

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

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

Policy and Governance

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Calls may be recorded for training or monitoring

Date: 8 February 2019

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, 12 February 2019 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, 19 FEBRUARY 2019

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate Strategy 2018 - 2023

Priority Theme 1: People

Priority Theme 2: Place

Priority Theme 3: Prosperity

Good scrutiny:

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

NOTES FOR MEMBERS

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

AGENDA

1. MINUTES (Pages 7 - 10)

To confirm the Minutes of the Meeting held on 20 November 2018.

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 deadline for receipt of questions is 5pm on 12 February 2019.

5. QUESTIONS FROM MEMBERS

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

The deadline for receipt of questions is 5pm on 12 February 2019.

6. FARNHAM POST OFFICE REPORT (Pages 11 - 20)

Farnham Post Office is currently located at 107 West Street, Farnham. The Post Office is consulting on proposals to relocate to within the curtilage of WH Smith at 14, The Borough, Farnham. The consultation process started on 23 January and will close on 6 March. There is understandably much local interest and concern about the proposed move.

We have published the consultation on the council's website, circulated details to all Farnham ward members and are encouraging residents and businesses to respond to the consultation. The Post Office has been invited to attend Community Wellbeing Overview & Scrutiny Committee on 19 February but if they are unable to attend a special meeting could be arranged.

Recommendation

That the Committee responds to the consultation after its meeting, and that a separate response is sent from the Portfolio Holder.

7. SERVICE PLANS 2019-2022 (Pages 21 - 42)

This report presents the three-year Service Plans for April 2019 to March 2022 for the service areas under the remit of this Committee.

Recommendation

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

Considers the Service Plans for 2019-2022 as set out at Annexe 1 and makes any observations to the Management Team and any policy recommendations to the Executive.

8. CORPORATE PERFORMANCE REPORT Q3 2018/2019 (OCTOBER - DECEMBER 2019) (Pages 43 - 84)

The Corporate Performance Report provides an analysis of the Council's performance for the third 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.

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.

9. CHANGES TO HEALTH ARRANGEMENTS

To receive a presentation on the revised NHS and Integrated Care System and Partnership arrangements

10. CARELINE SERVICE OVERVIEW (Pages 85 - 88)

To provide an overview of the service that Careline provides and to provide an update on how the service is progressing.

Recommendation

It is recommended that the service continues to move forward on the progress it has made over the last year focussing on operating as efficiently as possible by embedding the changes to back office procedures and the implementation of the service using the Agresso database, excellent customer service, and business development.

11. COMMUNITY MEALS SERVICE (Pages 89 - 94)

The previous Meals on Wheels Service, delivered by The Royal Voluntary Service, operating out of Brightwells Gostrey Centre in Farnham transitioned on 16 January 2017 to a freshly cooked nutritious meal service delivered

through local organisations in the 4 key habitant areas of Waverley.

The purpose of this report is to provide an update to the committee on the new service, highlighting the key successes and challenges faced through the transition and the future direction of the service.

Recommendation

It is recommended that the Community Wellbeing Overview & Scrutiny Committee considers the findings of this report, and provides comment or feedback to officers.

12. MEMORIAL HALL PROJECT AND USAGE

To receive a report regarding the Memorial Hall Project and monitor of Hall usage (to follow).

13. 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:

Wendy Cooper, Scrutiny Policy Officer

Tel. 01483 523496 or email: wendy.cooper@waverley.gov.uk

Ema Dearsley, Democratic Services Officer

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

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 20 NOVEMBER 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 Mike Hodge
Cllr Anna James
Cllr Denis Leigh

Cllr Patricia Ellis (Substitute)

Apologies

Cllr Sam Pritchard and Cllr Ross Welland

24. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 11 September 2018 were confirmed as a correct record and signed.

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

Apologies for absence were received from Apologies for absence were received from Councillors Sam Pritchard and Ross Welland.

26. DECLARATIONS OF INTERESTS (Agenda item 3.)

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

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

There were none.

28. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were none.

29. HEALTH INEQUALITIES ACTION PLAN - PROGRESS REPORT (Agenda item 6.)

The Committee was reminded about the Health Inequalities review which had been undertaken by Members from the Committee and completed in June 2018. The final report, and its recommendations, were endorsed by the Executive on 10 July 2018. As part of the review, an action plan was drawn up to take forward the recommendations. The Committee received a report outlining progress against the action plan.

The Committee noted how successful this unique review had been and that it had got a lot of attention from organisations within Surrey. The report had focused on

those actions which were the responsibility for this council but were made aware that there were further actions for others. Members were advised that at the next meeting they possibly would receive a report on the revised NHS and Integrated Care Partnership arrangements and they would receive more information on developments.

The Committee thanked officers for the update on the Action Plan and noted the progress being made.

30. BRIEFING ON LONELINESS AND SOCIAL ISOLATION SEMINAR (Agenda item 7.)

The Committee received a report summarising 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 stages' by Public Policy Exchange attended by Cllr Liz Wheatley and Yasmine Makin, Policy Officer for Scrutiny. The Health Inequalities Scrutiny review highlighted loneliness as a factor affecting people's health and wellbeing. The report focused on the issue of Loneliness and how the Council could make best use of the organisations already available to residents and how the Council could support these organisations to recruit volunteers. Issues around loneliness in the borough included recruitment of volunteers, identification of those in need, referral pathways, transport and affordability.

The Committee received a presentation which started by highlighting the distinction between loneliness and isolation. Age UK defined 'isolation' as separation from social or familial contact, community involvement, or access to services, while 'loneliness' could be understood as an individual's personal, subjective sense of lacking these things. It was, therefore, possible to be isolated without being lonely, and to be lonely without being isolated.

The new resource on reducing social isolation highlighted several groups at increased risk of this issue, including new mothers, children and young people experiencing bullying, people with long-term conditions and disability, unemployed adults, carers and retired people. Members noted that helping to address loneliness through Service Level Agreements were 12 voluntary sector organisations:

Cranleigh Arts Centre – Men in Sheds Project (supporting older men)
Farnham Assist – knit and natter, pie and pint club and Sunday lunches
Hoppa Dial a Ride Service - enabled people to get out and about
Community Meals Service – Freshly cooked meals – Monday to Friday
Farnham Area Timebank - connecting people that give their time and receive support – gardening, taking people to the shops

It was also noted that the Borough Leisure Centres delivered a number of activities such as:

- Exercise referral from health professional – prescribing physical activity instead of medication – at all leisure centres
- Forever Active/Senior Sports clubs – multi-sport sessions and swimming for older people with a strong social element – at all leisure centres
- Fit for Life 60+ classes in the community (Haslemere, Godalming)

- Walks for Health in all four population centres
- Otago Falls Prevention classes and Escape Pain sessions in Haslemere and Farnham
- Cage cricket at Farnham Leisure Centre – indoor fully inclusive
- Memory Lane café – for people with dementia and their carers at Cranleigh LC

There were also a number of volunteering opportunities to help reduce loneliness and isolation.

Councillor Jenny Else – Portfolio Holder for Health and Wellbeing attended the meeting to listen to the Committee. She raised the importance of not just thinking of loneliness in old people as it could be a situation for anyone. The Council and other organisations were doing a lot all ready within current resources and it would be difficult to do much more.

A question was asked about if there was any issues for Hoppa who helped a lot of people and it was noted that there had been changes in legislation that could affect them. It was noted that Surrey County Council were saying could no longer tender for school contracts which was a problem as would have a knock on affect on their funding. It was suggested that a representative of Hoppa give a presentation at the next meeting so they could understand its issues and whether there was anything the Council could do to help.

A further question was asked about whether or not GP Surgery's were being made aware of the services the Council, leisure Centres and other voluntary service were on offer. Members were advised that there was a Health and Wellbeing manager in place who had written to them all but it had been difficult to get a response. Louise Norie and Kelvin Mills noted concerns and would take through to the Prevention Group to ask that there was more engagement.

Cllr David Else asked about what they could do for those that were not quite as identifiable who were lonely. Kelvin Mills responded that they had written to GPs and it was something that need to educate people to identify. NCT classes could perhaps be approached and hospitals. Louise Norie also suggested faith communities and the support that they could provide.

The Committee noted the report and thanked officers for the presentation.

31. LEISURE CENTRE MANAGEMENT CONTRACT REVIEW UPDATE (Agenda item 8.)

The Committee received a report on an update on the recommendations of the review of the Leisure Centre Contract. It also requested that Members noted and commented on the draft Leisure Centre Policy.

The Committee was reminded that a Sub-Committee was established in November 2016 to review the management of the Council's 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. An Action Plan had been drawn up following the review and Members received an update on progress with the actions.

The Committee was pleased to note that nearly all the actions were now complete. In reviewing the Policy, Members suggested relooking at the policy statement and making it clear that although they were looking for income generation they were also working to improve the health and wellbeing of the Boroughs residents.

32. CORPORATE PERFORMANCE REPORT Q2 2018/2019 (JULY - SEPTEMBER 2018) (Agenda item 9.)

The Committee received the Corporate Performance report which provided an analysis of the Council's performance for the second quarter of 2018-19. This was the second report in the new format and following the previous meeting where comments had been received on the new report, presentational improvements had been made.

The Committee noted that overall the performance in areas under its remit were doing well. Leisure centre visits remained above target and the greater focus on health & wellbeing activities was welcomed by contractor and client. Careline numbers had remained steady with a good performance from the team. The officers were working on proposing a corporate target for number of clients which would be increasing by 5% per annum until 2020 in order to meet the Council's corporate objective. They would achieve this with more marketing of the service. Waverley Training Services learners had achieved positive outcomes above contractual targets.

The Committee thanked officers for the report and performance was noted.

33. COMMITTEE WORK PROGRAMME (Agenda item 10.)

It was agreed that the Leisure Centre Investment item be moved from the February meeting because they were still in negotiations. They would speak to the Hoppa service to see whether they could come to the next meeting to talk about the challenges they were facing. The Committee would also like an official visit to the Memorial Hall.

Chairman

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE

5 FEBRUARY 2019

Title:

FARNHAM POST OFFICE CONSULTATION

[Wards Affected:All]

Summary and purpose:

Farnham Post Office is currently located at 107 West Street, Farnham. The Post Office is consulting on proposals to relocate to within the curtilage of WH Smith at 14, The Borough, Farnham. The consultation process started on 23 January and will close on 6 March. There is understandably much local interest and concern about the proposed move.

We have published the consultation on the council's website, circulated details to all Farnham ward members and are encouraging residents and businesses to respond to the consultation. The Post Office has been invited to attend Community Wellbeing Overview & Scrutiny Committee on 19 February but if they are unable to attend a special meeting could be arranged.

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

Post offices are a key community asset and their presence in the heart of the community is valued and needed. Their retention fits with all three of the corporate priorities – Place, people and prosperity.

Financial Implications:

There are no resource implications for the council as a result of responding to this consultation.

Legal Implications:

No legal implications.

Introduction

The Post Office's proposal is to move its Farnham branch into the WH Smith store at 14 The Borough, Farnham, GU9 7N. If the move goes ahead the branch will be run by WH Smith High Street Ltd, with extended opening hours including Saturday afternoons and Sundays. The public consultation has now started and will continue until 6 March 2019.

The change of management of the branch will be to one that is operated by a retail partner and as it is a commercial decision for Post Office Ltd they are not seeking feedback on this aspect of the change. However they are looking for feedback and comments that can help inform plans, particularly on the following areas:

- **How easy is it to get to the proposed new location?**
- **Are the new premises easy for you to get into and are they easily accessible once inside?**
- **Are there any other local community issues which you believe could be affected by or affect the proposed move?**
- **If the move were to proceed is there anything we could do to make it easier for customers?**

As part of the consultation they will also be holding a 'customer forum' event designed to allow customers or stakeholders the opportunity to come along and ask questions or seek clarification from Post Office managers.

The reason for the relocation is the continuing modernisation of the branch network, to secure the long term viability of Post Office services through retail partners - they believe this is the best approach to keeping Post Offices in main shopping locations. Their letter states that a wide range of services would still be available at the branch, with the exception of a cash machine. The nearest alternative external cash machine at a Post Office branch can be found approximately 4.2 miles away at Tongham Post Office, 88 - 90 The Street, Farnham, GU10 1AA.

Proposed new branch

It is proposed that the new branch will operate from a newly built dedicated open plan Post Office area located to the rear of the WH Smith store. Access into the store is level with automatic doors at the entrance to the premises. Directional signage would be provided from the entrance door through to the new Post Office area. It is proposed there will be three serving positions, two open plan positions and one traditional screened position which will also provide travel money services. Additionally, there will be two self-service kiosks for mails transactions including home shopping returns, E Top-Ups, and a range of bill payments.

Feedback

Members have been asked for their thoughts on the key questions ahead of Overview & Scrutiny Committee. The initial comments will be verbally updated at the meeting. Key concerns raised when the relocation was first announced included:

- Given the size/status of the post office in Farnham (serving a population of over 40,000) it is important that the same level of service needs to be retained including self serve tills with members of staff offering assistance. Smaller post office stores have seen a service reduction so it is particularly important that the main Post Office in Farnham offers more services to a wider audience.
- There is a feeling that the WH Smith site is 'cramped', and the large numbers of public who currently go to the West Street Post Office, could swamp the Farnham branch.
- At a time when the council is investing heavily in Farnham Town Centre, and new homes are planned, it is important to provide more services for new as well as existing residents and visitors who may be visiting the town in future. It is felt that the post office should be planning on how to benefit from expected additional service demands.
- The new location will need the facility to cope with the demand throughout the year and at key times throughout the day. There are lengthy queues at the post office at

certain times of the day and this demand will increase at certain pressure points through the year.

- Whilst the proposed location offers step free access and could accommodate wheelchairs it is felt that the store will need an improved layout to ensure customer access. The narrow footpath outside WH Smith in The Borough is unsuitable for the foot traffic that could be generated and there are concerns about polluting traffic inches away.

Conclusion

So far, councillors have felt that the proposed move to WH Smith is unwelcome and are very concerned about the impact on the level/quality of service provided. More comments will come through Overview & Scrutiny Committee.

Recommendation

That the Committee responds to the consultation after its meeting, and that a separate response is sent from the Portfolio Holder.

Background Papers

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

CONTACT OFFICER:

Name: Kelvin Mills

Telephone: 01483 523340

E-mail: kelvin.mills@waverley.gov.uk

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Dear Customer

Farnham Post Office®
107 West Street, Farnham, GU9 7PJ

Local public consultation

I'm writing to let you know that we are proposing to move Farnham Post Office to a new location - WHSmith, 14 The Borough, Farnham, GU9 7NF. If the move goes ahead the branch will be run by WHSmith High Street Ltd, with extended opening hours including Saturday afternoons and Sundays.

Why are we proposing this move?

This move is part of the continuing modernisation of our branch network. We believe the most effective way to secure the long term viability of Post Office services in Farnham is through a carefully selected retail partner, and we are confident that our proposal is the best way of safeguarding services for the community for years to come. The vast majority of our 11,500 Post Office branches, large and small, are successfully operated in this way with retail partners and we believe this is the best approach to keeping Post Offices in main shopping locations and at the heart of communities where they play in an important role in local economies.

Alongside modernising our branch network, we're continuing to develop our services to remain relevant for customers. As well as traditional mails and other services, today's Post Office network provides for the collection or return of online shopping, offers a 'click and collect' service for foreign currency available from over 3,500 branches and day-to-day banking for the majority of customers of UK banks - 99 per cent of UK personal banking customers and 95 per cent of business customers can now carry out day to day banking at any of our branches.

A wide range of services would still be available at the branch, with the exception of a cash machine. The nearest alternative external cash machine at a Post Office branch can be found approximately 4.2 miles away at Tongham Post Office, 88 - 90 The Street, Farnham, GU10 1AA. All Post Office branches offer free access to cash for the major high street banks and customers will be able to use their debit card to withdraw cash at the counter of the new branch, during all the extended opening hours.

About our retail partner

WHSmith is one of the UK's largest booksellers, stationers and newsagents, operating more than 1,400 stores, with an extensive reach and a presence on nearly every significant UK high street. WHSmith has been successfully operating Post Offices within its stores since 2007 and currently runs over 130 branches. Throughout this extended period they have satisfied us that they will be able to successfully run the branch in Farnham, by showing that they can deliver excellent standards of customer service, with trained staff promoting products and services in a modern environment.

The new Farnham Post Office branch

The new branch will operate from a newly built dedicated open plan Post Office area located to the rear of the WHSmith store. Access into the store is level with automatic doors at the entrance to the premises.

Directional signage will be provided from the entrance door through to the new Post Office area. There will be three serving positions, which has been based on current and forecast future business levels; two open plan positions and one traditional screened position which will also provide travel money services. Open plan serving positions are successfully used across the Post Office network, as an alternative to the more traditional positions and still have a partitioned screen but this is lower, helping to provide for a more personal service and discreet conversations when needed. Additionally, there will be two self-service kiosks for mails transactions including home shopping returns, E Top-Ups, and a range of bill payments.

We have stringent standards to ensure good access for all customers and our plans for the new branch include widened aisles, low-level counters, PIN pads, and hearing loops.

A war memorial is located in Farnham Post Office dedicated to those of our colleagues who worked for the organisation when it was known as the General Post Office (GPO), which included what is now Royal Mail. We will be working with Royal Mail to identify the most appropriate place to relocate the memorial so that members of the public can continue to pay their respects to those of our colleagues who sacrificed their lives. We fully recognise the importance and significance of war memorials and, once agreed, the relocation will be handled with great care and sensitivity, including a re-dedication ceremony.

What's next?

We're now starting a period of local public consultation and we'd welcome your views on the proposal. The change of management of the branch to one that is operated by a retail partner rather than by us directly is a commercial decision for Post Office Ltd and therefore we are not seeking feedback on this aspect of the change. However we welcome feedback and comments that can help inform our plans, particularly on the following areas:

- How easy is it to get to the proposed new location?
- Are the new premises easy for you to get into and are they easily accessible once inside?
- Are there any other local community issues which you believe could be affected by or affect the proposed move?
- If the move were to proceed is there anything we could do to make it easier for customers?

If you are a local representative, it would be helpful if you could share this information with any local groups or organisations that you know within the community, for example on noticeboards, local charities and in GP surgeries, to help our customers and your constituents understand what is happening to the Post Office in Farnham. If you would like a supply of posters please let us know.

You can share your views on the proposed change through our easy and convenient online questionnaire via the link below. When entering the site you can use the search function to find the consultation for this branch either by branch name, postcode or the unique branch code **007900**.

postofficeviews.co.uk

How to contact us:

postofficeviews.co.uk

comments@postoffice.co.uk

Call: 03452 66 01 15

Textphone: 03457 22 33 55

FREEPOST Your Comments

Please note this is the full address to use and no further address details are required.

Want to tell us what you think right here and now? Scan here.

If you don't have a QR code scanner on your phone, you can find one in your app store.



Items sent by Freepost take two working days to arrive, so responses by Freepost should be sent in sufficient time to arrive before the end of the consultation period. Working days do not include Saturdays or Sundays. Responses received after the deadline will not be considered.

Dates for local public consultation:

Local Public Consultation starts	23 January 2019
Local Public Consultation ends	6 March 2019
Proposed month of change	June 2019

Post Office Ltd will host a customer forum in the coming weeks, and everyone will be welcome to attend to hear more about the proposed new location. We're currently finalising details of this event and further information will be provided in branch.

We are committed to engaging with and supporting our customers and their representatives as we make changes to the Post Office network. This notification is being carried out in line with our Principles of Community Engagement which have been agreed with Citizens Advice, Citizens Advice Scotland and the General Consumer Council for Northern Ireland - the independent statutory consumer watchdogs. A copy is available at the end of this letter.

Thank you for considering our proposal. Any information we receive will be considered as we finalise our plans for the new branch. I've enclosed an information sheet that provides more details about the new location.

Yours faithfully

**Roger Gale
Network & Sales Director
Post Office Limited**

Farnham Post Office information sheet																															
	Current location		Proposed new location																												
Address	107 West Street Farnham GU9 7PJ		WHSmith 14 The Borough Farnham GU9 7NF																												
Post Office Opening Hours	<table border="1"> <tr><td>Mon</td><td>09:00 – 17:30</td></tr> <tr><td>Tue</td><td>09:30 – 17:30</td></tr> <tr><td>Wed</td><td>09:00 – 17:30</td></tr> <tr><td>Thu</td><td>09:00 – 17:30</td></tr> <tr><td>Fri</td><td>09:00 – 17:30</td></tr> <tr><td>Sat</td><td>09:00 – 12:30</td></tr> <tr><td>Sun</td><td>Closed</td></tr> </table>	Mon	09:00 – 17:30	Tue	09:30 – 17:30	Wed	09:00 – 17:30	Thu	09:00 – 17:30	Fri	09:00 – 17:30	Sat	09:00 – 12:30	Sun	Closed	<table border="1"> <tr><td>Mon</td><td>09:00 – 17:30</td></tr> <tr><td>Tue</td><td>09:00 – 17:30</td></tr> <tr><td>Wed</td><td>09:00 – 17:30</td></tr> <tr><td>Thu</td><td>09:00 – 17:30</td></tr> <tr><td>Fri</td><td>09:00 – 17:30</td></tr> <tr><td>Sat</td><td>09:00 – 17:30</td></tr> <tr><td>Sun</td><td>10:00 – 14:00</td></tr> </table>	Mon	09:00 – 17:30	Tue	09:00 – 17:30	Wed	09:00 – 17:30	Thu	09:00 – 17:30	Fri	09:00 – 17:30	Sat	09:00 – 17:30	Sun	10:00 – 14:00	
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Sun	10:00 – 14:00																														
Products & Services	A wide range of services would still be available at the branch, with the exception of a cash machine.																														
Serving positions	There would be three serving positions in total; one screened and two open plan. The total number of serving positions has been based on current and future predicted business levels.																														
Additional Facilities	Two self-service kiosks for mails transactions including home shopping returns, E Top-Ups, and a range of bill payments.																														
Access and facilities	<p>Access would be level with automatic doors at the entrance to the proposed premises. Low level serving counters, a low level writing desk and hearing loops would be available.</p> <p style="text-align: center;">Parking</p> <p style="text-align: center;">Waverley pay & display car park on South Street with 210 spaces and 7 designated disabled bays available, approximately 260 metres away.</p> <p style="text-align: center;">Buses</p> <p style="text-align: center;">Public transport available to and from the surrounding areas.</p>																														
Distance	Approximately 270 metres away from the current branch, along varied terrain.																														
Retail	Cards and stationery.																														
Local Public Consultation starts	23 January 2019																														
Local Public Consultation ends	6 March 2019																														
Proposed month of Change	June 2019																														

To get this information in a different format, for example, in larger print, audio or braille call 03452 66 01 15 or Textphone 03457 22 33 55.

Principles of Community Engagement on changes to the Post Office network

We are committed to engaging and supporting our customers and their representatives as we make changes to the Post Office network. The following principles will be adopted when communicating about changes to your local Post Office branch.

We will **Notify** - where we are informing customers of changes around:

- Opening hours
- Temporary closure¹/ temporary service interruption
- Re-opening of a temporarily closed branch in the same site
- Opening a new branch unrelated to a previous closure
- Location used by a Mobile Post Office within a community

We will display a poster in branch (or nearby if appropriate) to notify customers of the above changes, providing four weeks' notice. Where four weeks' notice is not possible, we will provide notice as soon as we are able to. For temporary closures we will include details of the nearest alternative Post Offices and our customer helpline/textphone.

We will **Engage** - where we are seeking feedback on a decision that has been made on:

- Re-opening of a temporarily closed branch in a new location (where the branch has been closed for more than three months)
- Franchising of a Directly Managed branch in its existing site

While the decision to proceed will have already been made, we will welcome suggestions about specific aspects of the change such as access arrangements and the internal layout. We will provide four weeks' notice or, where extenuating circumstances prevent this, we will provide as much notice as possible.

During this period we will display a poster in branch and provide information online. We will contact locally elected representatives², the Consumer Advocacy Bodies and selected charities³, providing clear information on any changes to services or access arrangements at the branch. We will ask locally elected representatives to share information with other key community outlets (such as notice boards, local charities, magazines, GP surgeries etc.). We will publish the outcome of the engagement online and in branch, providing a summary of key issues raised with a clear response to each and any changes made to our original plans.

We will **Consult** - where we are seeking feedback on proposals prior to a decision being made on the:

- Permanent closure of a Post Office branch⁴
- Permanent relocation of a Post Office branch (including the franchising of a Directly Managed branch to a new site)

We will carry out a six-week⁵ local public consultation, informing customers, locally elected representatives, Consumer Advocacy Bodies and selected charities of the proposal. This information will also be made available online and for a Directly Managed branch a press release will be issued to local media. We will ask locally elected representatives to share information with other key community outlets (such as notice boards, local charities, magazines, GP surgeries etc.).

The consultation will ask specific questions on areas where we would like feedback on access to Post Office services and will confirm when the change will happen if the decision is made to proceed. We will provide clear information on any changes to services as well as access to and into the new branch.

We welcome all feedback with the following factors being taken into account in making our decision, which we expect to make within four weeks of the close of consultation:

- Customer access to, into and inside the new or alternative branch/branches with particular regard to vulnerable consumers
- Any local community issues which could be affected by or affect the proposal

At the end of the consultation process we will write to locally elected representatives, Consumer Advocacy Bodies and respondents to the consultation (where practical) to confirm our decision and provide a summary of key issues raised with a clear response to each. This information will be made available online and in branch (where possible).

These Principles have been agreed with Citizens Advice, Citizens Advice Scotland and the General Consumer Council for Northern Ireland; the independent statutory consumer watchdogs.

What to do if you feel these Principles haven't been followed:

Please get in touch so we can investigate your complaint. We'll explain in our reply whether we believe we have followed our Principles of Community Engagement and will provide you with the contact details for the relevant consumer watchdog (Citizens Advice, Citizens Advice Scotland or the Consumer Council for Northern Ireland) if you're not satisfied with our response. The watchdog will independently assess whether we have followed the Principles of Community Engagement process (rather than the decision itself) and recommend any actions with respect to the complaint.

postofficeviews.co.uk
comments@postoffice.co.uk
FREEPOST Your Comments
Call: 03452 66 01 15
Textphone: 03457 22 33 55

¹We will provide an update to locally elected representatives if the status of the temporarily closed branch has not changed after 12 months.

² Locally elected representatives include but are not restricted to the Member of Parliament, Scottish Parliament, Welsh Assembly, or Northern Ireland Assembly, Local Authority Chief Executive, Ward Councillors, Parish or Community Council.

³ Selected charities are local Citizens Advice, Age UK, Northern Ireland's Disability Action and Northern Ireland's Rural Community Network. All parties referred to in 2 and 3 above are encouraged to share all information with local groups and organisations who they believe have an active interest in changes to their local Post Office.

⁴ There may be a small number of cases where due to circumstances outside our control we have no option other than to permanently close a branch in a particular location. In these cases the consultation will seek feedback on alternative Post Office service provision in the area.

⁵ If the consultation includes more than four weeks in July in Scotland and Northern Ireland or more than four weeks in August in England and Wales we will extend the period by one calendar week. We will not start any local public consultation during the two-week period which includes the Christmas and New Year bank holidays.

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE

19 FEBRUARY 2019

Title:

SERVICE PLANS 2019-2022

**[Cllr Julia Potts, Cllr Jenny Else, Cllr Jim Edwards, Cllr Andrew Bolton, Cllr Carol King]
[Wards Affected: All]**

Summary and purpose:

This report presents the three-year Service Plans for April 2019 to March 2022 for the service areas under the remit of this Committee.

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

Waverley's performance management framework helps ensure that Waverley delivers against all of its Corporate Priorities. Service Plans form an important part of this, setting out the business priorities for each service for the coming three years, and how they help to deliver the Council's priorities.

Financial Implications:

Draft Service Plans were prepared as part of the budget process and any financial implications are included in the draft budget.

Legal Implications:

There are no specific legal implications arising from this report.

Background

1. The Service Plans have been prepared by Heads of Services in cooperation with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the Corporate Strategy 2018-2023 and the Medium Term Financial Plan 2019-2022.
2. In the past, Service Plans have focused on the current financial year only. In order to more closely align them with the Council's Medium Term Financial Plan (MTFP), each Service Plan now covers the period up to 2022. As an important management tool they include business as usual outcomes and actions as well as service-wide projects and cross cutting projects. The Plans are 'living' documents and will be subject to continuous improvement to reflect the needs of the organisation. Progress on Service Plans will be monitored on a quarterly basis through the Corporate Performance Report.
3. Set out at Annexe 1 is the Service Plan for Communities together with the Licensing section from the Environment Service Plan. The Economic Development Section from

the Communities Plan falls under the remit of Value for Money and Customer Service O&S and therefore will not need to be considered at this meeting.

Recommendation

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

Considers the Service Plans for 2019-2022 as set out at Annexe 1 and makes any observations to the Management Team and any policy recommendations to the Executive.

Background Papers

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

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Service Plan 2019-2022

Head of Service:	Kelvin Mills
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Julia Potts, Cllr Jenny Else, Cllr Jim Edwards, Cllr Andrew Bolton, Cllr Carol King

Service:	Communities Service
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Service Profile

The Communities Service is comprised of 5 teams which deliver specific functions:

- Leisure - The primary focus of the leisure team is the contract management of Places Leisure who operate our five leisure centres, ensuring a high quality of service and maximising usage. In addition the team focus on increasing physical activity and the health and wellbeing of the residents of Waverley.
- Parks and Countryside – The Parks team manage our grounds maintenance contractor who looks after the greenspaces throughout the Borough ensuring quality greenspace, sports pitches and play areas. The Ranger Team manage and maintain the countryside areas within Waverley ownership ensuring accessibility and biodiversity in line with national and local policy.
- Community Services – Work closely with our voluntary sector supporting their service delivery. Community Safety plays a pivotal role of maintaining a safe borough for our residents by working in partnership with all the statutory agencies in particular the police service. Economic Development also sits within this service and is charged with delivering the recently adopted strategy making Waverley a business friendly borough.
- Arts and Culture – supports the cultural services within the borough maximising funding for arts and culture. Oversees and manages community facilities and museums in our towns and villages
- Careline- offer a community alarm service to help people live longer and independently at home.
- Waverley Training Services – delivers apprenticeships and study programs for young people to help them into employment and further education.

Service Team: Arts & Culture

Team Leader: Charlotte Hall - Community Development Officer (Arts)

Business As Usual

Outcome 1.		Culture contributes to the wellbeing of all our communities				
Corporate Priority: <i>People & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS1.1	Work with local authority partners and Public Health to shape and deliver a major county-wide arts programme aimed at improving mental wellbeing.	none	01/04/19	30/09/19	Community Development Officer - Arts (CH)	Reputational risks with the partners
CS1.2	Encourage more rural communities to present touring theatre in non-theatre spaces such as community halls.	none	01/10/19	30/05/20	Community Development Officer - Arts (CH)	Missed opportunity to provide cultural provision in rural communities
CS1.3	Work with cultural partners to explore the potential of under utilised cultural premises such as libraries.	none	01/10/19	30/05/20	Community Development Officer - Arts (CH)	missed opportunity to provide cultural provision in communities

Outcome 2. Culture contributes to the development of distinctive places

Corporate Priority: <i>People & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS2.1	Instigate a Public Art Panel to advise the Council on the Public Art Programme for the Brightwells Yard development scheme.	support from Communities and Planning teams	01/04/19	30/06/20	Community Development Officer - Arts (CH)	Reputational risks and a failure to meet the Section 106 obligations for Brightwells
CS2.2	Identify sites and schemes that would benefit from cultural infrastructure and make a case for investment through S106 and CIL.	Support from the Planning team / and Towns and Parishes	01/04/19	31/03/22	Community Development Officer - Arts (CH)	missed opportunity that could improve cultural provision for the community
CS2.3	Support culture-led collaborations and town initiatives such as Farnham Craft Town, Haslemere Festival and Godalming Staycation.	none	01/04/2019	31/03/22	Community Development Officer - Arts (CH)	missed opportunity that could improve cultural provision for the community
Outcome 3. Children and young people are able to learn new skills through cultural participation						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS3.1	Support the development and touring of "DIG" a new theatre piece for babies.	none	01/04/19	30/06/19	Community Development Officer - Arts (CH)	missing opportunity of exposing young children to their first cultural experience
CS3.2	Enable more young people to have improved physical and mental wellbeing through participation in dance.	none	01/04/19	31/03/21	Community Development Officer - Arts (CH)	missing the opportunity to improve wellbeing of young people in the community
CS3.3	Work with Farnham Maltings to support the development of Spark, a Waverley wide festival celebrating young people's creativity. (annual showcase which takes place in March)	none	01/04/2019	31/03/22	Community Development Officer - Arts (CH)	reputational risks with the partner
Outcome 4. Cultural organisations understand and support the communities they serve						
Corporate Priority: <i>People & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS4.1	Appraise future options for the Museum of Farnham, ensuring the service has a home fit for the future.	Support from the Estates / Legal teams	01/04/2019	31/03/22	Community Development Officer - Arts (CH)	future sustainability of the museum service and further deterioration of the building

CS4.2	Monitor community outcomes delivered by Farnham Maltings and Cranleigh Arts Centre through the SLA process	Support from the Communities and Finance Team	01/04/19	31/03/21	Community Development Officer - Arts (CH)	reputational risks with the partner
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Outcome 5. Culture delivers a maximum return on public investment through partnership, leverage and income generation						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS5.1	Use Waverley arts budget to attract further external funds and / or activities for the benefit of Waverley residents.	none	01/04/2019	31/03/22	Community Development Officer - Arts (CH)	missed opportunity of providing cultural provision for the community
CS5.2	Deliver five key programmes with partners aligned to corporate priorities to improve the health & wellbeing of residents.	Support of the Communities Team	01/04/19	31/03/22	Community Development Officer - Arts (CH)	missed opportunity of providing cultural provision for the community
CS5.3	Continue to play a lead role in shaping Arts Partnership Surrey Programmes.	none	01/04/19	31/03/22	Community Development Officer - Arts (CH)	missed opportunity of providing cultural provision for the community

Outcome 6. Increase usage of the Borough Hall and Memorial Hall						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS6.1	Improve operational procedures and develop clear benchmarking information around usage and profitability.	Support from the Communication , Communities, Finance Teams	01/04/19	31/03/22	Venue Manager (DC)/Centre Manager - WTS (AOS)	Failure to meet financial targets and reputational risks
CS6.2	Increase marketing and promotion of the Halls introducing new programming initiatives and events to increase awareness of the venues and reach wider audiences.	Support from IT, Communities, Communications	01/04/19	31/03/22	Venue Manager (DC)/Centre Manager - WTS (AOS)	Failure to meet financial targets

Team Projects

Service Team: Community Service	Team Leader: Katie Webb - Community Service Manager
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Business As Usual

Outcome 7. The Ageing Well Strategy (2015 - 18) and Action Plan is reviewed to reflect current need and priorities						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS7.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities	Surrey CC, Health associated vol and statutory organisations	31/01/19	30/06/19	Community Service Manager (KW)/ Community Partnerships Officer (JT)	Action plan not aligned to corporate priorities, SCC and Health Priorities.
CS7.2	Updated Action and Implementation Plan	Surrey CC, Health associated voluntary and statutory organisations	31/01/19	30/06/19	Community Service Manager (KW)/ Community Partnerships Officer (JT)	Action plan not aligned to corporate priorities, SCC and Health Priorities.

Outcome 8. Work in partnership with voluntary organisations and Adult Social Care and Clinical Commissioning Groups						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS8.1	Identify opportunities to develop and deliver activates.	Budget to deliver activities	01/04/19	31/03/20	Community Service Manager (KW)	Risk of not delivering objectives of Ageing Well Action Plan
CS8.2	Work to ensure the Council's preventative services for vulnerable and older people are part of the pathway when residents access health and social care services.	Budget to deliver activities	01/04/19	31/03/20	Community Service Manager (KW)	Risk of not delivering objectives of Ageing Well Action Plan

Outcome 9. The organisations funded through Service Level Agreements are delivering the agreed outcomes						
Corporate Priority: Prosperity & People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS9.1	Collect, review and present quarterly monitoring data.	None	01/04/19	31/03/21	Community Service Manager (KW)	Risk of organisations not delivering the outcomes of their SLAs
CS9.2	Hold and minute and follow through actions from 6 monthly and annual SLA meetings.	None	01/04/19	31/03/21	Community Service Manager (KW)	Risk of organisations not delivering the outcomes of their SLAs

CS9.3	Provide information and support to enable the organisations to maintain and grow high quality services.	None	01/04/19	31/03/21	Community Service Manager (KW)	Risk of not delivering objectives of Ageing Well Action Plan
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Outcome 10.	The Waverley Community Safety Strategy priorities are delivered in partnership					
	Corporate Priority: People & Place					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS10.1	Coordinate the work of the Safer Waverley Partnership	CS Budget - SWP Budget	01/04/19	31/03/20	Community Safety Officer (EB/KB)	Risk of not delivering the SWP Partnership Plan priorities and objectives
CS10.2	Implement Domestic Homicide Reviews when required	Budget will be required if a DHR takes place.	01/04/19	31/03/20	Head of Communities & Special Projects (KM)/ Community Service Manager (KW)	Failure to deliver a statutory requirement and lessons aren't learnt by relevant organisations.
CS10.3	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to Waverley's community.	CS Budget - SWP Budget	01/04/19	31/03/20	Community Safety Officer (EB/KB)	Failure to deliver national objectives which aim to reduce crime and disorder

Outcome 11.	Community Safety is integrated throughout the Council					
	Corporate Priority: People & Place					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS11.1	Train frontline officers and managers on serious and organised crime, including Modern Slavery and Prevent	CS Budget for training	01/04/19	31/03/20	Community Service Manager (KW)/ Head of Strategic Housing & Delivery (AS)	Risk of increase in Waverley if frontline staff are not trained to identify activity
CS11.2	Develop improved partnership enforcement activity and use anti-social behaviour powers through the work of the Joint Enforcement Initiative	CS Budget - Safer Waverley Partnership Budget (SWP)	01/04/19	31/03/20	Head of Environmental Services (RH)	Outcomes of SWP and JET not being coordinated and duplication of work

Economic Development falls under the scrutiny remit of Vfm and CS Overview and Scrutiny Committee - Outcome 12 to 19

Outcome 12.	Sustainable business and employment growth is encouraged in our urban and rural areas.					
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Outcome 13.	Existing and new businesses in Waverley are supported					
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Outcome 14.	Suitable communication channels to reach businesses, investors and homeworkers are developed
Outcome 15.	High quality business and employment support is provided with key partners (EM3, Growth Hub and Business South)
Outcome 16.	Support healthy town centres by working closely with the local chambers and town clerks
Outcome 17.	The actions of the Economic Development Strategy Action Plan (2018 - 2020) are delivered and monitored
Outcome 18.	Business skills and employment opportunities are created across the borough
Outcome 19.	Visitor economy initiatives are supported

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Service Team: Careline **Team Leader: David Brown - Senior Living and Careline Services Manager**

Business As Usual

Outcome 20.	Customers are helped to live independently in their own homes					
	Corporate Priority: Choose from Prosperity, People, Place					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS20.1	Provide and maintain a full range of Careline and telecare equipment across the Borough.	None	01/04/19	31/03/22	Senior Living and Careline Services Manager (DB)	Customer numbers may drop
CS20.2	Promote service through ongoing marketing and partnership working to reach as many customers as possible	None	01/04/19	31/03/22	Senior Living and Careline Services Manager (DB)	New customers may not be reached.

CS20.3	Create a focused marketing plan to increase client numbers, target increase of 5% pa.	Communications	01/04/19	31/03/22	Senior Living and Careline Services Manager (DB)	The growth of the Careline service would be impacted.
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Service Team: Parks and Countryside **Team Leader: Matt Lank - Greenspaces Manager**

Business As Usual

Outcome 21. Delivery of high performing grounds maintenance service for the Council

Corporate Priority: People & Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS21.1	Grounds maintenance contract performance is meeting the set targets, in regards to client monitoring, public opinion and professional audit	External Consultant, External contractors and P&C staff	01/04/19	30/03/20 + Ongoing	Green Spaces Contract Officer (MC)	Standards drop and complaints rise
CS21.2	Development of new Grounds Maintenance database is fully tested and commissioned to allow more effective contractual management.	External contractor support	01/01/19	01/11/19	Green Spaces Contract Officer (MC)	Inefficient system in operation

Outcome 22. The profile of the Parks & Countryside service is raised

Corporate Priority: People & Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS22.1	Obtain external recognition for identified sites around the Borough.	none	01/01/19	30/07/19	Green Spaces Manager (ML)	Lack of external recognition
CS22.2	Promote service activities effectively to educate the community on the environment, services and volunteering opportunities offered by the council.	none	01/04/19	30/03/20 + Ongoing	Green Spaces Projects and Promotions Officer (FB)	The Council, Councillors and public do not know what the service does

Outcome 23. Greenspace infrastructure meets future demand and the Councils optimises its interests in new Greenspace provision

Corporate Priority: People, Prosperity & Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS23.1	Request and seek reasonable financial contributions towards infrastructure improvements from local developments and ensure adequate provision is made for Greenspaces, ongoing with each application.	Planning	01/04/18	30/03/20 + Ongoing	Green Spaces Manager (ML)	lack of greenspace infrastructure improvements
CS23.2	Ensure the Council is in the appropriate position to consider taking on new Greenspace provision	Planning	01/04/18	30/03/20 + Ongoing	Green Spaces Manager (ML)	Potential financial improvement opportunities missed

Outcome 24. The risk exposure of the Council to potential claims associated with trees is minimised						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS24.1	Delivery of the requirements contained in the Councils Tree Risk Management Guide (TRMG), by ensuring tree risk inspections are completed within the stipulated time frames of each risk zone	External contractors, consultants	01/01/19	Ongoing	Tree and Woodlands Officer (AS)	The Council is exposed to claims over injury or property damage
CS24.2	Performance on delivery of the TRMG to be reported quarterly through year.	External contractors	02/01/19	Ongoing	Tree and Woodlands Officer (AS)	Performance of delivery of TRMG is not known
CS24.3	Preparing the Council for the impact of tree pest and diseases, in particular Oak Processionary Moth (OPM) and Ash Die Back (ADB).	External contractors, consultants	01/04/19	30/03/2020 + Ongoing	Tree and Woodlands Officer (AS)	The Council is unaware of the potential financial impact and the risks associated

Outcome 25. The Council delivers its biodiversity obligations of internationally important wildlife and countryside sites through a value for money approach						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS25.1	Ensure the correct management and delivery of Higher Level Stewardship (HLS) and grant scheme works across sensitive SSSI sites and other woodland/countryside sites	HLS grants, external contractors and consultants	01/04/19	30/03/20 + Ongoing	Head Ranger (DO)	SSSI sites become unfavourable in condition
CS25.1	Maintain adequate levels of volunteers and seek to increase participation wherever possible to support the service priorities.	Rangers	01/04/19	30/03/20 + Ongoing	Head Ranger (DO)	Site management decreases along with condition

Outcome 26. Assist the Council in the delivery of Public Space Protection Orders (PSPO) in relation to dog control and dog fouling across the borough						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

CS26.1	Ensure PSPO zones are clearly identified and that input is given to the consultations related.	Environment	01/01/19	30/03/19	Green Spaces Contract Officer (MC)	Dog control opportunities are missed
CS26.2	Ensure the public are educated in regards to the control of dogs and dog fouling	Communications; Environment	01/04/19	30/10/19	Head Ranger (DO)	Public reaction could be very negative
CS26.3	Assist in the enforcement of any adopted PSPO	East Hants enforcement team	01/04/19	03/2020 + Ongo	Head of Environmental Services (RH)	The Council would receive some negativity

Outcome 27. Woodland Management planning for Council owned Woodlands						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS27.1	Liaise with external providers and consultants to draw up Woodland Management Plans for identified areas within the borough	External contractors, consultants	01/04/18	03/2019 + Ongo	Tree and Woodlands Officer (AS)	No mgt plans in place

Outcome 28. The quality and provision of outdoor sports facilities is improved						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS28.1	Delivery of Council's Playing Pitch Strategy, protect the existing supply of outdoor sports facilities where it is needed to meet current and future needs up to 2031	s106, CIL, P&C officers, estates, legal	01/11/18	01/11/23	Green Spaces Manager (ML)	Loss of outdoor sports facilities
CS28.2	Delivery of Councils Playing Pitch Strategy, Enhance outdoor sports and ancillary facilities through improving quality and management of sites	s106, CIL, P&C officers, estates, legal	01/11/18	01/11/23	Green Spaces Manager (ML)	Lack of quality facilities
CS28.3	Delivery of Councils Playing Pitch Strategy, Provide new outdoor sports facilities where there is a current and future demand to do so	s106, CIL, P&C officers, planning, estates, legal	01/11/18	01/11/23	Green Spaces Manager (ML)	Unable to meet demand for sports facilities

Outcome 29. The quality and provision of play opportunities for people is improved						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS29.1	Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets	P&C staff, external contractors, project budgets, s106, PIC and CIL	01/04/18	30/03/2019 + ongoing every year	Parks Officer (AH)	The Councils play facilities are not fit for purpose

CS29.2	Review and update/rewrite of Play Area strategy	P&C staff, external contractors, consultants, planning. Consultancy budget	01/04/19	30/03/20	Parks Officer (AH)	The Council will not have an up to date strategy
Outcome 30. Making the Councils Greenspace Assets work better for the Council						
<i>Corporate Priority: People, Prosperity & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS30.1	Reviewing the processes involved for Event, Filming and General Bookings in the Council and Externally at other local authorities (Local T&P councils and exemplar examples from around the Country). Checking on planning requirements	P&C staff, Comms Staff, IT Staff, H&S Representative, Env. Services, Legal and Insurance, External Local authorities	01/04/19	30/03/20	Green Spaces Contract Officer (MC)	The Council does not have a full understanding of processes, nor understands where improvements could be made.
CS30.2	Following review. Ensure that process are streamlined and efficient, so that officer resources are used to their best. Ensure the necessary (if any) planning and common land consents are gained	P&C Staff, Planning, IT, Comms, H&S representatives, Env. Services.	02/04/19	31/03/21	Green Spaces Contract Officer (MC)	The Council potentially has an inefficient process in place, using up valuable officer time, also may be in breach of required planning and common land consents.
CS30.3	Maximising event, filming and bookings income. Seeking to promote our Greenspaces for events/filming and bookings	P&C staff, Communities Staff (CK)	01/04/19	30/03/2020 + ongoing every year	Greenspaces Liaison Officer (SG)	The Council may not be maximising its income opportunities from its Greenspace Assets

Team Projects

Outcome 31. Preparation and procurement of a new Grounds Maintenance Service with clearly defined service objectives						
<i>Corporate Priority: People, Prosperity & Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS31.1	Review and re-write the overall grounds maintenance service specifications, terms and conditions and other related documents	Legal, Finance, HR, Housing, GM Consultant	01/09/17	11/03/19	Green Spaces Manager (ML)	No up to date documents for tender
CS31.2	Inform and discuss with O&S Committee and seek Executive approval for procurement route and approach to performance management	GM Consultant	01/09/17	30/11/18	Green Spaces Manager (ML)	No approval given for process and form of tender
CS31.3	Prepare tender packs, seek interest, evaluate and short list tenderers, interview and appoint	Procurement, Legal, Housing, GM consultant	01/11/18	30/06/19	Green Spaces Manager (ML)	No new contract in place for end of current contract

Outcome 32.	Create a new Heathland Hub at Frensham Great Pond to promote the biodiversity and the physical importance of this heathland area and better serve the visitors and users of the site					
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Corporate Priority: <i>People, Prosperity & Place</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS32.1	Obtain enough external grant funding to supplement project's identified budget.	P&C Promotions & Project Officer	01/05/18	30/03/19	Green Spaces Manager (ML)	Budget Shortfall
CS32.2	Seek to identify and gain s106 monies wherever possible, ongoing.	Planning	01/01/17	01/04/20	Green Spaces Manager (ML)	budget Shortfall
CS32.3	Submit planning and commons consent applications and obtain consents	External professional support, Legal,	01/06/18	30/03/19	Green Spaces Manager (ML)	Project cannot progress and external grant funding cannot be gained
CS32.4	Construct new facilities for Heathland Hub and open	External professional support, legal, estates	01/10/19	30/03/20	Green Spaces Manager (ML)	No new facilities

Outcome 33.	Delivery of Capital Project Programme					
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Corporate Priority: <i>People, Prosperity & Place</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS33.1	Delivering of agreed capital projects; Broadwater Park, Site Security, Pavilions, Play, OPM/ADB, HLS, Woodland Management, Vehicles, Frensham, Farnham Sewerage	External contractors, consultants	01/04/19	30/03/20	Green Spaces Manager (ML)	Councils capital project budgets are not spent

Outcome 34.	Provision of a Greenspace Strategy for the Council					
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Corporate Priority: <i>People, Prosperity & Place</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS34.1	Initial research into Greenspace Strategies with other local authorities, links with planning services, CIL opportunities and explore the benefits for having a strategy in place, report back and get Portfolio Holder support. Preparation of project plan and Project Initiation Document	internal staffing input (Planning, P&C, Leisure staff)	01/04/19	30/03/20	Green Spaces Projects and Promotions Officer (FB)	No direction to how the strategy should be written and the benefits it will bring for the Council, such as CIL etc.
CS34.2	Drafting of Greenspace Strategy document, gaining sign off for key stages of the document writing	External consultants and staff input (Planning, P&C, Leisure staff)	01/04/20	30/03/21	Green Spaces Projects and Promotions Officer (FB)	No document produced

CS34.3	Approval for final version and Council Adoption of Greenspace Strategy	Internal Officer	01/04/21	30/06/21	Green Spaces Projects and Promotions Officer (FB)	The Council does not have an overall strategy that links to the Local Plan, nor has evidence to justify developer contributions to invest in Greenspace Infrastructure
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Service Team: Waverley Training Services **Team Leader: Adele O'Sullivan - Centre Manager - Waverley Training Services**

Business As Usual

Outcome 34. The service supports young people into work and education and is sustainable.

Corporate Priority: People

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS34.1	Create an effective Business Plan & Quality Improvement Plan to take the service forward in a sustainable way.	Finance	01/04/19	31/03/22	Centre Manager - Waverley Training Services (AOS)	Current Business Plan runs out December 2019. Failure to create an update will impact growth and potentially quality of service.
CS34.2	Manage in-house and sub contracted delivery to ensure learners achieve and funding indicators are therefore surpassed.	none	Annual	Annual	Centre Manager - Waverley Training Services (AOS)	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade.
CS34.3	Create a marketing and communications strategy that increases learner and employer numbers.	Communications	01/04/19	01/12/19	Centre Manager - Waverley Training Services (AOS)	Will impact upon number of direct delivery apprenticeships.
CS34.4	Effectively manage and oversee contractual requirements of funding agencies ensuring compliance and delivery of funding pot.	Finance	01/08/19	31/07/20	Centre Manager - Waverley Training Services (AOS)/ Data & Administration Manager (GS)	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade.

Outcome 35. A service is created capable of achieving Ofsted Outstanding

Corporate Priority: Choose from Prosperity, People, Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS35.1	Create a governance structure that effectively challenges the delivery of Waverley Training Services.	Senior Management Team	01/04/19	31/07/19	Centre Manager - Waverley Training Services (AOS)/ Head of Communities and Special Projects (KM)	Failure to do so could impact quality of teaching and future Ofsted Grade.
CS35.2	Raise corporate and local awareness of the services offered by Waverley Training Services and the outcomes achieved by its learners	none	01/04/19	31/07/20	Centre Manager - Waverley Training Services (AOS) / Head of Communities and Special Projects (KM)	Number of learners could drop and levy pot would not be maximised.

Team Projects

Service Team: Leisure

Team Leader: Tamsin McLeod - Leisure Contracts Manager v 15/01

Business As Usual -

Outcome 36. Focus team direction with implementation of an overarching Leisure Policy						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS36.1	Review and update the Leisure Contract O&S review and produce an overarching Leisure policy	Officer time, including Democratic Services	01/07/18	31/12/18	Leisure Contracts Manager (TM)	Recommendation not completed
CS36.2	Leisure Policy adopted; via consultation with O&S and Executive	Officer time, including Democratic Services	01/01/19	31/12/19	Leisure Contracts Manager (TM)	Recommendation not completed

Outcome 37. Health & Wellbeing Strategy reviewed						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS37.1	Strategy action plan to be reviewed and actions updated to reflect Health & Inequalities Report	Officer time, including Policy team	01/09/18	30/2/2019	Leisure Contracts Manager (TM) / Policy Officer - Scrutiny (WC)	Action plan not aligned to corporate priorities and Health Profile
CS37.2	Work in partnership with the CCGs, Public Health and NHS to maximise opportunities across the borough	Officer time	01/10/18	31/03/22	Leisure Contracts Manager (TM) / Policy Officer - Scrutiny (WC)	Action plan not aligned to corporate priorities and Health Profile
CS37.3	Increase participation in offering across the contract	Officer time Leisure budget	01/04/19	31/03/22	Leisure Contracts Manager (TM)	Action plan not aligned to corporate priorities and Health Profile

Outcome 38. Maximisation of the management of the Leisure Contract

Corporate Priority: <i>People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS38.1	Ensuring contractual adherence (inc. KPIs for service) to ensure high standards and customer satisfaction	Officer time	01/04/19	31/03/22	Leisure Contracts Manager (TM)/ Leisure Development Officer (SS/ED)	Standards reduce, participation declines and complaints increase
CS38.2	Extracting value for money from the contract	Officer time	01/04/19	31/03/22	Leisure Contracts Manager (TM)	Service and profits are reduced
CS24.3	Monitoring lifecycle capital spend	Officer time, including Property	01/04/19	31/03/22	Leisure Contracts Manager (TM)/ Property and Engineering Manager (NL)	Quality/availability of service is reduced
CS24.4	Optimise "Tillr" (monitoring software and its capabilities to meet contract spec	Officer time £5,000 Leisure budget	01/04/19	31/03/22	Leisure Development Officer (SS/ED)	Standards reduce, participation declines and complaints increase

Outcome 25. The Leisure Development Plan is reviewed and is up-to-date						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS25.1	Increase participation in target groups as per 25.2, 25.3, 25.4	Officer time Leisure budget Support from Places Leisure, Our Parks and voluntary organisations	01/04/19	31/03/22	Leisure Contracts Manager (TM)	Action plan not aligned to corporate priorities and Health Profile
CS25.2	Young people through the Friday Night Project in Cranleigh				Leisure Development Officer (SS)	
CS25.3	Inactive residents through maximisation of "Our Parks"				Leisure Development Officer (SS)	
CS25.4	Children (families) through Xplorer sessions in Godalming and Farnham and implementing the scheme in Cranleigh				Assistant Leisure Development Officer (TC)	
CS25.5	Dementia friendly opportunities within our leisure facilities				Assistant Leisure Development Officer (TC)	

Outcome 26. Maximisation and sustainability of key existing events/projects						
Corporate Priority: <i>People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

CS26.1	Effective management and increased participation of skate park events in four population centres	Officer time Leisure budget Support from Places Leisure	01/04/19	Annually in August	Leisure Development Officer (SS)	Event not sustainable for the future
CS26.2	Effective management and increased participation of Surrey Youth Games training and event weekend	Officer time Leisure budget Support from local clubs	01/04/19	Annually in July	Leisure Development Officer (ED)	Event not sustainable for the future
CS26.3	Utilising David Lloyd Leisure CAA	Officer time	01/04/19	31/03/22	Leisure Development Officer (ED)	CAA conditions not met

Outcome 27. Working in partnership to improve the health and wellbeing of our community						
Corporate Priority: Prosperity, People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS27.1	Maximise outputs from the SLA with our 3 Sports Councils	Officer time	01/04/19	31/03/22	Leisure Development Officer (ED/SS)	Value for money not achieved from funding Development objectives not met
CS27.2	Maximise outputs from our SLA with Active Surrey	Officer time	01/04/19	31/03/22	Leisure Contracts Manager (TM)	Value for money not achieved from funding Development objectives not met
CS27.3	Provide support and advice to our local sports clubs	Officer time	01/04/19	31/03/22	Leisure Development Officer (ED/SS)	Development objectives not met

Team Projects						
Outcome 28. Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS28.1	Obtain Council approval to proceed	Officer time	01/01/18	31/07/18	Leisure Contracts Manager (TM)	(Completed)
CS28.2	Negotiate financial return with Places Leisure	Officer time, including Finance and Legal	01/10/18	31/12/18	Head of Communities and Special Projects (KM)	Investment programme not viable

CS28.3	Agree Project Plan for delivery	Officer time, including PWG and Project Board Support from Places Leisure	01/01/19	31/01/19	Leisure Contracts Manager (TM)	Project/s delayed
CS28.4	Procure and appoint external Project Team	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure	01/01/19	31/2/19	Leisure Contracts Manager (TM)	Unable to deliver project
CS28.5	Procure and appoint external building contractor/s to construct	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure	01/03/19	31/05/19	Leisure Contracts Manager (TM)	Unable to deliver project

Outcome 29.	Deliver Cranleigh Leisure Centre location consultation phase					
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	Corporate Priority: <i>People, Place</i>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS29.1	Appoint external consultants to carry out consultation and explore potential site options	Leisure investment budget Officer time, including PWG	01/10/18	31/03/19	Leisure Contracts Manager (TM)	Project delayed
CS29.2	Report written to identify suitable site/s	External consultant Officer time	01/10/18	31/03/19	Leisure Contracts Manager (TM)	Project delayed

Service wide or cross cutting projects

Outcome 30.	Delivery of the Brightwells Yard regeneration project					
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	Corporate Priority: <i>Prosperity, People & Place</i>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS30.1	Work closely with external partners and internal departments to ensure effective stewardship and delivery of the Brightwells project	Legal; Estates; Communications; Planning	01/04/19	01/04/21	Head of Communities and Special Projects (KM)/ Development Programme Manager (DS)	Key Stakeholders are not aware of ongoing works creating potential reputational risks.
CS30.2	Ensure effective engagement with residents, local businesses and stakeholders to ensure people are informed of next steps and project progress.	Legal; Estates; Communications; Planning	01/04/19	01/04/21	Head of Communities and Special Projects (KM)/ Development Programme Manager (DS)	Key Stakeholders are not aware of ongoing works creating potential reputational risks.

Outcome 31. Delivery of the Weyhill project						
Corporate Priority: Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS31.1	Oversee the successful relocation of key community groups such as St John; Guides; Scouts & Cadets	Estates; Property; Legal	01/04/19	01/01/20	Head of Communities and Special Projects (KM)/ DA	Much needed affordable housing not delivered on Weyhill site. Community groups unhappy creating reputational damage to the Council
CS31.2	Deliver affordable homes for Haslemere on the vacated Wey Hill site.	Estates; Property; Legal	01/01/20	01/01/22	Head of Strategic Housing and Delivery (AS) / Head of Communities and Special Projects (KM)	Much needed affordable housing not delivered on Weyhill site.

Outcome 32. Helping provide safe and value for money managed Housing areas						
Corporate Priority: Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS32.1	Delivering good cross service customer in regards to grounds maintenance and tree management provision on Housing areas	Officer time, Housing	01/04/18	30/03/2019 + ongoing	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)/ Green Spaces Contract Officer (MC)	Customer service across services is poor, lack of coherent working practices
CS32.2	Providing input into newly developed Housing areas in regards to the grounds that surround them	Officer time, Housing	02/04/18	30/03/2019 + ongoing	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)/ Green Spaces Contract Officer (MC)	Poorly managed and landscaped Housing areas

Outcome 33. Helping the Council make the most of its land						
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Corporate Priority: Prosperity, People, Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS33.1	Ensuring that utility companies are managed when they approach the Council in regards to working on our land, wayleaves and easements	Estates, Housing, Property, Legal	Continual task	Continual task	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)	Damaged to Council land, trees and property
CS33.2	Assisting Estates, Legal in making income from capital receipts for easements negotiated across our land	Estates, Property, Legal	Continual task	Continual task	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)	Income potential not realised

Service Plan 2019-2022

Head of Service:	Richard Homewood
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Andrew Bolton, Cllr Kevin Deanus, Cllr Jenny Else

Service:	Environment - Licensing only
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Service Profile

The Environment Service is comprised of a number of teams, however only Licensing falls under the scrutiny remit of the Community O&S Committee

Licensing Team

The Licensing Team's primary role is to ensure public safety and contribute to the reduction in anti-social behaviour and crime by regulating the sale of alcohol and licensing of taxi and private hire vehicles and drivers. They work closely with the Police and other agencies to help make Waverley a safe place for people to live, work and enjoy their leisure time.

Service Team: Licensing

Team Leader: Paul Hughes - Licensing Manager

Business As Usual

Outcome 14. Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
Corporate Priority: People, Place						
ES 14.1	Continue to deliver the planned Licensing compliance inspection programme, ensuring that 240 planned compliance check visits are undertaken annually and that the results and any concerns are reported internally and shared with key partners including Surrey Police and are acted upon.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.2	All Licensing compliance issues are acted upon and further monitoring and programmed inspection activity is undertaken on a risk-assessed basis.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.3	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by reviewing existing processes and policies.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Process may not ensure public safety
ES 14.4	Continue to improve customer focus across all areas of the Council's licensing function through a programme of channel shift and continuing customer services. Skills training is carried out for all Licensing staff.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Staff not up to date with current legislation and licensing practice
ES 14.5	Complete Child Sexual Exploitation training and roll out for all licensed drivers in line with Surrey wide programme.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Public safety cannot be assured

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 18 FEBRUARY 2019

COMMUNITY WELLBEING O&S – 19 FEBRUARY 2019

ENVIRONMENT O&S – 25 FEBRUARY 2019

HOUSING O&S – 26 FEBRUARY 2019

Title:

**CORPORATE PERFORMANCE REPORT
Q3 2018/2019
(OCTOBER – DECEMBER 2019)**

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

Summary and purpose:

The Corporate Performance Report provides an analysis of the Council's performance for the third 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's 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 Committee considers the performance of the service areas under their remit 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
Q3 2018/19
(October – December 2018)

Final version



Report Publication Date: 8 February 2019

Report Content Page

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5	Service Dashboard	Communities Services	Kelvin Mills	19
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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 3 2018-19 - Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern

Chief Executive's quarterly report:

Performance in Quarter 3 was very good overall, with most performance indicators and service 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.

Particular headlines from Quarter 3 are:

- The Council's financial position continues to be positive, with a favourable variance to the budget currently being forecast.
- Opening 24 new council-owned homes in Farncombe.
- Full Council adoption of the Economic Development and HR Strategies and the Community Infrastructure Levy schedule, which will drive progress and improvement in those areas in support of the Corporate Strategy.
- Agreeing the new waste and recycling contractor, Biffa.
- The opening of the refurbished Memorial Hall in Farnham.
- The successful defence of the Council's Local Plan in the High Court, and revising the timeline for the Local Plan Part 2.
- Planning approval for a new visitors' centre at Frensham Great Pond and Common.
- Unsuccessfully defending our planning refusal for the application at Folly Hill and lobbying the Government on its implications.
- Approving a Public Space Protection Order to combat dog fouling.
- Responding to Surrey County Council's consultation on service changes.

In the coming months, we are focusing on:

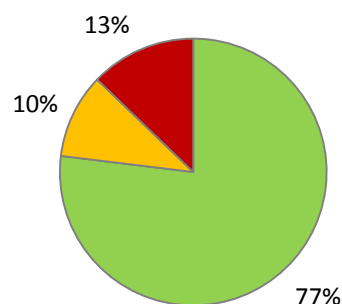
- The May 2019 borough, parish and town elections and other polling contingencies.
- Finalising the Council's Budget and Medium Term Financial Plan, in the context of an exceptionally challenging financial position and the implications of any decisions on services by Surrey County Council.
- Implementing the Community Infrastructure Levy.
- Preparing for the new waste contract to go live in November and procuring a ground maintenance contractor.
- Tackling the incidence of non-pneumophila legionella in one of our properties.
- Continuing to support the Police investigation into air quality data.
- Brexit-related contingency planning.

Tom Horwood, Chief Executive

Performance Indicators Status

Q3 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

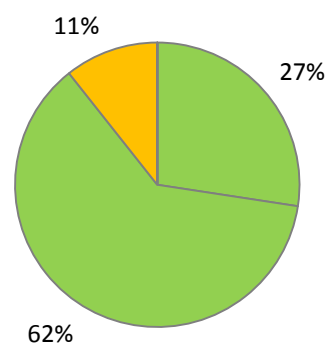


Comment: The services performed well in the third quarter with 77% of indicators performing on target, remaining at the same level as the preceding quarter. The service specific dashboards contain further details on underperforming indicators and what actions are being taken.

Service Plans - Actions Status

Q3 Corporate Service Plans

Total	100%	197
Completed	27%	54
On track	62%	122
Off track - action taken / in hand	11%	21
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: At the end of the third quarter there was 1 outstanding Internal Audit action. Further details can be found under service specific dashboards.

Complaints

Q3 2018-19 (1 October 2018 - 31 December 2018)

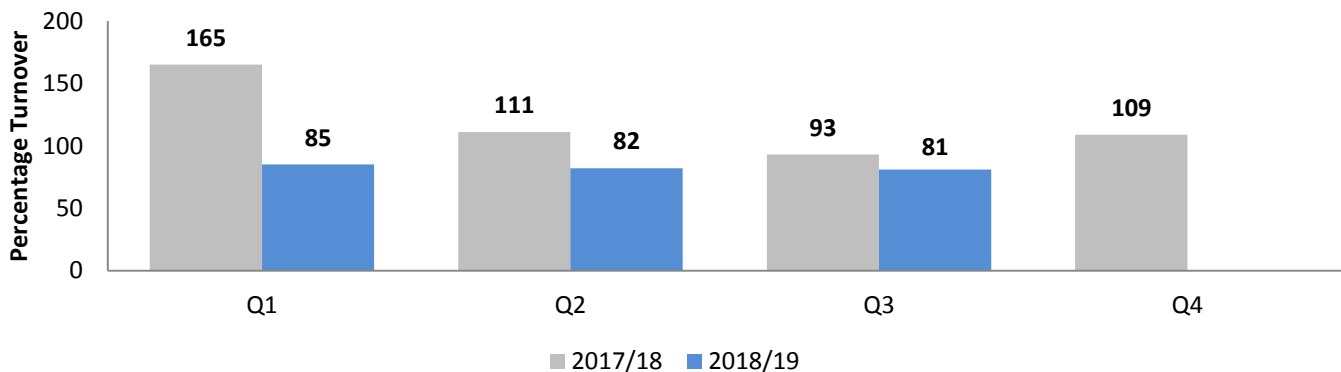
Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Communities	1	1	100%	0	0	n/a		
Customer & Corporate	1	0	50%	1	1	100%		
Environment	10	10	100%	3	2	67%		
Finance	5	5	100%	0	0	n/a		
Housing Operations	33	28	85%	8	8	100%	1	Not Upheld by Ombudsman
Housing Strategy & Development	2	2	100%	0	0	n/a		
Planning	11	4	36%	6	5	84%		
Policy & Governance	0	0	n/a	0	0	n/a		
Total	63	51	81%	18	16	89%		

Total Complaints	81
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	Response Rate	Target	Status
Level 1	81.0%	95%	over 5% off target
Level 2	88.9%	95%	over 5% off target
Total	82.7%	95%	over 5% off target

Total Number of Complaints

1 April 2017 - 31 December 2018



Comment: The overall number of complaints has fallen from the previous quarter and is favourable compared to Q3 last year. The overall response rate was impacted by a longer time taken in resolving Level 1 complaints in Planning and the situation is being closely monitored by the Planning Development Manager and the Head of Planning to ensure that Q4 performance comes back on track. A complaint escalated to the Housing Ombudsman in Q2 was resolved in Q3. The Ombudsman agreed with the Council's remedy in offering the tenant compensation for property damage which occurred during a repair.

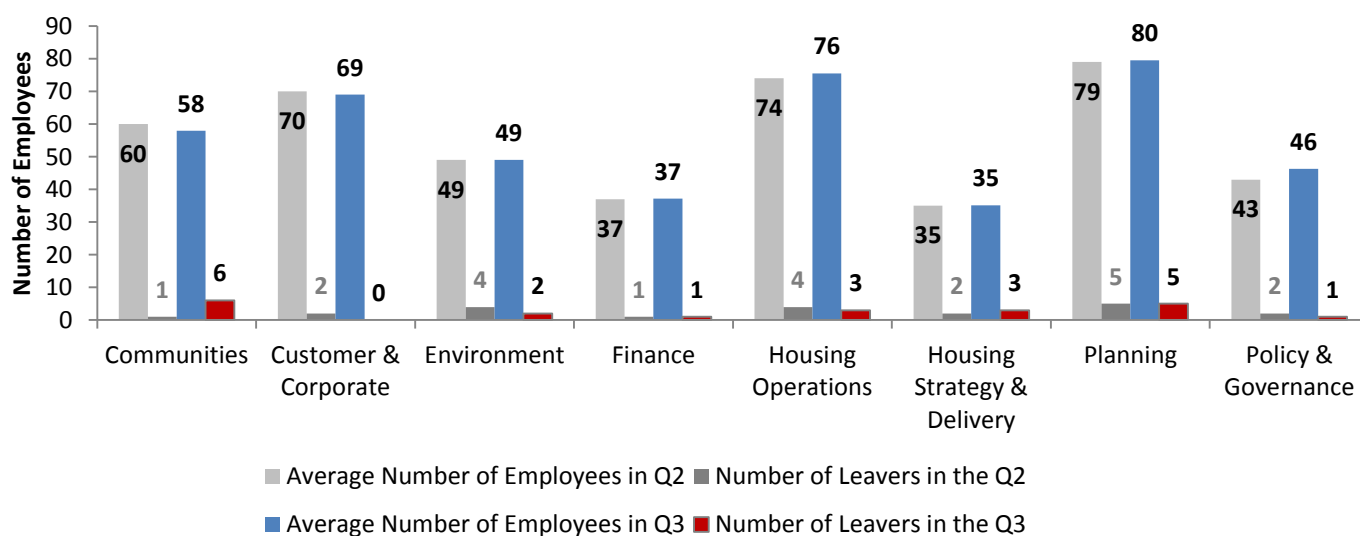
The Corporate Complaints Officer advised that as a result of complaints received in Q3 following corrective actions were taken:

- a review of the Council's procedures for dealing with abandoned vehicles and
- a review of the procedures to be followed by officers when giving advice about entitlement to Universal Credit.

The Senior Management Team has reviewed complaints performance and is reassured that the organisation will be tackling the timeliness shortfall and is learning from issues raised by complainant.

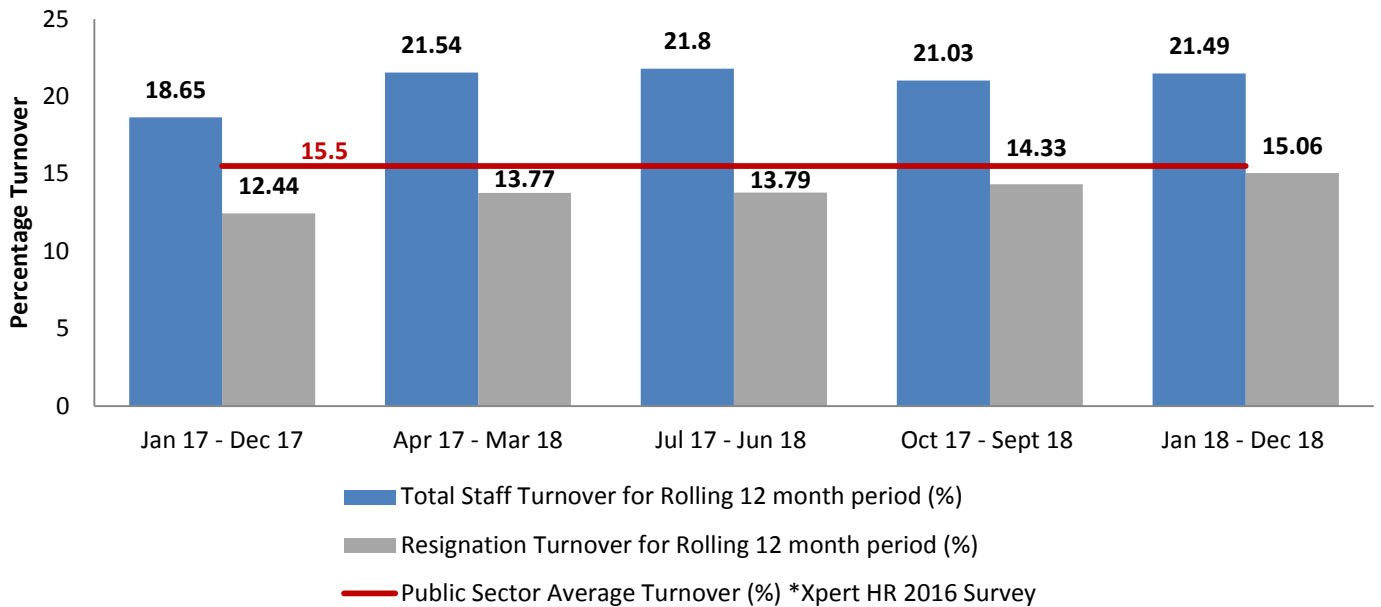
Workforce data – Corporate Level

Workforce Levels Q3 2018-19



Staff Turnover %

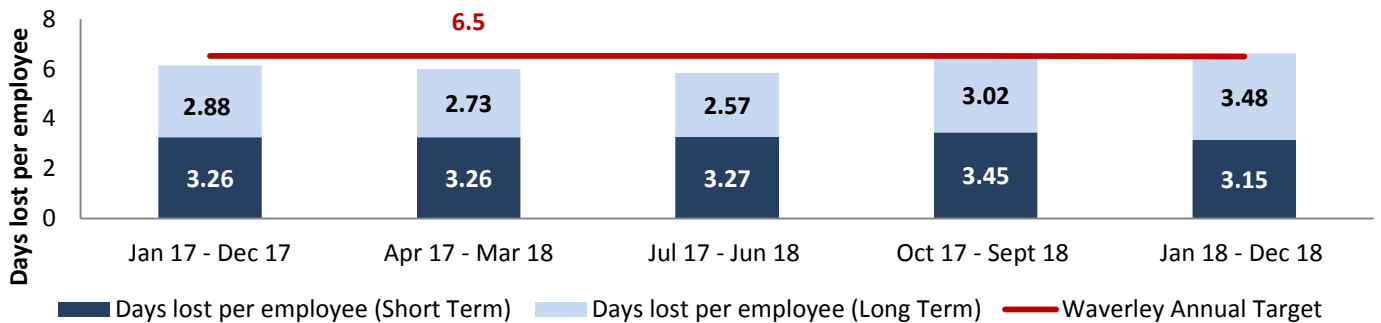
Rolling 12 months - Q3 2017/18 - Q3 2018/19



Comment: The corporate average of employees in the third quarter was 458 people in total, with 21 leavers in that period. HR Team has revised the exit interviews process to allow collection of more meaningful data. The team is also currently conducting more in depth analysis and the findings will be presented to the Overview and Scrutiny Committee at the June 2019 meeting in the Annual Workforce Profile report. Waverley benchmarks its turnover against the Public Sector Average.

Absence Data

Rolling 12 months - Q3 2017-18 to Q3 2018-19



Comment: There are no areas of particular concern regarding staff sickness levels, which over the year are on track and under public sector averages. In the third quarter the short term sickness level has slightly increased, which isn't unusual for this time of the year with seasonal colds and flu over the autumn / winter period.

Section 151 Officer quarterly feedback:

I have reviewed the position against budget at the end of quarter three, with particular focus on staff costs and high value income areas. Currently staff costs are within budget and the vacancy target should be slightly exceeded and most income areas are holding up, with the exception of planning and building control which are explained later in the report. The other material areas of cost including contract spend are currently forecast to be on budget. The table below is a summary of more detailed line-by-line monitoring work done during the quarter by spending officers supported by the finance team. Where material variances are forecast, the comments of the Heads of Service are shown in the tables later in the performance report.

To improve transparency of the figures and assist councillors to understand the monitoring position, an alternative presentation of the spend and budget is given in appendix A. This shows the costs and income items by type rather than summarised by service.

Graeme Clark, Strategic Director (and Section 151 Officer)

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Community				
Expenditure	11,043	11,020	-23	Favourable
Income	-8,871	-8,877	-6	Favourable
Community Total	2,172	2,143	-29	Favourable
Customer & Corporate				
Expenditure	5,940	5,843	-97	Favourable
Income	-6,586	-6,517	69	Adverse
Customer & Corporate Total	-646	-674	-28	Favourable
Environment				
Expenditure	10,738	10,712	-26	Favourable
Income	-9,327	-9,327	0	N/A
Environment Total	1,411	1,385	-26	Favourable
Finance				
Expenditure	5,761	5,955	194	Adverse
Income	-4,392	-4,763	-371	Favourable
Finance Total	1,369	1,192	-177	Favourable
Planning				
Expenditure	8,777	8,739	-38	Favourable
Income	-6,536	-6,391	145	Adverse
Planning Total	2,241	2,348	107	Adverse
Policy & Governance				
Expenditure	6,782	6,770	-12	Favourable
Income	-3,864	-3,856	8	Adverse
Policy & Governance Total	2,918	2,914	-4	Favourable
Housing Operations				
Expenditure	32,201	32,200	-1	Favourable
Income	-33,025	-32,998	27	Adverse
Housing Operations Total	-824	-798	26	Adverse
Housing Strategy				
Expenditure	3,442	3,676	234	Adverse
Income	0	-167	-167	Favourable
Housing Strategy Total	3,442	3,509	67	Adverse
Grand Total	12,083	12,019	-64	Favourable

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 – Q3

Head of Service quarterly feedback:

This quarter significant issues to note are:

Customer Services - The Project is now well underway with the Programme Board having met twice. Staff briefings are programmed for January/February.

IT - The replacement core Building Control/Planning system is due to go live in February for Building Control, this is clearly a significant milestone and we will be monitoring the implementation closely.

Facilities - As we enter Q4 there are very few members of staff on leave at this time of year which is putting significant pressure on our power parameters, IT systems and parking capacity. We have carried out an initial viability study on our overall office accommodation needs and will be considering our options in Q4.

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 due course. We have looked in detail at a retail investment opportunity in Farnham and decided not to proceed and we will now be bringing forward another opportunity in Godalming for consideration.

Areas of Concern:

- Management of the customer services project is very time intensive, but within existing capacity and prioritisation
- Marketing one of our commercial properties which currently has a vacancy
- Recruitment of a replacement Engineer as this is an area where it has proved difficult to recruit to in the past.

David Allum, Head of Customer and Corporate Services

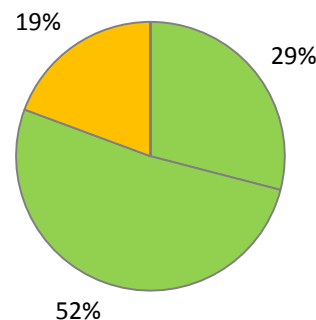
Performance Indicators Status Q3

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 Q3

Q3 Cust & Corporate Service Plans

Total	100%	31
Completed	29%	9
On track	52%	16
Off track - action taken / in hand	19%	6
Off track - requires escalation	0%	0
Cancelled	0%	0



Code	Title	Original Due Date	Revised Due date	Status	Q3 Actions taken
SP18/19CC1.5	Review and propose revised arrangements for service delivery from locality offices.	31/10/18	Integrated into Customer Service project.	Off track - action taken	The Customer Services Review Delivery work-stream is considering this issue. Proposals are expected by Q3 2019/2020
SP18/19CC2.4	If required, establish, advise and service the Council's Property Company to enable the acquisition of at least one property every two years.	31/12/18	31/03/19	Off track - action taken	It is expected that proposals will be put before Overview & Scrutiny in Q4 2018/2019 and to Investment Board shortly thereafter.
SP18/19CC2.5	Agree a future option for the replacement of The Burys	31/12/18	31/03/19	Off track - action taken	The initial feasibility has been carried out. Next step is to commission consultants to carry out a more detailed analysis. This work should be complete by Q4 2019/2020.
SP18/19CC3.5	Increase Member and Staff user satisfaction levels from the current ratings of 8.1 (Staff - Service Desk), 8.3 (Staff - services other than Service Desk) and 9 (Members)	31/10/18	31/03/19	Off track - action taken	Whilst the survey has been carried out staff satisfaction ratings were slightly down from 8.1 to 7.6 and from 8.3 to 8.2 respectively. The Member Survey is still underway.
SP18/19CC6.1	Increase Member and Staff satisfaction levels with the services provided from the performance recorded in 2017. Average rating from Members was 86% and from Staff 85%.	30/11/18	31/03/19	Off track - action taken	Staff satisfaction reduced to 82%. The councillor survey is still underway.
SP18/19CC6.4	Acquire new pool cars to facilitate and improve on existing usage numbers, thereby increasing savings to the Council.	30/11/18	31/03/2019	Off track - action taken	The funding for the pool cars is dependent on expenditure on essential and casual mileage rates falling. So far that has not happened.

Internal Audit - Actions Status at Q3

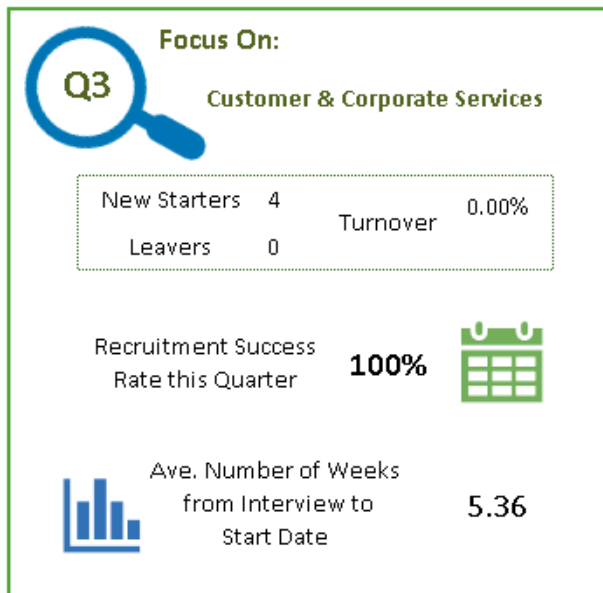
Comment: There were no overdue Internal Audit actions for this service area.

Complaints – Q3 update

Level	Level 1	Level 2	Ombudsman
Quarterly Number	1	1	N/A
Dealt with on time	0	1	N/A
Response Time	10 days	15 days	
Response Rate	50%	100%	N/A

Comment: We had one complaint this year from the neighbour of a person who had applied for an easement. There were no procedural or performance learning arising from the complaint.

Workforce – Q3 update



Comment: Q3 was very positive with a number of vacancies filled.

Finance Update – Q3 update

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/Favourable
Customer & Corporate				
Expenditure	5,940	5,843	-97	Favourable
Income	-6,586	-6,517	69	Adverse
Customer & Corporate Total	-646	-674	-28	Favourable

Head of Service Comment: The adverse income figure is due to two properties being void and one other which is no longer in our ownership. We have appointed another agent for one and are refurbishing and marketing the second.

3. Service Dashboard – Finance

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

Key Successes & Lessons Learnt, Areas of Concern - Q3

Head of Service quarterly feedback:

Exchequer team: Work on the finance ledger systems has been completed and a significant improvement has been achieved in the payment of invoices as can be seen in the performance indicators below.

Budget setting work has been completed with a balanced draft budget for 2019/20 and clarity on the scale of the financial challenge over the Medium Term Finance Plan. The finance team will work with the Value for Money and Customer Services scrutiny budget Working Group in the coming months to help support the development of plans to resolve this challenge.

Peter Vickers, Head of Finance

Performance Indicators Status

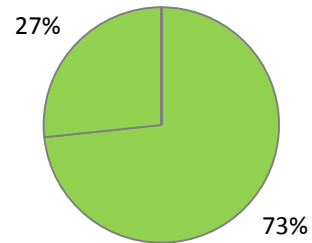
Comment: A significant improvement was planned in the F3 and F4 indicators and this has been delivered through improvements to the Agresso finance system.

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	12	13	13	13	13	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	6	4	7	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)	%	87.3	99.3	30.2	58.1	86.2	74.3
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	75.7	99.3	29.4	51.0	74.7	74.3
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	96.8	95.0	84.6	90.0	95.5	99.0
F4	Percentage of invoices from small/ local businesses paid within 10 days (higher outturn is better)	%	82.1	56.4	67.7	50.0	97.0	90.0

Service Plans - Actions Status Q3

Q3 Finance Service Plan Actions

Total	100%	15
Completed	73%	11
On track	27%	4
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



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

Internal Audit - Actions Status Q3

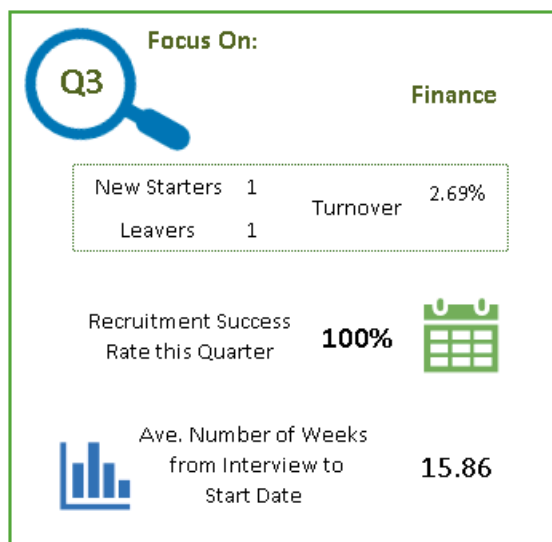
Comment: There are no outstanding actions for this service area at the end of Q3 2018-19.

Complaints Q3

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

Comment: All complaints received in Q3 were successfully resolved at level 1 within the target timescale of 10 working days.

Workforce – Q3 update



Comment: No concerns in this area

Finance Update Q3

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Finance				
Expenditure	5,761	5,955	194	Adverse
Income	-4,392	-4,763	-371	Favourable
Finance Total	1,369	1,192	-177	Favourable

Head of Service Comment: Budget is under control and services are on track to deliver within budget. 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 (including customer complaints); Communications and Engagement; and Human Resources.

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

The Policy and Governance team achieved a number of key milestones and successful outcomes during quarter 3, including:

- The successful defence, in October, of two linked High Court challenges against the Council's Local Plan and a further challenge against the Secretary of State's decision to grant planning permission for an 1,800 home settlement at Dunsfold Aerodrome. Deputy High Court Judge, Ms Nathalie Lieven QC dismissed all claims.
- Successful completion of the Annual Canvass, leading to publication of the revised Electoral Register on 1 December. Household Enquiry Forms were issued to 53,000 residences. The extension of the mobile canvassing pilot was very successful. 17 of the 25 canvassers equipped with a tablet. Using the tablet allowed residents to quickly, easily and securely complete their registration online. By the end of the canvass, 97.2% of the households issued with a Household Enquiry form had responded.
- Successful completion of the Haslemere Town Council By-Election in October.
- Following a period of research, development, consultation and scrutiny, the adoption in December of a new Human Resources Strategy for the Council. The strategy sets out a vision for positive and committed staff culture, developing and retaining talented staff and ensuring that Waverley is able to compete effectively in the employment market and be seen as an attractive employer in the local community. Work streams within the strategy are now being progressed.
- The provision of dedicated project management support from the council's Corporate Policy team to the Council's Customer Services Improvement Programme to kick start progress on the next phase of this important area of work.
- Work by the Council's Democratic Services team to develop a comprehensive and effective induction programme for the new intake of Councillors in May 2019.
- The appointment of a new Communications and Engagement Manager who progressed a number of key work streams including the development of a revised Communications and Engagement Strategy and revised work programme for the Council.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status

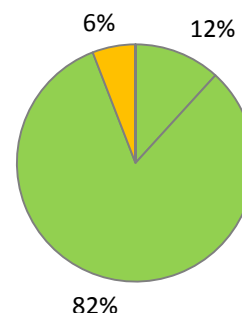
KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target	
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	18.7	21.5	21.8	21.0	21.5	Data only	
HR2	Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.1	6.0	5.8	6.5	6.6	6.52	
PG1a	The number of complaints received - Level 1 (data only)	No.	Collection started from Q1 2018-19			63	57	63	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	Collection started from Q1 2018-19			18	24	18	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%	79.4%	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%	88.9%	95.0%	

Comment: The levels of sickness have risen slightly in Q3 which is quite typical for the autumn/winter period. The drop in performance of corporate indicator PG2a (% of level 1 complaints responded to on time) relates to a number of planning complaints and the situation is being closely monitored by the Planning Development Manager and Head of Planning. The response rate at level 2 (PG2b) was impacted by two complex cases which took longer to resolve. Although the complaint response rate indicators performed below the target in Q3 the Complaints Officer has confirmed there are no specific areas of concern at the moment. The Senior Management Team has reviewed this data and will be focused on improving response rates in Q4.

Service Plans - Actions Status Q3

Q3 P&Gov Service Plans

Total	100%	17
Completed	12%	2
On track	82%	14
Off track - action taken / in hand	6%	1
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: All Service Plan actions are progressing well on target for completion apart from one, further details can be found below.

Code	Title	Original Due Date	Revised Due Date	Status	Actions taken to rectify
SP18/19PG2.1	Increase levels of community engagement, including participatory budgeting:	31/12/18	30/09/19	Off track - action taken	The timetable for this piece of work was revised to inform the Medium Term Financial Plan. The work is now scheduled to begin in early June and complete in September.

Internal Audit - Actions Status Q3

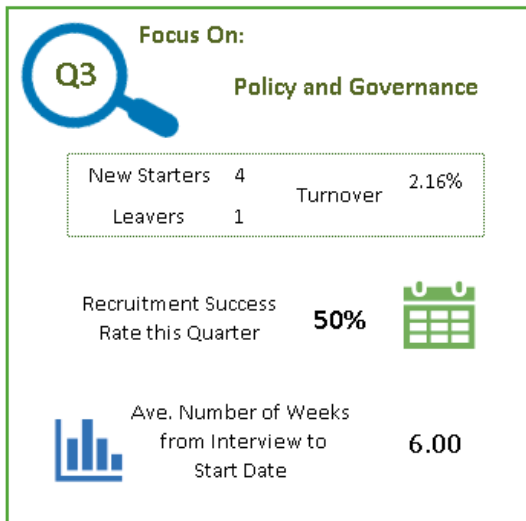
Comment: There were no outstanding Internal Audit actions for this service area at the end of Q3.

Complaints Q3

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 third quarter of 2018/19.

Workforce – Q3 update



Comment: A number of staff vacancies were successfully filled during the quarter within the Legal, Corporate Policy and Communications and Engagement teams. Recruitment was also undertaken in respect of two vacancies that arose in the Elections team with new staff due to commence employment in Q4.

Finance Update Q3

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Policy & Governance				
Expenditure	6,782	6,770	-12	Favourable
Income	-3,864	-3,856	8	Adverse
Policy & Governance Total	2,918	2,914	-4	Favourable

Head of Service Comment: Spending within the service is projected to remain within budgets, with a small favourable variance projected.

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

Q3 Head of Service quarterly feedback summary:

The Memorial Hall welcomed back its old hirers this quarter creating a vibrant busy Centre throughout the day. We were especially pleased to open our doors on Christmas day for around eighty residents of Farnham who would have been spending their Christmas alone.

The Borough Hall launched its Live Screening offer of the Royal Ballet to a packed house in early December.

The Leisure and Grounds maintenance contracts continue to perform well with complaints remaining low. Work continues on the leisure investment projects for Godalming and Farnham with a project team assembled to take the schemes forward. The Frensham Heathland Hub achieved planning approval and commons consent has now been applied for taking this project to the next stage, we look forward to hearing feedback in the next quarter.

The Communities Team have worked hard supporting our voluntary partners; celebrating the achievement of the Community Meals Service with all the providers as the second year anniversary was reached and all centres feeding back positively; delivering fantastic cultural opportunities for Borough residents with our partnership with The Maltings and Cranleigh Arts Centre to name but two and finally working to support the CAB and HOPPA to deliver their much needed services.

The Economic Development Team are supporting the four Chambers of Commerce to carry out a feasibility study on the introduction of a Business Improvement District (BID). Our team are meeting a host of businesses throughout Waverley gaining valuable feedback. The feasibility study will be completed next quarter.

Kelvin Mills, Head of Communities and Special Projects

Performance Indicators Status Q3

Comment: All areas are performing well with overall success rates at Waverley Training Services and Careline critical fault monitoring demonstrating great success.

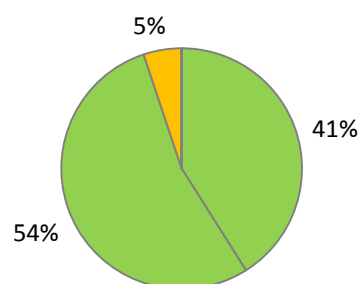
Leisure centre usage has remained high which is pleasing considering the particular challenges being faced in Farnham, around car parking, our largest leisure centre. The Leisure Team in partnership with Places Leisure continue to push our health and wellbeing activities with record participation numbers this quarter, particularly in 60+ sessions and Cranleigh's Friday night youth project, this will continue to be a priority.

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target	
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	469,669	536,377	501,438	462,103	473,507	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	6,112	Data only
CS9	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1,878	1,841	1,826	1,835	1,863	Data only	
CS10	Total number of Careline calls per quarter (data only, no target set)	Calls	6,775	5,966	3,549	6,216	5,444	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%	100.0%	90.0
CS12	Apprentice overall success rate per quarter (higher outturn is better)	%	81.0%	77.2%	78.3%	81.0%	82.1%	75.0%	
CS13	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	74.0%	72.0%	77.1%	78.0%	70.0%	70.0%	
CS14	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	25	24	29	22	19	Data only	

Service Plans - Actions Status Q3

Q3 Communities Service Plans

Total	100%	39
Completed	41%	16
On track	54%	21
Off track - action taken / in hand	5%	2
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The update on the off track actions is listed below.

Code	Title	Original Due Date	Revised Due date	Status	Actions taken
SP18/19CS1.2	Renegotiate new leisure management contract thresholds to increase guaranteed return.	31/08/18	30/03/19	Off track - action taken	Negotiations had stalled the issue was escalated and a meeting between the contractor and Strategic Director took place in January. Progress is expected to be made in the next quarter.
SP18/19CS4.3	Investigate potential new services that could benefit our client base and increase usage (Careline)	31/12/18	30/03/19	Off track - action taken	New backroom processes have been explored to improve customer service this will be implemented over the coming weeks. Once in place further 'offerings' can be explored.

Internal Audit - Actions Status Q3

Comment: At the end Q3 there are no outstanding actions for this service area.

Complaints Q3

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

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

Workforce – Q3 update



Comment: The number of leavers in the quarter was negatively impacted by Waverley Training Services team's higher turnover rate as a result new joiners not completing their probation.

Finance Update

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Community				
Expenditure	11,043	11,020	-23	Favourable
Income	-8,871	-8,877	-6	Favourable
Community Total	2,172	2,143	-29	Favourable

Comment: All on target

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

The new Refuse, Recycling and Street Cleaning contract was awarded to BIFFA after an extensive procurement and evaluation process and will ensure we are able to deliver high quality services to the residents into the future. The current contractor Veolia continues to provide a good service in the interim.

The review of air quality monitoring sites has been implemented and a new contract has been awarded for the management of our air quality analysers to provide enhanced and up to date information on air quality to residents.

The decision of the Planning Inspector is awaited on the application for the de-registration of Weyhill Fairground car park as common land following the site visit. Work continues on exploring options for the improving South Street car park in Farnham.

Work is progressing on plans to install electric vehicle charging points in four of our main car parks (two charging points in a carpark in each of our main centres of population).

Richard Homewood, Head of Environmental Services

Performance Indicators Status

Comment: Our recycling rejection rate at the Materials Recovery Facility remains a concern and work is ongoing with residents to try to ensure they understand what can and can't be recycled. Contamination at our bring sites continues to be a major cause of rejection along with stricter rules on what the MRF can accept driven by international processors stricter specifications. Nationally and internationally the future of recycling is a real concern.

The recycling percentage rate has however continued to improve and residual waste per household has reduced significantly. This may be in part due to the promotion of our food waste service and distribution of several thousand more food caddies to residents.

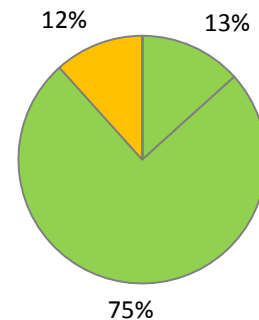
KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	5.3%	7.1%	11.6%	10.5%	10.0%	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	1.3	2.0	2.5	2.0	2.0	2.0

E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	73.0%	90.2%	94.0%	84.0%	90.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	26	20	34	35	22	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	94.0%	95.0%	94.0%	100.0%	100.0%	100.0%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	93.0%	90.0%	84.0%	85.0%	100.0%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	91.6	91.8	95.5	88.3	70.0	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	55.9%	57.3%	58.6%	57.1%	59.0%	54.0%

Service Plans - Actions Status

Q3 Environment Service Plan Actions

Total	100%	60
Completed	13%	8
On track	75%	45
Off track - action taken / in hand	12%	7
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The Public Space Protection Order in respect of Dog Fouling was made with effect from 1 January. Consultation feedback on PSPOs in relation to dogs on leads and numbers of dogs is still being reviewed and further proposals on these controls will be brought forward in June. We will continue to liaise with Surrey Police through the Safer Waverley Partnership on the need for PSPOs in relation to anti-social behaviour. Training for dealing with unauthorised encampments is planned for the new year. Food and Health and Safety Service Plans are in draft and in progress. We are currently recruiting a new Emergency Planning and Resilience Officer and once in post reviews of the response arrangements, health and safety and business continuity will progress.

Code	Title	Original Due Date	Revised Due date	Status	Actions taken
SP18/19ES3.3	Introduction of Public Space Protection Orders for dog issues and anti-social behaviour in partnership with Surrey Police.	31/12/18	31/08/19	Off track - action taken	81% Completed - Dog Fouling PSPO made with effect from 1 Jan 2019. Further consultation on Dogs on leads etc. in summer 2019
SP18/19ES3.10	Implement a procedure training programme for front line field officers for unauthorised encampments	31/12/18	31/03/19	Off track - action taken	70% completed - Training planned for first quarter of 2019.

Code	Title	Original Due Date	Revised Due date	Status	Actions taken
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	31/03/19	Off track - action taken	75% completed - Work in progress delayed by other priorities
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	31/03/19	Off track - action taken	75% completed - Work in progress delayed by other priorities
SP18/19ES8.1	Review arrangements for supporting the Council's response to civil emergencies	30/11/18	30/06/19	Off track - action taken	80% completed - Emergency Contacts directories and severe weather plan reviewed. Other plans to be reviewed when new EPRO in place
SP18/19ES9.1	Review arrangements for ensuring Business Continuity arrangements are in place and are fit for purpose	30/11/18	30/06/19	Off track - action taken	90% completed - Business Continuity Group meeting regularly and Service BCPs under review.
SP18/19ES10.1	Review arrangements for implementing and monitoring the council's Health and Safety Policies	30/11/18	30/06/19	Off track - action taken	90% completed - Health and Safety Policy, Lone Working Policy, Driving at Work policy and Aggression at Work policies reviewed. Other policy reviews underway

Internal Audit - Actions Status Q3

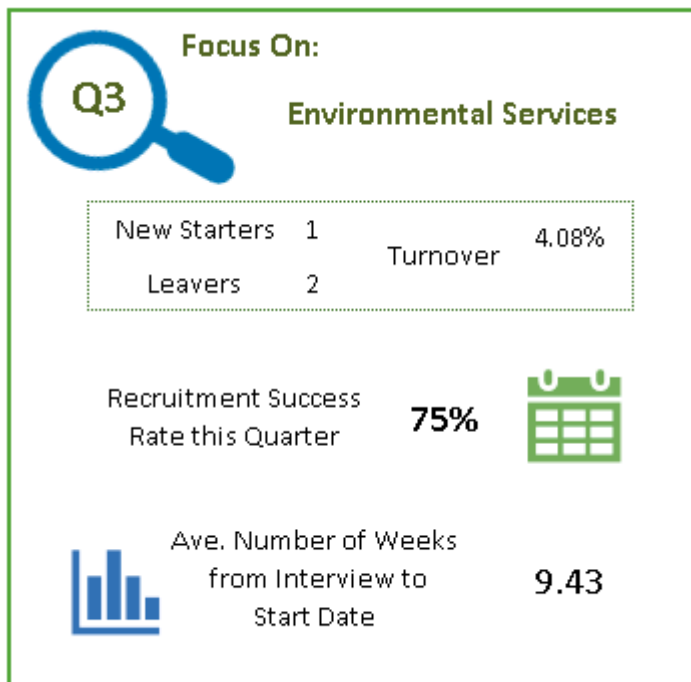
Comment: At the end Q3 there are no outstanding actions for this service area.

Complaints – Q3 update

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

Comment: A complaint regarding the disposal of an abandoned vehicle involved a more detailed investigation which subsequently highlighted a need for a review of procedures. Abandoned vehicle procedures have been revised as a result.

Workforce – Q3 update



Comment: The Service has enjoyed a stable workforce over the last quarter. We are currently recruiting a new Emergency Planning and Resilience Officer following the resignation of the post holder as a result of promotion within another public authority.

Finance Update – Q3 update

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Environment				
Expenditure	10,738	10,712	-26	Favourable
Income	-9,327	-9,327	0	N/A
Environment Total	1,411	1,385	-26	Favourable

Comment: There has been additional expenditure on garden waste services in quarter 3. Work is underway with the contractor to review this expenditure. The trial car washing franchise in Central Car Park, Farnham has been terminated so anticipated income will not be achieved. Car park income is being closely monitored and it is expected to offset this loss of other income in the next quarter. In spite of some setbacks a favourable variance is expected at the end of the financial year.

7. Service Dashboard – Planning

This Service includes the following Sections: Building Control, Development Management and Planning Policy

Key Successes & Lessons Learnt, Areas of Concern

Q3 Head of Service quarterly feedback:

This has been another quarter characterised by high workloads but of notable success. A number of key actions from the Development Management Improvement Plan were successfully progressed including the new IT development for Building Control and Development Management; increased use of Planning Performance Agreements to support the cost and project management of major developments; the rolling out of electronic consultations to stakeholders and most Parish and Town Councils; progress made on Section 106 Review Project by way of inputting of historic Legal Agreement information into new software database to enable enhanced accessibility to records; continued extension of engagement with stakeholders, Parish and Town Councils via workshops, forums and roadshows.

Management training for middle managers was also completed.

In October, the Council successfully defended all High Court Challenges to the Local Plan Part 1 and to the Dunsfold New Settlement's planning permission. The claimants, CPRE/POW have lodged a challenge on two grounds to the Court of Appeal. The Draft Local Plan Part 2 was not considered by the Council in October but has been deferred until Summer 2019 to allow further discussion on some aspects with the local community. The Council adopted the CIL Charging Schedule on 31 October with a target implementation date of 1 March 2019. Governance arrangements for CIL were approved by the Executive in December 2018.

Project Planning in partnership with Dunsfold Airport Limited has continued, during Q3 in anticipation of implementation of the permission early in 2019.

The Business Plan for Building Control: income position has dipped in Q3 but is still under close scrutiny.

The Review of Street Naming and Numbering processes has been completed and is now fully operational. Income continues to significantly exceed budget expectations.

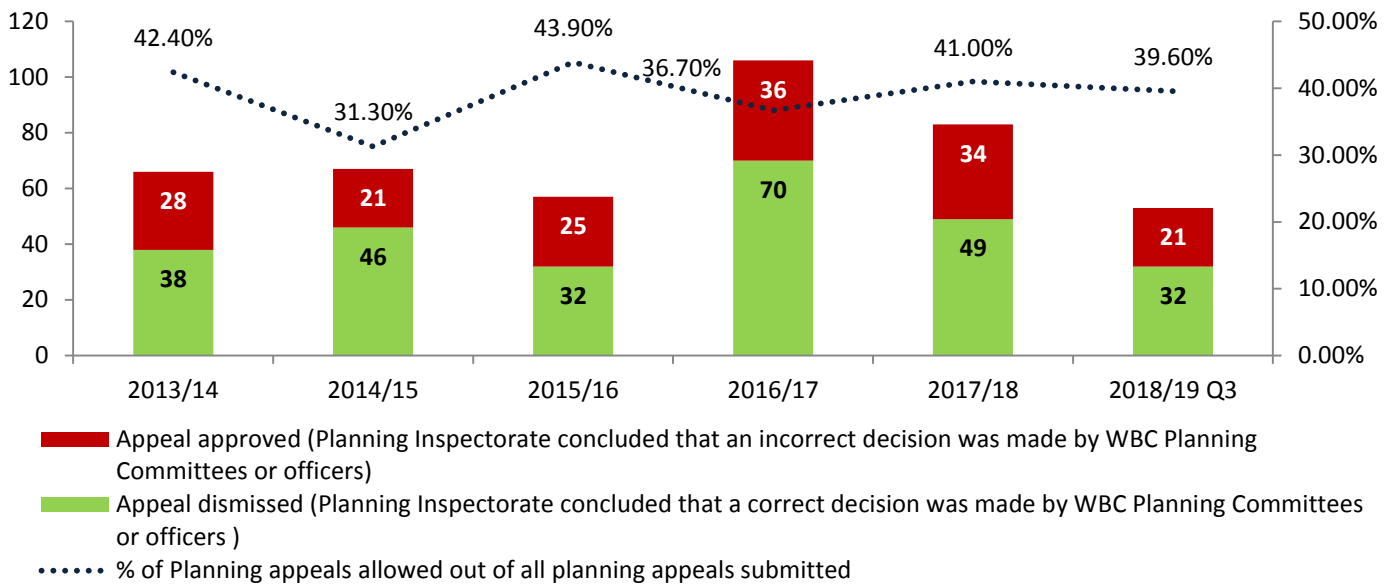
Elizabeth Sims, Head of Planning

Performance Indicators Status

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	100.0%	99.6%	99.1%	98.7%	99.3%	100.0%
P151	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	100.0%	93.8%	87.5%	85.7%	100.0%	80.0%
P153	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	98.3%	97.3%	96.2%	95.8%	93.4%	80.0%
P123	Processing of planning applications: Other applications (higher outturn is better)	%	100.0%	95.0%	100.0%	93.3%	90.3%	90.0%
LP9	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	97.0%	89.6%	93.6%	86.2%	93.1%	80.0%
P2	All planning appeals allowed (Internal KPI) (cumulative year to date) (lower outturn is better)	%	40.7%	41.0%	26.9%	30.8%	39.6%	30.0%
P152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	5.8%	9.0%	11.8%	9.7%	7.4%	10.0%
P154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.7%	1.6%	1.3%	1.2%	1.5%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	93.7%	94.9%	94.1%	90.9%	81.3%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	96.1%	97.9%	90.5%	100.0%	100.0%	95.0%
P8	Percentage of complete building control applications checked within 10 days (higher outturn is better)	%	86.0%	95.0%	91.5%	93.5%	98.7%	80.0%

Comment: The performance on planning appeals (P2) has significantly worsened in the last quarter. This has largely reflected a disagreement between the Council and Planning Inspectors on matters of planning judgement. A comparison (below) with previous quarters shows that this level of performance reflects previous levels going back to 2017. This indicator is, however, a local one and not as critical as the nationally monitored indicators which inform the designation (Special Measures) regime. These are all on track for this quarter but will need monitoring carefully in Q4.

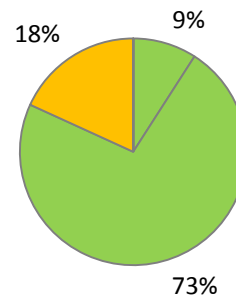
**Planning Inspectorate conclusions
on Waverley planning appeals
(January 2013 and December 2018)
(ref. P2 Local indicator)**



Service Plans - Actions Status

Q3 Planning Service Plans

Total	100%	22
Completed	9%	2
On track	73%	16
Off track - action taken / in hand	18%	4
Off track - requires escalation	0%	0
Cancelled	0%	0



Progress on Service Plan actions continues as planned with the majority of objectives expected to be completed on target. There are four actions which are currently off track, but the corrective steps are being taken as detailed below.

Code	Title	Original Due Date	Revised 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	Agreed at Q2 - 31/03/19	Off track - action taken	Familiarisation of system exercise commencing on 21/1/19. Further necessary modification of system identified through this will be prioritised as appropriate. Go Live date for Building Control is 4th February. Development Management module operates on same software platform and will follow with estimated Go Live date of April 2019.

Code	Title	Original Due Date	Revised Due Date	Status	Actions taken
SP18/19P1.5	Review decision making structures/numbers of Planning Committees/meetings	31/08/18	31/03/19	Off track - action taken	Report to Environment O and S deferred to allow opportunity for an All Member Workshop to inform report recommendations and Action Plan. Report now scheduled for Environment O and S Committee on 25th February 2019.
SP18/19P2.2	Section 106 – negotiation, collection and spending mechanisms reviewed and dedicated officer appointed	31/07/18	31/03/19	Off track - action taken	Additional temporary staff appointed to support the data inputting workload. Data inputting completed. Subject to user testing, public facing module launch intended for February 2019. Town and Parish Councils updated on project progress.
SP18/19P3.1	Design Awards (ref. Local Plan Part 2)	31/10/18	14/03/2019	Off track - action taken	Awards Ceremony deferred to Q4 given other key Service priorities, e.g., Local Plan Part 2 and S 106 Monitoring. Ceremony date set for 14 th March 2019 at the Memorial Hall, Farnham. Judges' tour completed week commencing 14 th January.

Internal Audit - Actions Status Q3

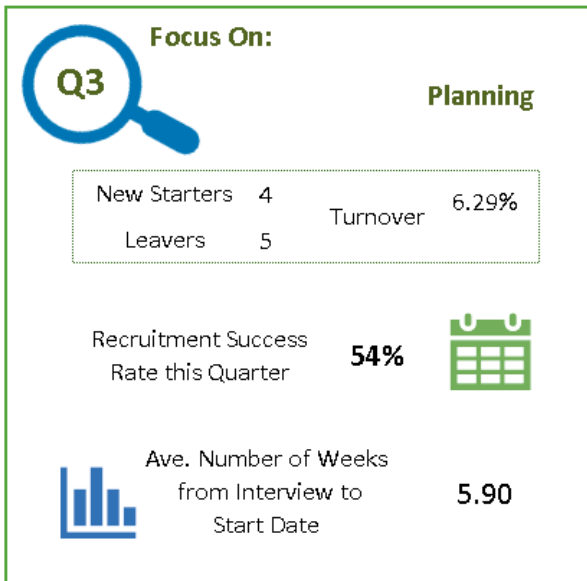
Comment: There were no outstanding Internal Audit actions for Planning at the end of Q3.

Complaints Q3 update

Level	Level 1	Level 2	Ombudsman
Quarterly Number	11	6	0
Dealt with on time	4	5	0
Response Time	10 days	15 days	
Response Rate	36%	84%	N/A

Comment: The response rate on Level 1 and Level 2 complaints has been affected by loss of key personnel in Development Management and high workloads in the quarter. The situation is being closely monitored by the new Development Manager who has developed a more hands-on approach to monitoring of these key targets and an improvement is expected for Q4. The latest data collected at the end of January indicates that the new arrangements are working, as all four level 1 complaints received in that month, were responded to within the 10 working day target.

Workforce – Q3 update



Comment: Turnover remains high. Workloads, committee attendance and extra hours incurred, plus external career advancement, are likely to have contributed to this high level.

The Service is continuing to face severe 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, not necessarily successfully. Vacant posts are being covered by temporary and agency staff but within existing budget. Planning Performance Agreements are being used to secure funds from developers to deliver strategic level development by funding additional temporary staff.

Finance Update Q3

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Planning				
Expenditure	8,777	8,739	-38	Favourable
Income	-6,536	-6,391	145	Adverse
Planning Total	2,241	2,348	107	Adverse

Comment: Development Management income and Building Control income continue to be lower than expected. This is partially offset by S106 monitoring income and staff vacancy savings. Increased income from Street Naming and Numbering is contributing to overall budget gap. The Senior Management Team has reviewed the financial position and the expectation that all will not be balanced within this service this year, while noting that the Council's overall forecast is essentially on track. Further discussions on the commercialisation and income possibilities of services will be taking place in Q4.

8. Service Dashboard – Housing Operations

Key Successes & Lessons Learnt, Areas of Concern Q3

Head of Service quarterly feedback:

The main focus in the last quarter has been preparing for the demobilisation of current and mobilisation of the new repairs and maintenance contracts including the responsive repairs and voids, kitchen and bathroom and the framework contracts. Project groups and plans for key work streams have been developed and are progressing.

The team have worked with colleagues in Legal and Finance following the announcement in late November of the change in parent company of the new responsive repairs and voids contractor. Completing due diligence before making a decision regarding the assignment of the contract.

Following the emergence of legionella in the water systems at one of our senior living schemes in Q2 (reported in previous quarters), the Property Services and Senior Living teams continue to monitor the situation and are managing the risk effectively. Recent results have indicated continuing progress in reducing the levels of bacteria. Our contractor 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 updates to the portfolio holder and the management board, tenants and the ward councillors.

The Tenancy and Estates team's work was recognised in November at the Surrey Police ASB Awards. A Tenancy and Estates officer received a nomination for the "Tackling ASB award" following successful joint working with the police to gain repossession of a home in Bramley. The ongoing anti social behaviour case was successfully resolved with a closure order and a possession order. The tenant had allowed his home to be used for drug dealing leading to a significant impact on the neighbours and community.

The Rent Accounts team met the rent collection target this quarter and continue to work with all tenants to promote rent payments and reduce the risk of and level of arrears. Officers are working intensively with the 96 tenants in receipt of Universal Credit often before they have their job coach appointment

In preparation for the winter weather and Christmas closure, the website Out of Hours information was reviewed and updated to provide clear information for emergencies over the winter period.

Only 24 emergency repair calls were received over the Christmas period. The majority were completed with only two requiring follow up work in January.

The Senior Living residents arrange a number of seasonal events and no call outs requests were received by the on call officers during the Christmas closure period.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target
H2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	18	19	15	16	21	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)	%	73.0%	97.3%	24.9%	49.2%	76.0	74.0%
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)	%	91.0%	91.0%	92.0%	93.0%	89.0%	93.0%
H8	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	79.0%	74.0%	76.0%	76.0%	78.0	78.0%
H9	Responsive Repairs: Did the tradesperson arrive within the appointment slot? (Tenants' view of the service) (higher outturn is better)	%	98.0%	97.0%	97.0%	98.0%	97.0%	97.0%

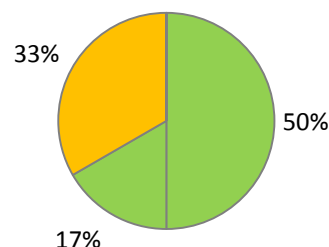
Comment:

The relet performance (H2) was only one day over target due to a number of homes in exceptionally poor condition and Mears' sub contractors performance. The fall in overall satisfaction with the repairs service (H7) is being closely monitored with the introduction of new initiatives to capture and respond early to any dissatisfaction.

Service Plans - Actions Status Q3

Q3 Housing Operations Service Plans

Total	100%	6
Completed	50%	3
On track	17%	1
Off track - action taken / in hand	33%	2
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: Progress according to timelines with five completed actions.

Delay with Family Support Team review and transformation strategy due to external influences and change in team resources and capacity.

Code	Title	Due Date	Revised Due date	Status	Actions taken to rectify
SP18/19H1.1	Create digital business evolution model	31/10/18	31/03/2019	Off track - action taken	Not met target date due to Social Housing Green Paper consultation and change in team resources. To be complete end March 2019.
SP18/19H2.4	Review future of Family Support Team	30/11/18	31/03/2019	Off track - action taken	A new due date of 31 March 2019 has been requested in order to clarify future with SCC and Waverley budget setting.

Internal Audit - Actions Status Q3

Comment: There were no outstanding Internal Audit actions for this service at the end of Q3 2018-19.

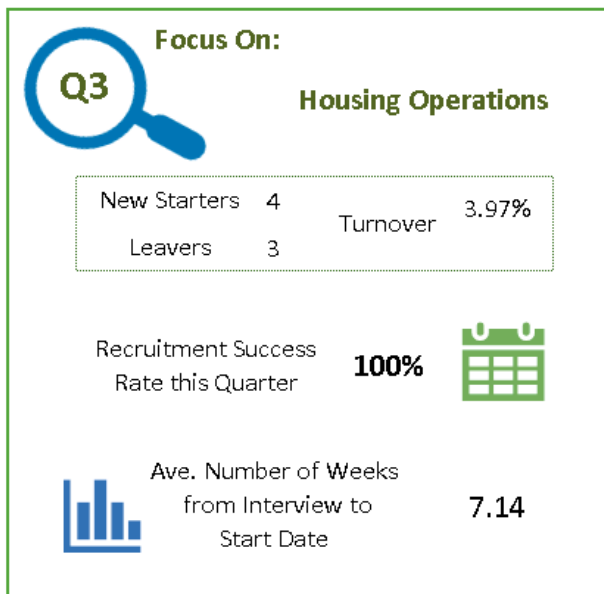
Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	33	8	1 upheld
Dealt with on time	28	8	
Response Time	10 days	15 days	
Response Rate	85%	100%	N/A

Comment: In the third quarter of 2018/19, 28 out of 33 level one complaints were dealt with on time and all eight complaints escalated to level two were responded to within the target. There were no complaints escalated to the Housing Ombudsman in the quarter, however a Q2 complaint has been resolved in that period as upheld.

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 – Q3 update



Comment: No issues to highlight. Turnover of staff as expected and all vacancies are being covered (within budget) while recruitment is being undertaken.

Finance Update

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Housing Operations				
Expenditure	32,201	32,200	-1	Favourable
Income	-33,025	-32,998	27	Adverse
Housing Operations Total	-824	-798	26	Adverse

Head of Service Comment: Variations for noting - Income £118k under achieved in rents. Interest income £36k over achieved driven by higher base rate. £64K over achieved for lease hold management income due to late billing from prior years. The new Housing Finance Manager reviewing monthly rents reconciliation and leaseholder invoicing processes.

9. Service Dashboard – Housing Strategy & Delivery

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Homelessness prevention: The team keep numbers of households in temporary accommodation very low and at the time of preparing the report, we are accommodating one household. We continue to manage all the implications of the Homelessness Reduction Act, which involves using a complex IT and reporting system required by central government. A report on the first six months since the Act was introduced was presented to the Housing Overview and Scrutiny Committee on 27 November.

Emergency accommodation was arranged for anyone presenting as homeless over the Christmas period but was not needed. The annual Rough Sleeper Count took place on 14 November, with two rough sleepers being identified in Waverley. Both were known to the Housing Options Team.

Housing Development: Work on Site A at Ockford Ridge (37 new homes) will begin in the Spring, with pre-construction work underway from end of January. Preliminary work is underway on the next two phases of refurbishment, as well as two new potential sites for redevelopment on the Ridge. A committee date is awaited for the determination of the application for Site C.

Planning applications have been submitted for sites at Aarons Hill, Godalming (four homes). The scheme at Ryle Road, Farnham (two homes) was recommended for approval but refused by the planning committee. We are now considering what to do next.

A number of other schemes are coming forward and are at various stages of pre application and site assembly. We are also bringing forward our first scheme of five homes in partnership with a private developer under a Section 106 Agreement.

Private Sector Housing Team/Better Care Fund: The team has received over 40 new applications for licenses for Houses in Multiple Occupation and all inspections will be completed by the end of January. The new Home Improvement Policy adopted by Council has resulted in an increase in requests for aids and adaptations. The Council works in partnership with Guildford Borough Council to maintain the Home Improvement Agency and the Handyperson service. It is envisaged that Better Care Funding will continue after March 2020.

Housing Strategy and Enabling: Monitoring and delivering the first year's objectives of the Housing Strategy 2018-2023 continues and an Annual Progress Review of the Strategy will be prepared and presented to the Housing Overview & Scrutiny Committee, Executive and Council after March 2019; the delivery forecast for 2018/19 is 102 new affordable homes.

The Team are working closely with colleagues in the Planning Service to develop a Supplementary Planning Document on affordable housing which will give internal teams, developers and housing associations clear guidance on the delivery of affordable homes through the planning process. A representative from the team has visited parish and town councils to set out the aims of the Housing Strategy and raise awareness of housing need in the Borough. More visits are in the pipeline.

Service Improvement Team: Early stage consultation on Housing Service Plan 2019/2020 has begun.

A home exchange event was held in November with 36 attendees. This was positively received by tenants who fed back that the event was helpful and informative.

The Waverley Homes and People newsletter was issued with annual report data, service advice and

three articles written by tenants.

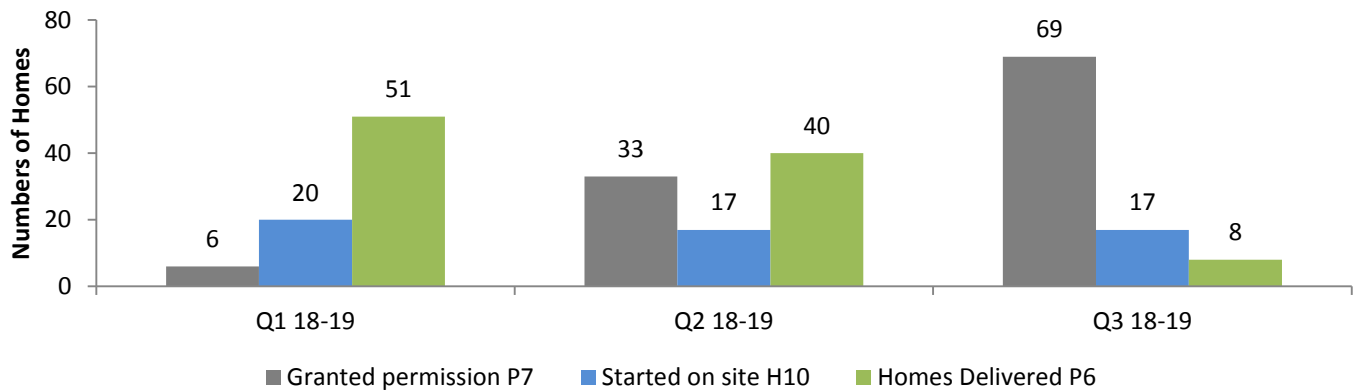
The Service Improvement Manager has supported a Housing Overview and Scrutiny task and finish group on attitudes to Council Housing: 'Pride or Prejudice?' Four tenant drop-in events have been held and surveys have been carried out – the final report will be presented to the full Housing Overview and Scrutiny Committee in February.

Andrew Smith, Head of Strategic Housing & Delivery

Performance Indicators Status

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18- 19	Q3 Target	
H3	Housing advice service: Homelessness cases prevented (data only)	No.	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	1	0	1	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	150	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	28	Data only	
P7	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	64	558	6	33	69	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	17	Data only
P6 (H1)	Number of affordable homes delivered (gross) (Data only - higher outturn is better)	No.	12	52	51	40	8	Data only	

Affordable housing delivery January - December 2018

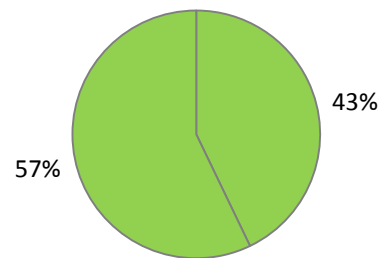


Comment: The teams continue to work well in preventing homelessness and delivering new affordable homes.

Service Plans - Actions Status

Q3 Housing Strategy & Delivery Service Plans

Total	100%	7
Completed	43%	3
On track	57%	4
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment:

All service plan actions are progressing on target for completion. At the end of Q3 3 out of 7 actions have already been completed.

Internal Audit - Actions Status Q3

The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent ["Progress on the Implementation of Internal Audit Recommendations"](#) report from the [Audit Committee meeting 5 November 2018](#).

Code & Title	Start Date	Due Date	Head of Service
IA19/05 Safeguarding	01 Nov 2018	31 Dec 2018	Smith, Andrew +

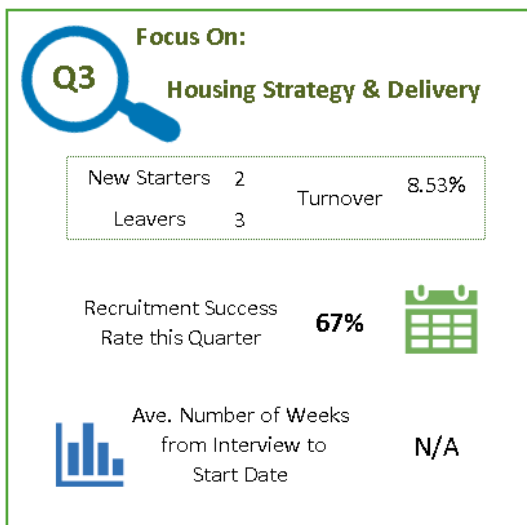
Comment: All recommendations in the Audit report are being progressed satisfactorily and will be uploaded to Pentana (performance management application) by 20 February, in advance of next Audit Committee. It needs to be recognised that the Council's Safeguarding reporting mechanisms and pathways will be determined by new referral procedures to be introduced by Surrey County Council in due course.

Complaints - Q3 update

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

In the third quarter only two complaints were received which were successfully dealt at level one within the 10 working days timescale.

Workforce – Q3 update



Comment:

Housing Options officer post suspended following retirement – to be kept under review.

Finance Update Q3

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Housing Strategy				
Expenditure	3,442	3,676	234	Adverse
Income	0	-167	-167	Favourable
Housing Strategy Total	3,442	3,509	67	Adverse

Head of Service Comment: Homelessness rent received in advance is high due to landlords requiring larger deposits before households are placed in private rented accommodation. However, there is a lag behind payments made to landlords. Additional 12K income received through HMO licensing receipts. Offset with expenditure 68K deficit

10. Appendix A. Detailed Budget Analysis – Q3 update

	2017/18	2018/19			Adverse/ Favourable Outcome
	Outturn £'000	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	
Expenditure					
Building Running Costs	1,653	2,099	1,981	-118	Favourable
Compensatory grants	58	49	52	4	Adverse
Contracted Services	7,075	6,771	6,770	0	N/A
Contributions to/from Reserves	4,018	6,810	6,821	11	Adverse
Depreciation	1,000	1,143	1,143	0	N/A
Election Fees	137				N/A
Equipment Costs	905	1,000	991	-9	Favourable
Staff Pay	18,170	19,401	19,368	-34	Favourable
Non Pay Staff Costs	1,023	944	944	0	N/A
Financial Fees	337	331	363	32	Adverse
Grants	920	813	819	5	Adverse
Grounds Maintenance	1,705	1,678	1,639	-39	Favourable
Housing Repairs	3,861	5,232	5,232	0	N/A
Interest Costs	5,795	5,917	5,971	54	Adverse
Legal fees	430	358	355	-3	Favourable
Mayoralty expenses	11	22	22	-1	Favourable
Members allowances	374	398	398	0	N/A
Members Travel	14	18	18	0	N/A
Net Benefit Cost	-623	-587	-478	109	Adverse
Net recharges	22,850	22,222	22,222	0	N/A
Other expenditure	983	6,000	5,985	-15	Favourable
Other travel	15	20	20	0	N/A
Pension Backfunding Costs	153	162	158	-4	Favourable
Professional Fees	269	337	338	1	Adverse
Rent Costs	687	428	662	234	Adverse
Utilities	597	558	563	4	Adverse
Vehicle Costs	32	33	33	0	N/A
Waverley Training Services Sub Contractors	2,733	2,526	2,526	0	N/A
Expenditure Total	75,185	84,684	84,915	230	Adverse
Income					
Building Control Income	-453	-645	-509	136	Adverse
Car Park income	-5,054	-5,036	-5,036	0	N/A
Careline Income	-450	-447	-447	0	N/A
Contributions (e.g. Tenants)	-42	-10	-10	0	N/A
Fees and charges	-868	-1,013	-1,027	-14	Favourable
Grant Income	-1,472	-543	-539	3	Adverse
Green Waste Income	-691	-831	-831	0	N/A
Housing Dwelling Rents	-28,579	-28,397	-28,279	118	Adverse
Interest Income	-838	-640	-1,048	-407	Favourable
Land Charges Income	-438	-405	-405	0	N/A
Leisure Centre Profit Share	-466	-491	-491	0	N/A
Licensing Income	-277	-272	-272	0	N/A
Net recharges	-24,292	-24,093	-24,095	-2	Favourable
Planning Income	-1,503	-1,767	-1,744	23	Adverse
Property Income	-2,878	-2,838	-2,956	-118	Favourable
Reimbursements	-4,406	-3,977	-3,948	29	Adverse
Recycling Credit	-1,020	-884	-884	0	N/A
Service Charges	-299	-313	-377	-64	Favourable
Water Rates Collection	-18				N/A
Income Total	-74,045	-72,601	-72,896	-294	Favourable
Grand Total	1,141	12,083	12,019	-64	Favourable

WAVERLEY BOROUGH COUNCIL

COMMUNITY AND WELL BEING O&S COMMITTEE

19 FEBRUARY 2019

Title:

UPDATE REPORT ON CARELINE SERVICE

**Portfolio Holder: Cllr Jenny Else
Wards Affected: All**

Summary and purpose:

To provide an overview of the service that Careline provides and to provide an update on how the service is progressing.

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

This report relates to the Council's People, Place and Prosperity priorities as it informs as to a service provision that helps vulnerable people to live independently in their own homes, with the assistance of a personal alarm service, supplied by our in house Careline service.

Equality and Diversity Implications:

There are no Equality and diversity implications to this report.

Financial Implications:

There are no financial implications to this report.

Legal Implications:

There are no legal implications to this report.

1. Background

The Careline service is run by Waverley Borough Council to residents across the borough. A non-statutory service, it continues to be highly valued by its customers in helping them maintain their independence in their own homes through the use of the Careline personal alarm, and associated telecare equipment, which includes products such as linked smoked alarms, pill dispensers, falls detectors and bed sensors. Prices start from a little as £4.40 per week, based on a leased arrangement for the Careline personal alarm. A range of telecare products can also be purchased by the customer to ensure their needs are met. In addition to providing a service to customers in private housing, the Careline team also supports our 245 tenants living in our Senior Living services, other council tenants, and those customers who are eligible for funding by Surrey County Council for Careline/Telecare services.

The Careline service has a contract with Chichester District Council, to provide the monitoring centre for the alarm service. Based in Chichester, we have recently been

informed that this service has been taken over by AXA PPP. Reassurance has been given to us that our current contract will remain unchanged. Officers will be attending a workshop in February hosted by the existing, and new providers, to be given a further update. The team comprises of 3(+1*) Careline Officers, a Team Leader, and a Services Manager (who also manages the Senior Living service). The total number of customers fluctuates around 1850, and has done so for many years. The nature of the service is such that although we attract new customers each month, we also lose a similar number as customers move on.

A snapshot of this is illustrated below:

PI's	Oct 2018	Nov 2018	Dec 2018
Total customer numbers	1884	1890	1901
Referred	39	28	24
Installed	33	19	31(incls Nov ref)
Cancellations	27	23	20

During this quarter (Oct 18 – Dec 18) the call monitoring centre received 5444 calls from our customers. Of these, 4023 were incoming calls from our customers, and 1421 were made by the monitoring centre in response to our customer's calls. The main reason for the calls to the monitoring centre were 1) Accidental by our customers (16%), 2) the Next of Kin being informed (10%) and 3) an ambulance being called (6%).

Significant work has been undertaken on the internal database that is used to record customer information, but concerns remain as to the accuracy of our total customer numbers. To address this, this database will cease operation and as from April 2019, this will be replaced by the team using the corporate finance database, Agresso.

The team cover the whole of Waverley Borough Council, and have their own patches for which they are responsible for. We are encouraging the team to evidence the work they undertake eg. around marketing, as part of their monthly performance indicators. As the evidence builds, this will help us to better understand effective marketing strategies and opportunities for growth.

Marketing – The team have been part of a project called 'Lets Get Steady' where they attend events to talk directly to promote the Careline service, offering demonstrations and advice. They continue to promote the service in partnership with other council teams eg. Community Meals service, day centres, and other community partners. We are also now involved in a project linked to the Disabled Facilities Grant which is looking to offer smart technology to customers that would benefit from this. We continue to work with Careline providers across Surrey's Districts & Borough's, sharing good practice.

Efficiencies – over the past year there have been ongoing improvements to our back office procedures. Work is ongoing to establish an effective and efficient stock control system. A more robust finance system will be rolled out for the financial year 19/20. We have made improvements to our online application form, providing a more efficient service for our customers, whilst still maintaining our phone enquiry line for those customers that prefer this.

New procedures have been developed regarding our commercial offering to customers, giving them the flexibility to choose the best support package to meet their needs.

Recruitment is currently underway, changing focus from an administrative role to an additional Careline Officer (*), to deliver an improved and responsive service to more customers.

Business development – The Team Leader is to take a lead on this, whilst coaching our officers to upskill in this area. As part of this, the team will endeavour to develop better partnership working with OT's/hospitals/GP's/community groups.

Conclusion

The service continues to perform well, generating a healthy surplus year on year. Whilst there are apparent opportunities for growth, the 5% target remains challenging to achieve, and this is also reflected in our historic data, and is mirrored by other providers of these services. However, our objective is to continue to grow the service, reaching more vulnerable residents across the borough, and the work that has been undertaken to streamline back office procedures, and changes in personnel, will improve our service delivery and enable the service to focus on the growth of our service more effectively.

Recommendation

It is recommended that the service continues to move forward on the progress it has made over the last year focussing on operating as efficiently as possible by embedding the changes to back office procedures and the implementation of the service using the Agresso database, excellent customer service, and business development.

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

OVERVIEW AND SCRUTINY - COMMUNITY WELLBEING

19 FEBRUARY 2019

Title:

UPDATE ON THE COMMUNITY MEALS SERVICE

[Portfolio Holder: Cllr Jenny Else]

[Wards Affected: All]

Summary and purpose:

The previous Meals on Wheels Service, delivered by The Royal Voluntary Service, operating out of Brightwells Gostrey Centre in Farnham transitioned on 16 January 2017 to a freshly cooked nutritious meal service delivered through local organisations in the 4 key habitant areas of Waverley.

The purpose of this report is to provide an update to the committee on the new service, highlighting the key successes and challenges faced through the transition and the future direction of the service.

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

The new corporate strategy's 2018 – 2023 mission is to work closely with our local communities and partners to deliver excellent and affordable services. Whilst the provision of a community meals service is discretionary, it relates largely with Priority Theme 1 by focussing on the well-being of our communities, helping people to live healthily and independently, particularly as they age. The service is not just about food, it provides vital social contact for residents, helping them to maintain their independence and volunteering opportunities for people to deliver the meals.

Equality and Diversity Implications:

There are Equality and Diversity implications associated to this report as it discusses a service that is aimed at Waverley's most vulnerable residents. It is the responsibility of the individual service provider to have mechanisms in place to support clients who are having difficulty accessing the service.

Financial Implications:

The meals service has had a challenging financial journey towards become self sustaining. This journey is not yet complete. To date the service has been supported by the Council both financially and with significant officer resources to support the logistics. The service no longer receives funding from the Council and in turn the Council has no direct responsibility for providing or shaping the future of the service. The Council is currently one of the service providers and will therefore need to closely monitor the cost of delivery to ensure a break even position.

Legal Implications:

There are no direct legal implications associated with this report.

1. Introduction

It was agreed at the former Community Overview and Scrutiny on 19 January 2016 to carry out an in-depth review of the Meal on Wheels Service, then delivered by the Royal Voluntary Service (RVS) as a result of:

- a. Monitoring information provided by RVS demonstrating that there has been a steady decrease in the take up of the Meals on Wheels service from 2011;
- b. Consultation from the Ageing Well Strategy which highlighted the need to review the service as some residents expressed dissatisfaction with the quality of the meals;
- c. The RVS Meals on Wheels Service had operated in the same way for some years, and;
- d. Coincided with Surrey County Council, Adult Social Care directorate giving notice of their intention to withdraw their funding for 50% of the Meals on Wheels Service.

The findings of the review were presented to that Committee on 14 June 2016 with the proposal of developing a freshly cooked nutritious meal service delivered through 4 organisations -, Brightwells Gostrey (Farnham area), Haslewey (Haslemere area), Rowleys Centre for the Community (Cranleigh area) and Waverley Borough Council's staff restaurant (Godalming area).

The service provides a freshly cooked hot meal with dessert and optional afternoon tea 5 days a week. Frozen meals are available for weekends and bank holidays for clients if they don't have other arrangements.

The new meal service transitioned on 16 January 2017 and has been operating successfully for 2 years.

2. Funding and Sustainability of the Service

The previous Waverley Meals on Wheels service was delivered by the Royal Voluntary Service under an annual Service Level Agreement. Waverley Borough Council and Surrey County Council Adult Social Care directorate both contributed £30,000 towards the overall service delivery, totalling £60,000. Waverley also contributed staff time and premises costs for the service totalling a further £10,000. Funding for the service had remained the same since 2007.

In March 2016 the Council received notification from Surrey County Council's Adult Social Care Directorate regarding the actions it would need to take following the significant financial challenges it was facing as a result of reductions in its government grant. As a result, Surrey confirmed it would only guarantee funding for the Waverley Meals on Wheels Service for the first 6 months only for 2016/17. Surrey ceased funding altogether on 31 March 2017.

In light of the above, when developing the new model consideration was placed on the need to create a self-financing service with the increased financial challenges placed on borough and district budgets and likelihood that the council would not necessarily be in a position to continue to provide long term annual funding.

To support the transition of the service the Council provided:

- a. £40,000 capital funding to provide the necessary equipment to deliver the service,
- b. Start up funding of £4,000 to each service for 16 January to 31 March 2017; and,
- c. maintained the same level of funding, £30,000 for 2017/18 to support the first full financial year of the service overall.

Since the transition in 2016 a key objective for officers has been to work closely with the service providers to understand the costs and risks to providing a self-sustaining service and support them to develop a business model that will future proof the service in these challenging times.

Key areas to understand:

- a. Cost per meal – taking into account all overheads such as staff, volunteer expenses, kitchen depreciation, meal containers and ingredients.
 - i. Meal packaging is expensive; currently there is not a suitable alternative, and;
 - ii. Food ingredient costs have increased since the date of transition.
- b. VAT Implications – the council incurs VAT which means it loses 20% on each meal. Due to the success of Haslewey as a whole they will be registering for VAT and this will have a negative impact on their income from each meal.
- c. Constant promotion of the service to retain client numbers due to the high turnover – all the organisations need to meet a daily meal target in order to ensure the service is cost effective.
- d. Kitchen Facilities – Haslewey have reached capacity for the meal service as the size of their kitchen prohibits them to deliver more as well as delivering a daily café / lunch service. It is worth noting that Haslewey are keen to source capital funding to enhance their kitchen facilities and develop the service further.

An operational review workshop was held in December 2018 with the 4 providers where they shared and discussed key areas and challenges of the services. These are discussed in section 3 of this report. At this workshop the providers reviewed the current meal prices that have been in place since the date of transition (2 years). They discussed whether the meal prices needed to reflect what clients were paying in the local centres that provide services for vulnerable and older people. Currently the Community Meals Service prices are either less or the same as those provided by the centres and yet they do not have to incur the added costs of packaging and delivery. Now that the service is established and there is a clear understanding of the all the costs it was agreed between all partners to increase the meal price from 1 February 2019.

This price increase is a collective decision from all partners not a directive from the council. The partners were also keen that any price increase had to be the same across all 4 service providers so residents continue to pay the same price no matter where they live in the borough.

Current prices for the services from January 2017,
Freshly cooked 2 course main meal - £5.50
Weekend or Bank Holiday frozen meal - £5.00
Afternoon Tea - £3.25

Agreed price increases from 1 February 2019,
Freshly cooked 2 course main meal - £6.50

Weekend or Bank Holiday frozen meal - £6.00

Afternoon Tea - £3.25 (no increase)

Please note the prices include the costs to deliver the meal to the clients home.

Budgets and costs to deliver the service will continue to be monitored, particularly given increases in food costs. It will therefore be necessary for the organisations to review their prices going forward and it may come to the point in the future when the organisations may need to charge differing prices in order to sustain their own service.

3. Review of the New Community Meals Service

3.1 Numbers

The new meals service has been growing from strength to strength since the transition on 16 January 2017. On the day of transfer, every client received a meal. Meals are currently delivered to 152 people across Waverley; there is a high turnover of clients due to the nature of the service. Most clients only take up the service when they are at their most vulnerable and often before they require a higher need of care or sadly pass away. Clients need to meet an agreed universal eligibility criteria.

In a 12 month period (1 April 2017 to 31 March 2018) the new meal service delivered:

- 23,836 hot meals
- 1,366 frozen meals
- 2,184 teas

3.2 Volunteers

When working towards the day of transition a key concern was ensuring that as many of the existing RVS volunteers moved across to the new service to provide continuity to the clients. On the day of transition virtually all volunteers transferred which was a big success for the individual providers as they had to build the trust and confidence of this cohort of individuals. Only weeks after moving across the organisations were receiving positive feedback, such as;

- a. Haslewey volunteer - "I have been doing this for over 10 years and the service and meals are the best that they have ever been"
- b. Godalming volunteer – "the meals are so much nicer and it is working well, please pass on my compliments to the staff restaurant as they are doing such a good job"

3.3 Clients

It is important to remember that to the client this service is more than just a freshly cooked meal. It is a vital community service delivered by local community organisations and volunteers and not a statutory core service. The volunteer carries out an informal wellbeing check and look for signs of concern and for many it can be their only social contact.

- a. Haslewey client said the meals are quite small; when he was told they were larger than the appetite his response was, "but the new ones are so much nicer I would like more".
- b. Godalming client – volunteer noticed a client appeared unwell, their GP was contacted and the client admitted to hospital.
- c. Haslewey client – due to building a relationship with the centre the clients' son has arranged for his father to go to the centre one day a week to have his meal so he can get out and socialise.

One aim of the meals service being provided by the local community organisations was that clients would have the opportunity to access their services and support. Clients now have the opportunity to attend a centre for lunch and activities if they are able to. All Haslemere clients were invited to the Christmas Day Lunch at Haslewey in December 2018.

3.5 Promotion and Publicity

Promotion and publicity are key to providing an easy accessible sustainable service for the residents of Waverley. The individual organisations are responsible for their own promotion and publicity locally as each area has different organisations and medians to network with the local community. The organisations use the following mechanisms to promote their service:

- a. TV screens – in the local centres, GP surgeries, libraries etc.
- b. Social media – Next Door and Interests me (free private social network in your local community), Facebook, twitter
- c. Print media - Newspaper articles, local magazines, local papers, Round and About, Vantage Point
- d. Partnerships - Doctors, GP surgeries, community matrons, Frailty Forum, Frailty Coordinators, occupational therapists, hospital discharge teams, flu clinics, Older Person's Network
- e. The council promotes the service at every opportunity including Careline and sheltered housing accommodation.

4. Future of the Service

4.1 Demand versus Capacity

At the present time each of the providers has capacity to cater for up to 50 meals per day, 200 meals across Waverley. Within 2 years of transition meals are currently delivered to 152 people across Waverley; Haslewey has already reached capacity and now operates a waiting list and Brightwells Gostrey is on average providing 45 meals a day. As mentioned in section 3.1, Rowleys Centre for the Community and the staff restaurant still have some capacity, however, both have started a new promotional campaign.

The challenge will arise when all 4 reach capacity whilst the demand for the service continues to grow. With Waverley's demographics of an ageing population this is a likely scenario. To mitigate this issue:

- a. Officers have started to have 'conversations' with another organisation about the potential of becoming a provider in the future;
- b. Haslewey have started to look at extending their kitchen facilities which would enable to increase their capacity; and,
- c. Officers are working with the providers to review geographical areas, particularly in the more rural parts of the borough that are currently not serviced and where there is now a demand.

If the provider is operating at capacity and unable to support a client, they will operate a waiting list. People are advised to contact social services if there is a high priority need otherwise they can be offered alternative solutions such as Wiltshire Farm Foods until there is a space.

4.2 Retention and Recruitment of Volunteers

Volunteers play an integral role in the financial sustainability of this service. Without the volunteer delivering the meals on a daily basis it would increase the cost to the client, possibly making it unaffordable; require grant funding or pressure for the council make up the shortfall or the service cease to operate. A key focus for the service going forward is to recruit new volunteers as the existing cohort volunteers stand down.

4.3 Role of Waverley Borough Council

By working towards a self-sustaining service the new Community Meals Service no longer receives funding from the Council and in turn the Council has no direct responsibility for providing or shaping the future of the service, albeit it is currently one of the service providers. However, members and officers would like to continue to provide support to the service in an advisory and overview role, particularly at it is more than just a meal service as it reaches Waverley's most vulnerable residents and for many of the clients can be the only social contact they receive.

5. Conclusion

The in-depth review in 2016 highlighted that although the previous RVS Meals on Wheels Service was a discretionary service it met many of the then-corporate priorities of the Council, particularly Community Wellbeing, and therefore they were keen to see a new fit for purpose, sustainable service offer in Waverley.

The transition to the new service has largely been a huge success with the 4 providers taking complete ownership of each individual service. They have embraced all the challenges that they faced, delivering a freshly cooked meal hot meal; including sharing ideas on how to keep the meal hot when being transported, promoting the service, recruiting volunteers and managing the day to day operations.

The Community Meals Service is more than just a freshly cooked meal. It is a vital community service delivered by local community organisations and volunteers and not a statutory core service. It is a preventative service enabling some of Waverley's most vulnerable residents to remain independent in their homes for longer, thereby reducing the need for more costly interventions a key emphasis of health going forward.

Recommendation

It is recommended that the Community Wellbeing Overview & Scrutiny Committee considers the findings of this report, and provides comment or feedback to officers.

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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