

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

When calling please ask for:
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Calls may be recorded for training or monitoring

Date: 9 November 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, 13 November 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, 20 NOVEMBER 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.
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NOTES FOR MEMBERS

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

AGENDA

1. **MINUTES** (Pages 7 - 14)

To confirm the Minutes of the Meeting held on 11 September 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.

The last date for questions to be submitted being Tuesday 20 November 2018.

5. **QUESTIONS FROM MEMBERS**

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

The last date for questions to be submitted being Tuesday 20 November 2018.

6. **HEALTH INEQUALITIES ACTION PLAN - PROGRESS REPORT** (Pages 15 - 30)

To receive an update on the actions for Waverley contained in the action plan of the Report.

Recommendation

To note progress against the action plan.

7. **BRIEFING ON LONELINESS AND SOCIAL ISOLATION SEMINAR** (Pages 31 - 34)

The Health Inequalities Scrutiny review highlighted loneliness as a factor affecting people's health and wellbeing. This item will focus on the issue of Loneliness and how the Council can make best use of the organisations already available to residents and how the Council can support these organisations to recruit volunteers. Issues around loneliness in the borough include recruitment of volunteers, identification of those in need, referral pathways, transport and affordability.

This note summarises some of the discussion from the seminar held on 24 October 2018 'Tackling isolation and loneliness in the UK: improving wellbeing and social inclusion at all ages' by Public Policy Exchange attended by Cllr Wheatley, Vice Chair of this committee, and Yasmine Makin, Policy Officer for Scrutiny.

Recommendation

It is recommended that the Committee notes the information in this document as background to the presentation on loneliness.

8. LEISURE CENTRE MANAGEMENT CONTRACT REVIEW UPDATE (Pages 35 - 44)

This report provides an update on the recommendations of the review of the Leisure Centre Contract.

Recommendation

1. **That the progress of the review recommendations be noted; and**
2. **The Committee to note and comment on the draft Leisure Centre Policy (Annexe 1) for adoption.**

9. CORPORATE PERFORMANCE REPORT Q2 2018/2019 (JULY - SEPTEMBER 2018) (Pages 45 - 84)

The Corporate Performance Report provides an analysis of the Council's performance for the second quarter of 2018-19. The report, set out at Annexe 1, 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. COMMITTEE WORK PROGRAMME (Pages 85 - 96)

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 - 11 SEPTEMBER 2018

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

Present

Cllr Andy MacLeod (Chairman)
Cllr Liz Wheatley (Vice Chairman)
Cllr David Else
Cllr Val Henry

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

Cllr Patricia Ellis (Substitute)

Apologies

Cllr Mike Hodge

14. MINUTES (Agenda item 1.)

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

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

Apologies for absence were received from Councillor Mike Hodge. Councillor Patricia Ellis was in attendance as a substitute.

16. DECLARATIONS OF INTERESTS (Agenda item 3.)

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

17. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 4.)

There were no questions.

18. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were no questions.

19. COMMUNITY SAFETY PARTNERSHIP (SAFER WAVERLEY) (Agenda item 6.)
(Pages 5 - 8)

The Committee received a presentation from Superintendent Graham Barnett on the Safer Waverley Partnership (SWP). The presentation is attached to these minutes.

Supt. Barnett provided the background to the SWP and advised of the statutory partners which were members of it. The structure of the SWP was quite complex with a number of other sub-groups dealing with different matters. The priorities for the SWP from 2018-2021 are noted below:

- Focus on threat, harm, risk and vulnerability -
 - Domestic Abuse
 - Child Exploitation
 - Serious Organised Crime
 - Prevention of terrorism
 - Supporting Vulnerable Victims
- Identifying and tackling crime and ASB hotspots and perpetrators; and
- Improving engagement with out public to help make our communities stronger.

The Committee noted the challenges facing the police, particularly with diminishing funding reserves. They had to deal with an increasing number of domestic homicide reviews, of which, were costing the force a lot both in time and resources. All partners had been required to put in more funding for these and they were looking at other funding streams to help.

The Chairman raised the current issue of cash machines being stolen from shops and if this was the result of closures of police stations and under resourcing. Supt. Barnett recognised this as a concern as there had been a few instances in the Borough recently. However, even in the rural areas, such as the recent incident in Cranleigh, there were a number of police cars present to try and catch the perpetrators, not specifically on the scene, but around the neighbouring roads to try and locate them within 2minutes of it being reported at 3am. And, although there were not specific police stations, they had co-located with others, such as at the fire station in Farnham. It was recognised that they did need to do more to reassure members of the public though that there was police presence across the whole borough.

20. WAVERLEY TRAINING SERVICES (Agenda item 7.)

The Committee received a presentation from Adele Sullivan on the positive steps being taken by Waverley Training Services since its last inspection. She explained that the WTS business had grown over the last few years, particularly as it now operated as a lead provider with the ESFA for sub-contractor services in the area. In light of the apprenticeship levy, there was also a good opportunity to develop the direct apprenticeship programme.

The Committee congratulated the service on its recent good assessment but asked about the management and governance arrangements. It was noted that this was an area to improve upon and a new governance structure had been put in place.

Councillor Patricia Ellis advised that she had attended an awards event at Waverley Training Services and had spoken to a number of young people. It was heartening to see them achieve qualifications that, if they had not had the opportunity with Waverley Training Services possibly wouldn't have done in mainstream education. Kelvin Mills advised that there were now performance targets for the Service, and something Ofsted did not recognise was that they took more vulnerable young people from other providers that wouldn't normally take.

The Committee was advised that the Service would be moving to the Memorial Hall in the next month and that part of the business plan was to look into ways to further

promote the service using means such as social media to increase the number of learners.

21. OVERVIEW AND SCRUTINY ANNUAL REPORT (Agenda item 8.)

The Committee received a report reflecting on the progress of the new overview and scrutiny arrangements during the first full year of the Committee cycle. It included 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 O&S work. The annual scrutiny report was an opportunity for all those involved in the new committees to reflect on the first year, to consider what had worked well, where there were lessons to be drawn and where further improvements could be made.

The Committee noted the main pieces of work it had undertaken over the course of the year. This included, the major indepth review of the factors affecting health inequalities in Waverley which resulted in a number of actions both for the Council and health organisations.

The Committee welcomed the report and noted that officers would be looking at ways to increase public involvement and interest in scrutiny. It was felt that meetings should continue in Committee Room 1 which worked better than the formality of the Chamber. Members felt more satisfied with the new arrangements for overview and scrutiny.

22. CORPORATE PERFORMANCE REPORT Q1 (APRIL-JUNE 2018) (Agenda item 9.)

The Committee received the quarterly corporate performance report which had been updated since the previous meeting. The new report included a broader range of performance measures and provided a more comprehensive picture of the Council's overall performance.

The new format presented 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 was intended that future reports would also include the status of corporate projects. This would take account of the recent O&S recommendations on project management, which were being incorporated into a new suite of consistent project documentation.

The Committee noted the report and commented that there appeared to be an error on the complaints statistics which officers would amend. Members asked if trend data could be included but it was noted that this data did not always tell the full story and for some indicators was not particularly useful. They would be reported on an exception basis.


23. FORWARD PROGRAMME (Agenda item 10.)

The Committee received and noted the forward programme. The Leisure and loneliness reports would move to November from September. Councillor Liz Wheatley mentioned whether or not they could have a report on the Community Meals service. This crossed two committees but they could have a report back at a future meeting.

Chairman



The Safer Waverley Partnership (SWP)



Kelvin Mills
T/Superintendent Graham Barnett




BACKGROUND TO COMMUNITY SAFETY PARTNERSHIPS (CSPs)

- **Crime and Disorder Act 1998** – statutory duty for agencies to work in partnership to tackle crime and disorder – led to the creation of Community Safety Partnerships (CSP)
- CSP in Waverley is known as **The Safer Waverley Partnership (SWP)**




BACKGROUND TO COMMUNITY SAFETY PARTNERSHIPS (CSPs)

- Legislative changes have given CSPs a range of new responsibilities, e.g. the reduction of re-offending, consideration of impact on the victim, a responsibility to undertake Domestic Homicide Reviews
- Duty for CSPs to undertake frequent assessments of crime and disorder and produce rolling 3 year Partnership Plans
- Requirement for Local Authority to scrutinise its local CSP



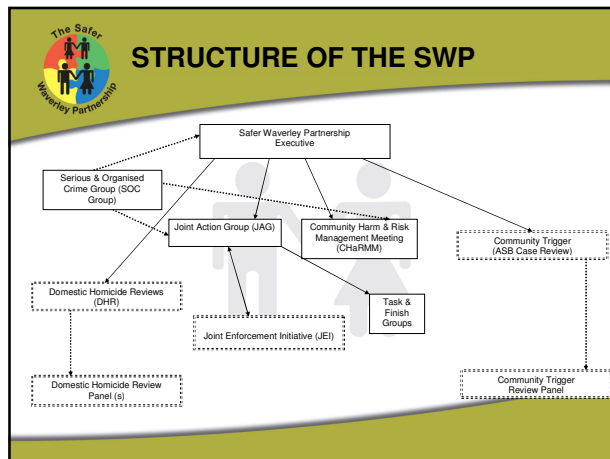

STATUTORY PARTNERS

- **Surrey Police**
- **Waverley Borough Council**
- **Surrey County Council**
- **Guildford & Waverley and North East Hampshire & Farnham CCGs**
- **Surrey Fire and Rescue Service**
- **Surrey Police Authority**
- **Surrey & Sussex Probation Trust**




SWP GROUPS

- Safer Waverley Partnership (SWP) Executive
- Joint Action Group (JAG)
- Community Harm and Risk Management Meeting (CHaRMM)
- Serious & Organised Crime Group (SOC)


SWP EXECUTIVE

- Provide strategic direction – overview of crime and ASB levels
- Agree Partnership priorities and associated Action Plan
- Oversee budget
- Manage Domestic Homicide Reviews
- Manage Community Triggers




JOINT ACTION GROUP (JAG)

- Tackle problem locations – set up ‘task and finish groups’ when required
- Monitor licensed premises – traffic light system
- Consider mobile CCTV requests
- Joint enforcement action




COMMUNITY HARM AND RISK MANAGEMENT MEETING (CHaRMM)

- Discuss problem individuals and families
- Put in place risk management plans to address behaviour of perpetrator and reduce impact on victims
- Case manage Community Triggers




SERIOUS & ORGANISED CRIME GROUP (SOC)

- Prevent, identify and disrupt SOC in Waverley
- Intelligence led
- Manage and review the local SOC profile and SOC action plan
- Links into JAG and CHaRMM




SWP PRIORITIES 2018-21

- Focus on threat, harm, risk and vulnerability
 - Domestic Abuse
 - Child Exploitation
 - Serious Organised Crime
 - Prevention of terrorism
 - Supporting Vulnerable Victims




SWP PRIORITIES 2018-21

- Identifying and tackling crime and ASB hotspots and perpetrators
 - Community Harm and Risk Management Meeting (CHaRMM)
 - Joint Action Group (JAG)




SWP PRIORITIES 2018-21

- **Improving engagement with our public to help make our communities stronger**
 - Community Engagement – awareness campaigns
 - Engagement with elected members – O&S committee



PARTNERSHIP ACTIVITY

- **Domestic Homicide Reviews**
- **SOC – SOC group, training, intelligence submissions**
- **Review of JAG and CHaRMM – focuses on victim, links to SOC and Child Sexual Exploitation.**
- **Community Triggers**
- **Awareness raising**



CHALLENGES

- **Diminished funding reserves**
- **Domestic Homicide Reviews**
- **Community Triggers**
- **Organisation reforms**

Progress Update - Action Plan from Factors Affecting Health Inequalities in Waverley Report (v4)

Agreed at Community Wellbeing Overview & Scrutiny Committee (June 2018)

Ref	Action	Lead Officer	When	Progress Update
1/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 Joint Strategic Needs Assessment (JSNA) 2013. http://fingertipsreports.phe.org.uk/health-profiles/2017/e07000216.pdf	Corporate Policy Manager	December 2018	This is a scheduled piece of work which will be brought to Community Wellbeing O&S at the February 2019 meeting. Ongoing
2/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	The Head of Communities and Major Projects and his management team members regularly meet with key external partners regarding the health and wellbeing agenda. Officers attend the Wellbeing Health Leads Group. Head of Communities and Major Projects: - is a member of the Integrated Care Partnership (ICP) - chairs the Prevention Committee. Complete (business as usual)
3/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	Routine circulation of appropriate data to Officers and Members as necessary. Complete (business as usual)

Ref	Action	Lead Officer	When	Progress Update
4/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	A report will be brought to Community Wellbeing O&S on the revised NHS and Integrated Care Partnership arrangements in February 2018. Ongoing
5/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 2019 April–December 2018	Progress continues, slowly, on the Surrey Health Devolution and shadow transition. The Head of Communities and Major Projects is now a member of the Integrated Care Partnership (ICP) and will be in a good position to monitor progress with the Devolution deal. Ongoing
6/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	HR has made contact with MECC who are launching some projects in our area, but haven't worked with local councils in this area in great capacity. This will be followed up. Mental health training will be added to all Waverley inductions as of December 2018. Complete (business as usual) Places Leisure contractor ensures relevant leisure centre staff (reception and fitness) are appropriately trained regarding mental health training. WBC is satisfied this has been done. Complete (business as usual)

Ref	Action	Lead Officer	When	Progress Update
7/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	Ongoing discussions between Head of Communities and Major Projects, Corporate Policy Manager and Chief Executive regarding strategic direction of agenda, priority and resources. Ongoing
8/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 County Council Public Health) on the health of the Borough to both the Community Wellbeing Overview and Scrutiny Committee and to the Executive.	Policy Scrutiny Officer for Community Wellbeing	Annually	Profile to be presented to Community Wellbeing Overview and Scrutiny for discussion in February 2019. Ongoing
9/ix	Reflect on the findings of the scrutiny review and amend the Health and Wellbeing action plan as appropriate.	Leisure Services Manager	September December 2018	The current Health and Wellbeing Strategy is in place until 2020. The accompanying action plan is currently in the process of being updated and will take into account the relevant aspects of the Health Inequalities report and action plan. Ongoing
10/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.	Leisure Services Manager	November December 2018	As per (ix) the action plan is currently in the process of being updated and will take into account the relevant public health/ leisure focused aspects of the Health Inequalities report and action plan. Ongoing

Ref	Action	Lead Officer	When	Progress Update
11/xi	<p>Review the 2018/2019 Community Wellbeing O&S work programme to include key health priority issues for the borough including:</p> <ul style="list-style-type: none"> - older people's health and wellbeing (hip fractures and excess winter deaths) - mental wellbeing and alcohol misuse <p>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.</p>	Policy Scrutiny Officer for Community Wellbeing	September 2018	<p>Loneliness in the Borough item scheduled for November 18 Community Wellbeing O&S Committee.</p> <p>Older people's health and wellbeing, mental wellbeing and alcohol misuse are on the Community Wellbeing work programme list for consideration of future scrutiny.</p> <p>Public Health supports a wide range of initiatives such as smoking, alcoholism and obesity within Waverley, particularly supported through the "Making every contact count" and the social prescribing scheme.</p> <p>Ongoing</p>
12/xii	To continue to liaise with Public Health officers in Surrey over future infrastructure requirements to meet the needs of the Local Plan either through S106 of Community Infrastructure Levy.	Planning Policy Manager	On-going	<p>Officers met with the new Public Health officer on 4th July 2018 and set out the process of Local Plan and infrastructure delivery. Officers have consulted SCC on a revised Infrastructure Delivery Plan (IDP) to help us identify the projects that would benefit from funding via S106 or CIL. This is an opportunity for Public Health Officers to provide an update. Responses are co-ordinated via their Planning team and no comments were received from the Public Health department. There will be a further opportunity allied to Local Plan Part 2.</p> <p>Complete (business as usual)</p>

Ref	Action	Lead Officer	When	Progress Update
13/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. e.g. 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. For a cross reference to be added into the supporting text of the Local Plan Part 2 for new and improved footpaths.	Planning Policy Manager	March 2019	The revised text was included in the Preferred Options version that went to consultation in May 2018. LPP2 now deferred. Complete
14/xiv	Planning Policy Officers to be aware of the Public Health 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.	Planning Policy Manager	March 2019 2020	Officers are aware of the framework and it can be considered when developing a future monitoring framework for the Local Plan. March 2019 is now not an appropriate timescale due to the deferment to LPP2. Recommend March 2020, possibly later, considering health as a strategic issue would need to be factored into Local Plan review. Ongoing
15/xv	Collect evidence on wider public health matters in time for the review of the Local Plan in 5 years time including Public Health's Outcome Framework and monitor the impact of planning policy and health and wellbeing outcomes to inform the revision of the Local Plan.	Planning Policy Manager	Annually	Need to receive data from Public Health officials. Have influenced via the meeting on 4 th July to suggest a planning/health dashboard with data specifically to Waverley. Ongoing

Ref	Action	Lead Officer	When	Progress Update
16/xvi	To seek advice from the Surrey County Council Planning – Health Group on the prospect of working with Surrey County Highway and Transport Officers and Town and Parish Councils to make existing towns ‘dementia friendly’.	Officer responsible for ‘Place Shaping’	March 2019 December 2018	<p>Limited progress so far – discussions ongoing. Healthy Surrey has a priority (no.4) of “improving older adults health and well-being”, which has a focus on Surrey being dementia friendly.</p> <p><i>For information: There are 3 Dementia Action Alliance groups in Waverley area:</i></p> <p><i>SMART Cranleigh, Farnham, Godalming</i></p> <p><i>Each group works to achieve local goals that support the aspirations of people living with dementia and their carers.</i></p> <p><i>Each Local Dementia Action Alliance is run by a small committee steering group which sets out local objectives as informed by people living with dementia and their carers living in their community.</i></p> <p><i>These objectives are implemented with the help of local Alliance Members – statutory bodies, businesses, voluntary organisations and community groups - who pledge to improve the lives of people with dementia in their area by becoming members.</i></p> <p><i>Membership of the Dementia Action Alliance is conditional on signing up to the National Dementia Declaration and on completion of a short Action Plan setting out how you will deliver the outcomes described in the Declaration. This plan is then published on this website.</i></p>

Ref	Action	Lead Officer	When	Progress Update
17/ 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. CW O&S Feb 19 item possible item on Hoppa Service discussion	Officer responsible for 'Place Shaping'	March 2019 December 2018	As per #16
18/ xviii	Work to ensure partners have an understanding of the physical, sensory and neurological challenges experienced by people with obesity 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. 	Officer responsible for 'Place Shaping'	On-going	As per #16
19/ ixx	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	The Housing Options Manager and Benefits Manager regular meet with CAB managers to facilitate joint working. Housing options customers with debt issues are routinely advised to seek independent debt advice from CAB. The Scrutiny Officer for VFM and Customer Services O&S is currently preparing a new Financial Inclusion Strategy which is due to go to that committee in early 2019. Complete (business as usual)

Ref	Action	Lead Officer	When	Progress Update
20/xx	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	<p>1. The new Safeguarding Policy for Children and Adults at Risk was adopted by Council in November 2017.</p> <p>2. An internal audit was carried out on the Council's safeguarding policy and practice in September 2018 and a number of recommendations were made, all with target dates of December 2018. The implication and implementation of a number of these recommendations will depend on the outcome of the Surrey County Council Children's Services review, and new processes and pathways for making safeguarding referrals which are likely to be introduced.</p> <p>3. Section 11 of the Children Act 2004 places a duty on key persons and bodies to make arrangements to ensure that, in discharging their functions, they have regard to the need to safeguard and promote the welfare of children, and that the services they contract out to others are also provided having regard to that need.</p> <p>The Council completed its self-assessment for the required Section 11 Audit carried out by Surrey County Council and is awaiting the outcome of any recommendations that need to be addressed.</p> <p>Ongoing</p>

Ref	Action	Lead Officer	When	Progress Update
21/ xxi	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	<p>Waverley Borough Council has standards for Houses in Multiple Occupation which go beyond the minimum legal standards e.g. for room sizes and kitchen facilities. However the experience of other local authorities has been that they are difficult to enforce in practice.</p> <p>It is therefore not proposed to introduce a policy for higher standards in all forms of private housing.</p> <p>However, on an individual basis, Waverley Borough Council may see merit in requiring specific requirements to improve individual properties e.g. there is no legal requirement for guarding to a light well but we have recently identified a hazard arising from an unguarded light well to a basement flat and we are requiring guarding to be put in.</p> <p>Complete (business as usual)</p>
22/ xxii	Provide active signposting to landlords and tenants regarding rights and responsibilities.	Private Sector Housing Manager	March 2019	<p>Officers have updated website pages to provide information and signposting re rights and responsibilities.</p> <p>We are also planning to hold a landlords forum next year.</p> <p>Complete (business as usual)</p>

Ref	Action	Lead Officer	When	Progress Update
23/ xxiii	Provide an analysis of the type of Houses in Multiple Occupation (HMOs) in the Borough in light of the changes to the government's HMO mandatory licensing scheme.	Private Sector Housing Manager	October 2019	<p>Waverley Borough Council has received 36 (to date) HMO new licensing applications as a result of the change to the mandatory licensing scheme but we still expect to receive more applications.</p> <p>Waverley Borough Council has also carried out research on potential HMOs in the Borough using questionnaires and tenancy deposit information.</p> <p>A full analysis will take place next year once the HMO licence applications have been processed.</p> <p>Complete (business as usual)</p>
24/ xxiv	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	<p>Waverley Borough Council continues to promote our grant assistance through our stakeholders – mainly Care & Repair, Social Services and Action Surrey. A promotion campaign for the new Handyperson service is proposed in the near future.</p> <p>Complete (business as usual)</p>
25/ xxv	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. In particular to consider ways of reducing the prevalence of high risk taking behaviours that leads to circulatory disease and cancer, particularly in women in the most deprived areas of the Borough.	Strategic Director	March 2019	<p>The Housing Service have focused more support for vulnerable tenants who may have risky lifestyles and are likely to chose risk taking behaviours.</p> <p>Public Health has two key pieces of work to respond to alcohol abuse; "Don't bottle it up" and Online Coaching</p> <p>However, more widely there is currently no dedicated Waverley Borough Council resource for this item, so progress will be limited.</p>

Ref	Action	Lead Officer	When	Progress Update
26/ xxvi	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 January 2019	A statement is currently being prepared. Ongoing
27/ xxvii	Ensure social value is given consideration for all relevant procurements, whether goods, services or works.	Procurement Officer	March 2019	The consideration of Social value is now written into the council Contract Procurement Rules under section 5. SOCIAL VALUE and was recently a factor when evaluating the recently awarded housing maintenance contract and soon to be awarded contract for waste, refuse and street cleaning. Will be a factor in the grounds maintenance re-tender coming up. Complete
28/ xxviii	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	Consideration being given to adopting the Surrey County Council Social Value charter in order to have a consistent approach. Ongoing discussions with the other Districts and Boroughs as to approach. More information to follow after the Surrey Procurement Group meeting. Ongoing
29/ xxix	Continue to 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	The action was started last year at the time of audit and we have aimed to continue what we started. We are still advertising daily healthy options on our menu posts and we are making incremental changes to the catering offer depending on how changes affect sales. The Ground Floor vending machine has more healthy options and we will be reviewing sales of these. Complete (business as usual)

Ref	Action	Lead Officer	When	Progress Update
30/ xxx	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	Regular meetings take place between Places Leisure, leisure centre contractor (Health and Wellbeing Manager), and Public Health and the relevant CCGs to review steps to increase referrals. Monitored by the Leisure Services Manager as part of the contract. Complete (business as usual)
31/ xxxi	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 (links to point vii)	March 2019	Ongoing discussions with SCC Public Health Waverley Area Lead. <i>Links to xxv</i> Ongoing
32/ xxxii	As part of the Health and Wellbeing Strategy put an emphasis on encouraging healthy lifestyles alongside promoting access to Leisure Centres.	Leisure Services Manager	March 2019	The Health and Wellbeing Strategy is in place and includes an emphasis on encouraging healthy lifestyles alongside promoting access to Leisure Centres. Complete (business as usual)
33/ xxxiii	Liaise with Places for People (<i>now called Places Leisure</i>) to assess the benefit of exploring opportunities for community outreach work to encourage active lifestyles in areas of social deprivation.	Leisure Services Manager	December 2018	The role of Health and Wellbeing Manager at Places Leisure focuses on exploring opportunities for community outreach work to encourage active lifestyles, including in areas of social deprivation. Monitored by the Leisure Services Manager as part of the contract. Complete (business as usual)

Ref	Action	Lead Officer	When	Progress Update
34/ xxxiv	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	Waverley Borough Council Communities/Leisure Officers are part of the partnership which has introduced in 2018 the "Children's Exercise Referral Scheme" which refers children to leisure centres as an alternative to medication. Complete (business as usual)
35/ xxxv	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 Services Manager / Community Safety Officer	December 2018	Domestic Abuse related statistics show Borough breakdown on contacts with Outreach Services for Waverley BC as being 303 for the 2017/18 year to date, which is a rate of 2.5 per 1000 population year to date (compared to 2.5-5.5 across all the Surrey Boroughs – average for Surrey of 4). Police logged incidents show Waverley as having 266 (other boroughs 245-654) reported Domestic Abuse incidents in in the year to September 2017 and are reported as having 265 (other boroughs 242-526) reported Domestic Abuse incidents in the year to September 2018. In September 2018 there have been 49 police report incidents in the Waverley borough (other boroughs 39-89) compared to 47 (other boroughs 35-74) in September 2017. However it is noted that domestic abuse is a "hidden" crime – so it can be difficult to establish an accurate level of abuse. WBC already raises awareness regarding domestic abuse reporting and supports the Outreach Service. WBC supports Surrey's annual domestic abuse

Ref	Action	Lead Officer	When	Progress Update
				<p>awareness week campaign.</p> <p>WBC are a member of Safer Waverley Partnership (with Police /Probation/ Fire & Rescue/ SCC/ CCG) who have an agreed action plan with two relevant points:</p> <ol style="list-style-type: none"> 1. Implement Domestic Homicide Reviews when required. Monitor and progress associated recommendations. (Priority 1 Focus on threat, harm, risk and vulnerability) 2. Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and Community Safety advice eg relating to Domestic Abuse (Priority 3 Improving engagement with our public to help make our communities stronger) <p>Complete (business as usual)</p>
36/ xxxvi	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	<p>Ongoing promotion of 'smokefree' as part of routine Environmental Health visits to organisations, ensuring action is taken to comply with 'smokefree' law.</p> <p>Complete (business as usual)</p>
37/ xxxvii	A representative of Waverley Borough Council to join and attend the Smokefree Alliance. <i>(Smokefree Surrey Alliance - The Smokefree Surrey Alliance is a strategic group who are responsible for the delivery and development of the strategy action plan. They oversee activity and develop an annual prioritised action plan, based on the strategy's five key priorities. The alliance meets twice a year.)</i>	TBC	September 2018	No progress so far.

Ref	Action	Lead Officer	When	Progress Update
38/ xxxviii	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	<p>Waverley Smoke-Free Workplace Policy states “Smoking is therefore not permitted in doorways or alcoves to Council Offices and is not permitted on Waverley land within 10 metres of the curtilage of the Council Office buildings including the Borough Hall and the Bridge Street Annex Building.”</p> <p>The policy states support ‘for up to 7 one hour sessions with a ‘smoking cessation adviser’ is provided to staff members who wish to give up smoking. Additionally there are other useful contacts such as the NHS highlighted at the back of the policy.</p> <p>HR to consider a review of policy.</p> <p>Complete (business as usual)</p>
39/ xxxix	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.	L&D Officer	December 2018	<p>Contact with Quit 51 made 25th October to understand offer.</p> <p>Ongoing</p>
40/ xxxx	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	March 2019	<p>Waverley Borough Council community/leisure officers are included in the partnership which is led by CCGs to create a new “social prescribing model” currently in the process of being adopted.</p> <p>Head of Communities and Major Projects is a member of the Integrated Care Partnership (ICP) and also chairs the Prevention Committee.</p> <p>Complete (business as usual)</p>

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WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE

20 NOVEMBER 2018

Title:

BRIEFING ON LONELINESS AND SOCIAL ISOLATION SEMINAR

[Portfolio Holder: Cllr Jenny Else]

[Wards Affected: All]

Summary and purpose:

This note summarises some of the discussion from the seminar held on 24 October 2018 'Tackling isolation and loneliness in the UK: improving wellbeing and social inclusion at all ages' by Public Policy Exchange attended by Cllr Wheatley, Vice Chair of this committee, and Yasmine Makin, Policy Officer for Scrutiny.

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

This report relates to the Council's 'People' priority as loneliness affects the health and wellbeing of Waverley residents.

Equality and Diversity Implications:

There are no direct equality and diversity implications of this report and, as explained in the document, although anyone can be affected by loneliness, there are certain demographic groups more likely to be affected than others.

Financial Implications:

No direct financial implications from this report.

Legal Implications:

There are no legal implications arising from this report.

1. Background

On Wednesday 24 October the 'Tackling isolation and loneliness in the UK: improving wellbeing and social inclusion at all ages' seminar took place and was attended by representatives from charities, local authorities and health organisations from across the UK. The speakers from the seminar are listed overleaf:

Dr Keming Yang, Durham University
Tracey Crouch, Minister for Loneliness*
Janet Morrison, Independent Age
Richard Kramer, Sense
Vinal K Karania, Age UK

Steve Robinson, The Prama Group of Charities
Annabel Collins, Ageing Better in Camden
Dr Royce Turner, University of Derby

2. A connected society: a strategy for tackling loneliness

In October 2018 the Prime Minister announced the launch of the cross-government 'Loneliness Strategy'. Citing loneliness as one of the greatest public health challenges of our time, the strategy consists of measures including loneliness as part of the curriculum for primary and secondary schools, and enabling GPs to refer patients experiencing loneliness to community activities and voluntary services by 2023 (social prescribing).

3. What is loneliness?

Loneliness is an involuntary feeling caused by a discrepancy between the quality of actual and desired contacts and relationships¹. A person may be lonely despite having lots of social contact and, conversely, a person may be socially isolated without being lonely. Being lonely has been likened to feeling hungry, with the equivalent of eating being meaningful connections².

Intensity, frequency and duration are three properties of loneliness³ that are useful when describing the type of loneliness a person is feeling and considering how it can be tackled. For example, if someone is chronically lonely they may need intense one to one support in order to feel able to make use of the social opportunities available to them. If someone is suffering from low levels of loneliness quite frequently they may feel more able to take advantage of any community or social activities available to them.

4. Who is lonely?

Loneliness does not discriminate and anyone can feel lonely. There are certain risk groups, however, with those going through life changes and transitions most likely to feel lonely. Janet Morrison lists the below life milestones during which people are most at risk of loneliness⁴.

Going to/leaving university
Becoming a mother
Long term unemployment
Onset of illness or disability
Divorce

Retirement
Moving house or into care
Becoming or stopping being a carer
Bereavement

The seminar included a presentation from the CEO of Sense, Richard Kramer, who told the group that loneliness is something that can disproportionately affect people with disabilities. According to [Sense](#), half of disabled people say they are lonely with one in four feeling lonely every day.

¹ Dr Andrea Wingfield and Dr Royce Turner, Developing a framework of meaningful interaction for understanding the nature and experience of social isolation and loneliness in later life, 24th October 2018.

² Janet Morrison, Staying connected throughout life, 24th October 2018.

³ Dr Keming Yang, Tackling Loneliness and Isolation in the UK: Improving Wellbeing and Social Inclusion at all ages, University of Durham, 24th October 2018

⁴ *Ibid*

*at time of seminar

There remains a stigma around being lonely which makes identification of those suffering difficult for organisations in a position to offer support. The above listed triggers, however, can help service providers predict those most at risk and focus resources. [Loneliness heat-maps](#) by Age UK provide a high level indication of the areas most at risk of loneliness by ward.

5. How to tackle loneliness

For those who are lonely because they lack accessible opportunities to make meaningful connections, supply of transport and other provisions aimed at increasing the quantity of contacts could be a simple way to address their loneliness. It is recognised, however, that this will not address all of the causes of loneliness and some people will need more intense support, depending on the characteristics of their loneliness.

Organisations aiming to tackle loneliness have set up various initiatives and schemes across the country including befriending/buddying programmes, classes (e.g. cooking, crafts etc) and trips. Many of the most successful initiatives to tackle loneliness can be described as community based/organised and locally run. Not only is this an effective way to ensure the initiatives meet local needs, it is also necessary given the challenging financial landscape and scarcity of resources.

6. Loneliness in Waverley

Given the demographics of Waverley's population, loneliness is something that could particularly affect our residents. There are dozens of initiatives and clubs in the borough either aimed directly at tackling loneliness or whose activities contribute to reducing any loneliness of its members/users.

The Committee received a presentation from Natalie Gordon from Surrey County Council (SCC) in [June 2018](#) during which Natalie told the Committee about the work SCC is doing around the issue of loneliness and some of the local initiatives and clubs already running or being set up.

Recommendation

It is recommended that the Committee notes the information in this document as background to the presentation on loneliness following this item.

Background Papers

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

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WAVERLEY BOROUGH COUNCIL
COMMUNITY OVERVIEW & SCRUTINY
20 NOVEMBER 2018

Title:

LEISURE CENTRE MANAGEMENT CONTRACT REVIEW UPDATE

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

Summary and purpose:

This report provides an update on the recommendations of the review of the Leisure Centre Contract.

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

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

Equality and Diversity Implications:

There are no equality and diversity implications arising from this report.

Financial Implications:

There are no financial implications arising from this report.

Legal Implications:

There are no legal implications arising from this report.

1. Background

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

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

Colour	Green	Amber	Red
Progress status	Completed	In progress	Pending

Recommendation		Action taken	Action for
1	Develop a clear policy setting out the Council's priorities for leisure centres in Waverley.	The Leisure Centre Policy has been developed for approval by Committee (Annexe 1).	Committee
2	The contractual arrangements between the Council and Places for People (PfP) should be highlighted as a success and used as an example of good practice for other services in the Council that deliver large scale functions through contractors.	Kelvin Mills shares best practice through the Heads of Service Team.	Corporate
3	Start collecting good practice procedures by the leisure management accountant to provide quality information for a hand over and back up. Best practice should be captured in a financial management manual.	A quality manual is currently being developed and will include the financial procedures currently being carried out by the finance team. This will be held within the finance department and updated as and when needed.	Finance
4	To create a budget monitoring template for leisure centres to provide financial and commercial management and analysis.	Officers receive monthly Profit and Loss accounts from PfP. These reports are examined by the finance and leisure teams and queries are raised and addressed as necessary.	Finance/ Leisure
5	Review the performance indicators currently in use.	PI's have been reviewed, approved by O&S and are being collated accordingly.	Leisure
6	Profit share should be set against costs incurred by the Council running the contract, together with asset depreciation and life cycle costs.	The profit share is a share of annual profit that exceeds an agreed threshold. It has not been considered necessary to set against lifecycle costs or asset depreciation. This can be actioned by the Finance team if deemed necessary.	Finance
7	Steps should be taken to ensure that opportunities are being investigated and taken to reduce the Council's internal operating costs for managing the leisure centres including further options for energy efficiencies.	The only operating costs are contractual lifecycle costs and the staffing costs of the internal Leisure team, who closely manage the contract to ensure value for money and high quality service provision. These costs are reviewed annually during budget setting. Energy efficiencies are also continually identified and implemented.	Finance/ Leisure

8	Council to include risk thresholds in monthly accounts for the Borough's leisure centres and for these to be frequently reviewed.	The profit share is reported and monitored monthly. We are currently looking to reduce the profit share risk by negotiating an increase in the fixed management fee and reducing the reliance on the profit share.	Finance
9	To improve customer experience it is recommended that the Council, in liaison with PfP explore innovative solutions to promote customer contacts online to reduce costs where appropriate	PfP have launched a new corporate website, in addition to a new App called Places Locker. The app is fully interactive and makes online booking easier and it also assists customers with tracking the number of steps and exercise activity.	Leisure
10	To investigate and implement the use of Quest, or equivalent industry leading management tools, across third party contracts as this had proven a very successful tool for monitoring performance.	Quest is specific to the leisure industry, so the equivalents for other contractors should be identified by the relevant services. This has been communicated by Kelvin Mills to the Heads of Service Team.	Corporate
11	The importance of physical activity on mental health and wellbeing should be articulated clearly in any plan concerning sports and leisure.	<ul style="list-style-type: none"> ➤ The Communities Service Plan 2018-19 sets out a 15% target to increase the health and wellbeing offering. ➤ The Health and Wellbeing strategy focuses on emotional and mental wellbeing. It also highlights the important role of Physical activity in maintaining good health. ➤ The Ageing Well Strategy commits to enabling and encouraging older people to stay active and healthy by offering more activities in Waverley leisure centres. ➤ The Leisure Development Plan includes activities such as Cage Cricket, dementia friendly swimming and teen yoga to help those with disabilities and mental health issues. In addition we co-ordinate an extensive programme for the community, including: walks for health; free swimming; GP referral; weight management; cardiac, stroke and cancer rehabilitation; and falls prevention. 	Leisure
12	Community Wellbeing O&S Committee to receive a report on investment options for Cranleigh Leisure Centre following the findings of the feasibility study carried out at the centre.	Options identified and the consultation phase approved by O&S and then Council in July 2018.	Leisure
13	Community Wellbeing O&S Committee to monitor the number of referrals by GP's to the leisure centre as part of the health and well-being offer; and to encourage feedback	Wellbeing activities in leisure centres are collated and monitored monthly with data reported to Committee quarterly. Feedback on progress is collated at the point of referral and reviewed	Leisure

	from customers that have been referred as part of the leisure centres' health and well-being offer	again at the end of each course completed. Results are shared with the referring health professional, so that they can assess their patients' progress.	
14	Council and PfP to work together to market the leisure centres to attract the least physically active and students during term time by exploring a range of community based initiatives.	Waverley and PfP carry out marketing in specific areas to attract target groups to activities. We also utilise health profile data to market more specifically to the inactive.	Leisure
15	To encourage partnership working with the Clinical Commissioning Groups to explore opportunities to work alongside healthcare professionals to break down barriers to physical activity and tackle health inequalities.	The Leisure team and PfP work closely with the CCGs and a number of groups such as the Local Joint Integrated Commissioning Group, Prevention Programme Board, and Time to Change Hub. All groups are focused on health and wellbeing.	Leisure/ Health and wellbeing
16	Council to play an active role in increasing the level to which the leisure centres are more 'dementia friendly' by exploring training needs for WBC and PfP staff and identifying associated risks	All staff at the leisure centres have completed Dementia Friendly training, so that the teams are well equipped to improve the service offered. We have launched dementia friendly swimming sessions and PfP are also investigating the demand for running sessions especially for carers.	Leisure
17	To investigate partnership opportunities with the Waverley apprenticeship scheme.	PfP already have a successful apprenticeship scheme. The possibility of Waverley Training Services linking to the leisure centres is being investigated.	Waverley Training Services
18	Identify opportunities to increase participation by targeting and publicising activities and events at leisure centres more widely using the Council's publications and social media, in partnership with PfP's marketing programme.	Waverley already publicises relevant PfP activities through Facebook and Twitter. The Leisure team always looks for opportunities to include features in Your Waverley. In addition, Leisure work with both the Housing and Benefits teams to target and publicise relevant activities and schemes to residents.	Leisure/ Comms
19	To encourage PfP to investigate ways to conserve and make the leisure centres more energy efficient so ratings are in line with climate change targets.	Energy efficiency has always been a key consideration when the leisure centres are refurbished. PfP make continuous improvements to reduce their energy consumption where possible, in order to meet their energy efficiency obligations and reduce their running costs.	Leisure / Sustainability

Recommendation

1. That the progress of the review recommendations be noted; and
 2. The Committee to note and comment on the draft Leisure Centre Policy (Annexe 1).
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Background Papers

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

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**Leisure Centre Policy
August 2018**



<i>Owned by:</i>	<i>Tamsin McLeod</i>
<i>Created Date:</i>	<i>6 August 2018</i>
<i>Equality Impact Assessment completed:</i>	
<i>MB Approval Date:</i>	
<i>JCC Consultation Date:</i>	
<i>Executive/Council Approval date:</i>	
<i>Date for review:</i>	

Policy Statement

Waverley Borough Council is committed to providing leisure centres and maximising their use to increase participation and the health and wellbeing of its community.

The Leisure Centre Policy clearly defines the Council's priorities for the five leisure centres (Haslemere, The Edge, Cranleigh, Godalming and Farnham) in the Borough.

Scope of Policy

Introduction

In November 2016 the Community Overview and Scrutiny Committee established a Sub-Committee, to carry out an in-depth review of the management of the leisure centre contract with Places Leisure (formerly Places for People Leisure). The remit was to explore its effectiveness and to identify opportunities for improvement, including potential cost savings and lessons which might be applied to other major Council contracts.

One of the recommendations was to develop a Leisure Centre Policy, setting out the Council's priorities for leisure centres in Waverley. To provide clear commercial and wellbeing expectations against which performance can be measured.

Background

The Council's Corporate Policy 2018-2023 refers to a 'commitment to invest in leisure facilities to increase participation and enjoyment' and to 'develop and implement a new Health and Wellbeing Policy, in collaboration with other local public services'.

The Communities Service Plan 2018/19 then underlines this through the theme of 'Maximisation of the leisure centres operated by Places Leisure on behalf the Council, in usage, service offering and profitability'.

Waverley's Health & Wellbeing Strategy and the Leisure Facilities Strategy have both been adopted by the Council and provide a very clear strategic steer on leisure provision over the next 15 years.

The Surrey Physical Activity Strategy, published in June 2015, sets out our county's collective vision for Surrey to be the most active county in England by 2020 and therefore realise associated health, social and economic benefits. This will be achieved by partners from a wide range of sectors working on a whole-system approach to increase participation rates in the whole population, but with particular focus on targeting inactivity in under-represented groups, thus reducing health inequalities.

This Leisure Centre Policy is designed to directly link into these over arching strategies and is not a stand-alone document. The Leisure Development Action Plan (LDAP) underpins this Leisure Policy and provides the detailed outcomes and actions to ensure the effective delivery of the strategic priorities identified in the Policy. In addition, the Leisure Management Contract identifies a very comprehensive set of performance criteria

(expectations) that are closely monitored by the Leisure Team to ensure that priorities and expectations are met.

Leisure Statement

Waverley Borough Council aims to enable the provision of a range of high quality and accessible facilities, services and opportunities which meet the leisure, health and physical activity needs of the community.

The importance of good mental health and physical wellbeing is a key factor for many health problems and behaviours. People who have challenges in this area are more likely to smoke, drink unhealthily, be overweight, have lower physical activity and eat unhealthily. All these contribute to lower life expectancy.

Leisure activities positively contribute to our personal, physical and mental wellbeing. They support healthy lifestyles and active communities. Improvement in the local quality of life manifests itself in a variety of ways including improved health, development of social skills, an understanding of community, a healthy workforce and a reduction in stress.

Consequently, these outcomes impact positively in terms of the reduction in demand for health services, an understanding and respect for others, the viability of local businesses and Waverley as a place of choice to live.

Main Leisure Centre Policy strategic priorities

Waverley Borough Council has a management contract with Places Leisure for the operation of the Council's five leisure facilities. The contract was originally set up in 1996 and was subject to a 15-year negotiated extension which began in July 2008 and expires in July 2023.

The contract in place provides a complex set of performance standards that are closely managed and monitored on a weekly basis. The Leisure Development Action Plan is an evolving document that develops with the team and provides daily focus on emerging trends/initiatives and projects.

This Policy aims to enable everyone in Waverley to be more active and therefore gain the many benefits that being active can bring - whatever their age or ability. The main service priorities are as follows:

1. Manage and monitor the contract to ensure maximisation of performance criteria and continued high standards of service.
2. Maximise access and promote physical activity at the five leisure centres, in order to increase community participation across the borough.
3. Explore ways of addressing identified leisure needs and tackle inequalities to improve the health and wellbeing of the community.
4. Investigate opportunities for targeted provision, specifically relating to young people and the ageing population.
5. Continue to maximise the provision of services through effective local leisure partnerships.

6. Investigate feasibility options and progress investment proposals with the potential to enhance and develop existing facilities and access to leisure activities.
7. Optimise the funding and delivery opportunities provided by “Section 106” developer contributions for investment in leisure facilities.
8. Ensure future provision of leisure services are appropriately managed and resourced.
9. Align leisure priorities with Places Leisure company objectives to ensure that there is no conflict and that outcomes are beneficial to both parties.

Conclusion

This Leisure Centre Policy is designed as a framework which underpins the strategic direction of the leisure centres. It is directly linked to the needs of the community as identified through Waverley’s Corporate Plan and the priorities will be used as focus for future delivery. The Policy will also inform the continued growth of the Leisure Development Action Plan which will benefit from periodic reviews, thus ensuring the relevance of the Policy as time progresses.

Author and feedback

The Council welcomes comments and feedback on its policies and procedures. Please contact Tamsin McLeod, Leisure Services Manager, if you have any comments.

Related Information

Other Related Council Policies/Information

[Health & Wellbeing Strategy](#)

[Indoor Leisure Facilities Strategy](#)

[Leisure Feasibility Study](#)

[Inequalities report](#)

Leisure Centre Management Contract

Leisure Development Action Plan

Other Documents:

Surrey Physical Activity Strategy 2015-2020

WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 19 NOVEMBER 2018

COMMUNITY WELLBEING O&S – 20 NOVEMBER 2018

ENVIRONMENT O&S – 26 NOVEMBER 2018

HOUSING O&S – 27 NOVEMBER 2018

Title:

**CORPORATE PERFORMANCE REPORT
Q2 2018/2019
(JULY - SEPTEMBER 2018)**

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

Summary and purpose:

The Corporate Performance Report provides an analysis of the Council's performance for the second quarter of 2018-19. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive. At the request of the Chairman and Vice-chairman of the Housing O&S Committee this item will be presented to the Housing O&S Committee for information only.

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

The Council monitors its performance through a broad range of measures such as:

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

- Finance
- Housing Delivery

A comprehensive report is collated at the end of each quarter and includes a corporate overview section with the Chief Executive comments, followed by service specific sections with Heads of Service feedback on the performance in their area.

The report is used as a performance management tool by senior management and it is presented to the Overview and Scrutiny Committees to scrutinise the progress against the Council's goals and objectives.

Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report specific to its service area remit.

The Overview and Scrutiny Committees remits are listed below:

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 (information only):

- Housing Operations
- Housing Strategy and Delivery

Recommendation

It is recommended that the Overview & Scrutiny Committees 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
Q2 2018/19
(July – September 2018)

Final version



Report Publication Date: 9 November 2018

Report Content Page

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RAG Rating Legend

Performance Indicators RAG Legend

Data only	Data only KPI, no target
Green	On target
Amber	Up to 5% off target
Red	More than 5% off target

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 2 2018-19 - Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern

Chief Executive's quarterly report:

This is the second report in the new format, providing a clear snapshot of the Council's performance at the end of September 2018. I am grateful to councillors on the Scrutiny Committees and to colleagues for their constructive suggestions following the Q1 report. Many presentational improvements have been made as a consequence.

Overall performance is very good with most performance indicators and service plan actions on track. The Service chapters provide commentary and detail, focusing on those areas of the Council's business that require intervention to bring them back on track. The Council's financial position mid-way through the financial year is healthy, with a favourable variance to the budget currently being forecast.

Particular headlines to note from Quarter 2 are:

- Full Council approval of the Corporate Strategy, which sets the strategic framework for the Council for the next five years.
- The Mayor unveiling a new memorial to Canadian servicemen at Milford Common at a ceremony attended by dignitaries and servicemen and women from Canada, as well as the Deputy Lieutenant of Surrey and the Foreign Secretary, local MP Jeremy Hunt.
- The Mayor also hosted a successful visit by the Landrat (executive mayor) of Mayen-Koblenz, Germany, which is twinned with Waverley.
- Full Council approval of the Economic Development Strategy, following detailed involvement by councillors and the chambers of commerce.
- Progress was made with the Local Plan Part 2 public consultation, the development of the Community Infrastructure Levy schedule (approved in Q3) and the legal defence of the Local Plan Part 1 (successful in Q3).
- Successfully achieving the new, more challenging Investors in People standard.
- Recognition by the Green Flag award scheme of seven of our parks and open spaces.
- The completion of 16 new council-owned homes at Ockford Ridge, Godalming.
- Completing the refurbishment of the Memorial Hall in Farnham.
- Receiving the report of the Planning Service peer review.
- A successful event for prospective election candidates.
- A successful by-election for Haslemere Town Council.

In the coming months, we are focusing on:

- The severe financial challenges facing both Waverley Borough and Surrey County Councils, as we prepare our budget and service options and consider the impact of Surrey CC's proposals for service and funding reductions.
- Discussing with councillors the recommendations of the draft HR Strategy and the Planning peer review.
- Preparing for the implementation of the Community Infrastructure Levy in March 2019 and progressing Part 2 of the Local Plan.
- Finalising the agreement and then preparing to implement a new contract for waste and recycling collection, to go live in November 2019.
- Progressing the procurement of a new grounds maintenance contract.

- Implementing the Council's recent decisions on investment in our leisure facilities in Cranleigh, Farnham and Godalming.
- Continuing our preparations for the borough and parish elections in May 2019.
- Tackling an incidence of non-pneumophila legionella in one of our properties.
- Continuing to support the Police investigation into air quality data.
- Completing our recent work with councillors on overhauling our approach to risk management and reporting.
- Preparing the council and borough for the UK's withdrawal from the European Union, as the international settlement becomes clearer.

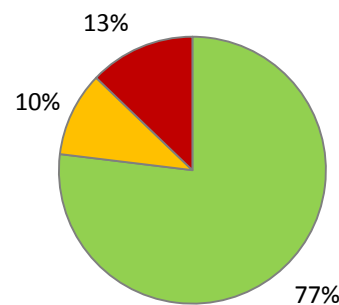
Tom Horwood, Chief Executive

Performance Indicators Status

Q2 All Corporate KPIs

Total	100%	39
Green	77%	30
Amber - less than 5% off target	10%	4
Red - over 5% off target	13%	5

Data only	N/A	12
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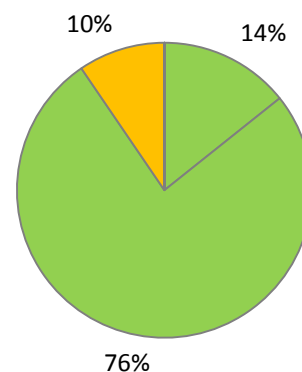


Comment: The services performed well in the second quarter with 77% of indicators performing on target, showing an improvement over the preceding quarter. The service specific dashboards contain further details on underperforming indicators and what actions are being taken.

Service Plans - Actions Status

Q2 Corporate Service Plans

Total	100%	210
Completed	14%	30
On track	76%	160
Off track - action taken / in hand	10%	20
Off track - requires escalation	0%	0
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 is 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.

Comment: There were no outstanding Internal Audit actions at the end of Q2 2018-19.

Complaints

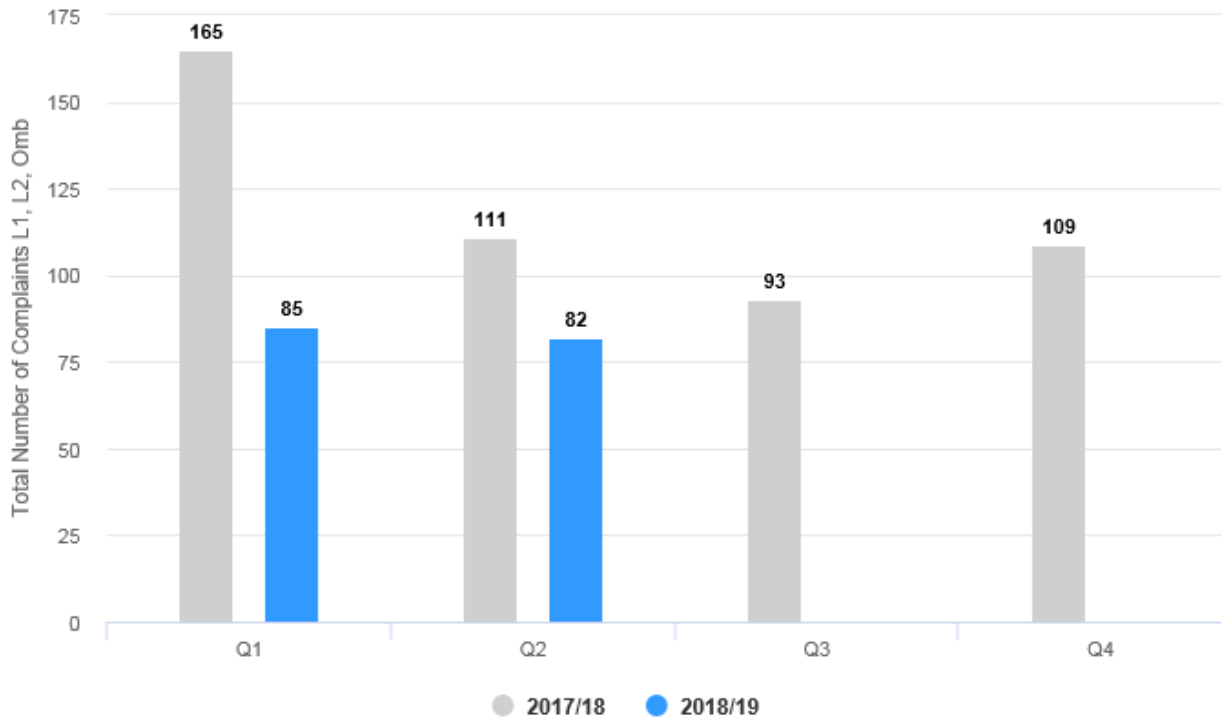
Q2 2018-19 (1 July 2018 - 30 September 2018)

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	Total Number of Complaints Received in the quarter	Total Number of Complaints Concluded in the quarter
Communities	4	4	100%	0	0	n/a		
Customer & Corporate	0	0	n/a	0	0	n/a		
Environment	11	10	91%	6	6	100%		
Finance	7	5	71%	2	2	100%		
Housing Operations	19	14	75%	9	9	100%	1	No decision yet
Housing Strategy & Development	6	4	67%	3	3	100%		
Planning	10	10	100%	4	4	100%		
Policy & Governance	0	0	n/a	0	0	n/a		
Total	57	47	82%	24	24	100%	1	0

Total Complaints	82
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	Response Rate	Target	Status
Level 1	82.46%	95%	over 5% off target
Level 2	100.00%	95%	on target
Total	87.65%	95%	over 5% off target

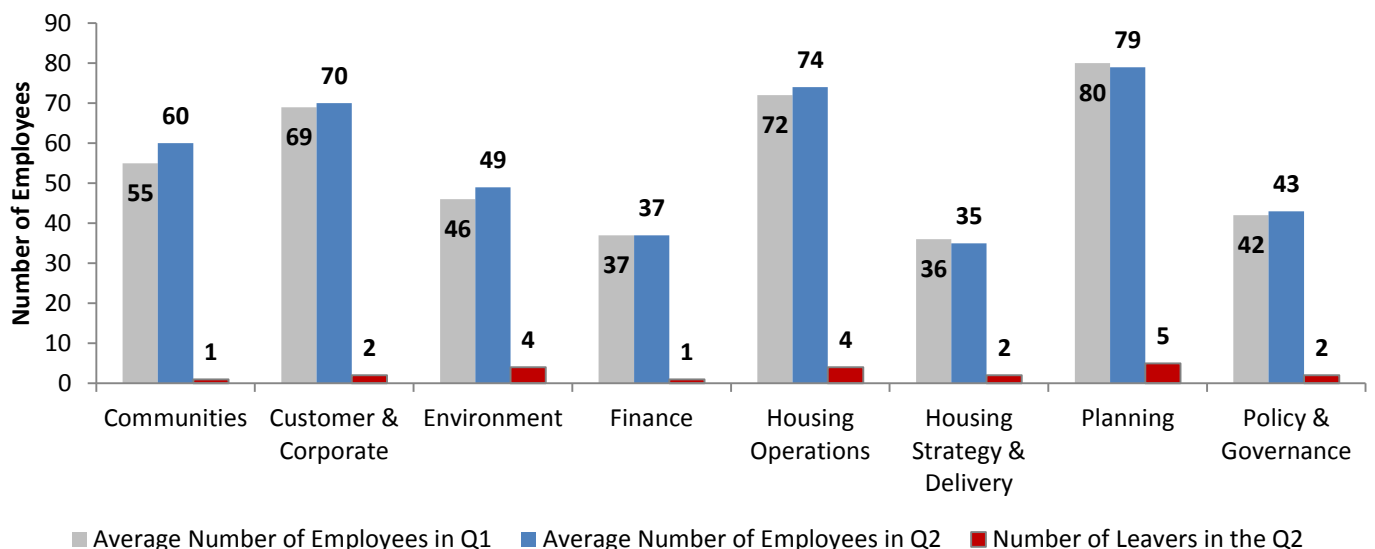
PG1 - Total Number of Complaints



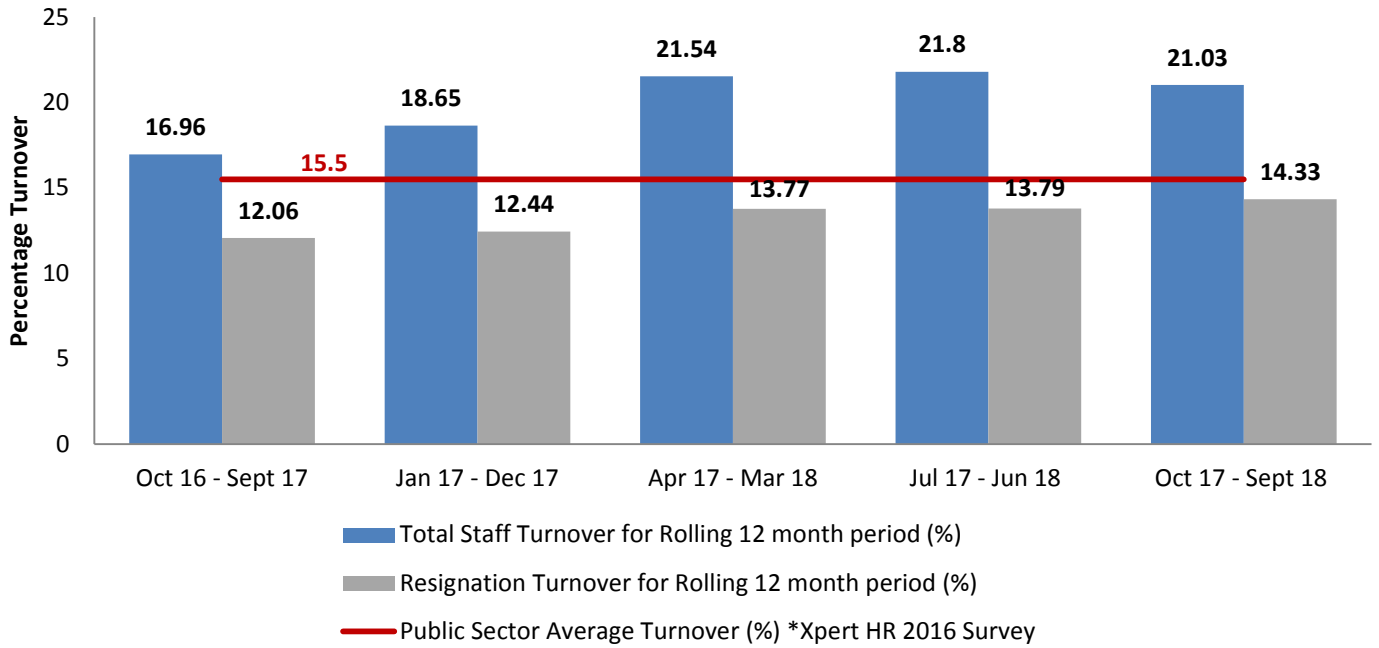
Comment: The response rate for complaints at level 2 is on track. However, the overall performance was impacted by the Level 1 response rate in Finance and Housing. Further information on this is given within those services' commentaries. The overall number of complaints has fallen from the previous 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. Only 1 complaint was escalated to the Housing Ombudsman in the period, but no decision has been reached as yet.

Workforce data – Corporate Level

Workforce Levels Q2 2018-19

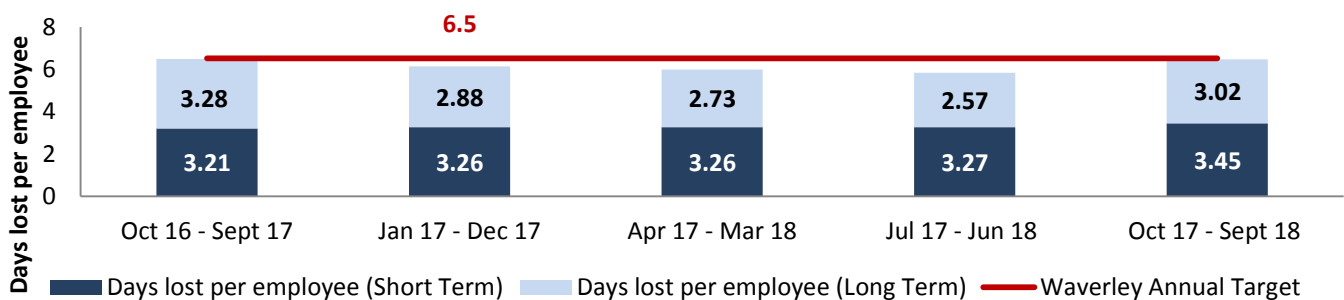


Staff Turnover % Rolling 12 months - June 2018



Comment: The corporate average of employees in the second quarter was 447 people in total, with 21 leavers in that period. HR Team has conducted an initial analysis of the underlying data. Although the number of starts and leavers has increased year on year for the past 5 years, the average number of employees has stayed fairly consistent. In the past 12 months the main reason for leaving Waverley was due to resignation (70%), redundancy (11%) and retirement (10%). The exit interviews conducted by the team in that period indicated that 45% of leavers were seeking better career opportunities or better paid jobs. The service areas with the highest voluntary turnover in the past year were Environmental Services and Planning. Waverley benchmarks its turnover against the Public Sector Average giving a clearer picture of performance.

Absence Data Rolling 12 months - Q2 2017-18 to Q2 2018-19



Comment: There are no areas of particular concern regarding staff sickness levels. In the past 5 quarters the aim of keeping low sickness levels has been achieved with absence levels remaining within the annual target of 6.5 days.

Section 151 Officer quarterly feedback:

I have reviewed the position against budget at the end of quarter two, with particular focus on staff costs and high value income areas. I am satisfied that the material areas of revenue income and expenditure are broadly on track at this point and this was reported to Council on 16th October. This table is a summary of the more detailed financial monitoring work that is undertaken which includes 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. The comments of each Head of Service regarding variations from budget are included in the table.

Graeme Clark, Strategic Director (and Section 151 Officer)

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/Favourable
Community					
Expenditure	10,035	4,044	10,035	0	N/A
Income	-7,864	-1,459	-7,837	26	Adverse
Community Total	2,172	2,585	2,198	26	Adverse
Customer & Corporate					
Expenditure	5,662	2,537	5,674	11	Adverse
Income	-6,340	-1,135	-6,451	-110	Favourable
Customer & Corporate Total	-678	1,402	-777	-99	Favourable
Environment					
Expenditure	10,680	6,106	10,700	19	Adverse
Income	-9,269	-3,762	-9,262	7	Adverse
Environment Total	1,412	2,343	1,438	26	Adverse
Finance					
Expenditure	6,040	6,852	6,085	46	Adverse
Income	-4,669	-821	-5,018	-349	Favourable
Finance Total	1,370	6,030	1,067	-304	Favourable
Planning					
Expenditure	8,728	1,831	8,692	-36	Favourable
Income	-6,522	-1,081	-6,348	173	Adverse
Planning Total	2,206	750	2,344	138	Adverse
Policy & Governance					
Expenditure	6,765	1,610	6,765	0	N/A
Income	-3,864	-253	-3,862	1	Adverse
Policy & Governance Total	2,901	1,358	2,903	2	Adverse
Housing Operations					
Expenditure	32,195	4,560	32,196	0	N/A
Income	-33,019	-134	-33,033	-14	Favourable
Housing Operations Total	-824	4,425	-838	-14	Favourable
Housing Strategy					
Expenditure	3,441	1,088	3,471	29	Adverse
Income	1	-160	-39	-39	Favourable
Housing Strategy Total	3,442	929	3,432	-10	Favourable
Grand Total	12,001	19,822	11,766	-235	Favourable

Housing Delivery – Corporate Update

Waverley Borough Council is committed to support delivery of Housing to our community and as such going forward the progress on Waverley Housing Delivery will be monitored on a quarterly basis in this section of the report. The quarterly statistics will be provided starting from next quarter. The details of Waverley Five Year Housing Supply can be found below.

Five Year Housing Supply for Waverley	Waverley Supply	Target
Number of years' worth of supply Five year Housing Supply – 1 April 2018 Report	5.8 years	5 years or more

2. Service Dashboard – Customer & Corporate Services

This service area covers teams of Facilities, IT, Office Support, Estates, Property & Engineering.

Key Successes & Lessons Learnt, Areas of Concern – Q2

Head of Service quarterly feedback:

This quarter significant issues to note are:

Customer Services - A report was submitted to Executive setting out future direction. This will be considered by Overview and Scrutiny in the next cycle of meetings.

IT - We have had to re-structure the Team following the retirement of the Operations Manager; this is now very close to completion. Operationally the Planning/Building Control system change is progressing well. The Team has also had to cope with the move from Good to Blackberry Works for mobile devices when Good became de-supported. This has involved the re-programming of over a hundred devices in the very short period of time we were given.

Facilities - We have installed a lock-down option into our alarm system and we will now be working with the Health and Safety Team to put in place procedures for our response in the event of bomb threats or terrorist attacks.

Property - We are progressing the Council decision to set up a Property Company. The report detailing this will be coming to the Investment Advisory Board and Overview & Scrutiny Committee in coming weeks.

Areas of Concern

- Finalising the options appraisal report for the future of The Burys
- Marketing one of our commercial properties which currently has a vacancy
- Recruitment of Cleaning staff as we are generating more work than we can resource.

David Allum, Head of Customer and Corporate Services

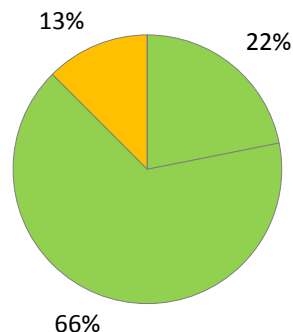
Performance Indicators Status Q2

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 Q2

Q2 Cust & Corporate Service Plans

Total	100%	32
Completed	22%	7
On track	66%	21
Off track - action taken / in hand	13%	4
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The majority of the Service Plan actions are on track for completion. There are four actions which are currently off track and further comments are listed below.

Code	Title	Due Date	Status	Actions taken
SP18/19CC1.4	Review and revise the Corporate Strategy, Service Standards, Policy, Procedures and Performance Management Framework in respect of Customer Services.	30/09/18	Off track - action taken	This is a work-stream within the Customer Services Project as referred to above.
SP18/19CC2.4	If required, establish, advice and service the Council's Property Company to enable the acquisition of at least one property every two years.	30/09/18	Off track - action taken	Report detailing proposals due to go to next Investment Advisory Board meeting in October
SP18/19CC2.5	Agree a future option for the replacement of The Burys	31/07/18	Off track - action taken	Initial draft report received from the consultants but further work is needed on the option evaluation element.
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	30/04/18	Off track - action taken	Completed apart from the generator being moved from the Pump House into storage.

Internal Audit - Actions Status at Q2

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

Complaints – Q2 update

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 second quarter of 2018/19.

Workforce – Q2 update

Comment: Recruitment of cleaning and IT Service Desk staff are proving to be ongoing challenges. We are hoping that by applying a market supplement to the Service Desk Analyst we will encourage more applications.

Finance Update – Q2 update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Customer & Corporate					
Expenditure	5,662	2,537	5,674	11	Adverse
Income	-6,340	-1,135	-6,451	-110	Favourable
Customer & Corporate Total	-678	1,402	-777	-99	Favourable

Head of Service Comment: Although there has been an increase in anticipated business rates for The Burys this has been more than off-set by higher than predicted commercial rental income.

3. Service Dashboard – Finance

This service includes the following teams: Accountancy, Benefits, Exchequer Services, Insurance, Procurement, Revenues.

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Exchequer team: No areas of concern in relation to service performance. Invoice payment PI is below target due to the updating of the operating processes and changes in service capacity. This work will be completed by the end of December delivering a significantly more streamlined and efficient process.

Revenues team: efficiency review (Systems Thinking methodology) service analysis is complete and the findings presented to stakeholders. Service redesign commenced on the 15th October.

Budget setting work is nearing completion: Directors will be meeting each HoS over the next 6 weeks to review budgets and service plans. Medium Term Financial Plan will be revised by the end of October.

Managers Group budget special second seminar will take place in November, the theme will be: How can we address the MTFP budget gap when we are not cutting budgets or stopping services? We have to "change" the organisation to be £4m smaller and deliver an improved seamless customer experience. Improving the customer experience with a smaller resource base is not unique to councils, it's global and it's the new business as usual. This effectively incorporates the channel shift project and service efficiency reviews.

Peter Vickers, Head of Finance

Performance Indicators Status

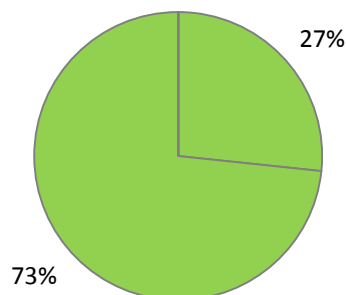
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	14	12	13	13	13	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	6	6	4	7	7	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	59.1	87.3	99.3	30.2	58.1	49.5
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	52.8	75.7	99.3	29.4	51.0	49.5
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	96.7	96.8	95.0	84.6	90.0	99.0
F4	Percentage of invoices from small/ local businesses paid within 10 days (higher outturn is better)	%	92.9	82.1	56.4	67.7	50.0	90.0

Comment: Purchase to pay process is being updated to include electronic receipt of supplier invoices and direct scanning. This has caused some delay in the receipt and also processing of invoices, whilst the new process beds in (KPIs **F3** and **F4**). In relation to this change the Exchequer team have taken over the scanning of invoices from the central scanning team which led to a temporary impact on the Exchequer team capacity that has also impacted on the timeliness of invoice processing. The capacity is now in place and we expect performance to improve.

Service Plans - Actions Status Q2

Q2 Finance Service Plan Actions

Total	100%	15
Completed	27%	4
On track	73%	11
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 Q2

Comment: There were no outstanding Internal Audit actions for this service area at the end of Q2 2018-19.

Complaints Q2

Level	Level 1	Level 2	Ombudsman
Quarterly Number	7	2	0
Dealt with on time	5	2	0
Response Time	10 days	15 days	
Response Rate	71%	100%	N/A

Comment: In the second quarter 2 complaints at Level 1 missed their target response time of 10 days which took a little bit longer to resolve (11 and 14 days).

Workforce – Q2 update

Comment: No concerns with the workforce stats, all is under control and in line with the service plan.

Finance Update Q2

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Finance					
Expenditure	6,040	6,852	6,085	46	Adverse
Income	-4,669	-821	-5,018	-349	Favourable
Finance Total	1,370	6,030	1,067	-304	Favourable

Head of Service Comment: Additional income has been generated from extending money market investments away from 0-3 months to longer than one year where higher returns are being generated, an increase in local authority lending at higher rates and the bank rate increased by 25 basis points during the year.

4. Service Dashboard – Policy & Governance

This service includes the following teams: Legal Services; Democratic Services; Elections; Corporate Policy (includes customer complaints); Communications; and Human Resources.

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Q2 was busy with the teams working on a variety of projects as listed below:

- The first draft of a new HR Strategy for the Council was drafted and scrutinised by the Value for Money and Customer Service O&S Committee.
- The Corporate Policy team continued to support the Chief Executive to refine and embed a new approach to quarterly performance monitoring and management, making changes in response to feedback from both councillors and officers on the new format of reports. They also continued to provide dedicated support to the budget review scrutiny working group.
- Democratic Services arranged and supported a busy schedule of public committee meetings and launched the Council's project to achieve the Charter Mark for Elected Member Development.
- The Legal team continued to defend a number of high profile and complex legal challenges and provided vital support and advice to councillors and colleagues in support of key corporate priorities and projects.
- The Elections team worked hard preparing for the annual canvass process and the 11 October Haslemere By-Election whilst continuing to make detailed preparations for May 2019 Elections.
- Turnover within the communications team at both officer and manager level proved challenging but also provided an opportunity to bring new talent on board. Following last year's project to review and update all of the Council's online forms, the team celebrated an average rating of 4.5 stars (out of 5) from 911 online customer reviews.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status

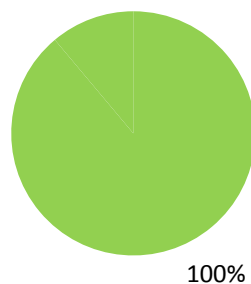
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	17.0	18.7	21.5	21.8	21.0	Data only
HR2	Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.5	6.1	6.0	5.8	6.5	6.52
PG1a	The number of complaints received - Level 1 (data only)	No.	Collection started from Q1 2018-19			63	57	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	Collection started from Q1 2018-19			18	24	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	Collection started from Q1 2018-19			85.0%	87.7%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	Collection started from Q1 2018-19			100.0%	100.0%	95.0%

Comment: The % of complaints responded to on time at level 1 increased from 85% in Quarter 1 to 87.7% in Quarter 2 but this remains substantially below the target of 95%. The services' nominated complaints officers have been asked to report back to the Management Board on trends and issues.

Service Plans - Actions Status Q2

Q2 P&Gov 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



Comment: All service plan actions are on track.

Internal Audit - Actions Status Q2

Comment: There were no overdue Internal Audit actions for this service area at the end of Q2.

Complaints Q2

Level	Level 1	Level 2	Ombudsman
Quarterly Number	0	0	0
Dealt 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 raised against this service area in the second quarter of 2018/19.

Workforce – Q2 update

Comment: A number of appointments were made within Democratic Services and Legal Services within the quarter bringing the overall number of vacant posts down from 5.5 to 1.5 Full Time Equivalents (including one officer appointed but not yet in post). The appointment of an existing member of the communications team into the role of Interim Communications and Engagement Manager left one communications officer level post to be backfilled in the short term and arrangements were made in quarter 2 to achieve this via a short term agency contract commencing in quarter 3.

At the end of Quarter 2, actual and projected spend on staffing within the service remained within budget.

Finance Update Q2

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Policy & Governance					
Expenditure	6,765	1,610	6,765	0	N/A
Income	-3,864	-253	-3,862	1	Adverse
Policy & Governance Total	2,901	1,358	2,903	2	Adverse

Head of Service Comment: The main variance to note is that the Council has not achieved its annual advertising income target of £2k in respect of the 'Your Waverley' magazine but we hope to address this through increased advertising income from future issues.

5. Service Dashboard – Communities

This service area includes the teams of Arts, Community Services, Careline, Leisure, Parks & Countryside and Waverley Training Services

Key Successes & Lessons Learnt, Areas of Concern

Q2 Head of Service quarterly feedback:

It has been a positive quarter with the Memorial Hall opening to its first clients the Gostrey Centre. Waverley Training services are moving in in October with learners attending site from November.

Progress is being made on the Brightwells Scheme with the bridge works and engagement work has been taking place around Farnham raising awareness of the scheme.

Leisure and Grounds maintenance contracts are performing well and complaints are low. Consultants have been appointed to assist with committed leisure investment in Cranleigh, and will be working closely with local stakeholders to identify the best way forward for the village. Work is now beginning on the specification for the Grounds Maintenance contract and will be debated at the Environment Overview & Scrutiny Committee with a view being fed back to Executive in November, the contract ends in October 2019.

An area of concern is the financial challenges facing community transport provider Hoppa. Following a consultation earlier in the year, the Department for Transport is reviewing legislation and the requirements that road transport operators must comply with when bidding for bus service contracts. Whilst nothing has been decided yet Hoppa who runs the door-to-door service across the borough, have already been hit financially and operationally. Hoppa rely on securing bus service contracts which provide an additional income to support their community door-to-door service. The council is working closely with Hoppa to monitor the situation and is doing everything it can to help this valuable service.

Kelvin Mills, Head of Communities and Special Projects

Performance Indicators Status Q2

KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	494,487	469,669	536,377	501,438	462,103	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	Visits	Collection started from Q1 2018-19			1,374	4,007	Data only
CS9	Total number of Careline clients (data only, no target set yet) (higher outturn is better)	Clients	1,891	1,878	1,841	1,826	1,826	Data only
CS10	Total number of Careline calls per quarter (data only, no target set)	Calls	6,762	6,775	5,966	3,549	6,216	Data only
CS11	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	Collection started from Q1 2018-19			91.1%	100.0%	90.0
CS12	Apprentice overall success rate per quarter (higher outturn is better)	%	77.0%	81.0%	77.2%	78.3%	81.0%	75.0%
CS13	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	75.0%	74.0%	72.0%	77.1%	78.0%	70.0%
CS14	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	21	25	24	29	22	Data only

Comment: Leisure centre visits remain above target and the greater focus on health & wellbeing activities is welcomed by contractor and client.

Careline numbers have remained steady with a good performance from the team. The officers are working on proposing a corporate target for number of clients which will be increasing by 5% per annum until 2020 in order to meet the Council's corporate objective.

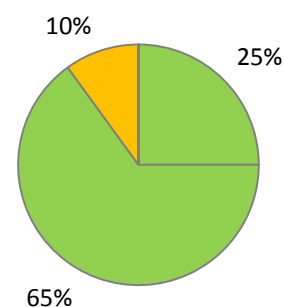
Waverley Training Services learners have achieved positive outcomes above contractual targets.

Overall a strong quarterly performance.

Service Plans - Actions Status Q2

Q2 Communities Service Plans

Total	100%	40
Completed	25%	10
On track	65%	26
Off track - action taken / in hand	10%	4
Off track - requires escalation	0%	0
Cancelled	0%	0



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

Code	Title	Due Date	Status	Actions taken
SP18/19CS1.2	Renegotiate new leisure management contract thresholds to increase guaranteed return. (Cranleigh Leisure Centres)	31/08/18	Off track - action taken	Meetings and correspondence has started, future meetings have been booked with view to coming to a conclusion by the end of the year.
SP18/19CS1.6	Design & tender project (Cranleigh Leisure Centres)	30/09/18	Off track - action taken	Cranleigh consultancy support tendered and appointment made. 6 month piece of work due to complete February 2019.
SP18/19CS3.3	Launch new Live Streaming Offer (Borough Hall)	30/04/18	Off track - action taken	Shows identified and equipment has been installed first showing Dec 18. Marketing push has now started.
SP18/19CS4.1	Write and launch Marketing Plan (Careline)	30/06/18	Off track - action taken	New referral process implemented. Meeting with Communications taken place and workshop is arranged for later this year.

Internal Audit - Actions Status Q2

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

Complaints Q2

Level	Level 1	Level 2	Ombudsman
Quarterly Number	4	0	0
Dealt with on time	4	0	0
Response Time	10 days	15 days	
Response Rate	100%	N/A	N/A

Comment: All received complaints were resolved at Level 1 within the target time.

Workforce – Q2 update

Comment: With the opening of the Memorial Hall a new venue officer is being recruited and Waverley Training Services continues to recruit to deal with demand.

A settled quarter with regard to staff turnover.

Finance Update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Community					
Expenditure	10,035	4,044	10,035	0	N/A
Income	-7,864	-1,459	-7,837	26	Adverse
Community Total	2,172	2,585	2,198	26	Adverse

Comment: Surrey verges grant reduced , risk on borough hall and events income being monitored.

6. Service Dashboard – Environment

This service area includes the following teams: Car Parks, Environmental Health, Environmental Services, Emergency Planning, Finance, Licensing, Sustainability

Key Successes & Lessons Learnt, Areas of Concern

Q2 Head of Service quarterly feedback:

Significant progress has been made this quarter with the work on the future provision of waste, recycling and street cleaning services. The application for de-registration of the common land at Weyhill is continuing. Consultation is continuing on the installation of height barriers at car parks in Farnham and options for refurbishment or replacement of South Street Car Park in Farnham are being developed. The review of the Air Quality Monitoring Sites is nearing a conclusion and officers have been working closely with members of the Air Quality Steering Group and the Farnham Air Quality Working Group. Options for electric vehicle charging points in car parks are being explored.

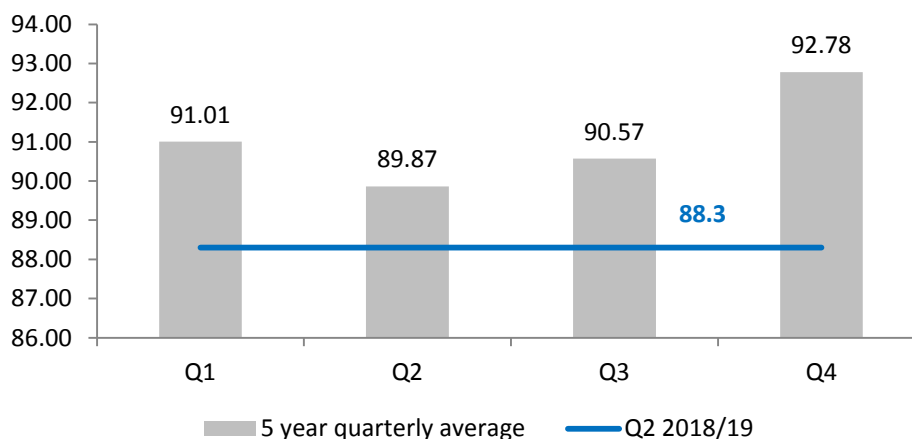
Richard Homewood, Head of Environmental Services

Performance Indicators Status

KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	5.9%	5.3%	7.1%	11.6%	10.5%	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	1.6	1.3	2.0	2.5	2.0	2.0
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	91.9%	73.0%	90.2%	94.0%	84.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	47	26	20	34	35	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100.0%	94.0%	95.0%	94.0%	100.0%	100.0%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	83.0%	93.0%	90.0%	84.0%	85.0%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	88.9	91.6	91.8	95.5	88.3	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	56.5%	55.9%	57.3%	58.6%	57.1%	54.0%

Comment: Food inspections are back on track with 100% of those due completed on target. The reject rate for recycling (E1) has reduced slightly from last quarter due to intervention by officers in areas where contamination is identified but contamination at community recycling sites continues to be a problem in spite of increased monitoring and issuing of a number of fixed penalty notices. The overall recycling rate (NI192) continues to be above target for the year. The reduction in the standard of street cleanliness (E3) is disappointing and this issue has been taken up with the contractors and we expect to see an improvement in quarter 3. The number of missed bins (E4) continues to be below the target of 40 per 104,000 and the time taken to deal with fly tips is back on target. The residual waste per household (NI191) has also reduced this quarter which is encouraging after rising for the last three quarters. The analysis of average trends over the past five years has been included below in order to show seasonal performance changes for this indicator.

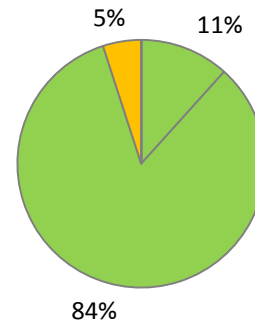
**NI191 - Residual household waste per household
(April 2013-September 2018)**



Service Plans - Actions Status

Q2 Environment Service Plan Actions

Total	100%	61
Completed	11%	7
On track	84%	51
Off track - action taken / in hand	5%	3
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: Progress on actions are mostly on track with only three actions currently off track. Further details are listed below against each action.

Code	Title	Due Date	Status	Actions taken
SP18/19ES5.2	Develop integrated customer contact services to support Environmental Services and the Parks and Open Space and Ranger Services	30/09/18	Off track - action taken	Proposed due date change to 31/03/2019 required due to temporary issues with resources. Q2 update: Arrangements for Customer Services Team to take calls for Parks and Open Spaces and Ranger Services being trialled.
SP18/19ES6.1	Food Service Plan developed and implemented in accordance with the Food Safety Agency's (FSA) Framework Agreement for Local Authorities	30/06/18	Off track - action taken	Proposed due date change to 31/12/2018 required due to temporary issues with resources. Q2 update: Food Service Plan currently in draft awaiting final review and approval.
SP18/19ES6.2	Health & Safety Service Plan developed and implemented in accordance with the Health and Safety Executive (HSE) Section 18 mandatory guidance for Local Authorities.	30/06/18	Off track - action taken	Proposed due date change to 31/12/2018 required due to temporary issues with resources. Q2 update: Health and Safety Service Plan currently in draft and awaiting final amendments and approval

Internal Audit - Actions Status Q2

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

Complaints – Q2 update

Level	Level 1	Level 2	Ombudsman
Quarterly Number	11	6	0
Dealt with on time	10	6	0
Response Time	10 days	15 days	
Response Rate	91%	100%	N/A

Comment: All the complaints received by the service in the second quarter were dealt with in the target response time for each level except for one level 1 complaint which was dealt with just outside the target response time.

Workforce – Q2 update

Comment: We have successfully recruited to the key vacant posts and made appointments to cover maternity leave, with experienced officers taking up posts in the Environmental Services and Environmental Enforcement Teams.

Finance Update – Q2 update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Environment					
Expenditure	10,680	6,106	10,700	19	Adverse
Income	-9,269	-3,762	-9,262	7	Adverse
Environment Total	1,412	2,343	1,438	26	Adverse

Comment: Although the overall car parks business rate costs were lower this quarter due to the closure of Dogflud car park (payment of business rates no longer required), the spend on green waste contract was higher and is currently being investigated. Also the stray dog income was not as high as expected, and the contractor performance is under review.

7. Service Dashboard – Planning

This service includes the following teams: Building Control, Development Management, Local Plan, Planning Enforcement, Planning Policy

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

This has been a quarter of notable success. Following Examination on 17th July, the CIL Charging Schedule was found to be viable and was supported in its entirety by the Examiner. This will facilitate invaluable income to support infrastructure delivery in the Borough, going forward. Against a challenging timetable, Local Plan Part 2 proceeded in accordance with the agreed time frame during Quarter 2. The Team met the deadline to seek approval for the draft Plan for Publication, to be considered by Special Exec /Council on 31st October.

The Local Plan legal challenges were robustly defended in Court on 12th July and then 9/10th October: judgement awaited.

Other Service successes include:

Permission granted at JPC for a number of strategic developments which will support delivery of the Local Plan including, Weyhill, Haslemere; Woolmead, Farnham; UCA; Brightwells construction bridge and others.

New IT System initially for BC/DM in test environment (September).

Planning Development Management (DM) performance slightly dipped this month following a period of management instability in the DM Section. However, speed of determination performance is all within and exceeding targets. New permanent Development Manager appointed with renewed focus on speed of determination given the Government scrutiny of this area.

Business Plan for Building Control: Income position improving but still under close scrutiny.

Elizabeth Sims, Head of Planning

Performance Indicators Status

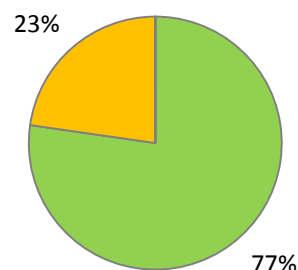
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
LP9	Delivery of all other residual applications - % determined within its target (higher outturn is better)	%	97.8%	97.0%	89.6%	93.6%	86.2%	80.0%
P151	Processing of planning applications: Major applications (higher outturn is better) (NI157a)	%	100.0%	100.0%	93.8%	87.5%	85.7%	80.0%
P123	Processing of planning applications: Other applications (higher outturn is better)	%	100.0%	100.0%	95.0%	100.0%	93.3%	90.0%
P1	Percentage of planning applications determined within 26 weeks (higher outturn is better)	%	100.0%	100.0%	99.6%	99.1%	98.7%	100.0%
P2	Planning appeals allowed (cumulative year to date) (lower outturn is better)	%	37.1%	40.7%	41.0%	26.9%	30.8%	30.0%
P152	(P3) Major planning appeals allowed as a % of Major Application decisions made (cumulative) (lower outturn is better)	%	5.1%	5.8%	9.0%	11.8%	9.7%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	100.0%	93.7%	94.9%	94.1%	90.9%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	98.6%	96.1%	97.9%	90.5%	100.0%	95.0%
P8	Percentage of complete building control applications checked within 10 days (higher outturn is better)	%	94.3%	86.0%	95.0%	91.5%	93.5%	80.0%
P153	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	98.9%	98.3%	97.3%	96.2%	95.8%	80.0%
P154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.2%	1.7%	1.6%	1.3%	1.2%	10.0%

Comment: Performance against several Development Management PIs has dipped this quarter but this is considered to be a temporary setback. Measures in place to recover target meeting for next quarter. Performance on all other PIs is excellent including quality (Major appeals).

Service Plans - Actions Status

Q2 Planning Service Plans

Total	100%	22
Completed	0%	0
On track	77%	17
Off track - action taken / in hand	23%	5
Off track - requires escalation	0%	0
Cancelled	0%	0



Good progress has been made on delivering all the Service Plan projects below. Some target dates have been put back with the agreement of the Portfolio Holder. This has been necessary in the light of resource demands (high staff turnover; difficulties of recruitment particularly to key management roles); and changed priorities (Peer Review; Legal Plan challenges etc.). However, all Service Plan projects on track for completion in the current financial year as planned, other than Systems Thinking Review which has a target of July 2019).

Code	Title	Due Date	Status	Actions taken
SP18/19P1.1	Develop new IT system for Development Management and Building Control (complete back scanning for Service)	31/08/18	Off track - action taken	Q2 Dates have been set for delivery - 09/10/18 First Control Room Pilot.: Data Clean up - complete by end October 18; UAT Testing complete by 16/11/18; Go Live for BC 03/12/18.
SP18/19P1.3	Systems thinking - review of processes	31/07/18	Off track - action taken	Project end date is July 2019 to follow the implementation of the new IT system for Planning and Building Control. The IT system will support understanding of process efficiencies achievable from new software, which will inform systems thinking review.
SP18/19P1.5	Review decision making structures/numbers of Planning Committees/meetings	31/08/18	Off track - action taken	Peer Review held 27 to 29th July. Final report received. Recommendations regarding committee structure, housing delivery and customer engagement being considered. Heading for November Environment O and S.
SP18/19P2.1	CIL adopted and implemented	31/07/18	Off track - action taken	Examiner's Report received. Charging Schedule supported. Executive/Council to consider for adoption 31st October. Proposed implementation 1st March 2019.
SP18/19P2.2	Section 106 – negotiation, collection and spending mechanisms reviewed and dedicated officer appointed	31/07/18	Off track - action taken	S106 Officer appointed. Exacom software acquired. Data input of historic S 106 agreements (5 years) on-going. Complex task but will enable a holistic approach to understanding monitoring and spending of s106 income and other obligations. Expected completion 31/12/18.

Internal Audit - Actions Status Q2

Comment: There are no outstanding Internal Audit actions for Planning in Q2 2018/19

Complaints Q2 update

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

Comment: In the second quarter all complaints were responded to within the target timescale. The improvement in performance is attributed to the change of process and the monitoring function being assigned to the Development Manager, showing much improved response rate at Level 1 from 66.67% responded to on time in Q1 to 100% in Q2.

Workforce – Q2 update

Comment: Turnover remains comparable with but less than the last quarter. Workloads, committee attendance and extra hours incurred plus external career advancement may have contributed to higher than the general council turnover.

The Service is facing continuing difficulties recruiting to senior professional roles across Planning. Package enhancements are being used e.g. market supplements, to compete with rival authorities for a limited pool of suitable applicants.

Finance Update Q2

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Planning					
Expenditure	8,728	1,831	8,692	-36	Favourable
Income	-6,522	-1,081	-6,348	173	Adverse
Planning Total	2,206	750	2,344	138	Adverse

Comment: Development control income and building control income was lower than expected. This was partly offset by S106 monitoring income. The overall achieved variance maybe further reduced by staff vacancy savings.

8. Service Dashboard – Housing Operations

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

- Key achievement for the team over the summer was selecting thirteen preferred contractors for the repairs and maintenance procurement project following a comprehensive assessment and selection process.
- The Property Services and Senior Living teams responded to a health and safety concern at one of our Senior Living Schemes with prompt risk assessments, tenant consultation and communication.
- The Rent Accounts Team are preparing for the wider roll out of Universal Credit on 24 October and have a new Rent Analytics tool to identify tenants at risk of arrears.
- The Housing Customer Service Team attended four local summer social events to meet tenants and hear their views on the service and provide advice and assistance on issues.
- The Tenancy and Estates and Housing Customer Service teams were interviewed by the Waverley Scrutiny Group (tenant volunteers) to inform the group's review of Mutual Exchange process.
- Officers also prepared display information and attended the Prospective Councillor event to develop wider understand of the housing services.
- During Q2, we were managing the emergence of legionella in the water systems at one of our senior living accommodation premises in Bramley. While legionella is common in water systems, the quantity rose above ordinary levels, probably encouraged by the warm weather. Throughout this process, we have been advised by external experts in the field. While the species of legionella (i.e. non-pneumophila) is not the most hazardous, we have treated this episode with utmost seriousness, with expert support and the welfare of residents our paramount consideration. Risks have been minimised by extensive water flushing, removal of parts of the plumbing, the addition of chlorine dosing units and filtered shower heads to reduce aerosol, with continuous external expert supervision.

We continue to analyse water samples and update our risk assessments weekly. Recent results have indicated positive progress in reducing the levels of bacteria present. Our consultant has confirmed it is not possible to set a timetable to eradicate legionella and that current progress is as expected. We continue to monitor the situation closely and adapt our response. We are providing weekly updates to the portfolio holder and the management board, and regularly communicating with tenants and the ward councillors.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

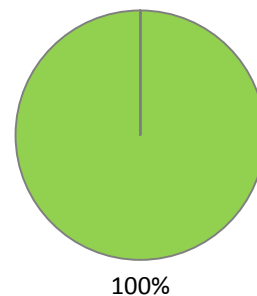
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
H2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	17	18	19	15	16	20
H5	Percentage of estimated annual rent debit collected (cumulative target Q1-Q4, 24.65%,49.30%, 73.95%, 98.65%) (higher outturn is better)	%	48.9%	73.0%	97.3%	24.9%	49.2%	49.3%
H6	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
H7	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	90.0%	91.0%	91.0%	92.0%	93.0%	93.0%
H8	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	79.0%	79.0%	74.0%	76.0%	76.0%	78.0%
H9	Responsive Repairs: Did the tradesperson arrive within the two hour appointment slot? (Tenants' view of the service) (higher outturn is better)	%	98.0%	98.0%	97.0%	97.0%	98.0%	97.0%

Comment: The team performed well in the second quarter meeting the majority of targets. Two indicators were just off target but have not impacted the overall satisfaction with responsive repairs nor the overall financial position with small dip in rent collection.

Service Plans - Actions Status Q2

Q2 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



Comment:

The progress against the service plan continues as planned with all objectives expected to be completed on target.

Internal Audit - Actions Status Q2

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

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	19	9	1
Dealt with on time	14	9	1
Response Time	10 days	15 days	
Response Rate	75%	100%	100%

Comment:

In the second quarter of 2018/19, 14 out of 19 level one complaints were dealt with on time and all nine complaints escalated to level two were responded to within the target. There was one complaint escalated to the Housing Ombudsman and it was also dealt with in a timely manner. The response rate at level one was affected by a handful of complex cases, which took longer to resolve. The lessons learnt are incorporated into the service improvement plan and communicated to managers for action.

Workforce – Q2 update

Comment:

Four members of staff left the service in Q2 and there was one new starter, Strategic Asset Manager.

Finance Update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Housing Operations					
Expenditure	32,195	4,560	32,196	0	N/A
Income	-33,019	-134	-33,033	-14	Favourable
Housing Operations Total	-824	4,425	-838	-14	Favourable

Head of Service Comment: Within budget and on time

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. A report on the first six months since the Act was introduced will be presented to the Housing Overview and Scrutiny Committee on 27 November. The recent Waverley hosted Homelessness Conference was attended by over 50 delegates and the strong emphasis was on partnership working, which is a priority for the team and has increased prevention capacity and the provision of suitable supported accommodation for those in greatest need.

Housing Development - The first major development at Ockford Ridge (16 homes) was officially opened by the Mayor on 20 September. A similar event is planned for Wey Court (24 homes) on 29 October. First principal phase of refurbishments are now complete and preliminary work is underway on the next two phases. The contractor has been selected for Site A (37 homes) and a planning application has been submitted for Site C (30 homes). Planning applications have been submitted for sites at Aarons Hill, Godalming (four homes) and Ryle Road, Farnham (two homes).

Private Sector Housing Team/Better Care Fund - The team has received between 30-40 new applications for licenses for 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 works 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. The final service level agreements between Guildford and Waverley need to be approved and signed.

Housing Strategy and Enabling - Monitoring and delivering the first year's objectives of the Housing Strategy 2018-2023 continues. The Chief Executive and Portfolio Holder visited the new development at Furze Lane, Farncombe. The affordable homes have been delivered by Mount Green Housing Association, one of the Council's key partners.

Service Improvement Team – The team have launched My Account, a digital platform for council tenants to view rent accounts online. They also held for four local summer social events to meet tenants and hear their views on the service and provide advice and assistance on issues. The Housing Green paper - a new deal for social housing was published in August. The team reviewed the content and briefed Members and officers on the principles and consultation themes.

Andrew Smith, Head of Strategic Housing & Delivery

Performance Indicators Status

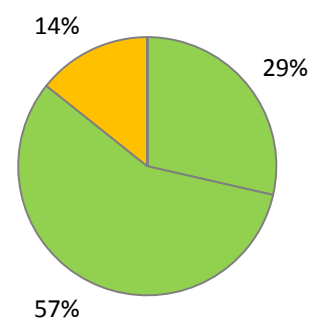
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target	
H3	Housing advice service: Homelessness cases prevented (data only)	No.	57	78	70	36	Discontinued / replaced by H4a,H4b,H4c	Data only	
H4a	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	0	0	0	1	0	8.0	
H4b	Number of approaches to the housing options team for housing options/homelessness advice in the quarter (data only)	No.	Data collection started in Q2 2018-19				155	Data only	
H4c	Number of cases where a prevention of homelessness duty was accepted in each quarter (data only)	No.	Data collection started in Q2 2018-19				41	Data only	
P7	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	17	64	558	6	33	Data only	
H10	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	Data collection started in Q1 2018-19				20	17	Data only
P6 (H1)	Number of affordable homes delivered (gross) (Data only - higher outturn is better)	No.	0	12	52	51	40	Data only	

Comment: The service performed well in the second quarter meeting its targets. New governmental KPIs (**H4a, H4b and H4c**) were introduced as a result of the new Homelessness Prevention Act replacing the previous KPI H3.

Service Plans - Actions Status

Q2 Housing Strategy & Delivery Service Plans

Total	100%	7
Completed	29%	2
On track	57%	4
Off track - action taken / in hand	14%	1
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment:

Progress on service plan actions continues as planned with the majority of objectives expected to be completed on target. The expected finish time for 1 action required an extension which was agreed by the Head of Service.

Code	Title	Due Date	Status	Actions taken to rectify
SP18/19H3.2	Implement the new Housing and Planning Act powers for Private Sector Housing	30/09/18	Off track - action taken	New target date agreed with the HoS. Unable to achieve planned date for policy documents due to significant increase in HMO licensing applications - above expected. Team focus on issuing licenses to ensure safe homes and generating income

Completed Actions:

- SP18/19 H2.3 Develop business case for providing funding and management service for private landlords SP18/19
- SP18/19 H3.5 Implement Homelessness Strategy and adopt measures to address Homelessness Reduction Act and including engagement with HAs and statutory agencies

Internal Audit - Actions Status

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

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	6	3	0
Dealt with on time	4	3	0
Response Time	10 days	15 days	
Response Rate	67%	100%	N/A

In the second quarter of 2018/19, four out of six level one complaints were dealt with on time and all three complaints escalated to level two were responded to within the target.

The response rate at level one was affected by a handful of complex cases, which took longer to resolve. The team analyse lessons learnt from the process and improvement actions to address recurring issues.

Workforce – Q2 update

Comment:

Two members of staff left the service in Q2 and there was one new starter, Housing Options Coordinator.

Finance Update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Housing Strategy					
Expenditure	3,441	1,088	3,471	29	Adverse
Income	1	-160	-39	-39	Favourable
Housing Strategy Total	3,442	929	3,432	-10	Favourable

Head of Service Comment: Within budget and on time

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INTRODUCTION TO WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY WORK PROGRAMME

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

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

Section A

Work programme 2018-19

Subject	Purpose for Scrutiny	Lead Member/ Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Loneliness in the Borough	To consider Loneliness within the borough and actions Waverley can take to tackle this.	Cllr Jenny Else / Kelvin Mills	November 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/ Tamsin McLeod	November 2018	N/A
Corporate Performance Reports Q2	To receive and scrutinise the corporate performance report within the remit of this committee.	Nora Copping	November 2018	N/A
Health Inequalities Report – update on Waverley actions	To receive an update on the actions for Waverley contained in the action plan of the Report.	Cllr Jenny Else / Kelvin Mills / Louise Norie	November 2018	N/A
Community Meals Service	To receive an update on the Community Meals Service.	Cllr Jenny Else / Kelvin Mills	February 2019	N/A
Leisure Centre investment	To receive an update on the preferred option and project milestones of investment for the Cranleigh Leisure Centre and the progress of investment in Godalming and Farnham leisure centres.	Cllr Jenny Else / Tamsin McLeod	February 2019	N/A

Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Health Inequalities	Review of Waverley health priorities and profile (point i from the Health Inequalities Action Plan). Annual synopsis and local profiles to be presented to Committee when available (point vii from the Health Inequalities Action Plan).	Louise Norie Wendy Cooper (Policy Officer – Scrutiny)	February 2019	-
Memorial Hall Project and Usage	To receive a report regarding the Memorial Hall Project and monitor of Hall usage.	Kelvin Mills	February 2019	-
Careline Service Overview	Update regarding the Careline Service provision, offer and opportunities going forward.	David Brown	February 2019	
Hoppa Service	To receive a presentation to understand the service and in particular the financial and legislative changes impacting the service.	Katie Webb / Jane Todd	February 2019 TBC	N/a
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 People’s Health is a priority issue for Waverley according to the Public Health England Health Profile for Waverley 2017.)	Wendy Cooper (Policy Officer – Scrutiny)	TBC	-
Integrated Care System	To consider questions around the impact of national spending reductions in Health on local provision in Waverley.	Kelvin Mills	July 2019 TBC	-

Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Health Inequalities - 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. (point xi from the Health Inequalities Action Plan).	TBC	TBC	-
Health Inequalities - 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? (point v from the Health Inequalities Action Plan).	TBC	TBC	-
Gambling in the Borough	To learn about the impact of the latest government changes to gambling restrictions and understand gambling within the Borough.	Yasmine Makin	TBC	N/A
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	TBC	-
Provision of mental health services within the Borough	To explore the mental health offer to Waverley Borough Council residents and consider the demand for such services.	TBC	TBC	

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

Section B

Scrutiny Reviews 2018-19

Subject	Objective	Key issues	Lead officer	Progress
<p>1. Health Inequalities</p>	<p>The review had several objectives and the outcomes of the review can be found within the final report</p>	<p>Life expectancy disparities, the Council’s health duties and factors affecting health.</p>	<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. 6 month review of action plan November 2018.</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 2018-19

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
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 which is taking place July – September 2018.	Autumn 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. Service plans to be reviewed in February 2019.	When service plans are reviewed in line with the Corporate Strategy (probably February 2019)
13 March 2018	Leisure Centre Contract Management Review update	RECOMMENDATION: For a policy / statement outlining the priorities for the Leisure Centres.	The Leisure Centre Contracts Manager has prepared a Leisure Centre Policy which will be brought to this Committee in November for scrutiny.	November 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).	This update will be brought to the Community at the November 2018 meeting.	November 2018
26 June 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 have been incorporated into the performance reports.	Ongoing

**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 November 2018 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
POLICY AND GOVERNANCE, HUMAN RESOURCES, BRIGHTWELLS AND LEP - CLLR JULIA POTTS (LEADER)						
Brightwells [E3]	To bring forward matters when necessary	Executive	No	Potentially every meeting	Kelvin Mills, Head of Communities and Major Projects	VFM and CS/Environ
HR Strategy	To recommend the People Strategy to Council	Executive	No	December 2018	Katy Meakin, HR Manager	VFM and CS
Review of Polling Places		Executive, Council	Yes	December 2018	Tracey Stanbridge, Senior Manager - Elections and Corporate Projects, Robin Taylor, Head of Policy & Governance	VFM and CS

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Community Governance Review (Tilford)		Executive, Council	No	January 2019	Tracey Stanbridge, Senior Manager - Elections and Corporate Projects, Robin Taylor, Head of Policy & Governance	VFM and CS
Annual Pay Policy Statement 2019/20		Council, Executive	Yes	February 2019	Katy Meakin, HR Manager	VFM and CS
Service Plans 2019-20		Executive	Yes	March 2019	Louise Norie, Corporate Policy Manager	All O & S Committee
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
Community Centre Building and Land, Cranleigh - Transfer from Housing Revenue Account (HRA) to General Fund	To recommend to Council the transfer of a Community Centre Building and Land from the HRA to General Fund	Council, Executive	No	December 2018	David Allum, Head of Customer and Corporate Services	VFM and CS and Housing OS
Medium Term Financial Plan Review	To carry out an interim review of the MTFP.	Executive	No	December 2018	Peter Vickers, Head of Finance	VFM and CS

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Waverley Communication s Strategy	To recommend the Communications Strategy to Council.	Executive, Council	Yes	December 2018	Robin Taylor, Head of Policy & Governance	VFM and CS
Medium Term Financial Plan 2019/20 - 2021/22		Executive	Yes	February 2019	Peter Vickers, Head of Finance	VFM and CS O&S
Treasury Management Framework 2019/20		Executive	Yes	February 2019	Peter Vickers, Head of Finance	VFM and CS O&S
OPERATIONAL & ENFORCEMENT SERVICES - CLLR KEVIN DEANUS						
Community Infrastructure Levy (CIL) - governance arrangements	To agree governance arrangements	Executive, Council	Yes	December 2018	Fiona Cameron, Democratic Services Manager	VFM and CS
ECONOMIC & COMMUNITY DEVELOPMENT - CLLR JIM EDWARDS						
ENVIRONMENT - CLLR ANDREW BOLTON						
Public Space Protection Orders (PSPOs)		Executive	Yes	December 2018	Richard Homewood, Head of Environmental Services	ENVIRONMENT O&S
HEALTH, WELLBEING AND CULTURE - CLLR JENNY ELSE						
Funding for Voluntary Sector 2019-20		Executive	Yes	February 2019	Jane Todd	Community Wellbeing

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
HOUSING - CLLR CAROLE KING						
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
Redevelopment of Land Adjacent to 85 Aarons Hill, Godalming and 13 Ryle Road, Farnham		Council	No	December 2018	Andrew Smith, Head of Strategic Housing Delivery	HHOUSING
POLICY & CUSTOMER SERVICES - CLLR CHRIS STOREY						
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	TBA	Graham Parrott, Planning Policy Manager	Environment
Local Plan Part II - Approval to submit	Approval to submit.	Executive, Council	Yes	TBA	Graham Parrott, Planning Policy Manager	Environment
Surrey Hills AONB Management Plan		Executive	Yes	April 2019	Head of Planning	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 above may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

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

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