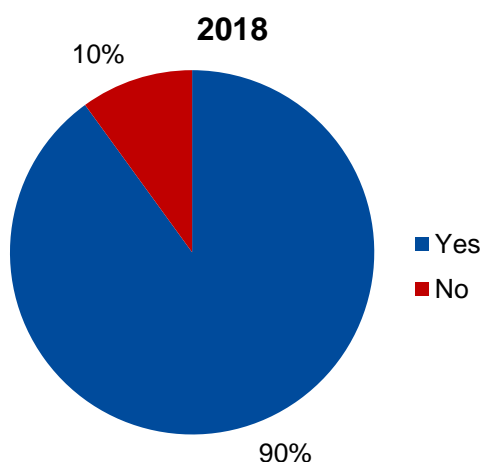
Q10. Do you consider Scrutiny to be a worthwhile and fulfilling role?



The increase of 37pp in respondents answering yes to this question suggests that the new arrangements have improved Members' perception of the value of O&S

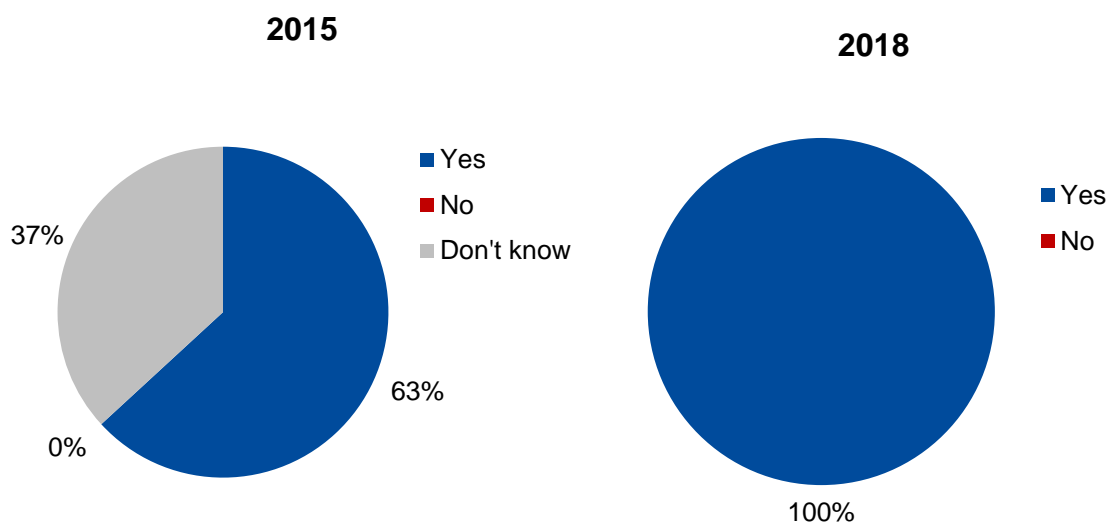
Two comments provided for this question articulated the respondents' beliefs that the changes to the O&S process have positively impacted how worthwhile and fulfilling they feel their role is

Q11. Do you think Scrutiny results in valuable recommendations and outcomes?



This question was not asked in the 2015 version of the survey. One of the criticisms of the previous O&S process was that items were being brought to Committee after decisions had been made and the opportunity to influence had been missed. Therefore such a high percentage of respondents answering yes to this question suggests the new process has, to some extent, addressed this issue. One of the comments provided, however, states that the respondent has ‘some concerns that decisions have been pre-determined’ and so whilst the new process has improved perceptions there is still progress to be made. Another respondent commented ‘yes, but not often enough’, demonstrating the point that whilst there have been developments there are still opportunities to improve.

Q12. Do you think O&S has a constructive working partnership with officers?

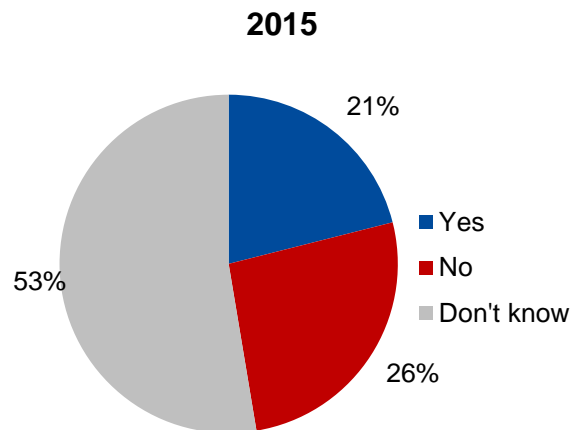


In the 2018 survey, all those who responded to question 12 replied that they did feel that O&S has constructive working partnerships with officers. Two respondents’ comments attributed this success to the new O&S process. One respondent expressed their view that ‘councillors on O&S feel more involved and valued and officers are greatly encouraged by this and are more supportive’, demonstrating the fact that effective Scrutiny is in the interests of both officers and Members. Another comment partly credited the constructive working relationships to familiarisation of Members and officers since the 2015 elections. From this comment one might infer that, depending on the results, the 2019 election could see a fall in the number of respondents answering yes to this question. This, therefore, is an aspect of O&S for officers to bear in mind for the 2019/20 Scrutiny cycle.

Almost half of respondents in 2015 said they did not think O&S was integrated with corporate processes with the others split evenly between no and don't know. 78% of respondents answered yes in 2018, with 22% answering no. Whilst the increase in yes answers is positive, 18% of respondents in 2018 and 26% in 2015 did not answer the question or answered don't know, suggesting the meaning of the question was not very clear. The respondents' comments to this question recognised the integration to some degree but expressed that there were improvements still to be realised, particularly in terms of the stage at which issues are brought to O&S and their potential to influence these issues.

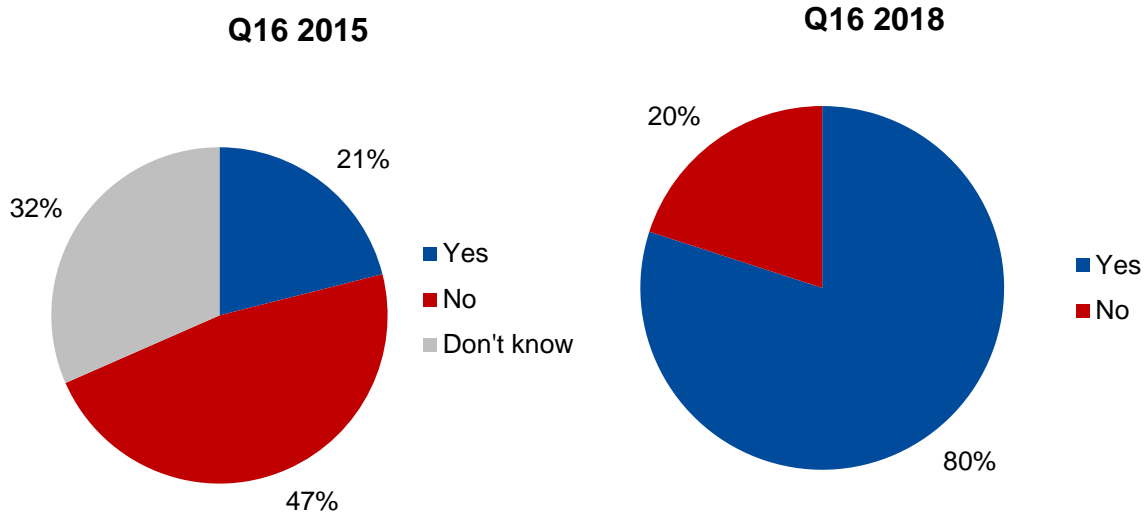
Q15. What evidence is there that Scrutiny has (or is able to) contribute to service improvements?

In 2015 respondents were asked 'is there evidence that Scrutiny has (or is able) to contribute to service improvements?' and in 2018 this question was altered slightly, as set out above.



Seven of the nine (78%) respondents who commented on this question listed positive outcomes O&S has had in the past year. Two respondents answered 'very little' and 'none' and the rest skipped this question. In the list of positive outcomes provided, Members referred to housing repairs, waste and recycling, the apprenticeship scheme, leisure centres, housing design standards and staff turnover. Two Members explicitly expressed the view that O&S now has the opportunity to influence the work of the Executive, and make recommendations, before it meets. Each of the four Committees has its own work programme and in-depth Scrutiny reviews and each Member, therefore, will have a different experience of Scrutiny. Further analysis of the views of respondents by Committee would provide more indication of the effectiveness of each Committee in delivering service improvements. Future developments and areas for improvement could then be broken down by Committee. However, all responses to the survey are anonymous.

Q16. Do you think O&S fulfils its policy review and development roles?



When asked if they feel O&S fulfils its policy review and development roles, there was an increase of 59pp from 2015 to 2018. The percentage of those who answer no decreased significantly.

It is worth noting the useful role O&S committees have in policy development, and each of the O&S Committees has received policy based items in the past year. Whilst 80% is a good figure, one area for improvement is to ensure all O&S Members feel engaged in policy development particularly in the work of the various working groups established to undertake in-depth reviews.

Q17. What do you feel O&S has achieved over the last 12 months?

Respondents were asked what they felt O&S had achieved over the last 12 months and their replies fell into three categories: deliverables (tangible outcomes such as reports or recommendations); improvements in ways of working; and impact on Executive decisions.

Respondents cited in-depth Scrutiny reviews including the Leisure Centre review, the Housing Design Standards review, Waste and Recycling Contracts review and Health Inequalities review as achievements of the last 12 months.

Some respondents expressed their view that O&S Members now have more meaningful participation with their expertise being used more effectively and working effectively as a team with officers.

One respondent felt that the outcomes of Executive had been improved through the work of O&S and another that the Executive better realised the importance of O&S.

In addition to completing the survey, Members were also encouraged to share their reflections more generally on the last 12 months of O&S.

One Member, who had taken part in two in-depth Scrutiny working groups in the first 12 months of the new O&S process, expressed their view that the support from officers had been brilliant and it had been a pleasure to work with their fellow colleagues in small groups. This Member said they found the working groups very interesting and worthwhile and believed they would make a valuable contribution to the way the Council operates and provides its services, hugely benefitting the residents of Waverley.

Q18. Are there any further improvements in the O&S process you would like to see?

One respondent expressed their concern at the resourcing levels of Scrutiny and emphasised the need for permanent officer Scrutiny support. Another respondent suggested putting the work programmes of the Committees in a more prominent place on the website for residents to access, a potential way to improve public engagement mentioned earlier in this report.

Finally, this comment was made in relation to the impact O&S has had on Executive considerations and enthusiasm of O&S Members:

'I would like to see some evidence that the work being carried out by the O&S committees is better appreciated by the Executive and that the hard work carried out by the enthusiastic councillors and very supportive officers is seriously taken into account when decisions are made. I fully acknowledge that there are many other factors to be taken into account by the Executive and senior management but Waverley should take advantage of the enthusiasm of back benchers who really want to make a difference. The support from officers associated with O&S has been excellent.'

Officer Reflections

Alex Sargeson, Scrutiny Policy Officer (2017/18)

This was the first Council year (2017-2018) that the new O&S arrangements were implemented; new Committees were designed, and a greater focus was given on creating an O&S that adds value to the policy decisions of the Executive and informs the direction of the Council. This was also the first year that Members on O&S had a dedicated Officer support, as recommended by a member-led review on the O&S arrangements (2016).

O&S at Waverley faced challenges, but Members have had an appetite to change how Scrutiny functions and equally, Officers understood the value of a Scrutiny system that lends itself as a resource to assist the Council in producing quality reports that inform policy. The current O&S system is now a process that is Member-led, but Officer supported; has strengthened its policy development capacity by producing more effective policy recommendations to the Executive and others, and is more strategically focused in how Scrutiny can add value to Executive's objectives and the Council's Corporate Priorities.

During this past year there has been a greater emphasis on 'pre-decision' Scrutiny; looking at decisions before they have been made in order for members to input, influence decisions, and where necessary improve them. Additionally, Members have been encouraged to put a greater emphasis on balancing their work programmes to ensure it reflects the issues and concerns of local residents. For instance, the Community Wellbeing Committee looked in-depth at the health inequalities within the Borough which covered and identified a range of issues concerning the health and wellbeing of residents; the Value for Money and Customer Service Committee examined the anticipated impact of Universal Credit and advised on the merit of the creation of a property company and subsequently the property investment strategy; the Environment Scrutiny Committee looked at the impact of Surrey County Council's proposals to change the services at Community recycling centres, including looking in-depth at the Council's Waste, Recycling and Street Cleaning Contract; and Housing reviewed in-depth the Council's Housing Design Standards for New Council Homes, and also looked at how the Homelessness Reduction Act would affect Waverley's most vulnerable residents.

Yasmine Makin, Policy Officer Scrutiny (2018)

As Graduate Management Trainee I joined the Scrutiny team in September 2017. The new process had only been in place for a few months and each Committee had met only once. All the work that had been undertaken to contribute to the development of the new process was evident in the enthusiasm shown by both officers and Members; there was a real sense of change. Almost one year later I have been formally in post as Policy Officer for Scrutiny for nearly two months and

have seen that sense of change affect not only the work the Committees have embarked upon but also the approach both officers and Members take to Scrutiny.

Good practice tells us that O&S should be Member-led. Whilst officers and Members are still adapting to this new driving force of O&S, a good proportion of agenda items have been at the request of Members informed by strategic curiosity and constructive desire to enhance the output of the Council. The move from officer-led to Member-led has had an encouraging start but there is more opportunity to develop this and include items on Committee meeting agendas at the request of Members, resulting in more engaged debate and valuable outcomes.

One of the major successes of the new process is how items are brought to O&S before decisions have been made by the Executive; the O&S Committees exercise 'pre-decision' Scrutiny much more effectively. The in-depth working groups have also been a success of the new Scrutiny arrangements. O&S has been able to develop and inform policy through Committee meetings but particularly through these working groups. This is a change to the previous way of working that has enabled O&S to act as a resource for the Council and ultimately improve service delivery to residents.

A broader range of issues has been considered by the O&S process. In my opinion this is a result of both the influence of the first Policy Officer for Scrutiny, Alex Sargeson, and the interest of Members to look less internally and more at issues which affect our residents. This welcome change does require a shift in not just the approach of Members but also that of officers; it necessitates the acceptance and use of alternative sources of information to support the work of Scrutiny. As O&S progresses, more contacts and working relationships with external agencies will be formed to allow for these alternative sources to be utilised. This is one of the clear areas for improvement after one year of the new arrangements.

Conclusion

Cllr John Ward

The first year of the new O&S arrangements has been very productive and the results of the survey show that Members have seen an improvement in the effectiveness and value of Scrutiny.

A major area of success has been the policy development side of the O&S work. The in-depth reviews have contributed enormously to the work of the Council and have helped forge a firmer relationship with the Executive. These reviews have all been conducted with good cooperation between councillors of all parties and officers involved. The working groups have invariably led to recognisable improvements to outcomes in the areas of study.

The work of the O&S committees and reduction in committee size has also strengthened Members' level of service knowledge and in turn officers have been able to benefit from drawing on the expertise of Members.

Although, disappointingly, fewer Members took part in the repeat of the 2015 Survey, the results were generally very encouraging. It was particularly pleasing to see that a very high percentage of respondents felt that the new Committees were working more effectively with the Council's Executive and senior management.

Areas for improvement were highlighted through the survey, these being: publicising the work of O&S; increasing engagement/involvement with/from the public; and increasing liaison with external bodies such as other councils, emergency services and infrastructure suppliers. Consistent and well publicised webcasting and more effective use of social media, the press and the website could contribute to improvement in this element of Scrutiny.

Overall the re-organization of Waverley's O&S arrangements has led to a successful and productive year with the Committees not only **scrutinising** already-made decisions but actively **overviewing** the Executive process pre-decision, often by in-depth reviews of important matters.

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 10 SEPTEMBER 2018

COMMUNITY WELLBEING O&S – 11 SEPTEMBER 2018

ENVIRONMENT O&S – 17 SEPTEMBER 2018

HOUSING O&S – 18 SEPTEMBER 2018

Title:

**CORPORATE PERFORMANCE REPORT
Q1 2018/2019
(APRIL - JUNE 2018)**

**[Portfolio Holder: All]
[Wards Affected: All]**

Summary and purpose:

The aim of the Corporate Performance Report is to report a quarterly analysis of the council's performance. The Performance Report, providing performance analysis for the first quarter of 2018-19, is set out at Annexe 1. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

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

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

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.

Financial implications:

There are no resource implications in this report. Active review of Waverley's performance information, including financial data, is an integral part of the corporate performance management process, enabling the council to maintain value for money across its services.

Legal Implications:

Some indicators are based on statutory returns, which the council must make to the Government.

Background

In order to align the performance reporting with the new Corporate Strategy, and to provide a more complete picture of the council's performance, the new Chief Executive has initiated changes to the performance reporting format for 2018-19, following consultation with members of the Executive, the Chairs of the Audit and Overview and Scrutiny Committees and the senior management team. Previously, each of the four Overview and Scrutiny (O&S) Committees and the Executive received a quarterly report on key performance indicators and a biannual report on progress of service plans. The

new report includes a broader range of performance measures and provides a more comprehensive picture of the council's overall performance.

As this is the first report in the new format, it is likely that further amendments and improvements will be made before Q2 as a result of feedback from managers and councillors.

New Performance Report

The new format presents quarterly performance updates for each service area on the following:

- Key performance indicators
- Progress of service plan actions
- Progress of Internal Audit recommendations
- Complaints
- Workforce data
- Finance

It is intended that future reports will also include the status of corporate projects. This will take account of the recent O&S recommendations on project management, which are being incorporated into a new suite of consistent project documentation.

The new layout gives an overall corporate summary of performance followed by an overview of each service area by the accountable Head of Service including key successes, lessons learnt and any issues needing to be brought to councillors' attention. The narrative sections of the report have been increased to improve the explanations and to include factors that might not be highlighted by the data, thereby presenting a more complete and rounded account of how the council is performing.

The Overview & Scrutiny Committees have the following service areas remits:

Value for Money and Customer Service O&S Committee:

- Customer and Corporate Services
- Finance
- Policy and Governance

Community Wellbeing O&S Committee:

- Communities Services
- Environmental Services – Licencing only

Environment O&S Committee:

- Environmental Services
- Planning

Housing O&S Committee:

- Housing Operations
- Housing Strategy and Delivery

As this is the first time that the new format is being presented, the committees' discussions will help to shape future format improvements.

Recommendation

It is recommended that the Overview & Scrutiny Committee considers the performance of the service areas under the remit of the committee as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate.

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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Corporate
Performance Report
Q1 2018/19
(April - June 2018)








Report Publication Date: 31 August 2018

Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	Management Board	Management Board	3
Value for Money & Customer Service - Overview & Scrutiny Committee				
2	Service Dashboard	Customer & Corporate Services	David Allum	9
3	Service Dashboard	Finance	Peter Vickers	11
4	Service Dashboard	Policy & Governance	Robin Taylor	14
Community Wellbeing - Overview & Scrutiny Committee				
5	Service Dashboard	Communities Services	Kelvin Mills	17
6	Service Dashboard	Environment - Licensing only	Richard Homewood	20
Environment - Overview & Scrutiny Committee				
6	Service Dashboard	Environment	Richard Homewood	20
7	Service Dashboard	Planning	Elizabeth Sims	23
Housing - Overview & Scrutiny Committee				
8	Service Dashboard	Housing Operations	Hugh Wagstaff	26
9	Service Dashboard	Housing Strategy & Delivery	Andrew Smith	30

RAG Rating Legend

Performance Indicators RAG Legend

	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Service Plans. Internal Audit, Project Management RAG

Completed
On track
Off track - action taken / in hand
Off track - requires escalation
Cancelled

1. Corporate Dashboard – All Services

Quarter 1 2018-19 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern

Chief Executive's quarterly report:

This is the first report in the new format, providing a more comprehensive snapshot of the Council's performance at the end of June 2018. We expect to make further format improvements as a result of feedback on this new style and approach.

Overall performance is very good with most performance indicators and service plan actions on track. The Service chapters include additional commentary on these and on the actions in train on those targets that are off track. The Council's operational finances are also on track compared with the Budget set by councillors in February.

There are many performance highlights that are reflected in the Service chapters, including:

- Workshops with councillors and engagement with external stakeholders on the Council's new Corporate Strategy, which was then adopted in July
- Meeting the new, earlier deadlines for the closure of last year's accounts
- The 'Good' Ofsted rating for Waverley Training Services
- Progress with the Local Plan Part 2
- Successfully-run by-elections in Farnham
- Implementation of the Homelessness Reduction Act
- Progress with new housing at Ockford Ridge, Godalming
- The Council undertaking its Investors in People review, with the news in August that we achieved the new, more rigorous standard

In addition:

- The Council approved new strategies or policies for housing, homelessness, property investment, treasury management, the Community Infrastructure Levy and leisure centre investment
- The new civic year commenced with a new Mayor
- We have implemented the new General Data Protection Regulations
- We have implemented the new requirement to report on our 'gender pay gap' for 2017, which showed that we employ more women than men and more than most councils among the 25% highest paid, but that our overall pay gap in favour of men is higher than the average for councils

In the coming months, we will be focusing on:

- Continuing to work with councillors and staff on the budget for next year and beyond, in the face of massive financial pressure and the elimination of government grant
- Defending the borough's Local Plan from judicial review, with a High Court hearing due in October
- Considering the report of the Planning Service peer review
- Oversight of the Brightwells regeneration scheme in Farnham
- Supporting the Police investigation into air quality data, as reported to the Audit Committee in the Annual Governance Statement
- Developing a new HR Strategy, using the Investors in People report as helpful evidence
- Supporting Surrey County Council on its transformation programme and the publication of the

draft 'Surrey Vision'

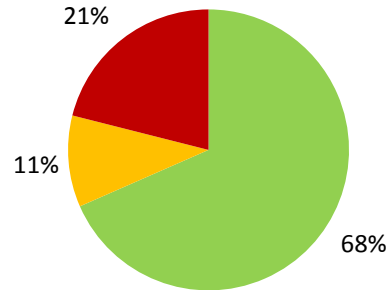
- Government consultations on social housing, right to buy and local government funding
- Preparing for the May 2019 borough, parish and town council elections, including a prospective councillor event on 10 September

Tom Horwood, Chief Executive

Performance Indicators Status

Q1 All Corporate KPIs

Total	100%	38
Green	68%	26
Amber - less than 5% off target	11%	4
Red - over 5% off target	21%	8

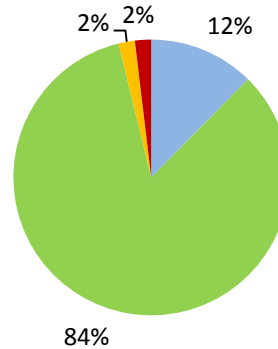


Comment: The services performed well in the first quarter with 68% of indicators performing on target. The service specific dashboards contain further details on underperforming indicators and what actions are being taken.

Service Plans - Actions Status

Corporate Service Plan Actions

Total	100%	210
Completed	12%	26
On track	84%	176
Off track - action taken / in hand	2%	4
Off track - requires escalation	2%	4
Cancelled	0%	0



Comment: The majority of service plan actions are on target. The details of service specific performance can be found under individual dashboards.

Internal Audit – Overdue Actions Status

Note: The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent progress report from the Committee meeting on the 24 July..

1. [IA18/21.005 Final Payment Process](#)
2. [IA18/22.001 Code of Conduct](#)

Comment: At the end of first quarter there were two outstanding Internal Audit actions for the service areas of: Finance and Policy and Governance. The details can be found under the individual service specific dashboards

Complaints

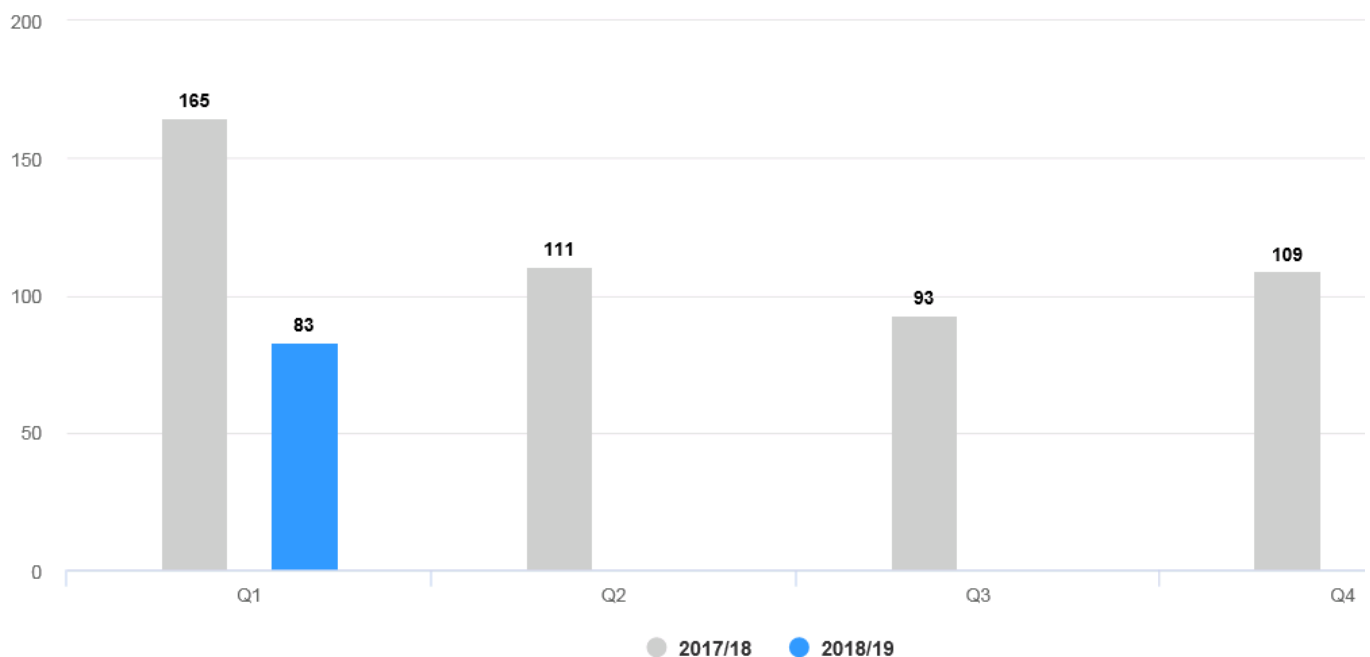
Q1 2018-19 (1 April 2018 - 30 June 2018)

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Communities	2	2	100.00%	0	0		0	
Customer & Corporate	0	0		0	0		0	
Environment	13	13	100.00%	2	2	100.00%	0	
Finance	6	5	83.33%	2	2	100.00%	4	Not upheld
Housing Operations	25	18	72.00%	8	8	100.00%	0	
Housing Strategy & Development	8	7		1	1	100.00%	1	Not upheld
Planning	9	6	66.67%	4	4	100.00%	0	
Policy & Governance	0	0		0	0		0	
Total	63	51		17	17		5	0

Total Complaints	85
-------------------------	-----------

	Response Rate	Target		Status
Level 1	80.95%	95%		over 5% off target
Level 2	100.00%	95%		on target
Total	85.00%	95%		over 5% off target

PG1 - Total Number of Complaints

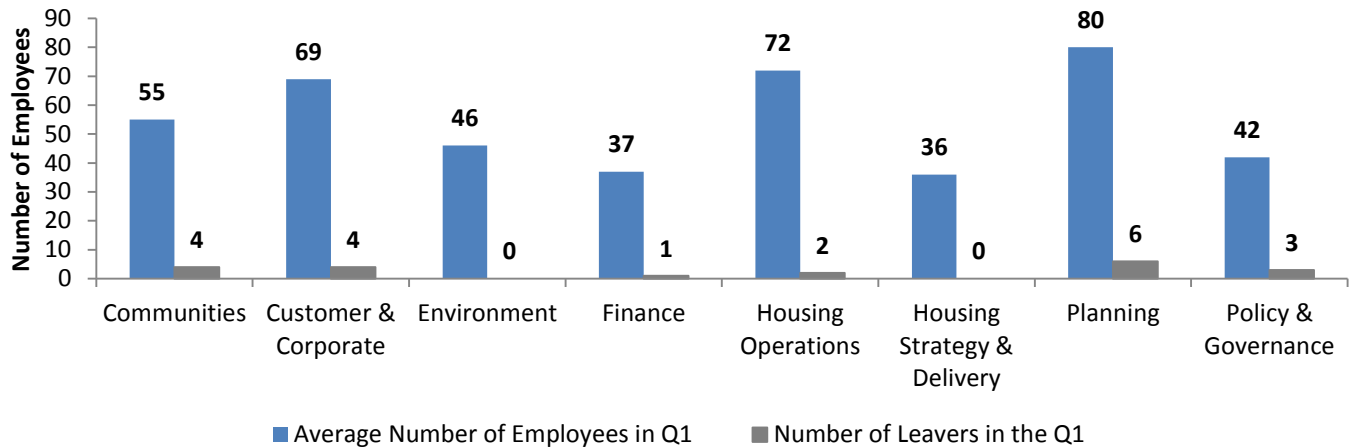


Comment: The response rate for complaints at level 2 is on track. However, the overall performance was impacted by the Level 1 response rate in Planning and Housing. Further information on this is within those services' commentaries. The overall number of complaints has fallen from the previous quarter and compared with this quarter last year. Service teams' nominated complaints officers have been asked to identify any wider trends or issues that may need escalation to senior management; none have been identified as yet. The Local Government and Social Ombudsman has concluded proceedings on 5 complaints in the first quarter and none of them were upheld. This referred to Council Tax (2), Benefits (2) and a Housing complaint not related to a tenancy. There were no decisions made by the Housing Ombudsman in that period.

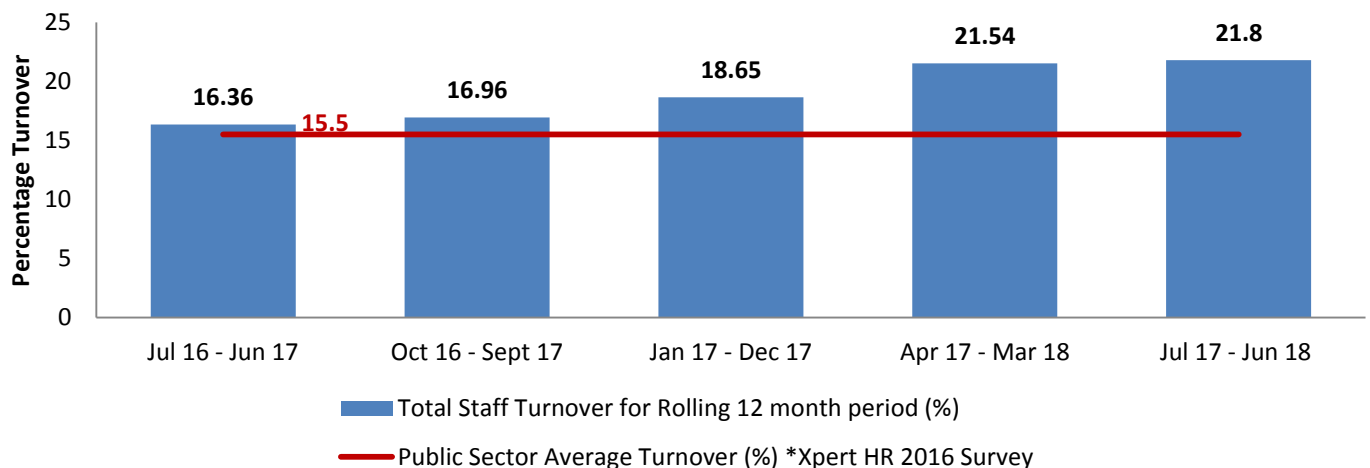
Workforce data – Corporate Level

Workforce Levels & Turnover

Workforce Levels Q1 2018-19



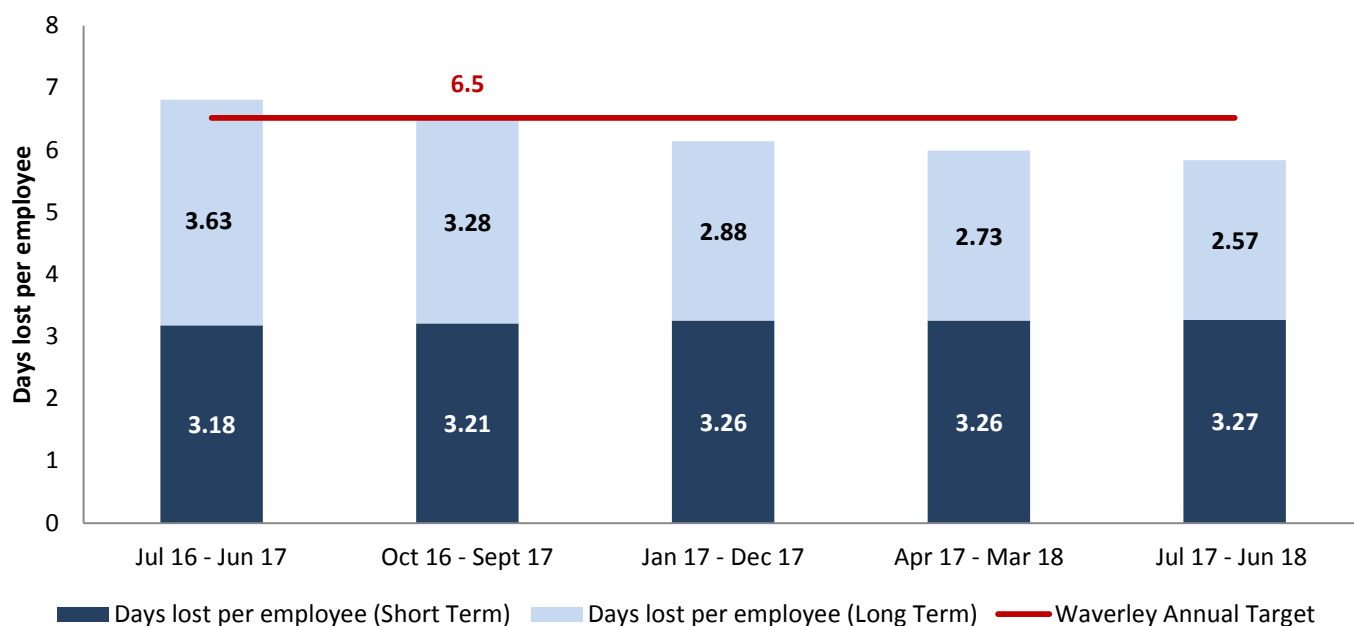
Staff Turnover Rolling 12 months - June 2018



Comment: The Corporate average of employees in the first quarter was 444 people in total, with 20 leavers in that period. The turnover issues were escalated to the Management Board and the analysis of the underlying data is being conducted to identify causes and to devise an action plan if necessary. Going forward the turnover will be benchmark against the Public Sector Average giving a clearer picture of performance.

Sickness Levels

Absence Data Rolling 12 months - June 2018



Comment: There are no areas of particular concern regarding staff sickness levels. In the past 4 quarters the aim of keeping low sickness levels has been achieved with the absence remaining within the annual target of 6.5 days.

Finance Update

Row Labels	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Community	9,985	-7,076	2,908	2,900	-9	Projecting a favourable variance. Borough Hall income targets are challenging; management team are reviewing terms and conditions and operating procedures. Leisure Centre initial profit share has exceeded expectation. However, impact of the closure of Dogflud car park has yet to be felt.
Customer & Corporate	5,668	-6,339	-671	-671	-	On track.
Environment	10,495	-9,211	1,283	1,283	-	On track.
Finance	33,779	-32,412	1,367	1,370	2	Projecting a minor adverse variance.

Planning	8,729	-6,521	2,209	2,196	-13	Projecting a favourable variance. Under-achievement in building control income by an estimated £35,000, partly offset by minimising spend and staff savings. Additional £26,000 S106 monitoring income received for historic agreement (Amlets Lane).
Policy & Governance	6,726	-3,854	2,871	2,877	6	Projecting an adverse variance of £6,000, relating to a spend against the Strategic HR budget in relation to staffing matters.
Housing Operations	32,190	-33,012	-822	-822	-	On track.
Housing Strategy	3,431	-748	2,683	2,683	-	On track.
Grand Total	111,002	-99,174	11,828	11,815	-13	Projecting a favourable variance.

Section 151 Officer quarterly feedback:

I have reviewed the position against budget at the end of Quarter one and I am satisfied that the material areas of revenue income and expenditure are broadly on track at this point. This table is a summary of the more detailed financial monitoring work that is undertaken which included detailed monthly reports and analysis on pay costs and weekly income summaries, in addition to the monthly meetings between the finance team and service heads.

Graeme Clark, Strategic Director (and Section 151 Officer)

2. Service Dashboard – Customer & Corporate Services

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

It has been business as usual across much of the service, although the Team took over full management of the Godalming Community Meals Service earlier this year. This last quarter (Q1 2018/2019) being the first full quarter this has been the case. The dependence on a cohort of volunteers presents a different management challenge.

Successes

- Five star health and safety rating for the Restaurant
- Swift action by the Community Meals Team almost certainly saved the life of a customer
- Continued delivery of the IT Service despite the departure of key staff
- Income generated from the commercial property portfolio

Areas of Concern

- Re-structures in IT and Scanning/Print/Post
- Marketing Wey Court East
- Recruitment of Cleaning staff

David Allum, Head of Customer and Corporate Services

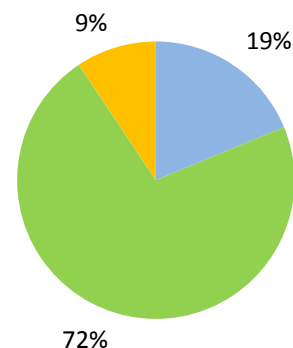
Performance Indicators Status

Comment: This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of following teams: Facilities, IT, Office Support, Estates, Property & Engineering.

Service Plans - Actions Status

Customer & Corporate Service Plan Actions

Total	100%	32
Completed	19%	6
On track	72%	23
Off track - action taken / in hand	9%	3
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The majority of the Service Plan actions are on track for completion. There are 3 actions which are currently off track, but actions are taken to address them.

SP18/19CC1.1 Establish mechanisms to facilitate the implementation of the outcomes of the Foresight Customer Services Review.

SP18/19CC2.5 Agree a future option for the replacement of The Bury's

SP18/19CC5.1 Ensure the Memorial Hall is equipped as a back up centre for the Council's operations in the event of a business continuity incident

A submission on the newly revised Project Initiation Document template has been made for the customer service proposals which if accepted will lead to full implementation.
The first report from consultants on the options for this site is expected later this month (August 2018)
The Memorial Hall is expected to be handed over later this month also.

Internal Audit - Actions Status

Comment: There are no outstanding Internal Audit actions for this service area in the first quarter of 2018/19.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	0	0	0
Deal with on time	0	0	0
Response Time	10 days	15days	
Response Rate	N/A	N/A	N/A

Comment: There were no complaints received for this service area in the first quarter of 2018/19.

Workforce – Q1 update

Comment: No concerns on absence and turnover.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Customer & Corporate	5,668	-6,339	-671	-671	-	On track

3. Service Dashboard – Finance

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Revenues team: A significant amount of work has been done on analysing the current business process and evidence gathering on the current inefficiencies in the administration process. Statement of Accounts for 2017/18 published, with an unqualified audit report, recognising that the new earlier 31 July deadline was achieved.

Budget setting – is now getting underway involving Scrutiny committees, finance team are planning the process and will communicate with the services next week. Managers group budget special is on 6th August.

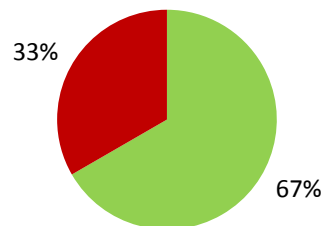
O&S Value for Money and Customer Service strategic budget review is under way. The first of five work streams has been completed, focusing on what services are currently delivered and the opportunity to increase charges and cost recovery. A report will be going to Executive briefing on the findings and recommendations.

Peter Vickers, Head of Finance

Performance Indicators Status

Finance KPIs






Total	100%	6
Green	67%	4
Amber	0%	0
Red	33%	2



...	Code	Value	Target	Short Trend	Long Trend	History
✓	F NI 181a	13.0	20.0	–	↑	
✓	F NI 181b	7.0	9.0	↓	↓	
✓	F1 LI6a	30.2%	24.8%	↓	↓	
✓	F2 LI6b	29.4%	24.8%	↓	↓	
●	F3 LI5	84.55%	99.00%	↓	↓	
●	F4	67.74%	90.00%	↑	↓	

1. **F NI 181a** Time taken to process Housing Benefit/Council Tax Benefit new claims
2. **F NI 181b** Time taken to process Housing Benefit/Council Tax Support change events
3. **F1 LI6a** % of Council Tax collected
4. **F2 LI6b** Percentage of Non-domestic Rates Collected
5. **F3 LI5** % of invoices paid within 30 days or within supplier payment terms
6. **F4** % of invoices from small/ local businesses paid within 10 days

Legend

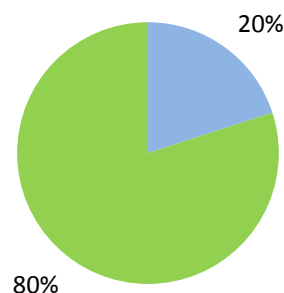
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: The service performed well in the first quarter of 2018/19. However, there were still performance issues related to invoice payments due to implementation of the new purchasing application and a high work volume. Improvements have been seen in the number of local business invoices paid (F4) with 67.74% in Q1 compare to 56.4% in Q4 invoices paid on time (21 out of 31). A team supervisor has been recruited to increase leadership.

Service Plans - Actions Status Q1

Finance Service Plan Actions


Total	100%	15
Completed	20%	3
On track	80%	12
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The completion of the service plan progresses well, with all objectives on track for completion.

Internal Audit - Actions Status Q1

Note: The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent progress report from the Committee meeting on the 24 July.

Code & Title	Start Date	Due Date	Head of Service
 IA18/21.005 Final Payment Process	10 Apr 2018	30 Jun 2018	Vickers, Peter

Comment: There is 1 overdue Internal Audit action for this service area at the end of Q1 2018-19. This has been resolved and a new final payment process agreed.

Complaints Q1

Level	Level 1	Level 2	Ombudsman
Quarterly Number	6	2	0
Dealt with on time	5	2	0
Response Time	10 days	15days	
Response Rate	83.33%	100%	N/A

Comment: In the first quarter only 1 complaint at Level 1 missed its target response time of 10 days. This concerned a complex issue that required some detailed investigation.

Workforce – Q1 update

Comment: No concerns on absence and turnover.

Finance Update Q1

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Finance	33,779	-32,412	1,367	1,370	2	

4. Service Dashboard – Policy & Governance

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

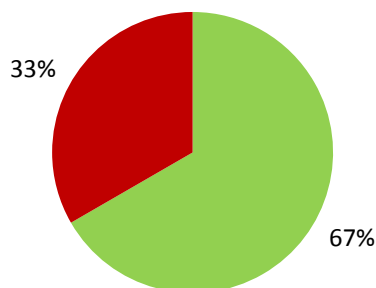
Q1 has been incredibly busy with a number of key actions progressed. The Corporate Policy team supported the Chief Executive in developing and agreeing a new corporate strategy, a new approach to quarterly performance management and a new approach to complaints handling and also led on GDPR preparations and the budget review scrutiny working group. Human Resources became part of the service under a new integrated structure, with a new HR manager and a new office base. A new HR strategy and underpinning action plan was drafted and the liP assessment took place. The Elections team ran a successful by-election in Farnham and continued to plan for all out May 2019 elections. A new Democratic Services Manager was appointed from within the team. She has successfully ensured continuity of the busy committee timetable including two Full Council meetings and is planning a number of service quality improvements. The Legal Team continued to successfully defend a number of high profile and complex legal challenges. Initial drafts of internal and external Communications strategies and the next edition of *Your Waverley* were written.



















Robin Taylor, Head of Policy & Governance

Performance Indicators Status

Policy & Governance KPIs






Total	100%	3
Green	67%	2
Amber	0%	0
Red	33%	1
Data only		6



...	Code	Value	Target	Short Trend	Long Trend	History
	HR1 (LI2c)	4.51%				
	HR2 (LI2)	1.31	1.63			
	PG1 (M2 (LI 1b))	83				
	PG2a	63				
	PG2b	18				
	PG2c	2				
	PG3a	80.95%	95.00%			
	PG3b	100.00%	95.00%			
	PG3c	100.00%	95.00%			

1. **HR1 (LI2c)** Staff Turnover - All leavers as a % of the average number of staff in a period
2. **HR2 (LI2)** Working Days Lost Due to Sickness Absence
3. **PG1 (M2 (LI 1b))** Total number of complaints received
4. **PG2a** The number of compaints received - Level 1
5. **PG2b** The number of compaints received - Level 2
6. **PG2c** The number of compaints received - Ombudsman
7. **PG3a** The % of complaints responded to on time - Level 1
8. **PG3b** The % of complaints responded to on time - Level 2
9. **PG3c** The % of complaints responded to on time - Ombudsman

Legend

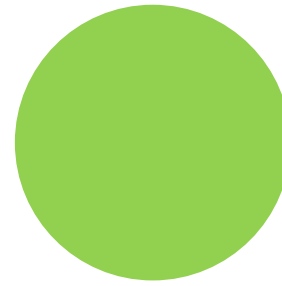
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: In the first quarter only 1 indicator didn't meet its target and this concerns the response rate at level 1 which took longer to resolve in three service areas: Finance, Housing and Planning. The new indicators approved by the Executive at the end of last year are now in place measuring the number of complaints and the response rate at Level 1, Level 2 and Ombudsman. The services' nominated complaints officers have been asked to report back to the Management Board on trends and issues.

Service Plans - Actions Status

P&G Service Plan Actions

Total	100%	27
Completed	0%	0
On track	100%	27
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0




100%

Comment: Currently all 27 service plans actions progress on target.

Internal Audit - Actions Status

Note: The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent progress report from the Committee meeting on the 24 July.

Code & Title	Start Date	Due Date	Head of Service
 IA18/22.001 Code of Conduct		30 Jun 2018	Taylor, Robin

Comment: There is one outstanding audit action in Policy and Governance which relates to the gifts and hospitality audit. The action is for the Council to remind all members of staff of the importance of adhering to the staff code of conduct in relation to gifts and hospitality and to update the online gift and hospitality form to include links to the staff gifts and hospitality code of conduct to make it easily accessible. This action will be completed by the Democratic Services Manager in Q2.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	0	0	0
Dealt with on time	0	0	0
Response Time	10 days	15days	
Response Rate	N/A	N/A	N/A

Comment: There were no complaints raise against this service area in the first quarter of 2018/19.

Workforce – Q1 update

Comment: Of the 6 non-apprentice vacancies, 1 is in communications and PR and 1 is in Corporate Policy. The remaining 4 are within Legal Services. All are either at live recruitment stage or will go be advertised within Q2.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Policy & Governance	6,726	-3,854	2,871	2,877	6	Projecting an adverse variance of £6,000, relating to a spend against the Strategic HR budget in relation to staffing matters.

5. Service Dashboard – Communities

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Successes - Waverley Training Services had an Ofsted Inspection during this quarter and the Service achieved a GOOD score across the board. This is the first time WTS has received such a high grade and is a testament to the hard work of Adele and her team.

There have been a record number of visitors to Frensham Ponds this quarter. The high number of visitors creates challenges for the management team, the challenge has been subject to Joint Action with our ranger, community safety, police, enforcement teams and the national trust working together to minimise anti-social behaviour through education and enforcement which has proven to be successful.

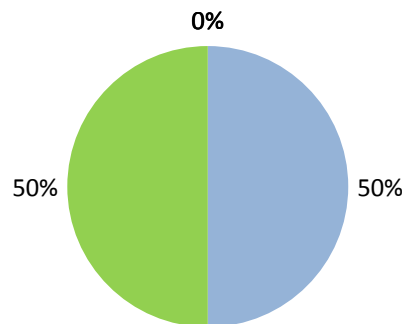
Preparation work has begun on the Brightwells scheme with the completion of the archaeological digs and the improvements to the construction bridge, work is ongoing with the engagement of key stakeholders.

Kelvin Mills, Head of Communities and Special Projects

Performance Indicators Status Q1

Communities KPIs






Total	100%	8
No Target	50%	4
Green	50%	4
Amber	0%	0
Red	0%	0
Not Available	0%	0



Code	Value	Target	Short Trend	Long Trend	History
✓ C1	501,438	448,000	↓	↓	
📊 C2	1,374				
📊 CS10	1826.00		↓	↓	
✓ CS11	91.11	90.00			
✓ CS12	78.33	75.00	↑	↑	
✓ CS13	77.05	70.00	↑	↑	
📊 CS14	29.00	7.50	↑	↑	
📊 CS9	1,826		↓	↓	

1. **C1** Total number of visits to Waverley leisure centres
2. **C2** Total number of attendees of the health and wellbeing activities throughout the borough in a quarter
3. **CS9** Total number of Careline clients
4. **CS10** Total number of Careline calls per quarter
5. **CS11** Critical faults dealt with within 48 hours per quarter
6. **CS12** Apprentice overall success rate per quarter (75% target)
7. **CS13** Apprentice timely success rate in gaining qualification in the time expected (70% target) - quarterly figure
8. **CS14** Number of apprentices on study programmes (cumulative year to date with the annual target of 30)

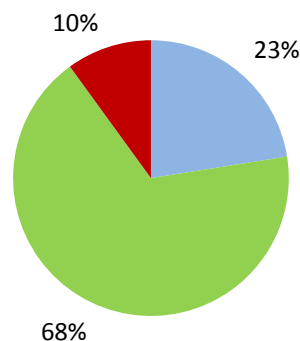
Legend

	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: In the first quarter all KPIs with associated target performed well, exceeding targets. There are currently no areas of concern. It is especially pleasing to see the achievement rates of the learners at Waverley Training Services and the number of calls being dealt with effectively in this first quarter by our Careline service.

Service Plans - Actions Status Q1

Total	100%	40
Completed	23%	9
On track	68%	27
Off track - action taken / in hand	0%	0
Off track - requires escalation	10%	4
Cancelled	0%	0



Off track actions which requires escalation

1. **SP18/19CS2.1** Complete works and oversee move of Gostrey Centre and Waverley Training Services.
2. **SP18/19CS3.3** Launch new Live Streaming Offer
3. **SP18/19CS4.1** Write and launch Marketing Plan
4. **SP18/19CS8.1** Consult and write a new Economic Development Strategy in line with Council's new corporate priorities. Present to Overview & Scrutiny (VFM). Adoption of Strategy and accompanying action plan by Executive and Council.

Comment: Progress on service plan actions is good with most actions progressing on track for completion. There are 4 actions which are currently off track, but corrective steps are being taken:

- SP18/19CS2.1 – The Memorial Hall refurbishment works have been delayed, completion is expected at the end of August. Additional project management expertise has been brought in to oversee the final stages of work.
- SP18/19CS3.3 & S4.1 – the launch of the live streaming offer at the Borough Hall has been put back as equipment had to be replaced before the service could be offered. The Marketing plan will be launched to coincide with the new offer.

- SP18/19CS8.1 – The consultation time for the draft Strategy was extended to allow further feedback. This Strategy is scheduled for October Council.

Internal Audit - Actions Status

Comment: The service area of Communities does not have any outstanding Internal Audit actions in the first quarter of 2018/19.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	2	0	0
Dealt with on time	2	0	0
Response Time	10 days	15 days	
Response Rate	100%	N/A	N/A

Comment: The Service is currently reviewing the handling of complaints to ensure consistency. Clarity is needed around when a service request / complaint to our contractors becomes a complaint for Waverley.

Workforce – Q1 update

Comment: No concerns on absence and turnover.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Community	9,985	-7,076	2,908	2,900	-9	Projecting a favourable variance. Borough Hall income targets are challenging; management team are reviewing terms and conditions and operating procedures. Leisure Centre initial profit share has exceeded expectation. However, impact of the closure of Dogflud car park has yet to be felt.

4. Service Dashboard – Environment

Key Successes & Lessons Learnt, Areas of Concern (for HoS)

Head of Service quarterly feedback:

Good progress is being made on the exploration of the options for the future waste, recycling and street cleaning service following the decision of the Executive at its July meeting.

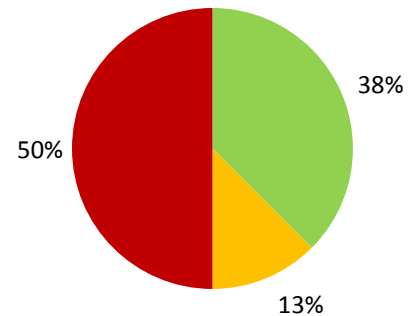
Key area of concern for service is the loss of staff in the Environmental Services (waste services) Team. Recruitment is underway to fill in the vacant posts, and this matter was escalated to the Corporate Management Board for further discussion on the 14 August 2018 and a recovery plan agreed.

Richard Homewood, Head of Environmental Services

Performance Indicators Status

Environment KPIs






Total	100%	8
Green	38%	3
Amber	13%	1
Red	50%	4



...	Code	Value	Target	Short Trend	Long Trend	History
✓	E3 (NI 195)	94.00	90.00	↑	↑	
⚠	E NI 182	84%	85%	↓	↓	
⚠	E NI 191	95.50	90.00	↓	↓	
✓	E NI 192	58.60%	54.00%	↑	↑	
⚠	E1 MRF	11.64%	5.00%	↓	↓	
⚠	E2 LEnv5	2.5	2	↓	↓	
✓	E4 Missed bins	34	40	↓	↓	
⚠	E5 LEnv7	94%	100%	↓	↓	

1. **E NI 182** Satisfaction of business with local authority regulation services
2. **E NI 191** Residual household waste per household
3. **E NI 192** Percentage of household waste sent for reuse, recycling and composting
4. **E1 MRF** MRF Reject Rate
5. **E2 LEnv5** Average number of days to remove fly-tips
6. **E3 (NI 195)** Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting
7. **E4 Missed bins** Number of missed bin collections per 104,000 collections per week
8. **E5 LEnv7** Percentage of higher risk food premises inspections (category A&B) carried out with 28 days of being due

Legend

	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: The target for residual household waste has always been challenging. Whilst recycling rates are improving, the community is clearly generating more waste overall. This could be indicative of the economy as a whole.

The MRF reject rate has increased for two reasons, firstly increased contamination of bring site recyclables and secondly, stricter controls and standards at the MRF due to restrictions imposed by end processors. Discussions are underway at the Surrey Waste Partnership about how to inform the public on the stricter rules, to address this.

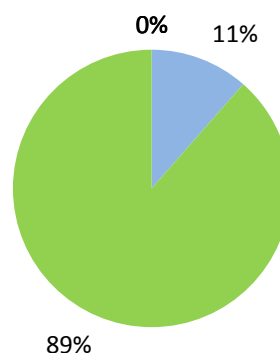
In Q1 2018/19, the number of days taken to remove fly tipping waste has slightly increased due to some hazardous waste cases which took longer to remove.

1 higher risk food inspection was carried out outside of the 28 day target due to the seasonal premises closure which caused a delay (1 out of 16).

Service Plans - Actions Status

Environment Service Plan Actions

Total	100%	61
Completed	11%	7
On track	89%	54
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: All actions for the Environmental Services progress on track for completion.

Internal Audit - Actions Status

Comment: currently there are no outstanding Internal Audit actions for this service area.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	13	2	0
Dealt with on time	13	2	0
Response Time	10 days	15 days	
Response Rate	100%	100%	N/A

Comment: All the complaints received by the service in the first quarter were dealt with in the target response time for each level.

Workforce – Q1 update

Comment: A number of staff changes will be happening in the Environmental Services team over the next few months due to maternity leave, resignation and retirements. Recruitment to these posts are underway and it is hoped that there will be a smooth transition.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Environment	10,495	-9,211	1,283	1,283	-	On track

7. Service Dashboard – Planning

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Planning performance continues to be excellent with all KPIs on target or exceeded. The performance on major appeals (quality indicator) is significantly improving following adoption of the Local Plan and the provision of a five year housing land supply.

Local Plan part 2 consultation on Preferred Options closed on 9 July 2018 – analysing responses. CIL examination on 17 July 2018 – awaiting Inspector’s report.

Judicial Reviews on Local Plan Part 1 and Dunsfold New Settlement; heard in Court 12 July 2018. One issue (calculation on Woking’s unmet need) to advance to full hearing in October. Peer Review of Planning Committees carried out 25 – 27 July 2018. Development Management Improvement Plan actions being rolled out including new IT system – test environment for Building Control September 2018.

Street Naming income is demonstrating notable over-achievement on budget.

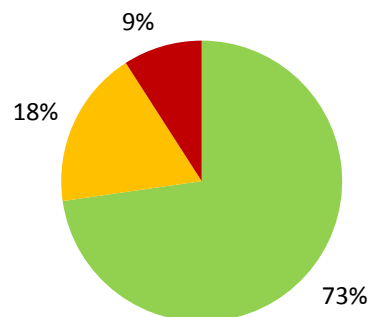
Business Plan for Building Control – un-achievement on income: under close scrutiny.

Elizabeth Sims, Head of Planning

Performance Indicators Status

Planning KPIs

Total	100%	11
No Target	0%	0
Green	73%	8
Amber	18%	2
Red	9%	1
Not Available	0%	0



...	Code	Value	Target	Short Trend	Long Trend	History
✓	LP9	93.62%	80.00%	↑	↓	
✓	P151 (NI157a)	88.24%	80.00%	↓	↓	
✓	P123	100.00%	90.00%	↑	↑	
▲	P1 (LPL6)	99.08%	100.00%	↓	↓	
✓	P2 (LPL1a)	26.9%	30.0%	↑	↑	
●	P152 (P3)	11.76%	10.00%	↓	↓	
✓	P4 LPL3b	94.12%	75%	↓	↓	
▲	P5 LPL4	90.48%	95%	↓	↓	
✓	P8 (LPL5a)	91.5%	80%	↓	↑	
✓	P153	96.16%	80%	↓	↓	
✓	P154	1.28%	10%	↑	↑	

1. LP9 Delivery of all other residual applications - % determined within its target
2. P1 (LPL6) Percentage of planning applications determined within 26 weeks
3. P2 (LPL1a) Planning appeals allowed (cumulative year to date)
4. P4 LPL3b Percentage of enforcement cases actioned within 12 weeks of receipt
5. P5 LPL4 Percentage of tree applications determined within 8 weeks
6. P8 (LPL5a) Percentage of complete building control applications checked within 10 days
7. P123 Processing of planning applications: Other applications 2017
8. P151 (NI157a) Processing of planning applications: Major applications
9. P152 (P3) Major planning appeals allowed as a % of Major Application decisions made (cumulative)
10. P153 Processing of planning applications: Non-major applications - % determined within 8 weeks
11. P154 Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative)

Legend

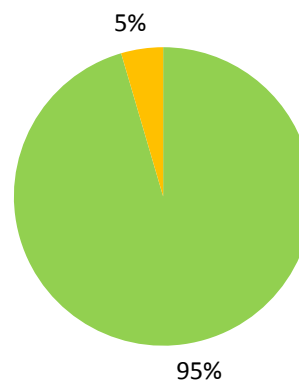
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: While Q1 indicates 11.8% against the threshold of 10% for indicator P152 on major appeals, 2 year governmental rolling assessment period for estimates the appeals level of 7.0% at the end of July 2018.

Service Plans - Actions Status

Planning Service Plan Actions

Total	100%	22
Completed	0%	0
On track	95%	21
Off track - action take / in hand	5%	1
Off track - requires escalation	0%	0
Cancelled	0%	0



The completion of the service plan progresses well with most of objectives on track for completion. There is only 1 off track action in the Building Control:

1. SP18/19P1.2 Building Control model, break even budget

A mid-year review of progress on the three year recover programme shows that activity in the national building control market has decreased. This is impacting on income achievement against the profiled three year income target and is likely to result in under achievement this year. The team are focusing their marketing on the main income streams such as extensions and conversions.

Internal Audit - Actions Status

Comment: There are no outstanding Internal Audit actions for Planning in Q1 2018/19

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	9	4	0
Quarterly Number	6	4	0
Response Time	10 days	15 days	
Response Rate	66.67%	100%	N/A

Comment: In the first quarter the response rate on level 1 was affected due to workload in the team. The current procedure has been reviewed and changed. Following an appointment of a new Development Manager, all Level 1 complaints going forward will be closely overseen and monitored by that role and the improvements are expected in the following quarter.

Workforce – Q1 update

Comment: Significant challenges in recruitment of Senior Planners persists, partly covered by interim support.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Planning	8,729	-6,521	2,209	2,196	-13	Under-achievement in building control income by an estimated £35,000, partly offset by minimising spend and staff savings. Additional £26,000 S106 monitoring income received for historic agreement (Amlets Lane).

8. Service Dashboard – Housing Operation

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

This month I would like to highlight the success of the Rent Team by sharing the following information:

- We have **3,777** accounts in credit with a total value of **£583,614.26**. For the same period last year we had **3,736** accounts in credit with a total value of **£685,163.91**.
- We have **1,027** accounts in arrears with a total value of **£201,611.82**. For the same period last year we had **1,076** accounts in arrears with a total value of **£282,456.47** a positive swing of **£80,844.65**

Arrears as at Sunday 1 July 2018 (to incorporate last reporting period of the month)

Bandings (£)	No. of cases	Percentage of arrears cases	Value of debt (£)
0.01 – 100.00	538	52.4	12,303.62
101.00 – 250.00	247	24.1	40,853.24
251.00 – 500.00	139	13.5	49,153.40
500.00 – 1,000.00	72	7.0	49,639.36
1,000.00 – 2,000.00	25	2.4	33,539.91
2,000.00 – 3,000.00	4	0.4	9,590.05
3,000.00 +	2	0.2	6,532.24
Totals	1027		201,611.82

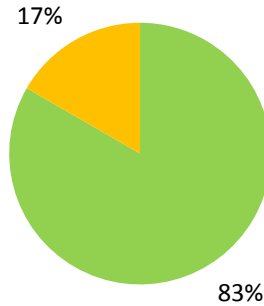
Responsive repairs - The performance of the contractor is still good as we move towards demobilisation. The overall satisfaction with the repairs service remains high – 92% (Q1) – 94% in June.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

Housing Operations KPIs

Total	100%	6
Green	83%	5
Amber	17%	1
Red	0%	0



...	Code	Value	Target	Short Trend	Long Trend	History
✓	H2 (LHO6)	13	20	↑	↑	
✓	H5 LHO1a	24.85%	24.65%	↓	↓	
✓	H6 LHM2	100.00%	100.00%	—	—	
✓	H7 RR01	92.00%	87.00%	↑	↑	
⚠	H8 RR02	76.00%	78.00%	↑	↓	
✓	H9 RR04	97.00%	97.00%	—	↓	

1. **H2 (LHO6)** Average number of working days taken to re-let 'normal void' property
2. **H5 LHO1a** Percentage of estimated annual rent debit collected
3. **H6 LHM2** Percentage of annual boiler services and gas safety checks undertaken on time.
4. **H7 RR01** Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service)
5. **H8 RR02** Responsive Repairs: Was repair completed right first time? (Tenants' view of the service)
6. **H9 RR04** Responsive Repairs: Did the tradesperson arrive within the two hour appointment slot? (Tenants' view of the service)

Legend

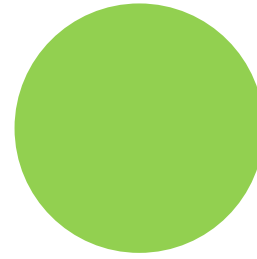
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: In the first quarter only 1 indicator have not met its target and this refers to H8 RR02 measuring how many repairs were completed right first time. The drop in performance was affected by the supplier's staff shortages, hence for the work taking longer in some cases to complete. The contractor received a number of resignations due to staff nervousness over job security after the changes to the current contract due to an unsuccessful contract procurement process. This issue is being closely monitored through weekly reporting to ensure that scheduled work is done in agreed time.

Service Plans - Actions Status

Housing Operations Service Plans

Total	100%	6
Completed	0%	0
On track	100%	6
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



100%

Comment: The completion of the service plan progresses well with all objectives expected to be completed on target.

Internal Audit - Actions Status

Comment: Housing doesn't currently have any outstanding Internal Audit actions.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	25	8	1
Response Time	10 days	15 days	
Response Rate	72%	100%	100%

Comment: In the first quarter of 2018/19, 18 out of 25 level 1 complaints were dealt with on time and all 8 complaints escalated to level 2 were responded to with the target. There was only 1 complaint escalated to the Ombudsman and it was also dealt with in a timely manner. The response rate at Level 1 was affected by a handful of complex cases, which took longer to resolve. The lessons learnt from the process are incorporated into the service improvement plan and communicated to managers for action. The overall number of complaints has fallen compare to the previous quarter.

Workforce – Q1 update

Comment: It continues to be difficult to recruit to technical roles – a number of agency staff are being used but within budget.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Housing Operations	32,190	-33,012	-822	-822	-	On track

9. Service Dashboard – Housing Strategy & Delivery

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Homelessness prevention - The team continue to keep households out of temporary accommodation and are working hard to manage all the implications of the Homelessness Reduction Act. We are also taking steps to increase the future resilience of the team by reinforcing the technical and administrative capacity using Government funding.

Housing Development - The first major development at Ockford Ridge is complete (16 homes) Wey Court – 24 homes – also complete and handed over. First principal phase of refurbishments on Ockford Ridge ran into serious difficulty when the corporate structure of the contractor disintegrated. This could not have been known at the appointment stage, which was meticulously undertaken. Thought is being given to how best deliver the next refurbishment phases.

Private Sector Housing Team/Better Care Fund - The team has been gearing up for the introduction of new legislation, particularly around licensing of Houses in Multiple Occupation. The new Home Improvement Policy adopted by Council has resulted in an increase in requests for aids and adaptations. The Council has been working closely with Guildford Borough Council to maintain the Home Improvement Agency and the Handyperson service in the light of Surrey County Council cuts in funding.

Housing Strategy and Enabling - Monitoring and delivering the first year's objectives of the Housing Strategy 2018-2023 has started.

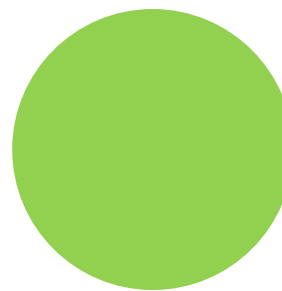
Service Improvement Team - Staff changes are expected imminently and there will be a review of the team's activities and focus in Qtr. 2.

Andrew Smith, Head of Strategic Housing & Delivery

Performance Indicators Status

Housing Strategy & Delivery KPIs

Total	100%	1
Green	100%	1
Amber	0%	0
Red	0%	0



100%

...	Code	Value	Target	Short Trend	Long Trend	History
	H3	36		↓	↓	
	H4 (NI 156)	1.00	8.00	↓	↓	
	P6 NI 155 (H1)	51		↓	↑	
	P7 (H001)	6		↓	↓	

1. **H3** Housing advice service: Homelessness cases prevented
2. **H4 (NI 156)** Number of households living in temporary accommodation
3. **P6 NI 155 (H1)** Number of affordable homes delivered (gross)
4. **P7 (H001)** Number of Affordable homes permitted (homes granted planning permission)

Legend

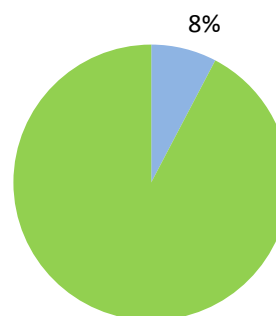
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: The service performed well in the first quarter meeting its targets.

Service Plans - Actions Status

Hosing Service Plans

Total	100%	13
Completed	8%	1
On track	92%	12
Off track - action take / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



92%

Comment: The completion of the service plan progresses well with all objectives expected to be completed on target.

Note: SP18/19H3.5 Implement Homelessness Strategy and adopt measures to address

Homelessness Reduction Act and including engagement with HAs and statutory agencies - updated to 100%. However, the Duty to Refer legislation (statutory agencies such as NHS, Police, Probation Service, etc., referring potential homelessness applicants to the Council). Impact of this new legislation will not be felt until the beginning of 2019.

Internal Audit - Actions Status

Comment: Housing doesn't currently have any outstanding Internal Audit actions.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	8	1	0
Response Time	10 days	15 days	
Response Rate	88%	100%	N/A

In the first quarter of 2018/19, 7 out of 8 level 1 complaints were dealt with on time and all 1 complaints escalated to level 2 were responded to with the target. The team analysis lessons learnt from the process and improvement actions are taken to address recurring issues.

Workforce – Q1 update

Comment: Recruiting a Private Sector Housing Officer (starting July 2018 and funded from the Better Care Fund) and a Housing Development Support Officer (using existing funding)
Recruited a Housing Specialist Advice Support Officer (funded by Surrey County Council – 2 year post)

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Housing Strategy	3,431	-748	2,683	2,683	-	On track

WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW & SCRUTINY COMMITTEE

10 SEPTEMBER 2018

Title:

TREASURE MANAGEMENT FRAMEWORK - CAPITAL STRATEGY

Summary and purpose:

The Council is required to have in place a Capital Strategy that sets out how capital expenditure and investment decision are made and reviewed. This strategy is required to be approved by Council.

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

The Capital Strategy supports the delivery of strategic objectives through the use of resources and property assets.

Equality and Diversity Implications:

There are no direct equality and diversity implications arising from 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.

Financial Implications:

The Capital Strategy is part of resource and business planning.

Legal Implications:

The Prudential Code for Capital Finance in Local Authorities issued by the Chartered Institute of Public Finance and Accountability (CIPFA) requires local authorities to have in place a Capital Strategy.

1. Background

- 1.1 In order to demonstrate that the Council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, local authorities are required to have in place a Capital Strategy.
- 1.2 The Capital Strategy sets out the long-term context in which capital expenditure and investment decision are made and gives due consideration to both risk and reward and impact on the achievement of objectives.

- 1.3 The Capital Strategy forms part of the Council's integrated revenue, capital and balance sheet planning. It is informed by the other strategies already adopted such as the Treasury Management Strategy and Property Investment Strategy.
- 1.4 Council on the 24 April 2018 received the Treasury Management Framework 2018/2019. This report noted that a separate Capital Strategy would be developed during 2018/2019. This report duly presents the Capital Strategy to Members for formal approval at Council.
-

Recommendation

To endorse to the Executive that the proposed Capital Strategy be recommended to Council for approval.

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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Senior Accountant

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Waverley Borough Council

Capital Strategy

Version 1.0

Prepared by: Vicki Basley
8/17/2018

1. Purpose of the Capital Strategy

This three-year Capital Strategy sets out how the Council will manage the investment and financing of capital resources to contribute towards the achievement of its key objectives and priorities. This includes the appraisal process for determining investment decisions and the process for identifying and prioritising funding requirements.

The Capital Strategy is a framework by which capital expenditure decisions are made. It is required under the Prudential Code for Capital Finance in Local Authorities as good governance.

2. Overview

The Capital Strategy considers all aspects of the Council's capital expenditure and extends to areas where the Council is able to influence others through the use of its capital resources. It forms part of the Council's integrated revenue, capital and balance sheet planning.

The strategy covers capital expenditure, capital financing and asset management and is one of the key strategies alongside the more operational strategies for these and other areas including Treasury Management, Tax, Property Investment and service areas such as housing and other spending areas. It also gives an overview of how associated risk is managed and the implications for future financial sustainability.

The strategy provides a set of objectives and a framework, within CIPFA codes and statutory legislation, by which new capital projects are evaluated and

The objectives of the Capital Strategy are to:

- Prioritise and deploy capital resources in advancement of the Corporate Objectives
- Support service plans
- Look for opportunities for cross-cutting and joined up investment
- Invest in assets that reflect the visions and aspirations of local people in service delivery
- Manage investment and the Council's property and other assets effectively and efficiently

investment decisions made whilst ensuring funding is targeted towards meeting priorities.

The Capital Strategy:

- States the council's processes for:
 - Project initiation
 - deciding on the prioritisation of capital projects
 - monitoring and evaluating schemes
- Takes account of significant revenue implications
- Provides a framework for the management and monitoring of the capital programme
- Identifies funding and provides a basis to inform bidding for additional capital resources (eg from the National Lottery, government initiatives)
- Apprises the corporate review of existing properties

2.1 Scope

The Capital Strategy includes all capital expenditure and capital investment decisions not only as an individual local authority but also those entered into under group arrangements or other partnership arrangements.

2.2 Project Initiation

Capital projects are subject to robust justification process, bringing together a clear business case with sufficient detailed costings to ensure transparent decisions can be taken.

Proposals are given independent oversight and review of the project in terms of validation arrangements, estimated figures and project milestones.

Business cases are prepared in accordance with the Council's Project Management process.

A formal process on a rolling basis for supervision and review of projects is drawn up to ensure they are subject to thorough oversight for the duration of the project.

To ensure project delivery is achievable robust project management arrangements are undertaken with ownership of projects sitting in the initiating department and clearly defined areas of responsibility for each task in the project.

For larger projects where feasibility is less certain viability assessments and robust business cases are prepared before bids are made for funds. This includes undertaking all preparatory work to fully understand the requirements of a project before budget is sought.

Officer resource is assessed when considering projects to ensure both delivery of projects and day-to-day work is covered. A time based resource plan is used to flag significant pressure on resources.

A clear link between budgets and service plans must be presented to Members of the Council.

2.3 Deciding on the prioritisation of capital projects

Capital projects will be assessed for:

- Strategic fit – corporate objectives are being met by the expenditure
- Identified need – eg vital repairs and maintenance of existing assets
- Achievability – this may include alternatives to direct expenditure by the Council such as partnerships with others, rent or buy options, alternative delivery vehicles
- Affordability and resource use – to ensure total capital investment remains within sustainable limits
- Practicality and deliverability
- Revenue generation is achieved from the Investments
- Non-monetary impacts such as future economic growth, social well-being or environmental

2.4 Monitoring and evaluating schemes

In assessing potential capital schemes the Council will have regard to:

- Governance arrangements
- How each scheme will be reviewed
- The formal approval process

2.4.1 Governance process for approval and monitoring of capital spend

For all capital investment the appropriate level of due diligence will be undertaken with the extent and depth reflecting the level of risk being considered in accordance with the Council Risk Appetite Statement.

Due diligence process and procedures will include:

- Scrutiny of the capital programme by Value for Money Overview and Scrutiny Committee
- Identification of the risk to both the capital sums invested and the returns
- Understanding the potential impact on the financial sustainability of the Council if the risks come to fruition
- Identifying assets being held for security against any potential debt or charges on assets
- Seeking independent and expert advice where necessary

The Strategic Director (Section 151 Officer) will ensure that Members are adequately informed and understand the risks of capital investment decisions.

2.4.2 How each scheme will be reviewed

The business case put forward for a capital project will be reviewed to ensure it takes account of stewardship, value for money, prudence, sustainability and affordability.

Investment decisions will consider risk and reward and how the project contributes to the achievement of corporate objectives.

The phasing of projects over more than one financial year will be assessed to ensure timetabling of plans and budgeting is realistic and funding is available over the life of the project.

Contingency budgets will be considered as part of the review process to increase transparency of budgeting and to avoid over-budgeting of funds.

2.4.3 The formal approval process

Project proposals will be put to Council for formal approval together with funding requirements and, if successful, will form the Council's capital programme which is the Council's plan of capital investment for future years.

This ensures the Council's overall capital strategy, governance procedures and risk appetite are fully understood by all members.

2.5 Revenue Implications

The revenue implications of capital investment must always be considered in investment decisions and prioritisation of projects. These include costs and savings implications.

Costs to consider include:

- Cost of borrowing (including Minimum Revenue Provision)
- Loss of investment income if reserves or useable capital receipts are used
- Running costs associated with the asset:
 - salaries of employees or the appropriate management fee of outsourcing
 - heat and light etc
 - administrative support costs
 - future maintenance

Savings, including benefits, to identify in the proposal include:

- Any positive impact of investment and economic growth on the Council's council tax base and business rates income
- Capital projects that generate income, revenue savings or efficiencies

2.6 Framework for the management and monitoring of the Capital Programme

A standard approach to project management is used across the Council. A standardised set of project documentation allows a thorough overview of projects and makes the assessment of project progress against initial plans and milestones transparent. These documents include risk registers and project baselines.

The finance system is used as a tool for budget management and is accessed by both finance staff and project managers to give up to date information on project spend.

Close monitoring and reporting of slippage is undertaken to give more timely reporting which then allows for greater flexibility with capital spend allowing opportunities for alternative projects to be introduced.

Full requirements in regard to management of financial information can be found in the Council's Financial Regulations.

The Council will assign a Project Manager to each project to oversee planning, delivery, management, skills assessment and governance of capital projects.

Project management must be used on every project irrespective of funding source.

2.7 Funding the Strategy

Proposals for capital projects must identify the funding requirements for the timescale of the project including any revenue implications.

Funding must be appropriate for the project and will come from:

- Reserves
- Capital receipts – from the sale of assets or finance lease receipts
- Government grants – such as disabled facilities grant funding
- Third party grants and contributions
- Community infrastructure Levy
- Revenue contributions
- Other developer contributions
- External (prudential) borrowing

Any restrictions on borrowing or funding of ongoing capital finance eg HRA requirements will be assessed.

Project appraisal will consider additional or alternative funding sources, match funding opportunities, bidding timeframes and the likely success of being awarded a grant. Other funding sources may include national lottery, government grant, heritage lottery fund etc.

2.7.1 Flexible use of capital receipts from 2016/17 to 2021/22

The Secretary of State believes that individual local authorities are best placed to decide which projects will be most effective for their area. The key criteria to use when deciding whether expenditure can be funded by the capital receipts flexibility is that it is forecast to generate ongoing savings.

If the Council plans to use this funding option a strategy will be prepared setting out the planned use of this flexibility, listing the projects and the expected savings or service transformation outcome for each project, and the impact on the Council's prudential indicators.

2.7.2 Borrowing

The Council's approach to borrowing is set out in the Treasury Management Statement.

The Council may consider internal or external borrowing.

The following issues will be considered prior to undertaking any external borrowing:

- Affordability
- Maturity profile of existing debt
- Interest rate and refinancing risk
- Borrowing source

Minimum revenue provision (MRP) – local authorities are required to set aside some of their revenues as provision for debt each year of an amount considered to be 'prudent'. Prudent provision should ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefit.

The Executive has authority to bid, negotiate and complete on property acquisitions and investments with a total individual cost of up to £10million, within a total aggregate sum of £30million over the period 2018/2019 to 2020/2021, subject to the decision fully satisfying all the criteria and process requirements set out in the Property Investment Strategy.

2.8 The corporate review of existing assets - Asset Management

The Council's arrangements for the corporate review of existing assets is contained in the Property Investment Strategy and the Housing Revenue Account Asset Management Strategy. These provide frameworks for the operational work of asset management and the aims and objectives and the current property portfolio and the plan of asset management including acquisitions, maintenance requirements and planned disposals.

The land and building assets are contained in the Property Terrier. These assets, together with the Council's other assets, are held in the Council's Asset Register which is maintained and updated on a regular basis.

2.8.1 Commercial Investment

These are investments made outside the normal treasury management activity and are taken with the aim of making a financial surplus for the Council.

The detail is contained in the Council's Property Investment strategy which documents the Council's requirements for:

- Ensuring effective due diligence
- Risk appetite
- Proportionality in respect of overall resources.
- Independent and expert advice and scrutiny arrangements

Performance is monitored by the Value for Money Overview and Scrutiny Committee.

2.9 Other developments

2.9.1 Housing

The Council recognises the demand for affordable housing.

In addressing this need the Council will consider a range of options:

- Private developments
- Build new homes from within the Housing Revenue Account within the limitations of the self-financing reforms.
- Seek alternative approaches for financing and supporting house building such as establishing council-owned housing companies and developing new relationships with delivery partners such as housing associations and private developers.
- The acquisition and appropriation of land and the transfer of assets from the HRA to the General Fund.

2.10 Service reviews

As part of service planning asset reviews will be undertaken to consider the use of existing property and whether it can be better used in achieving the Council's objectives. The use of assets needs to be considered as customers' needs and expectations change.

Examples include:

- Consideration of sales of assets not being used to deliver operational services or those not delivering best value, eg ransom strips
- A lease on a council owned property may be up for renewal which could create opportunities for change
- The local plan could redesignate a particular area which would allow for the potential redevelopment of council owned land or property.

2.11 Other Considerations

All capital schemes must comply with legislation and Council policies such as the Financial Regulations and Contract Procurement Rules. Reference should also be made to other strategies and plans of the Council.

Documents for reference are:

- Corporate Plan
- Property Investment Strategy
- Treasury Management Strategy
- Asset Management Strategy
- Financial Regulations
- Contract Procurement Rules
- Medium Term Financial Plan

2.12 Glossary

CIPFA – Chartered Institute of Public Finance and Accountancy

HRA – Housing Revenue Account

MRP - Minimum Revenue Provision

WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW AND SCRUTINY

10 SEPTEMBER 2018

Title:

BUDGET STRATEGY WORKING GROUP – PROGRESS UPDATE

Portfolio Holder: Cllr Hall

Wards Affected: All

Summary and purpose:

The purpose of this report is to update the Committee on the progress made so far by the Budget Strategy Working Group (BSWG) as it completes the first workstream and begins the second. The Committee is asked to endorse the approach to workstream 2 outlined in the report and recommend it to the Executive.

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

This report supports all of the Council's priorities.

Equality and Diversity Implications:

There are no direct implications arising from this report. Consideration of the impact on equality and diversity will be made at appropriate points throughout the work of the BSWG.

Financial Implications:

Detailed within the report. A budget to carry out the participatory budgeting survey was identified within the 2017/18 budget.

Legal Implications:

There are no direct legal implications arising from this report. Regarding workstream 3, any new methods of working and/or changing of methods of service delivery would need to be checked by the Legal team in advance.

1. Background

- 1.1 The Budget Strategy Working Group (BSWG) was proposed by the Value for Money and Customer Service Committee in October 2017 and established by the O&S Co-ordinating Board February 2018. Four members volunteered to be part of the working group (namely Cllrs Mike Band, Denis Leigh, Stephen Mulliner and Nabeel Nasir). Cllr Stephen Mulliner was elected chairman at its first meeting on 25 June 2018. The working group has completed the first workstream and has outlined in this report its suggested approach for the second.

2. Role

The BSWG has both a strategic and a scrutiny role.

2.1 Strategic

- 2.1.1 Analysing and understanding WBC's longer-term General Fund financial position to 2022/23 given expected future deficits caused by reductions in revenue totalling over £3m p.a. when fully implemented (loss of retained Business Rates and recycling credits) and increasing costs of maintaining services at current levels;

2.1.2 Considering what realistic actions may be taken in terms of increasing income and reducing costs to close the expected gap.

2.2 Scrutiny

2.2.1 Providing regular monitoring of the rolling medium-term three-year General Fund budget position following its introduction in October 2018.

3. Strategic role

The strategic work has been divided into five workstreams to be completed by the end of 2018, namely:

3.1 Workstream 1: Meet all Heads of Service and gain detailed understanding of the range of General Fund services provided, service delivery costs and any associated income streams. Review all income streams in terms of level of inherent risk and potential for future change in either direction.

3.2 Workstream 2: Conduct a budget baseline survey of a representative sample of residents in order to identify the relative importance attached by them to key services and possible changes to delivery levels within a budget deficit context. Draw conclusions about possible changes to current service priorities and income sources which will then be passed to the Executive.

3.3 Workstream 3: Based on the outcome of the workstream 2 survey, review with all Heads of Service the potential for cost savings by new methods of working and/or changes to methods and levels of service delivery.

3.4 Workstream 4: Review procurement and project execution processes to identify areas for improvement, including management of contractors (e.g. Veolia, Glendale). Review extent to which current spend on voluntary sector relates to the Council's corporate priorities.

3.5 Workstream 5: Review the Council's use of its staff and assets, with particular reference to The Burys and the trend towards remote working and more agile workforces.

4. Workstream 1

4.1 Seven meetings were held with Heads of Service and other officers in July 2018. Heads of Service presented written summaries of each service area for which they are responsible, setting out the statutory or non-statutory basis of the service area, the priority attached thereto, the activities involved, the number of staff employed to carry them out and, where relevant, the income associated with each activity. These presentations formed the basis for detailed questioning, with particular reference to the basis of the stated priority of each activity and the future prospects for income streams.

4.2 The working group reviewed and analysed all of the major general fund income streams representing over 90% of the total of £16.8m income received in 2017/18. Each income stream that is expected to be retained over the review period to 2022/23 has been analysed by its contribution potential and its inherent risk. Low risk income consists of or is based on small sums paid by many people, such as car park charges, leisure centre income, Careline fees, green waste collection income,

planning application fees, building control fees, licensing fees and land charge fees. High risk income is based on large sums paid by one or a few people, such as commercial property income and recycling credits (paid by SCC).

- 4.3 There are also existing income streams which are expected to decline over the review period, namely SCC recycling credits (currently about £750k, expected to be significantly reduced as part of SCC's cost reduction measures), income from sales of recycled waste, the housing benefit administration receipt (currently £341k but expected to be reduced by £50k per annum or more as its need declines with the introduction of Universal Credit).
- 4.4 Discussion of each income stream with the Heads of Service and the Head of Finance shows that, out of 17 separate income streams, two have high contribution potential (car park income and commercial property income), three have medium contribution potential (leisure centre income, green waste charges and Careline charges), nine have low contribution potential and three have negative contribution potential (waste and recycling income, housing benefit administration receipt and land charges income (expected to be taken back by central government)).
- 4.5 The overall conclusion is that although increases in income from car park charges, commercial property and leisure centres are achievable, they will be largely offset by expected reductions in income from waste and recycling, housing benefit administration and land charges. The consequence is that, over the review period to 2023/24 and beyond, significant reductions in net service costs will still need to be achieved if the Council is to be able to adhere to a balanced budget in the light of the expected loss of retained Business Rates from 2020/21 and the likely excess of service cost inflation over permitted Council Tax increases.

5. Workstream 2

- 5.1 Work has been conducted in order to procure an organisation to carry out the survey of residents as mentioned in section 3. The Council carried out a similar exercise in 2007, the questions from which the working group will use to help inform their proposed approach to the forthcoming survey.
- 5.2 The timeline for the exercise is yet to be finalised but is likely to be carried out towards the end of 2018.

Recommendation

For the Value for Money and Customer Service OS Committee to endorse:

- 1) the progress made so far by the Budget Strategy Working Group; and
- 2) the suggested approach to the workstream 2.

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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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 2018-19

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)
Economic Strategy	Following the item on the Economic Strategy at the June meeting, to be updated on the progress made.	Cllr Jim Edwards / Kelvin Mills	September 2018	October 2018
HR Strategy	For the Committee to contribute to the development of the People Strategy.	Katy Meakin	September 2018	October 2018
Annual Scrutiny Report	The Annual Scrutiny Report reflects on the past year of Overview and Scrutiny at Waverley (2017 – 18). For the Committee to receive and consider the Report.	Yasmine Makin	September 2018	N/A
Performance management reports	To consider the performance report and make any observations or recommendations as appropriate.	Nora Copping / Louise Norie	Quarterly (September, November 2018, March 2019)	October, December 2018, March 2019
Capital Strategy	Following the Property Investment Strategy and Treasury Management Framework in March, to receive the Capital Strategy.	Peter Vickers	September 2018	October 2018
Budget shortfall commitments - progress	For the Committee to learn about the progress made by Heads of Service against the targets set to meet the budget shortfall set out in the in Budget papers of the January 2018 Committee.	Peter Vickers / Heads of Service	Quarterly	N/A
Budget Strategy Working Group - update	To receive an update from the Chair of the working group on the progress made so far.	Peter Vickers / Cllr Stephen Mulliner	September 2018	TBC

Value for Money and Customer Service Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)
Property Investment Strategy quarterly property acquisition report (exempt)	To receive a quarterly report on properties acquired under the Property Investment Strategy.	David Allum	Quarterly	N/A
Community Infrastructure Levy (CIL) governance arrangements and assessment criteria	Following the CIL Governance Arrangements item brought to this Committee in June 2018, this item is for the Committee to consider the more detailed CIL governance framework proposals and assessment criteria.	Graeme Clark	November 2018	2018
Property Investment Strategy 6 month review	To scrutinise any relevant issues arising out of the 6 month review of the strategy.	David Allum	November 2018	N/A
Customer Services review	Having received an update on the progress of the customer services review in October, for officers to update the Committee on the latest developments.	David Allum	November 2018	TBC
Progress of capital expenditure process and management review outcomes	To receive an update on the progress of the recommendations made in the report.	Graeme Clark	February 2019	N/A
Workforce Profile	For the Committee to receive the Workforce Profile and scrutinise any issues which arise.	Katy Meakin	Annually (June 2019)	N/A
Business rates Retention	Proposed pilot by Surrey Council.	Peter Vickers	TBC	
Changes to housing benefit	Situation report to be issued to members for review when available. Consider the impact of changes to housing benefit entitlement introduced in April 2017 on tenants with two or more children.		TBC	
Universal Credit	To continue to monitor the impact of Universal Credit and review mitigating actions the Council is taking.		TBC	

Section B

Scrutiny reviews 2018-19

Subject	Objective	Key issues	Lead officer	Progress
1. Capital Expenditure Process & Management review task and finish group	To identify and review the reasons for the extent of slippage in the capital programme and make recommendations to ensure the process provides value for money and excellent customer service.	<ul style="list-style-type: none"> Slippage of items in the capital programme (General Fund & HRA). Value for money Budget delivery and project management. Bidding process and justification 	Yasmine Makin	The report came to the March Committee and the recommendations were approved at June Executive. An action plan will be produced and updates on progress of recommendations will be brought to this committee.
2. Property Investment Strategy working group	To contribute to the formulation of a Property Investment Strategy.	<ul style="list-style-type: none"> In order to scrutinise the development of the property company, firstly contributing to the formulation of the strategy. 	Graeme Clark	The strategy came to Committee at the March meeting. The Council approved the Strategy in April. Updates on properties acquired under this strategy will be brought to this committee.
3. Budget Strategy working group	Exercising joint working with fellow O&S Committees to consider income generation and savings possibilities, bearing in mind changes to new homes bonus and business rates retention.	<ul style="list-style-type: none"> Income generation and opportunities for savings. 	Peter Vickers	The working group has completed workstream 1 and is in the process of procuring an organisation to carry out the participatory budgeting survey of workstream 2. An update report is due to come in September 2018.

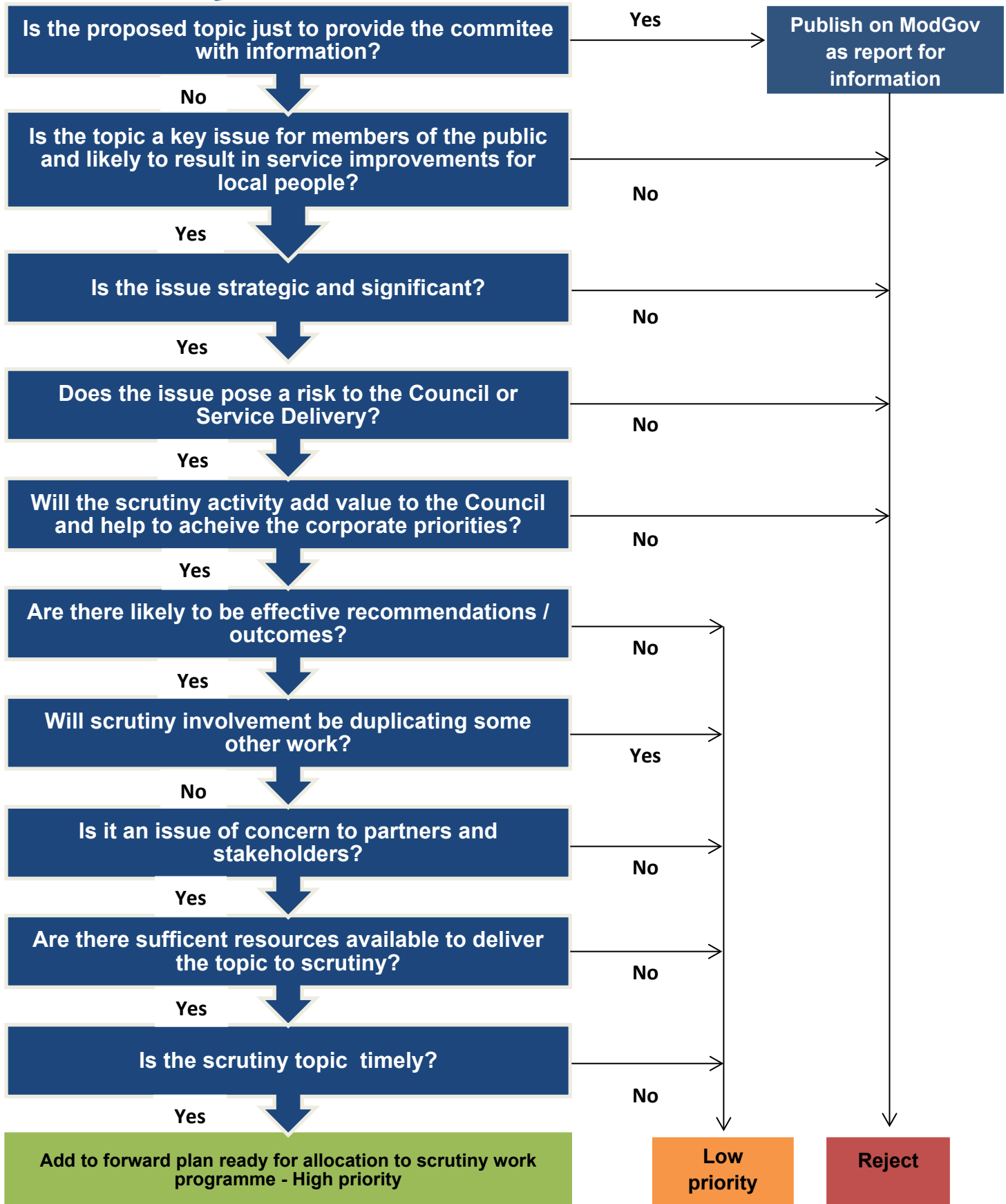
Section C

Scrutiny tracker 2018 - 19

Value for Money and Customer Service Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
26 June 2017	3. Performance Management Report	OUTCOME: To receive suggestions from officers for establishing customer satisfaction baseline data.	Update from September Committee: work on establishing a customer satisfaction baseline to be postponed until the Council's ongoing review of customer service has been completed.	The outcome of the review is due to go to Executive in October 2018
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
30 October 2017	1. Strategic review update	RECOMMENDATION: Executive be asked to clearly develop and publicise the strategic direction of the Council and include clear timeframes for when the strategic vision will be in place.	Workshops were held in November 2017 to gain member input on the new corporate strategy and again in June 2018 . The Corporate Strategy was adopted by Council in July 2018.	July 2018 Executive. July 2018 Council.
22 January 2018	1. Medium term financial plan and budget 2018/19	RECOMMENDATION: for Executive to continue to make representations to the government regarding the negative grant.	Waverley will be taking part in the consultation which is taking place July – September 2018.	July-September 2018

Value for Money and Customer Service Overview and Scrutiny Committee

Value for Money and Customer Service Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
26 March 2018	1. Property Investment Strategy	OUTCOME: strategy to be kept under review following implementation.	Executive resolved to review 6 months from implementation. This item has been added to the work programme.	6 months from implementation
	2. Performance reports	OUTCOME: more detail was requested at the next committee on the turnover figures presented.	This detail was included in the Workforce Profile item presented at the June meeting.	June 2018 Committee meeting
25 June 2018	1. Economic Strategy 2018 – 2023	OUTCOME: the Committee felt that the Strategy needed more work before final submission to Executive.	The Executive welcomed feedback from OS and withdrew the report from the 10 July Executive. The Portfolio Holder and officers engaged with Members who had comments on the Strategy and an update will be brought to this Committee in September 2018.	Subject to satisfactory completion of the workstream, the Strategy is due to be agreed at Council in October 2018.
	2. Community Infrastructure Levy (CIL) governance arrangements	<p>OUTCOME: the Committee suggested that the membership of the CIL Governance Board should be geographically representative of the borough and include one Member from each of the four planning areas.</p> <p>OUTCOME: the Committee recommended that a similar criteria system currently applied to Planning Infrastructure Contributions be used for CIL.</p>	Officers will be finalising the governance arrangements and developing the criteria. These will both come to this Committee in September before going to Executive in October.	November 2018 Committee meeting



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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, Fiona Cameron, at the Council Offices on 01483 523226 or email committees@waverley.gov.uk.

Executive Forward Programme for the period 1 August 2018 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	0 & S
POLICY AND GOVERNANCE, HUMAN RESOURCES, BRIGHTWELLS AND LEP - CLLR JULIA POTTS (LEADER)						
Brightwells [E3]	To bring forward matters when necessary	Executive	No	Potentially every meeting	Kelvin Mills, Head of Communities and Major Projects	VFM and CS/Environ
Charter for Elected Member Development	To commit to achieving Charter Status	Executive, Council	No	October 2018	Robin Taylor	VFM and CS
People Strategy	To recommend the People Strategy to Council	Executive, Council	No	October 2018	Robin Taylor	VFM and CS
FINANCE AND COMMUNICATIONS - CLLR GED HALL (DEPUTY LEADER)						
Property Acquisitions [E3]	To bring forward opportunities for approval as they arise	Executive	Yes	Potentially every meeting	David Allum, Head of Customer and Corporate Services	VFM and CS
Budget Management [E3]	To seek approval for budget variations, if required.	Executive	No	Potentially every meeting	Peter Vickers, Head of Finance	VFM and CS

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Medium Term Financial Plan Review	To carry out an interim review of the MTFP.	Executive	No	October 2018	Peter Vickers, Head of Finance	VFM and CS
Waverley Communication s Strategy	To recommend the Communications Strategy to Council.	Executive, Council	Yes	October 2018	Michelle Morley, Communicatio ns and PR Manager	VFM and CS
COMMUNITY SERVICES AND COMMUNITY SAFETY - CLLR KEVIN DEANUS						
Playing Pitch Strategy	To recommend the Playing Pitch Strategy to Council for adoption.	Executive	Yes	October 2018	Matt Lank, Land Asset Manager	Community Wellbeing
CUSTOMER AND CORPORATE SERVICES - CLLR TOM MARTIN						
Customer Service Review	To agree the Customer Service approach	Executive	No	October 2018	David Allum, Head of Customer and Corporate Services	VFM and CS
ECONOMIC DEVELOPMENT - CLLR JIM EDWARDS						
Economic Development Strategy	For approval	Executive, Council	Yes	October 2018	Kelvin Mills, Head of Communities and Major Projects	VFM and CS
ENVIRONMENT - CLLR ANDREW BOLTON						
Waste, Recycling and Street Cleaning Contract [E3]	To agree the procurement approach for waste, recycling and street cleaning services	Council, Executive	Yes	October 2018	Richard Homewood, Head of Environmental Services	Environment
HEALTH, WELLBEING AND CULTURE - CLLR JENNY ELSE						
HOUSING - CLLR CAROLE KING						

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Housing Delivery Board [E3]	To approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough, as required.	Executive	Yes	Potentially every meeting	Andrew Smith, Head of Strategic Housing Delivery	Housing
PLANNING - CLLR CHRIS STOREY						
Community Infrastructure Levy (CIL) - for adoption	For adoption	Executive, Council	Yes	October 2018	Graham Parrott, Planning Policy Manager	Environment
Community Infrastructure Levy (CIL) - governance arrangements	To agree governance arrangements	Executive	Yes	October 2018	Fiona Cameron, Democratic Services Manager	VFM and CS
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	October 2018	Graham Parrott, Planning Policy Manager	Environment
Thames Basin Heaths and Hindhead SPA Avoidance Strategy	To recommend to Council the adoption of a revised SPA Avoidance Strategy.	Executive, Council	Yes	October 2018	Gayle Wootton	Environment
Local Plan Part II - Approval to submit	Approval to submit.	Executive, Council	Yes	February 2019	Graham Parrott, Planning Policy Manager	Environment

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].

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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