

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

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Date: 31 August 2018

Membership of the Overview & Scrutiny Committee - Community Wellbeing

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

Substitutes

Cllr Patricia Ellis	Cllr Jerry Hyman
Cllr Liz Townsend	

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 4 September 2018 to enable a substitute to be arranged.

Dear Councillor

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

DATE: TUESDAY, 11 SEPTEMBER 2018

TIME: 7.00 PM

PLACE: COMMITTEE ROOM 1, COUNCIL OFFICES, THE BURYS,
GODALMING

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate 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. MINUTES (Pages 7 - 32)

To confirm the Minutes of the Meeting held on 26 June 2018 (to be laid on the table 30 minutes before the meeting).

2. APOLOGIES FOR ABSENCE AND SUBSTITUTES

To receive apologies for absence and note any substitutions.

3. 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.

4. QUESTIONS FROM MEMBERS OF THE PUBLIC

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

Questions should be submitted by 4 September 2018.

5. QUESTIONS FROM MEMBERS

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

Questions should be submitted by 4 September 2018.

6. COMMUNITY SAFETY PARTNERSHIP (SAFER WAVERLEY) (Pages 33 - 68)

A function of the Community Overview and Scrutiny (O & S) Committee is to scrutinise the work of the Safer Waverley Partnership (SWP). The purpose of this report is for the Committee to note the key priorities and actions arising from the Safer Waverley Partnership Plan and associated Action Plan and have the opportunity to ask the SWP representatives any questions relating to this or the accompanying presentation.

Recommendation

That the Community O&S Committee provides any comments and observations on the SWP Partnership Plan and progress against to feedback to the SWP Executive at its meeting on 14th September 2018.

7. WAVERLEY TRAINING SERVICES

To receive an update on WTS following the Ofsted inspection (to follow).

8. OVERVIEW AND SCRUTINY ANNUAL REPORT (Pages 69 - 96)

The 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.

9. CORPORATE PERFORMANCE REPORT Q1 (APRIL-JUNE 2018) (Pages 97 - 134)

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.

10. FORWARD PROGRAMME (Pages 135 - 146)

The Community Wellbeing 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.

11. EXCLUSION OF PRESS AND PUBLIC

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

Recommendation

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

Officer contacts:

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 26 JUNE 2018

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

Present

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

Cllr Anna James
Cllr Denis Leigh
Cllr Sam Pritchard
Cllr Ross Welland

Apologies

Cllr David Else

1. APPOINTMENT OF CHAIRMAN (Agenda item 1.)

Councillor Andy Macleod was appointed Chairman of the Community Wellbeing Overview and Scrutiny Committee for the 2018/19 Council Year.

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

Councillor Liz Wheatley was appointed as Vice Chairman of the Community Wellbeing Overview and Scrutiny Committee for the 2018/19 Council Year.

3. MINUTES (Agenda item 3.)

The Minutes of the Meeting held on 13 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 Councillor David Else.

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.)

None.

7. QUESTIONS FROM MEMBERS (Agenda item 7.)

None.

8. LONELINESS PRESENTATION (Agenda item 8.)

The Committee received a presentation from Natalie Gordon, the Communities and Prevention Officer for Adult Social Care at Surrey County Council on loneliness and social isolation.

Members were advised that there was a difference between Loneliness and isolation. People could be isolated (alone) yet not feel lonely. People could be surrounded by other people, yet still feel lonely. The distinction between these two concepts was often overlooked by policy makers and researchers, which made it difficult to understand what could help people reduce their feeling of loneliness.

Loneliness was a subjective feeling about the gap between a person's desired levels of social contact and their actual level of social contact. It referred to the perceived quality of the person's relationships. Loneliness was never desired and lessening these feelings could take a long time. Social isolation was an objective measure of the number of contacts that people have. It was about the quantity and not quality of relationships. People may choose to have a small number of contacts. When they felt socially isolated, this could be overcome relatively quickly by increasing the number of people they are in contact with.

The Committee was informed that loneliness and social isolation were different but related concepts. Social isolation could lead to loneliness and loneliness could lead to social isolation. Both may also occur at the same time. People could experience different levels of social isolation and loneliness over their lifetime, moving in and out of these states as their personal circumstances change. Loneliness and social isolation also shared many factors that were associated with increasing the likelihood of people experiencing each, such as deteriorating health, and sensory and mobility impairments.

Loneliness was an emerging social issue for many years, with organisations including Age UK and the Campaign to End Loneliness raising its profile. Most recently, the Jo Cox Commission started a national conversation on loneliness and successfully encouraged the Government to accept many of its recommendations with the appointment of a Minister for Loneliness to take forward the work. With this new impetus, it was important for policy makers, practitioners and researchers to understand the distinction between loneliness and social isolation in order to ensure that solutions were not focussed simply on increasing opportunities for people to meet or speak, but on helping build, maintain and re-establish meaningful relationships. That was, bringing people together to increase the number of social contacts was not an end in itself – to combat loneliness, the quality of relationships needed to be addressed.

Loneliness and isolation, or social isolation, were often discussed together and even used interchangeably. While they were related, they were distinct concepts. Loneliness could be understood as an individual's personal, subjective sense of lacking desired affection, closeness, and social interaction with others. Although loneliness had a social aspect, it was also defined by an individual's subjective emotional state. Loneliness was more dependent on the quality than the number of relationships.

It was possible to be lonely but not to be socially isolated - research showed that older people in large households and care homes are more likely to report

loneliness. It was also quite possible to be socially isolated but not lonely. Some people who lived on their own or in remote places may not feel or report loneliness.

Loneliness was a key issue across the life course – it affected us all at some point in our lives. It affected a large number of older people: Thirty-six per cent of people aged 65 and over in the UK felt out of touch with the pace of modern life and nine per cent say they felt cut off from society. Half of all older people (about five million) considered the television as their main form of company. Young people were also affected – 43% of 17-25 years olds feeling lonely even though most of that number will be in education or employment and seeing people every day.

There had been several studies that have identified a range of factors associated with being lonely in older age. These factors included: social networks (living alone, being widowed, divorced or otherwise outside of marital or civil union, contacts with friends and family, social participation); health (unmet social care needs, poor health, mobility limitations, cognitive and sensory impairment), individual characteristics (age, ethnicity, sexual orientation, low income, retirement) and neighbourhood characteristics (structures of buildings and streets, provision of local amenities, territorial boundaries, area reputation, neighbourliness, material deprivation of area of residence).

When viewing the relative risk of loneliness in Waverley, there were 16 neighbourhoods that had a very high risk of loneliness. The Communities and Prevention team were working on a range of projects to try and turn the tide on loneliness and isolation in Surrey. Not all these projects were about older people, but they generated capacity to support older people, or provide preventative interventions so the next generation of older people were less lonely and isolated.

The Committee thanked Natalie for the extremely informative presentation which had a good linkage with the work that had been carried out with the Health inequalities review.

9. OVERVIEW & SCRUTINY REVIEW ON THE FACTORS AFFECTING HEALTH INEQUALITIES IN WAVERLEY (Agenda item 9.) (Pages 9 - 26)

The Committee received the final report of the Health Inequalities Working Group which had been set up in September 2017 to investigate the reasons why there were very significant disparities in life expectancy across the Borough. The objectives were to establish as far as possible the reasons for those disparities, to raise the awareness of those reasons and to make recommendations to the Executive and the Council on the actions that could be taken to improve the situation.

The Working Group met on several occasions and heard information from a number of different groups and organisations. This resulted in a large number of recommendations being put forward, both to the Council's own Executive, Surrey County Council, Guildford and Waverley and North East Hampshire and Farnham Clinical Commissioning Groups. The report is attached to these minutes as it outlines all these recommendations put forward and the Action Plan proposed.

The Committee thanked the officers involved in the writing of the report for the detailed summary of their discussions. All Members had found the review very

informative and much welcomed the findings. They felt that it was important that the action plan was carefully monitored to ensure progress with their recommendations. Furthermore, that they continued the good working relationships with Surrey County Council in moving actions forward.

10. STROKE SERVICE RELOCATION (Agenda item 10.)

Yasmine Makin, the Policy Officer, advised the Committee that the Portfolio Holder, Cllr Else had been heavily involved at the public consultation stage with the stroke service relocation and sent her apologies for not being able to attend to speak with Members.

The Committee was advised that this item was designed to introduce the topic to Members who were not aware of the recent changes to the location of stroke services and to provide background on the reasons, changes made and implications.

The Committee was advised that the Hyper Acute Stroke Unit (HASU) provided expert specialist clinical assessment, rapid imaging and the ability to deliver intravenous clot busting drugs 24/7, up to 72 hours after admission. Acute Stroke Unit immediately follows the hyper-acute phase, usually after the first 72 hours following admission and up to 10 day following a stroke. Acute service provide continuing specialist day and night care.

The West Surrey stroke services were subject to review as part of the wider Surrey stroke review process initiated in 2014. The review that was undertaken by a national panel of experts and clinicians found that 3 hospital sites in Surrey offering a HASU would allow volumes of patients needed to keep skills up to date. This model was the co-located model, with 3 co-located HASUs and ASUs. It was decided that the locations of these hospitals would be Frimley Park Hospital, East Surrey Hospital and Ashford St Peters Hospital. There was a report form Committees in Common in September 2017 which outlined what this would mean for different area of Surrey.

For Farnham there was no change to location of the hospital or follow on care. For the rest of Waverley the people who usually go to the Royal Surrey will now go to Frimley Park Hospital for HASU and ASU. This would clearly result to a change in ambulance times.

In terms of the follow on care for the rest of Waverley, early supported discharge would now be linked to Frimley rather than via the adult community services with hospital rehabilitation at Farnham, Ashford, Woking or Milford hospital. Since then Frimley Health and Royal Surrey had submitted a case for a networked HASU and ASU with the ASU and RSCH (this meant FPH and RSCH will work closely together to provide the acute stroke care) this proposal had been subject to NHS England assurance process with consent to proceed to committees in common for CCG's decision.

Guildford and Waverley CCG considered that bedded specialist rehabilitation in RSCH linked with provision of the ASU with access to non specialist rehabilitation within the community was the best fit for the local population. The result was that

the Guildford and Waverley population will be served by co-located HASU ASU at Ashford St Peter's and a HASU at Frimley with a networked ASU at RSCH.

To ensure that these pathways were delivered as modelled the CCGs had established a Surrey wide stroke oversight group including commissioners and providers across Surrey. The change in service became operational in April 2018. The ambulance response times continued to be monitored by SEACamb.

The Committee raised concern about the changes and the affect these would have on the more rural communities in the Borough. It was agreed that the committee monitored the ambulance response times and minutes of the Surrey-wide Stroke Oversight Group Meeting to stay updated with the impact of these changes and agreed that it was something that could come back to the committee in the future.

11. PERFORMANCE MANAGEMENT REPORT QUARTER 4, 2017/18 (JANUARY - MARCH 2018) (Agenda item 11.)

The Committee received the performance management report for . The report provided an analysis on the Council's performance in the third quarter of 2017/18 in the service area of Community Services. Members noted that as agreed, they only received a report on an exception basis so focused on performance indicators which were 5% above or below their targets.

The Committee was advised that all 6 performance indicators performed on target showing a great improvement over the preceding quarter. Members noted that The number of visits to the Farnham Leisure Centre (FLC) had picked up in Q4 and returned to green after 3 quarters of underperformance caused by the tougher market conditions, due to an increase in local competition. The number of visits for all leisure centres exceeded the target by 11.65%, with an overall number of 2,000,719 visits in 2017/18 compared with the joint target of 1,792,000.

The Committee noted that The museums performed well in 2017/18 compared to the preceding year, with higher numbers overall for visits and learning activities. The new Careline indicators introduced last quarter performed well, with a steady number of clients throughout 2017/18. The collection of the data for the additional indicator monitoring the number of "critical faults dealt with within 48 hours" started in April and the performance figures will be presented to the committee from September 2018/9. To boost the residents' awareness about Careline, marketing brochures advertising the service were sent in April with the council tax bill around the borough.

The Committee noted that In order to allow a more meaningful analysis of leisure performance, the officers had conducted the review of the current indicator set. It had been noted that up to this point the committee only received the data on the number of visits to the leisure centres, which although easy to measure did not present a full picture about the health and wellbeing of our residents or participation at our leisure events. Therefore it was recommended to make the following changes:

Number of Access to Leisure cards issued - Discontinue
Total number of visits to Waverley Leisure Centres - New
Number of visits to Farnham Leisure Centre - Discontinue
Number of visits to Cranleigh Leisure Centre - Discontinue

Number of visits to Haslemere Leisure Centre -Discontinue
Number of visits to The Edge Leisure Centre - Discontinue
Number of visits to Godalming Leisure Centre - Discontinue
Total number of attendees of the health and wellbeing activities - New
Total number of participants to Waverley leisure events - New

It was also proposed to discontinue the current museum indicator set as of Q1 2018/19. In 2017 Waverley completed the transfer of ownership of Godalming Museum's daily operations to Godalming Town Council and the Farnham Museum was already managed by Farnham Maltings. In light of these changes, the performance monitoring through the current indicator set was no longer required and the officers suggest a discontinuation of these two KPIs:

- Total number of visits to and use of museums (Farnham & Godalming);
- Total users of learning activities (number of attendees to on-site and off-site learning activities (Farnham & Godalming);

The officers would continue to monitor the performance through the Service Level Agreements in place. The Committee noted that new indicators for the Waverley Training Services was being finalised and the date would be brought to the next Committee.

The Committee thanked officers for the report and endorsed the proposed changes to the Executive.

12. SERVICE PLANS ANNUAL OUTTURN REPORT FOR 2017/18 (Agenda item 12.)

The Committee received the service plan annual outturn report which detailed progress against the objectives set for Community Services over 2017/18. Members were advised that the annual analysis of the services objectives showed an overall 75% completion rate. It was not higher mainly due to the delay in the Memorial Hall project which now had a completion date of around summer 2018.

The Committee noted that out of 24 service plan objectives, 6 were not able to be fully achieved at this stage. However, a notable success and the culmination of a number of years work, was the start of the major Brightwells regeneration scheme. In addition, the new Business and Marketing plans had been agreed for Waverley Training Services and Careline and these were now in the implementation phase.

The Committee thanked officers for the report and had no observations to pass forward to the Executive.

13. COMMUNITY WELLBEING WORK PROGRAMME AND EXECUTIVE FORWARD PROGRAMME (Agenda item 13.)

The Committee received the work programme outlining the items to be received at future meetings. Members noted that Waverley Training Services and the Memorial Hall would come to the next meeting.

The meeting commenced at 7.00 pm and concluded at 9.10 pm

Chairman

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Waverley Borough Council Scrutiny Review

Factors Affecting Health Inequalities in Waverley

A Review Report of the Community Wellbeing Overview & Scrutiny Committee

June 2018

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Task Group Members:

Councillor Andy Macleod (Chair)
Councillor Liz Wheatley
Councillor Patricia Ellis
Councillor Nabeel Nasir
Councillor Nick Williams

CHAIR'S FOREWORD

The Community Wellbeing Overview and Scrutiny Committee decided in September 2017 to set up a Task and Finish Group to investigate the reasons why there are very significant disparities in life expectancy across the Borough. The objectives were to establish as far as possible the reasons for these disparities, to raise the awareness of these reasons to both councillors and council officers and to make recommendations to the Executive and the Council on the actions that can be taken to improve the situation.

The Task Group members were six councillors drawn from the Community Wellbeing O&S Committee and met five times to hear evidence from a wide range of health professionals and Waverley Officers. The meetings were organised by Democratic Services Officers led by the Scrutiny Policy Officer.

The Task group members learned a great deal from the evidence gathering meetings and the various reports that they were pointed to. Many of the reasons for health inequalities are not surprising being such factors as poor lifestyles, poor living conditions and income deprivation in the more deprived areas of the Borough. What was surprising was to learn that clinical care from the NHS only accounts for 20% of the factors which determine public health whereas the responsibilities of borough and Borough councils influence up to 70% of these factors. This puts a great deal of responsibility on councils such as Waverley to take the public health outcomes into account in all of their policies and decisions even though they have no statutory responsibility for public health.

Waverley does already regard the wellbeing of its residents as a strategic priority and for this reason runs and supports a number of services outside of its statutory responsibilities such as sports centres, senior living homes, meals on wheels and day centres run by charities and their volunteers. However the findings and conclusions of this report point the way towards how we as a Council can introduce a specific focus on public health and in particular health inequalities into our policy making and decision taking. It is for this reason that the Community Wellbeing Overview and Scrutiny Committee commend this report to the Executive and to Full Council.

We must finally thank the Task Group members for their commitment to this exercise, the Democratic Services Officers and in particular the Scrutiny

Policy Officer for all of the dedicated work that they have put into the task and the report and the many public health professionals and Waverley Officers who gave evidence at our Task Group meetings.

***Councillor Andy Macleod,
Chair of the Health Inequalities Task Group***

1. EXECUTIVE SUMMARY

Background

- 1.1 There is growing evidence that the wider determinants of health have an increasing impact on the health and mental health of individuals. Borough Councils have the responsibility for services which contribute up to 70% of the factors that determine our overall health, but they are not currently formally part of the funding stream for public health funding.
- 1.2 The impetus for this review was data from the Public Health Profile for Waverley 2016 that reported the disparity in life expectancy between the least and most deprived areas within Waverley was 9.5 years for women and 5.7 years for men. The Scrutiny review focused on the services the Council delivers that have the greatest impact on the physical and mental health of residents.
- 1.3 This review takes into account a selection of determinants, from the Local Economy and the Environment and Lifestyle Behaviours to Access to Primary Care. The review received evidence from a wide range of witnesses including Public Health, the Third Sector and Health Professionals about how each of these areas affect health and wellbeing, and how the Borough Council can make policy across a range of wider determinants to improve health and wellbeing.
- 1.4 The evidence pointed to no one particular reason for the disparity in life expectancy, but showed that the clustering of poorer socio-economic conditions, engagement in high risk lifestyle behaviours and variation in accessing GP services may contribute to the inequalities in mental and physical health within the Borough. There is no simple answer to addressing the health inequalities presented in this report, but there is great value in putting health and mental wellbeing at the forefront of all Council projects and policies to avoid unnecessary and preventable disparity in health outcomes. The conclusions and recommendations expand more on the findings of this review.

2. CONCLUSIONS AND KEY FINDINGS

General

- 2.1 There is growing evidence that the wider determinants of health have an increasing impact on the health and mental health of individuals. It was clear from the evidence the task group received that mental health is an issue for the health and wellbeing of Waverley residents and poses a major concern. Borough Councils have the responsibility for services which contribute up to 70% of the factors that determine our overall health,¹ but they are not currently formally part of the funding stream for public health funding.
- 2.2 The evidence pointed to no one particular reason for the disparity in life expectancy, but there are a number of factors which may be contributing.

¹ Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute.

- 2.3 Overall Waverley is a healthy Borough. However, relative to Surrey as a whole, some areas in the Borough do face relatively high levels of deprivation. It is well known that health inequalities are unequally distributed among local populations and that there is a social gradient between deprivation and life expectancy. This is due to the clustering of high risk-taking behaviours, such as smoking, alcohol consumption, poor diet and low levels of physical activity, and that these risk taking behaviours are differentially associated with income, educational attainment, and social class. Underlying social, economic and environmental factors can affect a person's health and mental wellbeing, such as employment, education, housing, community and neighbourhood characteristics and access to health care services. In addition poor mental health contributes to and is a consequence of wider health inequalities and is also associated with increased health-risk behaviours.
- 2.4 Proportionally Waverley has one of the highest and fastest growing populations of over 65s and 85s in Surrey and there are increased numbers of residents with and at risk from neurological conditions such as stroke and dementia. Waverley is the highest Surrey District in terms of those aged 65+ predicted to have depression and fourth highest in terms of those aged 18-64 years who are predicted to have a common mental health issue. An ageing population also means that social isolation and the risk of dementia will continue to be a growing concern for the Council and partners. For this reason further work on creating 'dementia friendly towns' is recommended.
- 2.5 Key health priority issues for the borough are older people's health and well being and mental wellbeing and alcohol misuse. In addition it is recommended that further work is carried out on topics such as loneliness, economic wellbeing/financial inclusion, clustering of unhealthy behaviours that lead to health inequalities (smoking, diet, physical activity and alcohol consumption) and the provision of mental health services in the Borough.

Local Economy and Environment

- 2.6 Planning Policy has a significant influence over the built and natural environment, e.g. in neighbourhood design, housing, healthier food access, the natural and sustainable environment and transport infrastructure. Planning Policy can improve healthy life expectancy of the local population by focusing on three strategic areas:
- Improve Air Quality
 - Promoting Healthy Weight
 - Improving Older People's Health
- 2.7 Planning policy and the place-shaping agenda can improve older people's health and wellbeing by supporting towns and communities to be dementia friendly.
- 2.8 There has not been sufficient input into Planning Policy Documents from Clinical Commissioning Groups nor Public Health and there is value in Planning Policy being monitored against the Public Health Outcomes Framework to help inform health related policies in future planning documents.

- 2.9 Income deprivation is consistently and systematically linked with life expectancy and healthy life expectancy. Children growing up in income deprived households experience a wide range of health-damaging impacts, negative educational outcomes and adverse long-term social and psychological outcomes. The poor health associated with child poverty limits children's potential and development, leading to poor health and life chances in adulthood.
- 2.10 A mix between social and private developer housing is beneficial to reduce clusters of deprivation in Lower Super Output Areas. In addition the housing number requirements per annum as set out in the Local Plan Part 1 should be balanced by securing future employment sites in the Borough to provide a place of local employment.
- 2.11 Barriers such as stigma around mental health, poor transport infrastructure and social isolation may be contributing factors for a higher prevalence of mental health problems in the Borough.² Data from the JSNA (2014 data) reports that in Waverley for people aged 65 and over there is a higher prevalence of the population predicted to have depression than other Surrey Boroughs, which may suggest these barriers are more prevalent in this age range.³
- 2.12 In regard to Housing, there have been a growing number of complaints regarding housing standards in the past 5 years. In terms of mental health, poor housing not only exacerbates existing mental health issues, but also significantly contributes to new mental health issues.⁴
- 2.13 Fuel poverty is a growing issue in the borough, possibly due to the cost of living and rural character of the borough, and this may increase the risk of respiratory illnesses. Evidence shows that living in cold homes is associated with poor health outcomes and an increased risk of morbidity and mortality for all age groups. Studies have shown that more than one in five (21.5%) excess winter deaths in England and Wales are attributable to cold housing.⁵
- 2.14 Evidence from officers from the Tenancy and Estates Team showed how they were working with some of the most vulnerable residents in the borough. Partnership working between the Council and other agencies were sometimes disconnected and the thresholds for assistance for other agencies had changed leading to the Council having to fill these gaps in service provision.

Lifestyle Behaviours

² See 4.136 of this report under 'Access to Primary Care'.

³ <https://www.surreyi.gov.uk/DrillDownProfile.aspx?rt=8&rid=716&pid=38>

⁴ https://england.shelter.org.uk/_data/assets/pdf_file/0005/1364063/Housing_and_mental_health_-_detailed_report.pdf

⁵ Local action on health inequalities: Fuel poverty and cold home-related health problems, Public Health England, UCL Institute of Health Equity, p. 5.

- 2.15 Unhealthy lifestyle behaviours, e.g. excessive consumption of alcohol, poor diet, smoking and low levels of physical activity, are responsible for up to half of the burden of poor health.⁶ Each of these lifestyle risk factors is unequally distributed in the local population. More disadvantaged groups are also more likely to have a cluster of unhealthy behaviours.⁷
- 2.16 Unskilled manual backgrounds, including people with few or no qualifications, are more than five times as likely to engage with all four risk behaviours (smoking, excessive consumption of alcohol, poor diet, and low levels of physical activity) than professionals.⁸ People with no qualifications were more than five times as likely as those with higher education to engage in all four poor risk taking behaviours in 2008 compared with only three times as likely in 2003.⁹
- 2.17 There is a pronounced social gradient between poor lifestyle behaviours and life expectancy due to disabilities and risk of premature death.
- 2.18 The prevalence of circulatory disease in women may be a significant factor in the life expectancy gap (9.5 years) between women living in the least and most deprived areas in the Borough.¹⁰ In addition the Potential Years of Life Lost (PYLL) due to cancer may also be a significant factor driving this statistic.¹¹
- 2.19 Obesity and the perception of healthy weight have changed among the population as a whole, which has meant more people are becoming unknowingly overweight. Nationally 9 in 10 women and 8 in 10 men described an overweight child as being the right weight.¹² Consistent levels of childhood obesity in recent years has normalised an unhealthy weight.¹³ In Waverley 6.7% of 4-5 year olds are obese whereas the proportion of 10-11 year olds who are obese is 11.6%. In Waverley, Godalming and Binscombe ward has the highest proportion of children that are obese (17.7%).¹⁴
- 2.20 Many people with mental health conditions are not treated as well for physical conditions brought about by risk taking behaviour, e.g. alcohol consumption, smoking and drugs. High-risk taking behaviours are common in psychiatric patients, especially drug and alcohol misuse and they are more likely to die prematurely, reducing life expectancy.¹⁵

Access to Primary Care

⁶ https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/clustering-of-unhealthy-behaviours-over-time-aug-2012.pdf, p. 2

⁷ Ibid.

⁸ Professional in this instance is defined as a profession which requires special training or qualifications.

⁹ https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/clustering-of-unhealthy-behaviours-over-time-aug-2012.pdf

¹⁰ Data from Guildford and Waverley Clinical Commissioning Group (GWCCG) Health Profile 2015, p. 107.

¹¹ Ibid., p. 6.

¹² <https://www.theguardian.com/society/2016/dec/14/parents-children-overweight-survey-obesity>

¹³ <https://www.sciencedaily.com/releases/2014/11/1411111133602.htm>

¹⁴ See appendix N of this report.

¹⁵ <http://www.ox.ac.uk/news/2014-05-23-many-mental-illnesses-reduce-life-expectancy-more-heavy-smoking>

- 2.21 Social isolation in the Borough may be driving poorer mental health but there remains a stigma attached to asking for help. Loneliness and social isolation are complex conditions which have remained relatively under-researched until recently. Where research has been conducted, it has almost exclusively focused on the prevalence of the conditions on older demographics, and has largely ignored the development of the conditions amongst younger people. Evidence suggests that social isolation and loneliness exists in the Borough, exacerbated by the rural character of the area. Challenges exist in terms of identifying residents and the stigma around people asking for support.
- 2.22 GPs have a critical role in addressing health inequalities in reducing them, but barriers to accessing the service for people with disabilities, including hearing impairment, aphasia and dementia were preventing this.
- 2.23 Evidence suggests that the demand to GPs has been fairly stable over the past five years locally, but there is considerable variation in the type of access to GP appointments online between local GP surgeries.
- 2.24 The group heard anecdotal feedback from both the Guildford and Waverley Clinical Commissioning Group (GWCCG) and the North East Hampshire and Farnham Clinical Commissioning Group that there has been a rise in the number of patients visiting their GP about poor mental wellbeing, but the reason for this remains vague. One possible explanation may be more people are now seeing their GP about their mental health.
- 2.25 There is also anecdotal evidence that suggests patients are seeing their doctor regarding social issues to do with the wider determinants of health e.g housing advice and debt advice.
- 2.26 Suicide rates (2014-2016) in Waverley are similar to Surrey (8.4 compared to 8.5), but across the County there has been a peak in suicides in middle-aged men.¹⁶ Men who were identified as the key “at risk” were middle-aged men that are self-employed, unemployed and / or experiencing some significant life event or transition e.g. relationship breakdown, job loss and loss of parent. However, it should be noted that suicide is massively under recorded.
- 2.27 The rate of Emergency Hospital Admissions for Intentional Self-Harm across Waverley’s Neighbourhood Group is of concern: Waverley has a directly standardised rate of 198.3 per 100,000, which corresponds to a high neighbourhood rank.¹⁷ For comparison, the England directly standardised rate for Emergency Hospital Admissions for Intentional Self Harm is 185.3 per 100,000.¹⁸ This figure is higher among women than men, yet self-harm is largely unreported as many people will not seek help or support.

¹⁶ Suicide rates, Public Health England fingertips, March 2018, <https://fingertips.phe.org.uk/search/suicide#page/7/gid/1/pat/6/par/E12000008/ati/101/are/E07000216/iid/41001/age/285/sex/1>

¹⁷ A neighbourhood group is a grouping of areas that are similar in population and demographics. For data on Emergency Hospital Admissions for Intentional Self Harm please see: <https://fingertips.phe.org.uk/search/suicide#page/7/gid/1/pat/6/par/E12000008/ati/101/are/E07000216/iid/21001/age/1/sex/4>

¹⁸ Ibid.

- 2.28 Ambulance service provision remains a challenge in the County, but particularly in Waverley due to the rural character of the borough. This may inadvertently reduce life expectancy rates due to the ambulance response time.
- 2.29 There is also a challenge to domiciliary care provision due to a shortage of social / key workers unable to afford to live and reside in the Borough.

RECOMMENDATIONS FROM THE HEALTH INEQUALITIES TASK GROUP

It is recommended that the Executive:

1. Endorse the findings of this report and submit this scrutiny review to the Surrey Health & Wellbeing Board 'Health Leads' Group.
2. Recognise the broad and significant role the Borough Council has in improving the health and wellbeing of residents and local population through the wider determinants of health.
3. Adopt a 'health in all policies' (HiAP) approach and advocate this approach to all place-based partners.
4. Agree that both an Equality Impact Assessment (EqIA) and Health Impact Assessment (HIA) are carried out on all major decisions with the inclusion of a policy statement which takes into account the potential health inequalities on residents and service users before decisions are made.
5. Consider the benefit of reconvening the Waverley Health and Wellbeing Board with a renewed focus on tackling health inequalities in the Borough
6. Agree the action plan set out at table 1 on page 14
7. Agree to refer recommendations 8–25 listed below to our partner organisations (approach to be discussed at Executive Briefing)

Recommendations for Surrey County Council:

8. The County Planning – Health Group to write guidance on ways of considering health challenges in Strategic and Environmental Assessments (SEA) for plans and Environmental Impact Assessments (EIAs) for projects.
9. Public Health to work with Waverley Planning Policy Officers / the Officer responsible for CIL to create a health needs evidence base of the Borough to identify locations where future allocations of CIL monies for health infrastructure would be beneficial.
10. Surrey County Council to work with Waverley Planning Policy Officers to provide guidance on key worker directives in particular reference to the shortage of Domiciliary Care and Social Care workers who are unable to afford to live in Waverley; and to work with both the Guildford and Waverley

Clinical Commissioning Group and the North East Hampshire and Farnham Clinical Commissioning Group to explore schemes of providing accommodation for key workers who work in Domiciliary care in Waverley.

11. Surrey County Council Adult Social Care Team and local mental health providers to recognise the important work the Waverley Borough Council Tenancy and Estates Team do with respect of clients with multiple health needs;
12. The relevant teams in Surrey County Council, the local CCGs and Waverley Borough Council to look at ways of working to ensure that information is shared responsibly to provide support for vulnerable Waverley residents; and for this information to be shared with the Community Safety Team at WBC.
13. Surrey County Council Adult Social Care and relevant teams to take note that there is a need
 - for health care professionals to identify and refer individuals who have intertwined social problems in relation to poor wellbeing, substance misuse and / or excessive consumption of alcohol to the appropriate organisation. It is recommended that there should be better integration between mental health services and alcohol and substance misuse services, e.g. by creating joint care plans, or by positioning mental health workers within drug and alcohol teams
 - to Work with Public Health to consider ways of reducing the prevalence of high risk taking behaviours that lead to circulatory disease and cancer, particularly in women in the most deprived areas of the Borough, such as stopping smoking, improving diet, increasing physical activity, losing weight and reducing alcohol consumption
 - to monitor and provide robust information to the Waverley Borough Council Community Safety Team on the number of known cases of suicide in the Borough, and to pass on any information about the number of reported cases of Domestic Abuse to the Community Safety Team.
14. Public Health to
 - Work with the Waverley Borough Council Community Safety Team to stage a public health intervention aimed to reduce smoking prevalence in the wards identified in table 2 of the Health Inequalities report.
 - Work the Northeast Hampshire and Farnham CCG, the Guildford and Waverley CCG and Borough Councils to identify opportunities to promote healthier lifestyles for patients referred to primary care services, dieticians, Tier 2 weight loss services and exercise classes for obesity.

Recommendations for Guildford and Waverley and North East Hampshire and Farnham Clinical Commissioning Groups:

15. Review why awareness of NHS 111 is low; engage with patients and carers to initiate new plans to promote the full range of services it offers including access to out-of-hours GP appointments.
16. Review their primary care strategy to ensure GPs are encouraged to promote online booking.
17. Conduct further research into why people who already manage their time online do not know about or use online GP booking in order to promote online access to GP services and reduce variation among patient access.
18. Explore and appraise the use of SMS messaging as a method for registered patients to book GP appointments.
19. Make registration to the online system at GPs easier and to try to understand barriers to patient use, by referring to Healthwatch Surrey's report 'GP Online', which provides an evidence base to address and further explore barriers to access.
20. Reduce barriers to GP access by encouraging GP surgeries to take-up the Accessible and Information Standards to reduce the physical barriers for impaired persons and those suffering with aphasia.
21. Encourage GP's to carry out annual health checks for people with learning disabilities to mitigate deterioration in poor physical and mental health.
22. Make information about healthy food choices and dietary information available locally in all GP practices.
23. Work with GP surgeries to make their information more accessible for those who have hearing impairments and aphasia by exploring alternative routes to GP surgery access other than telephone methods of communication.
24. Consider the value in providing additional training for GP receptionists in signposting patients for specialist care to medical staff within the surgery who have a greater knowledge on the specific topic area.
25. Educate and train GP surgeries on the benefits of the social prescribing model of care and to encourage GP surgeries to use this model of referral by providing a list of accredited social prescribing organisations; in addition to share this accredited list with Waverley Borough Council for the purpose of signposting customers who may benefit from this type of model of care.

DRAFT ACTION PLAN

Ref	Action	Lead Officer	When
i	Review the health priorities for the Borough identified by the Public Health Profile for Waverley 2017, the Guildford and Waverley Clinical Commissioning Group Health profile 2015, and the North East Hampshire and Farnham JSNA 2013. http://fingertipsreports.phe.org.uk/health-profiles/2017/e07000216.pdf	Corporate Policy Manager	December 2018
ii	Officers to proactively engage with external health partners by participating in meaningful meetings hosted by bodies such as the Clinical Commissioning Groups and Sustainability and Transformation Partnerships, including participating in the Surrey Health and Wellbeing Board 'Health Leads' Group; and to report back and fully brief the Portfolio Holder for Health, Wellbeing and Culture.	Head of Communities and Major Projects	On-going
iii	Ensure that all data that reflects the health and wellbeing of Waverley residents is routinely reported to the appropriate Officers and Members.	Corporate Policy Manager	On-going
iv	Ensure officers and Members are informed about the National and Local Health Arrangements and the on-going organisational change of the NHS; and understand what the implications are for Waverley residents.	Corporate Policy Manager	On-going
v	Monitor and scrutinise the new shadow working arrangements that will be put in place later this year following the Surrey Health Devolution deal for integrating health and social care due in April 2018, with particular attention to the impacts to health services used by residents within Waverley.	Head of Communities and Major Projects	April – December 2018
vi	Ensure all new frontline staff and voluntary and community groups who receive funding from the Council, and Leisure Centre reception staff are aware of mental health first aid training and 'making every contact count' (MECC) in order to signpost customers who show signs of deteriorating health.	HR Manager Learning and Development Officer	Include in each Induction session
vii	Review whether creating capacity within the workforce to support the delivery of broader health and wellbeing issues identified in this report should be made a priority.	Chief Executive	October 2018
viii	To present an annual synopsis (based on the local profiles developed for the Clinical Commissioning Group's and Sustainability and Transformation Partnerships by Surrey	Policy Scrutiny Officer for	Annually

	County Council Public Health) on the health of the Borough to both the Community Wellbeing Overview and Scrutiny Committee and to the Executive.	Community Wellbeing	
ix	Reflect on the findings of the scrutiny review and amend the Health and Wellbeing action plan as appropriate.	Head of Communities and Major Projects	September 2018
x	Work with Public Health to create specific actions in the Health and Wellbeing Strategy to address the health inequalities documented in the health inequalities scrutiny review report.	Head of Communities and Major Projects	October 2018
xi	Review the 2018/2019 Community Wellbeing O&S work programme to include key health priority issues for the borough including: <ul style="list-style-type: none"> - older people's health and wellbeing (hip fractures and excess winter deaths) - mental wellbeing and alcohol misuse and to explore the following topics such as: loneliness, economic wellbeing / financial inclusion, clustering of unhealthy behaviours that lead to health inequalities (smoking, diet, physical activity and alcohol consumption) and the provision of CAMHS in the Borough.	Policy Scrutiny Officer for Community Wellbeing	September 2018
xii	Develop Supplementary Planning Guidance which would address strategic priorities for health by working with Public Health to collect an evidence base;	Planning Policy Manager	March 2019
xiii	To include the recommended statements set out in section 4 of the Health Inequalities report either in policy wording or in the supporting text in the Development Management policies within Local Plan Part 2.	Planning Policy Manager	March 2019
xiv	Planning Policy Officers to be aware of the Public Health's Outcomes Framework (PHOF) and to assess the impact of planning policy on Health and Wellbeing outcomes with the assistance from Public Health Officers at Surrey County Council. To take into consideration the examples set out in table 1 and 2 of the Health Inequalities report.	Planning Policy Manager	March 2019
xv	Collect evidence on wider public health matters in time for the review of the Local Plan in 5 years time and monitor the indicators set out in Table 2 in the Health Inequalities report to gather data to inform the revision of the Local Plan.	Planning Policy Manager	Annually
xvi	To seek advice from the Surrey County Council Planning – Health Group on the prospect of working with Surrey County	Planning Policy Manager	December 2018

	Highway and Transport Officers and Town and Parish Councils to make existing towns 'dementia friendly'.		
xvii	Work with Surrey County Council Highway and Transport Officers on the placement of street signs in the ambition for Waverley's urban settlements to become Dementia Friendly; including street signage to sellers of fresh fruit and vegetables.	Planning Policy Manager	March 2019
xviii	Work to ensure partners have an understanding of the physical, sensory and neurological challenges experienced by people with dementia and take consideration for public spaces to be easily accessible and approachable; and easily navigable. E.g. public places and spaces should have: <ul style="list-style-type: none"> - Wide enough pathways and even surfaces - Outside furniture and seating between locations - Appropriate signage, including colour coding for familiarity. - Available and accessible public toilets. 	Planning Policy Manager	On-going
xix	Include reference to all users in the policy, including the elderly, with reference in the supporting text to dementia friendly towns e.g. by ensuring that entrances are clear and accessible for older people and cross-reference to policy	Planning Policy Manager	March 2019
xx	Include clearly signposted street networks with destinations within x-x metres (5-10 minutes walk).	Planning Policy Manager	March 2019
xxi	For a cross reference to be added into the supporting text of the Local Plan Part 1 for new and improved footpaths.	Planning Policy Manager	August 2018
xxii	Work with the Benefits Team and Citizens Advice Waverley to promote the availability of budgetary advice with households at risk of cyclical homelessness.	Housing Needs Manager	November 2018
xxiii	Review the safeguarding pathways for referring vulnerable residents identified within the Borough by the WBC Housing teams, and others.	Head of Strategic Housing & Delivery	December 2018
xxiv	Appraise the value in setting Standards for Private Sector rented housing that go beyond the minimum legal standards for health and safety, gas, fire and electrical safety, to take into account housing conditions.	Private Sector Housing Manager	December 2018
xxv	Raise awareness of the Environmental Health guidance on Private Sector Housing Standards.	Private Sector Housing Manager	March 2019
xxvi	Explore the possibility of introducing a	Private Sector	March 2019

	mandatory registration / licensing of private landlords.	Housing Manager	
xxvii	Provide active signposting to landlords and tenants regarding rights and responsibilities.	Private Sector Housing Manager	March 2019
xxviii	Provide an analysis of the type of HMOs in the Borough in light of the changes to HMO classifications from Government.	Private Sector Housing Manager	October 2019
xxix	Continue to promote the Better Care Fund and advice from Action Surrey to help residents with their energy and fuel costs.	Private Sector Housing Manager	On-going
xxx	Work with Public Health to target a series of health interventions in geographical locations where there is an evidenced uptake in risk taking behaviours, such as smoking, drug, and alcohol.	Strategic Director	March 2019
xxxi	Issue a statement on the Council website regarding the Modern Slavery Act 2015 that requires commercial organisations supplying goods or services with a turnover of, or above £36 million, to prepare and publish an annual 'Slavery and Human Trafficking Statement'.	Procurement Officer	September 2018
xxxii	Ensure social value is given consideration for all relevant procurements, whether goods, services or works.	Head of Finance	March 2019
xxxiii	Review whether the Council adopt a social value charter in the future (when appropriate), to guarantee the social value in the procurement of all goods and services.	Procurement Officer	March 2019
xxxiv	Review the provision of healthy food choices in the workplace, e.g. the vending machines and catering facilities.	Head of Customer & Corporate Services	September 2018
xxxv	Continue to work with the Northeast Hampshire and Farnham CCG and Waverley and Guildford CCG to promote the physical and mental health benefits of referral to Waverley's Leisure Centres.	Leisure Services Manager	On-going
xxxvi	Work with Public Health to plan a range of targeted health interventions that have a universal underpinning for the specific localities identified in table 1 under section 4 of the Health Inequalities report. Interventions should focus on preventable measures to reduce high risk taking behaviour that is susceptible to cancer and circulatory disease, particularly in women.	Strategic Director	March 2019
xxxvii	As part of the Health and Wellbeing Strategy put an emphasis on encouraging healthy lifestyles alongside promoting access to Leisure Centres.	Head of Communities and Major Projects	March 2019
xxxviii	Liaise with Places for People (PfP) to assess the benefit of exploring opportunities for community outreach work to encourage	Head of Communities and Major	December 2018

	active lifestyles in areas of social deprivation.	Projects	
xxxix	Improve children's healthy weight by working with the Public Health Lead at Surrey County Council with responsibility for Children's Health to promote the Alive 'N' Kicking Child Weight Management Programme funded by Surrey County Council, and the exercise referral scheme to Leisure Centres in the Borough.	Head of Communities and Major Projects	March 2019
xxxx	To review evidence to identify if and why domestic abuse is high in the Borough; and dependent on the findings, work in partnership with Public Health and other relevant local organisations to campaign to raise awareness of reporting domestic abuse.	Community Safety Officer	December 2018
xxxxi	To work with Public Health to promote a community wide campaign to promote smokefree organisations by supporting Smokefree Alliances' campaign to go 'smokefree';	Environmental Health Manager L&D Officer	March 2019
xxxxii	A representative of Waverley Borough Council to join and attend the Smokefree Alliance.	Environmental Health Manager	September 2018
xxxxiii	To review the policy of smoking within x-x distance of the Council premises and to test the viability of Waverley Borough Council going smokefree within x-x distance of Council Offices by working with Environmental Health Enforcement; and as part of this initiative to offer support to staff who want to give up tobacco while at work.	HR Manager	December 2018
xxxxiv	Provide training for Housing Officers and Benefit Support Staff on signposting both Council tenants and customers, who are known to smoke, to local stop smoking support organisations, e.g. Quit 51, an organisation, commissioned by Surrey County Council public health, that helps people quit smoking.	Environmental Health Manager	December 2018
xxxxv	Work with Guildford and Waverley Clinical Commissioning Group (CCG) and North East Hampshire and Farnham CCG to establish a list of accredited services ranging from the NHS, Surrey County Council services, the Voluntary and Community Sector and the private sector for effective signposting on issues that result in health inequalities.	Head of Communities and Major Projects	December 2018

WAVERLEY BOROUGH COUNCIL

COMMUNITY OVERVIEW & SCRUTINY COMMITTEE – 11 SEPTEMBER 2018

Title: SCRUTINY OF THE SAFER WAVERLEY PARTNERSHIP

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

Summary and purpose:

A function of the Community Overview and Scrutiny (O & S) Committee is to scrutinise the work of the Safer Waverley Partnership (SWP). The purpose of this report is for the Committee to note the key priorities and actions arising from the Safer Waverley Partnership Plan and associated Action Plan and have the opportunity to ask the SWP representatives any questions relating to this or the accompanying presentation.

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

The Safer Waverley Partnership Plan and associated Action Plan link to all of the priorities contained within the Corporate Plan.

Equality and Diversity Implications:

There are no equality and diversity implications.

Financial Implications:

There are no direct financial implications.

Legal Implications:

There are no direct legal implications.

1. Background

The Crime and Disorder Act 1998 gave local authorities and police services duties to work together to develop crime and disorder audits and implement reduction strategies in partnership with other agencies – Community Safety Partnerships (CSPs) to tackle the identified problems.

The Police and Justice Act 2006 placed a duty on responsible authorities to share evidence-based data to support CSPs. This now also included the Fire Service, Probation Service, Health Service, local Police Authority and a representative of Registered Social Landlords (Housing Associations).

The legislation also place a new duty on CSPs to joint together in a formal strategic group to undertake frequent assessments of levels and patterns of crime and drug misuse in their area and to produce annual rolling three year Community Safety Partnership Plans.

The provisions contained within the Police and Justice Act 2006 extended the remit of local authorities to scrutinise the functioning of the local CSPs. It put in place arrangements to ensure that every local authority has in place a committee with the power to review and scrutinise, and make reports or recommendations, about the functioning of the CSP.

The CSP in Waverley is known as the Safer Waverley Partnership (SWP). Waverley Borough Council is one of the statutory members of the SWP alongside Surrey Police, Surrey County Council, Surrey Fire & Rescue Service, Surrey & Sussex Probation Trust, and Guildford & Waverley and North East Hampshire & Farnham Clinical Commissioning Groups.

The Community Safety Partnership has produced the Safer Waverley Partnership Plan 2018-21 (Annex 1). This identifies the Community Safety priorities for the next three years, and will be refreshed on an annual basis to check that these priorities are still current. The CSP has also agreed an annual action plan for 2018/19 (Annex 1) linked to these priorities. An action plan, showing achievements for 2017/18 is also included (Annex 2).

Terms of reference for the Safer Waverley Partnership and its associated groups are included as Annex 3.

Recommendation

That the Community O&S Committee provides any comments and observations on the SWP Partnership Plan and progress against to feedback to the SWP Executive at its meeting on 14th September 2018.

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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Safer Waverley Partnership (SWP)

Partnership Strategy and Plan 2018-21

Background

The 1998 Crime and Disorder Act gave local agencies shared responsibility for developing and introducing strategies to reduce crime and disorder in their area. The Safer Waverley Partnership (SWP) is a statutory partnership of organisations who work together to create strategies and practical interventions to reduce crime, disorder and anti-social behaviour in Waverley.

Members include:

- Surrey Police
- Waverley Borough Council
- Surrey County Council
- Surrey Fire and Rescue Service
- National Probation Service
- Kent, Surrey and Sussex Community Rehabilitation Company
- Clinical Commissioning Groups (Guildford & Waverley and North East Hampshire & Farnham)

The Partnership will continue to work with many other public and private non-statutory partner organisations in addition to community and voluntary groups to deliver Community Safety projects.

Strategy

The SWP Partnership Strategy and Plan 2018-2021 does not seek to include all current activity relating to community safety. It focuses on what can be achieved as a Partnership to enable people to live safe lives. Where the issue identified is the core responsibility of one of the partner agencies this will be dealt with through that agency's business processes. The data, which forms the basis of this analysis, has been drawn from a variety of sources and partner agencies across Waverley and the broader Surrey area.

Key Priorities

The SWP's key priorities have changed following the annual refresh of the Safer Waverley Partnership Plan 2017-20. This has been as a result of a review of the following:

- Assessment of patterns of crime and anti-social behaviour in Waverley.
- Issues discussed by the SWP Executive and sub groups, e.g. the Joint Action Group (JAG).
- New and emerging Community Safety related priorities at a local and national level.
- Issues of concern relating to the local Community
- The Surrey 'Joint Strategic Needs Assessment'

Where an issue of concern is mainly the core responsibility of one of the partner agencies, this will be dealt with through this lead agency's business process.

The key priorities for the SWP for 2018/19 are as follows:

- 1) To focus on threat, harm, risk and vulnerability; including serious organised crime (SOC), child exploitation (CE), modern day slavery, domestic abuse, threat of radicalisation and supporting vulnerable victims**
- 2) To identify and tackle crime and anti-social behaviour hotspot locations and perpetrators**
- 3) To improve engagement with the public to help make local communities stronger.**

The SWP will also continue to address the harm caused by alcohol and substance misuse on individuals, families and communities and support the objectives of the Surrey Substance Misuse Strategy.

The SWP Action Plan for 2018/19 is attached as Annex 1.

Delivery

The SWP will continue to use a series of multi agency problem solving groups such as the Joint Action Group (JAG), the Community Harm and Risk Management Meeting (CHaRMM) and a newly formed Serious and Organised Crime Group (SOC Group) to work to tackle the key priorities and deliver the action plan.

Joint Action Group (JAG)

The JAG meets monthly to consider crime and anti-social behaviour in the Borough, using crime and incident data to monitor emerging and potential problems. It prioritises its activity and establishes task and finish sub-groups to resolve problems at specific locations. The JAG keeps an overview of crime and ASB in relation to licensed premises and uses a 'traffic light' system to identify those where joint work is needed to address risks.

Community Harm and Risk Management Meeting (CHaRMM)

The CHaRMM discusses and agrees action to reduce the negative impact that problem individuals and families have on the local community through their anti-social behaviour. Members share information on high risk cases, and incidents, and put in place appropriate

risk management plans to address the behaviour of the perpetrator, and reduce the negative impact on victims.

Serious and Organised Crime Group (SOC Group)

The Serious and Organised Crime Group is a newly formed (2018) group of officers from partner organisations to consider intelligence and plan activity to prevent, identify and disrupt serious and organised crime in Waverley. The group will be responsible for developing a local action plan, which will link in with the Surrey Serious and Organised Crime Partnership and will ensure relevant information is provided to the SWP Executive, JAG and CHaRMM groups.

Waverley Family Support Team

The Waverley Family Support Team provides intensive outreach support to families who meet the government's "Troubled Families" criteria. The team aims to work closely with individual families and the agencies who work with them; it uses a 'Team around the Family' approach to help them improve their lives and secure a better future for their children.

The SWP also works collaboratively with other Waverley groups, such as the Health and Wellbeing Partnership, to ensure joined up working and a strategic approach to related themes.

The SWP also links in with the following County groups:

Surrey Community Safety Board (CSB)

The Board is made up of senior representatives from Surrey Police, District and Borough Councils, Surrey Probation, Surrey Courts, Surrey Crown Prosecution Service, Surrey County Council, Surrey Fire & Rescue Service, Clinical Commissioning Groups, Police and Crime Commissioner, Mental Health and Surrey HM Prison Service. The Board aims to ensure that Surrey agencies working in the field of community and public safety agree joint strategies and provide clear joined up direction to their organisations to improve outcomes.

Surrey Domestic Abuse Multi-Agency Development Group

The group acts as the delivery arm of the Surrey Community Safety Board for Domestic Abuse. It oversees the development and delivery of the Domestic Abuse Strategy and work plan for Surrey, along with a number of task groups, including the Domestic Abuse Communications Group. This works with local officers to ensure that campaigns aimed at increasing awareness of Domestic Abuse and services available to victims are promoted consistently across the county. The SWP works closely with 'Chapter 1', the provider of outreach services to those affected by Domestic Abuse in Waverley.

Surrey Substance Misuse Group

The Surrey Substance Misuse Group provides leadership with the strategic planning and commissioning of substance misuse interventions across communities and criminal justice settings. It is responsible for the delivery of the Substance Misuse Strategy, reporting directly to the Surrey Community Safety Board.

The Group brings senior experts and commissioners from a number of organisations and services to ensure that access and support to treatment and recovery services is synchronised and efficiently delivered.

Surrey Prevent Partnership Group

The Prevent Strategy Group reviews the Prevent Implementation Plan for Surrey. It identifies the areas in which partners can support 'Prevent', e.g. through training, web linkages to 'Prevent', attendance at briefings, monitoring of community tensions and via local delivery plans.

Funding

The Partnership has a small budget to help support the priorities contained within this plan in addition to mainstream funding provided to partner organisation. Funding decisions by the SWP will take into account the key priorities for the coming year. Where possible, external sources of funding will be bid for, e.g. from the Office of the Police and Crime Commissioner.

Monitoring and Review

The SWP Executive Group will have overall responsibility for the delivery of the Partnership Plan. The Plan will be reviewed in the April of each year to ensure that key priorities are still relevant, and that any new and emerging priorities are identified.

Priority 1: Focus on threat, harm, risk and vulnerability			
Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)
Domestic abuse	Implement Domestic Homicide Reviews when required. Monitor and progress associated recommendations	WBC	Identification of lessons learnt to improve practice and safeguard victims
Child Exploitation	Ensure linkages are in place between CHaRMM/JAG and victims/perpetrators/hot spot locations of CSE	Surrey Police	Improved joined up working and sharing of information. Increased awareness and understanding of CSE
	Establish the involvement of GPs in identifying and reporting potential CSE	CCGs	Reduced risk of CSE occurring
Serious Organised Crime	Train frontline officers and managers from all partners agencies on SOC	Surrey Police/ WBC	Increased awareness and understanding of SOC Improved joined up working and sharing of information Reduced risk of SOC occurring
	Set up a dedicated SOC group and agree terms of reference	Surrey Police/ WBC	Increase intelligence submissions from partners to Police.

	SOC Group to develop a local SOC action plan.	Surrey Police/ WBC	
Prevention of terrorism	All partners to commit to ensuring the ‘Prevent’ agenda is integrated within each agency’s work and that a local strategy and delivery plan is in place.	All partners	Partners have an increased awareness and understanding of the signs and risks of radicalisation Co-ordinated approach to Prevent agenda
	Ensure SWP representatives attend Chanel Panels as and when required by the Prevent Team.	All partners	Reduced risk of radicalisation
Supporting Vulnerable Victims	Co-ordinate and manage Community Trigger reviews when required.	WBC	Reduced risk of harm to victims of ASB Improved joined up working and sharing of information
	Ensure appropriate victim risk assessment processes are integrated into mainstream work and make referrals to Community Harm and Risk Management Meetings (CHaRMM) where appropriate.	CHaRMM	Level of risk appropriately managed

Priority 2: Identifying and tackling crime and anti-social behaviour hotspots and perpetrators			
Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)
Community Harm & Risk Management Meeting (CHaRMM)	Address the anti-social behaviour of individuals and families causing an effect to the wider community, through the CHaRRM.	CHaRMM	Reduction in levels of ASB of the most prolific offenders
Joint Action Group (JAG)	Address crime and anti-social behaviour at problem locations through the JAG.	JAG	Reduction in levels of ASB in most prolific areas.
	Develop improved partnership enforcement activity and use of ASB powers through the work of Waverley's Joint Enforcement Initiative.	WBC	Increased enforcement opportunities to deal with ASB
	Maintain low levels of violence and anti-social behaviour in public places by working with licensing officers to challenging new licensing applications/renewals where appropriate Conduct joint visits to licensed premises when possible.	WBC/ Surrey Police	Reduction of incidents of alcohol related crime and ASB

Priority 3: Improving engagement with our public to help make our communities stronger			
Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)
Community Engagement	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and Community Safety advice e.g. relating to Domestic Abuse, ASB, CSE, Prevent and In the know.	WBC Surrey Police	Residents have increased awareness and understanding of Community Safety issues and how to report them.
Engagement with elected members	Attend annual Community Overview and Scrutiny Committee	SWP chair and Executive reps	Improved accountability of the SWP

Safer Waverley Partnership –2017/18 year end

Priority	Action(s)	Lead Agency/ Group	Funding	Year end status (red, amber, green)	Comments	Desired outcome(s)
Focus on threat, harm, risk and vulnerability	Domestic abuse: Implement Domestic Homicide Reviews when required. Monitor and progress associated recommendations	WBC	DHR fund	Green	DHR 2 signed off by SWP in Nov and sent to Home Office in Dec. Awaiting Quality Assurance by Home Office. Action plan being followed up. DHR 3 signed off by SWP, Quality Assured by Home Office and published on WBC website. Action plan being followed up. DHR 4 – Panel has met three times. Next meeting April 2018. DHR 5 – confirmed by SWP in Nov. Chair and Admin support. Panel members identified. First Panel meeting to take place April 2018.	Identification of lessons learnt to improve practice and safeguard victims
	Child Sexual Exploitation: Ensure linkages are in place between CHaRMM/JAG and victims/perpetrators/hot spot	Surrey Police		Green	Arrangements in place for perpetrators to be	

Safer Waverley Partnership –2017/18 year end

	<p>locations of CSE</p> <p>Establish the involvement of GPs in identifying and reporting potential CSE</p>	<p>CCGs</p>		<p>Green (G'fd & Waverley CCG)</p> <p>Green (NHS North East Hampshire and Farnham CCG)</p>	<p>nominated to CHaRMM and locations to be linked in to JAG. No CSE perpetrator nominations/hotspot locations identified to date.</p> <p>CSE included in Safeguarding training. Pathway being established to include GPs in the request for info on children discussed at risk management meetings, and to ensure GPs are made aware of any relevant points on the action plans of their patients.</p> <p>Dr Kefford is the GP Safeguarding Lead. CSE is included and her role is to work with practices around these issues and deliver training and education to GPs.</p>	<p>Increased awareness and understanding of CSE</p> <p>Improved joined up working and sharing of information</p> <p>Reduced risk of CSE occurring</p>
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Safer Waverley Partnership –2017/18 year end

	<p>Serious Organised Crime:</p> <p>Use JAG to present SOC local profile to increase partner’s understanding of the threat in Waverley. Link in with the work of the Serious Organised Crime Partnership and Intervention Panel.</p> <p>Train relevant partners in use of intelligence submissions</p>	<p>Waverley Neighbourhood Inspector</p>		<p>Amber</p>	<p>SOC placed as a standing item on JAG agenda. A one off briefing was given by Surrey Police SOC Team advising partners on how to submit intelligence via a partnership Intell form. Form put on WBC intranet for all staff to use. Police provided some WBC contractors with training briefing. Briefing meeting took place with Borough Insp and Director/ Heads of Service at WBC. Agreed partners needed further training on SOC and Borough Insp would provide monthly briefing on intelligence relating people and places to circulate to Head of Service at WBC. CSO attended Surrey Modern Slavery event. Training for all frontline WBC staff organised for April 2018. SOC subgroup to form part of JAG meetings from March 2018.</p>	<p>Increased awareness and understanding of SOC</p> <p>Improved joined up working and sharing of information</p> <p>Reduced risk of SOC occurring</p>
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Safer Waverley Partnership –2017/18 year end

	<p>Prevention of terrorism:</p> <p>All partners to commit to ensuring the ‘Prevent’ agenda is integrated within each agency’s work and that a local strategy and delivery plan is in place.</p>	All		Green	<p><u>WBC update</u> WBC Prevent Policy approved. Project Argus (Counter terrorism workshop) held for WBC Heads of Service</p> <p>Awaiting updates from other statutory SWP members</p>	<p>Partners have an increased awareness and understanding of the signs and risks of radicalisation Co-ordinated approach to Prevent agenda Reduced risk of radicalisation</p>
	<p>Ensure SWP representatives attend Chanel Panels as and when required by the Prevent Team.</p>	SCC		Green	<p>No Channel nominations during 2017/18</p>	
	<p>Supporting Vulnerable Victims:</p> <p>Implement the new CHaRMM replacing the current CIAG. Engage in training sessions organised by Surrey Community Safety Unit.</p>	CHaRMM co-ordination group		Green	<p>CHaRMM commenced Sep – administered via SafetyNet. ASB forum attended by WBC and police staff in December and February. Surrey Safeguarding conference attended by WBC staff WBC and police staff</p>	<p>Reduced risk of harm to victims of ASB</p> <p>Improved joined up</p>

Safer Waverley Partnership –2017/18 year end

					<p>attended gangs training. ASB and victims training organised and attended by WBC staff. Safetynet training for WBC staff. Linkages in place to High Impact Complex Drinkers Project and Alliance Support Coaching. CHaRMM to take place 6 weekly instead of 2 monthly. 6 victims considered by CHaRMM.</p>	<p>working and sharing of information Increased submissions of intelligence</p>
	<p>Manage Community Trigger reviews when required.</p>	<p>SWP Executive</p>		<p>Green</p>	<p>Community Trigger received 06/17. Threshold not reached. Referred to CHaRMM and case managed.</p>	
	<p>Ensure appropriate victim risk assessment processes are integrated into mainstream work and make referrals to Community Harm and Risk Management Meetings</p>	<p>CHaRMM representatives</p>		<p>Green</p>	<p>Community Trigger received 12/17 – accepted as a Trigger and case managed via CT Panel and CHaRMM.</p> <p>Risk assessments reviewed and updated following each CHaRMM and agreed by all CHaRMM representatives. Victims</p>	

Safer Waverley Partnership –2017/18 year end

	(CHaRMM) where appropriate.				referred to Alliance Support Coaching ASC). ASB and victims training for WBC staff. Risk assessment form and process being trialled by WBC housing staff.	
Identifying and tackling crime and anti-social behaviour hotspots and perpetrators	Address the anti-social behaviour of individuals and families causing an effect to the wider community, through the CHaRMM.	CHaRMM	CHaRMM fund	Green	15 perpetrators considered by CHaRMM.	Reduction in levels of ASB of the most prolific offenders
	Address crime and anti-social behaviour at problem locations through the JAG.	JAG	JAG fund	Green	Areas discussed at JAG include Snoxhalls, Farnham Town Centre, Godalming Town Centre, Broadwater Park/Canon Bowrings, St James Court, Haslemere Skate Park, Frensham Ponds and Ockford Ridge.	Reduction in levels of ASB in most prolific areas. Increased enforcement opportunities to deal with ASB
	Develop improved partnership enforcement activity and use of ASB powers through the work of Waverley's Joint Enforcement Initiative.	WBC		Green	Joint Enforcement Initiative launched 06/17. Briefings for all WBC. JEI workshop took place 09/17. 15 WBC staff have undertaken Community Safety accreditation training. Enforcement Group established.	Reduction of incidents of alcohol related crime and ASB

Safer Waverley Partnership –2017/18 year end

	Maintain low levels of violence and anti-social behaviour in public places by working with licensing officers to challenging new licensing applications/renewals where appropriate Conduct joint visits to licensed premises when possible.	WBC Surrey Police		Green	<p>Meet and greet PCSO/JEI took place 11/17 to establish better joined up working</p> <p>Environmental Enforcement and Parks team have undertaken joint patrols and EVAs with the police</p> <p>ASB PSPO drafted.</p> <p>JAG oversees the red, Amber, Green licensed premises system, Joint visits are carried out and drug swabs and underage test purchasing operations are carried out on premises of concern. Joint Surrey Police and Waverley BC patrols carried out over Xmas/New Year. JAG consulted on review of Licensing Policy.</p>	
Improving engagement with our public to help make our	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and Community Safety advice e.g.	WBC Surrey Police		Green	Surrey using dedicated DA car with PCSOs to provide victims of DA with additional support and safeguarding advice.	Residents have increased awareness and understanding of Community Safety issues and how to report them.

Safer Waverley Partnership –2017/18 year end

<p>communities stronger</p>	<p>relating to Domestic Abuse, ASB, CSE, Prevent and In the know.</p>				<p>Police have signed 1,030 Waverley residents up to In the Know, which provides regular alerts on Scams and crime patterns. Promoted by WBC via Facebook and Members.</p> <p>Police shared Community Engagement Plan with Members via a briefing session.</p> <p>Police have 2 DSO (Disability Support officers) to support victims of hate crime and engaging with larger disability groups to promote PEGASUS scheme.</p> <p>PCSO for Op Signature. (Fraud against the vulnerable). Attendance for all Op Signature reports giving reassurance, advice and safeguarding along with visits to Day Centres.</p> <p>Police have appointed a volunteer that has</p>	<p align="center">Improved accountability of the SWP</p>
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Safer Waverley Partnership –2017/18 year end

					<p>started to work for the team. 4 hours weekly. The role is to improve In The Know figures, send regular NHW updates and engagement on priority matters on Social Media.</p> <p>WBC used St Marks Community Event, Community Safety event at Sandy Hill and Health and Wellbeing event to promote Community Safety messages/advice and giveaways.</p> <p>WBC supported Alcohol Awareness week advising on safe drinking levels via article on staff intranet and unit measurers for all staff.</p> <p>WBC ran Eagle Radio awareness campaigns on DA and ASB.</p> <p>WBC Head of Strategic Housing and Delivery became a White Ribbon ambassador.</p> <p>Haslemere skate park</p>	
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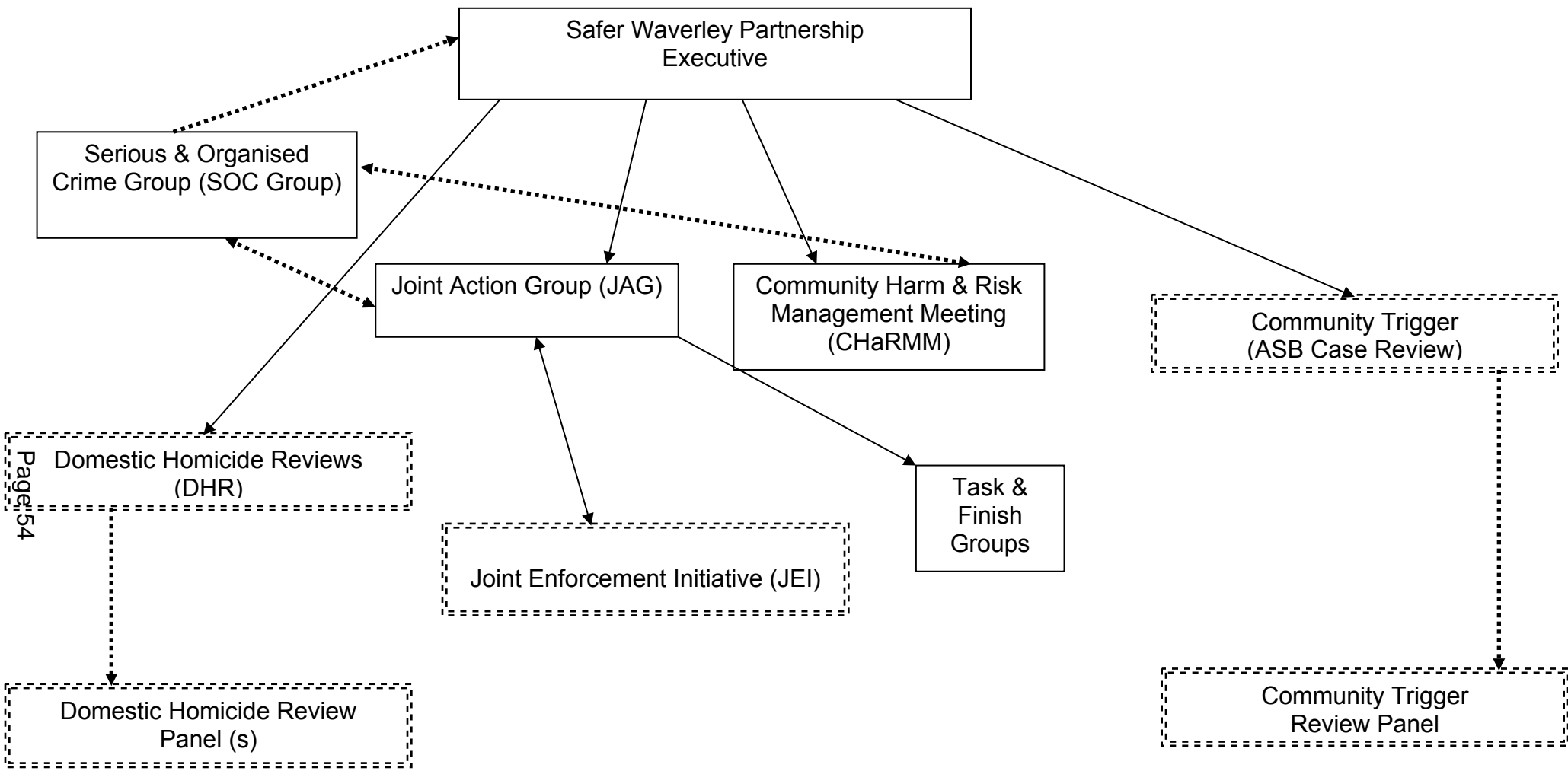
Safer Waverley Partnership –2017/18 year end

	Attend annual Community Overview and Scrutiny Committee	SWP chair and Executive representatives		Amber	visit with Haslemere Herald. SWP Executive not invited to attend Community Wellbeing Committee in 2017. Plans in place for SWP Executive to attend June 2018.	
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Safer Waverley Partnership (SWP)

Organisational Structure & Terms of Reference



SWP Executive

Membership:

Supt Operations (Chair)	Surrey Police
Group Commander Response	Surrey Fire & Rescue Service
Strategic Director	Waverley Borough Council
Portfolio Holder for Community Safety	Waverley Borough Council
Head of Community Services & Major Projects	Waverley Borough Council
Representative	Office of the Police and Crime Commissioner
	Surrey Police
Waverley Neighbourhood Inspector	Surrey County Council
Community Safety Officer	North East Hampshire & Farnham CCG
Partnerships Manager	Guildford & Waverley CCG
	National Probation Service
Managing Director	Kent, Surrey & Sussex
Assistant Director	Community Rehabilitation Company
Representative	Waverley Borough Council
	Waverley Borough Council
Community Services Manager	Waverley Borough Council
Community Safety Officer	Waverley Borough Council
Community Services Support Officer (admin)	Waverley Borough Council

Term of Chairmanship

The Chairmanship will be reviewed by the Executive every 2 years.

Decisions and Voting

On occasion, a formal vote may be required in relation to Community Safety issues. In these instances, voting belongs to one vote per statutory member organisation.

Terms of Reference:

- Own the Safer Waverley Partnership Action Plan by ensuring successful delivery and maintaining rigorous SMART targets.
- Keep an overview of crime and anti-social behaviour levels across the borough and provide strategic direction where appropriate.
- Oversee the annual budget for the partnership, consider and agree funding proposals that deliver the objectives and aims of the SWP within financial constraints.
- Identify and bid for external sources of funding when available.
- Agree delegated funding to SWP Sub-Groups for the delivery of objectives and aims on behalf of the Partnership.

- Maintain contact and influence with the countywide Community Safety Board (CSB) related working groups and Police and Crime Commissioner (PCC) including the Police and Crime Panel.
- Ensure compliance with all statutory Community Safety Partnership (CSP) responsibilities and keep abreast of emerging national, county or local changes to policy or legislation affecting the Partnership.
- Oversee use and implementation of relevant powers, e.g. those relating to the ASB, Crime and Policing Act 2014.
- Implement and deliver the Prevent agenda in Waverley
- Receive updates and provide strategic direction on the work of the Joint Action Group (JAG), and the Community Harm & Risk Management Meeting (ChaRMM).
- Carry out the Partnerships statutory responsibility to initiate a Domestic Homicide Review (DHR) by identifying a chair and administrative support to establish a DHR Panel when appropriate. To manage the process, approve the DHR report and action plan and monitor its implementation to ensure outcomes are met.
- Keep an overview of Community Trigger applications in Waverley, form a Panel to assess and monitor applications when necessary, and implement any recommendations arising from them (see Annex 1 – Community Trigger procedure).
- Lead on the strategic co-ordination of Serious and Organised Crime (SOC) activity to disrupt local Organised Crime Groups. Oversee the SOC Partnership Action Plan.

Representation & Substitutes:

All Partners should endeavour to provide representation for every meeting. Substitutes will be allowed.

Budgetary responsibilities:

Oversee and agree the Funding Plan for each year in line with the agreed Scheme of delegation and available funds.

Scheme of delegation:

The SWP Executive Group agrees to delegate responsibility of a proportion of the Safer Communities monies (where available, as set out in the funding plan for each year) to the, Joint Action Group (JAG) and Community Harm & Risk Management Meeting (CHaRMM).

The SWP Executive Group will be responsible for the setting and spending of the budget in relation to Domestic Homicide Reviews.

The spend of any future sources of monies secured by/granted to the SWP Executive Group (e.g. funding from the Office of the Police and Crime Commissioner) will be agreed by the SWP Executive Group, or delegated to the JAG/CHaRMM when appropriate.

The Community Safety Officer will oversee funds on behalf of the Safer Waverley Partnership.

Frequency of Meetings:

Quarterly meetings and further special/ themed meetings (e.g. DHR) as required.
Length of meeting 2- 3 hours, or as required.

Joint Action Group (JAG)

Membership:

Head of Communities (Chair)	Waverley Borough Council
Sergeant Waverley Neighbourhoods (Vice Chair)	Surrey Police
Head of Environmental Services	Waverley Borough Council
Community Safety Officer	Waverley Borough Council
Community Services Support Officer (admin)	Waverley Borough Council
Representative	Surrey County Council Public Health
Assistant Group Commander	Surrey Fire & Rescue Service
Partnership Manager	North East Hampshire & Farnham CCG
Designated Nurse for Safeguarding Adults	Guildford & Waverley CCG
Licensing Officer	Surrey Police
Licensing Officer	Waverley Borough Council
Environmental Heath Manager	Waverley Borough Council
Deputy Manager Environmental & Parking Services	Waverley Borough Council
Greenspaces Manager	Waverley Borough Council
Tenancy and Estates Manager	Waverley Borough Council
Planning Enforcement Team Leader	Waverley Borough Council
Contract Monitoring Officer	Waverley Borough Council
Emergency Planning & Resilience Officer	Waverley Borough Council

Terms of reference:

- To use crime data, along with the Police predictive calendar, current Borough Community Safety priorities, neighbourhood issues and other intelligence to monitor emerging and potential crime and disorder problems.
- To keep an overview of disorder issues, in relation to licensed premises by monitoring the traffic light grading system, and provide an opportunity to discuss licensing matters, as appropriate, in a multi-agency forum.
- To set up short term 'Task & Finish Group' to respond to specific problem locations or priority areas when required (see Annex 2).
- To consider nominations for problem locations and mobile CCTV requests from officers using the appropriate nomination form.
- Carry out actions arising from Community Triggers when appropriate.
- Keep an overview of powers used under the Anti-social Behaviour, Crime and Policing Act 2014.
- Provide tactical delivery of the SOC Partnership Action Plan as tasked by the SWP Executive.

- Joint enforcement action will be a standing agenda on the JAG agenda, as part of the Joint Enforcement Initiative (see Annex 3).

Budget Responsibility:

Budget (where available) to be agreed by the SWP Executive on an annual basis.

Frequency of meeting:

Monthly. Licensing will be dealt with at the start of the meeting to enable Police Licensing Officers to leave after the item. The total length of the meeting will be up to 2 hours. A Serious Organised Crime (SOC) tactical group meeting will follow the main JAG meeting as appropriate.

Community Harm and Risk Management Meeting (CHaRMM)

Membership:

Head of Housing Strategy (Chair)	Waverley Borough Council
Sergeant Waverley Neighbourhoods (Vice Chair)	Surrey Police
Community Services Support Officer (admin)	Waverley Borough Council
Family Support Team representative	Waverley Borough Council
Local Neighbourhood Team officers (as required)	Surrey Police
Tenancy & Estates Team Leader	Waverley Borough Council
Youth Justice Service representatives	Surrey County Council
Youth Worker	Surrey County Council
Services for Families	Surrey County Council
Pupil Support representative	Surrey County Council
	/Education other than at school (EOTAS)
Children and families' assessment team manager	Surrey County Council/Social Services
Representative	First Wessex Housing
Representative	Thames Valley HA
Representative	Guildford Pupil Referral Unit (PRU)
Representative Borough Manager	Community Mental Health Teams (CMHT)
Representatives	Appropriate CCG
Representative	Surrey County Council Public Health
School representatives attend if required.	

Terms of Reference:

The Waverley CHaRMM operates using the Surrey Community Harm and Risk Management Meeting Framework.

Budgetary responsibility:

Budget (where available) to be agreed by the SWP Executive on an annual basis.

Frequency of meetings:

6 weekly. The total length of the meeting will be up to 1.5 hours.

Serious & Organised Crime Group (SOC Group)

Membership:

Waverley Borough Insp (Chair)
Waverley Safer Neighbourhood Team Sgt
Officer Manager (Administration)
Waverley Borough Inspector
Community Safety Officer
Waverley Borough Commander
Planning Enforcement Team Leader
Environmental Health Manager
Head of Environmental Services
Property & Enquiry Manager
Procurement Officer
Green Spaces Manager
Benefits Manager
Licensing Manager
Tenancy & Estates Manager

*To be agreed

*To be agreed

*To be agreed

**Representatives to be identified by SWP Executive*

Surrey Police
Surrey Police
Surrey Police
Surrey Police
Waverley Borough Council
Surrey Fire & Rescue Service
Waverley Borough Council
Waverley Borough Council
Waverley Borough Council
Waverley Borough Council
Waverley Borough Council
Waverley Borough Council
Waverley Borough Council
Waverley Borough Council
Waverley Borough Council
Waverley Borough Council
Waverley Borough Council
Surrey County Council
North East Hampshire &
Farnham CCG
Guildford & Waverley CCG

Terms of Reference:

- Provide the SWP Executive with a dedicated group of officers from partner agencies to consider intelligence, and plan activity to prevent, identify and disrupt serious and organised crime (SOC) in Waverley.
- Ensure all partners are appropriately represented in order to meet the challenge of tackling borough based SOC.
- Ensure all partners are appropriately educated, informed and briefed about SOC and their role in tackling it in the borough.
- Consider, manage and review the Waverley Borough SOC Local Profile.
- Create, manage and review a Waverley Borough SOC Action Plan to carry out specific actions to; target perpetrators (organised crime groups OCGs) of SOC; to identify those vulnerable to the risk of exploitation by SOC and to identify and manage locations either being exploited by SOC or vulnerable to the risk.

- Where relevant, appropriate and in consultation with the Surrey Police SOC Single Point of Contact (SPOC), integrate countywide directives, direction and considered good-practice with the Waverley Borough SOC Local Profile, Action Plan and SOC meeting terms of reference.
- Where relevant and appropriate, ensure identified local good-practice, activity and initiative is shared countywide (via the Surrey Police SOC SPOC).
- In consultation with the Surrey Police Intelligence Department, monitor and review Waverley Borough Partnership Intelligence Submissions.
- Consider cross borough/boarder liaison and activity to maximise opportunities to strengthen the borough's borders against travelling SOC.
- Provide updates to the SWP Executive to ensure they remain suitably briefed on the activity and direction of the SOC Group.
- Ensure the JAG and Community Harm and Risk Management Meeting (CHaRMM) are suitably briefed and utilised on SOC information/data/intelligence and actions.

Frequency of meetings:

Monthly meetings to follow the Joint Action Group (JAG) with duration of 1 hour, or up to 2 hours as appropriate.

Budgetary responsibility:

No budget currently allocated. The group will apply for funding for specific projects.

Annex 1 - Waverley Community Trigger Procedure

The Safer Waverley Partnership agreed the following procedure in line with the Surrey Community Trigger Framework:

- a) The single point of contact (SPOC) for the Community Trigger (CT) will be the Community Safety Officer (CSO), who will act as a SPOC and coordinator of the CT process.
- b) On receipt of a Community Trigger application the SPOC will respond to the victim within 3 working days outlining the timescales for the full response, which will not exceed 25 working days from receipt of the CT.
- c) The CSO will carry out an initial assessment of the CT submission and arrange for a risk assessment of the victim to establish vulnerability. The SPOC will inform the CT Panel of the initial findings and level of vulnerability, and provide a draft action plan.
- d) The CT Panel will consist of the Strategic Director, Waverley Borough Council, senior representative from Housing Provider (if appropriate), Borough Insp, Surrey Police and Surrey County Council Community Safety representative.
- e) The decision to accept or reject a CT will be fed back to the victim by the SPOC, with a clear explanation of the reason for the decision including time frames for carrying out the review and how this will be done.
- f) The Panel will meet to review the CT as soon as possible and an action plan put in place.
- g) The CHaRMM or the JAG will be used when appropriate to oversee actions arising from the Community Trigger.
- h) The outcome of the CT will be fed back to the victim within 25 working days by the SPOC.
- i) Governance of the CT process sits with the Safer Waverley Partnership Executive.
- j) The Office of the Police and Crime Commissioner (OPCC) will provide a route for victims to query the decision on whether the threshold was met or the way the CT review was carried out, if the victim remains unhappy following the Community Safety Partnership's response.

Annex 2 - Task and Finish Groups

Membership:

Representatives from any of the below as and when appropriate

Neighbourhood Support Team Sgts - Surrey Police
Community Safety Officer - Waverley Borough Council
Surrey PC/PCSOs – Cranleigh, Haslemere, Farnham, Godalming
Crime Reduction Advisor - Surrey Police
Licensing representative - Surrey Police
Youth Development Service Representative Surrey CC
Surrey Youth Support Service - SCC
Representatives - Surrey Fire and Rescue Service
Local Transportation- Surrey CC
Environmental Services - Waverley Borough Council
Parks and Recreational Services Officer – Waverley Borough Council
Licensing representative/s– Waverley Borough Council
Housing representative - Waverley Borough Council
Pollution representative – Waverley Borough Council
ASB representative – Waverley Borough Council
Environmental Health representative - Waverley Borough Council
Environmental Health Enforcement representative - Waverley Borough Council
Trading Standards representative – Surrey CC
Surrey CCG representatives
National Probation Service- Surrey representative
Surrey DAAT representative
Intelligence Analyst – Surrey Police
Planning Enforcement – Waverley Borough Council
Local Councillors

Terms of reference:

- To act as the operational arm of the JAG by forming specific sub groups as directed to respond to specific problem locations.
- To consider current intelligence and statistical information provided by all partner agencies.
- To keep a log to monitor actions and submit updated log to JAG as required.
- To utilise support from the Community Safety Officer when required to organise meetings and assist with administration.
- Undertake Environmental Visual Audits when appropriate.

- To invite relevant local Councillors to form part of these sub-groups in order to work with officers and the community to resolve problems.

Budgetary Responsibility:

Sub-group may make requests for funding when appropriate to the JAG via the Community Safety Officer.

Frequency of meetings:

As and when required, intended to be short life, temporary groups.

Annex 3 - Joint Enforcement Initiative (JEI)

What is Waverley's Joint Enforcement Initiative (JEI)?

Waverley's Joint Enforcement Initiative brings together Waverley's Environmental Enforcement, Environmental Health, Housing, Parks and Licensing officers to work with the police and community groups to combat environmental crime and anti-social behaviour.

Agreed tasking process

- An A-Z directory of key environmental enforcement and Anti-social behaviour issues and the service departments that deal with them will be developed and shared with all services and agencies. This will include contact details of lead officers in each of those service areas and their email addresses and contact details.
- When an issue arises the recipient of the complaint should use the A-Z directory to identify those services which might be able to assist and direct the issue (via email) to the appropriate officer/department.
- If it is not possible to identify the relevant service then the issue should be directed to the Community Safety inbox (CommunitySafety@waverley.gov.uk) who will signpost the officer to the appropriate officer/department. It is hoped that the majority of issues will be of a routine nature and will be able to be dealt with as soon as possible in this way.
- If the issue cannot be resolved in this way on a day to day basis, needs the involvement of more than one service or has failed to be satisfactorily resolved, it will be placed on the next JAG agenda (requests should be sent to CommunitySafety@waverley.gov.uk).
- The JAG will continue to meet every month. Joint enforcement action will become a standing agenda on the agenda, with membership of the JAG extended to include Planning Enforcement, Emergency Planning, Comms, and Licensing to enable enforcement issues to be discussed.
- There will be a standard template for data collection and reporting to JAG on Sharepoint which all appropriate officers will be expected to complete a week prior to the meeting. This will include reports relating to abandoned vehicles, dog fouling, dangerous dogs, fixed penalty notices, alcohol and drugs litter.

- This data will also be reported to Management Board and the OPCC. Officers will be also asked to highlight any successful interventions or campaigns so that publicity opportunities can be maximised.
- There is a web page for members of the public to report environmental crime and anti-social behaviour issues www.waverley.gov.uk/report-it . This web page will be publicised for public complaints and displayed on the vehicles. The web page automatically redirects the report to the appropriate department. The Main Switchboard telephone number, (01483 523333) will also appear on the vehicles and the reception staff will use the directory to refer complaints to the appropriate department for action.

Enforcement Group

The local authority Enforcement Group will work alongside the JAG. Whilst the JAG will deal with individual cases where joint agency or joint departmental action is needed to resolve and issue, the Enforcement Group will work to develop and share good practice, provide a forum for sharing advice and guidance on how to deal with problematic cases and follow procedures. The full terms of reference of the Enforcement Group are set out in a separate document.

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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

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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:

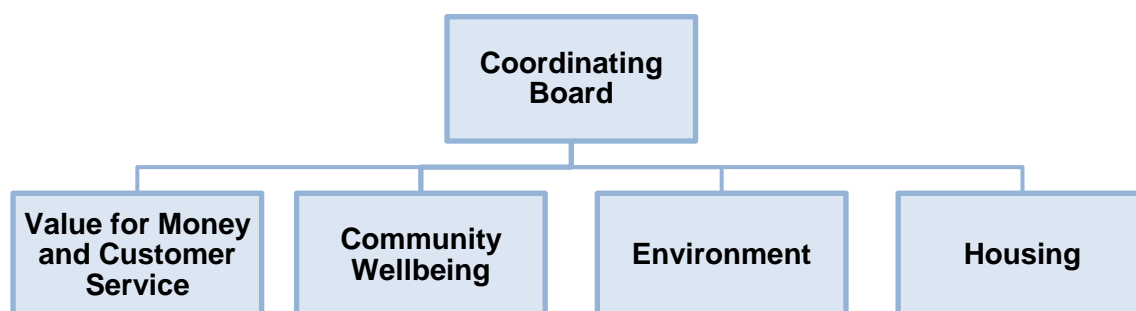
- Review and scrutinise the decisions and performance of the Council and other public bodies in the local area and invite reports from them.
- Make reports and evidence based recommendations to the Executive or other constitutional/external bodies arising from the outcome of the Scrutiny process.
- Act 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

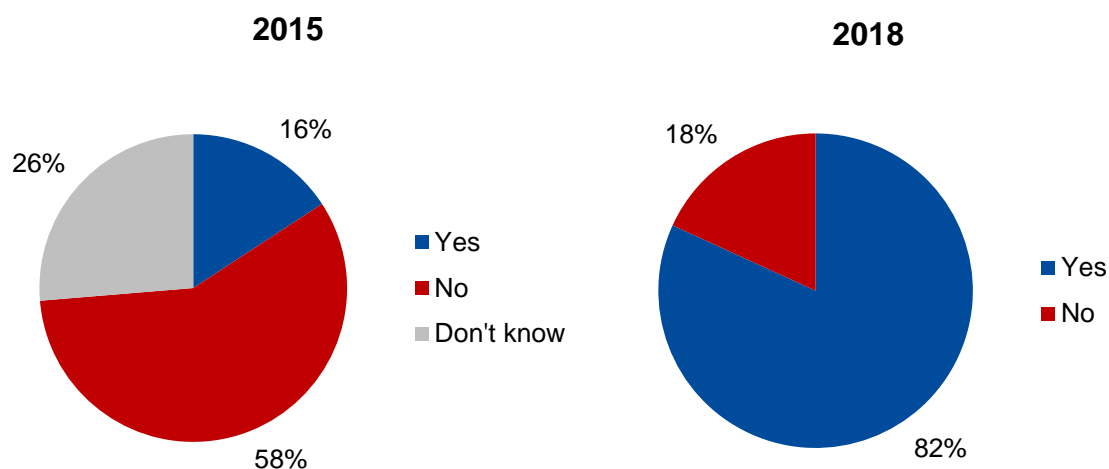
As part of the review of the O&S arrangements in 2015/16, Members were encouraged to complete a survey to evaluate the perceived effectiveness of O&S at Waverley in order to inform the revised process.

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?



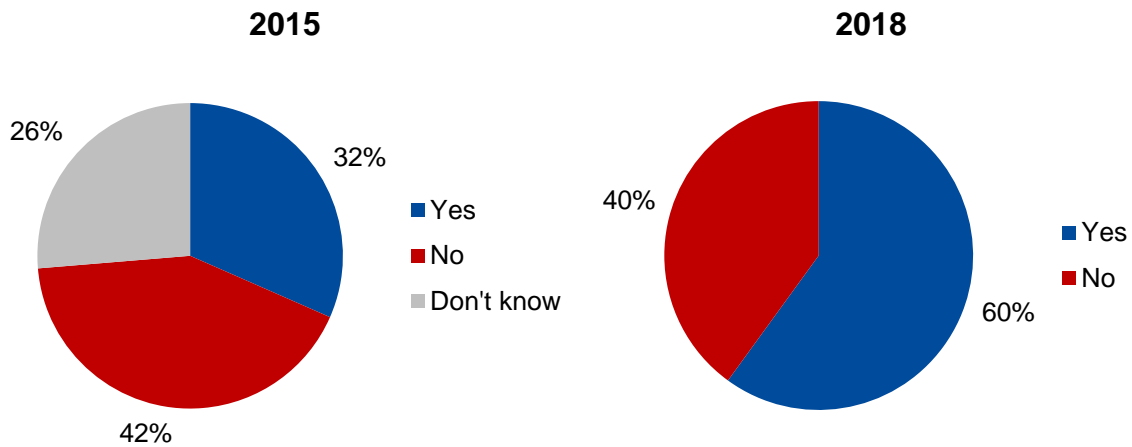
This question related to the first principle of good Scrutiny, defined by the Centre for Public Scrutiny³, in that it 'should provide a constructive critical friend challenge' to the Executive.

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.

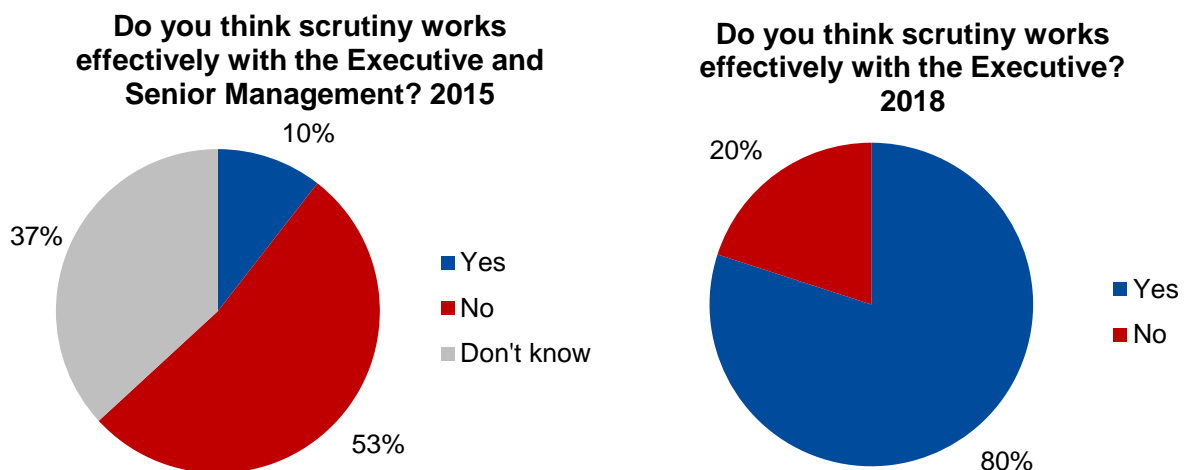
Q2. Do you think external partners are involved in Scrutiny enough?



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.

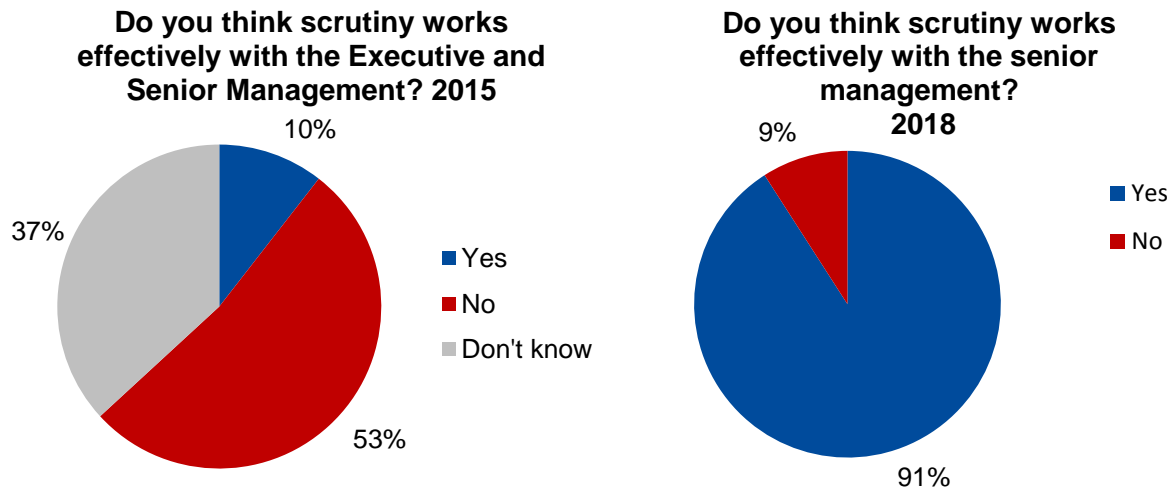
Attendance at meetings of representatives from partners such as Surrey County Council, Safer Waverley Partnership and health organisations has provided Scrutiny with another perspective through which to challenge and develop the issues at hand. As the new process is established, there will be opportunities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

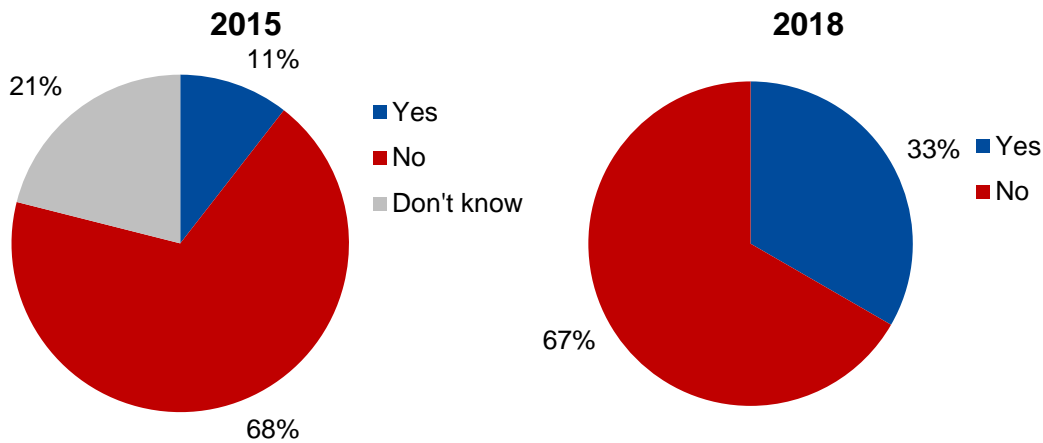
Q4. Do you think scrutiny works effectively with the senior management?



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?

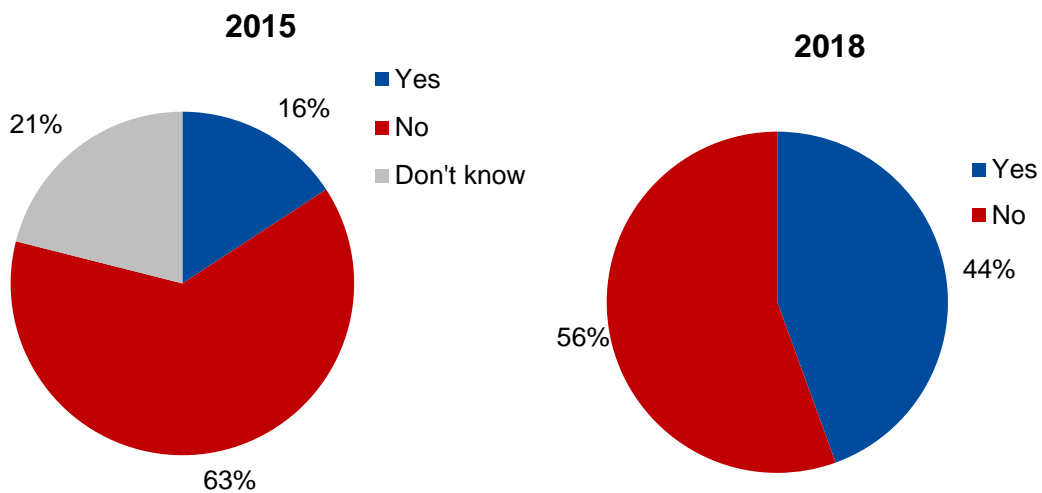


In 2015 68% of respondents said they did not believe O&S publicises itself enough and in 2018 this figure was 67%. Whilst the results show an increase in the percentage of respondents saying yes, public involvement and representation are clearly areas in which the process could see improvement.

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.

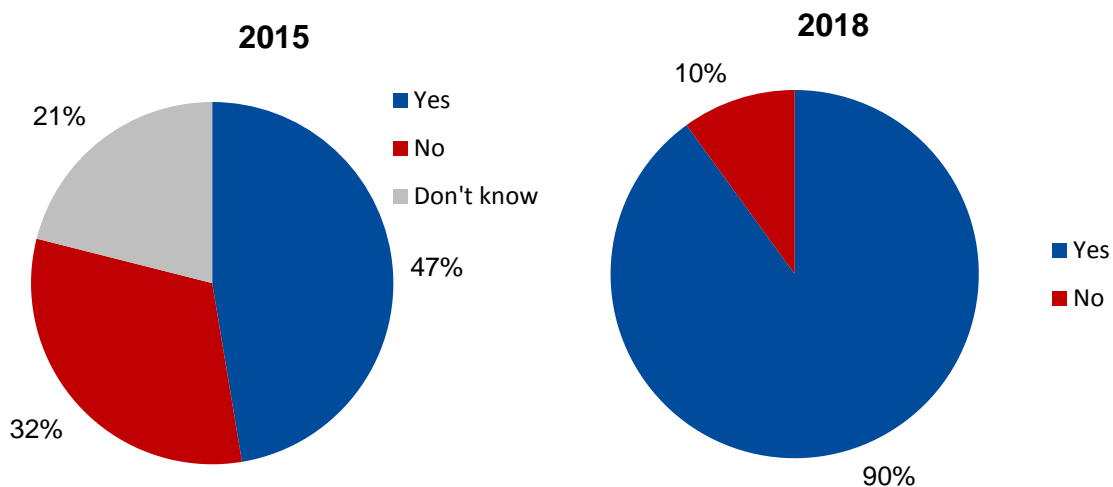
Q7. Do you think the public have been involved in the scrutiny process?



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.

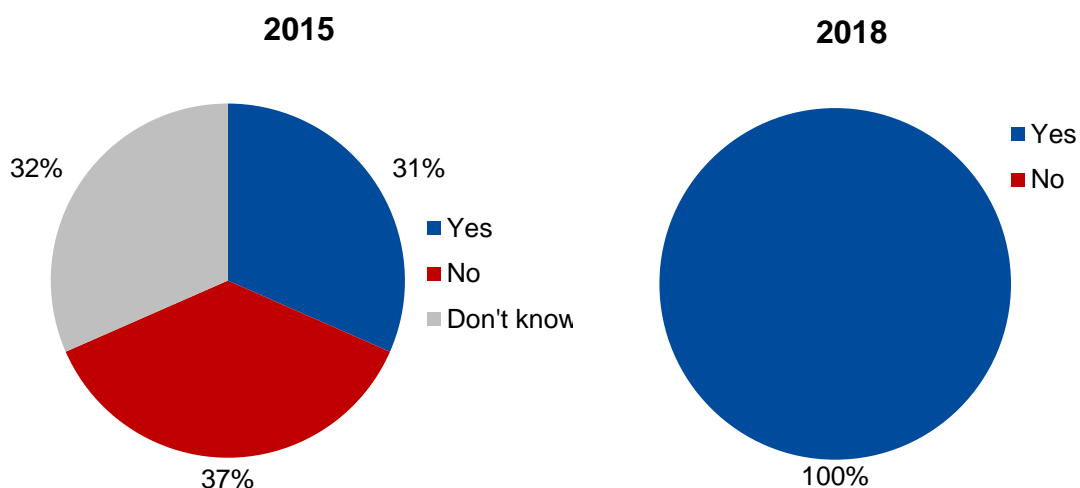
Questions 8, 9 and 10 relate to the third principle of good Scrutiny being 'led by independent minded people who take ownership of the Scrutiny process'.

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.

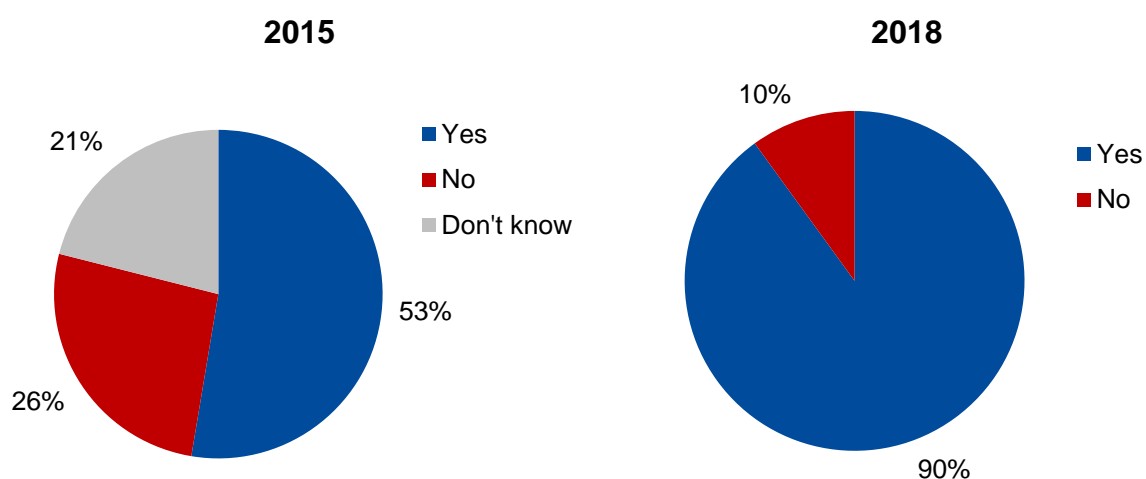
Q9. Do the committees have ownership of their own work programme?



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.

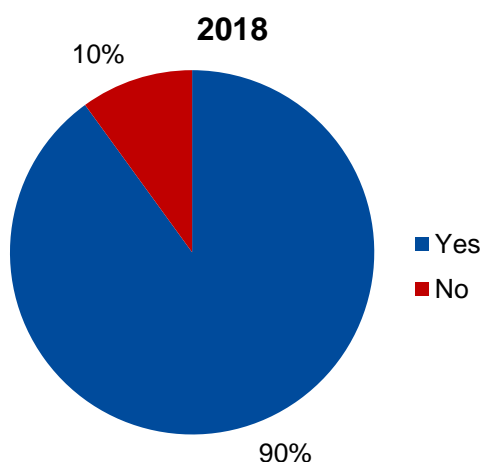
Q10. Do you consider Scrutiny to be a worthwhile and fulfilling role?



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

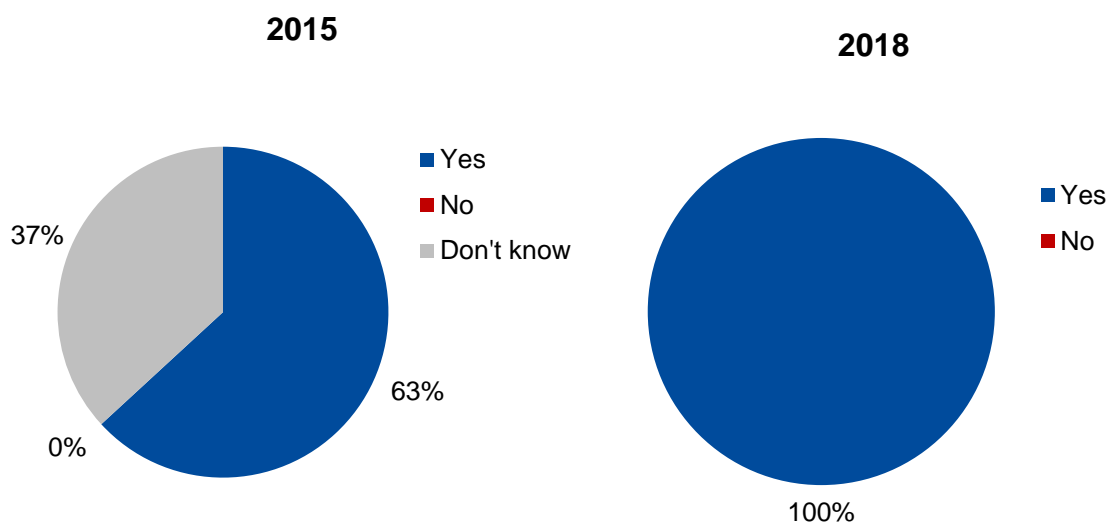
Two comments provided for this question articulated the respondents' beliefs that the changes to the O&S process have positively impacted how worthwhile and fulfilling they feel their role is

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



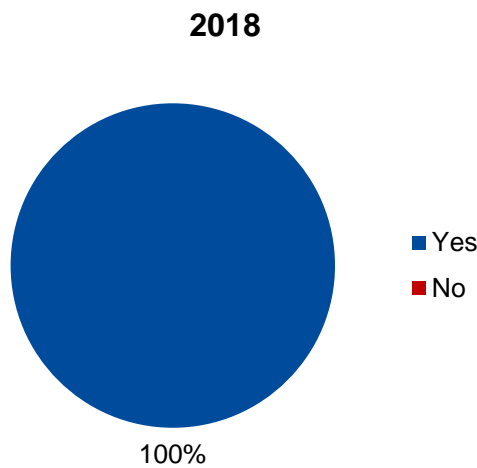
This question was not asked in the 2015 version of the survey. One of the criticisms of the previous O&S process was that items were being brought to Committee after decisions had been made and the opportunity to influence had been missed. Therefore such a high percentage of respondents answering yes 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.

Q13. Do you feel communication between officers and committee members is effective?

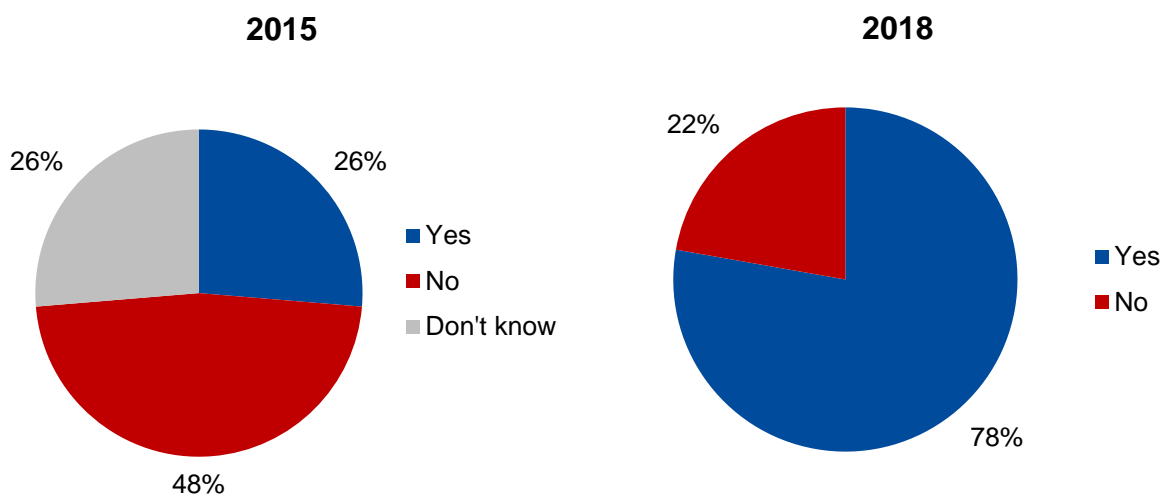


This question was not asked in the 2015 version of the survey. In their comment for this question, one respondent recognised that much of the communication will be between officers and the Chair and Vice Chair, stressing that the role of the Chair in communicating with their Committee Members is vital. The relationship between Chair and committee members is very important to increase Member engagement and involvement in the work programme.

Scrutiny Driving Improvement

Three questions were asked to assess Members' views on whether the fourth principle of good Scrutiny is being observed in that it 'drives improvement in public services'.

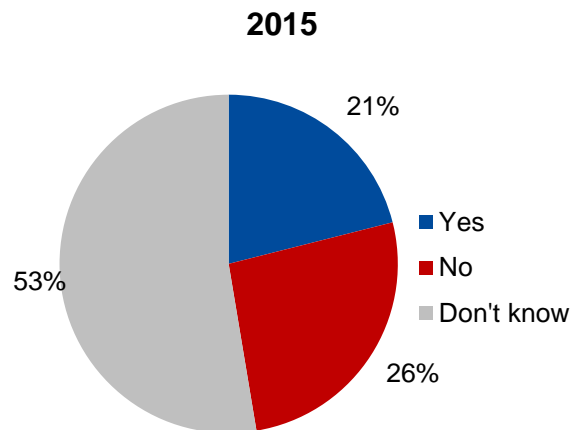
Q14. Do you think the O&S function is integrated with corporate processes?



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.

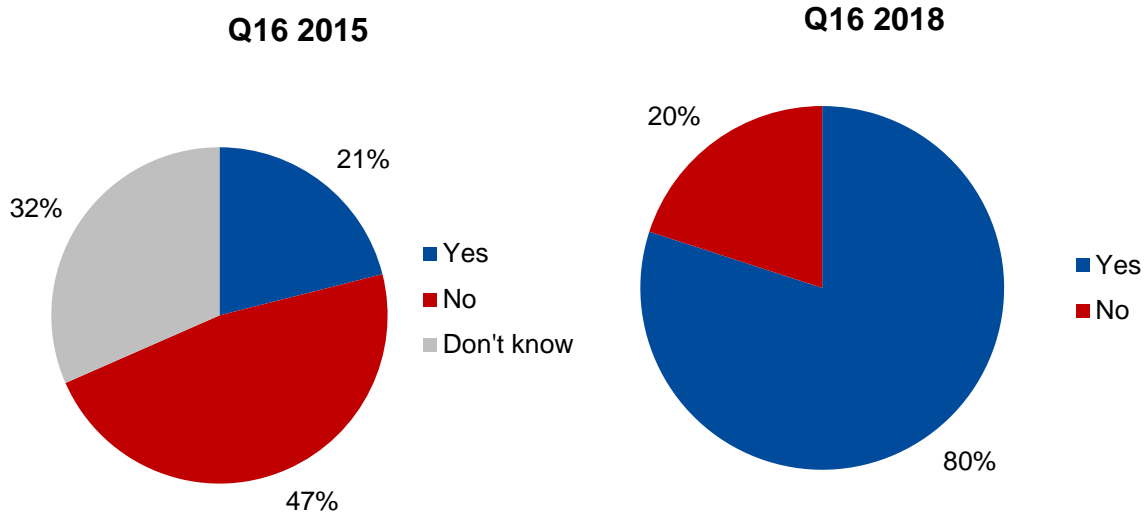
Q15. What evidence is there that Scrutiny has (or is able to) contribute to service improvements?

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.

Officer Contact

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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 Committees:

1. 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'

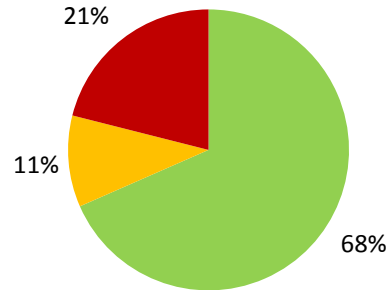
- Government consultations on social housing, right to buy and local government funding
- Preparing for the May 2019 borough, parish and town council elections, including a prospective councillor event on 10 September

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

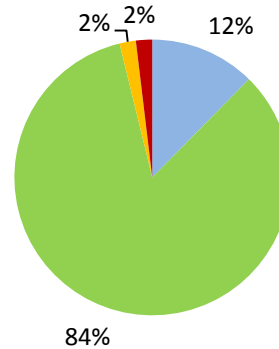


Comment: The services performed well in the first quarter with 68% of indicators performing on target. The service specific dashboards contain further details on underperforming indicators and what actions are being taken.

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

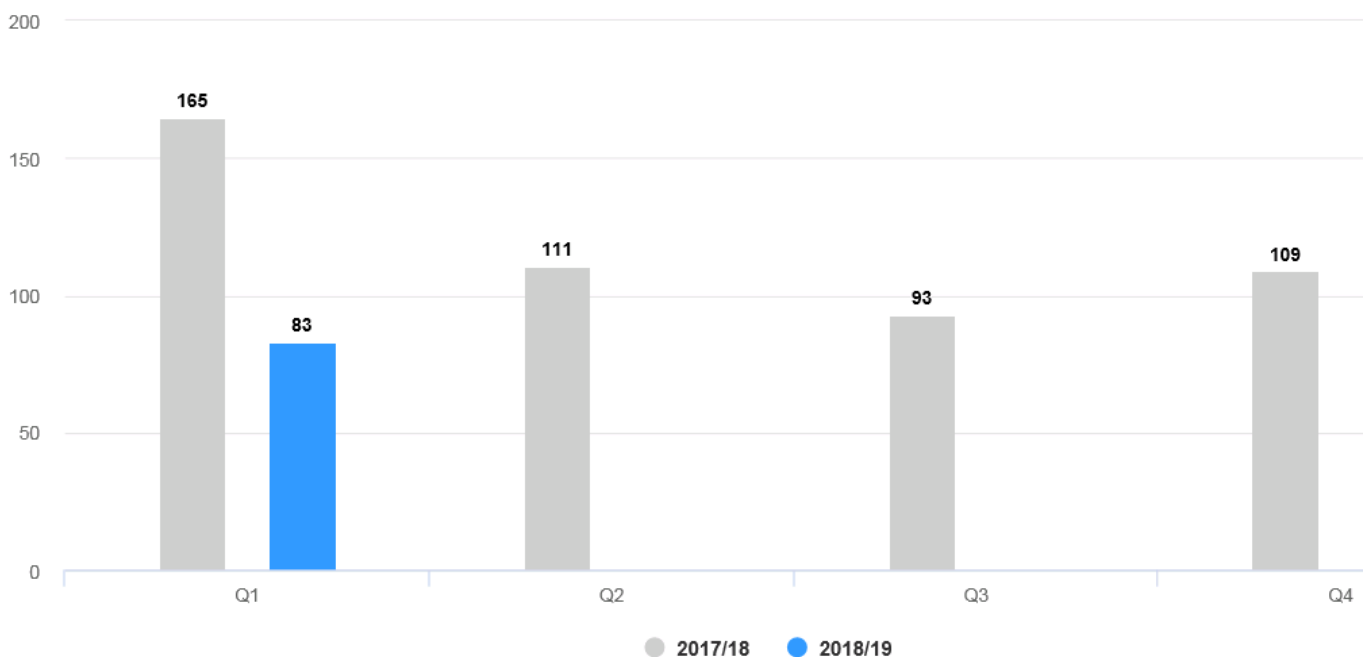
Q1 2018-19 (1 April 2018 - 30 June 2018)

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
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	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

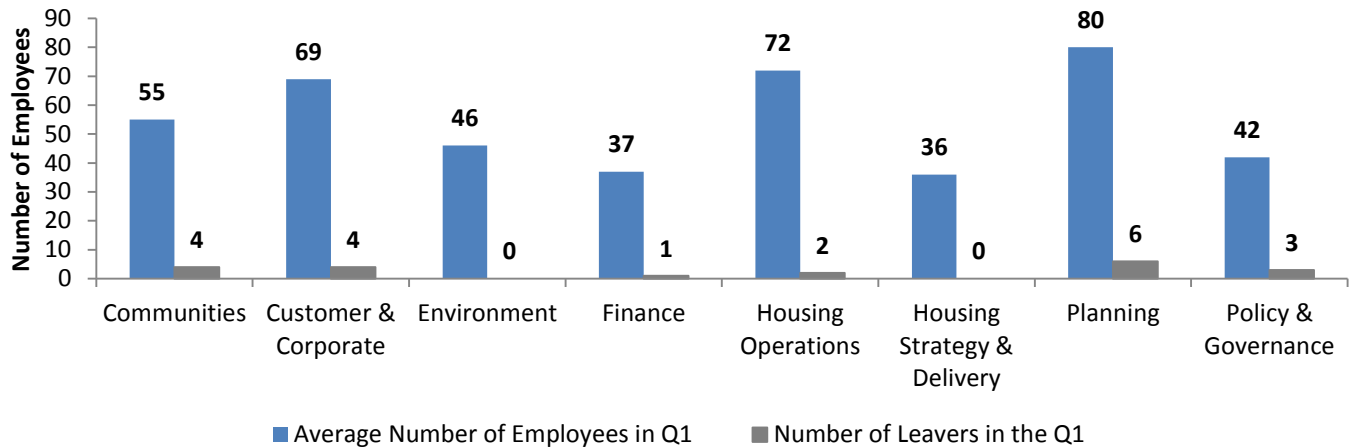


Comment: The response rate for complaints at level 2 is on track. However, the overall performance was impacted by the Level 1 response rate in Planning and Housing. Further information on this is within those services' commentaries. The overall number of complaints has fallen from the previous quarter 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.

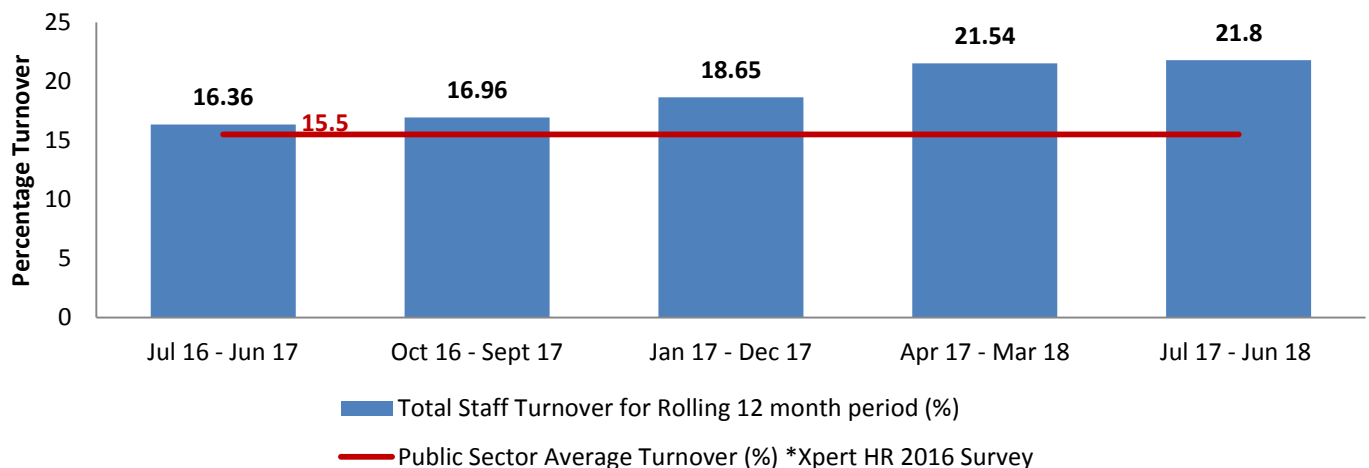
Workforce data – Corporate Level

Workforce Levels & Turnover

Workforce Levels Q1 2018-19



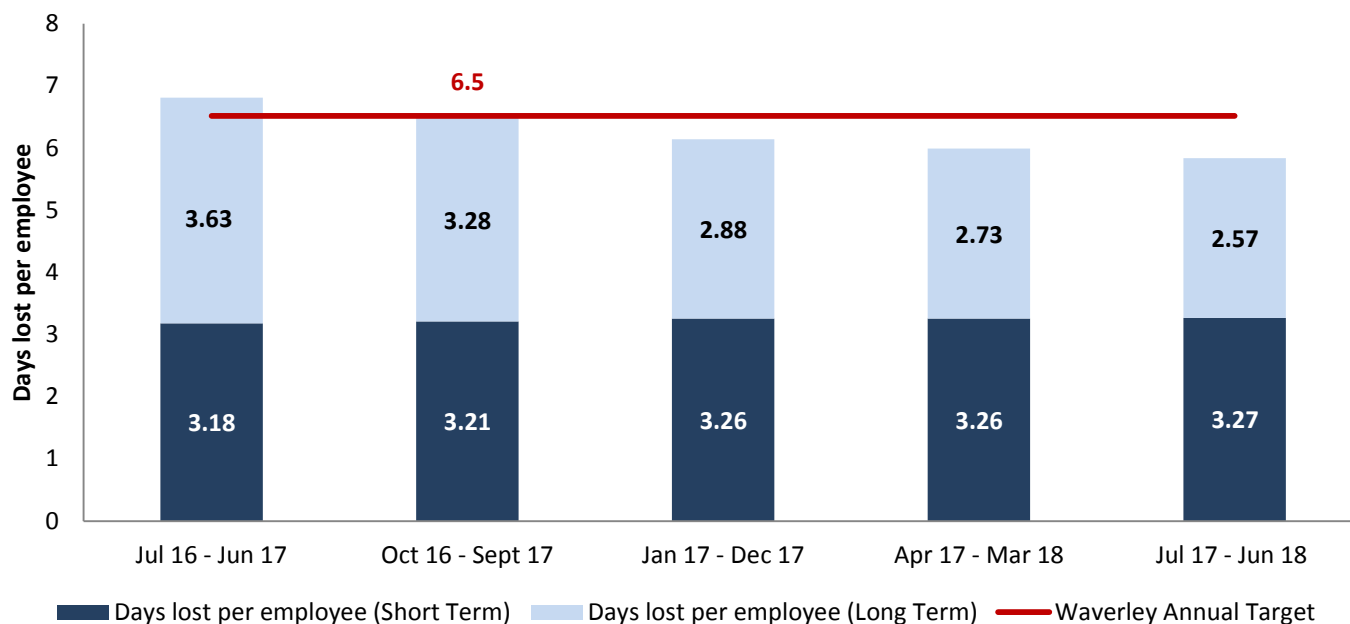
Staff Turnover Rolling 12 months - June 2018



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

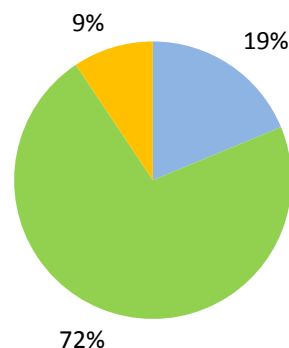
Performance Indicators Status

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	15 days	
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.

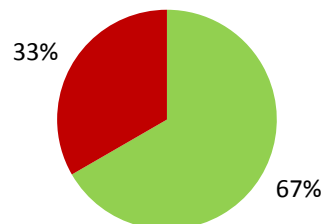
O&S Value for Money and Customer Service strategic budget review is under way. The first of five work streams has been completed, focusing on what services are currently delivered and the opportunity to increase charges and cost recovery. A report will be going to Executive briefing on the findings and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

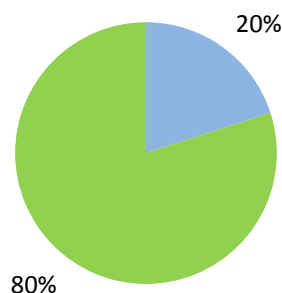
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

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:

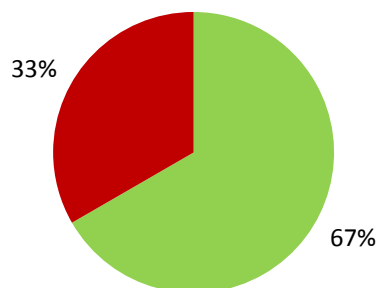
Q1 has been incredibly busy with a number of key actions progressed. The Corporate Policy team supported the Chief Executive in developing and agreeing a new corporate strategy, a new approach to quarterly performance management and a new approach to complaints handling and also led on GDPR preparations 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

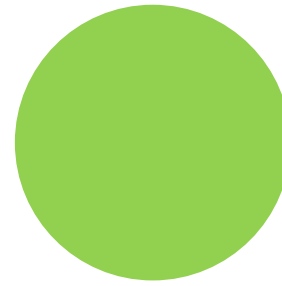
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

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.

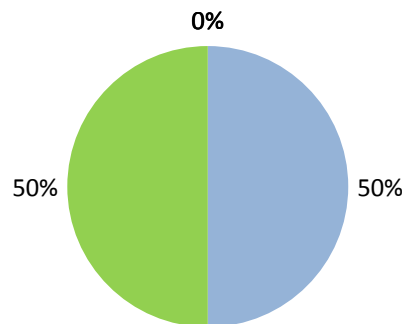
Preparation work has begun on the Brightwells scheme with the completion of the archaeological digs and the improvements to the construction bridge, work is ongoing with the engagement of key stakeholders.

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)

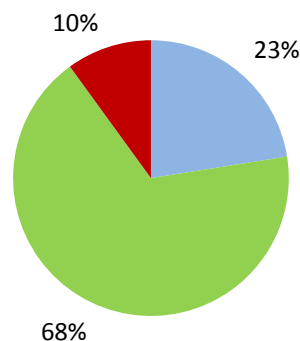
Legend

	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.

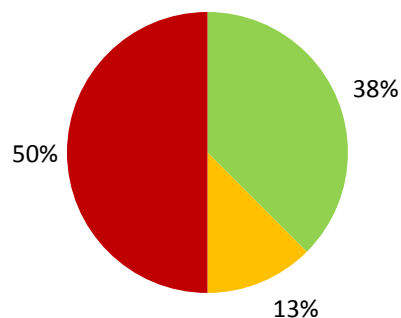
Key area of concern for service is the loss of staff in the Environmental Services (waste services) Team. Recruitment is underway to fill in the vacant posts, and this matter was escalated to the Corporate Management Board for further discussion on the 14 August 2018 and a recovery plan agreed.

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.

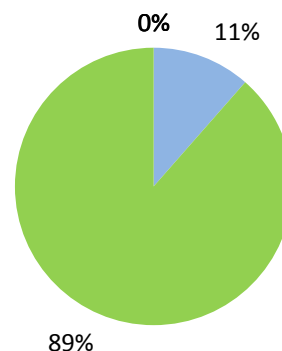
In Q1 2018/19, the number of days taken to remove fly tipping waste has slightly increased due to some hazardous waste cases which took longer to remove.

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.

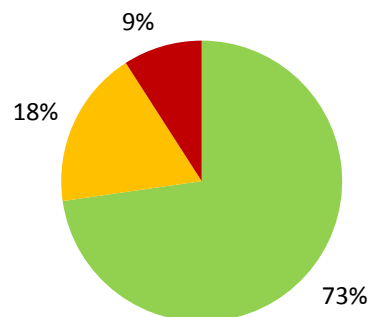
Business Plan for Building Control – un-achievement on income: under close scrutiny.

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

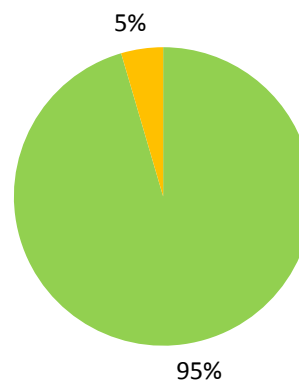
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

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

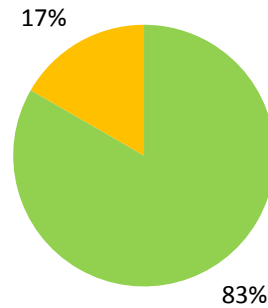
Responsive repairs - The performance of the contractor is still good as we move towards demobilisation. The overall satisfaction with the repairs service remains high – 92% (Q1) – 94% in June.

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

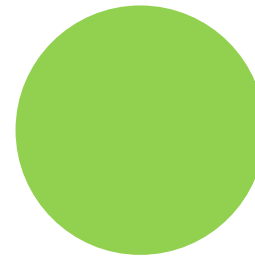
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

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.

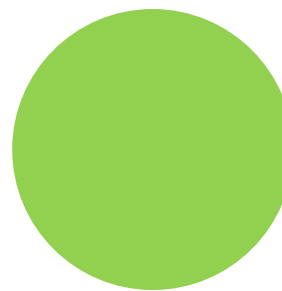
Service Improvement Team - Staff changes are expected imminently and there will be a review of the team's activities and focus in Qtr. 2.

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

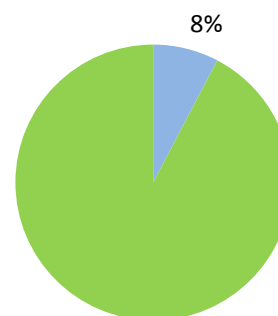
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

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

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	Earliest date for Executive decision (if applicable)
Community Safety Partnership (Safer Waverley)	To evaluate the effectiveness of the partnership and to consider the key issues; and to scrutinise the structural changes of the partnership and the implications and impact on Waverley. (Statutory responsibility to scrutinise the partnership annually).	Cllr Kevin Deanus / Kelvin Mills & Katie Webb	September 2018	N/A
Waverley Training Services	To receive an update on WTS following the Ofsted inspection.	Cllr Kevin Deanus / Adele O'Sullivan / Kelvin Mills	September 2018	N/A
Performance Reports	To receive the Q1 performance report in the new format.	Nora Copping	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
Leisure Centre Contract Management Review	To receive the 12 month progress update on the recommendations from the scrutiny review.	Cllr Jenny Else / Kelvin Mills	October 2018	N/A
Cranleigh Leisure Centre investment	To receive an update on the preferred option and project milestones of investment for the Cranleigh Leisure Centre.	Cllr Jenny Else / Kelvin Mills	February 2019	N/A

Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Earliest date for Executive decision (if applicable)
Financial Inclusion Strategy	To consider the Strategy and suggest any amendments to officers before it goes to the Executive.	Yasmine Makin	TBC	TBC
Local health priority areas¹	To explore the following by calling on external expertise on the areas highlighted: <ul style="list-style-type: none"> • Older people’s health and wellbeing (hip fractures and excess winter deaths) • Mental health • Alcohol misuse. 		TBC	-
Health Devolution deal	Key questions include what does this mean for services in Waverley? And what opportunities are there to scrutinise our local health services now that there is a shift towards local accountability for health and social care spending in the region?		TBC	-
Help for disabled and vulnerable adults	To explore the new local arrangements being made by Social Care Services including the MASH to support the needs of local vulnerable people.		TBC	-

¹ <http://fingertipsreports.phe.org.uk/health-profiles/2017/e07000216.pdf>

Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Earliest date for Executive decision (if applicable)
Services for active & higher needs residents	Explore which services are on offer for older people to keep them in good physical and mental health. (Older Peoples Health is a priority issue for Waverley according to the Public Health England Health Profile for Waverley 2017.)		TBC	-
Sustainability & Transformation plans	To consider questions around the impact of national spending reductions in Health on local provision in Waverley.		TBC	-
Memorial Hall usage	To track and monitor the usage of the Memorial Hall.	Kelvin Mills	TBC	-

Section B

Scrutiny Reviews 2017-18

Subject	Objective	Key issues	Lead officer	Progress
<p>1. Health Inequalities</p>	<ul style="list-style-type: none"> The review had several objectives and the outcomes of the review can be found within the final report 	<ul style="list-style-type: none"> Life expectancy disparities, the Council's health duties and factors affecting health. 	<p>Anne Righton / Alex Sargeson</p>	<p>The Health Inequalities review report was considered by Executive in July and the recommendations were agreed. The recommendations have formed into an action plan which will be monitored by this Committee.</p>

*NB: Some Members of the Community Wellbeing Overview and Scrutiny will be participating in the Budget Strategy Working Group, which is led by the Value for Money and Customer Service Overview & Scrutiny Committee.

Section C

Scrutiny Recommendation and Action Tracker 2017-18

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
20 November 2017	Leisure Centre – Feasibility Study	OUTCOME: The Committee received a presentation on the SLC Feasibility Study and suggested more work was done to locate a suitable site, including a public consultation.	At its 17 July 2018 meeting, Council approved investment in Godalming, Farnham and Cranleigh leisure centres. Officers gained approval to explore the possibility and consult on the location of the new Cranleigh leisure centre.	July 2018
23 January 2018	Budget 2018/19 and Medium Term Financial Plan	RECOMMENDATION: Members recommended the Council needed to highlight the budget pressures it faces to Government and in doing so gain support from members of the public.	Waverley will be taking part in the government consultation when it begins.	Autumn 2018
	Service Level Agreements – report of informal working group	RECOMMENDATION: Help Hasleway to continue to support older people’s services following changes with the Orchard Club and; that when the SLA grants are looked at again, to ensure there is a fair distribution and balance of grant allocation across the Borough.	This recommendation was agreed by Executive in February 2018. The Executive agreed to ring-fence £26,000 during 2018/19 towards funding day centre type services for older people in the Haslemere area, such as those provided by The Orchard Club.	February 2018
	Service Plans 2018/19	RECOMMENDATION: That the Head of Communities and Major Projects bring forward proposals in his Service Plan to identify issues of loneliness and isolation experienced by Waverley residents.	An item on Loneliness came to this Committee in June 2018. As service plans are reviewed in line with the Corporate Strategy an action on Loneliness will be included in the Communities service plan.	When service plans are reviewed in line with the Corporate Strategy

Community Wellbeing Overview and Scrutiny Committee

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
	Performance Management Report Q2	RECOMMENDATION: reduce the target of 140,000 to 130,000 for PI CS2 (no. of visits to Farnham Leisure Centre) and; To review overall leisure Centre performance indicators and report back in March 2018.	The Executive agreed to review the Leisure Centre indicators. One of the recommendations that came from the review was to combine all individual Leisure Centre indicators into one. This was agreed by Community Wellbeing OS in June and Executive July 2018.	June/July 2018
	Prevent Strategy	RECOMMENDATION: the Committee recommended the Strategy's adoption to Executive.	The Executive and Council endorsed and agreed the Prevent Strategy respectively in February 2018.	February 2018
13 March 2018	Leisure Centre Contract Management Review update	RECOMMENDATION: For a policy / statement outlining the priorities for the Leisure Centres; and	An action to produce a new Leisure Policy has been included in the Head of Communities and Major Project's 2018/19 service plan.	2018/19
		OUTCOME: To work with local Clinical Commissioning Groups to encourage greater GP referrals to Leisure Centres in areas of higher need.	The Places for People Health and Wellbeing Officer has a specific objective to improve the number of GP referrals by working with local CCGs.	Ongoing
		OUTCOME: For recommendation no. 15 of the update to be changed from 'completed' to 'work in progress' and await the findings and recommendations from the health inequalities scrutiny review.	The Health Inequalities review report contained recommendations concerning partnership working with the CCGs. The review report was endorsed by this Committee on 26 June and agreed by Executive 10 July.	June / July 2018
		OUTCOME: For an update on the progress of the recommendations to come back to the committee as and when appropriate (6 – 12 months time).	Scheduled in work programme	6 – 12 months time

Community Wellbeing Overview and Scrutiny Committee

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
	Performance Management Report Q3	OUTCOME: To review indicator CS1 to gauge physical activity.	Officers reviewed CS1 and proposals were brought forward to replace several Leisure performance indicators at the June 2018 Committee meeting.	June 2018
26 June 2018	Factors affecting Health Inequalities in Waverley – scrutiny review report	RECOMMENDATION: the Committee considered the report completed by the Health Inequalities task and finish group and recommended it to the Executive.	The report was considered at the July Executive and the recommendations contained within it were agreed. See section B for progress updates.	July 2018
	Performance report Q4	RECOMMENDATION: the outcome of the review suggested in January 2018 of performance indicators came to this meeting. The Committee agreed the proposed changes to the indicators for leisure and museums, and the proposed new indicators for monitoring Waverley Training Services.	The changes to performance indicators will take effect in the Q1 performance reports brought to this Committee September 2018.	September 2018

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 Communications Strategy	To recommend the Communications Strategy to Council.	Executive, Council	Yes	October 2018	Michelle Morley, Communications 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].