

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

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

Policy and Governance

E-mail: ema.dearsley@waverley.gov.uk

Direct line: 01483 523224

Date: 8 November 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, 12 November 2019 to enable a substitute to be arranged.

Dear Councillor

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

DATE: TUESDAY, 19 NOVEMBER 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 2019 - 2023

Waverley Borough Council is an authority which promotes and sustains:

- open, democratic and participative governance
 - a financially sound Waverley, with infrastructure and services fit for the future
 - the value and worth of all residents, regardless of income, wealth, age, disability, race, religion, gender or sexual orientation
 - high quality public services accessible for all, including sports, leisure, arts, culture and open spaces
 - a thriving local economy, supporting local businesses and employment
 - housing to buy and to rent, for those at all income levels
 - responsible planning and development, supporting place-shaping and local engagement in planning policy
 - a sense of responsibility for our environment, promoting biodiversity and protecting our planet.
-

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 - 14)

To confirm the Minutes of the Meeting held on 17 September 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.

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 12 November 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 12 November 2019.

6. **SAFER WAVERLEY PARTNERSHIP PLAN 2019-20** (Pages 15 - 44)

To receive a presentation about the Safer Waverley Partnership (SWP) and its statutory obligations including case studies of partnership working.

To note the priorities contained within the Safer Waverley Partnership Plan for 2019-20. To note the structure and terms of reference of the various groups which operate under the SWP.

Recommendation

It is recommended that the Overview & Scrutiny Committee are asked to note the Safer Waverley Partnership Plan 2019-20 and associated activity and comment on the Action Plan.

7. CORPORATE PERFORMANCE REPORT Q2 2019-2020 JULY- SEPTEMBER 2019) (Pages 45 - 92)

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

8. BUDGET STRATEGY WORKING GROUP UPDATE

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

9. CULTURAL STRATEGY ACTION PLAN UPDATE (Pages 93 - 124)

In 2017 the Council adopted a ten year, borough-wide Cultural Strategy and an associated Action Plan for the period 2017-19

This report invites Members to note the outputs of the current Action Plan (Annexe 1) and to agree to the consultation process set out in this report, which supports the development of a new Action Plan for the next two years.

Recommendation

That the Committee

- 1. Notes the outputs of the current Action Plan (Annexe 1); and**
- 2. Agrees to the consultation process as set out in this report.**

10. WORK PROGRAMME (Pages 125 - 136)

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.

11. EXCLUSION OF PRESS AND PUBLIC

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

Recommendation

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

Officer contacts:

Yasmine Makin, Scrutiny Policy Officer

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

Ema Dearsley, Democratic Services Officer

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

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 17 SEPTEMBER 2019

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

Present

Cllr Kevin Deanus (Chairman)	Cllr Jenny Else
Cllr Kika Mirylees (Vice Chairman)	Cllr Val Henry
Cllr Steve Cosser	Cllr John Robini
Cllr Sally Dickson	Cllr George Wilson

Apologies

Cllr Jacquie Keen

Also Present

Councillor David Beaman

10. MINUTES (Agenda item 1.)
 - 10.1 The Minutes of the Meeting held on 18 June 2019 were confirmed as a correct record and signed.
11. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 2.)
 - 11.1 Apologies for absence were received from Cllr Jacquie Keen. There were no Members attending as substitutes.
12. DECLARATIONS OF INTERESTS (Agenda item 3.)
 - 12.1 There were no declarations of interests in connection with items on the agenda.
13. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 4.)
 - 13.1 There were no questions from members of the public.
 - 13.2 The Chairman confirmed that the question from Mrs Betty Ames received at the last Committee meeting had been referred to the Portfolio Holder, Cllr David Beaman. Cllr Beaman had met with Mrs Ames and Kelvin Mills, Head of Commercial Services, on 26 July 2019 to discuss the matters raised in her question.
14. QUESTIONS FROM MEMBERS (Agenda item 5.)
 - 14.1 There were no questions from Members.
15. CORPORATE PERFORMANCE REPORT Q1 (Agenda item 6.)
 - 15.1 Nora Copping, Policy & Performance Officer, presented the Corporate Performance Report for the first quarter of 2019/20 (April – June 2019).

- 15.2 Kelvin Mills, Head of Commercial Services responded to questions about car parking at Farnham Leisure Centre and the Frensham Heathland Hub:
- Comments about the lack of lighting along the path to the Riverside car park had been noted, and this would be addressed by winter.
 - It had been very disappointing to have the grant application refused for funding for the Frensham Heathland Hub, and the decision had been challenged. Application had been made to a different funding source; the intention was still to deliver the whole project, but the works could be split and phased in order to make progress. The National Trust supported the project, but not financially.
- 15.3 Cllr Deanus queried the fall in performance on responding to complaints. Robin Taylor, Head of Policy & Governance, responded that the very low number of complaints meant that one complaint taking more than the target period to resolve had a big impact on the indicator when expressed as a percentage. In response to a question from Cllr Cosser, Mr Taylor agreed to circulate the corporate complaints policy to Members, and also advised that the complaints annual report would be submitted to the Value for Money & Customer Service O&S Committee in November.
- 15.4 Turning to the Communities Service, Andrew Smith, Head of Housing Delivery & Communities, explained the work being done to address the increased level of street homelessness and begging in the Farnham area. The individuals usually had very complex histories, with homelessness being only part of their problem. Cllr Mirylees asked what councillors could do to signpost to homeless people where they could go to get help, bearing in mind that some did not want to go to a hostel. Katie Webb, Community Services Manager, explained that as well as genuine homeless people, there was also an element of Serious Organised Crime with gangs of beggars arriving in a town. The council was working with Guildford Borough Council on a multi-agency protocol across both boroughs, to ensure that incidents could be dealt with effectively. The Community Safety Team should be councillors' first call for assistance with responding to rough sleepers.
- 15.5 Cllr Jenny Else noted that annual review of the 12 organisations that the Council helped to fund through Service Level Agreements had taken place, and expressed concerns about the Gostrey Centre: as part of their move to the Farnham Memorial Hall a coffee bar had been provided for the Gostrey Centre to operate as a way of generating income that would offset their loss of hiring income; however, to date, the coffee bar had not been opened and this would be impacting on their income.
- 15.6 Katie Webb explained that there were two organisations that officers were working with closely, to help them with their organisational development and ability to deliver services that met Waverley's requirements as a funding body. As part of the SLA renewal process, the intention was to carry out 'health checks' on all the organisations, covering the following key areas:
- Leadership / Organisational Governance and Management
 - Finance and Income Generation

- Financial Management and legal Compliance
- Human Resources - People – workforce management and training
- Strategy, plans and partnership
- Marketing and Communications
- Service delivery, Achieving Results and adhering to Health and Safety
- Equal Opportunities

The two organisations causing greatest concern would be assessed first using the 'health check' criteria, to allow them time to address areas of weakness before future funding decisions were made. But, all funded organisations would be assessed, as part of a fundamental review of what services were funded, and by whom. The health check assessments would be carried out with support from Voluntary Action South West Surrey.

- 15.7 The Committee was pleased to see the good level of performance across all areas of the Council's business and thanked Heads of Service for the additional commentary which was very helpful.

16. WORK PROGRAMME DISCUSSION (Agenda item 7.)

- 16.1 The Chairman led a discussion to explore with the Committee Members and Officers areas of work to which the Committee could contribute and add value. There were two topics that had been identified through his discussions with Members: the Older People's Day Centres, and services for young people.
- 16.2 With regard to the Older People's Day Centres, and following on from the discussion on the previous agenda item, the Chairman emphasised the importance of Member involvement in the health check process: notwithstanding the sensitivities of the relationships between the council and each voluntary organisation, Members had to be satisfied that the council was getting good value for its funding contribution, and users of the Day Centres were getting a good service that was in line with best practice for the sector.
- 16.3 Katie Webb agreed that the funding of the Day Centres had always been a sensitive issue, and the health check aimed to provide objectivity to the organisational assessment that would enable comparisons between organisations. Officers had just completed the annual monitoring exercise and it was possible to do some crude value for money assessments to compare services provided within Waverley, and also with similar services operated by councils across Surrey.
- 16.4 The Committee noted that Haslewey, in Haslemere, was thriving as a busy community centre for all ages: it provided the Community Meals Service in the area and also a day time café service, and offered a wide range of activities and exercise classes. This was a model that officers would like to see Rowleys and the Gostrey Centre move towards. The Farncombe day centre was a very traditional centre, but was meeting local demand and operating at close to capacity.

- 16.5 The Committee agreed that Cllr Jenny Else and Cllr Steve Cosser would work with Officers on the Day Centre health check project, to add weight and Member support to the process and outcomes. It was noted that the timing of this review would inform decisions to be taken in 2020/21, as part of the considerations around renewal of the Service Level Agreements.
- 16.6 With regard to youth provision, Cllr Kika Mirylees and Cllr George Wilson wanted to understand better what services were provided, and by which agencies, and what could be done to expand services. Cllr Wilson reported that Godalming Town Council was doing some work on youth provision in relation to the problem of anti-social behaviour, with the aim of trying to divert the attention of some of the 'hangers on' away from the influence of the ring-leaders.
- 16.7 Katie Webb explained that Waverley's contribution to the provision of services for young people in Waverley was through the lens of addressing youth anti-social behaviour. The Safer Waverley Partnership had responsibility for action in relation to Child Sexual Exploitation and Serious Organised Crime, and had seen an increase in incidents of youth anti-social behaviour since Surrey Youth Services had been cut back. The Safer Waverley Partnership annual report was due to be scrutinised at the Committee's November meeting, and Katie suggested that this would be an opportunity to report to the Committee on the work of the Joint Action Group, which would help the Committee consider what approach they might take to looking at provision of youth services.
- 16.8 Cllr Robini raised concerns about the *A Place to Be Youth Club* in Haslemere. The Club had a long history but its future was in doubt due to the rent of premises at the Wey Centre increasing since the establishment of the Haslemere Youth Hub. Kelvin Mills agreed to report back to Cllr Robini with more details on this matter.
- 16.9 The Committee thanked Officers for their comments, and agreed that Yasmine Makin and Katie Webb would follow up with Cllrs Else and Cosser to scope the work on the day centre health checks; and further consideration would be given to the topic of youth provision following scrutiny of the Safer Waverley Partnership Annual Report in November.

17. HEALTH AND WELLBEING ACTION PLAN UPDATE (Agenda item 8.)

- 17.1 The Committee received a brief update on the Health and Wellbeing Action Plan from Fotini Vickers, Interim Leisure Services Manager. The Health and Wellbeing Strategy and Action Plan was now the single over-arching strategy document that encompassed all of the Council services that contributed to maintaining the health and wellbeing of Waverley residents. The Action Plan highlighted the importance of working with partners and voluntary organisations in order to deliver the actions within it.
- 17.2 Fotini acknowledged the criticism that the Action Plan was very long, and suggested that the Committee look in depth at one of the five priorities each meeting, beginning with Priority 3: *Improve older adults' health and wellbeing*. The Health and Wellbeing Strategy and Action Plan would be reviewed in 2020/21 ahead of developing a new action plan that would align

with the new Surrey County Council Health and Wellbeing Strategy priorities, to maximise opportunities for partnership working:

- Priority one: Helping people in Surrey to lead healthy lives
- Priority two: Supporting the mental health and emotional wellbeing of people in Surrey
- Priority three: Supporting people in Surrey to fulfil their potential

17.3 With regard to action 3.1.4 in the Action Plan, Cllr Cosser asked that the Towns and Parishes be recognised as partners in the ‘Dementia friendly’ work programme, and cited the work of the Godalming Dementia Action Alliance as an example. Cllr Else asked how the success of various actions would be measured, for example *improve physical wellbeing*, or *more people remain in their homes*. Katie Webb agreed that it was difficult to attach metrics to these actions; the Ageing Well Action Plan was about to be reviewed and updated, and the intention was to have an action with SMART targets.

17.4 The Committee thanked officers for the updated Health and Wellbeing Action Plan but felt that in its current format it was too confusing, with too many actions, to be a useful document. The Committee agreed to scrutinise the Priorities in more depth over a number of meetings, beginning with the Ageing Well Priority in this meeting, and Safeguarding at the November meeting.

18. AGEING WELL STRATEGY AND ACTION PLAN (Agenda item 9.)

18.1 Katie Webb gave a short presentation setting out the three key priorities of the Ageing Well Strategy: *Community*, *Remaining independent at home*, and *Accessing information and support*. The Strategy pre-dated the Health and Wellbeing Strategy, having been adopted in 2016, and was now due for review and updating.

18.2 The Ageing Well Strategy had benefitted initially from £180k of funding over three years from Surrey County Council, under the Personalisation and Prevention Programme. The last year of the funding had been removed by SCC which had impacted on the continuation of some of the actions within the Strategy. The fact that Waverley was covered by two Clinical Commissioning Groups meant that the same services for older people were not necessarily available right across Waverley. The development of the new Integrated Care Partnerships would be a key issue impacting on the new Strategy and Action Plan.

18.3 Katie outlined the programme for developing and bringing forward the revised Ageing Well Action Plan early in 2020, including a workshop for partners, stakeholders and elected Members in towards the end of 2019. It was hoped that Members of the Community Wellbeing O&S Committee would be able to attend this workshop and contribute to the action plan development.

18.4 In response to a question, Katie Webb explained that the Hoppa Hospital to Home service had started as a pilot project where Hoppa took discharged patients home from hospital. This had developed to a comprehensive service

in conjunction with the CCG, that ensured that a patient's home was safe to return to, and operated seven days a week.

18.5 The Committee welcomed the proposed refresh of the Ageing Well Action Plan, and suggested that a more focussed action plan would be helpful. The Committee looked forward to the stakeholder workshop, and Cllrs Jenny Else, George Wilson, Val Henry and Steve Cosser agreed to attend on behalf of the Committee.

19. UPDATE ON THE CHANGES TO HEALTH ARRANGEMENTS (Agenda item 10.)

19.1 Kelvin Mills gave a brief presentation to update the Committee on changes in the organisational arrangements for delivering healthcare in Waverley, through the development of the Surrey Heartlands Integrated Care System (ICS). The Surrey Heartlands ICS was one of ten that had been established across the country, and one two (along with Greater Manchester) that had been given a devolved budget for social and healthcare.

19.2 Within the Surrey Heartlands ICS, Integrated Care Partnerships (ICPs) had been established which brought together local health and care organisations, borough councils, and the voluntary/community sector, working within existing CCG boundaries, e.g. Guildford & Waverley CCG. Each ICP was developing its own priorities, reflecting the different needs of each local population. Themes emerging were an emphasis on wellbeing and prevention and breaking down the barriers between organisations.

19.3 Kelvin was a member of the Guildford & Waverley ICP Board, and was the designated champion for the 'prevent' agenda which aimed to provide interventions to avoid visits to the GP. The challenge was ensuring funding was provided to support the 'prevent' agenda. Guildford & Waverley CCG had one of the highest A&E admissions in the country across all age groups, and this reflected the lack of alternative options for urgent health care.

19.4 The Committee noted that CCGs still existed for the time being, although there would possibly be mergers to create larger commissioning areas. The Committee welcomed the 'prevent' agenda but felt that good intentions would likely be overtaken by the need to address the annual winter hospital crisis.

19.5 The Committee thanked Kelvin for the briefing and asked to be kept updated as the ICP developed over the coming months.

20. LEISURE INVESTMENT PROGRAMME (Agenda item 11.)

20.1 Tamsin MacLeod, Leisure Contracts Manager, updated the Committee on the commitments made by Council in July 2018 to undertake capital investment in Farnham and Godalming leisure centres, to address current capacity issues and improve leisure centre facilities.

20.2 The Farnham leisure centre project was progressing well, and the new service provision was close to being finalised with Places Leisure. The facility mix for the Godalming leisure centre had been agreed; however, the

approval of the Secretary of State would be needed to extend the car park on Broadwater School land. The provision of additional car parking was a key element of the Godalming scheme, and needed to be formalised before progressing further; but this could take 6-12 months to be received.

- 20.3 With regard to Cranleigh, in 2018 the Council had made a commitment to a 'multi-million pound investment in leisure facilities in Cranleigh' that recognised that the current Cranleigh leisure centre had exceeded the life expectancy of the building and was incurring significant costs in repairs and maintenance each year. The original estimates to build a new leisure centre in Cranleigh had been £8-12m. These estimates had been updated as part of the follow-up to the July 2018 Council decision looking at site options, and were now £12-16m. The increased costs would require substantial borrowing, leading to a much longer payback period. Due to the importance of providing leisure facilities in Cranleigh that were appropriate for the scale of housing development that would be happening, it was recognised that the investment was based on more than financial criteria, and work was continuing on reviewing different funding models to understand if a financially viable scheme could be identified.
- 20.4 Committee members asked how such a big difference in the estimates had arisen. It was noted that the new costs were being challenged, but Cllr David Beaman, Portfolio Holder for Health, Wellbeing and Culture, advised the Committee that the new estimates were not out of line with the costs of leisure centres being built elsewhere, and he did not feel that £12-16m was an unrealistic cost estimate. Cllr Beaman advised the Committee that Cranleigh Parish Council had been kept informed, and every effort would be made to find a funding solution that would enable a new leisure centre for Cranleigh.
- 20.5 The Committee was disappointed to learn of the funding challenges in relation to Cranleigh, and the likely delay in progressing the improvements at Godalming. The Committee asked to be kept informed of key developments but did not feel the need for a report at each meeting if there was nothing to update.

21. BUDGET STRATEGY WORKING GROUP UPDATE (Agenda item 12.)

- 21.1 Cllr Sally Dickson gave a verbal report to the Committee on the work of the cross-O&S committees Budget Strategy Working Group, which was continuing the work begun in 2018/19 to research and make recommendations on how the Council can save £3.5m from the budget over the next three years.
- 21.2 Since members were reappointed at the previous round of O&S committee meetings, the Group has met five times including two meetings this week. Detailed information on the figures behind the medium term financial plan (MTFP) had been shared with Group members and would inform the work of the Group. Work-stream 2, which was about understanding the public priorities for our services, was progressing with a participatory budgeting exercise due to start later in the month, including an online version available to all residents. Meetings with Heads of Service would be taking place in September and October to understand opportunities for changes to service

delivery and efficiency savings. The objective of the Group was to produce a report with recommendations in quarter 4 of this year to help the Executive meet the budget shortfall and inform the medium term financial plan.

- 21.3 Cllr Cosser noted the high percentage of discretionary services that were part of the review, and the risks of these being cut. Cllr Dickson advised that the voluntary sector funding was very small in proportion to the overall budget, but leveraged huge benefits for the council and residents.
- 21.4 The Committee welcomed the update and thanked Cllr Dickson and councillor colleagues for the time and effort they were committing to this review. The Committee looked forward to reading the Working Group's report in due course.

22. WORK PROGRAMME (Agenda item 13.)

- 22.1 The Committee reviewed its forward work programme and noted the items currently scheduled for the November meeting, including scrutiny of the Safer Waverley Partnership. In light of discussion earlier in the evening, the revised Ageing Well Action Plan would likely move back to the March 2020 meeting. Updates on the Integrated Care Partnership and the leisure centre investment projects would be brought to the Committee when there was significant news to report.
- 22.2 In relation to the discussion earlier in the meeting, Yasmine Makin confirmed that she would draft the scope of the scrutiny review of the day centre health checks; and there would be further discussion about a review youth provision in Waverley after the meeting on the Safer Waverley Partnership in November.
- 22.3 Cllr Cosser suggested that an annual report from the Portfolio Holder on Executive priorities could be a useful opportunity to 'hold to account' and this was something that had worked well at the County Council. Cllr Beaman confirmed that he would be happy to attend committee meetings and report at any time on Executive priorities.

The meeting commenced at 7.00 pm and concluded at 9.10 pm

Chairman

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE

19TH NOVEMBER 2019

Title:

SAFER WAVERLEY PARTNERSHIP PLAN 2019-20

[Portfolio Holder: Cllr Anne Marie Rosoman]

[Wards Affected: All]

Summary and purpose:

To receive a presentation about the Safer Waverley Partnership (SWP) and its statutory obligations including case studies of partnership working.

To note the priorities contained within the Safer Waverley Partnership Plan for 2019-20.
To note the structure and terms of reference of the various groups which operate under the SWP.

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

This report relates to the following line in the Corporate Strategy 2019-2023:
'Engage with all stakeholders to better control crime and anti-social behaviour.'

Equality and Diversity Implications:

The Partnership has a priority to raise awareness of hate crime

Financial Implications:

Any resource implications should be captured in the service plan and included within the detailed 2020/21 budget proposals.

Legal Implications:

There are no direct legal implications associated with this report.

Background

1. The Crime and Disorder Act 1998 and subsequent related acts gave local councils, the police, fire and rescue, probation and local health services, duties to work together to formulate and implement a Community Safety Plan. In addition, Section 17 of the Crime and Disorder Act 1998 placed a duty on local councils to consider the crime and disorder implications of all their day to day activities.
2. Each local area is required to form a Strategy Group to formulate and implement a Community Safety Plan. In Waverley this group is called the Safer Waverley Partnership (SWP) Executive Group and is made up of representatives from Waverley Borough Council, Surrey Police, Surrey County Council, Surrey Fire & Rescue Service, Probation

Service, and the 'Guildford & Waverley' and 'North East Hampshire & Farnham' Clinical Commissioning Groups.

3. The SWP Executive is responsible for producing a Community Safety Plan. This Plan, the SWP Partnership Plan 2019-20 is contained in Annex 1. The SWP Executive also oversees a number of multi-agency groups which help deliver the Plan. The SWP's structure and terms of reference are set out in Annex 2.
4. Provisions contained within the Police and Justice Act 2006 gave local councils the duty to scrutinise the functioning of the local Community Safety Partnership. Each local council had to put in place a Committee to review and scrutinise and make reports or recommendations about the functioning of the CSP's responsible authorities. The Community Wellbeing Overview and Scrutiny Committee takes on this function in Waverley.
5. The Police Reform and Social Responsibility Act 2011 replaced police authorities (who were a statutory member of the Community Safety Partnership) with directly elected police and crime commissioners (PCCs) in England and Wales. Unlike police authorities, PCCs are not 'responsible authorities' under the Crime and Disorder Act 1998, so are not members of CSPs. However, there is a mutual duty on PCCs and CSPs to co-operate to reduce crime and disorder and re-offending. For this reason, a representative from the Office of the Police and Crime Commissioner (OPCC) attends SWP Executive meetings.
6. The Domestic Violence, Crime and Victims Act 2004 established the statutory requirement to carry out Domestic Homicide Reviews (DHRs). This requirement came into force in April 2011 and fell to CSPs. The SWP has, to date, commissioned and overseen five DHRs and is in the process of commissioning a sixth.
7. The Anti-Social Behaviour, Crime and Policing Act 2014 introduced more effective powers to tackle anti-social behaviour (ASB) and placed a greater focus on the impact of ASB on victims and their needs. The Community Trigger/ ASB Case Review was introduced to give victims of persistent anti-social behaviour the ability to request a formal case review where a locally defined threshold is met. The CSP is responsible for carrying out these reviews. To date, Waverley has received 3 requests to carry out a Community Trigger. A case study of one of these will be covered in the presentation.
8. The Committee will receive a presentation on the work of the SWP.

Conclusion

9. The Committee will be informed of the statutory obligations placed on the Safer Waverley Partnership and gain an understanding of its work.

Recommendation

It is recommended that the Overview & Scrutiny Committee notes priorities contained within the Safer Waverley Partnership Plan 2019-20, and notes the structure and terms of reference of the various groups which operate under the SWP.

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: Andrew Smith

Telephone: 01483 523096

E-mail: andrew.smith@waverley.gov.uk

Name: Eve Budd

Telephone: 01483 523513

E-mail: eve.budd@waverley.gov.uk

Name: Katrina Burns

Telephone: 01483 523156

E-mail: Katrina.burns@waverley.gov.uk

This page is intentionally left blank



Safer Waverley Partnership (SWP)

Partnership Plan 2019-20

Background

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

Members include:

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

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

Partnership Plan

The SWP Partnership Plan 2019-20 does not seek to include all current activity relating to community safety. It focuses on what can be achieved as a Partnership to enable people to live safe lives. It is acknowledged that individual partner agencies will contribute to community safety through their own business processes. This Partnership Plan does not seek to replicate individual partners own strategies.

Key Priorities

- 1) To focus on threat, harm, risk and vulnerability; including serious organised crime (SOC), child exploitation (CE), modern day slavery, domestic abuse, threat of radicalisation and supporting vulnerable victims**

- 2) **To identify and tackle crime and anti-social behaviour hotspot locations and perpetrators**
- 3) **To improve engagement with the public to help make local communities stronger.**

Delivery and Review

The SWP uses a series of multi agency problem solving groups to work towards the key priorities and deliver the action plan. These are the Joint Action Group (JAG), the Community Harm and Risk Management Meeting (CHaRMM) and the Serious and Organised Crime Group (SOC Group).

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

Joint Action Group (JAG)

The JAG meets every 6 weeks to consider crime and anti-social behaviour in the Borough, using crime and incident data to monitor emerging and potential problems. It prioritises its activity and establishes task and finish sub-groups to resolve problems at specific locations. The JAG keeps an overview of crime and ASB in relation to licensed premises and uses a 'traffic light' system to identify those where joint work is needed to address risks.

Community Harm and Risk Management Meeting (CHaRMM)

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

Serious and Organised Crime Group (SOC Group)

The SOC Group considers intelligence and plans activity to prevent, identify and disrupt serious and organised crime in Waverley. The group is responsible for developing a local action plan, which will links in with the Surrey Serious and Organised Crime Partnership and ensures relevant information is provided to the SWP Executive, JAG and CHaRMM groups.

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan

Priority 1: Focus on threat, harm, risk and vulnerability

Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)	Progress April 2019 to October 2019
Domestic abuse	Implement Domestic Homicide Reviews (DHR) when required. Monitor and progress associated recommendations	WBC Community Safety	Identification of lessons learnt to improve practice and safeguard victims	<p>DHR 2 – published, 1 recommendation still outstanding. DHR 3 – published, all recommendations completed – signed off. DHR 4 – published – no recommendations – signed off. DHR 5 – Report in draft form. DHR 6 – Chair and panel members identified.</p> <p>Recommendations from all DHRs shared with Surrey DHR Oversight Group to ensure best practice disseminated County wide.</p>
Child Exploitation (CE)	Ensure linkages are in place between Community Harm and Risk Management Meeting (CHaRMM)/Joint Action Group (JAG) and victims/perpetrators/hot spot locations of CE, by working with the new West Surrey Mapping Offenders, Locations and Trends (MOLT) Group	WBC Community Safety	<p>Improved joined up working and sharing of information.</p> <p>Increased awareness and understanding of CE</p> <p>Reduced risk of CE occurring</p>	<p>Officers from Surrey Police and WBC have attended quarterly MOLT meetings to obtain relevant information on potential locations and perpetrators of Child Exploitation to feed into the JAG and CHaRMM. In addition, a cross border group has been set up with secondary schools in Haslemere, Liphook and Midhurst to disrupt crime and criminal behaviour affecting young people. This has resulted in an increase in the submission of intelligence forms from schools.</p>

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan

<p>Serious and Organised Crime (SOC)</p>	<p>Provide annual training for frontline officers and managers from all partners agencies on serious and organised crime.</p> <p>SOC Group to develop and maintain a local SOC action plan.</p> <p>Work with Surrey Police to improve the way partners can submit intelligence</p>	<p>Surrey Police/ WBC Community Safety</p>	<p>Increased awareness and understanding of SOC</p> <p>Improved joined up working and sharing of information</p> <p>Reduced risk of SOC occurring</p> <p>Increase intelligence submissions from partners to Police.</p>	<p>SOC training to co-incide with release of SOC video in early 2020.</p> <p>SOC awareness video in production using funding from Surrey County Council Local Committee, working in Partnership with Guildford, Woking and Surrey Heath Community Safety Partnerships.</p> <p>SOC Action plan developed and monitored.</p> <p>74 intelligence forms have been submitted by partners since April. This is the highest across Surrey. Police have been promoting submission to all partners via team meetings, and training.</p> <p>Joint visits between Tenancy and Estates Team and police to those vulnerable to county line drug dealing.</p>
<p>Prevention of terrorism</p>	<p>Ensure SWP representatives attend Chanel Panels as and when required by the Prevent Team.</p>	<p>WBC Community Safety to co-ordinate</p>	<p>Co-ordinated approach to Prevent agenda</p> <p>Reduced risk of radicalisation</p>	<p>No Channel Panel cases to date.</p>
<p>Supporting Vulnerable Victims</p>	<p>Co-ordinate and manage Community Trigger reviews when required.</p>	<p>WBC Community Safety</p>	<p>Reduced risk of harm to victims of Anti Social Behaviour (ASB)</p> <p>Improved joined up working and</p>	<p>No Community Triggers in 2019/20 to date.</p> <p>Promotion of Community Trigger as part of ASB week in July.</p>

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan

			sharing of information	<p>Mystery shopping exercise – Waverley passed with ‘flying colours’ following ‘complainant’ looking to submit Community Trigger.</p> <p>WBC Community Safety Officer is taking part in a Surrey group reviewing the Community Trigger process to improve process and reduce risk of harm.</p>
	Ensure appropriate victim risk assessment processes are integrated into mainstream work and make referrals to Community Harm and Risk Management Meetings (CHaRMM) where appropriate.	CHaRMM	Level of risk appropriately managed	8 victim referrals made to CHaRMM.
<p>Priority 2: Identifying and tackling crime and anti-social behaviour hotspots and perpetrators</p>				
Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)	Progress April 2019 to October 2019
Community Harm & Risk Management Meeting (CHaRMM)	Address the anti-social behaviour of individuals and families causing an effect to the wider community, through the CHaRMM.	CHaRMM	Reduction in levels of ASB of the most prolific offenders	12 perpetrators nominated to CHaRMM.

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan

Joint Action Group (JAG)	Address crime and anti-social behaviour at problem locations through the JAG.	JAG	Reduction in levels of ASB in most prolific areas.	4 locations referred to JAG for a multi agency problem solving approach. 1 task and finish group established.
	Develop improved partnership enforcement activity and use of ASB powers through the work of Waverley's Joint Enforcement Initiative.	WBC – Environmental Enforcement	Increased enforcement opportunities to deal with ASB	Public Space Protection Order (PSPO) for dog fouling introduced in January 2019. PSPO for dog control agreed to be introduced in 2020. Frontline enforcement activity to be reviewed as part of WBC Business Transformation.
	Maintain low levels of violence and anti-social behaviour in public places by working with licensing officers to challenge new licensing applications/renewals where appropriate. Conduct joint visits to licensed premises when possible.	WBC/ Surrey Police	Reduction of incidents of alcohol related crime and ASB	Traffic light red/amber/green system used to monitor licensed premises in order to maintain low levels of public place crime and ASB associated with licensed premises. Joint visits to supermarkets regarding theft of alcohol have taken place to offer advice on steps to put in place to counter this or review the license.
Speeding Motorists and Anti-Social Driving	Promote Community Speed Watch	Surrey Police	Increase in the number of Community Speed Watches in Waverley	New target agreed following results of ASB perception consultation during March 2019. Agreed to be added to action plan in Sept 2019. Progress to be updated in 2020.
	Hold Road User Awareness Days (RUADs)	SFRS/Surrey Police	Year 11 pupils educated about	Road User Awareness input delivered in schools from September and into 2020.

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan

	in the 7 secondary schools in Waverley each year.		the hazards and risks of driving.	
	Carry out speed checks on roads where high numbers of complaints about speeding are received	Surrey Police	Publish speed data on social media.	New target agreed following results of ASB perception consultation during March 2019 (agreed by SWP Executive September 2019) Progress to be updated in 2020.
Anti-Social or Inconsiderate parking	Utilise previously used Eagle Radio anti-social parking radio clips, where funding is permitted	WBC Community Safety	Increased awareness amongst the public of who is responsible for parking enforcement and to promote considerate parking.	This will reviewed in the second half of the financial year 2019/20 in light of available funds.
	Use Drive SMART campaign leaflets in targeted areas, and promote awareness on social media.	Surrey Police		New target agreed following results of ASB perception consultation during March 2019 (agreed by SWP Executive September 2019). Progress to be updated in 2020.

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan

Priority 3: Improving engagement with our public to help make our communities stronger

Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)	Progress April 2019 to October 2019
<p>Community Engagement</p>	<p>Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and Community Safety advice e.g. relating to Domestic Abuse, ASB, CSE, Prevent and In the know.</p> <p>Carry out a series of Partnership Roadshows in public places to provide the public with opportunities to raise their concerns about crime and anti-social behaviour with representatives from the Partnership.</p> <p>Use an Anti-Social Behaviour Survey to find out what concerns the community most.</p>	<p>WBC Community Safety/ Surrey Police</p>	<p>Residents have increased awareness and understanding of Community Safety issues and how to report them.</p>	<p>WBC, Police and Trading Standards took part in a scam awareness event in Cranleigh hosted by Nat West Bank. This will be looked to be rolled out to other areas of the borough in the near future.</p> <p>Surrey Police and Crime Stoppers have engaged with young people at schools and skate events as part of a campaign to tackle County Lines and youth ASB.</p> <p>4 roadshows outside supermarkets in Godalming, Cranleigh, Farnham and Haslemere took place to seek views on anti-social behaviour. Perception questionnaires were completed by 418 people. The issue that ranked highest in all locations was ‘Speeding motorists – anti-social driving’. ‘Anti-social or inconsiderate parking’ was ranked second highest. As a result the SWP Executive have agreed to revise its action plan and include additional actions to address this.</p>

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan

Challenge perception	Use social media to regularly publish data on speed checks carried out and road traffic collisions	SWP Executive	Members of the public better informed about the reality of speeding and road safety.	New target agreed following results of ASB perception consultation during March 2019 (agreed by SWP Executive September 2019) Progress to be updated in 2020.
Engagement with elected members	Attend annual Community Overview and Scrutiny Committee and provide training for elected members on the various aspects of the Partnership Plan	SWP Executive	Improved accountability of the SWP	Report and presentation to November O and S Committee
Hate Crime	Raise awareness of Hate Crime and how it can be reported by: 1) adding links on all partner websites to www.surreycommunitysafety.org.uk/hate-crime 2) Promote Stop Hate Crime 24 hour phone line/ app to members of the public.	SWP Executive	*Potentially an increased reporting of Hate Crime	Surrey Police’s lead for Hate Crime delivered a presentation to the Surrey Safeguarding Adults Board’s Health Sub group in May. This is a group make up of all the leads for safeguarding across the health trusts. WBC staff encouraged to be aware of possible community tensions in the form of hate crime in the lead up to Brexit and report concerns via intelligence submissions to enable the Police to identify the threat, harm and risks and provide the appropriate response over the coming months.

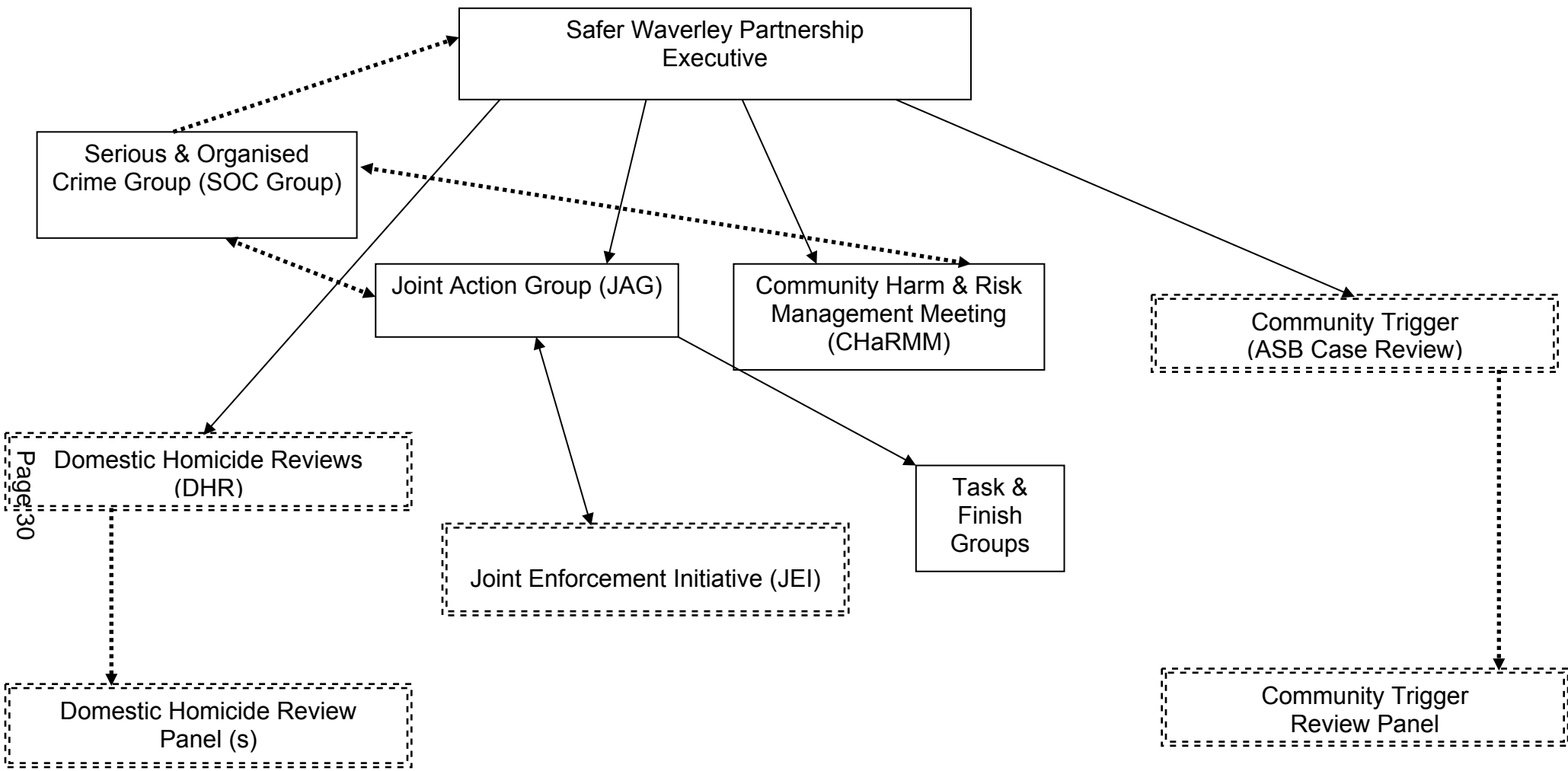
Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan

	<p>3) Support the National Hate Crime awareness week taking place in October 2019.</p> <p>4) SWP Executive to consider Surrey Police Hate Crime profile every 6 months and agree action required for Waverley.</p>			<p>National Hate Crime Awareness week promoted 12th – 19 October to staff and public. UK helpline and Hate Crime app promoted in addition to twitter feeds.</p> <p>Hate Crime is a standing agenda item on the Joint Action Group meeting - low levels of Hate Crime reported in Waverley may be due to under-reporting or may be because there are low levels.</p>
--	--	--	--	--



Safer Waverley Partnership (SWP)

Organisational Structure & Terms of Reference



SWP Executive

Membership:

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

Term of Chairmanship

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

Decisions and Voting

On occasion, a formal vote may be required in relation to Community Safety issues. In these instances, voting belongs to one vote per statutory member organisation. SCC and SFRS view themselves as a single statutory agency meaning they have a single vote should a vote be needed.

Terms of Reference:

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

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

Representation & Substitutes:

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

Budgetary responsibilities:

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

Scheme of delegation:

The SWP Executive Group agrees to delegate responsibility of a proportion of the Safer Communities monies (where available, as set out in the funding plan for each

year) to the, Joint Action Group (JAG) and Community Harm & Risk Management Meeting (CHaRMM).

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

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

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

Frequency of Meetings:

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

Joint Action Group (JAG)

Membership:

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

Terms of reference:

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

- Provide tactical delivery of the SOC Partnership Action Plan as tasked by the SWP Executive.
- Joint enforcement action will be a standing agenda on the JAG agenda, as part of the Joint Enforcement Initiative (see Annex 3).

Budget Responsibility:

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

Frequency of meeting:

6 weekly. Licensing will be dealt with at the start of the meeting to enable Police Licensing Officers to leave after the item. The total length of the meeting will be up to 2 hours. A Serious Organised Crime (SOC) group meeting will take place prior to the JAG meeting.

Community Harm and Risk Management Meeting (CHaRMM)

Membership:

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

Terms of Reference:

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

Budgetary responsibility:

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

Frequency of meetings:

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

Serious & Organised Crime Group (SOC Group)

Membership:

Waverley Safer Neighbourhood Team Sgt (Chair)	Surrey Police
Officer Manager (Administration)	Surrey Police
Waverley Borough Inspector	Surrey Police
Community Safety Officer	Waverley Borough Council
Waverley Borough Commander	Surrey Fire & Rescue Service
Head of Housing Delivery & Communities	Waverley Borough Council
Head of Environmental Services	Waverley Borough Council
Planning Enforcement Team Leader	Waverley Borough Council
Environmental Health Manager	Waverley Borough Council
Head of Environmental Services	Waverley Borough Council
Property & Enquiry Manager	Waverley Borough Council
Procurement Officer	Waverley Borough Council
Green Spaces Manager	Waverley Borough Council
Benefits Manager	Waverley Borough Council
Licensing Manager	Waverley Borough Council
Tenancy & Estates Manager	Waverley Borough Council
Community Safety Officer	Surrey County Council
Safeguarding Nurse	Surreywide CCG Safeguarding
Family Support Team Manager	Waverley Borough Council
Chief Executive Officer	Catalyst

Terms of Reference:

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

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

Frequency of meetings:

6 weekly meeting, prior to the Joint Action Group (JAG) for a duration of 1 hour.

Budgetary responsibility:

No budget currently allocated.

Annex 1 - Waverley Community Trigger Procedure

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

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

Annex 2 - Task and Finish Groups

Membership:

Representatives from any of the below as and when appropriate

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

Terms of reference:

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

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

Budgetary Responsibility:

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

Frequency of meetings:

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

Annex 3 - Joint Enforcement Initiative (JEI)

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

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

Agreed tasking process

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

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

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

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

COMMUNITY WELLBEING O&S – 19 NOVEMBER 2019

HOUSING O&S – 20 NOVEMBER 2019

ENVIRONMENT O&S – 25 NOVEMBER 2019

Title:

**CORPORATE PERFORMANCE REPORT
Q2 2019-2020
(JULY – SEPTEMBER 2019)**

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

Summary and purpose:

The Corporate Performance Report provides an analysis of the Council's performance for the second quarter of 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
Q2 2019/20
(July – September 2019)

Final version



Report Publication Date: 7 November 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 25/11/2019				
2	Service Dashboard	Planning and Economic Development	Chris Berry	9
3	Service Dashboard	All Environment Services teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	14
Scrutinised by Community Wellbeing Overview & Scrutiny Committee on 19/11/2019				
3	Service Dashboard	Licensing Team aspect from Environment Services section (when required)	Richard Homewood	14
4	Service Dashboard	Commercial Services	Kelvin Mills	18
5	Service Dashboard	Communities aspect from Housing Delivery and Communities section	Andrew Smith	23
Scrutinised by Housing Overview & Scrutiny Committee on 20/11/2019				
5	Service Dashboard	Housing Delivery and Communities	Andrew Smith	23
6	Service Dashboard	Housing Operations	Hugh Wagstaff	29
Scrutinised by Value for Money & Customer Service O&S Committee on 18/11/2019				
7	Service Dashboard	Business Transformation	David Allum	34
8	Service Dashboard	Finance and Property	Peter Vickers	38
9	Service Dashboard	Policy & Governance	Robin Taylor	41

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
On track	Off track - requires escalation
	Cancelled / Deferred / Transferred

1. Corporate Dashboard – All Services

Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q2 2019/20

Chief Executive's summary:

This Quarter 2 report provides a performance overview for the period July-September 2019. The service chapters provide commentary and detail, focusing on those areas of the Council's business that have required intervention to keep them on track.

Particular headlines for the quarter are:

- The Council approved a new Corporate Strategy, which will direct the organisation's service planning for the next four years.
- The Council also declared a Climate Change Emergency, with a target to become net carbon neutral by 2030, which will require appropriate government support.
- High performance standards in services were maintained. Financial performance remained on track in most places; however, as will be noted in the finance sections of this report, difficulties in letting a property will need to be balanced by the contingency budget and the plans for this property are being reviewed.
- The Council's first 'Listening Panel' took place to hear public views on oil drilling, prior to a submission to Surrey County Council on an application in Dunsfold.
- The quality of eight of the borough's parks and green spaces were recognised by the Green Flag scheme.
- The Council celebrated 100 years of council housing with events across the borough.
- The 2019 air quality status report was published showing that air quality across the borough is generally good, but with one area in Farnham exceeding the limit; the air quality action plan is being updated.
- The transfer of some land assets to four parish/town councils was agreed.
- The Godalming flood alleviation scheme was completed.
- Engagement on future budget priorities commenced, which will inform the Council's service and financial planning.
- Preparations for the new contracts for waste collection, street cleaning and grounds maintenance continued intensively, prior to the November start date.
- Brexit 'no deal' preparations also continued in concert with Surrey County Council.
- The Police investigation that the Council invited into historical air quality data was handed to the Crown Prosecution Service and an initial court hearing took place.
- Managers discussed the results of the recent staff survey, which demonstrated considerable levels of commitment and dedication within the organisation and highlighted areas where we can further develop as an excellent employer. This follows last year's successful Investors in People accreditation.

Although this report focuses on Q2, at the time of writing there are also some significant issues that have already occurred in Q3 that are worth noting and some key areas of focus for the rest of the year:

- As requested by Council, officers are developing a plan to meet the climate emergency target of net carbon neutrality by 2030.

- A General Election has been called for 12 December. This causes some uncertainty to the Government’s announcement of the local government settlement that was due around that time.
- The Court of Appeal has supported the Council’s Local Plan Part 1 emphatically and the challenge to the Council was not successful. Work on Part 2 continues.
- Consultation on car park strategy has commenced.
- A new Communications and Engagement Strategy will be recommended to Council in December.
- The periodic polling place review is concluding in Q3, to take effect at the scheduled May 2020 election for the Surrey Police and Crime Commissioner.
- The Council and its specialist contractors continue to tackle the incidence of non-pneumophila legionella in a property.
- Budget and service planning for the next three years is underway, in the context of national political and funding uncertainty. The councillor Budget Strategy Working Group will be reporting in Q3. The Council’s transformation programme, aimed at sustaining services at reduced cost, continues.
- Brexit preparations will continue after the General Election.
- Refurbishment of council homes at Ockford Ridge continues, with the current phase due to be completed at the end of the financial year.

At this mid-point in an interesting year, the Council has been meeting its challenges and is providing good quality services. There are some big challenges coming in 2020. We have a committed team of officers and councillors dedicated to identifying and making the changes that will be required to deliver an ambitious strategy.

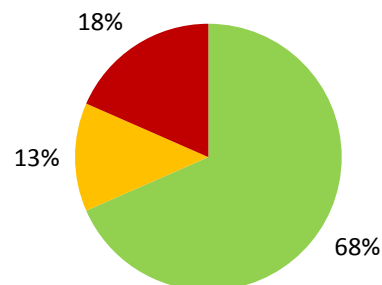
Tom Horwood, Chief Executive

Performance Indicators Status

Q2 All Corporate KPIs

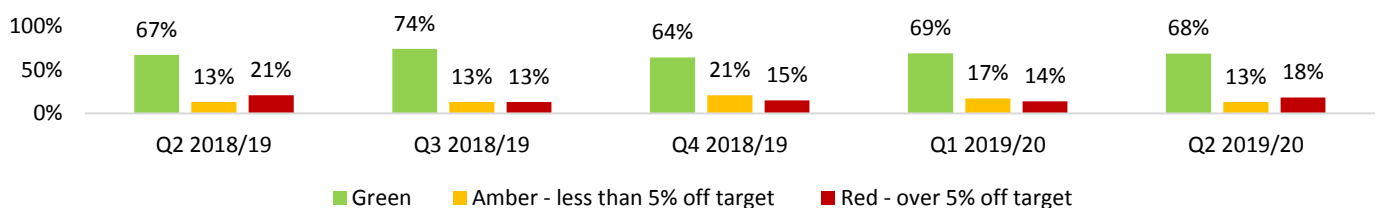
Total	100%	38
Green	68%	26
Amber - less than 5% off target	13%	5
Red - over 5% off target	18%	7

Data only / Not available	N/A	12
----------------------------------	-----	----



Comment: In the second quarter 68% of indicators performed on target. The annual trend analysis has been included in the chart below. The service specific dashboards contain further details on underperforming indicators, including corrective actions where appropriate.

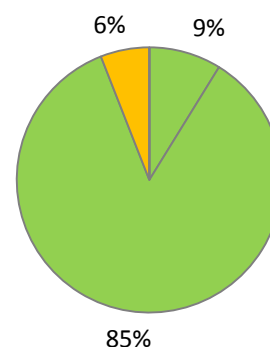
Performance Indicators - % per status
Q2 2018/19 - Q2 2019/20



Service Plans - Actions Status

Q2 update on all Service Plans 2019/2022

Total	100%	420
Completed	9%	37
On track	85%	358
Off track - action taken / in hand	6%	25
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of the second 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 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 24 September 2019.

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

Complaints Q2 2019/20

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	No. of Complaints Concluded in Q2	Status
Business Transformation	0	0	n/a	0	0	n/a		
Commercial	7	5	71%	0	0	n/a		
Environment	7	6	86%	3	3	100%		
Finance & Property	7	6	86%	2	2	100%		
Housing Operations	25	15	60%	6	6	100%		
Housing Delivery and Communities	3	3	100%	2	2	100%	1	No maladministration
Planning & Economic Dev	10	7	70%	11	10	91%	1	Closed no investigation
Policy & Governance	1	1	100%	1	0	0%	1	No investigation – insufficient evidence of fault by the Council
Total	60	43	82%	25	23	98%	3	

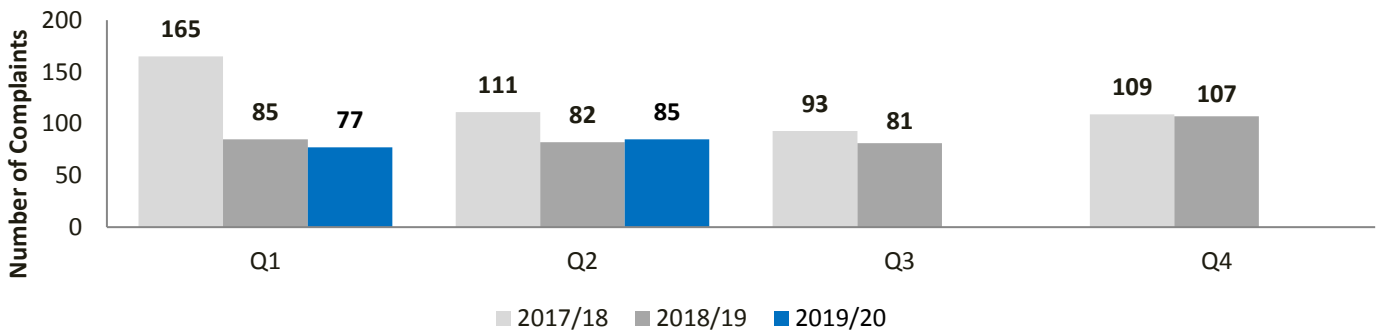
Total Complaints	85
-------------------------	-----------

	Response Rate	Target	Status
Level 1	81.84%	95%	over 5% off target
Level 2	98.18%	95%	on target
Total	90.01%	95%	over 5% off target

Comment: 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 September 2019

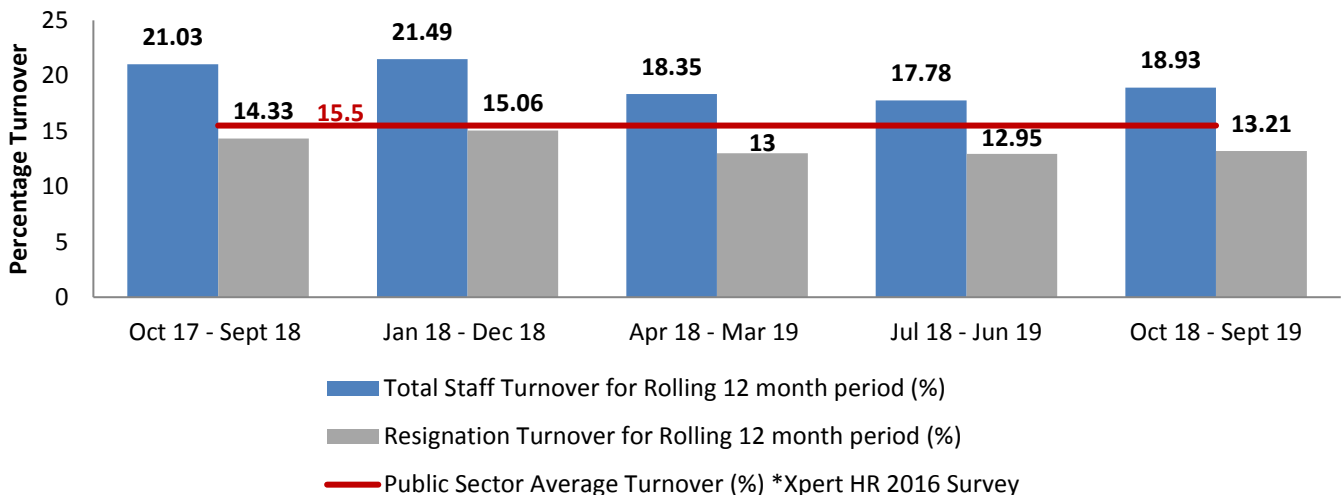


Workforce data – Corporate Level

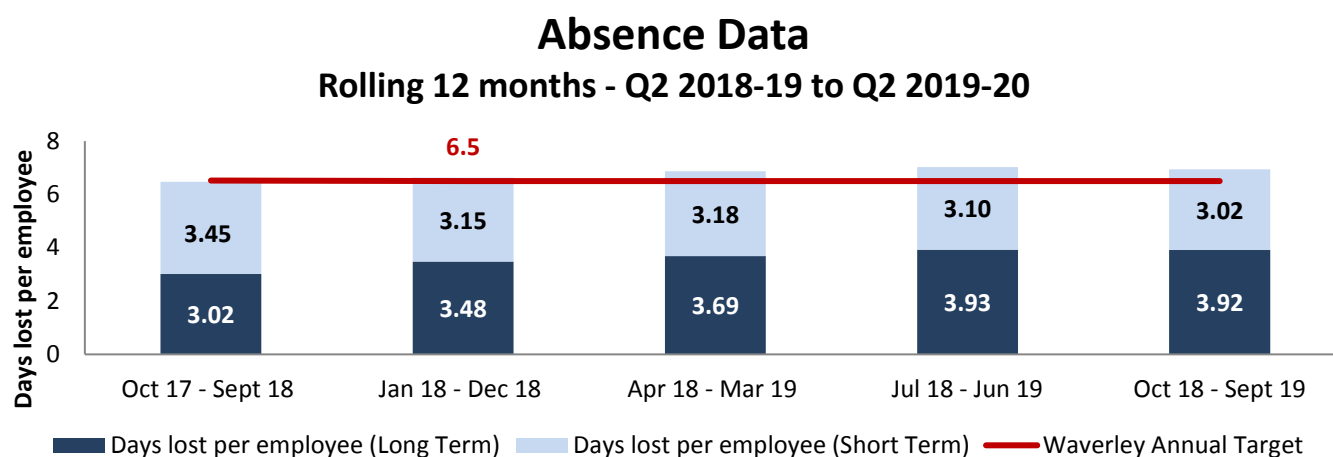
Waverley’s staff are critical to delivering the Council’s immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead. The following KPIs demonstrate our staff turnover and employee sickness absence levels over a 12 month rolling period.

Staff Turnover %

Rolling 12 months - Q2 2018/19- Q2 2019/20



Comment: 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.



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 second quarter the sickness level has slightly decreased compare to quarter one. 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) – Q2 2019/20

Section 151 Officer summary:

Budget Position Q2 2019/20

I have reviewed the position against budget at the end of the second 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 which is falling short against budget. Planning income has fallen short of budget for three consecutive years so the budget level will be reviewed, also Waverley is experiencing a continued reduction in the number of applications from the previous year. Building Control income continues 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 to cover unexpected shortfalls in income from empty investment properties and officers are proposing to draw on this to mitigate the impact against budget this financial 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	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,508	(28)	-1%	Favourable
Income	(383)	(89)	23%	Favourable
Business Transformation Total	3,125	(117)	-4%	Favourable
Commercial				
Expenditure	8,185	(38)	0%	Favourable
Income	(6,760)	86	-1%	Adverse
Commercial Total	1,425	48	3%	Adverse
Environment				
Expenditure	8,344	(54)	-1%	Favourable
Income	(7,282)	(126)	2%	Favourable
Environment Total	1,062	(180)	-17%	Favourable
Finance & Property				
Expenditure	33,052	67	0%	Adverse
Income	(31,321)	310	-1%	Adverse
Offset transfer from void provision	0	(381)		-
Finance & Property Total	1,731	(4)	0%	Favourable
Housing Operations				
Expenditure	20	0	0%	-
Income	(20)	0	0%	-
Housing Operations Total	0	0	0%	-
Housing Delivery & Communities				
Expenditure	1,651	(8)	0%	Favourable
Income	(370)	8	-2%	Adverse
Housing Delivery & Communities Total	1,281	0	0%	-
Planning & Economic Development				
Expenditure	3,594	(9)	0%	Favourable
Income	(1,780)	303	-17%	Adverse
Planning & Economic Development Total	1,814	294	16%	Adverse
Policy & Governance				
Expenditure	3,713	(80)	-2%	Favourable
Income	(886)	21	-2%	Adverse
Policy & Governance Total	2,827	(59)	-2%	Favourable
General Fund Total	13,265	(18)	0%	Favourable

Housing Revenue Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	20,831	(493)	-2%	Favourable
Income	(30,321)	493	-2%	Adverse
Housing Operations Total	(9,490)	0	0%	-
Housing Delivery & Communities				
Expenditure	1,400	(58)	-4%	Favourable
Income	(37)	0	0%	-
Housing Delivery & Communities Total	1,363	(58)	-4%	Favourable
Housing Revenue Account Total	(8,127)	(58)	1%	Favourable
Grand Total GF & HRA	5,138	(76)	-1%	Favourable

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 – Q2 2019/20

Q2 Head of Service summary:

Key actions and issues:

- Planning applications processing has met all required targets for major, minor and other categories.
- Applications numbers and income from fees continue to reduce in line with experience elsewhere, due probably to external factors regarding the national economic situation.
- The timetable has been agreed by Executive for the preparation of Local Plan Part 2; primary tasks to be undertaken by the Planning Policy team with proposed adoption in spring 2021.
- Planning Performance Agreements have been prepared for the Milford Golf Course and Woodside Park proposed developments.
- Planning Policy team continues to support the preparation and examination of Neighbourhood Plans in Farnham, Cranleigh, Alfold, Ewhurst, Chiddingfold and Whitley.
- A Housing Delivery Action Plan (HDAP) is in preparation, to include information regarding housing starts, completions and performance as noted in Q1. Baseline data will need to be collected.
- Contractor activity has ceased on the Woolmead development in Farnham town centre, whilst the developer Berkeley Homes considers options. A revised S73 application to reduce car-parking will be submitted to ensure delivery of the scheme. Work continues on implementation of the adjoining Brightwells scheme.
- Progress made on the introduction of the Horizon IT programme for Development Management with Statmap. Negotiations continuing on the completion of the Building Control module.
- Initiation of a project to reform planning committee structures and operation, with Governance Committee; to streamline development management procedures and improve relationships between officers and Members and improve the quality of decision-making.
- Initiation of a process review of technical and administrative support to the Development Management function; to include customer service and an integrated support approach.
- Three new members of staff have been recruited to established posts; an amendment in post requirements for professional planning staff is encouraging the development and retention of existing staff members.
- Internal review and improvement of committee and delegated decisions reports for planning committees.
- Comprehensive review of appeals costs and performance being undertaken for O and S VFM & Customer Services and Environment Committees
- Appeal Court decision on Local Plan Part 1 still awaited.

Chris Berry
Interim Head of Planning & Economic Development

Performance Indicators Status Q2

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	98.7%	99.3%	99.0%	99.5%	98.9%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	85.7%	100.0%	92.3%	85.7%	81.8%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	95.8%	93.4%	94.3%	94.4%	92.8%	80.0%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	93.3%	90.3%	93.6%	97.1%	94.7%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	86.2%	93.1%	92.4%	79.4%	86.2%	80.0%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	30.8%	39.6%	38.5%	46.7%	41.3%	30.0%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	9.7%	7.4%	6.3%	7.1%	8.0%	10.0%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.2%	1.5%	1.6%	3.5%	3.1%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	90.9%	81.3%	64.2%	93.2%	86.4%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	100.0%	100.0%	90.5%	98.1%	100.0%	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%	35.71%	Data only
P7	Actual number of dwellings commenced by all housing providers. (higher outturn is better)	%	New KPI introduced from Q1 2019/20 (2018/19 - 217 against 590 target) 2018/19 annual backlog 373			14 (133)*	20 (260)*	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) 2018/19 annual backlog 244			80 (67)*	108 (106)*	147

* refers to KPIs P7 and P8, representing quarter on quarter cumulative backlog figure calculated as: (Target – Q1 figure) = Q1 Backlog, then Q1 Backlog + ((Target - Q2 figure) = Q2 Backlog) = Q1 and Q2 cumulative backlog, and so forth.

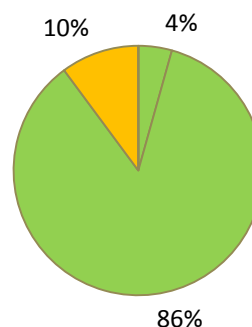
Comment: All statutory indicators performed on target. A handful of local indicators performed off target and further details can be found below:

P1 – represents 446 out of 448 under 26 weeks - no particular area of concern.
 P3 – this local indicator represents 26 appeals allowed out of 63 appeals determined in the first and second 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.
 P7/P8 – Cumulative figures for the shortfall provision in Q1/Q2 are presented in brackets. There is also an additional shortfall from 2018/19. These figures are not affected by Council actions as permissions granted exceed implementation by a significant margin.

Service Plans - Actions Status

Q2 Planning Service Plans 2019/2022

Total	100%	69
Completed	4%	3
On track	86%	59
Off track - action taken / in hand	10%	7
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 Q2 2019/20. Certain actions have not yet been completed and further details can be found below. Delays have occurred in the IT system (Outcome 6) due to outstanding issues in Building Control and negotiations continue with the contractor to rectify. Significant actions are in place to tackle customer satisfaction (Outcome 9) concerns (Councillors, developers, residents) as noted in Head of Service comments above.

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	30/06/20	Scoping stages 90% completed and processes for validation to registration designed. Reviews of other processes commenced.
P6.2	Test phase carried out and completed	01/06/19	Development Manager (BHS)	Off track - action taken	30/06/20	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	30/06/21	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	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)	Completed	30/10/19	Collected and presented through EXACOM

Outstanding action from Service Plan 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
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 Q2

At the end of the second quarter all Internal Audit actions have been completed for this service area.

Complaints Q2 update

Q2 19-20 Planning and Economic Development - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	10	11	20	18	10	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	10	4	19	15	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	36.36%	95.00%	83.33%	70.00%	95.00%

Q2 19-20 Planning and Economic Development - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	4	6	6	10	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	5	6	9	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	83.33%	100.00%	90.00%	90.91%	95.00%

Comment: Temporary reduction in performance in Q2 Level 1 complaints due to the complexity of the specific issues raised in a small number of historic complaints. Performance continues to improve in Level 2 responses.

Finance – Q2 update

General Fund Account					
Services	Approved Budget '000	Budget '000	Variance '000	% Variance	Adverse/Favourable
Planning & Economic Development					
Expenditure	3,594		(9)	0%	Favourable
Income	(1,780)		303	-17%	Adverse
Planning & Economic Development Total	1,814		294	16%	Adverse

Comment: Planning income continues to reduce in line with experience elsewhere due to reduced development activity as a result of wider economic circumstances. Discussions are continuing with Transformation with regard to the introduction of systems which will increase efficiency and lead to less staff resource requirements, particularly in technical support functions.

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 – Q2 2019/2020

Q2 Head of Service summary:

Progress continued to be made on a number of projects during quarter two and work continues on planned work programmes.

The mobilisation of the new waste, recycling and street cleaning contract with BIFFA which goes live on 1 November is a key focus for the team. Officers are working closely with BIFFA and Veolia to ensure a smooth transition, vehicle procurement, transfer of staff, etc.

On the parking scene, the strategic review of parking, has started and consultants are reviewing our car park portfolio and current performance. Quarter 3 will see the consultation process begin with sessions with the Stakeholder Reference Group which includes county, borough, town and parish councillors, chambers of commerce, transport providers and other groups. Wider public consultation will take place through the council's web site, social media and the local press. A draft report will be presented by the end of November to feed into the 2020/21 budget setting process.

Consultants have been appointed on Weyhill Fairground car park and are working on 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 shortly on appropriate works for Sun Brow Wood and common land.

Detailed discussions are underway with Sainsbury's and Crest Nicholson on the refurbishment of South Street car park in Farnham to ensure it can be delivered by the end of March 2021 and the future management of the new Brightwells Yard multi-story car park.

Electric vehicle charging points have now been installed in car parks in Godalming, Cranleigh and Haslemere. Work is continuing on the installation in Farnham. Plans are also underway to include these in the South Street and Weyhill car park refurbishments. We are also continuing to work with Surrey County Council to introduce on-street charging points, subject to successful bids for funding from the Office for Low Emission Vehicles (OLEV).

DEFRA have responded positively to the 2019 Annual Air Quality Status Report which showed an improving picture for air quality overall in the borough but identified a hotspot in Farnham which requires more detailed monitoring. Additional monitoring has already been introduced around this area. The report has been presented to the Environment O&S and will be reported to 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 and the Farnham Air Quality Working Group can now proceed with the review of the Air Quality Action Plan.

The Public Space Protection Order No2 in relation to dog controls has been considered by the Environment O&S Committee and will go to the Executive on 5 November proposing that Council in December are recommended to adopt it to take effect on 1 January 2020.

Other priorities have prevented the completion of training to widen the number of officers able to deal with unauthorised encampments, we have however continued 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 can be found 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 (areas in the local community such as car parks, where non-residential recycling facilities are available to members of public). We are continuing to promote awareness of what can and can't be recycled and this seems to be starting to have an effect.
- E3 – A small dip in the performance, however no escalation required at the moment.
- E NI182 – Business satisfaction has dropped slightly. A number of recent enforcement actions will have influenced this result.

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	10.5%	10.0%	8.1%	7.4%	7.75%	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	2.0	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)	%	84.0%	90.0%	90.0%	93.0%	89.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	35	22	40	24	21	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	100%	100%	100%	100%	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	85.0%	100%	81.0%	84.0%	82.0%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	88.3	90.6	90.0	86.5	87.5	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	57.1%	59.0%	54.0%	60.4%	57.8%	54.0%

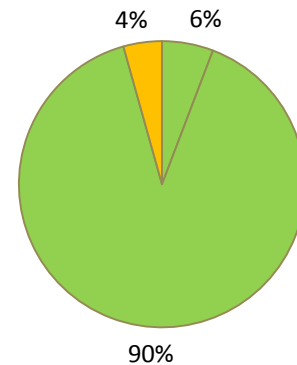
Air Quality

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

Q2 Environment Service Plan Actions 2019/22

Total	100 %	69
Completed	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: The majority of Service Plans actions are progressing on track for completion. A handful of actions transferred from 2018/19 service plans have taken longer to complete. Further details on their progress can be found in the table below.

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	PSPO Dog Controls presented to Env O&S on 9 September and going to Executive on 5 November then Council in December for adoption.
SP18/19ES 3.10	Implement a procedure training programme for front line field officers for unauthorised encampments	31/12/18	Enforcement Team	Off track – action taken	31/03/21	70% completed. Completion of training delayed by other priorities. Planned for 2020/21
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	Greenhouse Gas Emissions Report completed. Now working on baseline data for Climate Emergency Action Plan

Internal Audit - Actions Status – Q2 update

Comment: At the end of Q2 there are no outstanding Internal Audit actions for this service area.

Complaints – Q2 update

Q2 19-20 Environmental Services - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	11	10	10	7	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	10	10	6	7	6	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	90.91%	100.00%	60.00%	100.00%	85.71%	95.00%

Q2 19-20 Environmental Services - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	3	3	2	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	6	2	3	2	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	66.67%	100.00%	100.00%	100.00%	95.00%

Comment: One Level 1 complaint was more complex and required more detailed investigation. Complainant was advised of the need for more time to investigate it fully.

Finance – Q2 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Environment				
Expenditure	8,344	(54)	-1%	Favourable
Income	(7,282)	(126)	2%	Favourable
Environment Total	1,062	(180)	-17%	Favourable

Comment: There have been savings in a number of areas of expenditure including business rates on car parks and staffing but increases in other areas linked to air quality monitoring and street cleaning. Income from car parking and food safety re-inspections is above projections but income from pest control and stray dogs has seen a small decline this year so far.

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 – Q2 2019/20

Q2 Head of Service summary:

The mobilisation for the new grounds maintenance contract with Continental Landscapes continues to move smoothly with a start date of 1 November. As part of this complex process we are working closely with our Towns & Parishes, looking to transfer land assets for them to manage locally. The Team have continued to perform well and we received highly sought after external recognition for the work of Countryside and Parks Team this quarter gaining 8 Green Flags, In Bloom Awards and our first Heritage Award for Farnham Park.

The Leisure service saw over 850 people take advantage of our skate and Xplorer events over the summer holidays. In addition over 3,000 older people attended sessions at our leisure centres and another 2,000 visited our specialist health prevention and rehabilitation services, all delivered by our contractor Places Leisure. We've also launched two new activities 'Breeze' women cycling and walking football to increase participation.

The Brightwells scheme is beginning to gather pace with four cranes now in position, all groundworks, including the basement for the car parking, has been completed and buildings such as the car park and retail shells starting to emerge above ground level. Community engagement has continued throughout this quarter through face to face meetings, email and through the website keeping neighbours and the public up to date with progress.

Careline welcomed another 89 new clients and carried out 300 maintenance visits to ensure customers continue to have an effective monitoring system; the visits also serve to offer support to some of our more vulnerable residents. The new IT system is still bedding in, however, the team are beginning to see the efficiencies on the front line.

Waverley Training Services had the highest number of apprenticeship graduates in Surrey this quarter who attended the graduation service with the Mayor at Guildford Cathedral on the 27 September, a very proud day for all involved.

The Memorial Hall hosted several weddings and a 30th anniversary for a local couple who had held their wedding reception at the Memorial Hall in 1989.

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q2

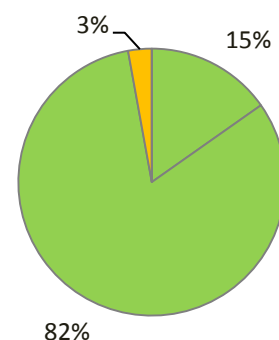
Comment: A good performance from all teams. The implementation of a new IT system in the Building Control Team still impacts on the reporting capabilities therefore no data submission was possible in this quarter (C4).

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	462,103	473,507	502,964	506,862	459,216	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	4,007	6,112	6,559	5,886	5,570	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	93.5%	98.7%	80.0%	Data not available	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	1,925	1,928	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	6,216	5,444	5,308	5,041	4,953	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100.0%	100.0%	100.0%	100.0%	100.0%	90.0
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	81.0%	82.1%	76.2%	78.6%	78.4%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	78.0%	70.0%	69.0%	70.7%	75.7%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	22	19	26	29	24	Data only

Service Plans - Actions Status Q2

Q2 Commercial Service Plans 2019/2022

Total	100%	105
Completed	15%	16
On track	82%	86
Off track - action taken / in hand	3%	3
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: The majority of Service Plans actions are progressing well on track for completion. The list of all completed and overdue actions can be found in the table below.

Outstanding Service Plan Actions 2019/2022

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
Outcome 1.	Culture contributes to the wellbeing of all our communities					
CS1.1	Work with local authority partners and Public Health to shape and deliver a major county-wide arts programme aimed at improving mental wellbeing.	30/09/19	Community Development Officer - Arts (CH)	Completed	N/A	

Outcome 3. Children and young people are able to learn new skills through cultural participation						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS3.1	Support the development and touring of "DIG" a new theatre piece for babies.	30/06/19	Community Development Officer - Arts (CH)	Completed	N/A	
Outcome 9. The profile of the Parks & Countryside service is raised						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS9.1	Obtain external recognition for identified sites around the Borough.	30/07/19	Green Spaces Manager (ML)	Completed	N/A	Achieved recognition through In Bloom. Received 8 Green Flags and our first Heritage award for Farnham Park.
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						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS19.1	Obtain enough external grant funding to supplement project's identified budget.	30/03/19	Green Spaces Manager (ML)	Off track – action taken / in hand	30/3/20	Unsuccessful in a LEP funding application currently awaiting the outcome of lottery bid where we are through to the second stage.
Outcome 28. Maximisation and sustainability of key existing events/projects						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS28.2	Effective management and increased participation of Surrey Youth Games training and event weekend	Annually in July	Leisure Development Officer (ED)	Completed	N/A	
Outcome 30. Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS30.3	Agree Project Plan for delivery	31/01/19	Leisure Contracts Manager (TM)	Completed	N/A	
CS30.5	Procure and appoint external building contractor/s to construct	31/05/19	Leisure Contracts Manager (TM)	Off track – action taken / in hand	31/1/20	Confirming business case in line with approval before progressing to procurement stage.

Outcome 34.	Building Control & Street Naming will be electronic achieving efficiencies in process and customer service					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
P34.1	Implement agile working for Building Control	01/10/19	Business Manager (Building Control) (JC)	Off track – action taken / in hand	31/1/20	Implementation of desktop provision has been difficult delaying the potential to introduce agile working. Project Plans will be reviewed later this year.

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	Completed	31/08/19	The negotiations have now been completed with an improved offer for the Council which also reduces risk exposure. This has now been agreed by both parties.

Internal Audit - Actions Status Q2

Comment: The only remaining outstanding element is the new sub-contractor contracts. These have needed to be adjusted to reflect unforeseen changes in funding requirements confirmed in September. The team are working with our legal team to complete this element in the next quarter.

Complaints Q2

Q2 19-20 Commercial Services - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	4	1	1	4	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	1	1	3	5	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%	75.00%	71.43%	95.00%

Q2 19-20 Commercial Services - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 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: Two complaints required some additional investigation to complete taking them beyond the deadline, they were resolved satisfactorily and did not progress to a level 2 complaint.

Finance – Q2 update

General Fund Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	8,185	(38)	0%	Favourable
Income	(6,760)	86	-1%	Adverse
Commercial Total	1,425	48	3%	Adverse

Comment: This adverse income position relates to the Gostrey Centre rental being absorbed by the Memorial Hall and the realignment of the Housing payment to Careline. The Service is working hard to close this financial gap over the remaining months.

5. Service Dashboard – Housing Delivery & Communities

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

Key Successes & Lessons Learnt, Areas of Concern – Q2 2019/2020

Head of Service summary: Q2

Communities

In August the Safer Waverley Partnership (SWP) was notified that Waverley's sixth domestic homicide since 2011 had taken place and therefore a Domestic Homicide Review (DHR) has been triggered. The SWP Executive is discussing the process of conducting the review.

West Surrey Mapping Offenders, Locations and Trends (MOLT) meetings are attended on a quarterly basis by Waverley officers. A cross border meeting has been held involving secondary schools in Haslemere, Liphook and Midhurst to look at how intelligence can be shared and how joint working can be achieved to disrupt crime and criminal behaviour. A second meeting is planned for later in the autumn and Community Safety Officers from Waverley and Chichester are working together on terms of reference and information sharing agreements. This is particularly relevant as youth anti-social behaviour (ASB) is a major challenge to the SWP and increasingly features on the agendas of the working groups that sit under the SWP. The SWP Joint Action Group has set up a separate Youth ASB Task and Finish Group to concentrate on the issues facing the Borough.

As a result of the Annual Review Meetings that have now taken place with the 12 local organisations that the Council helps to fund through Service Level Agreements, we have engaged Voluntary Action South West Surrey to carry out Organisational Health Checks on each organisation. These Checks will be comprehensive and robust, and will feed into the review of which voluntary organisations the Council might fund at the end of the SLA period in 2021, and how that funding can best be used.

Housing Delivery

The major regeneration project at Ockford Ridge continues to make good progress. The first of the 37 homes on Site A are due to be handed over in spring 2020. The contractor is hard at work on phases 2 and 3 of the refurbishment programme, with work due to complete in March 2020.

The Council has entered into a contract with CALA Homes to acquire five new homes on the site at Amlets Lane in Cranleigh. Progress on site is good with the two shared ownership homes due to be handed over in December 2019 and rented homes in the New Year.

Planning applications are in the final stages of preparation for three sites in Chiddingfold (total 25 homes) and Churt (total 16 homes).

The Housing Strategy 2018-2023 first Annual Progress Review was presented to Management Board and then to the Housing Overview and Scrutiny Committee in September. It is essential to continually refresh the Strategy and new objectives included as we move forward. The Climate Change Emergency is a very good example of how Strategies have to adapt to meet new challenges and opportunities that arise, and will feature significantly as the Strategy is revised.

The draft Affordable Housing Supplementary Planning Document went out for consultation between July and September 2019. Work continues on reviewing the document in light of the

consultation. The adopted document will give clear and detailed guidance to planning officers, developers and affordable housing delivery partners on the delivery of affordable housing in the Borough. An All-Member Briefing on affordable housing and viability took place in July. It was well attended with lively discussion underpinned by a strong desire within the Chamber to deliver affordable homes and meet the challenges around delivery.

Four events were held across the Borough during August to celebrate 100 years of council housing. The events featured a timeline of council housing through the decades and provided the opportunity for residents to share memories, stories and their own housing aspirations. The event also promoted a range of health and well-being initiatives. The events were warmly received by tenants and resulted in two positive local paper articles about council housing. Information was also shared through the Council's social media channels.

A joint event with the Chartered Institute of Housing is scheduled for early October to celebrate 100 years of council housing and promote professionalism.

A successful event was held in the Borough Hall in September to promote shared ownership. Several Housing Associations were represented as well as our own Development Team.

The Private Sector Housing Team is currently reviewing its structure and it is anticipated that the team will be strengthened to facilitate an increasing number of disabled facilities grants, which are given to enable residents to stay in their own homes. Waverley's Handyperson Service has joined up with the 'Hoppa' bus company to introduce the 'Safe and Settled' Scheme, for those returning from hospital to be provided with necessary small adaptations to enable them to settle back.

The Council held its annual Homelessness Forum recently, and partner organisations were well represented as well as Council officers and local members. A representative from MHCLG gave a presentation and commended the Council on its excellent homelessness prevention work. The highlight was Lisa's testimony. Lisa fell on very hard times having lost a good job and experiencing relationship breakdown through domestic abuse. The Council's homelessness officers worked closely with Lisa, supporting her into accommodation owned and managed by a partner housing association, where Waverley funds bed spaces. It was a powerful example of how the Council prevents homelessness and works effectively with partners.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	0	1	1	0	0	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	33	69	153	62	0	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	17	21	59	0	13	Data only
HD4	Number of affordable homes delivered (gross) (Data only - higher outturn is better)	No.	40	8	53	11	31	Data only

Comment: Details on affordable homes delivered (HD4) in Q2 were listed below:

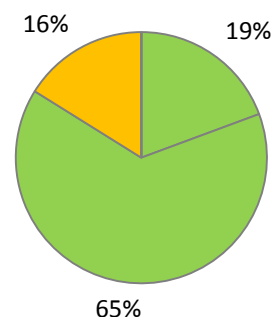
HD4 Number of affordable homes delivered (gross) during Q2:

- 3 x 3b affordable rents completed 02.08.19 by Clarion at Rowan Grove (Elmbridge Road) Cranleigh= Housing Association
- 6 x affordable rents (4 x 1b/ 2 x 2b) and 3 x SO (2 x 1b/ 1 x 2b) completed June/ July 2019 by Aster at Acacia Gardens (Little Meadow) Cranleigh= Housing Association
- 9 x shared ownership (5 x 3b/ 4 x 2b) completed on 24.06.19 by Aster at Marjoram Avenue (Little Acres) Badshot Lea = Housing Association
- 5 x shared ownership (2 x 1b/ 3 x 2b) completed on 08.08.19 by Aster at Marjoram Avenue (Little Acres) Badshot Lea= Housing Association
- 5 x 1b Affordable rents completed on 25.07.19 by VIVID at Skylark Place, Farnham = Housing Association

Service Plans - Actions Status

Q2 Housing Strategy & Delivery Service Plan 2019/2022

Total	100%	31
Completed	19%	6
On track	65%	20
Off track - action taken / in hand	16%	5
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: The majority of service plans are progressing on track for completion at the end of second quarter. The details of the outstanding actions are listed below.

Outstanding Service Plan Actions 2019/2020

Project Business as usual

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
Outcome 1.	The Ageing Well Strategy (2015 - 18) and Action Plan is reviewed to reflect current needs and priorities					
HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities	30/09/19	Community Services Manager/ Community Partnerships Officer (KW)	Off track - action taken	31/03/20	Commencement of this project has been postponed due to temporary resource shortages. The new start and finish dates have been agreed by the organisation and the Chairman of the CW O&S (Jan 2020 – March 2020).
HDC1.2	Updated Action and Implementation Plan	30/09/19	Community Services Manager/ Community Partnerships Officer (KW)	Off track - action taken	31/03/20	As per the above
Outcome 8	Prevent homelessness and provide housing advice and assistance for all households in need: Housing Strategy: Objective 2: Optimise Social and Economic Wellbeing					
HDC8.2	Carry out a review of the Housing Options and Homechoice Team and make a recommendation on the structure and size of the team going forward, including commentary on the budget implications.	30/09/19	Housing Needs Manager/Housing Options Manager (MR)	Off track - action taken	30/11/19	Review almost complete: final staffing structure to be formerly agreed. Delay in part by the review forming part of the Business transformation Project and therefore regular meetings with Strategic Director, Business Transformation and Finance Officers have needed to take place. This has resulted in a more thorough review, resulting in cost savings.
Outcome 12	Improving the customer experience					

HDC12.1	Implement the digital transformation strategy to increase range of means to access services: * Develop and deliver at least three initiatives with Housing Service Managers * Increase in online transactions * Reduction in phone calls – work with the Housing Customer Manager to establish a baseline by July 2019 and set target. * System to monitor satisfaction with online services	30/09/19	Service Improvement Manager (AH)	Off track - action taken	31/12/19	Full project deferred to be incorporated with Business Transformation Programme. However, increased range of online forms for customers, developed mobile working solutions for housing management and increased take up of myaccount. Promotion of reporting repairs online and developing baseline data.
---------	--	----------	----------------------------------	---------------------------------	----------	--

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	31/12/19	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 through the Committee process by the end of December 2019. The team has discharged the Council's statutory obligations under the Act: Civil Penalties and Rent Repayment Orders; Banning Orders and contribution to national Rogue Landlord Register.

Internal Audit - Actions Status Q2

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

Complaints – Q2 update

Q2 19-20 Housing Delivery and Communities - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	6	2	5	1	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	2	5	1	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	66.67%	100.00%	100.00%	100.00%	100.00%	95.00%

Q2 19-20 Housing Delivery and Communities - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	0	1	5	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	0	1	4	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	N/A	100.00%	80.00%	100.00%	95.00%

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

Finance – Q2 update

General Fund Account				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	1,651	(8)	0%	Favourable
Income	(370)	8	-2%	Adverse
Housing Delivery & Communities Total	1,281	0	0%	-

Comment: All services are currently working within budget with tight controls by each budget holder. Recovery of debt on rent deposit loans is currently being intensified, with staff resources directed to increase levels of repayment.

Housing Revenue Account				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	1,400	(58)	-4%	Favourable
Income	(37)	0	0%	-
Housing Delivery & Communities Total	1,363	(58)	-4%	Favourable

Comment: Effective budget management in place; Housing Finance Manager working with Development Officers to ensure control of individual scheme budgets.

6. Service Dashboard – Housing Operations

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

Key Successes & Lessons Learnt, Areas of Concern – Q2 2019/2020

Head of Service summary: Q2

- During Quarter Two the team enjoyed a summer break and predominately focused on business as usual. Working on service delivery, contract management and maximising income.
- Recruitment over the summer had mixed results. The Compliance Manager and Recharge Officer permanent posts remain vacant however a temporary resource has been confirmed. Laura Dillon was successfully appointed to the Tenancy and Estate Manager role in September. This internal promotion demonstrates our staff development and talent management programme.
- The joint housing team arranged an introductory session for the new Housing Overview and Scrutiny Committee with information on Housing Revenue Account, new homes development plan and national context of the housing landscape.
- The Tenancy and Estates team worked closely with the Police to be awarded a closure order on a home in the borough. The team supported residents through the process collecting evidence and advising the community.
- The team were invited to an internal Orchard (housing management database supplier) conference to hear first-hand about Orchard's vision, new products and roadmap. They were able to see what the future of work could look like.
- The performance of the Rents Team in relation to income collection remains excellent. They continue to effectively manage the small number of tenants claiming Universal Credit.
- The property service team continue to monitor and report on the non-pneumophila legionella bacteria issue at one of our senior living accommodations. 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.
- The team also supported the celebrating 100 years of Council Housing events. A number of the team attended the events meeting tenants and promoting services.
- The Head of Housing Operations welcomed the invitation to speak at the Tenants Panel AGM in September. Delivering a 'helping us to help you' presentation he covered a range of topics including promoting online services, reporting estate issues, the future expansion of the tenancy and estates team and rent increase next year.

Hugh Wagstaff, Head of Housing Operations

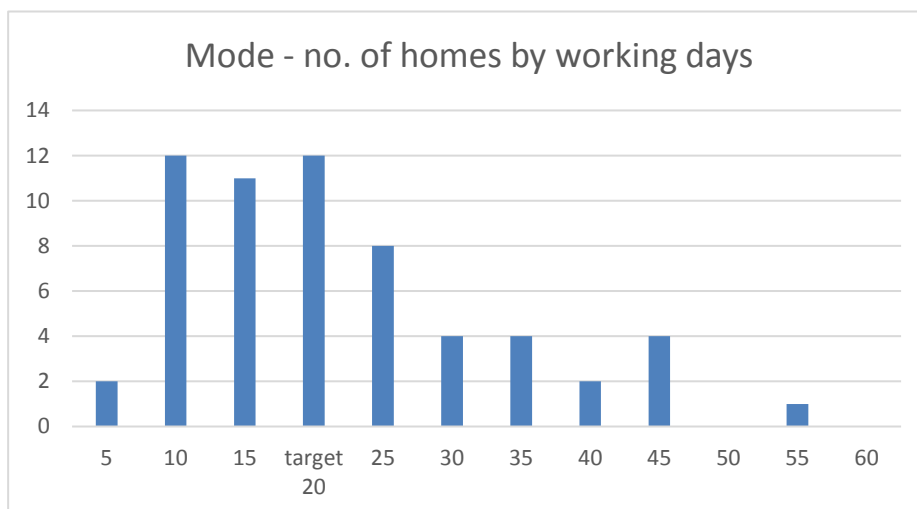
Performance Indicators Status

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 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%	0.66%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	16	21	20.0	27	22	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)	%	93.0%	89.0%	90.0%	90.6%	92.0%	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	76.0%	78.0	74.0%	84.6%	80.0%	78.0%

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. There has been an improvement in performance as the contracts become established. The team are working closer to target.

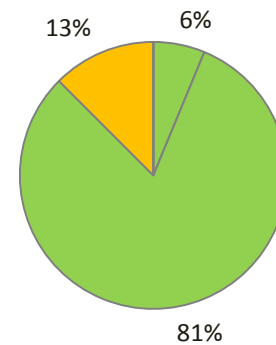
60 homes were relet in Q2 with an average of 22 working days. The performance has improved with 62% of homes let within target in the quarter. The mode performance demonstrates that only five homes took more than eight working weeks. As the backlog is cleared and processes embedded the team are optimistic to further improve performance over Q3.



Service Plan - Actions Status Q2

Q2 Housing Operations Service Plans 2019/2022

Total	100%	16
Completed	6%	1
On track	81%	13
Off track - action taken / in hand	13%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of the second quarter, the majority of service plan actions are progressing on track for completion, with exceptions listed below.

New dates have been set for the value for money strategy as background information is collected and actions implemented. The service standards review has been deferred for recruitment.

Outstanding Service Plans Actions 2019/2022

Business as usual	Project
-------------------	---------

Outcome 1.	The service is financially robust with at least £2m reserve					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
HO1.3	Develop value for money strategy to ensure optimal benefit is derived from resources and assets	01/10/19	Housing Finance Manager	Off track - action taken	01/10/20	Practical actions have been taken to ensure value for money but the written strategy has not been completed.

Outcome 5.	The customer experience will be improved by meeting and exceeding satisfaction targets annually					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
HO5.3	Develop programme to review service standards to ensure continuous improvement and set expectations	01/10/19	Service Improvement Manager (AH)	Off track - action taken	31/1/20	Recruitment of staff successful. Team will be in place to implement actions required.

Internal Audit - Actions Status Q2

Comment:

The outstanding internal audit action concerns establishment of new indicators to monitor performance of our suppliers, and will be completed at the end of November. Suite of asbestos KPIs have been developed to be formally agreed at the October contract meeting. Suite of water management KPIs have been developed to be formally agreed at the November contract meeting.

Complaints Q2

Q2 19-20 Housing Operations - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	19	33	38	21	25	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	14	28	31	11	15	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	73.68%	84.85%	81.58%	52.38%	60.00%	95.00%

Q2 19-20 Housing Operations - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	9	8	13	5	6	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	9	8	13	4	6	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%	80.00%	100.00%	95.00%

Comment: The majority of complaints relate to the repairs and voids contract. Officers are working with the contractor to improve performance to reduce the level of complaints. All complaints are taken seriously and actions to resolve complaints are taken in a timely manner. Officers are falling short in writing to complainants within the time target - resources have been redirected to improve performance in this area.

A 2018/19 complaint review paper will be presented to the Customer Service and Value for Money Overview and scrutiny Committee in November. The report provides a summary of complaints across the council, the performance and lessons learnt where applicable. Of the 175 complaints received about housing 46% were upheld or partly upheld (23%).

Finance – Q2 update

General Fund Account				
Services	Approved Budget	Variance	% Variance	Adverse/ Favourable
	£'000	£'000		
Housing Operations				
Expenditure	20	0	0%	-
Income	(20)	0	0%	-
Housing Operations Total	0	0	0%	-

General Fund Comment: No areas for concern.

Housing Revenue Account (HRA)				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	20,831	(493)	-2%	Favourable
Income	(30,321)	493	-2%	Adverse
Housing Operations Total	(9,490)	0	0%	-

Q2 HRA Comment: A full explanation was given in the Q1 report for the shortfall in income. Actions to rectify the situation has led to a £40K reduction in the forecasted shortfall in income (compared to the Q1 forecast). Expenditure has been reduced to offset the income shortfall. It is forecasted that there will be no adverse variance at 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 – Q2 2019/2020

Head of Service summary:

Having brought forward and agreed a corporate Business Transformation Programme in Q1, this quarter we identified the resources required to create a Business Transformation Team and began the recruitment process. We are looking for a Team of three, a Business Transformation Manager and two Business Transformation Officers.

We ran an internal recruitment exercise given the demands and attracted a high quality field. The three candidates, who are on 2 year secondments, will on be in post early in Q3. This will enable us to rapidly accelerate progress and activity of the Business Transformation Programme.

The largest, most cross-cutting and financial significant work-stream is the Customer Services Project. Good progress has been made in Q2 where we launched the procurement process for a Master Data Management solution which will bring our key existing databases together and create a golden record for all customers and properties. The solution was acquired at the end of Q2 and implementation will begin in Q3.

We have also continued to explore the market for the most appropriate Customer Relationship Management tool. We are now very close to finalising our approach and procurement is scheduled for Q3.

Also in the last quarter we have grappled with the challenge of mapping multiple customer journeys which we must complete if we are to maximise automation and determine the most appropriate routes for customer access. We benefitted from a short commission to the Methods Consultancy which has informed our thinking.

The Transformation Programme has, and will continue to, place demands on the capacity of the IT Service and we are very mindful on the impact on the workload of the Team. We will need to give this careful attention and be clear as to what are the priorities for the organisation over the coming 12-24 months.

The future of the Burys is another transformation work-stream and we are working with the relevant portfolios as to where we have got to so far and what are their ambitions and priorities going forward.

Finally, the Godalming Flood Alleviation Scheme effectively concluded in Q2 although the formal opening ceremony did not take place until early in Q3. We are mindful that the Environmental Agency are now looking at a similar project for Guildford and this may have ramifications for Waverley.

David Allum
Head of Business Transformation

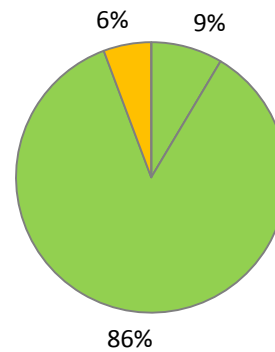
Performance Indicators Status Q2

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

Service Plan - Actions Status Q2

Q2 Business Transformation Service Plan 2019/2022

Total	100%	35
Completed	9%	3
Completed off track	0%	0
On track	86%	30
Off track - action taken / in hand	6%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



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

Outstanding Service Plan action 2019/2020

Business as usual | Project

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
Outcome 12.	Ensure the post and print delivery model is the most cost effective that can be achieved without compromising quality standards					
BT12.1	Comprehensively review all existing external contracts regarding post and printing services and explore alternative delivery models	30/09/19	Support Services Manager (HB)	Off track - action taken	31/03/20	The review is well underway. Procurement will begin and conclude in Q3. We expect new contractual arrangements to be in place by Q4
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	Head of Business Transformation (DA)	Off track - action taken	Q3 2020/2021	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 Member 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 (Part 1 – Building Control Application, (Part 2 – Internal Planning Application).	31/03/19	N/A	Off track - action taken	Q1 2020/20 21	The Building Control system is live and that element of the project is very close to conclusion. We will be moving into Planning later this quarter although we are unlikely to go live before Q4.

Internal Audit - Actions Status at Q2

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

Complaints – Q2 update

Q2 19-20 Business Transformation - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	1	0	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	0.00%	N/A	N/A	N/A	95.00%

Q2 19-20 Business Transformation - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	1	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	1	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	100.00%	N/A	N/A	N/A	95.00%

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

Finance – Q2 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,508	(28)	-1%	Favourable
Income	(383)	(89)	23%	Favourable
Business Transformation Total	3,125	(117)	-4%	Favourable

Comment:

Expenditure's favourable figures are mainly due to a staffing saving. The additional income is mainly from adjustment to rent for The Burys.

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 – Q2 2019/20

Head of Service summary:

Accountancy / Financial management: The team are busy supporting the Budget Strategy Working Group's review of the MTFP and also working with service managers on next years detailed budget. The Exchequer team capacity has been under pressure due to difficulty replacing staff capacity, this has impacted upon the 30 day invoice PI. This has presented an opportunity to further automate invoice processing via an external bureau resulting in a significant budget saving and service resilience.

Benefits and Revenues service: This team is performing well with all operational stats on target.

Budget Strategy Working Group (BWSG): The Value for Money and Customer Services Overview & Scrutiny Committee are 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. They will be reporting the outcome of the Workstream 3 (detailed review of service budgets) to the November scrutiny committee.

Asset management team: Letting of Wey Court has been challenging and work is still underway to sign up prospective tenants. This is impacting upon budget performance and can be seen in the financial section. Sourcing new investments has also been challenging, there are some investment opportunities now coming through to be considered by the recently re-constituted Investment Advisory Board.

Peter Vickers, Head of Finance and Property

Performance Indicators Status Q2

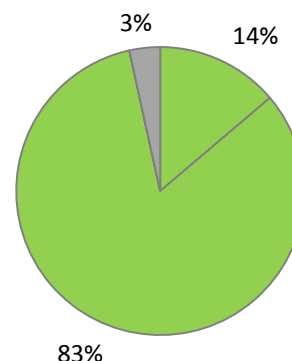
KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	13	13	11.4	12	18	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	7	7	6	4	7	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	58.1	86.2	98.7	29.7	57.7	49.5
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	51.0	74.7	98.0	27.6	51.7	49.5
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	90.0	95.5	99.0	98.4	77.0	99.0

Comment: A good performance from the teams in the second quarter, with majority of indicators performing on target. The performance for the indicator F3 was impacted by staff vacancies in a small team, which affected the overall percentage of invoices paid in Q2. The situation has presented an opportunity to bring forward a plan to automate the service via accessing an external bureau who use electronic document reading functionality that would not be cost effective to procure directly due to our low volume (17k invoices per year). This will also provide service resilience and a significant budget saving.

Service Plans - Actions Status Q2

Q2 Finance Service Plan Actions 2019/2022

Total	100%	29
Completed	14%	4
On track	83%	24
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	3%	1



Comment: At the end of quarter two the majority of service plan actions are progressing on track for completion. A handful of actions require additional time to complete, and these are listed below.

Outstanding actions from 2019/20 Service Plan

Business as usual	Project
--------------------------	----------------

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
Outcome 6.	An effective process is in place to ensure the Council has a balanced General Fund annual budget and robust Medium Term Financial Plan.					
F6.2	Review previous year annual outturn against current year performance and future budget requirements with Heads of Service.	31/07/19	Head of Finance (PV)	Completed	N/A	Review is completed, being assisted by the Budget Strategy working group. Executive reviewed a first draft of the updated MTFP in September. 2020/21 Budget process is timetabled and on track.
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	Head of Finance (PV)	No longer relevant	N/A	Since the council decision was taken, legal advice has been obtained on the necessity and purpose of a company. Indications are that this is not necessary in most activities. In the event a company is needed, this will be set up on the basis of an informed business case with specific purpose.

Internal Audit - Actions Status Q2

Comment: Financial Regulations are currently being updated alongside the Contract Procedure Rules. These documents will be taken to the November Audit Committee.

Complaints Q2

Q2 19-20 Finance - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	7	5	8	3	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	5	5	7	3	6	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	71.43%	100.00%	87.50%	100.00%	85.71%	95.00%

Q2 19-20 Finance - Level 2 escalations

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

Comment: In the second quarter one complaint at level one has taken longer to resolve due to its complex nature.

Finance– Q2 update

General Fund Account					
Services	Approved Budget '000	Budget '000	Variance '000	% Variance	Adverse/ Favourable
Finance & Property					
Expenditure	33,052		67	0%	Adverse
Income	(31,321)		310	-1%	Adverse
Offset transfer from void provision	0		(381)		-
Finance & Property Total	1,731		(4)	0%	Favourable

Comment: An investment property purchased to preserve office space in the borough is proving hard to let, this was anticipated and mitigated by a provision. No new investment properties have been acquired this year, however, the search is still ongoing.

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 – Q2 2019/2020

Head of Service quarterly feedback:

Q2 was busy for all teams within the Policy and Governance service. Amongst a range of other matters, the following were progressed during the quarter:

- Completion of the scheduled programme of town and parish council code of conduct development workshops;
- Establishment of and research advice to an informal working group to undertake a comprehensive review of the Council's corporate governance
- Second cycle of Overview and Scrutiny committee meetings including work planning
- Preparing reports for and supporting meetings of the Executive and Full Council, leading to, amongst other things, the adoption of a new corporate strategy and the declaration of a climate emergency
- Design and delivery of project development planning workshops for staff
- A programme of activities to promote and support health and wellbeing amongst staff
- The finalisation of a customer services strategy for Waverley
- Making arrangements for the first Waverley Executive Listening Panel
- Budget review and service planning activity, including identification of 5% budget savings and engagement with the Budget Strategy Working Group process
- Appointment of an interim Electoral Services Manager
- Discussions and project planning with the Local Government Boundary Commission in respect of a future review
- Commencement of the Annual Canvass of Electors
- Final drafting work on a new Communications and Engagement Strategy
- Establishment of a project to upgrade the Council's website to ensure it is fit-for-purpose and meets new statutory national accessibility standards
- Commissioning of a range of learning and development activities for staff, including senior management team development workshops
- Provision of high quality legal, communications, policy, democratic and HR support across a range of corporate priorities including in relation to the Council's essential business transformation programme.
- The Council is able to use covert surveillance powers under the Regulation of Investigatory Powers Act (RIPA) as part of criminal investigations, only in rare exceptional circumstances and subject to statutory controls and guidance. The Council is inspected on a circa-3-yearly basis by the Investigatory Powers Commissioner's Office. Since the date of the IPCO's last inspection in September 2016, when the Council received a positive report regarding its oversight, management and use of its RIPA powers, the Council has not conducted any covert surveillance operations under the Act. A round of staff refresher training sessions is currently being prepared.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q2

Comment: Short and Long Term sickness absence (HR2) remains off target at the end of second quarter. Both the Council's Senior Management Team and the Value for Money and Customer Service Overview and Scrutiny Committee have committed to allocating agenda time to exploring the underlying reasons and data for this trend in more detail.

The corporate indicator PG2a, which monitors an average response rate to Level 1 complaints across all service areas is still off target. The underperformance concerns the following areas: Commercial Services (71%), Environment (86%), Finance and Property (86%), Housing Operations (60%), Planning and Economic Development (70%). Further details will be provided in stand-alone reports presented at the November Value for Money and Customer Service O&S Committee meeting ("Annual review of Complaints received by Waverley in 2018/2019" and "Annual Letter from the Local Government Ombudsman").

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	21.0	21.5	18.4	17.8	18.9	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.5	6.6	6.9	7.0	6.8	6.52
	ref. HR2 - Short term Sickness Absence	Days	3.5	3.2	3.2	3.1	3.0	6.52
	ref. HR2 - Long term Sickness Absence		3.0	3.5	3.7	3.9	3.8	
PG1a	The number of complaints received - Level 1 (data only)	No.	57	63	82	57	68	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	24	18	25	20	25	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	87.65%	79.40%	84.00%	87.24%	81.84%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	100.0%	88.9%	100.0%	94.0%	98.2%	95.0%

A 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.

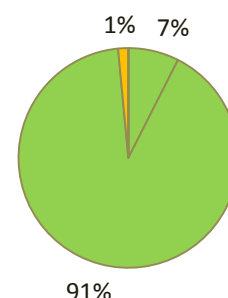
Waverley's complaints escalation process:

- Level 1 – investigated by the appropriate manager or team leader, with a detailed response within 10 working days.
- Level 2 – if the response received to Level 1 isn't satisfactory, a complaint can be escalated to Level 2 where it will be reviewed by a Head of Service and the Corporate Complaints Officer (independent from services).
- Ombudsman – if Level 2 response still isn't satisfactory, the matter can be escalated to an external independent review body (Ombudsman).

Service Plans - Actions Status Q2

Q2 P&Gov Service Plans 2019/22

Total	100%	67
Completed	7%	5
On track	91%	61
Off track - action taken / in hand	1%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: The majority of service plan actions are progressing on track for completion. The list of all actions completed in quarter two and those still overdue can be found in the table below.

Outstanding Actions from Service Plans 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
Outcome 7.	The Council functions properly, with high standards of governance and ethical conduct					
PG 7.5	Appoint and consult as appropriate Independent Persons to the Council Manage appointment of Independent Persons as part of Surrey Authorities Independent Persons consortium.	31/07/19	Democratic Services Manager (FC)	Complete	N/A	Completed
PG 7.6	Keep all registers of interest up to date Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded following the May 2019 elections.	30/06/19	Democratic Services Manager (FC)	Complete	31/10/2019	Completed

Outstanding Actions from Service Plans 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
SP18/19PG2.1	Increase levels of community engagement, including participatory budgeting:	31/12/18	Communications & Engagement Manager	Complete	31/10/19	Completed
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	Complete, subject to final approval by Full Council in Q3

Internal Audit - Actions Status Q2

Comment: There were no outstanding internal audit actions at the end of second quarter.

Complaints Q2

Q2 19-20 Policy and Governance - Level 1 Complaints

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

	responded to against the 10 working days target)							
--	--	--	--	--	--	--	--	--

Q2 19-20		Policy and Governance - Level 2 escalations							
KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target	
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	1	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	0.00%	95.00%	

Comment: In the second quarter one complaint was escalated to Level 2 and due to its complexity took a bit longer to resolve. One complaint was escalated to the Ombudsman, but was not upheld.

Finance – Q2 update

General Fund Account					
Services	Approved Budget '000	Budget '000	Variance '000	% Variance	Adverse/ Favourable
Policy & Governance					
Expenditure	3,713		(80)	-2%	Favourable
Income	(886)		21	-2%	Adverse
Policy & Governance Total	2,827		(59)	-2%	Favourable

Comment: The service is projected to deliver a small budget underspend in 2019/20.

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE

19 NOVEMBER 2019

Title:

CULTURAL STRATEGY ACTION PLAN UPDATE

[Portfolio Holder: CLLR BEAMAN]

[Wards Affected: ALL]

Summary and purpose:

In 2017 the Council adopted a ten year, borough-wide Cultural Strategy and an associated Action Plan for the period 2017-19

This report invites Members to note the outputs of the current Action Plan (Annex 1) and to agree to the consultation process set out in this report, which supports the development of a new Action Plan.

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

This report contributes to the delivery of the Council's Corporate Strategy for 2019-2023 in the following ways:

- The provision of high quality public services accessible for all, including arts, culture and open spaces.
- Supporting small local businesses and a thriving local economy.
- Supporting place-shaping and community engagement.
- Providing opportunities for young people.

Equality and Diversity Implications:

The Cultural Strategy and Action Plan prioritise cultural projects and programmes that contribute to the wellbeing of all our communities regardless of income, wealth, age, disability, race, gender or sexual orientation.

Financial Implications:

The Cultural Strategy Action Plan is resourced from budgets already identified for cultural services within the Council's budget book.

In addition, the Council will seek to maximise investment in culture by using the strategy to build new relationships with national funding bodies. Where new development is planned in the Borough, the council will also harness the opportunities of CIL to enable culture to play a meaningful role in creative place making and community development.

Legal Implications:

There are no legal implications associated with this report. Cultural Services are discretionary services provided by the Council and therefore there are no specific statutory requirements that need to be met in relation to their provision

1. Background

- 1.1 In March 2017, the Council adopted an ambitious ten year Cultural Strategy that encompasses cultural provision and physical infrastructure across the Borough. The evidence base supporting the strategy included a mapping of arts providers, audience segmentation by area, a household survey utilising the citizen's panel, a review of policy and funding and extensive consultation with partners and stakeholders. The consultation process concluded with a cultural stakeholder workshop, which played a pivotal role in shaping the priorities and goals of the 2017 –19 Action Plan.
- 1.2 The 2017-19 Action Plan was developed around three key priorities and a number of inter-related goals. These are as follows:

Priority 1: Culture contributes to the wellbeing of all our communities

Goal 1. Children and young people are able to learn new skills through cultural participation.

Goal 2. Older adults have the opportunity to participate in cultural activity.

Goal 3. Everyone feels welcome and supported when visiting cultural spaces or taking part in cultural activity.

Goal 4. People are able to see and make more art within their own communities.

Priority 2: Culture contributes to the quality of life of the communities of Waverley as places to live and work

Goal 5. Creative graduates and emerging artists can access support in the early stages of their career development.

Goal 6. Culture contributes to the development of distinctive places and provides opportunities for community participation.

Goal 7. Culture enhances the attractiveness and vitality of the town centres and attracts visitors to the Borough.

Priority 3: The cultural sector is thriving and plays a key role in delivering community priorities

Goal 8. The Council's cultural assets are managed effectively.

Goal 9. Culture delivers a maximum return on public investment through partnership, leverage and income generation.

Goal 10. Cultural organisations understand and support the communities they serve.

Goal 11. All residents are able to enjoy a strong local cultural offer.

- 1.3 The Action Plan is a dynamic component of the Cultural Strategy, which has partnership working at its core. While the Council continues to use its leadership and resources to drive the delivery of the actions, the outputs are largely attributed to the artists and arts organisations in the Borough with whom the Council works with and supports.
- 1.4 Annex 1 shows the outputs of the 2017-19 Action Plan to date.

2. Refreshing the Cultural Strategy Action Plan

- 2.1 Since writing the current Action Plan in 2017 the internal and external operating environment has changed. Officers therefore feel that now would be a good time

to refresh the document to ensure its aims and objectives are relevant and consistent with the Council's current direction.

- 2.2 Following the local elections in May 2019 a number of new Councillors have joined the authority and are coalescing around the delivery of a new Corporate Strategy for 2019-2023. Refreshing the Action Plan affords the opportunity to plan cultural delivery in alignment with the Corporate Strategy. This will ensure that the values of access for all, sustainability and inclusivity are supported and that new ideas around young people, supporting small local businesses and the environment are given space to develop. These new ambitions will sit alongside actions that continue to promote the role arts and heritage play in place making and improving the health and wellbeing of Waverley residents.
- 2.3 In December 2019, the Arts Council England will announce its new ten year strategy for 2020-2030. The draft strategy centres on three key outcomes; creative people, cultural communities and a creative and cultural country. There is a shift away from the previous strategy 'Great Art for Everyone' which placed the emphasis on quality and excellence, to 'Great Art with Everyone', which is about ensuring everyone has the opportunity to develop their own creativity and can access culture in its broadest sense throughout their lives. This subtle change in direction appreciates that in order for the arts to be accessible and relevant to peoples' lives, the barriers between publicly funded arts and the amateur, voluntary and commercial sectors need to be diminished. It supports a more collaborative approach where local cultural partners such as museums, libraries and arts organisations work more closely together to better meet the needs and interests of their communities. In addition to supporting and celebrating everyday creativity, the draft strategy continues to advocate the important role the arts play in reducing loneliness, improving health and wellbeing, supporting older people to be active and helping to build and sustain thriving communities. The strategy also pledges to provide more funding for creative activities aimed at young people and young children and their families.
- 2.4 The health and wellbeing context has evolved since writing the current Action Plan. Several projects received investment from the Personalisation Prevention and Partnership Fund, which was allocated to districts and boroughs by Surrey County Council from the Better Care Fund. This funding has now ended so inevitably there will be a challenge to maintain the breadth of health and wellbeing activity within the current action plan.
- 2.5 The Council is in the process of reviewing its Health and Wellbeing and Ageing Well strategies. This follows the introduction of the Integrated Care Partnership, in which the Council is a core partner and the publication of Surrey's Joint Health and Wellbeing Strategy for 2020-2030. The Cultural Strategy Action Plan will be developed to reflect new priorities and ways of working within a health and wellbeing context.
- 2.6 Surrey County Council is facing huge economic challenges. As a result it is currently consulting on a transformation strategy for the delivery of library and cultural services across the County. It is not yet known what this means for cultural services delivered by the County in the Borough of Waverley, however indications suggest that proposals are being considered at a local level on a case by case basis.

3. Cultural Stakeholders Workshop

- 3.1 Officers propose to invite Elected Members of the Council and cultural providers in the Borough to a stakeholder workshop scheduled for January 2020. The purpose of the workshop will be to report the outputs of the 2017-19 Action Plan, to consult on new and emerging priorities and to begin the process of shaping a new Action Plan for 2020-2023 in alignment with the Council's Corporate Strategy.
- 3.2 A report setting out the new Action Plan will be presented to the Community Wellbeing Overview and Scrutiny Committee for comment at its meeting in March 2020 and subsequently for approval by the Executive.

4. Conclusion

- 4.1 The Cultural Strategy Action Plan is reaching the end of its current lifecycle and much has happened since its adoption in 2017. The Borough Elections, a new Corporate Strategy and the Medium Term Financial Strategy have affected the overall direction of the Council. While at the same time, Surrey County Council is consulting on a transformation strategy for the libraries and cultural services in the county, Arts Council England is shortly to announce a ten year strategy for 2020-2030, and the health and wellbeing landscape is evolving and working in new ways to meet the needs of the local population. There will undoubtedly have been developments within the borough's cultural sector too.
- 4.2 Taking these changes into account, Officers would like to take the opportunity to report the successes of the current Action Plan to the Overview and Scrutiny Committee and involve Members in the consultation process to renew the document.

Recommendation

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

1. Notes the outputs delivered in the existing Cultural Strategy Action Plan.
2. Agrees to the initiation of a consultation process to refresh the Action Plan for the next three years.

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: Charlotte Hall

Telephone: 01483 523390

E-mail: Charlotte.hall@waverley.gov.uk

PRIORITY 1: CULTURE CONTRIBUTES TO THE WELLBEING OF ALL OUR COMMUNITIES

Goal 1: Children and young people are able to learn new skills through cultural participation

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success	April 2017 – October 2019	Funding Sources
1.1	Children and young people are able to access high quality theatre at an affordable price	<p>Enable more 5-7 year olds to experience theatre within their schools</p> <p>Encourage Farnham Maltings to enable more children and young people to experience theatre through their school delivery programme</p>	<p>WBC</p> <p>Theatre companies</p> <p>schools</p> <p>Farnham Maltings</p> <p>Artswork</p> <p>Arts Council England</p>	<p>Number of primary schools booking theatre</p> <p>number of children and young people:</p> <ul style="list-style-type: none"> -attending theatre at Farnham Maltings -achieving Arts Award -attending youth theatres 	<p>Approximately 2500 Waverley school children attend Pied Piper Theatre performances per annum.</p> <p>Over 700 children and caregivers have attended theatre created for children at Cranleigh Arts Centre.</p> <p>Farnham Maltings Provide a rich offering for babies, children, new mums and families. Over 5000 people attended activities for children and their families in 2018/19.</p> <p>180 babies and caregivers attended DIG – a new theatre show for 0-2yrs.</p>	<p>£2000 WBC</p> <p>£30,000 Arts Council</p> <p>SLA funding</p> <p>SLA funding</p> <p>£1500 WBC</p> <p>£15,000 Arts Council</p>
1.2	Increase vocal and music provision in Waverley schools	Support the activities of the Surrey Music Hub through regular meetings	<p>WBC</p> <p>Surrey Arts</p> <p>Arts Partnership Surrey</p>	2017 establish baseline for: number of:	Approximately 800 Waverley school children	Funding by SCC and

			Rhythmix	-music sessions delivered in Waverley schools children participating in: -youth training choirs -school festivals	have music lessons through Surrey Arts 18 schools regularly participate in music hub led programme The Up Orchestra provides opportunities for disabled children and children with learning difficulties	Surrey Arts Partnership Up Orchestra supported by SCC, Surrey Arts Partnership and £250 from Waverley to support children who attend from Waverley area
1.3	Pilot a 'Singing Picnic' on the Burys Field aimed at primary schools with low music engagement	Establish working group to deliver the event Evaluate the model and build in 2018	WBC Arts Partnership Surrey Surrey Arts Schools	Number of school children participating in singing activities from low engagement schools	250 school children have taken part in Singing Picnics held in the Philips Memorial Ground.	Funded by Surrey Arts Partnership (APS)
1.4	Support Waverley museums in evolving their in-and-out of school learning provision in response to changing curriculum and community needs	Encourage museums to implement 'learning on your doorstep' training Explore the value of producing a promotional leaflet, which joins- up Waverley's 'learning offer' Contribute to the development of a Surrey-wide Cultural Education Partnership	WBC Godalming Museum Farnham Museum Haslemere Museum Rural Life Centre	quarterly figures show increase in on and off-site learning activities number of children and families attending museum initiatives	On average 20,000 school children per annum participate in educational sessions provided by the museums in Waverley. Informal learning activities include early years sessions, Saturday clubs, family events, young curators, holiday activities and Arts Awards	Surrey Museums Consultative Committee and SLA agreements.

1.5	Work with Farnham Maltings to support the development of SPARK, an annual Waverley-wide festival celebrating young people's creativity	Support Farnham Maltings in the delivery of the 2017 SPARK festival Apply for core funding for 2018 to develop a longer participatory programme	Farnham Maltings WBC Surrey Young carers The Bungalow Step by Step Youth Service Uniform groups Surrey Youth Service Community Foundation Surrey	Increased engagement of young people from disadvantaged communities and/or in challenging circumstances Increased audience for exhibitions, workshops and showcase More young people gain new skills	Over the last two years approx. 3000 young people have participated in SPARK activities. Over the last two years SPARK outreach projects have engaged more than 800 young people attending Forty Degrez, Step by Step Surrey Young Carers, A Place to be Young, Sandy Hill Youth Detached Project	£3000 WBC £18,365 (High Sheriff, Community Foundation Surrey, The Big Give, FTC, Arts Council Match Fund Pot)
1.6	Set up a networking event to bring youth workers, cultural organisations and artists together to explore ways of working together	Organise and host a networking event in 2017	WBC Youth Service Surrey Arts Farnham Maltings Creative practitioners	Number of artists and youth practitioners attending Increased range of creative activities for young people	Around 400 young people per annum participate in weekly youth theatre activities offered by Farnham Maltings (Junior Maltings, Acting Up, The Young Company, Animation Club) Around 150 young people per annum participate in weekly activities offered by Cranleigh Arts Centre Over the past two years more than 300 young people participated in	Farnham Maltings SLA Cranleigh Arts Centre SLA Community Safety Police Leisure Towns and parishes Voluntary arts Commercial companies Requires further scoping / mapping of provision, partnerships and opportunities

					<p>Dance in the Meadows</p> <p>20 young people with physical and learning difficulties take part in Fab Club run in conjunction with Forty Degrez</p> <p>17 Young Carers participate in Wise Words</p> <p>15 young people participated in a graffiti project at Sandy Hill</p> <p>HYPE develop creative heritage projects in Haslemere</p>	responding to new priorities and agendas
1.7	Enable more young people to have improved physical health through participation in dance	<p>Meet with Stop Gap and the Dance Movement to consider options</p> <p>Assist Stopgap in securing funding to support the Farnham Youth Dance Company</p> <p>Support The Dance Movement to deliver dance sessions in infant and primary schools</p> <p>raise the profile of both companies</p>	<p>WBC</p> <p>Stopgap Dance</p> <p>The Dance Movement</p> <p>Public Health Schools</p>	Number of children and young people participating in dance	<p>Stopgap Dance offer a Farnham Youth Company for disabled and non-disabled children. On average 15 young people attend weekly workshops.</p> <p>Stopgap Dance run 'Troop' a group for young disabled and non-disabled adults. 8 young adults participate in the weekly workshops and regularly perform in</p>	£1000 from WBC, rest from fundraising

					<p>festivals and showcases.</p> <p>Stopgap Dance provide weekly workshops in partnership with the charity Stepping Stones. On average 16 young people attend weekly workshops.</p> <p>Approximately 200 young people have participated in SEN dance sessions within Waverley Schools since 2017.</p> <p>1600 school children in Waverley have taken part in a dance session provided by The Dance Movement.</p> <p>Thrive Academy is a dance project for young people aged 14-21 years who are NEET, homeless, looked after or attend a PRU. Thrive is delivered over a 6 week period at Farnham Maltings where the Dance Movement are based.</p>	
--	--	--	--	--	--	--

Goal 2: Older adults have the opportunity to participate in cultural activity

o Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success	April 2017- Oct 2019	Funding Sources
2.1	Deliver a series of projects aimed at older adults living in rural communities and evaluate the impact of the programme	<p>Evaluate the Ladywell Convent and Bungalow projects</p> <p>Assist Cranleigh Arts Centre in the launch of their Men in Sheds project – June 2017</p> <p>Identify new partners and projects - 2017</p> <p>provide match funding to support a major bid submitted by Farnham Maltings to the Arts Council's 'Celebrating Age' strategic funding programme</p>	<p>WBC New Ashgate Gallery Artists Voluntary sector groups Cultural organisations Private care providers Adult Social Care Centres for older people</p>	<p>Increased number of:</p> <ul style="list-style-type: none"> -sessions held -older adults attending -males of all ages engaging -Improvement in wellbeing 	<p>74 older adults participated in dance, theatre, film and stone carving as part of the My Shout programme</p> <p>15 older dancers performed a curtain raiser to an audience of 1300 attending Mathew Bourne's production of Cinderella at the New Victoria Theatre, Woking.</p> <p>75 older adults have attended relaxed screenings provided by Godalming Film Society</p> <p>46 older adults have participated in Keepsake craft sessions (Ladywell Convent, Hambledon,</p>	<p>Waverley contributed £4000 to 'My Shout', enabling Farnham Maltings to leverage £62,000 from the Arts Council and Barings Foundation to deliver a high quality year - long arts programme for the over 55's.</p> <p>WBC GFS</p> <p>WBC</p>

					Shamley Green, Upper Hale) On average 6 participants attended Singing for health sessions in Café Mila	Waverley & Guildford CCG and APS
2.2	Work with local authority partners and Public Health to shape a major county-wide arts programme aimed at improving mental health and emotional wellbeing	Work with partners to research and develop the programme and apply for external funding implement programme 2017/18	Arts Partnership Surrey Surrey Public Health Surrey Health and Wellbeing Leads group Adult Social Care Private care homes Voluntary sector Artists Funding bodies	Participants have: -Improved emotional health and wellbeing -learn new skills -Increased awareness and understanding of mental health issues	Waverley has played a lead role in the shape and delivery of 'Whatever the Weather' a Surrey- wide creative arts programme engaging adults and young people with emotional and mental health needs. WBC partnered with Creative Response to deliver the project in Waverley. 15 adults with acute mental health needs took part in the project over 4 months. The group created a shared artwork that was hung in the entrance of Farnham Maltings.	£45,000 Arts Partnership Surrey (£4500 direct delivery in Waverley)

2.3	Support Farnham Maltings in delivering a health and wellbeing programme	Quarterly monitoring through the 2015-18 SLA	Farnham Maltings Right at Home Care Care homes Farnham Making Connections Farnham Road Hospital	Number of: -wellbeing sessions -attendances -new partnerships created -Improvement in wellbeing through participation in cultural activity	Farnham Maltings offer a varied programme of regular activities which aim to tackle loneliness and increase feelings of wellbeing. More than 3000 participants have taken part in activities such as: Meet me at Maltings, Singing for the Mind, Nimble Fingers, Writing for Wellness, Dementia Friends, Retirement Refreshers Fair.	Supported by WBC via the Maltings SLA agreement
2.4	Support Cranleigh Arts Centre in hosting a wide range of groups who use the venue to provide health and wellbeing activities	Quarterly monitoring through the 2015-18 SLA	Cranleigh Arts Centre Alzheimer's Society Creative Response Community and voluntary sector groups	Number of: -wellbeing sessions -attendances -new partnerships created -Improvement in wellbeing through participation in activities.	Cranleigh Arts Centre offer a varied programme of regular activities which aim to tackle loneliness and increase feelings of wellbeing. 800 participants have taken part in activities such as Knit and Natter, Creative Response, Men in Sheds and Melody Memories. Approximately 4500 have	Supported by WBC via the Cranleigh SLA agreement

					attended a variety of wellbeing and fitness sessions offered by regular hirers of the arts centre.	
--	--	--	--	--	--	--

Goal 3: Everyone feels welcome and supported when visiting cultural spaces or taking part in cultural activity

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success	April 2017 - October 2019	Funding Sources
3.1	Sign post cultural organisations to the support and training available to achieve Dementia Friendly status	<p>Encourage Age Friendly venues to share good practice</p> <p>Encourage venues to use self - assessments produced by Alzheimer's Society</p> <p>Consider value of a joined up PR campaign with People for Places</p> <p>Encourage venues to take up offer of specialist access guidance for disabled performers offered by the Disability Arts in Surrey consortium</p>	<p>WBC Leisure</p> <p>Alzheimer's Society</p> <p>Cultural organisations</p> <p>People for Places</p> <p>Dementia Friendly</p> <p>Godalming</p> <p>DAISY organisations</p>	Every venue has an access strategy by 2018	<p>Museums in Waverley have Access Statements as part of their National Accreditation.</p> <p>Cranleigh Arts Centre and Farnham Maltings are Dementia Friendly buildings and offer activities such as relaxed screenings, Singing for the Mind, Men in Sheds and Melody Memories.</p>	
3.2	Work with Public Health colleagues to develop a comprehensive understanding of mental health needs and consider a range of cultural initiatives in response to areas in Waverley that have a	<p>Research need/resources on Surrey i</p> <p>Support the work of Creative Response in delivering outreach art therapy</p> <p>Consider the value of promoting a mental health awareness month</p>	<p>WBC</p> <p>Public Health</p> <p>Farnham & North</p> <p>East Hants Clinical</p> <p>Commissioning</p> <p>Group (Recovery Clinics)</p>	<p>Number of people:</p> <p>-Attending singing for wellbeing sessions</p> <p>-Attending Meet me at the Maltings craft group</p>	<p>12 month</p> <p>Secondment of Public Health Officer to help shape Arts Partnership Surrey activities.</p> <p>2 APS projects</p>	

	higher than average incidence of mental health issues	Work with partners to support initiatives	Creative Response Oakleaf The Welcome Project Welcome to Volunteering Creative practitioners	-Accessing the services provided by Creative Response -New initiatives established	resulted from the placement 'Find you Flow' worked with 13-18 year old girls experiencing severe anxiety and stress. The 7 week programme offered yoga, dance and creative activities promoting mindfulness. Message in a Song, worked with 13-18 year old boys in a music and song writing project. Average no. participants attending weekly sessions: Singing for health Godalming – 7 Meet Me at the Maltings – 12 Singing for the Mind – 26 Creative Response - 70	
3.3	Work with partners in health and cultural organisations to explore how GP referrals to cultural activities can be increased across the Borough	Research social prescribing models and hold a half day networking event bringing cultural organisations and health professionals together Pilot approaches in Farnham and Cranleigh, linking with Time Banking and Farnham Making Connections	WBC Public Health Clinical Commissioning Groups Cultural organisations	-Increased GP awareness of activities on offer -Achieve more arts and health referrals	3 Social Prescribers covering Waverley are now in Post.	Staff Time

Goal 4: People are able to see and make more art within their own communities

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success	April 2017 to October 2019	Funding Sources
4.1	Encourage more rural communities to present touring theatre in non-theatre spaces such as community halls	Work with the Farnham Maltings Tour Coordinator to publicise the rural touring scheme, including holding an informal event for parish councils and village hall committees to promote the opportunities available to them Promote Autumn 2017 tour	Farnham Maltings WBC Arts Council Parish Council and community halls	-Increased network of community venues participating in the scheme -more people attending theatre within their own communities	Elstead, Hambledon, Witley Chiddingfold, Ewhurst, Godalming and Hale have presented touring work	£250 from WBC, the rest via Farnham Maltings
4.2	Research the breadth and scale of informal cultural activity happening across the Borough to gain a better understanding of the contribution these groups make to community life in Waverley	Work with Councillors and Town and Parish Councils to identify community groups and produce a simple survey to assess needs produce a directory of groups and non-arts spaces to be published on the Council's website audit parish and neighbourhood plans to identify their local cultural ambitions	WBC Councillors and Officers Town and Parish Councils	Increased awareness of informal cultural activity happening in the Borough	On-going	Staff time
4.3	Work with cultural partners to explore the potential of developing community arts outreach programmes in under-utilised cultural premises and non-arts spaces	use the cultural strategy culture maps to identify arts and non-arts spaces work with cultural organisations and voluntary groups to review activity that can be outreached	WBC Parish Councils Community Halls Libraries Cultural providers	Greater community awareness of: -cultural activity in rural areas -the contribution of the voluntary arts sector to community life	SPARK outreach projects (see 1.5) Keepsake projects (see 2.1) Arts Partnership Surrey Projects and Community Touring.	Staff Time

PRIORITY 2: CULTURE CONTRIBUTES TO THE QUALITY OF THE COMMUNITIES OF WAVERLEY AS PLACES TO LIVE AND WORK

Goal 5: Creative graduates and emerging artists can access support in the early stages of their career development

- Environment

No:	Action	Milestones	Lead and key Partners	Measures of success	Update Dec 2017	Funding Sources
5.1	Work with the University for the Creative Arts to enable more cultural sector graduates to develop their creative careers within Waverley	<p>Set up a series of meetings with the Strategic Lead for Enterprise at UCA</p> <p>review existing support on offer by cultural organisations and business support agencies including Enterprise First</p> <p>establish the needs of graduates including access to affordable housing</p>	<p>University for the Creative Arts</p> <p>WBC Economic Development team</p> <p>Cultural organisations</p> <p>Enterprise First</p> <p>Business support agencies</p> <p>Job Centre Plus</p> <p>Arts Council England</p>	<p>Pattern of regular meetings established</p> <p>Report produced identifying current support available, gaps in provision and solution proposals</p> <p>Organisations identified who can support via work placements, internships, project based commissions, networking and young entrepreneur schemes</p>	<p>Value of creative sector recognised in Waverley's Economic Strategy and Farnham Masterplan.</p> <p>UCA Craft Design Pop Up shop in South Street – interest in developing a retail unit within Brightwells</p> <p>Rising Stars – curated exhibition and Professional Development Day for Early Career Artists and Makers hosted by the New Ashgate Gallery</p> <p>UCA students invited to pitch for Brightwells community engagement commission</p> <p>Heathland Artworks is an annual exhibition of students work</p>	<p>WBC</p> <p>UCA</p> <p>New Ashgate Gallery</p> <p>Crafts Council</p> <p>WBC</p> <p>Crest</p> <p>Nicholson</p> <p>UCA</p> <p>Surrey Hills</p> <p>AONB</p> <p>Surrey Arts</p>

					<p>created and sited in response to natural beauty and biodiversity of Farnham Heath</p> <p>Unearthing Landscapes Symposium at UCA, celebrating the culmination of the 'Unearthing Surrey' Art in the Landscape project</p>	<p>Surrey Hills AONB</p> <p>Surrey Arts</p>
5.2	<p>Work with strategic partners and internal council teams to look at the opportunities for affordable studio and incubator spaces</p>	<p>Set up initial meeting with internal and external partners</p> <p>Map potential council and non-council premises initially targeting the Farnham area and broker conversations with potential providers</p> <p>Review best practice and report findings 2017/78</p>	<p>University for the Creative Arts</p> <p>Relevant cultural organisations</p> <p>WBC property, economic development, housing and planning teams</p>	<p>Affordable studio/incubator spaces are identified within the Waverley area</p>	<p>As part of the Council's new Commercial Strategy, WBC is exploring the potential income generation of several properties in its portfolio including the garage units in Waggoners Yard Montrose House and the Pump House.</p>	<p>WBC</p> <p>UCA</p> <p>Farnham Maltings</p>
W	<p>Explore the role the Council can play in enabling the University for the Creative Arts to address the lack of student accommodation in Farnham including the use of private landlord accommodation</p>	<p>Meet with UCA to better understand the problem and any existing plans they have to meet shortfall</p> <p>Facilitate a meeting between relevant Waverley teams</p> <p>Produce a report to present options</p>	<p>WBC Housing and Property teams</p> <p>University for the Creative Arts</p>	<p>More housing options identified for students</p>	<p>Head of Commercial Services has held exploratory meetings with Vice Chancellor to look at provision of student accommodation in Borough.</p> <p>Planning Application for the expansion of the</p>	<p>UCA</p> <p>SCC</p>

					UCA Campus approved Cobgates site explored.	
--	--	--	--	--	--	--

Goal 6: Culture contributes to the development of distinctive places and also provides opportunities for community participation

- Environment
- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success	April 2017 - October 2019	Funding Sources
6.1	Work with the Planning Team to explore the value of producing a public art strategy that responds to the opportunities arising from local development	<p>Work with the Planning Team to discuss the benefits of public art within large developments and establish an effective on-going relationship</p> <p>Maintain a proactive interest in the Brightwells and Dunsfold Aerodrome schemes</p> <p>Apply the national benchmarks for negotiating arts and museum facilities within S106 agreements</p> <p>Identify possible sites and schemes of interest</p> <p>Develop protocols around the involvement of cultural organisations and local communities</p> <p>Identify public art training offered by IXIA</p>	<p>WBC</p> <p>Crest Nicholson Developers</p> <p>University for the Creative Arts</p> <p>Farnham Maltings</p> <p>New Ashgate Gallery</p> <p>Farnham Public Art Trust</p> <p>Cultural organisations</p> <p>Artists</p> <p>Arts Council England</p> <p>Funding bodies</p>	<p>More S106 agreements include provision for arts and heritage initiatives</p>	<p>Inaugurated a Public Art Panel to develop and lead the public art commissioning process for Brightwells Yard. 3 Artists have been commissioned.</p> <p>Supporting the Wings Museum with their potential move to Dunsfold Park.</p> <p>Supported Cranleigh Arts in securing £250,000 S106 funding to future proof their facilities.</p> <p>S106 monies for public art for Milford Hospital site</p>	<p>£100,000 S106 Public Art Panel – WBC, Crest, Farnham Maltings, Farnham Society, UCA, FPAT, Town Council</p> <p>Potential for funding in future towards new museum</p> <p>WBC</p> <p>CAC</p> <p>Barratt Homes</p>
6.2	Highlight the place-making benefits of embedding cultural facilities and programmes within new housing developments	<p>Work with the Planning Team to highlight the value that cultural programmes bring to new developments</p>	<p>WBC</p> <p>Developers</p> <p>Cranleigh Arts Centre</p> <p>Cultural organisations</p>	<p>Share Cranleigh Arts Centre proposal with Planning Jan 2017</p> <p>On-going</p>	<p>Supporting Cranleigh Arts Centre in bid to offer / outreach arts provision to Dunsfold. Progress is slow.</p>	<p>N/A</p>

		<p>Work with local cultural providers to develop revenue funded activity programmes</p> <p>Seek to pilot the role Cranleigh Arts Centre can play within the Dunsfold development and other proposed schemes in the east of the Borough</p>				
6.3	Support Surrey Hills AONB in developing a Walking for Health arts engagement project to complement the public art commissions situated along the Greensand Way	<p>Work with the Surrey Hills visual arts officer to make links with partners in health and the voluntary sector</p> <p>Arts and walks programme delivered 2017/18</p>	<p>Surrey Hills AONB WBC Communities and Countryside teams Funding bodies</p>	<p>Greater awareness of public art in rural settings</p> <p>Non arts participants engaging with the arts</p>	<p>The Surrey Uearthed programme has delivered the following outcomes in Waverley: 'The House of Invisible Hands' permanent artwork by Walter Bailey – hand carved oak structure at Farnham Heath providing a shelter and rest point for walkers. 'Travelling Reading Room' a touring artwork by Amie Rai visited Hindhead, 'Terrain' a series of walks and talks around Witley Common culminating in a temporary installation. Surrey Uearthed film screening at Farnham Eco Cinema Art in the Landscape</p>	<p>Surrey Uearthed has received funding from ACE, SCC, Surrey Hills AONB, APS and North Downs National Trail.</p> <p>£1000 WBC</p>

					Symposium held at UCA	
--	--	--	--	--	--------------------------	--

Goal 7: Culture enhances the attractiveness and vitality of the town centres and attracts visitors to the Borough

- Environment
- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success	April 2017 – October 2019	Funding Sources
7.1	Continue to encourage culture-led collaborations and town initiatives	Recognise the value of culture-led town initiatives such as Farnham Craft Town, Cranleigh Literary Festival, Haslemere Fringe and Godalming Music Festival and contribute to their development where possible	Town councils Cultural organisations Heritage organisations Libraries Local societies and community groups Visit Surrey Media partners	Culture is more visible Number of: -new relationships between arts and non arts groups -non arts participants engaged in arts activity Increased awareness of the value of culture-led initiatives to the local economy	Farnham Craft Town awarded £60,000 from ACE to develop the craft month offer. WBC has supported an application to the World Craft Council for Farnham to be an international destination for craft. The towns craft traditions are celebrated through the Brightwells commission. Cranleigh Arts Centre facilitate The Great Get Together in Cranleigh. The Borough Hall hosted a new film festival in partnership with Godalming Film Society.	SLA ACE FM UCA New Ashgate Farnham Pottery CAC SMART Cranleigh GFS
7.2	Enhance the Borough's cultural tourism offer by exploring the potential of producing borough-wide leaflets on cultural heritage themes	Assess level of interest and value of producing borough wide trails/literature by 2017/18 Work with volunteers, history societies and museums to collate content	WBC Museums Town Councils Local history societies Visit Surrey	Increased interest in Waverley's cultural heritage	25 organisations attended a Cultural tourism networking event at Haslemere Museum	Staff Time

		Obtain design and print costs			facilitated by WBC Arts and Economic Development.	
--	--	-------------------------------	--	--	--	--

PRIORITY 3: THE CULTURAL SECTOR IS THRIVING AND PLAYS A KEY ROLE IN DELIVERING COMMUNITY PRIORITIES

Goal 8: The Council's cultural assets are managed effectively

- Value for money

No:	Action	Milestones	Lead and key Partners	Measures of success	Update Dec 2017	Funding Sources
8.1	Devolve the building and management of Godalming Museum to Godalming Town Council	Hold negotiations with Godalming Town Council agree contractual Heads of Terms draw up legal agreements covering staff, property and service delivery	WBC Godalming Town Council Museum Trust	Transfer achieved June 2017	Successfully completed transfer of museum on a 5 year tapering grant.	now funded via SLA
8.2	Implement a new management structure for Farnham Memorial Hall prior to the re-opening in 2017	Work up the management option recommended in the operational planning workshop in Nov 16 create a job description for venue manager post Contribute to management structure and business plan Establish KPIs to enable financial sustainability in years 3-5	WBC Members and Officers	Council approves operational budget Feb 2017 Recruitment May 2017 Position filled July 2017	The Memorial Hall re-opened in 2018. The venue is managed by WTS; 2 venue officers in place.	N/A
8.3	Agree 2018-21 Management Contract for the Museum of Farnham with Farnham Maltings	Establish ambitions for 2018-21 SLA in April 2017 as part of the Annual Review Council agrees contract sum and terms for SLA and Museum Management Contract	WBC Farnham Maltings	Agreement April 2018 Implementation 2018-21	Agreed. Quarterly monitoring meetings held.	SLAs
8.4	Ensure that cultural organisations occupying council buildings maintain them effectively	Hold regular meetings with cultural tenants to ensure Waverley's cultural assets are well managed and maintained in accordance with their lease agreements	WBC Property Team New Ashgate Gallery Cranleigh Arts Centre	On-going	Regular meetings held	Staff time

			Farnham Museum Godalming Museum			
8.5	Appraise future property options for the Museum of Farnham	Report findings and recommendations of property options review	WBC – consult legal, property and planning teams Farnham Maltings SCC	Initial report April 2017	Produced SWOT of alternative venue options. Held high level consultation meeting attended by 40 stakeholders Exploring funding options including Pilgrims Trust and Historic England.	Museum Contract FM

8.6	Increase awareness of the Borough Hall cinema and facilities for hire	<p>Evaluate the success of the Crafty Cinema and explore options to make it self-sustaining</p> <p>Work with the Communications Team to implement communications plan</p> <p>Support local initiatives such as the Staycation</p> <p>Develop targeted initiatives to attract new users</p>	WBC Borough Hall and Communications Team	<p>Increased number of:</p> <ul style="list-style-type: none"> -children and families attending cinema -hirers -community awareness and satisfaction of Borough Hall 	Introduced live event screening, comedy and pantomime Running at 80% utilisation for hires.	Potential to achieve balanced budget in 2019/20 year end.
-----	---	--	--	---	---	---

Goal 9: Culture delivers a maximum return on public investment through partnership, leverage and income generation

- o Value for money

No:	Action	Milestones	Lead and key Partners	Measures of success	April 2017 – October 2019	Funding Sources
9.1	Develop a funding strategy that identifies sources of funding for key capital and revenue projects	<p>Identify capital projects for CIL/S106 funding</p> <p>put forward major cultural schemes for the Infrastructure Delivery Plan</p> <p>research external funding sources in alignment with priorities</p> <p>provide match funding for the 'Celebrating Older People' strategic funding bid to the Arts Council</p>	<p>WBC Officers</p> <p>Planners</p> <p>Trusts and foundations</p> <p>cultural organisations</p> <p>ACE</p> <p>Farnham Maltings</p>	Income achieved from external funding sources	<p>Identifying large scale capital funding for MoF</p> <p>New 10 Year Strategy for ACE suggests change of focus around engagement, place making and participation</p> <p>S106 and CIL funding to be actively pursued</p> <p>Continuation of partnership working with Arts Partnership Surrey and Farnham Maltings</p>	
9.2	Assist the sector in applying to a wide range of funding sources	Hold a funding surgery in 2017	WBC	Number of:	3 Community Artist Networking	APS WBC staff time

	and provide up to date knowledge on a diversity of fundraising and income generation approaches	encourage organisations with a successful fundraising track record to share best practice	Arts Council, Heritage Lottery, Community Foundation Surrey Farnham Maltings UCA Haslemere Museum Cranleigh Arts Centre Watts Gallery	-Funding applications submitted/supported -organisations actively fundraising	events held and facilitated by APS as part of the advancing artists programme. 4 south west Surrey venue networking events held in the Borough facilitated by Arts and Economic Development	Venues in-kind
9.3	Continue to play a lead role in shaping Arts Partnership Surrey programmes that benefit our communities	Maintain a proactive position on the steering group Influence the development of the annual activity programme to ensure delivery against Waverley's objectives	WBC Surrey Arts Farnham Maltings Tandridge Leisure Trust Districts and boroughs	Annual activity plans agreed Amount of leverage on subscription Numbers participating / attending	Waverley sit on steering group and have led the delivery of a major mental health and wellbeing programme.	Districts and Boroughs contribute £4500 p.a. SCC contribute £15,000 p.a. external funding leverage

Goal 10: Cultural organisations understand and support the communities they serve

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success	April 2017 – October 2019	Funding Sources
10.1	Work with partners to deliver a series of themed networking events that encourage collaboration and information sharing	Hold 2 networking events per year focusing on <ul style="list-style-type: none"> • Local and national funding opportunities • accessing the preventative health agenda <p>Invite local and national funding bodies to participate in a funding surgery</p> <p>Provide update on the opportunities arising from the prevention stream of Strategic Transformation Plans</p>	WBC cultural organisations Arts Council, Heritage Lottery, Community Foundation Surrey, Trusts & Foundations Public Health, Clinical Commissioning Groups	Attendance at networking sessions Number of -funding applications supported -health and wellbeing projects initiated	Require coordination.	Staff Time

		<p>Work with the Surrey Health and Wellbeing Leads</p> <p>Continue to advocate the benefits of cultural participation to health</p>	<p>public and voluntary sector partners, centres for older people, Surrey Health and Wellbeing Leads Group, Time Banking and community initiatives</p>			
10.2	<p>Sign post artists in Waverley to professional development opportunities supported by Arts Partnership Surrey and Farnham Maltings</p>	<p>Training delivered June 2017</p>	<p>WBC Officers Farnham Maltings Arts Partnership Surrey Surrey Arts</p>	<p>Number of Waverley artists attending training sessions</p> <p>Impact of training e.g. number of new projects initiated</p>	<p>Advancing Artists project and adhoc requests</p>	<p>Surrey Arts Partnership</p>
10.3	<p>Provide training in the interpretation and use of audience segmentation data to gain a better understanding of local communities</p>	<p>Training delivered in 2017</p> <p>Develop a series of profiles for Waverley's towns, larger rural settlements and areas of low engagement</p>	<p>WBC The Audience Agency cultural organisations</p>	<p>Increase in annual footfall of cultural venues</p>	<p>Session delivered in 2016</p>	<p>Funded via Cultural Strategy</p>
10.4	<p>Volunteers feel valued for the contribution they make to the cultural life of the Borough</p>	<p>Survey cultural organisations to assess the extent of the challenge in recruiting and retaining volunteers</p> <p>On-going support of initiatives which reward and motivate volunteers e.g. mayors reception, awards, recruitment campaigns</p>	<p>WBC Voluntary Action South West Surrey Welcome to Volunteering Cultural organisations</p>	<p>More people volunteering and contributing to community life</p>	<p>Waverley's museums and cultural organisations support a large volunteer workforce who make a significant contribution to the sustainability of these organisations</p>	<p>Staff time</p>

Goal 11: All residents are able to enjoy a strong local cultural offer

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success	Update Dec 2017	Funding Sources
11.1	Establish a Communications Plan that raises the profile and visibility of the cultural sector	<p>Publish cultural strategy priorities on Council website April 2017</p> <p>Produce Communications Plan June 2017</p> <p>Work with cultural partners to develop seasonal campaigns aimed at children and families</p>	WBC Communications Cultural providers	<p>Increased presence on the Council's website and in publications</p> <p>Increase in social media activity, good news stories and PR</p> <p>More people attending cultural activities supported by Waverley</p>	On-going	Staff time
11.2	Investigate the cost and practicalities of producing a regular arts E-bulletin that includes an events diary	Develop the business case for a cultural E bulletin	WBC Communications	Review options by 2018	On-going	TBC

This page is intentionally left blank

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 Report	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service / Nora Copping	Quarterly	N/A
Budget Strategy Working Group Update	Verbal update on the progress of the Budget Strategy review.	Cllr Dickson / Yasmine Makin	Standing item	N/A
(If required) Leisure Centre Investment Update	To update the Committee on the leisure centre investments with particular focus on Cranleigh (if required).	Kelvin Mills / Tamsin McLeod	When necessary	N/A
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	November 2019	2020
Safer Waverley Partnership	To understand the role, responsibilities and partners of the Safer Waverley Partnership by receiving a presentation including case studies of how the partners work together to achieve the actions within the action plan. (Statutory responsibility to scrutinise the partnership annually).	Andrew Smith / Katie Webb	November 2019	N/A

Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Service Plans	To scrutinise the 2020/21 – 2022/23 service plans for the relevant services.	Heads of Service / Louise Norie	January 2020	February 2020
Youth provision	To receive a research paper on youth provision across the borough.	Louise Norie / Fotini Vickers / Charlotte Hall	January 2020	N/A
Ageing Well Action Plan 2019 to 2022	To endorse the updated action plan for 2019 to 2022 and provide comments for Executive.	Katie Webb / Andrew Smith	March 2020	
Health and Wellbeing Strategy	To contribute to the development of the Strategy.	Fotini Vickers / Kelvin Mills	TBC	
Loneliness	To understand the extent of loneliness and social isolation across all ages, within the Borough.	TBC	TBC	N/A

Section B

Scrutiny Reviews 2019/20

Subject	Objective	Key issues	Lead officer	Progress
Communities – Service Level Agreements O&S review	To support officers to undertake a ‘health check’ of the organisations receiving grant funding from the council and to inform decisions regarding future funding arrangements.	<ul style="list-style-type: none"> • Day Centres • Ageing Well action plan • Value for money • Governance and management • Service delivery • Funding • Monitoring 	Yasmine Makin / Katie Webb	This work has been agreed by the Committee, members have been nominated and the first meeting will take place 13 November 2019.
Youth provision	To understand what provision there currently is within the borough for young people and to consider how Waverley can contribute to enhancing this.	<ul style="list-style-type: none"> • Funding • Geographical variances • Anti-social behavior • Surrey youth services 	Louise Norie / Cllr Mirylees	This work has been agreed by the committee with a research paper due to come in January 2020.

Section C

Scrutiny 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 and action plan includes actions relating to social isolation. This Committee is reviewing the action plan by theme at each of its meetings.	Committee receive update on strategy at September 2019 committee
17 September 2019	Ageing Well Strategy and Action Plan	ACTION: for members of the Committee to be invited to a workshop at the end of November/beginning of December as part of the consultation process to renew the action plan. Cllrs Wilson, Else, Cosser and Henry to be invited.	As a result of other pressures on the team, this workshop will be organised by officers for January 2020.	January 2020

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 November 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)						
Review of Polling Places	To make recommendations arising from the review of polling places.	Executive, Council	Yes	November 2019	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
Pension Policy Statement	To make recommendations on the adoption of a revised Pensions Policy Statement	Council, Executive	No	November 2019	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
CORPORATE STRATEGY, POLICY & GOVERNANCE, BENEFITS & WELFARE, AND COMMUNICATIONS - CLLR PAUL FOLLOWS (DEPUTY LEADER)						
Communication s and Engagement Strategy	To approve the Communication and Engagement Strategy.	Executive, Council	Yes	November 2019	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
Review of Governance arrangements	To make recommendations on changes to the Council's governance arrangements	Council, Executive	Yes	January 2020	Robin Taylor, Head of Policy & Governance	

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
FINANCE, ASSETS AND COMMERCIAL SERVICES - CLLR MARK MERRYWEATHER						
Property Acquisitions [E3]	To bring forward opportunities for approval as they arise	Executive	Yes	November 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	November 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Property Matters [E3]	To seek approval of property matters as they arise.	Executive	Yes	November 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Property Investment Strategy	To recommend adoption of a revised Property Investment Strategy	Executive	Yes	November 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Medium Term Financial Plan 2020/21-2022/23	To recommend the MTFP and General Fund Budget 2020/21.	Council, Executive	Yes	February 2020	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
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
ENVIRONMENT AND SUSTAINABILITY - CLLR STEVE WILLIAMS						
Pesticides Policy	To approve a policy on the use of pesticides on Waverley Borough Council land.	Executive	Yes	November 2019	Richard Homewood, Head of Environmental Services	Environment O&S

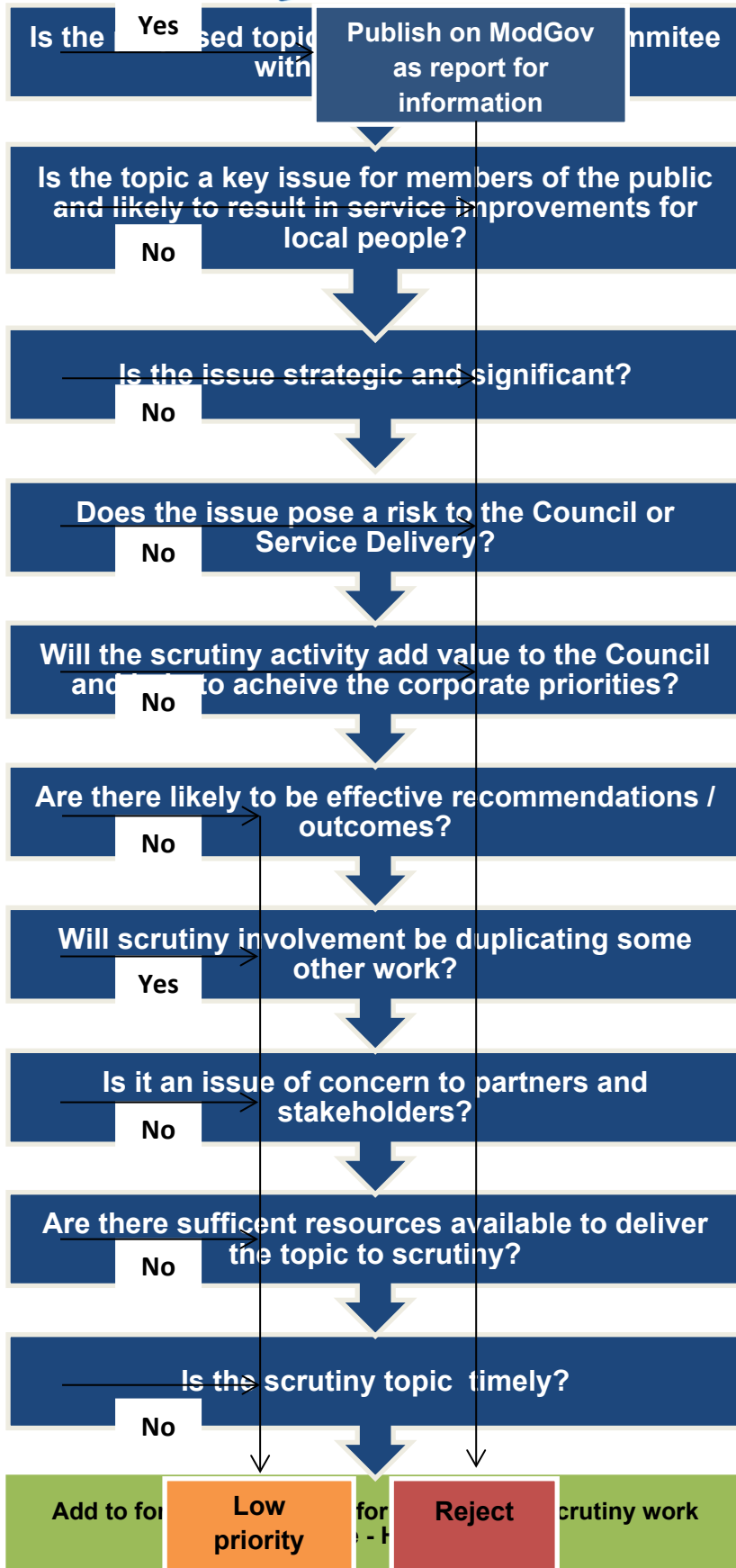
TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Air Quality Annual Status Report 2019	To note the AQ Annual Status Report 2019 and response from DEFRA, and to approve the revised AQ Action Plan.	Executive	Yes	February 2020	Richard Homewood, Head of Environmental Services	Environment O&S
Electric Vehicle Charging Strategy	To approve an EV Strategy for Waverley	Executive, Council	Yes	January 2020	Richard Homewood, Head of Environmental Services	Environment O&S
HEALTH, WELLBEING AND CULTURE - CLLR DAVID BEAMAN						
Leisure Centre Investment, Cranleigh	To update and agree next steps.	Executive	Yes	January 2020	Kelvin Mills, Head of Commercial Services	Community Wellbeing
HOUSING AND COMMUNITY SAFETY - CLLR ANNE-MARIE ROSOMAN						
HRA Business Plan 2020/21 to 2023/24	To recommend the HRA Business Plan to Council.	Council, Executive	Yes	February 2020	Hugh Wagstaff, Head of Housing Operations, Andrew Smith, Head of Housing Delivery and Communities	HOUSING O&S
PLANNING POLICY & SERVICES - CLLR ANDY MACLEOD						
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	February 2020	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	June 2020	Chris Berry, Interim Head of Planning and Economic Development	Environment O&S

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].



This page is intentionally left blank