

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

When calling please ask for:
Fiona Cameron, Democratic Services
Manager

Policy and Governance

E-mail: fiona.cameron@waverley.gov.uk

Direct line: 01483 523226

Date: 6 September 2019

Membership of the Overview & Scrutiny Committee - Community Wellbeing

Cllr Kevin Deanus (Chairman)

Cllr Kika Mirylees (Vice Chairman)

Cllr Steve Cosser

Cllr Sally Dickson

Cllr Jenny Else

Cllr Val Henry

Cllr Jacquie Keen

Cllr John Robini

Cllr George Wilson

Substitutes

Cllr Chris Howard

Cllr Joan Heagin

Cllr Jerry Hyman

Cllr Trevor Sadler

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 10 September 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, 17 SEPTEMBER 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

Agendas are available to download from Waverley's website (www.waverley.gov.uk/committees), where you can also subscribe to updates to receive information via email regarding arrangements for particular committee meetings.

Alternatively, agendas may be downloaded to a mobile device via the free Modern.Gov app, available for iPad, Android, Windows and Kindle Fire.

Most of our publications can be provided in alternative formats. For an audio version, large print, text only or a translated copy of this publication, please contact committees@waverley.gov.uk or call 01483 523351

This meeting will be webcast and can be viewed by visiting www.waverley.gov.uk/webcast

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 - 12)

To confirm the Minutes of the Meeting held on 18 June 2019 (to be laid on the table 30 minutes before the meeting).

2. APOLOGIES FOR ABSENCE AND SUBSTITUTES

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Tuesday 10 September to enable a substitute to be arranged, if applicable.

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 written questions is 5pm on Tuesday 10 September 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 written questions is 5pm on Tuesday 10 September 2019.

6. CORPORATE PERFORMANCE REPORT Q1 (Pages 13 - 62)

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2019-20. 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 senior management or the Executive.

Recommendation

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

7. WORK PROGRAMME DISCUSSION

Discussion led by the Chairman to consider future work programme items and areas of work.

8. HEALTH AND WELLBEING ACTION PLAN UPDATE (Pages 63 - 92)

The purpose of this report is to update the O&S committee on the progress and amendments to the Health and Wellbeing Action Plan. The Committee is invited to consider that each Priority Theme within the Action Plan is looked at separately over the course of a year.

Recommendation

It is recommended that the Overview and Scrutiny Committee:

1. **Notes the updates within the Health and Wellbeing Action Plan; and**
2. **Considers examining each Priority Theme separately over the course of the year.**

9. AGEING WELL STRATEGY AND ACTION PLAN (Pages 93 - 112)

To receive a presentation from the Head of Housing Delivery and Communities and Community Services Manager.

The purpose of the attached report is to update Members on the delivery of the Council's Ageing Well Strategy and accompanying Action Plan 2015-2020. The Committee is invited to nominate members to join a workshop as part of the consultation process to revise and update the Action Plan for the next 5 years.

Recommendation

It is recommended that the Overview and Scrutiny Committee:

1. **notes the outcomes delivered in the existing Ageing Well Action Plan; and**
2. **nominates members to attend a workshop with officers as part of the consultation process to refresh the Action Plan.**

10. UPDATE ON THE CHANGES TO HEALTH ARRANGEMENTS

To receive a verbal update on the revised NHS and Integrated Care System and Partnership arrangements.

11. LEISURE INVESTMENT PROGRAMME (Pages 113 - 116)

To receive an update on the project milestones of investment for Cranleigh Leisure Centre and the progress of investment in Godalming and Farnham leisure centres.

To consider how often to receive an update on the Leisure Centre Investment programme.

Recommendation

It is recommended that the Committee agrees that progress reports on the Leisure Investment Programme are brought to Overview & Scrutiny regularly as a standing item.

12. BUDGET STRATEGY WORKING GROUP UPDATE

To receive a verbal update on the work of the Budget Strategy Working Group.

13. WORK PROGRAMME (Pages 117 - 128)

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

The work programme includes items agreed at previous meetings and takes account of items identified on the latest Executive Forward Programme (Annexe 2) as due to come forward for decision.

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

Recommendation

Members are invited to consider their work programme and make any comments and/or amendments they consider necessary, including suggestions for any additional topics that the Committee may wish to add to its work programme.

14. 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:

Yasmine Makin, Scrutiny Policy Officer

Tel. 01483 523078 or email: yasmine.makin@waverley.gov.uk

Fiona Cameron, Democratic Services Manager

Tel. 01483 523226 or email: Fiona.cameron@waverley.gov.uk

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 18 JUNE 2019

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

Present

Cllr Steve Cosser
Cllr Kevin Deanus
Cllr Sally Dickson
Cllr Jenny Else

Cllr Val Henry
Cllr Kika Mirylees
Cllr John Robini
Cllr George Wilson

Apologies

Cllr Jacque Keen and Cllr Joan Heagin

Also Present

Councillor Trevor Sadler

1. APPOINTMENT OF CHAIRMAN (Agenda item 1.)
 - 1.1 The Committee confirmed the appointment of Cllr Kevin Deanus as Chairman of the Community Wellbeing Overview & Scrutiny Committee for the Council year 2019/20.
2. APPOINTMENT OF VICE-CHAIRMAN (Agenda item 2.)
 - 2.1 The Committee confirmed the appointment of Cllr Kika Mirylees as Vice-Chairman of the Committee for the Council year 2019/20.
3. MINUTES (Agenda item 3.)
 - 3.1 The Minutes of the Meeting held on 19 February 2019 were confirmed as a correct record and signed.
4. DECLARATIONS OF INTERESTS (Agenda item 5.)
 - 4.1 There were no declarations of interests in connection with items on the agenda.
5. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 6.)
 - 5.1 A question had been received from Mrs Betty Ames. Mrs Ames was present at the meeting and asked her question, as follows:

“My questions relate to Agenda Item 11, starting on page 65, and first ask why the Health and Wellbeing Service review appears to be limited to commercial services only? They should surely embrace the full range of services reported on at Item 3 on page 66.

“May I please be advised on how the portfolio holder for Health and Wellbeing proposes to engage for Waverley Borough Council with all the statutory bodies involved, including the Primary Care Network, the voluntary organisations and the public, in accordance with statutory requirements as prescribed in the Care Act 2014 and the recent NHS Act, to ensure Waverley Borough Council maximises the opportunities for engagement within the ICP work streams, particularly the four groups under Independence and Prevention?”

- 5.2 Responding to the first question, Kelvin Mills, Head of Commercial Services agreed that Health and Wellbeing was much wider than commercial services, and this was just reflected where within the council the management responsibility lay.
- 5.3 With regard to the second question, the Chairman advised Mrs Ames that he was not able to respond on behalf of the Portfolio Holder, but he would forward the question on to Cllr Beaman and ask him to reply to Mrs Ames directly.

6. SERVICE PRESENTATIONS (Agenda item 8.)

- 6.1 The Committee received presentations from Heads of Service laying out the headline issues for the service areas within the remit of the Committee:

Richard Homewood – Head of Environmental and Regulatory Services

The only aspect of this service falling within the remit of the Committee was Licensing of Taxis and Private Hire vehicles, and Entertainment and Liquor Licensing. The Council had a separate Licensing and Regulatory Committee which had oversight of the Licensing function, but the Committee had an interest in the service through the four licensing objectives: prevention of crime and disorder; public safety; the prevention of public nuisance; and the protection of children from harm.

The Council’s Taxi and Private Hire Licensing Policy would be reviewed later in the year, and would be brought to the O&S committee for scrutiny as part of the review.

Kelvin Mills – Head of Commercial Services

Kelvin Mills outlined:

- the Council’s plans for investment in Godalming and Farnham Leisure Centres, and a new leisure centre for Cranleigh;
- the Health and Wellbeing Strategy and Careline Service;
- the Cultural Strategy, which contributed to health and wellbeing and the development of community identity through cultural assets;
- Waverley Training Services, which provided a study programme for young people not in education, employment or training (NEETs) and apprenticeships for many public sector organisations in the south. WTS

had achieved a 'good' OFSTED rating, and recently relocated to the Memorial Hall in Farnham.

Andrew Smith – Head of Housing Delivery and Communities

Andrew Smith outlined the partnership work with various voluntary sector organisations which Waverley supported with grants and a service level agreement. Organisations supported in this way included Citizens Advice Waverley, day centres in Cranleigh, Farncombe, Farnham, Haslemere and Milford, and the HOPPA community transport service. These organisations provided services that were highly valued, and Waverley worked closely with the respective governing bodies to help build resilience and good management practices.

- 6.2 In reviewing the scope of the services within the Committee's remit, Members had a number of questions and the Chairman identified some specific areas of interest for review:
- The impact of the Brightwells development on the Farnham Leisure Centre, and particularly the temporary parking at the Riverside – the path was poorly lit and narrow, and needed some upgrading before the winter and dark evenings
 - The use of the North Downs Way terminus in Farnham as a focus for tourism in the town
 - The investment in a new leisure centre for Cranleigh
 - Grounds maintenance and the maintenance of Surrey verges
 - The issues around the Farnham Museum building
 - Waverley Training Services
 - The Ageing Well Strategy, and prevention of loneliness across all age groups
 - Community safety and domestic abuse
- 6.3 The Chairman thanked Heads of Service for the presentations. He was keen that as the Committee developed its work programme, Members would offer to lead on areas of particular interest, but asked that any requests for further information came through him or the Vice-Chairman.

Copies of the presentation slides were circulated to Committee members following the meeting, and are attached to the Minutes.

7. CORPORATE PERFORMANCE REPORT, 2018/19 - QUARTER 4 AND END OF YEAR OUT-TURN (Agenda item 9.)

- 7.1 Nora Copping introduced the Corporate Performance Report and gave a short presentation explaining the purpose and format of the report. She then took the Committee through the indicators relating to services in the committee remit, which showed a very good performance for 2018/19 as a whole.

- 7.2 The Committee noted that the indicators were mostly local indicators, although some services still reported against old national indicators; and some services had new government targets that they reported against. Local indicators were difficult to benchmark although managers generally had a feel for what was a good standard of performance.
- 7.3 The Chairman advised the Committee that its focus should be on exceptions and trends, for instance the drop in Careline clients in Q4 might just be one-off, but would need to be watched in case it continued. Then the Committee should be asking what was being done to address the issue.
- 7.4 The Committee noted the report, and thanked Nora for her presentation.

8. BUDGET STRATEGY WORKING GROUP BRIEFING (Agenda item 10.)

- 8.1 The Chairman briefed the Committee on the work of the Budget Strategy Working Group, that had been established last year by the Value for Money and Customer Service O&S Committee with membership from all four O&S committees. The Community Wellbeing O&S Committee was invited to nominate one or two members to join the Working Group for the current year.
- 8.2 Work stream 2, the participatory budgeting exercise was about to be launched after the procurement of a company to undertake the residents' surveys. The Budget Strategy Working Group would be focusing on Work stream 3, looking at service delivery and opportunities for improvements and efficiencies in how services are delivered.
- 8.3 Cllr Dickson was interested in joining the Working Group, provided meetings could be in the evening. Cllr Cosser was also interested, and would be able to meet in the day. The Chairman advised the Cllr Hyman had offered to join the Working Group, but he was a substitute on the committee. Yasmine Makin thanked councillors for offering to join the Budget Strategy Working Group, and would pass their names on to the Value for Money and Customer Service O&S Committee.

9. COMMITTEE WORK PROGRAMME (Agenda item 11.)

- 9.1 Wendy Cooper, Scrutiny Policy Officer, presented the draft work programme which set out matters that the previous Community Wellbeing O&S committee had identified for scrutiny. She emphasised that it remained for the new committee for decide on its own priorities and to set its own work programme for the year.
- 9.2 Cllr Cosser suggested that it would be helpful to invite the relevant Executive Portfolio Holder to brief the Committee on their priorities for the year ahead. In his experience at Surrey County Council, this had been a useful and constructive discussion. The Committee noted that Cllr Beaman had indicated that he would normally attend the committee, but he had another appointment this evening.

- 9.3 The Committee noted that an update on changes to health arrangements in Waverley was planned for September, and asked what the scrutiny role of the committee was in relation to health. Cllr Cosser reminded the Committee that the County Council held the statutory health scrutiny role. The Chairman advised that this was a briefing, but potentially would highlight areas that the committee might want to explore in more depth.
- 9.4 The Committee was content for the time being to agree the content and timetabling of the work programme, accepting that other matters for scrutiny could emerge over the course of the year.

The meeting commenced at 7.00 pm and concluded at 9.05 pm

Chairman

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

ENVIRONMENT O&S – 9 SEPTEMBER 2019
VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 16 SEPTEMBER 2019
COMMUNITY WELLBEING O&S – 17 SEPTEMBER 2019
HOUSING O&S – 25 SEPTEMBER 2019

Title:

**CORPORATE PERFORMANCE REPORT
Q1 2019-2020
(APRIL – JUNE 2019)**

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

Summary and purpose:

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2019-20. 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 senior management or the Executive.

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

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

Equality and Diversity Implications:

There are no direct equality and diversity implications in this report. Equality impact assessments are carried out when necessary across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

Financial implications:

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

Legal Implications:

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

Background

The Council's Performance Management Framework provides the governance structure to enable clear direction in goals and objectives delivery. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets. The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key performance indicators
- Progress of Service Plans actions
- Progress of Internal Audit recommendations

- Complaints monitoring
- Workforce data
- Financial forecasting
- Housing Delivery monitoring

The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Finance Director) 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:

Overview and Scrutiny Committee	Services and areas of responsibility covered	Report Dashboard
Customer Service and Value for Money	Customer Services	Business Transformation & Corporate Dashboard
	IT	Business Transformation & Corporate Dashboard
	Corporate Finance	Finance & Property Dashboard
	Revenues and Benefits	Finance & Property Dashboard
	Property	Finance & Property Dashboard
	Procurement and Commissioning	Finance & Property Dashboard
	Economic Development	Planning & Business Development Dashboard
	Business Liaison	Planning & Business Development Dashboard
	Corporate Plan	Policy & Governance Dashboard
	Communications and Public Relations	Policy & Governance Dashboard
	Democratic Services	Policy & Governance Dashboard
	Elections	Policy & Governance Dashboard
	Complaints	Policy & Governance Dashboard
	HR and Recruitment	Policy & Governance Dashboard
Community Wellbeing O&S	Health and Wellbeing	Commercial Services Dashboard
	Leisure and Sport	Commercial Services Dashboard
	Arts, Culture and Museums	Commercial Services Dashboard
	Youth and Young People	Commercial Services Dashboard
	Waverley Training Services	Commercial Services Dashboard
	Licensing	Environment Dashboard
	Community Services	Housing Delivery & Community Dashboard
	Day Centres	Housing Delivery & Community Dashboard
	Provision for Older People in the Community	Housing Delivery & Community Dashboard
	Community Safety	Housing Delivery & Community Dashboard
	Grants	Housing Delivery & Community Dashboard

Overview and Scrutiny Committee	Services and areas of responsibility covered	Report Dashboard
Environment O&S	Building Control	Commercial Services Dashboard
	Refuse, Recycling, Food Waste Collection	Environment Dashboard
	Car Parking	Environment Dashboard
	Street Cleaning	Environment Dashboard
	Parks, Countryside and Open Spaces	Environment Dashboard
	Rural Issues	Environment Dashboard
	Land Drainage and Flooding	Environment Dashboard
	Sustainability	Environment Dashboard
	Environmental Health	Environment Dashboard
	Planning and Major Developments	Planning & Business Development Dashboard
Housing O&S	HRA Business Plan	Housing Operations Dashboard
	HRA Asset Management	Housing Operations Dashboard
	Tenancy and Estates	Housing Operations Dashboard
	Housing Development	Housing Delivery & Community Dashboard
	Provision of Housing Services	Housing Delivery & Community Dashboard
	Homelessness	Housing Delivery & Community Dashboard
	Housing Allocation	Housing Delivery & Community Dashboard
	Senior living housing	Housing Delivery & Community Dashboard

Recommendation

It is recommended that the Overview & Scrutiny Committee considers the performance of the service areas under its 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.

CONTACT OFFICER:

Name: Nora Copping
Title: Policy & Performance Officer
Telephone: 01483 523465
E-mail: nora.copping@waverley.gov.uk

This page is intentionally left blank

Corporate
Performance Report
Q1 2019/20
(April – June 2019)

Final version



Report Publication Date: 29 August 2019

Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	Management Board	Management Board	3
Scrutinised by Environment Overview & Scrutiny Committee on 9/09/2019				
2	Service Dashboard	Planning and Economic Development	Paul McKim	9
3	Service Dashboard	All Environment Services teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	15
Scrutinised by Community Wellbeing Overview & Scrutiny Committee on 17/09/2019				
3	Service Dashboard	Licensing Team aspect from Environment Services section (when required)	Richard Homewood	15
4	Service Dashboard	Commercial Services	Kelvin Mills	20
5	Service Dashboard	Communities aspect from Housing Delivery and Communities section	Andrew Smith	25
Scrutinised by Housing Overview & Scrutiny Committee on 23/09/2019				
5	Service Dashboard	Housing Delivery and Communities	Andrew Smith	25
6	Service Dashboard	Housing Operations	Hugh Wagstaff	30
Scrutinised by Value for Money & Customer Service O&S Committee on 16/09/2019				
7	Service Dashboard	Business Transformation	David Allum	35
8	Service Dashboard	Finance and Property	Peter Vickers	39
9	Service Dashboard	Policy & Governance	Robin Taylor	43

RAG Rating Legend

Performance Indicators RAG Legend (RAG = Red, Amber, Green)

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

1. Corporate Dashboard – All Services

Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2019/20

Chief Executive's summary:

This Quarter 1 report provides a performance overview for the period April-June 2019. The service chapters provide commentary and detail, focusing on those areas of the Council's business that have required intervention to bring them back on track.

Particular headlines are:

- Performance overall was very good, with most performance indicators and service plan actions on track.
- A slightly adverse (3%) financial forecast at this stage of the year, with management action underway to bring it back on track.
- Successful borough, parish and European elections and the county by-election in May.
- Election of a new Mayor and Leader and appointment of a new multi-party Executive, following the borough elections which put the council technically in 'no overall control'.
- Induction programme for elected councillors.
- Support to the new Administration on its emerging strategic themes.
- The Council's and Rutland Group's successful joint bid for 'Garden Village' status for Dunsfold Park.
- Defending the Local Plan at an appeal hearing at the High Court.
- Preparing for the Godalming and Farncombe Neighbourhood Plan, which successfully took place in July.
- Implementing Article 4 Direction restrictions to protect retail and commercial property at Beacon Hill.
- We continued to support the Police investigation that we invited into historical air quality data.

In the next quarter, we are focusing on:

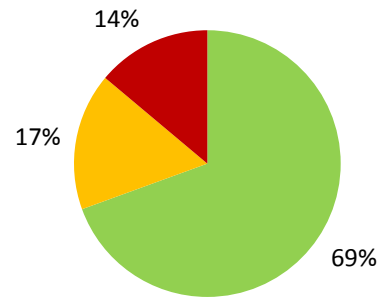
- Continuing to work with the new Executive on its emerging strategy and priorities.
- Massive financial challenge in the coming 3 years with continuing lack of clarity on Government funding policy.
- Devolution discussions with Surrey and parish/town councils.
- Implementing the new waste, recycling and grounds maintenance contracts in autumn.
- Progressing with the Local Plan and with Neighbourhood Plans.
- A new strategic approach to our car parks.
- Internal programmes to transform processes and generate new income streams to support the financial plan.
- Tackling the incidence of non-pneumophila legionella in one of our properties, with external expert support.
- National political and Brexit-related uncertainties.

Tom Horwood, Chief Executive

Performance Indicators Status

Q1 All Corporate KPIs

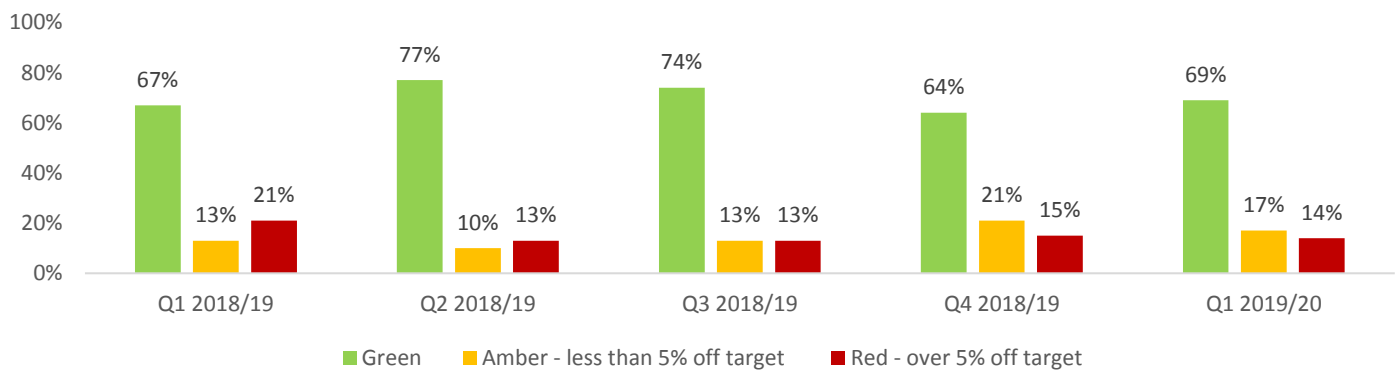
Total	100%	36
Green	69%	25
Amber - less than 5% off target	17%	6
Red - over 5% off target	14%	5



Data only / No Data available	N/A	15
--------------------------------------	------------	-----------

Comment: In the first quarter 69% of indicators performed on target. The new indicators proposed at the end of Q4 have now been incorporated. The annual trend analysis has been included in the chart below. The service specific dashboards contain further details on underperforming indicators, including corrective actions taken to address it.

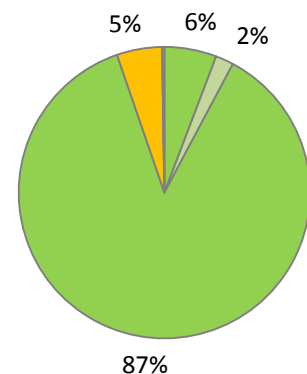
Performance Indicators - % per status
Q1 2018/19 - Q1 2019/20



Service Plans - Actions Status

Q1 update on all Service Plans 2019/2022

Total	100%	398
Completed	6%	23
Completed off track	2%	8
On track	87%	346
Off track - action taken / in hand	5%	20
Off track - requires escalation	0%	0
Cancelled / Deferred	0%	1



Comment: At the end of the first quarter the majority of service plan actions are on target for completion. Further details of service specific performance can be found under individual dashboards.

Internal Audit – Overdue Actions Status

The Internal Audit section is included for information only as the scrutiny function for this service area falls under the Audit Committee remit, which monitors the delivery of 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 4 March 2019](#)

Comment: Further details of service specific performance can be found under individual dashboards.

Complaints Q1 2019/20

Q1 2019-2020 (1 April 2019 - 30 June 2019)

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
Business Transformation	0	0	N/A	0	0	N/A		
Commercial	4	3	75%	0	0	N/A		
Environment	7	7	100%	2	2	100%		
Finance & Property	3	3	100%	2	2	100%		
Housing Operations	21	11	52%	5	4	80%		
Housing Delivery and Communities	1	1	100%	1	1	100%		
Planning & Economic Dev	18	15	83%	10	9	90%	1	Some * fault
Policy & Governance	3	3	100%	0	0	N/A		
Total	57	43	87%	20	18	94%		

Total Complaints	77
------------------	----

	Response Rate	Target	Status
Level 1	87%	95%	Over 5% off target
Level 2	94%	95%	Less than 5% off target
Total	91%	95%	Less than 5% off target

* Details of Ombudsman final decision can be found on:

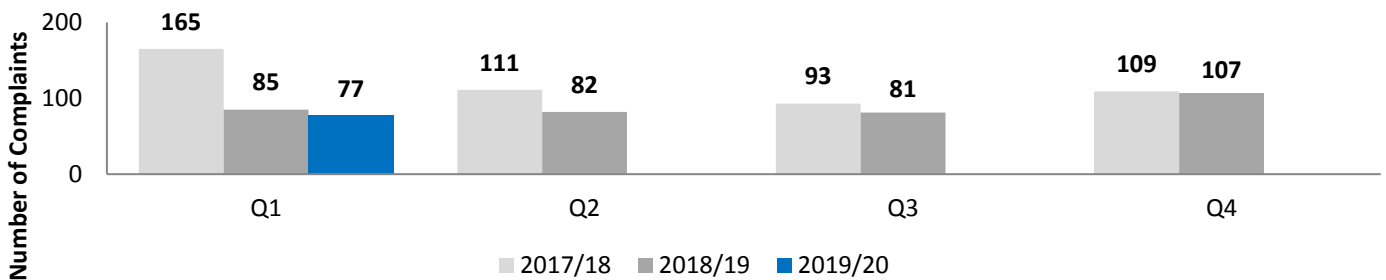
<https://modgov.waverley.gov.uk/documents/s30494/Annexe%20%20-%20Ombudsman%20->

Comment: The first quarter has seen the lowest number of complaints received in the past 8 quarters. Additional monitoring has been introduced at service level in order to improve our

response rate. Further details of service specific performance can be found under individual dashboards.

Total Number of Complaints

1 April 2017 - 30 June 2019

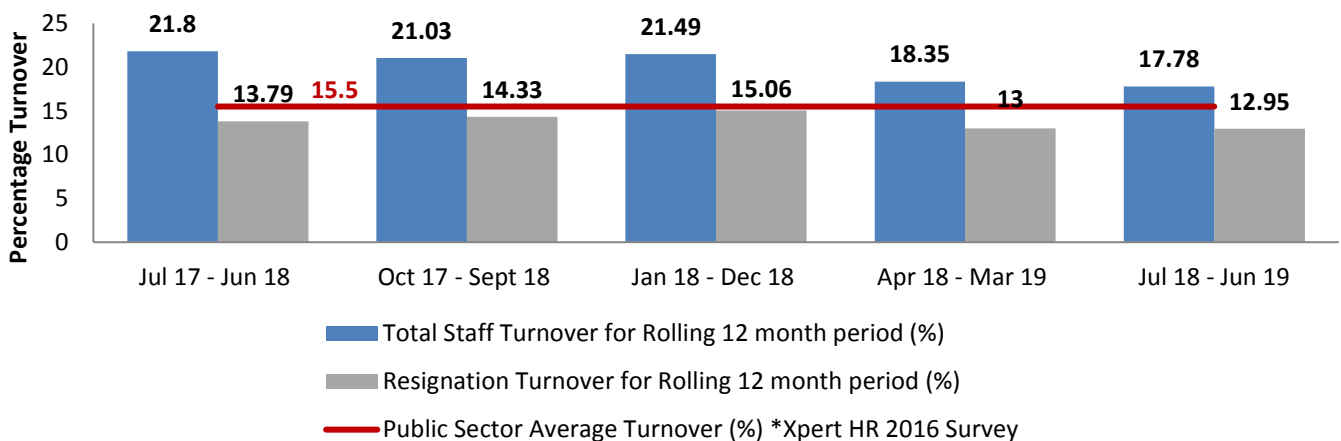


Workforce data – Corporate Level

Waverley’s staff are critical in delivering the Council’s immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead. The following KPIs demonstrate our staff turnover and employee sickness absence levels over a 12 month rolling period.

Staff Turnover %

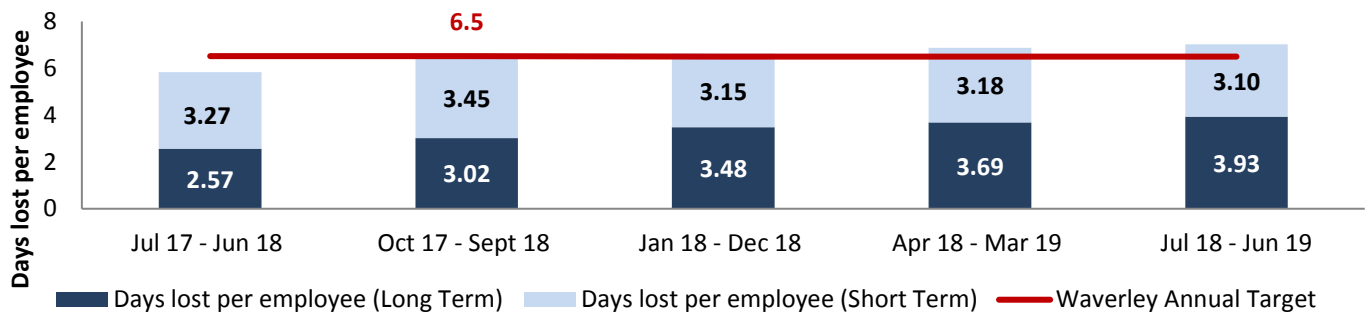
Rolling 12 months - Q1 2018/19- Q1 2019/20



Comment: The corporate average number of employees in the fourth quarter was 456 people in total, with 19 leavers in that period. The 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 reported to senior management.

Absence Data

Rolling 12 months - Q1 2018-19 to Q1 2019-20



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 first quarter the sickness level has slightly increased, further details can be found in the [Policy and Governance Dashboard](#).

Finance Update on Budget Position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q1 2019/20

Section 151 Officer summary:

Budget Position Q1 2019/20

I have reviewed the position against budget at the end of the first quarter of the financial year. Overall, staff costs are within budget and at this stage it is forecast that the vacancy target will be achieved. Most of the major income areas are currently being projected to be at or above budget level, with the exception being Planning and Building Control which are falling short against budget. Planning income is due to a projected continuation in reduced number of applications from Q1. Building Control is starting to show signs of recovery so will be closely monitored throughout the year.

The main concern on general fund income is from the investment property void from one building, Wey Court East, in Farnham. Officers have had interest in renting major parts of this building and it is hoped that lettings will be secured this financial year. Waverley does have an investment void rent provision and will draw on this if, when we have more certainty at Q2, the income is still likely to be significantly less than budget over the year. Investment interest and Waverley Training Services continue to perform well against budget in the year so far. Significant areas of cost including contract spend are within budget and the inflation provision appears to be sufficient to meet demands overall. There are some non-material cost under and overspends which are explained later in the report.

Progress of the MTFP Delivery

Although a [balanced budget for the coming year 2019/2020](#) has been approved by the Full Council in February 2019, in order to address the [projected budget shortfall between 2020 and 2023](#), the Council has developed a [MTFP Budget Strategy for 2019-2023](#). Preparatory work for its execution is underway under the main themes of property investment, income generation through our Commercial Services and the Business Transformation programme of council services.

Graeme Clark, Strategic Director (and Section 151 Officer)

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,516	(4)	0%	Favourable
Income	(383)	(2)	1%	Favourable
Business Transformation Total	3,133	(6)	0%	Favourable
Commercial				
Expenditure	8,177	10	0%	Adverse
Income	(6,755)	80	-1%	Adverse
Commercial Total	1,422	90	6%	Adverse
Environment				
Expenditure	8,225	(36)	0%	Favourable
Income	(7,264)	(52)	1%	Adverse
Environment Total	961	(88)	-9%	Favourable
Finance & Property				
Expenditure	32,990	14	0%	Adverse
Income	(31,116)	253	-1%	Adverse
Finance & Property Total	1,874	267	14%	Adverse
Housing Operations				
Expenditure	15	-	0%	Favourable
Income	(15)	-	0%	Favourable
Housing Operations Total	0	0	0%	Favourable
Housing Delivery & Communities				
Expenditure	1,634	0	0%	Favourable
Income	(357)	-	0%	Favourable
Housing Delivery & Communities Total	1,277	0	0%	Favourable
Planning & Economic Development				
Expenditure	3,556	0	0%	Favourable
Income	(1,777)	92	-5%	Adverse
Planning & Economic Development Total	1,779	92	5%	Adverse
Policy & Governance				
Expenditure	3,705	(39)	-1%	Favourable
Income	(886)	31	-3%	Adverse
Policy & Governance Total	2,819	(8)	0%	Adverse
General Fund Total	13,265	347	3%	Adverse
Housing Revenue Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	21,132	-533	-3%	Favourable
Income	(30,321)	533	2%	Adverse
Housing Operations Total	(9,189)	0	0%	N/A
Housing Delivery & Communities				
Expenditure	1,400	0	0%	N/A
Income	(37)	0	0%	N/A
Housing Delivery & Communities Total	1,363	0	0%	N/A
Housing Revenue Account Total	(7,826)	0	0%	N/A

2. Service Dashboard – Planning and Economic Development

This Service includes the following Sections: Development Management, Planning Policy and Economic Development.

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/20

Head of Service summary:

Key actions arising from this quarter are outlined below.

- Sign off of a Planning Performance Agreement for Dunsfold Park and its award of Garden Village Status by MHCLG. Other notable applications are the outline application for Coxbridge Road Farm for 350 units. The reserved matters application for Folly Hill Farnham for 100 units, the reserved matters for Milford Golf Course for 200 units. An application has also been received for a gas rig at Loxley Farm Dunsfold.
- Applications for large majors has slowed with householder and minor applications maintaining pace, planning fee income is down over the same period for this reason.
- The draft internal benchmarking review and value for money assessment has been concluded for the Development Management Team with support from Waverley's Internal Audit Team.
- A targeted approach to improve registration and validation times has been undertaken and this has reduced delays by 75% with further work required to pull back within target. A consequence of this action has been the downturn in P2 application processing. Now systems are stable, resources have been reassigned back to the Development Management team.
- A complaint to the Ombudsman was dismissed in favour of the council.
- Progress has been made on the Development Management Improvement Plan, a revised committee report cycle has been introduced and the number of application refusals at committee for Q1 is down from Q4 18/19 and on the same period last year.
- The programme for the sign off for the new IT development system for Building Control and baseline introduction of this application into the Development Management section has been put back three months with a September sign off for Building Control and December sign off for Development Management.
- An off-site peer review of two enforcement cases has been commissioned. This will assist in the forward learning process.
- A resourced approach to programme management for key strategic sites - Aarons Hill, Dunsfold Park, Milford Golf Course, four sites around Cranleigh and Coxbridge Farm in Farnham, is now in place. This is linked to the monitoring of Section 106 agreements through Axacom which has been improved with additional data now being added into the system.
- Additional PIs concerning housing starts/completions and performance around pre application advice have been confirmed and will be reported for Q2 once baseline data is available.
- The Appeal Court held its hearing on the Local Plan Part 1 on 23rd June.
- Three new permanent members of staff have been recruited to posts and a final round of recruitment is underway targeting key principal posts in the Local Plans Team and Development Management.

Paul McKim

Head of Planning & Economic Development

Performance Indicators Status Q1

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q1 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99.1%	98.7%	99.3%	99.0%	99.5%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	87.5%	85.7%	100.0 %	92.3%	85.7%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	96.2%	95.8%	93.4%	94.3%	94.4%	80.0%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	100.0%	93.3%	90.3%	93.6%	97.1%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	93.6%	86.2%	93.1%	92.4%	79.4%	80.0%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	26.9%	30.8%	39.6%	38.5%	46.7%	30.0%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	11.8%	9.7%	7.4%	6.3%	7.1%	10.0%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.3%	1.2%	1.5%	1.6%	3.5%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	94.1%	90.9%	81.3%	64.2%	93.2%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	90.5%	100.0%	100.0 %	90.5%	98.1%	95.0%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	New KPI introduced from Q1 2019/20				33.93%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	%	New KPI introduced from Q1 2019/20 (2018/19 - 217 against 590 target)				31 (April, May)	147
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	%	New KPI introduced from Q1 2019/20 (2018/19 - 346 against 590 target)				Not available	147

Comment: All statutory indicators performed on target. A handful of local indicators performed off target and further details can be found below:

P1 – represents 386 out of 388 under 26 weeks - no particular area of concern

P2 – represents 50 out of 63 residual determined on time - no particular area of concern

P3 – this local indicator represents 14 appeals allowed out of 30 appeals determined in the first quarter. Further detailed analysis of factors impacting on the performance of this indicator will be

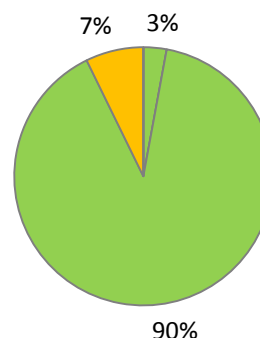
conducted by the team in Q2 and findings will be presented to the Value for Money and Customer Service O&S and the Environment O&S Committees in November 2019.

Three new indicators were introduced starting from Q1 in order to monitor our planning pre-application process and delivery of housing in Waverley. A new IT system currently implemented in Planning will facilitate timeliness of data collection for this area in the future.

Service Plans - Actions Status

Q1 Planning Service Plans 2019/2022

Total	100%	69
Completed	3%	2
Completed off track	0%	0
On track	90%	62
Off track - action taken / in hand	7%	5
Off track - requires escalation	0%	0
Cancelled / Deferred/ Transferred	0%	0



Comment: The table above presents the progress status of Service Plan actions for this service area at the end of Q1 2019/20. Certain actions have not yet been completed and further details can be found below.

Outstanding action from Service Plan 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
Outcome 6.	New IT system is implemented					
P6.1	Scoping of project completed	01/03/19	Development Manager (BHS)	Off track - action taken	01/12/19	50% completed. Process for validation to registration designed and awaiting HoS sign off and implementation. Reviews of other processes commenced.
P6.2	Test phase carried out and completed	01/06/19	Development Manager (BHS)	Off track - action taken	01/12/19	Not started – completion of P6.1 required. New due date agreed as December 2019
P6.3	Training for all Officers/users	01/07/19	Development Manager (BHS)	Off track - action taken	01/12/19	Not started – completion of P6.2 required. New due date agreed as December 2019
Outcome 9.	Customer satisfaction with Planning Service is improved					
P9.1	Customer engagement protocol for Planning Service adopted and implemented to include Councillors, developers, Town and Parish Councils and resident groups	30/06/19	Head of Planning Services (ES)	Off track - action taken	31/12/19	Action is being progressed and a new revised date was agreed

Outcome 11.	The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way					
P11.1	Complete task of inputting historic Section 106 information into the Exacom system	30/06/19	Planning Policy Manager (GP)	Off track - action taken	30/09/19	Substantially completed and new revised date agreed.
Outcome 20.	Sustainable business and employment growth is encouraged in our urban and rural areas.					
P20.1	Support Waverley's businesses through council procurement processes to create opportunities to bid for council contracts.	31/03/19	Economic Development Project Officer (GD)	Completed		Using a baseline from October 2017- September 2018 (when the Economic Development Strategy was adopted) provide figures on the six month period October 2018 – March 2019 giving an early indication of how things are progressing. The information on companies registered on the portal to bid for public sector contracts to be provided to VFM O&S in October/ November 2019 as part of the strategy review.
Outcome 24.	Support healthy town centres by working closely with the local chambers and town clerks					
P24.1	Fund a Business Improvement (BID) feasibility study for the four town centres	01/07/19	Economic Development Partnerships Officer (CK) /Community Service Manager (KW)	Completed		Feasibility report presented by Mosaic Partnership to WBC management board and chambers of commerce spring 2019. Four chambers now progressing as four BIDS. Each chamber has set up a mini steering group to discuss issues, demand and viability in each town and each will apply for BID loan fund in 2020. WBC supportive of BID's progression.

Outstanding action from Service Plan 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
P6.1, P6.2, P6.3, P6.4	Develop new IT system for Development Management and Building Control (complete back scanning for Service) (transferred from Service Plans 2018/19, action ref. SP18/19P1.1)	31/08/19	Development Manager (BHS)	Off track - action taken	31/10/19	75% Completed. A new revised date for the programme was agreed with senior management for Dec 2019.

P2.4	Systems thinking - review of processes (transferred from Service Plans 2018/19, action ref. SP18/19P1.3)	31/07/18	Development Manager (BHS)	Off track - action taken	31/03/20	30% Completed. Internal discussions with Democratic Services, Legal Services on committee reporting. Benchmark exercise complete for VFM assessment.
P2.4	Explore increased income generating opportunities/selling/ shared services (transferred from Service Plans 2018/19, action ref. SP18/19P1.4))	31/03/19	Development Manager (BHS)	Off track - action taken	31/03/20	60% Completed. Charges reviewed for 2019/20. Internal review of Pre Application Service with a focus on a more efficient response will also generate additional fees.
P19.1	Carry out Conservation Area appraisals in line with Project Plan (2018/19 not delivered – action transferred to 2019/20) (transferred from Service Plans 2018/19, action ref. SP18/19P4.4))	31/10/18	Planning Policy Manager (GP)	Off track - action taken	31/03/20	In 2018/19 Programme of Conservation Area Appraisals temporarily put on hold in view of resource issues arising from vacancies within the Team. This project is to be continued and resourced in 2019/2020.

Internal Audit - Actions Status Q1

The Internal Audit section is included for information only as the scrutiny function for this service area falls to the 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 4 March 2019](#)

Code & Title	Start Date	Due Date	Head of Service
IA19/07 On-line forms		01 Apr 2019	McKim, Paul
IACM19/01 Section 106 Agreements		31 Dec 2019	McKim, Paul

Comment: At the end of the quarter there were two outstanding internal audit actions. These are currently being progressed by the teams and a progress report will be presented to the Audit Committee on the 24 September 2019.

Complaints Q1 update

Q1 Planning and Economic Development - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	9	10	11	20	18	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	6	10	4	19	15	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	66.67%	100.00%	36.36%	95.00%	83.33%	95.00%

Q1 Planning and Economic Development - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	4	4	6	6	10	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	4	5	6	9	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	83.33%	100.00%	90.00%	95.00%

Comment: All complaints were dealt with at Level 1 and 2, with no Ombudsman escalations. The response rate to Level 1 and Level 2 complaints has dipped due to a period of unplanned absence at the end of June 2019.

Finance – Q1 update

General Fund Account					
Services	Approved Budget '000	Budget '000	Variance '000	% Variance	Adverse/Favourable
Planning & Economic Development					
Expenditure	3,556		0	0%	Favourable
Income	(1,777)		92	-5%	Adverse
Planning & Economic Development Total	1,779		92	5%	Adverse

Comment: Reduction in planning application fees for major applications in Q1. The latest forecast variance of £92k for the year is based on this position continuing. This will need close monitoring and action may be needed at Q2 to reduce costs to help offset this variance. Based on previous years outturn, savings in the planning team staff budget have been achieved that would exceed this variation however, if this is not possible other income areas that are showing above budget variations will need to be earmarked to offset planning income shortfall and the budget will be reviewed for future years.

3. Service Dashboard – Environment

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

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/2020

Head of Service summary:

Progress has been made on a number of projects during quarter one and work continues on planned work programmes.

Work continues on planning for the mobilisation of the new waste, recycling and street cleaning contract with BIFFA which goes live on 1 November. Officers are working with BIFFA and Veolia to ensure a smooth transition, vehicle procurement, transfer of staff, etc.

On the parking scene, following a review of the brief by members of the new Executive, tenders have now been invited for the strategic review of parking, which will include extensive consultation through a Stakeholder Reference Group.

At Weyhill Fairground car park gas monitoring over several months has confirmed there is not an issue with emissions from the old landfill and work can now begin on the design for the new car park. Tenders have been invited for consultants to assist with the design and specification for the work and consultation will begin on the proposals and its future management arrangements in the coming months. Discussions will also begin on appropriate works for Sun Brow Wood and common land. Work is also continuing with Sainsbury's and Crest Nicholson on the refurbishment of South Street car park in Farnham.

Work has begun on installing electric vehicle charging points in four of our busiest car parks and we are looking to include provision of these in all of future car park refurbishments. In addition, work is underway with Housing colleagues to install charging points as part of estate upgrades and we are working with Surrey County Council to introduce on-street charging points, subject to successful bids for funding from OLEV.

The Annual Air Quality Status Report has been submitted to DEFRA and shows an improving picture for air quality overall in the borough but does identify a hotspot in Farnham which requires more detailed monitoring. Additional monitoring has already been introduced around this area. The report will be presented to the Executive, Environment O&S and the Air Quality Steering Group (AQSG) over the next few months. Now that there is a full set of data to work with and we have the results of the county wide air quality modelling, the AQSG can now proceed with the review of the Air Quality Action Plan.

Proposals for the Public Space Protection Order No2 in relation to dog controls, have been revised and simplified following extensive feedback to the consultation last year and revised proposals will be brought forward in the autumn with a view to implementation in the New Year.

Because of work pressures it has proved difficult to organise training to widen the number of officers able to deal with unauthorised encampments, we have however introduced some shadowing exercises to enable people to gain experience. Fortunately our robust approach in recent years and the work we have carried out to protect vulnerable sites has resulted in fewer unauthorised encampments on Waverley BC land this year so far.

Officers have continued to work hard to meet statutory duties and responsibilities by delivering the services relating to licensing, food, health and safety, environmental protection inspections and enforcement programmes, car park maintenance programmes and responding to incidents and emergencies alongside other agencies. Through the Joint Enforcement Initiative, officers have also worked in partnership with colleagues in other services and other agencies to tackle fly tipping, illegal waste carriers, unauthorised encampments and a range of community safety issues associated with serious organised crime and modern slavery.

Richard Homewood, Head of Environmental Services

Performance Indicators Status

Comment: The majority of the indicators met their targets. A handful of actions performed off target and further details were listed below:

- E1 – The rejection rate for dry mixed recyclables remains a concern. The increase is thought to be due to tighter restrictions on what will be accepted by end processors in this country and abroad, but also due to a lack of attention by householders and continuing issues with contamination at our bring sites. We are continuing to promote awareness of what can and can't be recycled and this seems to be starting to have an effect.
- E NI182 – Business satisfaction has improved and is almost on target. A number of recent enforcement actions will have influenced this result.

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q4 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	11.6%	10.5%	10.0%	8.1%	7.4%	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	2.5	2.0	2.0	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)	%	94.0%	84.0%	90.0%	90.0%	93.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	34	35	22	40	24	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%	100%	100%	100%	100%	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	84.0%	85.0%	100%	81.0%	84.0%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	95.5	88.3	90.6	90.0%	86.5%	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	58.6%	57.1%	59.0%	54.0%	60.4%	54.0%

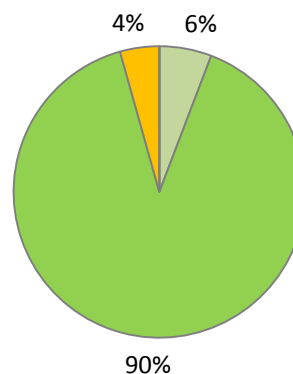
Air Quality

All of our [Diffusion Tube monitoring data](#) is published on our website and [Waverley's automatic analyser data](#) is available on the Air Quality England website. The Annual Air Quality Status Report 2019 will also be published on our website in the near future.

Service Plans - Actions Status

Q1 Environment Service Plan Actions 2019/2022

Total	100%	69
Completed	0%	0
Completed off track	6%	4
On track	90%	62
Off track – action taken / in hand	4%	3
Off track – requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: At the end of Q1 2019/20 the majority of service plan actions are on track for completion. The outstanding actions from this and the previous year have been listed below including further details on their progress.

Outstanding actions for Service Plans 2019/22

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
Outcome 3.	Team Projects 2019/2022 – Environmental Health					
ES 3.3	Complete modelling project on air quality concentrations, impacts on public health and source apportionment of air pollution across Waverley. Review progress at stakeholder meetings	01/06/19	/Environmental Health Manager (VB)	Completed off track	01/07/19	Modelling report completed by consultants and distributed to local authorities through Surrey Air Alliance. Data and findings to be used to inform revision of air quality action plan.

Outstanding actions for Service Plans 2018/19

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19ES 3.3	Introduction of Public Space Protection Orders (PSPO) for dog issues and anti-social behaviour in partnership with Surrey Police.	31/12/18	Enforcement Team	Off track – action taken	01/01/20	81% Completed. Publicity on revised proposals for dog controls (dogs on lead) to be published on 26/7/19. Report to September Env O&S, November Executive and approval of Final PSPO no.2 at December full Council.
SP18/19ES 3.10	Implement a procedure training programme for front line field officers for unauthorised encampments	31/12/18		Off track – action taken	31/09/19	70% completed. Training planned for second quarter of 2019/20.

SP18/19ES 8.1	Review arrangements for supporting the Council's response to civil emergencies	30/11/18	Emergency Planning Officer	Completed – off track	30/06/19	100% Completed
SP18/19ES 9.1	Review arrangements for ensuring Business Continuity arrangements are in place and are fit for purpose	30/11/18	Emergency Planning Officer	Completed – off track	30/06/19	100% Completed
SP18/19ES 10.1	Review arrangements for implementing and monitoring the council's Health and Safety Policies	30/11/18	Emergency Planning Officer	Completed – off track	30/06/19	100% Completed
ES16.1	Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency targets (transferred from Service Plans 2018/19, action ref. SP18/19ES11.4)	31/03/19	Sustainability Manager	In progress	31/03/20	Work in progress. Collating data on energy consumption and tabulating data for the report.

Internal Audit - Actions Status – Q1 update

Comment: At the end of Q1 there are no outstanding Internal Audit actions for this service area.

Complaints – Q1 update

Q1 Environmental Services – Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	13	11	10	10	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	13	10	10	6	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	90.91%	100.00%	60.00%	100.00%	95.00%

Q1 Environmental Services – Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	6	3	3	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	6	2	3	2	Data only

Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	66.67%	100.00%	100.00%	95.00%
----------------	--	---	---------	---------	--------	---------	---------	--------

Comment: All complaints were responded to in a timely manner and no further external escalation was required.

Finance – Q1 update

General Fund Account					
Services	Approved Budget '000	Budget '000	Variance '000	% Variance	Adverse/ Favourable
Environment					
Expenditure	8,225		(36)	0%	Favourable
Income	(7,264)		(52)	1%	Adverse
Environment Total	961		(88)	-9%	Favourable

Comment: Whilst the position at the end of Q1 looks favourable there are some underlying pressures around the waste and recycling service which could impact later in the year, including bin purchase and the mobilisation of the new contract.

4. Service Dashboard – Commercial

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

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/20

Head of Service summary: Q1 comment

The first quarter of this year saw the successful completion of the Council's second largest general fund contract procurement of £16m, the 15 year grounds maintenance contract. The appointment of Continental Landscapes, who will begin the new contract at the start of November 2019, was the result of a detailed quality based tender exercise with savings built in from the outset. We are now confident that we have a modern up to date, flexible contract that can deliver a high level of service for our residents with clearly identified performance management tools.

Two of the services have completed a full system based update, taking outdated databases and processes and launching a new client system. In Building Control we have created a new bespoke system that will be used as the launch pad for the planning service. Careline has looked to maximise the relationship with another well used system embedded within the council, Agresso. Fundamental changes like this to systems that have evolved over time can be both time consuming and frustrating for operational teams, there have certainly been challenges but both teams are feeling more confident entering in to the second quarter of this year. These changes have flushed out some historical inaccuracies and created some reporting issues for this quarter therefore the performance figures for Building Control and Careline needs to be reviewed over a longer period.

The regeneration projects in Farnham continue apace which is exciting for the town. The Brightwells Public Art project successfully commissioned two pieces of Art for the scheme. It was a group consisting of, University of Creative Arts, Farnham Society, Farnham Arts Preservation Society, Town and Borough Councils, and Crest and chaired by the Farnham Maltings. It was a true example of a community coming together and working effectively to benefit the wider populous and sets a blueprint for future working in our communities. The artists are currently signing contracts and once completed we will be able to celebrate and discuss the pieces chosen.

Our leisure centres continue to perform well with good overall attendance across the five sites. However it is worth noting that the loss of car parking next to Farnham Leisure Centre and the works are affecting visits to the centre. We are working closely with Places Leisure but forecast a drop in figures over the coming months.

Finally, but not least, Godalming Borough Hall screened to a packed house a live Take That concert in June, not only was it great fun but the Borough Hall got a 'shout out' from Gary himself!

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q1

Comment: The teams performed well in the first quarter. A new back office system has been introduced for Careline to enable more efficient data monitoring going forward, this quarter shows the first accurate number of clients.

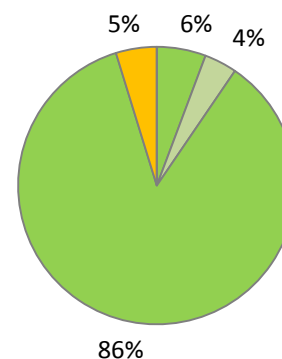
The implementation of the new IT system has temporarily impacted on reporting capacity in Building Control, which in turn affected data submission for the indicator C4 'Percentage of complete building control applications checked within 10 days'. The work is currently underway and the data will be available again from the next quarter.

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q4 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	501,438	462,103	473,507	502,964	506,862	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	1,374	4,007	6,112	6,559	5,886	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	91.5%	93.5%	98.7%	80.0%	Data not available	80.0%
C5	Total number of Careline clients (data only, no target set – higher outturn is better)	Clients	N/A	N/A	N/A	N/A	1925	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	3,549	6,216	5,444	5,308	5,041	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	91.1%	100.0%	100.0%	100.0%	100.0%	90.0
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	78.3%	81.0%	82.1%	76.2%	78.6%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	77.1%	78.0%	70.0%	69.0%	70.7%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	29	22	19	26	29	Data only

Service Plans - Actions Status Q1

Q1 Commercial Service Plans

Total	100%	105
Completed	6%	6
Completed off track	4%	4
On track	86%	90
Off track – action taken / in hand	5%	5
Off track – requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: The majority of the service plans are progressing on target at the end of the first quarter. The outstanding actions from 2018/19 and 2019/20 have been listed below with further details on their progression.

Outstanding Service Plan Actions 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
Outcome 13.	Assist the Council in the delivery of Public Space Protection Orders (PSPO) in relation to dog control and dog fouling across the borough					
CS13.1	Ensure PSPO zones are clearly identified and that input is given to the consultations related.	30/03/19	Green Spaces Contract Officer (MC)	Complete off track	30/6/19	As a result of the high number of PSPO zones this took longer than anticipated to complete. This has now been finished.
Outcome 15.	The quality and provision of play opportunities for people is improved					
CS15.1	Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets	30/03/2019 + ongoing every year	Parks Officer (AH)	Off track – action taken	30/03/20	This is reviewed annually and this year will start in the Autumn with a view to completing by 30/3/20
Outcome 18.	Preparation and procurement of a new Grounds Maintenance Service with clearly defined service objectives					
CS18.1	Review and re-write the overall grounds maintenance service specifications, terms and conditions and other related documents	11/03/19	Green Spaces Manager (ML)	Complete		Procurement processes completed within overall timescale new contractor appointed.
CS18.2	Inform and discuss with O&S Committee and seek Executive approval for procurement route and approach to performance management	30/11/18	Green Spaces Manager (ML)	Complete		100% Completed
CS18.3	Prepare tender packs, seek interest, evaluate and short list tenderers, interview and appoint	30/06/19	Green Spaces Manager (ML)	Complete		100% Completed
Outcome 19.	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					
CS19.1	Obtain enough external grant funding to supplement project's identified budget.	30/03/19	Green Spaces Manager (ML)	Off track – action taken	30/3/20	Funding application unsuccessful, the decision is being challenged and other sources being researched.

CS19.3	Submit planning and commons consent applications and obtain consents	30/03/19	Green Spaces Manager (ML)	Complete		Planning Permission and Commons Consent obtained.
Outcome 25.	Health & Wellbeing Strategy reviewed					
CS25.1	Strategy action plan to be reviewed and actions updated to reflect Health & Inequalities Report	28/02/19	Leisure Contracts Manage (TM) Policy Officer Scrutiny (WC)	Complete d off track	30/5/19	Strategy updated to reflect report, combined report being taken to O&S Wellbeing in September 19 for review.
Outcome 30.	Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres					
CS30.1	Obtain Council approval to proceed	31/07/18	Leisure Contracts Manage (TM)	Complete		Council approval givn.
CS30.3	Agree Project Plan for delivery	31/01/19	Leisure Contracts Manage (TM)	Off track - action taken	30/9/19	Phasing challenges exist for both projects client team taking care to resolve effectively
CS30.4	Procure and appoint external Project Team	28/02/19	Leisure Contracts Manage (TM)	Complete		External project team have been procured and appointed.
CS30.5	Procure and appoint external building contractor/s to construct	31/05/19	Leisure Contracts Manage (TM)	Off track - action taken	31/12/19	Phasing issues identified at both schemes, greater upfront work need to be resolved before appointment.
Outcome 31.	Deliver Cranleigh Leisure Centre location consultation phase					
CS31.1	Appoint external consultants to carry out consultation and explore potential site options	31/03/19	Leisure Contracts Manage (TM)	Complete d off track	30/6/19	Work has been completed and potential sites identified.
CS31.2	Report written to identify suitable site/s	31/03/19	Leisure Contracts Manage (TM)	Complete d off track	30/6/19	Reports completed more detailed work is now required on the business case.

Outstanding Service Plan Actions 2018/2019

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken
SP18/19CS1.2	Renegotiate new leisure management contract thresholds to increase guaranteed return (Cranleigh Leisure Centre).	31/08/18	Off track - action taken	31/08/19	80% Completed. Meeting arranged with Senior Management team at Places Leisure at the end of April. Proposal has been made and will form integral part of discussion with a view to gaining agreement by the end of August.

Internal Audit - Actions Status Q1

Comment: At the end Q1 there are no outstanding actions for this service area.

Complaints Q1

Q1 Commercial Services – Level 1

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	4	1	1	4	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	4	1	1	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	100.00%	100.00%	75.00%	95.00%

Q1 Commercial Services – Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.00%

Comment: A more complex level 1 complaint was received taking longer than the 10 days to respond.

Finance – Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	8,177	10	0%	Adverse
Income	(6,755)	80	-1%	Adverse
Commercial Total	1,422	90	6%	Adverse

Comment: Building Control is behind on its income target (£18.5k) and Waverley Training services is slightly higher on their contracted services spend (£12.5k), however the overall performance for both areas is being managed to budget. Memorial Hall budget is being adjusted to reflect arrangement with the Gostrey Centre and the Parks and Countryside and Careline budgets are being realigned as initial budget was overoptimistic.

5. Service Dashboard – Housing Delivery & Communities

This service area includes the following teams: Housing Development, Housing Options, Private Sector Housing, Service Improvement and Communities Services.

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/2020

Head of Service summary: Q1

Communities

The Community Safety team has worked closely with officers in Housing Options to address an increasing problem of street homelessness and begging in the Farnham area. The team are working on a multi-agency protocol to ensure the Council and its partners are able to deal with incidents speedily and effectively.

As part of Waverley's falls prevention work with health partners and Guildford Borough Council, a 4 month pilot was established with the CCG (Better Care Fund) for the Hoppa bus service (partly funded by Waverley) to fill a patient transport gap to limit overnight stays in hospital and return patients to their homes promptly. The service ran 5 days a week from 4pm to 9pm. Most of the patients were fallers/older people. Only Waverley took part in the pilot.

Hoppa were asked to make another bid for funding to extend the pilot. Alongside this a joint bid was made with the Guildford and Waverley Care & Repair team to set up a 'safe and settled service' to support those people when they got home.

The Better Care Fund commissioners have agreed to fund:

- Hoppa for a 1 year home from hospital contract, 365 days a year, 1pm to 9pm.
- Guildford and Waverley Care and Repair Team for 2 year contract to carry out home visits, 32 point home safety check, freely supply and fit grab rails, free key safe, telephone welfare calls, advice and guidance.

This is an excellent example of collaborative working.

Annual review meetings have now taken place with the 12 local organisations that the Council helps to fund through Service Level Agreements. Officers are working closely with a number of the organisations to address the challenges they face.

Housing Delivery

The major regeneration project at Ockford Ridge is making very good progress. Work is ahead of schedule on Site A - 37 new homes and the largest scheme undertaken by Waverley to date, with the first properties due to be handed over in spring 2020. The contractor has been appointed for phases 2 and 3 of the refurbishment programme, with work due to commence on 8 July.

Three new properties were developed by converting unused community rooms. The homes were let in May providing two one bedroomed flats, one of which is accessible for wheelchairs and a two bedroomed flat.

One of the Council's key Housing Association partners, Mount Green, completed 9 affordable homes at Cherry Tree Lane in Ewhurst. The Mayor and Portfolio Holder for Housing joined senior officers from Mount Green and the Council for a walk around tour on 20 June. All homes have been built and finished to an exceptionally high standard.

The Housing Strategy 2018-2023 first Annual Progress Review will shortly be presented to Management Board and then to the Housing Overview and Scrutiny Committee. Progress is ongoing

The draft affordable housing supplementary planning document is scheduled for consultation between July and September 2019. This will give clear and detailed guidance to planning officers, developers and affordable housing delivery partners on the delivery of affordable housing in the Borough. All member Briefing on affordable housing and viability is scheduled for July 17 – this will give councillors and opportunity to dig deeper in to how the Council is providing affordable homes and the challenges around delivery.

One homeless household spent a short period of time during the quarter in temporary accommodation. Two longstanding members of the Home Choice team retired at the end of June. This has given an opportunity to look at restructuring the Housing Options and Home Choice teams and will feed into the Housing Options Business Transformation Project.

The government provides funding known as the Better Care Fund (BCF) that is used to fund Disabled Facilities Grants (DFGs). There has been a further increase in the level of Waverley funding from £696,369 in 2018/19 to £751,424 in 2019/20. However, the level of funding from 2020 onwards is uncertain. The Home Improvement Policy was revised at the beginning of 2018 and has increased the provision of DFGs and other grants to make better use of the funding.

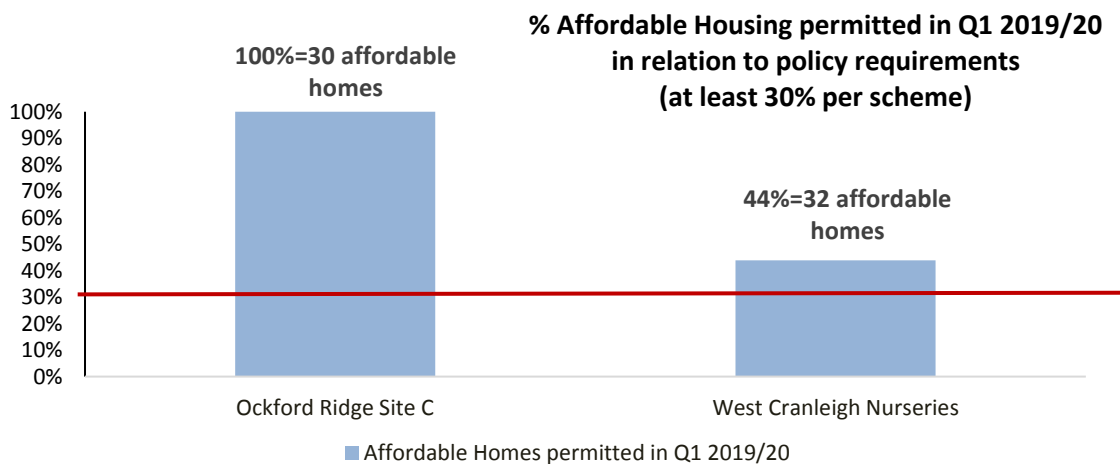
Plans are in place to celebrate 100 years of council housing. In 1919 the Addison Act promised 'homes for heroes' leading to the first large scale council housing build programme. The Housing team is hosting a series of summer parties to celebrate 100 years of Council housing. A timeline has been created showing national and local housing events each decade as well as hints to the popular culture of the day. There is an open invitation for all tenants to attend a party in their local area, which will feature a wide range of activities and games including sharing memories and aspirations for housing. The aim is for the celebrations to promote pride in Waverley's homes and health and wellbeing initiatives.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q4 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	1	0	1	1	0	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	6	33	69	153	62	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	20	17	21	59	0	Data only
HD4	Number of affordable homes delivered (gross) (Data only - higher outturn is better)	No.	51	40	8	53	11	Data only

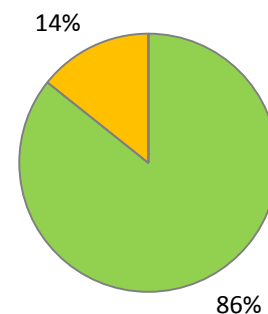
Comment: A good performance from the team. 30 affordable homes granted outline consent at Ockford Ridge on Council new build of 100% affordable housing, following demolition of 18 dwellings, resulting in net gain of 12. 32 affordable homes on scheme of 73 granted detailed consent at West Cranleigh Nurseries.



Service Plans - Actions Status

Q1 Housing Strategy & Delivery Service Plan 18/19 and 19/22

Total	100%	7
Completed	86%	6
Completed off track	0%	0
On track	0%	0
Off track - action taken / in hand	14%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: All service plans are progressing on track at the end of quarter one. The details of the outstanding actions are listed below.

Outstanding Service Plan Actions 2019/2020

No outstanding actions

Outstanding Service Plan Actions 2018/2019

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken to rectify
SP18/19H3.2	Implement the new Housing and Planning Act powers for Private Sector Housing (SH)	30/09/18	Off track - action taken	30/09/19	The timescales for introducing new aspects of legislation have been fluid and due to pressure of work and no effective additional PSH officer operating within the team during the past year, the update of the Enforcement Policy and new Charging Schedule will be presented to Management Board, then pass through Committee process during September-December 2019. The team has discharged the Council's Statutory obligations under the Act: Civil Penalties and Repayment Orders; Banning Orders and contribution to national Rogue Landlord Register

Internal Audit - Actions Status Q1

Comment: There are no outstanding actions at the end of first quarter for this service area.

Complaints – Q1 update

Q1 Housing Delivery and Communities - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	8	6	2	5	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	4	2	5	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	87.50%	66.67%	100.00%	100.00%	100.00%	95.00%

Q1 Housing Delivery and Communities - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	3	0	1	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	3	0	1	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	N/A	100.00%	100.00%	95.00%

Comment: All complaints were resolved within Level 1 and 2 with no external escalation required.

Finance – Q1 update

General Fund Account				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	1,634	0	0%	N/A
Income	(357)	-	0%	N/A
Housing Delivery & Communities Total	1,277	0	0%	N/A

Comment: All services are currently working within budget with tight controls by each budget holder.

Housing Revenue Account				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	1,400	0	0%	N/A
Income	(37)	0	0%	N/A
Housing Delivery & Communities Total	1,363	0	0%	N/A

Comment: Effective budget management in place following appointment of Housing Finance Manager. All Housing Development officers taking control of their scheme budgets.

6. Service Dashboard – Housing Operations

This service area includes the following teams: Property Services, Tenancy and Estate, Rent Account, Senior Living and Family Support.

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/2020

Head of Service summary: Q1

- The Team started the financial year with the mobilisation of repairs and maintenance contracts. The demobilisation and mobilisation went smoothly following the work of the multi-disciplined project groups including IT, customer service, communications, health and safety and management. The contracts are all now in place with comprehensive contract management.
- Everyone completed an annual Performance Agreement Review providing clear direction from the service plan and individual actions, targets and training plans to maximise performance.
- Progress is being made on the service plan action to support professionalism. Four officers successfully gained the NEBOSH Health and Safety General Certificate. Undertaking intensive training and formal examinations. A further three officers are working on the Chartered Institute of Housing qualifications. We are also working with the Chartered Institute of Housing to host an event in October to celebrate 100 years of council housing and share the Attitudes to Council Housing; Pride or Prejudice Housing O&S review.
- Three new homes were developed by converting unused community room into homes. The homes were let in May providing two one bedroomed flats, one accessible for wheelchairs and a two bedroomed flat.
- The team supported Orchard (housing management database supplier) by hosting a South East mini conference to showcase their new products and roadmap. It was a great opportunity to network with other social landlords and share good practice. The Rents Team were contacted by another local authority to review how they could emulate Waverley's rent collection.
- Plans are in place to celebrate 100 years of council housing. In 1919 the Addison Act promised "homes for heroes" leading to the first large scale council housing build programme. The housing team are delighted to be hosting a series of summer parties to celebrate 100 years of Council housing. We are creating a timeline showing national and local housing events per decade with a bit of popular culture too. There is an open invitation for all tenants to attend a party in their local area. With a wide range of activities and games including sharing memories and aspirations for housing. We also aim for the celebrations to promote pride in our homes and health and wellbeing initiatives.
- As reported at previous O&S meetings, non-pneumophila legionella bacteria continues to be an issue at one of our senior living accommodations. Mitigations continued under guidance from our specialist consultants, who advise that these incidents can take some time to resolve. Throughout April-June 2019 the programme of outlet flushing, water sampling and temperature monitoring continued without any substantial change. A total of 1731 water samples were taken between 1st April and 30th June. The medical showerheads which provide point of use protection were replaced in line with manufacturer's guidelines of a three month life span. Further adjustments were made to the plumbing. Contact was made again with the HSE and others to gain further advice and guidance on the situation at the site. There is full and regular communication with the residents, ward councillors and the portfolio holder, and the Council's management board receive fortnightly updates on the matter. With specialist expert advice, we continue to make changes to the treatments to reduce and ultimately eradicate this issue.

Hugh Wagstaff, Head of Housing Operations

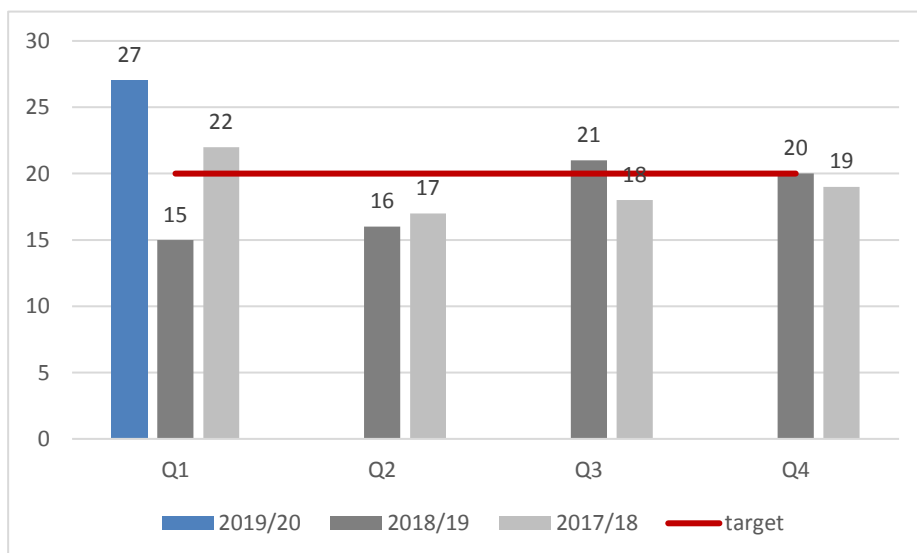
Performance Indicators Status

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q4 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	Reintroduced from Q1 2019/20				0.68%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	15	16	21	20.0	27	20
HO3	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%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	92.0%	93.0%	89.0%	90.0%	90.6%	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	76.0%	76.0%	78.0	74.0%	84.6%	78.0%

Comment: Q1 comment

HO2 and HO4 - Dip in performance as expected due to demobilisation and mobilisation of contracts. Handover arrangements were agreed with some vacant homes and responsive repairs held for new contract commencement 1 April 2019.

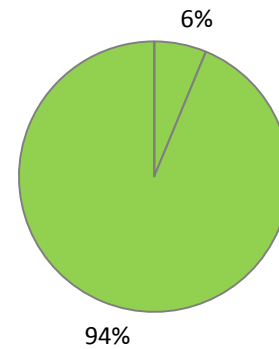
34 homes were relet in Q1 with an average of 27 working days. 90% homes were let within target in April but as the held homes were relet only 40% of homes were relet within the 20 day target in May and June. As the backlog is cleared the team are optimistic to improve performance over Q2.



Service Plan - Actions Status Q1

Q1 Housing Operations Service Plan 2019/2022

Total	100%	16
Completed	6%	1
Completed off track	0%	0
On track	94%	15
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of first quarter one action has been completed in the set time target and all actions are progressing on track for completion.

Completed Service Plans Actions 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
Outcome 5.	The customer experience will be improved by meeting and exceeding satisfaction targets annually					
HO5.1	Ensure the effective mobilisation of new property services contracts to meet key service performance indicators	30/04/19	Operations Manager (HR)	Completed		100% Completed

Outstanding Service Plans Actions 2018/2019

Code	Title	Due Date	Lead Officer	Status	Revised Due date	Actions taken to rectify
SP18/19H2.4	Review future of Family Support Team	30/11/18	Family Support Team Manager (JS)	Transferred to Service Plans 2019/20. New ref. HO2.2	31/03/20	A new due date of end of March 2019 was agreed in order to clarify future with SCC and Waverley budget setting. This action has been carried forward to 2019/20 service plan whilst Surrey County Council proposals are confirmed and considered.

Substitute action in 2019/20 Plan

Outcome 2.	The service meets the needs of residents by meeting satisfaction targets annually					
Code	Title	Due Date	Lead Officer	Status	Revised Due date	Actions taken to rectify
HO2.2	Review future of Family Support Service to ensure support services meet the diverse needs of our residents	31/03/20	Family Support Team Manager (JS)	On track	N/A	See the linked action above ref. SP18/19H2.4

Internal Audit - Actions Status Q1

Comment: There are no outstanding Internal Audit actions at the quarter one for this service area.

Complaints Q1

Q1 Housing Operations - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	25	19	33	38	21	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	18	14	28	31	11	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	72.00%	73.68%	84.85%	81.58%	52.38%	95.00%

Q1 Housing Operations - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	9	8	13	5	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	9	8	13	4	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	100.00%	100.00%	80.00%	95.00%

Comment: Although the performance looks poor, in reality most complaints were only one or two days late. Steps are in place to improve performance in Q2. There was a delay in the Level Two response due to staff absence. All complaints were dealt with within the 2 Level process, no Ombudsman escalations received.

Finance – Q1 update

General Fund Account				
Services	Approved Budget	Variance	% Variance	Adverse/ Favourable
	£'000	£'000		
Housing Operations				
Expenditure	15	0	0%	N/A
Income	-15	0	0%	N/A
Housing Operations Total	0	0	0%	N/A

General Fund Comment: No areas of concern.

Housing Revenue Account (HRA)				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	21,132	-533	-3%	Favourable
Income	-30,321	533	2%	Adverse
Housing Operations Total	-9,189	0	0%	N/A

HRA Comment: There is a risk of reduced rental income from our homes, compared to the budget due to legislation and financial profiling this year. Legislation requires social housing providers to reduce dwellings' annual rents yearly by 1% for four years from 2016/17 to 2019/20. In 2019/20, there are 53 Mondays (rent day) and the budget was set using the correct average weekly rent (i.e. reduced by 1%) but initially did not reflect this figure over 53 weeks and therefore the 1% is not being achieved. In order to achieve the 1% reduction in 2019/20 average weekly rents payable were lowered by 2.87% to be collected over 53 weeks. The resulting loss of income is calculated at £537,000. Due to more rents being collectable than anticipated actual loss in income is forecast at 420,000. Garages rents income is forecasted to be under by £164,000 as the garage project slowed down in the first quarter. The reduced rents from dwellings and garages is being mitigated by £52,000 additional income from solar panel rental and increased tenancies arranged through an external agency, Ethical Lettings. Reduced expenditure is anticipated in cyclical repairs and capitalised staff costs. It is anticipated that the reduced expenditure and additional income will wholly offset the reduced dwelling rental income outlined above, hence a forecast of zero at this stage. However, we are flagging the risk at this early stage and will continue to pay close attention to keep the budget on track by the end of the year.

7. Service Dashboard – Business Transformation & Corporate

This service area covers teams of Facilities, IT, Office Support, Estates and Business Transformation

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/2020

Head of Service summary:

This quarter is the first full quarter for the Business Transformation Service. The principal focus over recent months has been the development of a Business Transformation Programme and the ongoing Customer Services Review.

Business Transformation Programme - We have brought a range of work-streams together in one programme for organisational and governance reasons. All the work-streams are at different stages with some scheduled to complete this coming quarter and others not expected to start until the first quarter of next year. Resourcing the work schedule is critical if outcomes are going to be delivered on time. In year budget has been identified and the recruitment process has just begun.

Customer Services - In this quarter we have completed the analysis of the whole organisation customer demand survey carried out last quarter. We have also started to put the technical infrastructure in place. Procurement for a Master Data Management solution (MDM) is underway and we expect to finalise the specification for a Customer Relationship Management system this quarter.

We are now focusing on customer journey mapping and the automation that will need to facilitate which, in conjunction with re-processing, will lead to the savings we are anticipating. Given the extent of this task it is critical we find the right solution, we will also have the considerable job of integrating MDM into our line of business solutions

In addition we have made progress with;

Office 365 - We have commissioned an external assessment of our readiness to move forward with the transition.

Server Replacement - We have identified in year resources to allow a much more comprehensive programme than we had originally envisaged. This should deliver noticeable improvements for users as we increase overall capacity.

Flood Prevention - The Environment Agency led scheme for Godalming is progressing well and should complete by Q3.

Wey Hill - We are gradually making progress in clearing this site to allow for future housing development. This quarter we have seen the Guides move to their new home at High Lane.

David Allum
Head of Business Transformation

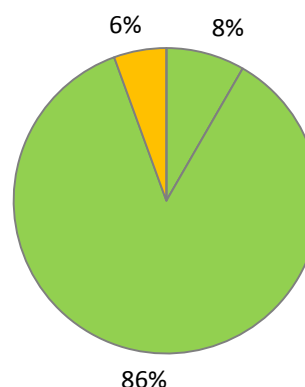
Performance Indicators Status Q1

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, Property and Engineering, Business Transformation.

Service Plan - Actions Status Q1

Q1 Business Transformation Service Plan 2019/2022

Total	100%	36
Completed	8%	3
Completed off track	0%	0
On track	86%	31
Off track - action taken / in hand	6%	2
Off track - requires escalation	0%	0
Cancelled / Deferred	0%	0



Comment: The table above presents the progress and status of all Service Plan actions for this service team at the end of first quarter. The list of outstanding actions can be found below with the comment on actions taken and new revised dates where applicable.

Outstanding Service Plan action 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
Outcome 5.	Continue to operate a profitable external cleaning service					
BT5.1	Evaluate the first year's trading figures and develop an appropriate marketing strategy based on the outcome	01/06/19	Facilities Manager (SH) /Head of Customer and Corporate Services (DA)	Completed		100% Completed
Outcome 6.	Provide a profitable staff catering service					
BT6.1	Evaluate the trading figures and re-design a service offer to be as cost effective as possible.	01/06/19	Facilities Manager (SH) /Head of Customer and Corporate Services (DA)	Completed		100% Completed. This action was completed, and the implementation of the solution will be implemented in the coming months.
Outcome 15.	Review and determine the corporate strategy for the maintenance of Waverley owned bus shelters					
BT15.1	Assess the cost implications for effectively maintaining the 95 bus shelters for which we have responsibility and test the corporate appetite	30/06/19	Property and Engineering Manager (NL)	Completed		100% completed. The capital programme funding secured.

	for the continued provision of this service					
Outcome 17.	Identify a viable option for the Council as regards office accommodation and the future of The Burys					
BT17.1	Within the One Public Estate initiative work with our partner organisations to define realistic options for the re-development of this site which will deliver cashable savings	30/06/19	Estates and Valuations Manager (AC)/Head of Customer and Corporate Services (DA)	Off track - action taken	To be confirmed	We have applied for funding from Surrey CC which if successful will resource the second phase of our development appraisal. We have now been waiting several months for this process to conclude and may have to explore other funding routes if the process does not conclude soon. This has been escalated to senior level.

Outstanding Service Plan action 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Actions taken
SP18/19 CC3.2	Support the Planning Service in the acquisition of a new core system	31/03/19	N/A	Off track - action taken	31/10/19	The Building Control system is live and that element of the project is very close to conclusion. We will moving into Planning later this quarter although we are unlikely to go live before Q4.

Internal Audit - Actions Status at Q1

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

Complaints – Q1 update

Q1 Business Transformation - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	1	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	0.00%	N/A	N/A	95.00%

Q1 Business Transformation - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	1	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	1	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	100.00%	N/A	N/A	95.00%

Comment: There were no complaints received for this service area in quarter one.

Finance – Q1 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,516	(4)	0%	Favourable
Income	(383)	(2)	1%	Favourable
Business Transformation Total	3,133	(6)	0%	Favourable

Comment: The favourable variations are generated by a projected increase in income at Farnham Locality Office as we have increased the admin charge to Guildford BC for issuing parking permits. Also the waste disposal contract at Brightwells Day Centre is no longer needed as the Day Centre has moved.

8. Service Dashboard – Finance and Property Investment

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

Key Successes & Lessons Learnt, Areas of Concern - Q1 2019/20

Head of Service summary:

Accountancy / Financial management: This is the first year of the new earlier publishing timetable for the council's Financial Statement requiring sign off by 31st July, deadline was historically the end of September. The Financial Statement was audited, signed off and published with an unqualified Audit opinion on 31st July, despite a change of audit team in June.

Benefits and Revenues service: The service review of both teams is now complete and the new service delivery model is being bedded into the revenues team with recruitment to vacant posts underway to complete the service's capacity.

Budget Strategy Working Group (BSWG): The Value for Money and Customer Services Overview & Scrutiny Committee has appointed members from the four Scrutiny committees to the BSWG, progress has been made on continuing the strategic work underpinning the delivery of the initiatives required to resolve the council's financial challenge identified within the Medium Term Financial Plan.

Peter Vickers, Head of Finance and Property

Performance Indicators Status

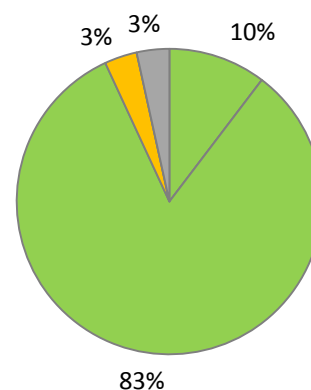
KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q1 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	13	13	13	11.4	12	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	7	7	7	6	4	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	30.2	58.1	86.2	98.7	29.7	24.8
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	29.4	51.0	74.7	98.0	27.6	24.8
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	84.6	90.0	95.5	99.0	98.4	99.0

Comment: A good performance from the teams in the first quarter, with majority of indicators performing on target. The proposals to introduce performance indicators for the Property team are currently being considered.

Service Plans - Actions Status Q1

Q1 Finance Service Plan Actions 2019/2022

Total	100%	29
Completed	10%	3
Completed off track	0%	0
On track	83%	24
Off track - action taken / in hand	3%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	3%	1



Comment: At the end of the financial year the majority of service plan objectives were completed on time. A handful of actions require additional time to complete, and these were listed below.

Outstanding actions from 2019/20 Service Plan

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
Outcome 4.	Service is redesigned and integrated with the Benefit Service					
F4.1	Complete the Revenues Service redesign, cutting out inefficiency and refocus the service on the customer.	30/06/19	Head of Finance (PV)	Completed		Review is now completed and the new service is operational.
Outcome 7.	The Agresso financial IT system and supporting financial administrative processes provide an efficient and cost effective solution to front line service administration to facilitate a reduction in administration capacity and transaction costs.					
F7.1	Develop a work programme of service reviews (interventions) to identify the required Agresso configuration, including cost benefit analysis for each intervention.	31/03/19	Financial Services Manager (WS)	Transferred	Business Transformation Programme to be delivered by 31/03/2021	This has now been included within the transformation programme to compliment the work being undertaken corporately.
Outcome 8.	Increase revenue from the commercial portfolio					
F8.3	Fully implement the Council's decision to set up a property company to increase income generation opportunities	30/04/19	Estates and Valuation Manager (AC)	Off track - action taken	31/12/2019	This initiative was temporarily delayed to enable the new Executive and then the Investment Advisory Board to configure and provide strategic direction for the company purpose. Work is now under way.

Outstanding actions from 2018/19 Service Plan						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19F2.2	Implement a "Systems Thinking" process review in collaboration with neighbouring council's (Rushmoor) expert guidance.	31/03/19		Completed	30/06/19	The work is now 100% completed. (Part of F4.1)
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19F2.5	A full review of all debt schedules with progress on agreed actions completed monthly with relevant service managers.	31/03/19		Completed	31/05/19	The initiative is now fully operational

Internal Audit - Actions Status Q1

Comment: There are no outstanding internal audit actions for this area at the end of first quarter.

Complaints Q1

Q1 Finance - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	6	7	5	8	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	5	5	5	7	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	83.33%	71.43%	100.00%	87.50%	100.00%	95.00%

Q1 Finance - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	2	0	2	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	2	0	2	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	N/A	100.00%	100.00%	95.00%

Comment: All complaints were resolved within Level 1 and 2, no external escalation required.

Finance– Q1 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Finance & Property				
Expenditure	32,990	14	0%	Adverse
Income	(31,116)	253	-1%	Adverse
Finance & Property Total	1,874	267	14%	Adverse

Comment: The adverse variance results from the void on Wey Court East office building which will be covered by a void contingency budget. Progress is being made on letting the building, however, it is unlikely that any rent will be received this financial year. The senior management team will be supporting the service to achieve an overall balanced outturn for the whole council at the end of the year.

9. 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 – Q1 2019/2020

Head of Service quarterly feedback:

- The Elections team worked hard preparing for and supporting the Returning Officer to deliver all out Waverley Borough Elections, Town and Parish Elections and, at very short notice, European Parliamentary Elections. The elections team were supported by a wider team of colleagues at Waverley who supported by answering customer enquiries, running polling stations and working at the various counts. The Communications and Engagement team ensured a range of stakeholders were kept informed about the processes and the outcomes of all elections.
- 57 new and returning Borough Councillors, the formation of a new administration and the commencement of a new 4 year Council term meant that Quarter 1 was also very busy for the Council's Democratic Services team. The team managed a range of induction activities including: swearing in new councillors; supporting the committee seat nominations process; preparing for the Annual Mayor-Making Council meeting; and providing a comprehensive induction training and development programme. The Council's Monitoring Officer and Deputy Monitoring Officers worked with the Council's four largest Town and Parish Councils to deliver conduct and standards training workshops.
- The Legal team continued to manage a busy programme of work. The team supported Waverley Borough Council in defending its Local Plan at the Court of Appeal hearing on Monday 24 June, which saw POWCampaign Ltd and CPRE Surrey attempt to overturn last year's High Court decision to dismiss their challenges to our principle planning document.
- The HR team continued to drive forward a range of changes in line with the Council's HR strategy. In particular, the rationalisation and digitisation of employee records, with the aim of improving efficiency and resilience, continued. This has relied on hard work from all members of the HR team. The team supported managers and staff to undertake and record meaningful Annual Performance agreement processes. The team also led on the Council's work to promote and support positive mental health and wellbeing in the workplace, including promoting the Council's Employee (and councillor) assistant helpline, arranging mental health training for managers and establishing and beginning the process of planning for the health and wellbeing week later in the year.
- Both the HR team and the Communications and Engagement team supported the process of planning and carrying out the Annual Staff Survey, the results of which will inform planning and staff communications in Quarter 2.
- The Corporate Policy team continued to provide a range of support during the quarter including: the management of complaints; corporate policy support on scrutiny; and quarterly performance management. The team also continued to actively support the organisation's business transformation efforts. In particular, they led the collation and analysis of the data collected at the end of the previous financial year as part of the customer demand survey. They also supported on the project planning and management of the customer transformation project and the development of a new customer services strategy.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q1

Comment: Short and Long Term sickness absence (HR2) remains off target at the end of first quarter. Further analysis shows that when comparing Q1 2019/2020 to Q4 2018/2019, our long term absences have reduced from 9 to 6 cases (a long term absence is anything over 20 days). Even though we have seen an overall reduction in the number of people on long term sick leave, the total amount of days for those still absent continues to increase. Two of these six cases are due to be resolved fully within Q2 and the remaining staff are being fully supported through Waverley, their doctors and occupational health referrals.

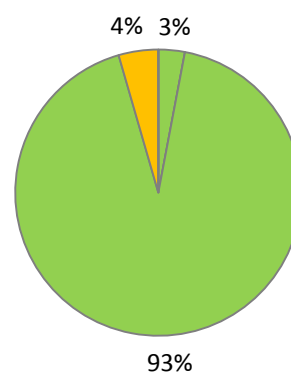
The complaints response rate at Level 1 (PG2a) has improved in Q1, although still performing off target. The areas of underperformance concern the following teams: Commercial Services (75%), Housing Operations (52%) and Planning & Economic Development (83%). Starting from Q1, a new more granular monitoring has been introduced for each service area, to allow consistent performance analysis. The details specific to each service have now been embedded in every dashboard allowing Heads of Service and their team to take appropriate improvement actions when required. This change is hoped to improve the overall response rate in the coming year.

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q1 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	21.8	21.0	21.5	18.4	17.8	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	5.8	6.5	6.6	6.9	7.0	6.52
PG1a	The number of complaints received - Level 1 (data only)	No.	63	57	63	82	57	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	18	24	18	25	20	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	85.00%	87.65%	79.40%	84.00%	87.24%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	100.0%	100.0%	88.9%	100.0%	94.0%	95.0%

Service Plans - Actions Status Q1

Q1 P&Gov Service Plans 2019/2022

Total	100%	67
Completed	3%	2
Completed off track	0%	0
On track	93%	62
Off track - action taken / in hand	4%	3
Off track - requires escalation	0%	0
Cancelled / Deferred/ Transferred	0%	0



Comment: At the end of Q1 the majority of the service plan actions are on track for completion, apart from a handful of actions which will require additional time. Further details can be found below.

Outstanding Actions from Service Plans 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
Outcome 7.	The Council functions properly, with high standards of governance and ethical conduct					
PG 7.4	<i>Support councillors through training on ethics and standards</i> Provide training on Councillor standards to the new Waverley Council and to Towns and Parish Councils.	30/06/19	Head of Policy and Governance (Monitoring Officer) (RT)	Completed	N/A	Standards training has been delivered to Waverley Borough Councillors. The Monitoring Officer and Deputy Monitoring Officers have attended a number of Town and Parish meetings to provide training on ethics and standards.
PG 7.6	<i>Keep all registers of interest up to date</i> Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded following the May 2019 elections.	30/06/19	Democratic Services Manager (FC)	Off track - action taken	31/10/2019	All Waverley Borough Councillors' Registers of Interest are up to date. All Town and Parish Councils have been contacted to ensure they provide the latest Registers of Interest. Around two thirds have now supplied the necessary information.
Outcome 9.	The Council prepares for, organises and conducts all types of elections, polls and referendums held in the Waverley borough.					
PG 9.1	<i>Conduct fair and transparent elections</i> Complete preparations for and conduct of combined Borough and Town/Parish elections.	31/05/19	Senior Manager - Elections and Corporate Projects (TS)	Completed	N/A	100% Complete. These elections were carried out in conjunction with legislation and were conducted successfully

Outstanding Actions from Service Plans 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19PG2.1	Increase levels of community engagement, including participatory budgeting:	31/12/18	Communications & Engagement Manager	Off track - action taken	31/10/19	75% Completed. The timetable for this piece of work was revised to inform the Medium Term Financial Plan. The preparation of the survey is underway (to go live in the Autumn).
SP18/19PG2.4	Review / refresh / relaunch Waverley's Communications and PR Strategy.	31/12/18	Communications & Engagement Manager	Off track - action taken	31/10/19	90% Completed. The review and research processes are complete and the consultation draft strategy is also complete. The draft strategy will be considered in Q1 with the intention of formal adoption in Q2 of 2019/20.

Internal Audit - Actions Status Q1

The Internal Audit section is included for information only, as the scrutiny function for 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 4 March 2019](#)

Code & Title	Start Date	Due Date	Head of Service
IA19/08 Flexitime	20 Dec 2018	31 Mar 2019	Taylor, Robin

Comment: At the end of Q1, the only outstanding Internal Audit Actions related to the December 2018 internal audit review of the Council's flexi-time system. The audit report concluded that the Council could take partial assurance that the controls to manage this area of work were suitably designed and being consistently applied. The Council accepted the five management actions issued. However, following the adoption of a new HR Strategy and associated change plan in respect of systems and procedures, and following consultation with Staffside, whilst the principle of the recommendations is still accepted, these actions and timescales are now under review in consultation with the Council's Audit Team.

Complaints Q1

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100.00%	95.00%

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.00%

Comment: All complaints received for this service area in Q1 were dealt with at Level 1 and didn't require any further escalation.

Finance – Q1 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	3,705	(39)	-1%	Favourable
Income	(886)	31	-3%	Adverse
Policy & Governance Total	2,819	(8)	0%	Adverse

Comment: Despite a slightly reduced projection on service income, the current forecast is for a very slight underspend at year end.

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING O&S COMMITTEE

17 SEPTEMBER 2019

Title:

Health and Wellbeing Action Plan

[Portfolio Holder: Cllr David Beaman]

[Wards Affected: ALL]

Summary and purpose:

The purpose of this report is to update the O&S committee on the progress and amendments to the Health and Wellbeing Action Plan. The Committee is invited to consider that each Priority Theme within the Action Plan is looked at separately over the course of a year.

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

The delivery of the Health and Wellbeing Strategy and Action Plan is in itself a corporate priorities that commits us to care, respect and ensure the wellbeing of all PEOPLE that live or visit our borough.

Equality and Diversity Implications:

The Health and Wellbeing Strategy and Action plan aim to protect and support those that are most vulnerable in the community and offer them opportunities to be active and healthy.

Financial Implications:

There are no direct financial implications from this report. Actions set out in the action plan are undertaken from previously approved budgets. Any additional budget requirements will be requested and reviewed on an individual basis.

Improved health and wellbeing of the community and the workforce has potential future savings for Waverley Borough Council and other public bodies through the preventative work carried out. (Rosie Plaistow)

Legal Implications:

There are no direct legal implications to this report. Waverley must ensure that it works within the legislative framework for areas such as Housing Options and Safeguarding and follow relevant Government guidance. (Sophie Thorp)

Background

1. Waverley's Health and Wellbeing Strategy and Action Plan 2016-2021 was adopted in 2016 and sets out the challenges facing Waverley, our priorities and our vision for health and wellbeing. The document is our public statement of our intentions, setting out what

we aim to do and what we are already doing to positively influence the wellbeing of our residents and support them to live full, active and healthy lives.

2. Much of the work we do in Waverley is already contributing, either directly or indirectly, to health and wellbeing locally. The Health and Wellbeing Strategy is an opportunity to acknowledge the contribution our work is already making in this area and to demonstrate how we will continue to positively influence health and wellbeing in Waverley.

Health and Wellbeing Action Plan

3. The Health and Wellbeing Action Plan is Waverley's overarching documents that incorporates all activities that relate to the Health and Wellbeing of our residents carried out by a number of departments across Waverley, not limited to Leisure and Community services. The actions are focused on prevention and how we work with partners and voluntary organisations to offer support, advice and services that will ensure Waverley residents live full, active and healthy lives.
4. More recently, the Ageing Well Strategy and Action Plan 2015 - 20 and the recommendations of the Health Inequalities work that was completed in 2017, have been incorporated into the Health and Wellbeing Action Plan making it a more comprehensive and overarching document capturing all areas of work relation to health and wellbeing in one action plan.
5. There are five Priority Themes, as outlined below:

Priority Theme 1: Develop a preventative approach

- Encourage healthy lifestyles
- Ensure healthy homes and living conditions
- Support residents to access information and services

Priority Theme 2: Promote emotional wellbeing and mental health

- Raise awareness and tackle stigma and discrimination
- Reduce social isolation

Priority Theme 3: Improve older adults' health and wellbeing

- Support the implementation of Waverley's Strategy for Ageing Well

Priority Theme 4: Improve the health and wellbeing of children and young people

- Ensure families are supported to be happy and healthy
- Support and enable young people to access jobs and training
- Support opportunities for children and young people to participate in physical activity, sports and play

Priority Theme 5: Safeguard the population

- Support the implementation of the Safer Waverley Partnership Plan
- Keep safeguarding policy and training relevant and up-to-date

6. The Action Plan is a continually evolving document and most of the actions within it are ongoing. The success of each one is measured individually. A copy of the Action Plan is attached to this report as Annexe 1. Please refer to it for details on progress.

Conclusion

7. The health and wellbeing of our residents can be affected by many factors and poor health has implications across multiple services. In order to ensure that residents have access to the support, advice and services they need to live full, active and healthy lives, we must consider health and wellbeing across all areas of work.
8. The Health and Wellbeing Strategy and Action Plan is now the single overarching document that encompasses all of the Council services that contribute to maintaining the health and wellbeing of our residents. The Action Plan highlights the importance of working with our partners and voluntary organisations in order to successfully deliver the actions within it. An Action Plan progress update is produced annually.
9. As the document is so comprehensive, the Committee may wish to consider looking at each priority theme separately throughout the course of the year. This way there will be more opportunity and time to focus on some of the detail. The following two Priority themes will be presented over the next few months.
- Priority Theme 3: Improving older adults' health and wellbeing is the main work stream of The Ageing Well Action plan, (see O&S report 17.09.19, Ageing Well Report and Action Plan Update) which is in the process of being revised and updated over the coming few months.
 - Priority Theme 5: Safeguarding the population, which incorporates the work of the Safer Waverley Partnership and the Council's Corporate Safeguarding responsibilities are items included in the Community Wellbeing O&S Forward Plan for the meeting in November 2019.

Recommendation

It is recommended that the Overview and Scrutiny Committee:

1. Notes the updates within the Health and Wellbeing Action Plan and
2. Considers the order in which the Priority Themes are examined over the course of the year

Background Papers

Health and Wellbeing Strategy 2016-2021

CONTACT OFFICER:

Name: Fotini Vickers
Interim Leisure Services Manager

Telephone: 01483 523448
E-mail: Fotini.vickers@waverley.gov.uk

This page is intentionally left blank

Appendix A: Health and Wellbeing Action Plan

2019-2021

Developing a preventative approach

A preventative approach to health and wellbeing involves promoting good health and preventing ill-health. Crucial to this is spotting potential problems as early as possible and ensure effective support is in place. It also involves giving residents the information, services and support necessary to take control of their own health and wellbeing, live healthy lives and reduce their risk of becoming ill. People are healthy when they:

- Have a good start in life
- Reach their full potential and have control over their lives
- Have a healthy standard of living
- Have good jobs and working conditions
- Live in healthy and sustainable places and communities

(Source: www.healthysurrey.org.uk)

An effective preventative approach will benefit all of Waverley's residents, including children, working-age adults and adults who are older or vulnerable. A successful preventative approach will also address health inequalities, such as life expectancy gaps and will also address the causes of ill health, which include social, lifestyle and environmental factors pertinent to Waverley, discussed earlier in this strategy.

For 2019-2021, we will focus on three main themes in order to develop a preventative approach. These themes are:

1. **Encouraging healthy lifestyles**
2. **Ensuring healthy homes and living conditions**
3. **Supporting residents to access information and services**

Priority 1: Developing a Preventative Approach

“Focusing on creating good health rather than simply responding to ill-health, and giving residents the information, services and support necessary to take control of their own health and wellbeing, live healthy lives and reduce their risk of becoming ill”

Theme 1: Encouraging Healthy Lifestyles

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation/s	Partner organisation/s	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
1.1.1.	Promote utilisation of green space by maintaining the standard and improving accessibility of our parks and green spaces, e.g. <u>Broadwater Park Accessibility project.</u>	<ul style="list-style-type: none"> Feedback from “Friends of” groups and public consultations Reduced maintenance costs of parks, making them sustainable investments in health and wellbeing and our local communities - comparisons to previous years, as measured through Waverley Borough Council's annual budget 	Waverley Borough Council – Parks and Countryside	WBC – Planning, SCC	Works on Broadwater Park Accessibility due for completion by mid-2016 with further sites to be identified and scoped by 2017. PPPF allocated for 2015/16 and potentially 2016/17	Improvements to accessibility around Broadwater Park form part of the Management Plan – site surveys undertaken 2018 prior to path improvements
1.1.2.	Encourage the use of greenspace for physical activity and health by installing <u>Trim Trails</u> , the first of which is <u>Farnham Park Trim Trail</u> , and supporting <u>Walks for Health</u> .	<ul style="list-style-type: none"> Number of Trim Trails across the borough Number of people participating in Walks for Health 	WBC- Parks and Countryside	WBC – Leisure, Places Leisure, Surrey County Council	Works to install a Farnham Park Trim Trail due for completion by mid 2016 with further potential trim trail sites to be identified and scoped by 2017.	Completed 2016
1.1.3.	<u>Places Leisure’s pilot tier 2 weight management service</u> , which includes nutrition, exercise and behaviour change components.	<ul style="list-style-type: none"> Number of residents accessing the service Amount of weight lost by participants through the service 	Places Leisure, Surrey Sports Park	SCCPublic Health, CCGs GP surgeries, Health Professionals, WBC – Leisure	Weight management pilot funded by SCC Public Health until March 2016, to be evaluated after this date.	Weight management programme in place and numbers being monitored
1.1.4.	Development and implementation of future local <u>weight management</u> services, should Public Health funding become available.	<ul style="list-style-type: none"> Development and implementation of such a service 	SCCPublic Health, any contracted weight management provider	WBC - Leisure, Places Leisure, Health Professionals, GP practices, CCGs	Date TBC	Weight management courses are conducted at the leisure centres
1.1.5.	Work with internal and external partners to promote	<ul style="list-style-type: none"> Support a minimum of four campaigns per year 	WBC(all services),	Waverley Health and	Minimum of four campaigns annually	Capmpaigns are promoted appropriately

	local and national public health campaigns, projects and initiatives both within the Council and in the community.	<ul style="list-style-type: none"> Public Health Outcomes relevant to each health campaign/initiative we support 	Places Leisure, SCCPublic Health, CCGs	Wellbeing Partnership		through relevant partners
1.1.6.	Continue to provide more opportunities for residents to take up NHS Health Checks within the community through the Waverley Contract Places Leisure Health and Wellbeing post.	<ul style="list-style-type: none"> Number of NHS Health Checks delivered in non-clinical venues (e.g. leisure centres, workplaces, community settings) Number of Places Leisure's staff trained to deliver health checks. 	Places Leisure	WBC– Leisure, SCCPublic Health, CCGs	Continue to increase the number of PfPL staff trained to deliver NHS Health Checks and the total number delivered to residents throughout 2016/17.	Health checks offered in all four population centres and figures provided by Places Leisure on a monthly basis.
1.1.7.	Develop and implement a ' running for wellbeing ' group.	<ul style="list-style-type: none"> Development and implementation of such as group Number of group sessions delivered per week Attendance at sessions 	WBC – Leisure	Places Leisure		Couch to 5k started in Godalming in 2018
1.1.8.	Utilising the Places Leisure Health and Wellbeing Post to develop our leisure centres' capacity as 'Health Hubs'. This include the provision of services such as smoking cessation, stroke, COPD, cancer and cardiac rehabilitation classes, falls prevention and seated Pilates.	<ul style="list-style-type: none"> Number of wellbeing-related sessions provided in each site Number of Places Leisure staff trained to deliver the activities across all sites Attendance at each session Objectively measured wellbeing scores of people taking part in the activities Case studies 	Places Leisure	WBC – Leisure, SCCPublic Health, CCGs, GP practices and Health Professionals.	PfPL post funded through PPPF until March 2016, with the role to be subsumed into PfPL contract after this date Increase number of PfPL staff trained to deliver sessions by the start of 2016/17	Completed and monthly meetings with H&W Manager to monitor progress
1.1.9.	Develop and implement a Leisure Facilities Strategy .	<ul style="list-style-type: none"> Strategy developed, agreed and implemented 	WBC – Leisure	Places Leisure, WBC- Planning	Draft Leisure Facilities Strategy completed by Spring 2016.	Completed and adopted by Council in 2017
1.1.10.	Continue to provide Access to Leisure and GP Referral which both provide low cost access (either for low-income residents or people with specific health conditions) to the leisure centres.	<ul style="list-style-type: none"> Number of residents accessing these services Number of GPs referring to the GP Referral programme 	Places Leisure	WBC– Leisure, CCGs, GP practices, health professionals and SCCPublic Health	Ongoing	Numbers included in KPIs
1.1.11.	Continue to expand the range of health and wellbeing activities in	<ul style="list-style-type: none"> Number of sessions delivered in community outreach locations 	Places Leisure	WBC– Leisure, CCGs, GP practices,	Ongoing	Otago, Cage cricket, post natal implemented.

	outreach locations through the Places Leisure Health and Wellbeing Post.	<ul style="list-style-type: none"> Number of people attending sessions 		health professionals and SCCPublic Health		Places Leisure submitting monthly KPIs
1.1.12.	Continue to hold the council's Health and Wellbeing Week to support WBCstaff in all aspects of health and wellbeing.	<ul style="list-style-type: none"> Number and types of opportunities provided during the health and wellbeing week and during the year Number of staff attending Staff feedback 	WBC – all services	PfPL, Voluntary Organisations, SCC Public Health, Private Health & Wellbeing Providers	Event to be held every year	Planned for September 2019 and Ageing Well event in October 2019
1.1.13.	Develop a plan for the implementation of the Making Every Contact Count initiative, part of the Prevention work-stream of the NEH&F CCG Vanguard programme.	<ul style="list-style-type: none"> A plan developed with relevant actions A plan which is in synergy with NEH&F CCG's work Agreement from senior management to implement the initiative 	WBC – all services	WBC – Places Leisure, Active Surrey, CCGs	Ongoing	Places Leisure have rolled out training across the leisure centres. Training has been highlighted corporately to HR for front-line staff.

Abbreviations: PPPF = Personalisation, Prevention and Partnership Fund; SCC = Surrey County Council; NEH&F CCG = North East Hampshire & Farnham Clinical Commissioning Group; PfPL = Places Leisure

Theme 2: Ensuring Healthy Homes and Living Conditions

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
1.2.1.	Major regeneration at Ockford Ridge	<ul style="list-style-type: none"> Number of new homes built Number of existing homes improved 	WBC – Housing Delivery	WBC– and Planning, SCCHighways	Planned developments by 2020.	Ask Louisa Blundell to update as sge is managing the project
1.2.2.	Provide Disabled Facilities Grants to private sector residents meeting the eligibility criteria so that adaptations can be carried out to dwellings in order to meet the basic housing needs of disabled people	<ul style="list-style-type: none"> Number grants approved annually Percentage approved within 12 weeks of application 	WBC – Private Sector Housing	SCC Children’s Team and Adult Social Care, Citizens Advice Bureau, Guildford & Waverley Home Improvement Agency and other referring agencies	Ongoing	35 DFGs in 2016/17 62 DFGs in 2017/18 85 DFGs in 2018/19 We approved 100% grants within 12 weeks of application.
1.2.3.	Provide Safe and Warm Grants to private sector residents meeting the eligibility criteria so that energy efficiency or home security measure can be carried out.	<ul style="list-style-type: none"> Number of dwellings made more energy efficient annually under this scheme 	WBC – Private Sector Housing	SCC Adult Social Care, Action Surrey, Citizens Advice Bureau, Guildford & Waverley Home Improvement Agency and other referring agencies	Ongoing	16 dwellings were made more energy efficient through grant action in 2018/19
1.2.4.	Implementation of Waverley Borough Council’s Homelessness Strategy 2013-2018 and subsequent homelessness strategies.	<ul style="list-style-type: none"> Number of the 33 targets set out in the Homelessness Strategy Action Plan that are met 	WBC – Housing Options	SCC, Adult Social Care, Waverley Family Support Team, Housing Associations, Private Landlords and Letting Agencies, Police, Schools, Public Health.	Reviewed annually	Of the 46 actions in the Action Plan: 37 have been achieved or achieved and ongoing – 9 partially achieved.

Theme 3: Supporting residents to access information and services

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
1.3.1.	Continue to deliver Farnham Making Connections and develop and implement additional social prescribing services where there is need	<ul style="list-style-type: none"> • Number of community connection initiatives/projects established • Number of GPs involved in the services • Number referrals for support • Objectively measured wellbeing outcomes 	Age UK Surrey, North East Hampshire & Farnham CCG	WBC – Community and Leisure services, Guildford and Waverley CCG, Public Health, voluntary organisations, Adults Social Care, Medical Professionals, GP practices	Farnham Making Connections established in August 2015. Project funded through PPP until July 2016. Ongoing work if funding is available and until the need is met.	Making Connections has expanded and is delivered borough wide. Social Prescribing established for 2019/20.
1.3.2.	Activities will be developed with our Leisure contractors, Places for People, to develop a 'carer-friendly' brand.	<ul style="list-style-type: none"> • Activities and 'carer friendly' brand developed • Improved wellbeing of carers • Case studies 	Places Leisure	WBC Leisure	Carer Friendly brand developed by Winter 2016.	All staff trained and Carers accepted on Access to Leisure scheme

Promoting emotional wellbeing and mental health

Positive mental health is essential for individual and community wellbeing. The communities in which we live, the local economy and the environment all impact on an individual's mental health. We want to promote good mental health for the wider population by ensuring the necessary support and services are available, providing services which will enhance residents' emotional and mental wellbeing, and by fostering inclusive communities that are free from stigma and discrimination.

A commissioning strategy to promote emotional wellbeing and improve mental health of people in Surrey has been produced by health and social care services, in collaboration with people who use services, carers and local organisations¹.

An effective strategy will complement the local work on emotional wellbeing and mental health by providing services and activities that have the potential to influence the wider factors related to our residents' mental health and wellbeing.

For 2019-2021, we will focus on two main themes in order to promote emotional wellbeing and mental health. These themes are:

1. **Tackling Stigma and Discrimination**
2. **Reducing Social Isolation**

¹ The strategy can be read at: <http://www.healthysurrey.org.uk/a/7364897-7972953>

Priority 2: Promoting emotional wellbeing and mental health

“Promoting positive mental health by ensuring the necessary support and services are available, providing services which will enhance residents’ emotional and mental wellbeing and fostering inclusive communities that are free from stigma and discrimination”

Theme 1: Tackling Stigma and Discrimination

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
2.1.1.	Continue to work with partners in the delivery of the successful Waverley Arts Wellbeing programme , including projects such as the Keepsake reminiscence project, Vitamin G gardening project, Dementia Diaries, Singing for the Brain and intergenerational projects.	<ul style="list-style-type: none"> • Number of training opportunities for programme staff on mental health awareness, etc. • Number of intergenerational social opportunities provided • Attendance at activities • Objectively measured wellbeing outcomes in those who take part in activities 	WBC - Arts Development	Arts Partnership Surrey, CCGs, centres for older people, schools, Alzheimer’s Society, Age UK Surrey, care home providers, voluntary sector groups, key arts providers including Farnham Maltings, Cranleigh Arts Centre, Creative Response	Programme initially funded through PPP from autumn 2013 until summer 2016 with the aim of sourcing other funding opportunities to continue.	
		•				
		•				

Commented [KW1]: It is already in and updated in Priority 3 – supporting olderadults health and Wellbeing

Theme 2: Reducing Social Isolation

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
2.2.1.	Encourage and facilitate volunteering opportunities , through Welcome to Volunteering and Countryside Volunteering in order to reduce the risk of residents who are unemployed or retired becoming socially isolated.	<ul style="list-style-type: none"> Number of people accessing volunteering opportunities Improvements in objectively measured wellbeing 	Parks & Countryside, Voluntary Action South West Surrey	WBC– Community Services and Economic Development, local businesses and voluntary organisations	Welcome to Volunteering project funded through PPP until 2016, with the aim of a sustainable legacy beyond this date. Countryside volunteering ongoing.	Welcome to Volunteering funded secured from the Big Lottery for a further 5 years.
2.2.2.	Existing Befriending schemes will be supported to grow and more befriending schemes, including friendship groups and group befriending, will be established where a need is identified	<ul style="list-style-type: none"> Number of befriending schemes established in Waverley Number of people supported through befriending schemes Objectively measured wellbeing of people supported by befriending schemes 	WBC-Communities Team	Hambledon & Busbridge Church and other faith groups, Clinical Commissioning Groups, voluntary sector groups, Age UK Surrey	Hambledon & Busbridge Church Befriending Project funded through PPP from autumn 2014 until autumn 2017 (but project will be ongoing)	Making Connections service is now available across the borough. This and other schemes will be continually developed based on need and saturation
2.2.3.	Existing voluntary sector transport schemes will be promoted and the growth of new ones will be encouraged to meet client needs so that they can access vital services such as social activities, local business and shops, medical and hospital appointments	<ul style="list-style-type: none"> Number of people using volunteer transport schemes Number of volunteer transport schemes established Hoppa Service Level Agreement monitoring People feel less socially isolated and have access to vital services public and community services 	WBCand Surrey Community Action	Volunteer transport schemes, Hoppa, Clinical Commissioning Groups	Continue ongoing work with current providers	Ongoing partnership and monitoring of Hoppa service through SLA. Volunteer transport schemes and Driving Miss Daisy promoted to residents.

Improving older adults' health and wellbeing

More people in Waverley are living longer. This is great news, but it also brings some challenges. The growing number of older people will have a major impact on communities and services, as older people are more likely to experience disability and long-term health conditions.

By supporting sustainable solutions to the issues faced by older people in Waverley, taking preventative approaches and encouraging ageing well, and ensuring the right services are in place, more older people in Waverley will be able to remain independent and live full and active lives for as long as possible.

Older adults' health and wellbeing is affected by a range of factors. For example, older people may be particularly vulnerable to social isolation and may also have a greater reliance on public transport than the younger population. Since ageing is associated with increased health needs, older adults may also need more support to live independently or might require support in terms of care, such as informal care from family or friends, residential care, or care in their own homes from a paid carer. Health and wellbeing in later life is not necessarily associated with frailty and ill-health, but may be about providing inclusive and attractive services for older people and creating a society that values older adults and the positive contributions that they can make within our communities.

Waverley and our partners have a collective responsibility to work together to create a society and services that value and support older adults. An effective strategy for improving older adults' health and wellbeing will reflect this and the multidimensional nature of health and wellbeing in later life.

The Health and Wellbeing Strategy should be read alongside Waverley's Ageing Well Strategy.

For 2019-2021, we will focus on one main theme in order to improve older adults' health and wellbeing:

1. Supporting the Implementation of Waverley's Strategy for Ageing Well

- Priority 1: Community – Our older residents will have opportunities to be involved socially and economically in their communities so that they are not socially isolated or excluded.
- Priority 2 : Home – remaining independent at home
- Priority 3 : Support – accessing information and support

Priority 3: Improving older adults' health and wellbeing

"Supporting sustainable solutions to the issues faced by older people in Waverley, and ensuring the right services are in place to allow older people in Waverley to remain independent and live full and active lives for as long as possible"

Theme 1: Supporting the implementation of Waverley's Strategy for Ageing Well

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation/s	Partner organisation/s	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
Priority 1: Community – Our older residents will have opportunities to be involved socially and economically in their communities so that they are not socially isolated or excluded.						
3.1.1.	The five major community centres, funded by the Council, that deliver services for older people (The Orchard Club, Brightwells Gostrey Centre, Age Concern Farncombe, Rowleys Centre for the Community, The Clockhouse) will continue to reach out to and access isolated older people and encourage them to participate in activities.	<ul style="list-style-type: none"> - number of people reached increases - number of people attending day centres - number of people participating in activities and accessing services increases 	WBC - Communities Team	With Surrey County Council Adult Social Care, centres for older people, Citizens Advice, Clinical Commissioning Groups, care home providers	Ongoing work	Partnership work and funding ongoing. Figures provided through SLA. The Orchard Club ceased operating in 2018. 3 year SLA agreed with Haslewey to deliver activities for people with higher needs in Haslemere.
3.1.2.	Older adults will have opportunities to volunteer and volunteering opportunities will be promoted	<ul style="list-style-type: none"> - number of people taking up volunteering opportunities increases - improved wellbeing of people volunteering 	Voluntary Action South West Surrey	With Waverley Borough Council, Surrey County Council Adult Social Care, Clinical Commissioning Groups, Sheltered Housing Schemes, Voluntary sector groups working with older people, local businesses	Ongoing delivery with the aim to increase the number of volunteers across the borough year on year	Ongoing. Volunteer's week promoted annually in June. Ongoing partnership with Voluntary Action SW Surrey to promote volunteering opportunities, figures provided through SLA.

3.1.3.	Promote awareness and support for individuals, organisations and communities to work towards a <u>Dementia Friendly future for the Borough.</u>	<ul style="list-style-type: none"> • Number of dementia friendly champions in Waverley • Achieve Dementia Friendly status in our towns 	WBC and Surrey County Council	Local businesses and voluntary organisations.	Ongoing	Farnham and Godalming Dementia Action Alliances formed.
3.1.4.	Continue to implement mandatory <u>Dementia Friendly training</u> for staff.	<ul style="list-style-type: none"> • Staff training delivered for existing and new Council employees 	WBC – Leisure and Community services	WBC – all services	Ongoing	Ongoing Dementia Champions available to deliver one-hour learning sessions. Sessions planned for all housing staff
3.1.5.	More accessible health checks as part of the NHS Health Check Programme to help prevent heart disease, stroke, diabetes, kidney disease and certain types of dementia for people up to the age of 74 will be carried out at accessible venues such as leisure centres, community centres and local businesses	<ul style="list-style-type: none"> • More people access health checks locally to prevent heart disease, stroke, diabetes, kidney disease and certain types of dementia 	Places Leisure and Public Health	WBC & CCGs	Continue ongoing work	Health checks offered in all four population centres and figures provided by Places Leisure on monthly basis. Health checks offered to Council staff during Health and Wellbeing week.
3.1.6.	Work with partners to deliver localised joined up support that connects people to services and their community, including projects such as Farnham Making Connections	<ul style="list-style-type: none"> • Number of community connection initiatives/projects established • Number of GPs involved in the services number of referrals for support • Number of people and organisations using Waverley Community Walk online mapping tool 	WBC – Communities	GP practices, Clinical Commissioning Groups, Public Health, Age UK Surrey, Guildford Diocese, Citizens Advice Waverley, voluntary sector groups	First community connection model established in August 2015. Project funded through PPP. Ongoing work if funding is available and until the need is met	Making Connections extended across borough, Café Culture groups established in Cranleigh and Farnham. Supporting development of social prescribing model in Guildford and Waverley. Lets Get Steady sessions promote community services.
3.1.7.	Extend the coverage and range of physical activities for older people	<ul style="list-style-type: none"> • Number of classes held • Number of people attending classes 	WBC - Leisure and Community services	With Places for People, GPs, Public Health, Surrey	Continue ongoing work and aim to source other	Ongoing. New classes include Lets Get Steady and

	such as falls prevention, walks for health and Fit for Life	<ul style="list-style-type: none"> Improved physical wellbeing of participants Reduced number of falls 		County Council Adult Social Care, community centres, care home providers	funding opportunities, including Places for People, to continue	OTAGO. Increased provision at Borough Hall. New class at The Clockhouse. Dementia Walking Group starting in Farnham 2019.
3.1.8.	Supporting the development of a Social Prescribing model in Guildford and Waverley - focussing on the older resident element	<ul style="list-style-type: none"> Increased referrals Reduced number of visits to GPs Improved physical and mental wellbeing 	Intergrated Care Partnership / Surrey County Council	Voluntary Action for South West Surrey (VASWS) & WBC	Ongoing	Implemented in 2019.

Priority 2 : Home – remaining independent at home - Our older residents will have access to services, practical help and support to help them live in and run their own home.

3.2.1.	The <u>Housing Options service</u> , which provides homelessness advice, manages the Housing Needs Register and allocates Council homes, will support older residents with information and advice about their housing rights and other housing issues, including sheltered housing.	<ul style="list-style-type: none"> Number of older people accessing the service Number of people housed to meet their needs 	WBC – Housing Service	With Citizens Advice Waverley, Age UK Surrey, Surrey County Council Adult Social Care	Ongoing statutory service	Ongoing support provided. Regular liaison with Citizens Advice team. Senior Living schemes promoted locally. Tenant Involvement Officer provides continued support.
3.2.2.	The self-contained accommodation within the Council's sheltered schemes will support people aged 60 and over by offering <u>independent living with support</u>	<ul style="list-style-type: none"> Number of self-contained accommodation units Number of people living in self-contained accommodation units 	WBC – Housing	With Citizens Advice Waverley, Age UK Surrey, Surrey County Council Adult Social Care	Ongoing service provided by the Council	Ongoing and vacancies promoted
3.2.3.	Older people will have access to trusted organisations that deliver home <u>help services</u> such as the Red Cross hospital exit scheme, gardening schemes, to help them maintain and live in their homes	<ul style="list-style-type: none"> Number of people using the handyman service delivered by Age UK Surrey Number of people using the gardening service delivered by Age UK Surrey Number of people accessing 	Age UK Surrey	With Waverley Borough Council Communities, Housing, Citizens Advice Waverley, Surrey County Council Adult Social	Continue ongoing work Waverley Gardening Project funded through PPP from September 2014	New gardening project established by Housing service in April 2018. Age UK Surrey Help at Home available across the borough.

		the Waverley Gardening Project	Care	to September 2015	
3.2.4.	Develop activities and services with partners to provide <u>support and respite time for carers</u> .	<ul style="list-style-type: none"> Deliver a pilot project to support carers Objectively measured wellbeing of carers supported Case studies Number of opportunities for carers to have respite 	SCC Adult Social Care	WBC– Community Services, Intergrated Care Partnership, Clinical Commissioning Groups, Carer Support Organisations, SMART Cranleigh	Need to refresh and update with consultation for 2019-22 Action Plan Include SLA organisations
3.2.5.	The Guildford and Waverley <u>Care and Repair Service</u> (including New Handy Person Service) will be promoted so that more people living in their own home or rent privately are supported to make their homes more suitable and comfortable	<ul style="list-style-type: none"> More people, with an entitlement, are supported by the service More people remain in their homes for longer 	WBC - Care and Repair	With Surrey County Council Adult Social Care, Citizens Advice Waverley, Age UK Surrey	Continue ongoing work Promoted through the Falls Steering Group, Frailty Forum, social prescribing and through ongoing partnerships. Also Lets Get Steady attended community engagement event in Cranleigh November 2018.
3.2.6.	Increase the awareness and takeup of the <u>Community Meals Service</u> across Waverley	<ul style="list-style-type: none"> Number of meals being delivered Number of clients accessing the meals service 	WBC - Staff restaurant and local community centres	Ongoing	
3.2.7	New - HOPPA home from Hospital Scheme				

Priority 3 : Support – accessing information and support

3.3.1.	Older adults will be signposted to relevant agencies for information and advice as part of services provided by statutory and voluntary	<ul style="list-style-type: none"> Number of people accessing the Floating Support Service Number of older people accessing Citizens Advice Waverley 	Waverley Borough Council – Housing and Communities	With Surrey County Council, Clinical Commissioning	Continue ongoing work	Continue to raise awareness about preventative services with partners and
--------	---	--	--	--	-----------------------	---

	organisations such as the Floating Support Service, Integrated Care work etc.	<ul style="list-style-type: none"> Improved wellbeing of people using these services Number of people accessing community connections projects Number of people accessing Age UK Surrey 		Groups, Age UK Surrey, Citizens Advice Waverley and voluntary sector partners		voluntary organisations. Continued partnership with Citizens Advice and Age UK Surrey, figures provided through SLA.
3.3.2.	Support residents to access <u>digital devices and digital inclusion projects</u> . Update in line with consultation for new action plan 2019-22	<ul style="list-style-type: none"> Deliver a digital inclusion pilot project to improve links between sheltered schemes and centres for older or vulnerable people Number of digital inclusion sessions delivered Number of people taking part in the sessions 	WBC - Communities and Housing	Voluntary sector partners including Drop By, centres for older people, sheltered housing schemes, care home providers	Update in line with consultation for new action plan 2019-22	Learning provided to Senior Living schemes. Older people continue to have access to computers at the Day Centres.
3.3.3.	Peer support networks and events will be encouraged and developed	<ul style="list-style-type: none"> Representation at Older Person's Network, Care Home Forum, Waverley Services for Older People Group, Waverley Day Centre Managers Group, Voluntary Action SW Surrey Volunteer Network groups 	WBC	With voluntary sector and statutory partners, befriending schemes	Continue ongoing work	Continued partnership with Voluntary Action SW Surrey to hold volunteer network meetings, Older Person's Network and ongoing relationships with day centres. Frailty Forum, Falls Steering Group
3.3.4	The Careline and Telecare services will be promoted to increase usage and raise awareness of the service	<ul style="list-style-type: none"> More people use the Careline and Telecare services People remain in their own homes for longer 	WBC – Communities	With Surrey County Council Adult Social Care, Citizens Advice Waverley, Age UK Surrey, sheltered housing, GPs, hospitals	Continue ongoing work	Promoted through the Falls Steering Group, Frailty Forum, social prescribing and through partnerships. . At Lets Get Steady falls prevention sessions, represented at community engagement event in Cranleigh November

3.3.5	The range and accessibility to information and advice will be developed so that older people are aware of the type of support available to them and have a choice of how they access this information	<ul style="list-style-type: none"> • Development of an information leaflet for older people • Development of an interactive community asset map • Number of organisations adding their own information to the community asset map 	WBC - Communities	With Surrey Information Point, Clinical Commissioning Groups, Voluntary Action South West Surrey, Public Health, Age UK Surrey, Citizens Advice Waverley	Information leaflet distributed by summer 2018	<p>2018. Monitoring information collected.</p> <p>Community Asset map replaced with Interest.Me for each population centre. Information about services developed within Falls Pack winter 2018 with 5,000 distributed across Waverley and Guildford. Information provided at Lets Get Steady sessions . Surrey Information Point updated. New Age UK Surrey Information and Advice office opened in Godalming in Spring 2018 and leaflet produced.</p>
3.3.6	Older adults living with additional needs (specific health conditions, dementia, mobility difficulties, neurological conditions) will be supported through community projects such as Dementia Diaries and Singing for the Brain	<ul style="list-style-type: none"> • Number and type of community projects delivered • Number of people accessing the projects • Improved wellbeing of people taking part in the projects 	WBC - Arts Development	With Surrey Arts, Alzheimer's Society, Clinical Commissioning Groups, care homes, day centres, Age UK Surrey	Programme initially funded through PPP from autumn 2013 until summer 2017 with the aim of sourcing other funding opportunities to continue	Activities continued whilst PPP funding in place – Keepsake, Dementia Diaries, Vitamin G, Seated Creative Dance. Relationship with Arts Partnership Surrey identifies future opportunities.
3.3.7	Work with the new Primary Care Networks to develop links and explore areas for joint working to meet the needs of our older population.	<ul style="list-style-type: none"> • Attendance at network meetings • Joined up working with health practitioners to increase referrals to council services • Development of new projects supporting older people 	WBC - Communities	Primary Care Networks, Voluntary and statutory sector partners	Ongoing as the PCNs start to develop	

<p>3.3.8 NEW - Older people are supported to prevent a stay in hospital following admission to A&E, which is generally the result of a fall</p>	<ul style="list-style-type: none"> • Development of a home from hospital service for older people following clinical discharge including a safe and settled service and community transport • Number of people using the service 	<p>WBC - Communities</p>	<p>Clinical Commissioning Group, Royal Surrey County Hospital, Age UK Surrey</p>	<p>Package of support developed over next 2 years depending on availability of funding</p>
---	--	--------------------------	--	--

Improving the health and wellbeing of children and young people

Improving the health and wellbeing of children and young people involves supporting families to give children the best start in life, and providing support for children and young people as they journey into adulthood. For us, this also means recognising that some children and families sometimes need extra support.

Whilst children and young people in Waverley experience good health and wellbeing compared to the rest of England, looking after the health and wellbeing of our families, children and young people remains important to Waverley.

By supporting families and children in this way, we can help children to have the best start in life, make the most of their opportunities and prevent illness and disability in later life.

For 2019-2021, we will focus on three main themes in order to improve older adults' health and wellbeing:

- 1. Ensure families are supported to be happy and healthy**
- 2. Support and enable young people to access jobs and training**
- 3. Support opportunities for children and young people to participate in physical activity, sports and play**

Priority 4: Improving the health and wellbeing of children and young people

“Supporting families to give children the best start in life, providing support for children and young people as they journey into adulthood and recognising that some children and families sometimes need extra support”

Theme 1: Ensure families are supported to be happy and healthy

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
4.1.1.	Continue to provide Complimentary Access to Leisure for vulnerable/cared for children and their families through the Places Leisure contract.	<ul style="list-style-type: none"> Number of Access to Leisure passes provided 	WBC – Community service	Places Leisure	Ongoing	
4.1.2.	Continue to implement Surrey County Council’s Family Support Programme through the Waverley Family Support Team, which supports troubled families within their local communities.	<ul style="list-style-type: none"> Number of families supported Types and number of issues resolved Number of signposting to other agencies and support 	WBC – Family Support Team & SCC	WBC– Housing, Children’s Centres, Adult Social Care, Schools, Surrey Police.	Ongoing	
4.1.3.	Development and implementation of local childhood weight management services.	<ul style="list-style-type: none"> Development and implementation of such a service Number of children and families accessing the service Weight and lifestyle outcomes as a result of the service 	WBC – Leisure and Places Leisure	Health Professionals, GP Practices, Children’s Centres.	Ongoing	
4.1.4.	Continue to make available a range of Arts and Cultural activities and opportunities for children and young people, including summer holiday and afterschool activities and youth theatre development, among others.	<ul style="list-style-type: none"> Number of children and young people accessing Arts and Cultural opportunities and activities 	WBC – Arts and Cultural Services	Voluntary Organisations, Schools	Ongoing	

Theme 2: Support and enable young people to access jobs and training

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation/s	Partner organisation/s	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
4.1.1.	Continue to offer <u>apprenticeship opportunities within the Council.</u>	<ul style="list-style-type: none"> • Number of apprenticeships available and positions filled • Qualifications achieved by our apprentices • Long-term outcomes (i.e. number of apprentices gaining permanent employment) 	WBC	Schools, Colleges, Jobcentre, training providers.	Ongoing	
4.1.2.	Continue to deliver the <u>Waverley Training Services Study Programme</u> for learners aged 16-18 who need help with getting employment, a college place, or are unsure where to go next.	<ul style="list-style-type: none"> • Number of young people accessing the programme • Qualifications achieved on the programme • Long-term outcomes (i.e. number of young people going onto employment or further study) 	WBC – Waverley Training Services	Schools, Colleges, Jobcentre, training providers.	Ongoing	

Theme 3: Support opportunities for children and young people to participate in physical activity, sports and play						
No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
4.3.1.	Implementation of Waverley Borough Council's Play Area Strategy 2014-2024 , which provides an action plan to address current needs for play provision and also the future needs. The action plan lists playground sites in order of priority of need for refurbishment and also includes areas for review and consideration such as new play areas.	<ul style="list-style-type: none"> • Implementation of the Action Plan • Refurbishment of playgrounds • Potential development of new playgrounds 	WBC – Parks and Countryside	WBC - Planning	2014-2024. Actions dependent on funding	Refurbishment of Rowledge play area completed 2018, play area strategy due to be reviewed and updated 2018
4.3.2.	Continue with programme of refurbishing and expanding Skate Parks (e.g. at the Heron's, Haslemere) as a facility aimed at young people.	<ul style="list-style-type: none"> • Number of skate park refurbishments 	WBC – Parks and Countryside	WBC- Planning	Ongoing	Refurbishment of Aarons Hill skate park project due to start in 2019 with formation of user group and search for funding opportunities
4.3.3.	Continue to hold/support Skate Events to engage children and young people, encourage use of the facilities and promote initiatives with partners (e.g. community safety).	<ul style="list-style-type: none"> • Number of events held annually • Number of attendees • Links with partners at events 	WBC – Parks and Countryside and Leisure	WBC – Community Services, Community Safety Partnership, Health and Wellbeing Partnership, local businesses and voluntary organisations.	Ongoing	Organised annually in August in each population centre
4.3.4.	Continue to deliver community leisure activities to increase participation	<ul style="list-style-type: none"> • Number of events held • Number of attendees • Links with local partners 	WBC - Leisure	WBC - Green Spaces and Community services, Places Leisure, NGBs, local sports clubs	Ongoing	Xplorer, Frday Night Project, Fit & Fed

4.3.6.	Continue to support Surrey Youth Games , which encourage young people (aged 7-16) to develop their sporting skills, promote physical activity and promote fair play in sport.	<ul style="list-style-type: none"> • Number of young people registering for training • Number of young people representing WBC at event 	Active Surrey WBC – Leisure	Schools, local sports clubs and coaches, Places Leisure	Ongoing - annually	Completed annually in June
4.3.7.	Provide free swimming in our leisure centres to under 8's as part of an ongoing contract with Places Leisure	<ul style="list-style-type: none"> • Number of children accessing free swimming 	WBC - Leisure	Places Leisure, channels of promotion including Children's Centres, Family Support Programme, etc.	Ongoing	
4.3.8.	Introduce young people aged 11-15 to our gym and leisure facilities through the Teen Fit programme, which allows safe and supervised access to the gyms in our leisure centres.	<ul style="list-style-type: none"> • Number of young people accessing the programme • Number of young people who go on to take out gym membership when they reach age 16. 	WBC - Leisure	Places Leisure, channels of promotion including Family Support Programme, Youth Support Service, etc.	Ongoing	
4.3.9.	Ensure free sponsorship memberships for local aspiring athletes at David Lloyd Leisure Centre as part of an existing planning agreement	<ul style="list-style-type: none"> • Number of memberships provided 	WBC - Leisure	David Lloyd Leisure and	Ongoing	Allocated annually through Farnham Sports Awards
4.3.10.	Develop mobile skate sessions , to make this activity available to children and young people living in areas of rural isolation and/or unable to access the borough's skate parks.	<ul style="list-style-type: none"> • Implementation of sessions • Uptake of sessions • Number of sessions delivered 	WBC - Leisure	Mobile skate providers		Implemented successfully in May 2019
4.3.11.	Develop a Junior Parkrun - free timed running sessions in local parks which are supported by volunteers	<ul style="list-style-type: none"> • Number of junior parkrun taking place on a regular basis • Number of young people taking part • Number of volunteers taking part 	WBC - Leisure	WBC – Parks and Countryside, Parkrun UK		Implemented in June 2018
4.3.12.	Continue the provision of affordable holiday activities for children at our leisure centres.	<ul style="list-style-type: none"> • Number of activities taking place in each centre • Number of children accessing the activities 	WBC - Leisure	Places Leisure, Schools, sports clubs and activity providers	Ongoing	

Safeguarding the population

Safeguarding the population is about ensuring every person is protected from harm and abuse regardless of their age, gender, religion or ethnicity. By safeguarding Waverley's residents, we can make sure people can grow up and live safely, and live a life that makes the most of their opportunities.

Protecting residents from harm and abuse has far-reaching consequences for the overall health and wellbeing of individuals and communities, especially considering the close links between mental health and being a victim of crime or abuse. Living a life that is free from harm and abuse is a fundamental right of every person and everyone has a responsibility for safeguarding children and adults.

Please also refer to the Safer Waverley Partnership Plan 2014-2017.

For 2019-2021, we will focus on one main theme in order to improve older adults' health and wellbeing:

- 1. Support the rolling priorities of the Safer Waverley Partnership Plan**
- 2. Keep safeguarding policy and training relevant and up-to-date**

Priority 5: Safeguarding the population

“Ensuring every person is protected from harm and abuse regardless of their age, gender, religion or ethnicity, making sure people can grow up and live safely, and live a life that makes the most of their opportunities”

Theme 1: Support the Safer Waverley Partnership Plan

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
4.1.1.	Deliver the annual Safer Waverley Partnership Plan to develop and deliver services and support which contribute to safeguarding the population and improving wellbeing.	Delivery of the annual Safer Waverley Partnership Plan, which will work towards achieving the Plan’s priorities including tackling crime, building confidence in our communities, confronting anti-social behaviour, promoting acceptable behaviour and responding to change.	The Safer Waverley Partnership	WBC - Community Safety Officers, WBC - Communities, Waverley Health and Wellbeing Partnership	Reviewed annually.	
4.1.2.	Anti-social behaviour will be proactively identified and managed using established partnership groups	<ul style="list-style-type: none"> Maintain low levels of anti-social behaviour 	WBC and Safer Waverley Partnership		Continue ongoing work	Ongoing through Safety Waverley Partnership.
4.1.3.	Increased engagement with neighbourhood watch schemes and residents associations	<ul style="list-style-type: none"> Number of schemes/associations that the Council works with People feel safer in their homes and community 	Safer Waverley Partnership	WBC - Housing and Emergency Planning	Establish increased engagement by autumn 2019	Information circulated within Waverley and to Councillors. Neighbourhood alerts circulated by police team. Residents encouraged to sign up to In the Know.

Theme 2: Keep safeguarding policy and training relevant and up-to-date

No.	Project/Action	Amount of change we expect to see – headline measures of success	Lead organisation(s)	Partner organisation(s)	Key dates and information	Action taken (Status – Green = completed, Yellow = in progress, Red = outstanding)
4.2.1.	Following changes in legislation, the <u>Council's Safeguarding Policies, Procedures and Training requirements</u> have undergone a self-assessment and will be reviewed annually	<ul style="list-style-type: none"> • Completion of annual reviews • Policies and procedures remain up-to-date 	WBC – HR	Community service	Annual reviews Policy currently being refreshed and updated	Policies and procedures updated Introduction of Safeguarding Champions New Safeguarding Landing Page for raising a concern or referral Introduction of ECINS for recording and monitoring purposes
4.2.2.	Ensuring <u>safeguarding training</u> is undertaken by staff, Members and relevant contractors	<ul style="list-style-type: none"> • All staff, Members and contractors trained 	WBC – Housing Delivery and Community service	All contractors SLA funded organisations Volunteers	Ongoing	All Champions trained All Senior Management Trained

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW & SCRUTINY COMMITTEE

17 SEPTEMBER 2019

Title:

AGEING WELL ACTION PLAN UPDATE

[Portfolio Holder: Cllr Beaman]

[Wards Affected: All]

Summary and purpose:

The purpose of this report is to update Members on the delivery of the Council's Ageing Well Strategy and accompanying Action Plan 2015-2020. The Committee is invited to nominate members to join a workshop as part of the consultation process to revise and update the Action Plan for the next 5 years.

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

The Council's Ageing Well Strategy and Action Plan relates to all of the Council's Corporate Priorities in order to support the needs of Waverley's older population.

Equality and Diversity Implications:

The Strategy and Action Plan prioritises services/projects that enable some of the most vulnerable, older members of the community to maintain their dignity and respect, and that they have opportunities to remain engaged and feel valued.

Financial Implications:

There are no resource implications in this update report. Some of the projects and services delivered as part of the Action Plan have been funded through Council budgets that would have been agreed and allocated through normal processes.

Legal Implications:

There are no direct legal implications arising from this report.

Background

1. The Council adopted its Ageing Well Strategy and Action Plan in November 2015. The Action Plan formed a key source document for the continuation and development of services and activities that support older people living in the borough. The Strategy and Action Plan was informed by latest data and consultations with stakeholders including Health, Surrey County Council, Voluntary Community and Faith Sector organisations, officers from various service areas, Members and residents.
2. A range of data was reviewed from various sources to support the development of the Strategy such as the Joint Strategic Needs Assessment, 2011 Census, Surrey-i and the Council's own information. In particular data highlighted that Waverley had the largest older population in Surrey that is set to grow even further, the Dementia challenge, the

proportion of older people living on their own, poor connectivity in the borough and pockets of social isolation.

3. It became clear that three key themes were emerging that could be categorised:- community, home and support.
4. Within those three themes, the Action Plan identified specific services/projects for delivery over the next five years accessing existing budgets, with no additional funding available. The Action Plan included new areas of work as well as the continuation of existing services/projects. In particular, it embraced the need to work with partner organisations including the Clinical Commissioning Groups, Adult Social Care, Age UK Surrey, Voluntary Action South West Surrey and other local organisations.
5. A copy of the Action Plan is provided at Annexe 1 which shows the action taken to deliver the identified projects to date.

Refreshing the Action Plan

6. Whilst the current Action Plan is active until 2020, with the changing landscape officers feel it is time to refresh the document, review priorities and agree revised outcomes.
7. Since writing the current Action Plan the following key developments have emerged:
 - (i) A number of projects were identified for delivery through the Personalisation Prevention and Partnerships Fund (PPPF). All Surrey boroughs and districts were allocated PPPF money by Surrey County Council from the Better Care Fund to develop and deliver local projects over a four year period. The final year of funding was withdrawn by Surrey County Council affecting the delivery of some projects.
 - (ii) The delivery of many of the projects requires significant partnership working. Outcomes are therefore dependent on the involvement and joint-working with external organisations whose own priorities have shifted over the past 3.5 years : That overall change in direction includes a move towards prioritising joint working between organisations, exploring different ways of working and increasing work around prevention and reducing more costly interventions.
 - (iii) The formation of the new Integrated Care Systems working together to meet the needs of the local population. This has particularly changed the focus for Guildford and Waverley Clinical Commissioning Group recently with the formation of the new Integrated Care Partnership, and Waverley is a core partner within that system. The Farnham area is covered by the North East Hants and Farnham Clinical Commissioning Group which is part of the Frimley Health and Care Integrated Care System. The Council is working towards building partnerships within that system. Specific work streams have been identified and the Ageing Well Action Plan needs to reflect and meet the emerging priorities so that the Council is part of the agenda and seizes opportunities to work with health and social care partners.
 - (iv) Publication of the NHS Long-Term Plan in January 2019.
 - (v) Surrey's Joint Health and Wellbeing Strategy 2020-2030.

- (vi) Formation of the two new Primary Care Networks in Waverley during 2019.
 - (vii) The knowledge through partnership work that loneliness and social isolation, falls prevention, support for older carers and transport are an increasing priority.
8. Officers will be consulting with partners, the public, Members and council service teams to refresh the Action Plan over the coming months. A final report setting out the new Action Plan will be presented in 2020 to the Overview and Scrutiny Committee for comment and the Executive for approval, with adoption by Full Council.
9. This piece of work will focus on refreshing the Action Plan only as, in future, it will be a specific work stream within the council's overarching Health and Wellbeing Strategy, which is also being updated.

Conclusion

10. It is important that the Ageing Well Action Plan reflects the changing needs of the population and partner organisations, and much has happened since its adoption. New partnerships with health and social care colleagues have been built which reflects this change. As Waverley is a two tier authority it needs to be involved in those conversations and work streams to support the local population.
11. The services/projects within the Action Plan will highlight the importance of the Council's preventative role to support residents to remain independent and well at home for longer. The Council is mindful that whilst it does not provide care, its services contribute towards the wellbeing of residents.
12. As part of this process consultation has already taken place with the funded centres for older people. A workshop with partners is scheduled for the autumn. Consultation with residents will also take place. Members of this Committee are invited to attend a workshop so that they can input their local knowledge and expertise to the development of the refreshed Action Plan.

Recommendation

It is recommended that the Overview and Scrutiny Committee:

1. notes the outcomes delivered in the existing Ageing Well Action Plan;
2. nominates members to attend a workshop with officers as part of the consultation process to refresh the Action Plan.

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: Katie Webb

Telephone: 01483 523340

E-mail: katie.webb@waverley.gov.uk

Name: Jane Todd

Telephone: 01483 523067

E-mail: jane.todd@waverley.gov.uk

This page is intentionally left blank



Strategy for Ageing Well

2015-2020

Action Plan

PRIORITY 1: COMMUNITY

Our older residents will have opportunities to be involved socially and economically in their communities so that they are not socially isolated or excluded.

Outcome 1:

Older adults who are isolated from community life and feel lonely will be supported to take part in it

	<i>Project/Action</i>	<i>Amount of change We Expect to see – Headline Measures of Success</i>	<i>Lead Partner and Key Partners</i>	<i>Key Dates</i>	<i>Action Taken</i>
P1.1	Existing befriending schemes will be supported to grow and more befriending schemes, including friendship groups and group befriending, will be established where a need is identified	- Number of befriending schemes established in Waverley -Number of people supported through befriending schemes -reduced loneliness and improved wellbeing of people supported by befriending schemes	Waverley Borough Council - Communities Team With Hambledon & Busbridge Church and other faith groups, Clinical Commissioning Groups, voluntary sector groups, Age UK Surrey	Hambledon & Busbridge Church Befriending Project funded through PPP from autumn 2014 until autumn 2017 (but project will be ongoing) This and other schemes will be continually developed based on need and saturation	PPP funding ceased. Council funding Making Connections service, figures provided through SLA. Supporting development of social prescribing model in Guildford and Waverley.
P1.2	The Surrey County Council Timebanking initiative will be developed in Waverley to support and encourage the community to establish at least two Timebanks in Waverley including the Farnham and Godalming areas	-number of Timebanks established -Number of people taking part in Timebanking	Surrey County Council - Adult Social Care With Waverley Borough	Timebanking project funded through PPP from autumn	Surrey withdrawn funding and support for Timebanks.

		<p>exchanges/ befriended</p> <ul style="list-style-type: none"> - Improved wellbeing of older people taking part in Timebanking - Number of organisations signed up to offer Timebanking opportunities 	<p>Council, voluntary & faith sector groups, Clinical Commissioning Groups, Age UK Surrey</p>	<p>2015</p> <p>Timebanks will be continually developed based on need and saturation</p>	<p>Godalming Timebank ceased operating. Farnham Timebank model being reshaped in 2019 to ensure some continuation.</p>
P1.3	<p>Work with partners to continue the successful Waverley Arts Wellbeing programme such as the Keepsake reminiscence project, Vitamin G gardening project, Dementia Diaries, Singing for the Brain and intergenerational projects</p>	<ul style="list-style-type: none"> - number of people accessing arts & cultural activities that improve wellbeing - improved wellbeing of participants - number of volunteers/staff supported 	<p>Waverley Borough Council - Arts Development</p> <p>With Arts Partnership Surrey, Clinical Commissioning Groups, centres for older people, schools, Alzheimer's Society, Age UK Surrey, care home providers, voluntary sector groups, key arts providers including Farnham Maltings, Cranleigh Arts Centre, Creative Response</p>	<p>Programme initially funded through PPP from autumn 2013 until summer 2016 with the aim of sourcing other funding opportunities to continue</p>	<p>Activities continued whilst PPP funding in place – Keepsake, Dementia Diaries, Vitamin G, Seated Creative Dance. Cultural Strategy Action Plan identifies further delivery.</p>
P1.4	<p>The five major community centres, funded by the Council, that deliver services for older people (The Orchard Club, Brightwells Gostrey Centre, Age Concern Farncombe, Rowleys Centre for the Community, The Clockhouse) will continue to reach out to and access isolated older people and encourage them to participate in activities.</p>	<ul style="list-style-type: none"> - number of people reached increases - number of people attending day centres - number of people participating in activities and accessing services increases 	<p>Waverley Borough Council - Communities Team in partnership with the Housing Floating Support Service</p> <p>With Surrey County Council Adult Social Care, centres for older people, Citizens Advice, Clinical Commissioning Groups, care home providers</p>	<p>Continue ongoing work</p>	<p>Partnership work and funding ongoing. Figures provided through SLA. The Orchard Club ceased operating in 2018. 3 year SLA agreed with Haslewey to deliver activities for people with higher needs in Haslemere.</p>
P1.5	<p>Older adults will have opportunities to volunteer and volunteering opportunities will be promoted</p>	<ul style="list-style-type: none"> - number of people taking up volunteering opportunities increases 	<p>Voluntary Action South West Surrey</p>	<p>Ongoing delivery with the aim to increase the</p>	<p>Ongoing. Volunteer's week promoted annually</p>

		- improved wellbeing of people volunteering	With Waverley Borough Council, Surrey County Council Adult Social Care, Clinical Commissioning Groups, Sheltered Housing Schemes, Voluntary sector groups working with older people, local businesses	number of volunteers across the borough year on year	in June. Ongoing partnership with Voluntary Action SW Surrey to promote volunteering opportunities, figures provided through SLA.
P1.6	Promote awareness and support for individuals, organisations and communities to work towards a dementia friendly future for the Borough	-number of dementia friendly champions in Waverley	Waverley Borough Council and Surrey County Council	Ongoing	Farnham & Godalming DAA established during 2017.
P1.7	Support the development of the Farnham Memorial Hall, which will host services for older people including the Brightwells Gostrey Centre service and a Wellbeing Centre	-number of people reached increases -number of people accessing the Brightwells Gostrey Centre service -number of people accessing the new wellbeing centre -number of people participating in activities	Waverley Borough Council With Brightwells Gostrey Centre, Surrey County Council Adult Social Care, North East Hampshire & Farnham CCG, voluntary sector groups working with older people	Memorial Hall development scheduled to start in early 2017	Memorial Hall opened in September 2018 and Brightwells Gostrey successfully relocated.
P1.8	Existing voluntary sector transport schemes will be promoted and the growth of new ones will be encouraged to meet client needs so that they can access vital services such as social activities, the shops, medical and hospital appointments	-use of volunteer transport schemes increases - more volunteer transport schemes established where needed -Hoppa Service Level Agreement monitoring - people feel less socially isolated and have access to vital services public and community services	Waverley Borough Council and Surrey Community Action With volunteer transport schemes, Hoppa, Clinical Commissioning Groups	Continue ongoing work with current providers	Ongoing partnership and monitoring of Hoppa service through SLA. Volunteer transport schemes and Driving Miss Daisy promoted to residents. .

P1.9	We will proactively promote the transport needs of our residents through working with partners to improve the connectivity of the Borough and meet the needs of our unique rural community	<ul style="list-style-type: none"> - participation in consultations - partnership working with voluntary & public sector organisations including representation at local forums such as Health & Social Inclusion Group, Older Persons Network 	<p>Waverley Borough Council - Economic Development Team</p> <p>With Clinical Commissioning Groups, Surrey County Council, Royal Surrey County Hospital, Surrey Fire & Rescue Service and voluntary sector transport providers</p>	Ongoing	Ongoing through partnerships, and networks. Response to SCC consultation designed to help reduce its budget gap and support to Hoppa following proposed DfT changes.
P1.10	Consultations and reviews relating to services that affect older adults will be participated in such as the Surrey County Council review of residential homes for older people	- number of consultations & reviews participated in	<p>Waverley Borough Council</p> <p>With Surrey County Council, Clinical Commissioning Groups, Age UK Surrey, Public Health, Central Government</p>	Ongoing	Ongoing through partnerships at strategic level.
P1.11	Work with partners will continue through the Safer Waverley Partnership to ensure their work considers the issues and challenges affecting older people's wellbeing and contributes towards them feeling safer	<ul style="list-style-type: none"> -identify emerging themes and issues for inclusion in the annual Safer Waverley Partnership Plan -annual Safer Waverley Partnership Plan reported to Community O&S Committee -delivery of annual Safer Waverley Partnership Plan 	<p>Safer Waverley Partnership</p> <p>With Surrey Police, Surrey County Council, Surrey Fire & Rescue, National Probation Service, Clinical Commissioning Groups</p>	Continue ongoing work	Ongoing. Relevant issues raised with Community Safety Officers.
P1.12	Anti-social behaviour will be proactively identified and managed using established partnership groups	- maintain low levels of anti-social behaviour	<p>Waverley Borough Council and Safer Waverley Partnership</p>	Continue ongoing work	Ongoing through Safety Waverley Partnership.
P1.13	Safeguarding within the Council and with partners and contractors will be promoted, such as mandatory dementia friendly training	<ul style="list-style-type: none"> - staff training delivered for existing and new Council employees - safeguarding issues are reported through appropriate channels 	<p>Waverley Borough Council - Communities</p> <p>With Surrey County Council Adult Social Care and</p>	Continue ongoing work	Ongoing. Safeguarding policy updated October 2017. Safeguarding S11

		- contractors adopt the Council's Policy	Children's Services and contractors		Audit completed November 2018. Dementia Friends training for Police team completed.
P1.14	Increased engagement with neighbourhood watch schemes and residents associations	- number of schemes/associations that the Council works with - people feel safer in their homes and community	Safer Waverley Partnership With Waverley Borough Council Housing and Emergency Planning	Establish increased engagement by autumn 2019	Information circulated within Waverley and to Councillors. Neighbourhood alerts circulated by police team. Residents encouraged to sign up to In the Know.
P1.15	Extend the coverage and range of physical activities for older people such as falls prevention, walks for health and Fit for Life	- number of classes held - number of people attending classes - improved physical wellbeing of participants -reduced number of falls	Waverley Borough Council - Leisure With Places for People, GPs, Public Health, Surrey County Council Adult Social Care, community centres, care home providers	Continue ongoing work and aim to source other funding opportunities, including Places for People, to continue	Ongoing. New classes include Lets Get Steady and OTAGO. Increased provision at Borough Hall. New class at The Clockhouse. Dementia Walking Group starting in Farnham 2019.
P1.16	We will work with partners to deliver localised joined up support that connects people to services and their community, including projects such as Farnham Making Connections	-number of community connection initiatives/projects established -number of GPs involved in the services -number of referrals for support/ - number of people and organisations using Waverley Community Walk online mapping tool	Waverley Borough Council – Communities and Housing Floating Support Service With GP practices, Clinical Commissioning Groups, Public Health, Age UK Surrey, Guildford Diocese, Citizens Advice Waverley, voluntary sector groups	First community connection model established in August 2015. Project funded through PPP. Ongoing work if funding is available and until the need is met.	Making Connections extended across borough, Café Culture groups established in Cranleigh and Farnham. Supporting development of social prescribing

					model in Guildford and Waverley. Lets Get Steady sessions promote community services.
P1.17	More accessible health checks as part of the NHS Health Check Programme to help prevent heart disease, stroke, diabetes, kidney disease and certain types of dementia for people up to the age of 74 will be carried out at accessible venues such as leisure centres, community centres and local businesses	-more people access health checks locally to prevent heart disease, stroke, diabetes, kidney disease and certain types of dementia	Public Health With Waverley Borough Council, Clinical Commissioning Groups, Places for People	Continue ongoing work	Health checks offered in all four population centres and figures provided by Places Leisure on monthly basis. Health checks offered to Council staff during Health and Wellbeing week.

PRIORITY 2: REMAINING INDEPENDENT AT HOME

Our older residents will have access to services, practical help and support to help them live in and run their own home.

Outcome 1:

Older adults will be provided with appropriate and sustainable housing

	<i>Project/Action</i>	<i>Amount of Change We Expect to See – Headline Measures of Success</i>	<i>Lead Partner and Key Partners</i>	<i>Key Dates</i>	<i>Action Taken</i>
P2.1	The Housing Options service, which provides homelessness advice, manages the Housing Needs Register and allocates Council homes, will support older residents with information and advice about their housing rights and other housing issues, including sheltered housing.	-number of older people accessing the service -number of people housed to meet their needs	Waverley Borough Council – Housing (including the Floating Support Service) With Citizens Advice Waverley, Age UK Surrey, Surrey County Council Adult Social Care	Ongoing statutory service	Ongoing support provided. Regular liaison with Citizens Advice team. Floating Support ceased 2016 and Easymove service ceased 2017. Senior Living schemes promoted locally. Tenant Involvement Officer provides continued support.
P2.2	Extend the Easy Move service to support more Council tenants and residents in private housing to move to accommodation better suited to their needs	-number of vulnerable residents supported accessing the service -number of people supported to move -improved wellbeing of vulnerable older tenants supported	Waverley Borough Council – Housing (including the Floating Support Service) With Citizens Advice Waverley, Age UK Surrey, Surrey County Council Adult Social Care	Service funded through PPP from March 2014 until March 2017 Service will extend from supporting Council tenants only to all	Easymove service ceased and Easymove Officer post deleted in 2017.

				residents from April 2016	
P2.3	The self-contained accommodation within the Council's sheltered schemes will support people aged 60 and over by offering independent living with support	-number of self-contained accommodation units -number of people living in self-contained accommodation units	Waverley Borough Council – Housing With Citizens Advice Waverley, Age UK Surrey, Surrey County Council Adult Social Care	Ongoing service provided by the Council	Ongoing and vacancies promoted.
P2.4	The Older Person's Housing Needs Survey 2014 will be effectively implemented	-the needs of older people inform the development of planning policy through the Local Plan - gaps in housing provision for older people for market and social providers are identified - housing needs of older people inform planning applications, planning decisions and appeals	Waverley Borough Council – Planning and Housing	Ongoing implementation of the outcomes of the Survey	Housing Strategy 2018-2023 published. Local Plan Part 1 adopted by Council February 2018.
P2.5	Older people will have access to trusted organisations that deliver home help services such as the Red Cross hospital exit scheme, gardening schemes, handyman, to help them maintain and live in their homes	-number of people using the handyman service delivered by Age UK Surrey -number of people using the gardening service delivered by Age UK Surrey -number of people accessing the Waverley Gardening Project	Age UK Surrey With Waverley Borough Council Communities, Housing, Citizens Advice Waverley, Surrey County Council Adult Social Care	Continue ongoing work Waverley Gardening Project funded through PPP from September 2014 to September 2015	PPP funding ceased in 2016. New gardening project established by Housing service in April 2018. Age UK Surrey Help at Home available across the borough. New Handyman service available from January 2019 through Care and Repair team.
P2.6	The partnership with the Royal Voluntary Service Meals on Wheels will be reviewed, in order to meet the changing needs of our older residents	-review of Meals on Wheels service carried out	Waverley Borough Council - Communities	Complete review by winter 2015 for	Review completed and new Community Meals

		<ul style="list-style-type: none"> - review of Service Level Agreement arrangements and terms -Number of older people use the Meals on Wheels service 	With Surrey County Council Adult Social Care, Meals on Wheels, Age UK Surrey	consideration by Council Committee	Service started in January 2017 across the borough.
P2.7	Extend and promote the Surrey Trading Standards and Checkatrade partnership to raise awareness of this 'double' accreditation scheme	-deliver a campaign to promote the Trading Standards Checkatrade partnership	Surrey County Council – Trading Standards With Waverley Borough Council Communities, Age UK Surrey , Citizens Advice Waverley	Deliver campaign by Summer 2017	Scam information provided to people attending Lets Get Steady.
P2.8	Older people will be supported to access digital devices and digital inclusion projects	<ul style="list-style-type: none"> -deliver a digital inclusion pilot project to improve links between sheltered schemes and centres for older people -number of digital inclusion sessions delivered -number of people taking part in the sessions 	Waverley Borough Council - Communities and Housing With voluntary sector partners including Drop By, centres for older people, sheltered housing schemes, care home providers	Digital inclusion project funded through PPP with funds allocated for 2015/16	PPP funding ceased. Digital inclusion project at Senior Living Schemes with buddies trained 2015/16. Computer classes offered at day centres.
P2.9	The Care and Repair service will be promoted so that more people living in their own home or rent privately are supported to make their homes more suitable and comfortable	<ul style="list-style-type: none"> -more people, with an entitlement, are supported by the service -more people remain in their homes for longer 	Waverley Borough Council - Care and Repair With Surrey County Council Adult Social Care, Citizens Advice Waverley, Age UK Surrey	Continue ongoing work	Ongoing. Promoted through the Falls Steering Group, Frailty Forum, social prescribing and through ongoing partnerships. . Also at Lets Get Steady, represented at community engagement event

					in Cranleigh November 2018.
P2.10	The Careline and Telecare services will be promoted to increase usage and raise awareness of the service	<p>-more people use the Careline and Telecare services</p> <p>-people remain in their own homes for longer</p>	<p>Waverley Borough Council – Communities</p> <p>With Surrey County Council Adult Social Care, Citizens Advice Waverley, Age UK Surrey, sheltered housing, GPs, hospitals</p>	Continue ongoing work	<p>Ongoing Promoted through the Falls Steering Group, Frailty Forum, social prescribing and through partnerships. . At Lets Get Steady falls prevention sessions, represented at community engagement event in Cranleigh November 2018. Monitoring information collected.</p>

PRIORITY 3: ACCESSING INFORMATION AND SUPPORT

Our older residents, including those with additional needs and their carers will have access to clear, trustworthy advice and information that will help them remain independent and in control of their lives.

Outcome 1: Older people with additional needs will be supported

	<i>Project/Action</i>	<i>Amount of change We Expect to see – Headline Measure s of Success</i>	<i>Lead Partner and Key Partners</i>	<i>Key Dates</i>	
P3.1	Older adults living with additional needs (specific health conditions, dementia, mobility difficulties, neurological conditions) will be supported through community projects such as Dementia Diaries and Singing for the Brain	-number and type of community projects delivered -number of people accessing the projects -improved wellbeing of people taking part in the projects	Waverley Borough Council - Arts Development With Surrey Arts, Alzheimer’s Society, Clinical Commissioning Groups, care homes, day centres, Age UK Surrey	Programme initially funded through PPP from autumn 2013 until summer 2017 with the aim of sourcing other funding opportunities to continue	Activities continued whilst PPP funding in place – Keepsake, Dementia Diaries, Vitamin G, Seated Creative Dance. Relationship with Arts Partnership Surrey identifies future opportunities.
P3.2	Continue to develop an Integrated Care approach by working together with a range of partners to address a shared leadership challenge to foster deeper collaboration a and make connections with partners and support the care needs of our older residents	-‘Waverley Cares’ campaign to increase profile & status of care work in Waverley -Waverley Cares film project -improve pathways to care recruitment	Waverley Health and Wellbeing Partnership Board Surrey County Council Adult Social Care, Clinical Commissioning Groups, police, local businesses	Continuation of Systems Leadership Programme and projects identified through this work	Waverley Cares project completed. New models of care being developed through the

		<ul style="list-style-type: none"> -promotion of Surrey-wide training & development options -successful model of integrated working 			<p>Integrated Care Partnership. Closer relationships with CCG, health and adult social care through Lets Get Steady. Surrey-wide training promoted to SLA partners.</p>
P3.3	<p>The range and accessibility to information and advice will be developed so that older people are aware of the type of support available to them and have a choice of how they access this information</p>	<ul style="list-style-type: none"> -development of an information leaflet for older people -development of an interactive community asset map -number of organisations adding their own information to the community asset map 	<p>Waverley Borough Council - Communities</p> <p>With Surrey Information Point, Clinical Commissioning Groups, Voluntary Action South West Surrey, Public Health, Age UK Surrey, Citizens Advice Waverley</p>	<p>Information leaflet distributed by summer 2018</p> <p>Continue ongoing work to develop the community asset map</p>	<p>Community Asset map replaced with Interest.Me for each population centre. Information about services developed within Falls Pack winter 2018 with 5,000 distributed across Waverley and Guildford. Information provided at Lets Get Steady sessions . Surrey Information Point updated. New Age UK Surrey Information and Advice office</p>

					opened in Godalming in Spring 2018 and leaflet produced.
P3.4	An online downloadable information pack will be developed, which will contain up-to-date information on support and services for older people that will also link with the community asset map	-an up-to-date information pack produced and available to download on the Waverley website	Waverley Borough Council - Communities Voluntary and statutory sector partners	Information pack available on website by summer 2018 and regularly reviewed so that it is up to date	Information included in the Falls Prevention Guide. Distributed to GP surgeries, health practitioners and community groups.
P3.5	By working with local businesses and employers, adults nearing retirement will be prepared for ways to stay active and make use of their skills in the community	-information pack for people coming up to retirement developed -increase in number of people taking up volunteering and timebanking opportunities	Waverley Borough Council - Economic Development With Local Chambers of Commerce and businesses, Voluntary Action South West Surrey	Information pack developed by Spring 2017	Information provided through the new Business E Newsletter. Future work through the new Economic Development Strategy to create opportunities to promote CRS and working with voluntary sector.
P3.6	Older adults will be signposted to relevant agencies for information and advice as part of services provided by statutory and voluntary organisations such as the Floating Support Service, Integrated Care work etc.	-number of people accessing the Floating Support Service -number of older people accessing Citizens Advice Waverley	Waverley Borough Council – Housing and Communities With Surrey County Council, Clinical Commissioning Groups, Age UK Surrey,	Continue ongoing work	Ongoing Continue to raise awareness about preventative services with

		<ul style="list-style-type: none"> -improved wellbeing of people using these services -number of people accessing community connections projects -number of people accessing Age UK Surrey 	Citizens Advice Waverley and voluntary sector partners		partners and voluntary organisations. Continued partnership with Citizens Advice and Age UK Surrey, figures provided through SLA. Floating Support service ceased 2016.
P3.7	Activities and services will be developed with partners to provide support and respite time for carers	<ul style="list-style-type: none"> -deliver a pilot project to support carers -carers have improved mental health and wellbeing -case studies -number of opportunities for carers to have respite -consultation and work with partners and residents 	<p>Surrey County Council Adult Social Care</p> <p>with Waverley Borough Council, Clinical Commissioning Groups, befriending projects, Carers Support Waverley, Surrey Young Carers</p>	Actions and outcomes being shaped through the Waverley Cares programme during spring/summer 2015 and a pilot project will be delivered in 2015/16 and 2016/17, dependent on funding	Leisure centre staff have all been trained as part of a 'carer friendly' brand. Carers accepted on Access to Leisure Scheme. Further work to be identified to support carers, particularly older carers.
P3.8	Peer support networks and events will be encouraged and developed	<ul style="list-style-type: none"> -representation at Older Person's Network, Care Home Forum, Waverley Services for Older People Group, Waverley Day Centre Managers Group, Voluntary Action SW Surrey Volunteer Network groups 	<p>Waverley Borough Council</p> <p>With voluntary sector and statutory partners, befriending schemes</p>	Continue ongoing work	Ongoing Continued partnership with Voluntary Action SW Surrey to hold volunteer network meetings, Older Person's Network and ongoing

					relationships with day centres. Frailty Forum, Falls Steering Group.
P3.9	Activities will be developed with our Leisure contractors, Places for People, to develop a 'carer-friendly' brand	-Activities and 'carer friendly' brand developed -improved wellbeing of carers -case studies	PfP Leisure With Waverley Borough Council Leisure team	Carer Friendly brand developed by Winter 2016	All staff trained and carers accepted on Access to Leisure Scheme

Some of the data collected to measure the success and outcomes of projects/actions within the Action Plan will be aligned to relevant Public Health Outcomes Framework indicators and outcomes. Appropriate indicators will be agreed with Public Health as part of this new way of working.

Key:

PPP = Personalisation, Prevention and Partnerships Fund

Clinical Commissioning Groups = North East Hampshire & Farnham CCG and Guildford & Waverley CCG

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW & SCRUTINY

17 SEPTEMBER 2019

Title:

LEISURE INVESTMENT PROGRAMME

[Portfolio Holder: Cllr Beaman]

[Wards Affected: Cranleigh, Farnham and Godalming]

Summary and purpose:

To receive an update on the project milestones of investment for Cranleigh Leisure Centre and the progress of investment in Godalming and Farnham leisure centres.

To consider how often to receive an update on the Leisure Centre Investment programme.

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

The wellbeing and prosperity of our communities is a priority for the Council and the provision of leisure and recreational facilities will enable residents to be active, lead a healthy lifestyle and where appropriate progress their sporting ambitions.

Future investment in leisure facilities will be based on a robust feasibility assessment that offers value for money to the Council. External funding and developer contributions will be sought to supplement any capital cost.

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:

All programme projects will have appropriate financial due diligence as they are developed with budget impact and implications clearly identified before decisions are taken.

Legal Implications:

The Legal Services team has supported all aspects of the investment programme and its associated officers groups since inception. This will continue throughout the life of the programme in relation to all three leisure sites.

1. Background

As part of the continued improvement of our leisure facilities a feasibility study was completed in October 2017, by SLC consultancy, to identify viable options for future leisure investment across Waverley. The outcomes of the feasibility report were supported by a robust assessment of the need for improved leisure facilities in Waverley.

A summary of the viable options derived from the SLC report were presented to the Community Wellbeing O&S Committee in November 2017 and were received positively.

In July 2018 Council approved the following:

1. A capital budget of £3.22m, with officers to progress with more detailed specification and procurement of the Farnham and Godalming leisure centre schemes, subject to negotiations with Places for People on future management fee payments (PfP);
2. The Farnham and Godalming schemes to be funded as shown below, with the final funding arrangement be delegated to the Strategic Director (S151 Officer) and the Deputy Leader;

	£ m
Contribution from Brightwells Capital Receipt	2.5
Section 106 and other developer contributions	0.6
Other capital receipts	0.12
Total funding	3.22

3. That officers be given the delegated authority to negotiate the management fee terms for the remainder of the contract with PfP, on the basis that the extended facilities are delivered;
4. That authority be delegated to the Strategic Director in consultation with the Deputy Leader to enter into appropriate lease and/or contractual arrangements to enable the car park lease extension at Godalming Leisure Centre.
5. That the Council commits to a multi-million pound investment in leisure facilities in Cranleigh and that officers begin a detailed consultation, with the support of external consultants, to identify a potential location for the Cranleigh Leisure Centre and report back to Executive.

Conclusion

Cranleigh Leisure Centre

The current facility has exceeded the life expectancy of a building of this nature. Doing nothing will still incur significant repairs and maintenance costs projected to be £Ms over the next 5 years. These costs would merely be supporting a failing building to ensure a leisure provision exists in Cranleigh at which point further investment would still need to be committed.

Previous leisure investments have been funded by Waverley and have seen a positive financial return. The size of the capital investment for Cranleigh is higher than first envisaged in 2017 and will necessitate a loan which will have additional costs and risks. Despite additional borrowing costs, savings on current provision costs are forecast following

investment, however, a return on investment seen on previous projects will not be achievable.

It is important to recognise that this is not simply a financial investment. The substantial community benefits of a new leisure offering in Cranleigh must be taken into consideration when evaluating the investment in this scheme.

The Sport, Leisure and Culture Consultancy (SLC) has provided a final report with outcomes of the six-month location consultation, including detailed cost estimates and 15-year revenue business plans showing projected income and expenditure for the viable location options.

Further to the findings of the SLC report an Investment Appraisal (business case) for each viable location option has been carried out by our Accountancy team and with costings updated. Work has now started on reviewing differing funding models to understand if a financially viable scheme can be found.

In addition a detailed Communications Plan has been drafted and agreed with the Leisure Investment Programme Board.

Farnham Leisure Centre

Contract terms have been agreed with Places Leisure, Project Manager, and Pozzoni, Architect, for an extension to the current leisure centre. This will incorporate a children's soft play and climbing facility, with the addition of a larger café area, to improve the offering to the local community.

Discussion with Places Leisure is taking place to explore the potential facility service opportunities to guarantee the management fee uplift projected by SLC.

Godalming Leisure Centre

Contract terms have been agreed with Places Leisure, Project Manager, and Pozzoni, Architect, for an extension of the current site to increase the size of the gym by 35 stations, introduce a second dance studio and double the size of members changing facilities.

The scheme also includes an extension of the existing car park creating approximately 88 additional spaces on an unused corner of the adjacent Broadwater School owned by Surrey County Council.

The additional car parking is a key element to alleviate the existing parking issues and the discussions with both Broadwater School and Surrey County Council have been very productive and they are fully supportive of our project.

SCC have confirmed that we need to obtain Secretary of State Approval for the school land car park lease. We have drafted the necessary Secretary of State applications, which are now being reviewed and submitted by the SCC legal team to the Department for Education.

Recommendation

That progress reports on the Leisure Investment Programme are brought to Overview & Scrutiny regularly as a standing item.

Background Papers

- Options Appraisal for future leisure centre investment December 2017
 - Indoor Leisure Facilities Strategy 2017-2027
 - Executive Report - LEISURE CENTRE INVESTMENT: FARNHAM, GODALMING AND CRANLEIGH – 10 JULY 2018
-

CONTACT OFFICER:

Name: Tamsin McLeod

Name: Kelvin Mills

Telephone: 01483 523423

Telephone: 01483 523432

INTRODUCTION TO WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY WORK PROGRAMME

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

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

Section A

Work programme 2019-20

Subject	Purpose for Scrutiny	Lead Member/ Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Corporate Performance reports Q1	To consider the performance report and make any observations or recommendations as appropriate.	Nora Copping / Louise Norie	17 September 2019 (Quarterly)	-
Work Programme discussion	To firm up on future work programme items and areas of work focus.	Cllr Deanus	17 September 2019	
Ageing Well Strategy and Action Plan 2015 to 2018	To receive an update on the Ageing Well Strategy and Action Plan – 2015 to 2018 To discuss and consider the proposed process and consultation to refresh and update the action plan for 2019 to 2022.	Andrew Smith / Katie Webb	17 September 2019	
Health and Wellbeing Action Plan Update	To monitor progress against the Health and Wellbeing action plan and Health inequalities actions.	Kelvin Mills / Fotini Vickers	17 September 2019	-
Update on the changes to Health arrangements	An update on the revised NHS and Integrated Care System and Partnership arrangement and provide focus for scrutiny discussion.	Kelvin Mills / Fotini Vickers	17 September 2019	

2019 – 20 Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Leisure Centre investment	To receive an update on the preferred option and project milestones of investment for the Cranleigh Leisure Centre and the progress of investment in Godalming and Farnham leisure centres. To consider how often to receive an update on Leisure Centre Investment matters.	Cllr David Beaman / Kelvin Mills and Tamsin McLeod	17 September 2019	-
Budget Strategy Working Group Update	Verbal update on the progress of the Budget Strategy review.	Yasmine Makin	17 September 2019	
Corporate Performance reports Q2	To consider the performance report and make any observations or recommendations as appropriate.	Nora Copping / Louise Norie	19 November 2019 (Quarterly)	-
Cultural Strategy (Arts)	To receive a presentation on progress in delivering the Cultural Strategy Action Plan and to consider an updated Action Plan following consultation with stakeholders.	Kelvin Mills / Charlotte Hall	19 November 2019	
Budget Strategy Working Group Update	Verbal update on the progress of the Budget Strategy review.	Yasmine Makin	19 November 2019	

2019 – 20 Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Safer Waverley Partnership	To evaluate the effectiveness of the partnership and to consider the key issues; and to scrutinise the structural changes of the partnership and the implications and impact on Waverley. (Statutory responsibility to scrutinise the partnership annually).	Andrew Smith / Katie Webb / Supt. Graham Barnett and Insp Gary Smith	19 November 2019	-
Waverley Borough Council Safeguarding Policy	To receive the updated Corporate Safeguarding Policy including information on referral and monitoring processes	Andrew Smith / Katie Webb	19 November 2019	tbc
Service Plan	To scrutinise Service Plans.	Heads of Service	15 January 2020	
Ageing Well Action Plan 2019 to 2022	To approve the updated the action plan for 2019 to 2022 and provide comments for Executive	Andrew Smith / Katie Webb	15 January 2020	
Corporate Performance reports Q3	To consider the performance report and make any observations or recommendations as appropriate.	Nora Copping / Louise Norie	24 March 2020 (Quarterly)	-
Corporate Performance reports Q4	To consider the performance report and make any observations or recommendations as appropriate.	Nora Copping / Louise Norie	Tbc June 2020 (Quarterly)	-

2019 – 20 Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Loneliness	To understand the extent of loneliness and social isolation across all ages, within the Borough.	tbc	tbc	

Section B

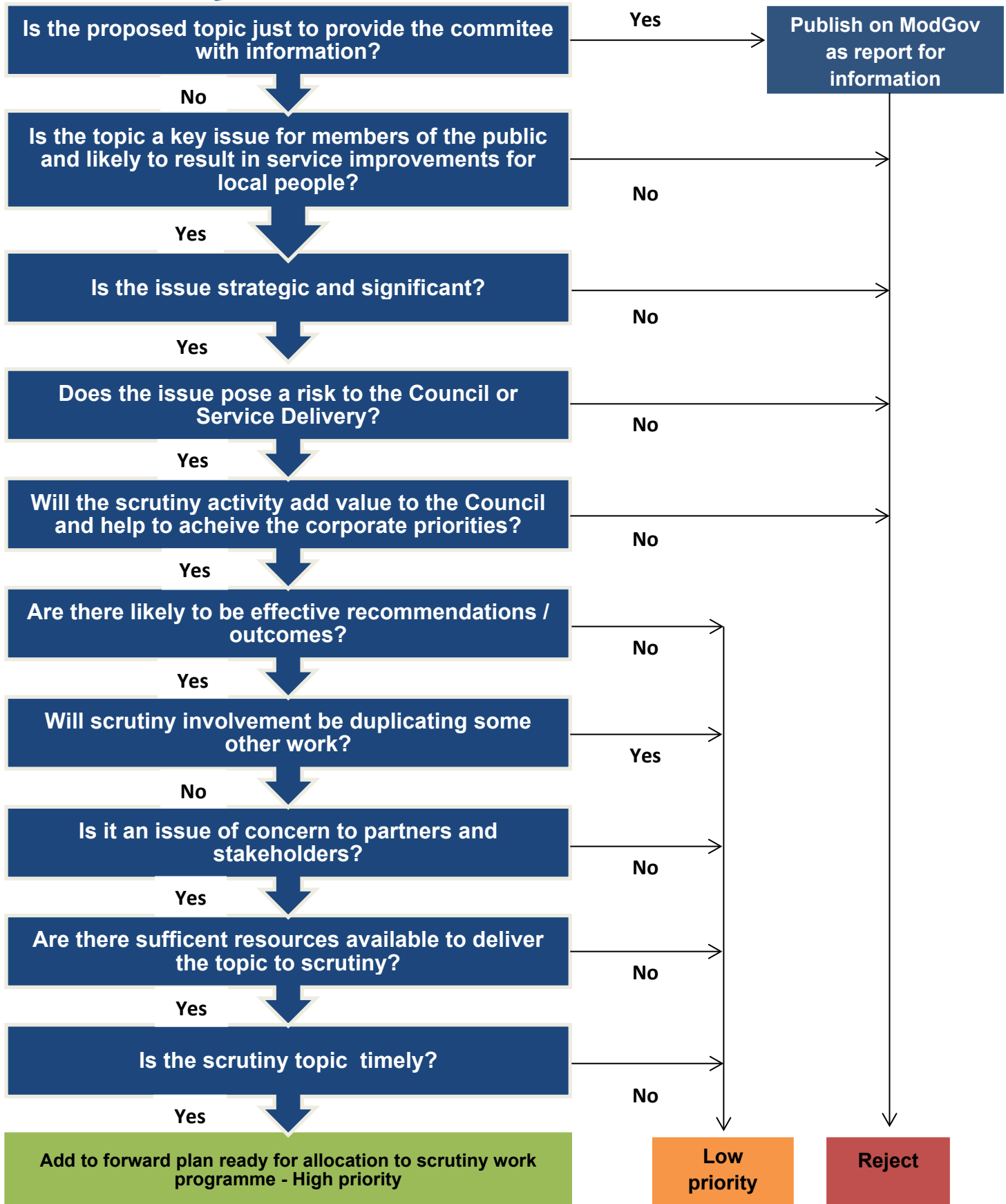
Scrutiny Reviews 2019-20

Subject	Objective	Key issues	Lead officer	Progress

Section C

Scrutiny Recommendation and Action Tracker 2019-20

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
23 January 2018	Service Plans 2018/19	RECOMMENDATION: That the Head of Communities and Major Projects bring forward proposals in his Service Plan to identify issues of loneliness and isolation experienced by Waverley residents.	Health and Wellbeing Strategy will cover the issue of loneliness.	Committee receive update on strategy at September 2019 committee
18 June 2019	Work Programme	RECOMMENDATION: It was recommended that relevant Portfolio Holders be invited to attend the Committee to set out their priorities for the year ahead.	This would be raised at Overview and Scrutiny Coordinating Board for consideration, so a consistent approach could be taken across all Overview and Scrutiny Committees.	Summer 2019



This page is intentionally left blank

**Waverley Borough Council
Key Decisions and Forward Programme**

This Forward Programme sets out the decisions which the Executive expects to take over forthcoming months and identifies those which are key decisions.

A key decision is a decision to be taken by the Executive which (1) is likely to result in the local authority incurring expenditure or making savings of above £100,000 and/or (2) is significant in terms of its effects on communities living or working in an area comprising two or more wards.

Please direct any enquiries about the Forward Programme to the Democratic Services Manager, Fiona Cameron, at the Council Offices on 01483 523226 or email committees@waverley.gov.uk.

Executive Forward Programme for the period 1 September 2019 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
CORPORATE STRATEGY, POLICY AND GOVERNANCE, LEP AND PARTNERSHIP WORKING - CLLR JOHN WARD (LEADER)						
Dunstable Park Garden Village Governance Arrangements	To agree the governance arrangements for the Dunstable Park Garden Village project.	Executive	Yes	October 2019	Chris Berry, Interim Head of Planning and Economic Development	Environment O&S
Review of Polling Places	To approve recommendations arising from the review of polling places.	Executive, Council	Yes	October 2019	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
CORPORATE STRATEGY, POLICY & GOVERNANCE, BENEFITS & WELFARE, AND COMMUNICATIONS - CLLR PAUL FOLLOWS (DEPUTY LEADER)						
ECONOMIC AND COMMUNITY DEVELOPMENT - CLLR MARK MERRYWEATHER						
Property Acquisitions [E3]	To bring forward opportunities for approval as they arise	Executive	Yes	October 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Budget Management [E3]	To seek approval for budget variations, if required.	Executive	Yes	October 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Property Matters [E3]	To seek approval of property matters as they arise.	Executive	Yes	October 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
OPERATIONAL & ENFORCEMENT SERVICES - CLLR NICK PALMER						
Car Parking Strategy	To recommend to Council the adoption of a new Car Parking Strategy.	Council, Executive	Yes	December 2019	Richard Homewood, Head of Environmental Services	Environment O&S
ENVIRONMENT AND SUSTAINABILITY - CLLR STEVE WILLIAMS						
Air Quality Annual Status Report 2019	To note the AQ Annual Status Report 2019 and response from DEFRA, and to approve the revised AQ Action Plan.	Executive	Yes	December 2019	Richard Homewood, Head of Environmental Services	Environment O&S
Electric Vehicle Strategy	To approve an EV Strategy for Waverley	Executive, Council	Yes	November 2019	Richard Homewood, Head of Environmental Services	Environment O&S
Climate emergency	To recommend to Council the declaration of a climate emergency.	Council, Executive	Yes	September 2019	Richard Homewood, Head of Environmental Services	Environment O&S
HEALTH, WELLBEING AND CULTURE - CLLR DAVID BEAMAN						
PSPO - Dog Control	To approve making PSPO No.2 (Dog Control).	Council, Executive	Yes	November 2019	Richard Homewood, Head of Environmental Services	Environment O&S
Leisure Centre Investment, Cranleigh	To update and agree next steps.	Executive	Yes	January 2020	Kelvin Mills, Head of Commercial Services	Community Wellbeing

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
HOUSING AND COMMUNITY SAFETY - CLLR ANNE-MARIE ROSOMAN						
Affordable Housing SPD	To approve the Affordable Housing SPD	Council, Executive	Yes	October 2019	Andrew Smith, Head of Housing Delivery and Communities	Housing O&S
Housing Strategy - Annual Progress Review	To agree updates to the Housing Strategy.	Council, Executive	Yes	October 2019	Andrew Smith, Head of Housing Delivery and Communities	Housing O&S
Homelessness Strategy Annual Update	To agree any updates to the Strategy.	Executive	Yes	October 2019	Andrew Smith, Head of Housing Delivery and Communities	Housing O&S
PLANNING POLICY & SERVICES - CLLR ANDY MACLEOD						
Surrey Hills AONB Management Plan	To approve the updated Management Plan.	Executive	Yes	October 2019	Chris Berry, Interim Head of Planning and Economic Development	Environment O&S
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	December 2019	Chris Berry, Interim Head of Planning and Economic Development	Environment O&S
Local Plan Part II - Approval to submit	Approval to submit.	Executive, Council	Yes	February 2020	Chris Berry, Interim Head of Planning and Economic Development	Environment O&S

Background Information

The agenda for each Executive meeting will be published at least 5 working days before the meeting and will be available for inspection at the Council Offices and on the Council's Website (www.waverley.gov.uk). This programme gives at least 28 days notice of items before they are considered at a meeting of the Executive and consultation will be undertaken with relevant interested parties and stakeholders where necessary.

Exempt Information - whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some

business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals such as requests for early or flexible retirements and property matters relating to individual transactions. These may relate to key and non-key decisions. If they are not key decisions, 28 days notice of the likely intention to consider the item in exempt needs to be given.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

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