

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

When calling please ask for:  
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**Policy and Governance**  
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Date: 3 January 2020

**Membership of the Overview & Scrutiny Committee - Community Wellbeing**

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

**Substitutes**

Cllr Chris Howard	Cllr Jerry Hyman
Cllr Joan Heagin	Cllr Trevor Sadler

**Members who are unable to attend this meeting must submit apologies by the end of Wednesday, 8 January 2020 to enable a substitute to be arranged.**

Dear Councillor

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

DATE: WEDNESDAY, 15 JANUARY 2020  
TIME: 7.00 PM  
PLACE: COMMITTEE ROOM 1, COUNCIL OFFICES, THE BURYS,  
GODALMING

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

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### **Waverley Corporate Strategy 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.
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### **Good scrutiny:**

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

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## **NOTES FOR MEMBERS**

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

### **AGENDA**

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

To confirm the Minutes of the Meeting held on 19 November 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 from 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 8 January 2020.

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 8 January 2020.

6. **SERVICE PLANS** (Pages 15 - 40)

This report presents the three-year rolling Service Plans for April 2020 to March 2023 for the service areas under the remit of this Committee, which are:

- Commercial Services Service Plan 2020-23 (except for Building Control and Green Spaces)
- Communities only from Housing Delivery & Communities Service Plan 2020-23
- Licensing only from Environment Service Plan 2020-23

### Recommendation

**It is recommended that the Community Wellbeing Overview & Scrutiny Committee considers the Service Plans for 2020-23 as set out at Annexe 1, and makes any observations or comments to the Executive.**

#### 7. CULTURAL STRATEGY

For the Committee to receive the presentation on the delivery of Cultural Services to inform its scrutiny of the Cultural Strategy Action Plan, to be brought to the Committee in March 2020.

#### 8. YOUTH PROVISION (Pages 41 - 46)

Following a request by the Community Wellbeing O&S Committee to investigate youth activities in the Borough this report gives initial feedback to the Committee following the first phase of research.

### Recommendation

**It is recommended that the Committee consider and confirm which direction further research should take.**

#### 9. BUDGET STRATEGY WORKING GROUP

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

#### 10. WORK PROGRAMME (Pages 47 - 60)

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:**

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## WAVERLEY BOROUGH COUNCIL

### MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 19 NOVEMBER 2019

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

#### **Present**

Cllr Kevin Deanus (Chairman)  
Cllr Steve Cossar

Cllr Jenny Else  
Cllr George Wilson

#### **Apologies**

Cllr Kika Mirylees and Cllr John Robini

#### **Also Present**

Councillor David Beaman

23. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 17 September 2019 were confirmed as a correct record and signed.

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

Apologies for absence were received from Councillors Kika Mirylees and John Robini.

25. DECLARATIONS OF INTERESTS (Agenda item 3.)

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

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

There were no questions from members of the public.

27. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were no questions from Councillors.

28. SAFER WAVERLEY PARTNERSHIP PLAN 2019-20 (Agenda item 6.)

The Committee received a presentation from Andrew Smith, the Head of Strategic Housing and Delivery, and Superintendent Graham Barnett, the Chairman of the Safer Waverley Partnership (SWP). Also present at the meeting were Katrina Burns and Eve Budd who between them worked 6 days a week as Community Safety Officers.

The Committee was advised that there was a statutory duty arising from the Crime and Disorder Act 1998 for agencies to work in partnership to tackle crime and

disorder. This led authorities to create Community Safety Partnerships (CSPs) and in Waverley it was known as the Safer Waverley Partnership.

The Statutory partners on the SWP were:

- The Surrey Police
- Waverley Borough Council
- Surrey County Council
- Guildford and Waverley and North East Hampshire and Farnham Clinical Commissioning Groups
- Surrey Fire and Rescue; and
- The Probation Service

There are a number of statutory duties that they have to fulfil including a strategic group, partnership plans, community triggers, domestic homicide reviews (DHRs), and the council duty is section 17s and securitising the work of the CSP.

The structure of the SWP is quite complex with a number of different groups which fed into the main Executive Group. Full terms of reference and membership is detailed in the agenda papers.

The top three priorities for the SWP for 2019-2020 were the following:

1. Focus on threat, harm, risk and vulnerability
2. Identify and tackle crime and anti-social behaviour hotspot locations and perpetrators; and
3. Improve engagement with the public to help make local communities stronger.

The main activities taken place that year were

- JAG and CHaRMM - The JAG kePT an overview of crime and ASB in relation to licensed premises and used a 'traffic light' system to identify those where joint work is needed to address risks. The CHaRMM discussed and agreed action to reduce the negative impact that problem individuals and families have on the local community through their anti-social behaviour. The Committee noted that being stretched, the Mental Health Team did not always attend meetings which was disappointing.
- Domestic Homicide Reviews – They had 6 reviews this year which was the most in Surrey. They had completed 4 with 2 outstanding.
- Environmental Visual Audits and Crime Prevention Assessments – These looked at things that contributed to crime, and to identify and mitigate them.
- Task and Finish Groups – Set up by the JAG these were established to resolve problems at specific locations.
- Awareness raising – Running campaigns such as the Domestic Violence week
- Roadshows – 4 had taken place this year in the Borough to consult with the public.
- Road user awareness days – They had been to schools to raise awareness with students.
- Eagle radio campaigns



To help visualise the work that they did, Andrew Smith went through a simple case study. This involved a location which was experiencing an increase in youth related antisocial behaviour and crime. The identified perpetrators would be nominated to CHaRMM with the troublesome location nominated to the JAG. This would discuss the issues and establish a Task and Finish Group to consider possible solutions.

The Committee was made aware of the challenges facing the partnership. This included diminishing resources and limited staff resources. The DHRs took a huge amount of time and effort and took staff away from day to day activities. Organisational reforms and emerging issues, such as hate crime, begging and rough sleepers and the risk register to mitigate risk. Another difficult area that was becoming more widely a problem was the use of social media, perception and keeping the public better informed.

Cllr Steve Cosser was delighted with the work that the SWP was doing. He had been the Surrey County Council representative 20 years ago and was pleased to see the work continuing. He felt they were doing a lot more in some areas but they appeared to be doing less consultation. There was no reference to an annual survey of members of the public. This used to be done to help build the annual plan and built up confidence that they were addressing what was important to them in the community. It was accepted that they did need to work on the way they communicate but they had been looking into this by reaching out to the communities via awareness campaigns and roadshows. And, for example, parking was one issue that was raised and was a big issue for the public and this had resulted in there being an action to address this.

The case study had looked at the issue of ASB around bus stops and Cllr Jenny Else recognised this having been a problem for a long time. She asked how much the partnership was working with Town and Parish Councils. **It was agreed that additional work needed to be done to celebrate their successes and to actively promote this. It was suggested that they should meet the Town and Parishes to do a briefing on the SWP. There was a Joint and Town and Parish meeting taking place on 2 December 2019 where it could be done.**

Councillor Kevin Deanus advised that there used to be a "60second sheet" which was a basic round up of activities that had been happening. He had found it really useful and informative and a good way to communicate. **Katrina Burns, the Community Safety Officer confirmed that they would be doing something similar soon and looking at arranging a briefing as there was a number of new councillors who would benefit from it.**

**Councillor Kevin Deanus also raised concern that not all partners were taking an active lead on some of the actions. He felt that they should take ownership of some and not just leave them mostly to the Police.**

Councillor George Wilson asked about the use of CCTV in the Borough and whether they should be utilised more. Eve Budd, the Community Safety Officer advised that they did not have a control room and only Farnham Town Council that they are run by them. They are not responsible for any fixed cameras but Environmental Enforce had some mobile ones. There was a number of regulations

surrounding the use of fixed CCTV, such as GDPR and they needed to justify why they were needed in a public area. Bowring House was permitted a fixed camera because the Council owned it and not public land so there was different criteria. Councillor Steven Cosser also questioned the benefit of CCTV versus the costs of their implementation. They also don't stop crime happening, it just moved the perpetrators to another location. **Councillors felt that there should be a briefing note (or be part of the training) on the use of CCTV so that there was more understanding.**

**Councillors felt that the SWP should not just rely on the use of social media to communicate to the public. Not everyone used social media but would read a local community board and it was suggested that these were used more often.**

With the points raised above being actioned, the Committee RESOLVED to NOTE the priorities contained within the Safer Waverley Partnership Plan 2019-20 and the structures and terms of reference of the various groups which operated under the SWP.

29. CORPORATE PERFORMANCE REPORT Q2 2019-2020 JULY- SEPTEMBER 2019) (Agenda item 7.)

The Committee received the quarter 2 (July-September 2019) Corporate Performance Report which provided an analysis of the Council's performance. The report was 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 was used as a performance management tool by senior management and it was presented to the Overview and Scrutiny Committees to scrutinise the progress against the Council's goals and objectives.

Present at the meeting were Andrew Smith, the Head of Strategic Housing and Delivery and Kelvin Mills, the Head of Community Services and Special Projects were present to provide an update on their service area performance.

Andrew Smith confirmed what was said in the previous item that they had received a sixth domestic homicide case and the Safer Waverley Partnership was discussing the process of conducting the review.

The Committee was advised that there had been annual review meetings with all 12 organisations that the Council helped to fund through service level agreements. They had asked Voluntary Action South West Surrey to carry out organisational health checks on each organisation. These checks would be comprehensive and robust and would 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 could be best used.

Kelvin Mills advised that The mobilisation for the new grounds maintenance contract with Continental Landscapes continued to move smoothly with a start date of 1 November. As part of this complex process they were working closely with Towns & Parishes, looking to transfer land assets for them to manage locally. The

Leisure service saw over 850 people take advantage of the skate and Xplorer events over the summer holidays. In addition over 3,000 older people attended sessions at the leisure centres and another 2,000 visited the specialist health prevention and rehabilitation services, all delivered by the contractor, Places Leisure.

The Brightwells scheme was beginning to gather pace with four cranes now in position, all groundworks, including the basement for the car parking, had been completed and buildings such as the car park and retail shells starting to emerge above ground level. Community engagement had 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 had welcomed another 89 new clients and carried out 300 maintenance visits to ensure customers continued to have an effective monitoring system; the visits also served to offer support to some of the boroughs more vulnerable residents.

The Committee noted that the funding had not been granted for the Frensham Hub. It was unfortunate and they would continue to try and locate funding.

A question was raised about staff turnover and moral of staff. It was raised that the Value for Money O&S looked at HR issues and they recently had a presentation on the feedback from the staff survey. **This was generally positive and sickness levels were low. Louise Norie would circulate the results of the staff survey following the meeting.**

The Committee thanked the officers for their presentation and RESOLVED to NOTE the performance reports.

30. BUDGET STRATEGY WORKING GROUP UPDATE (Agenda item 8.)

The Committee received a verbal update on the Budget Strategy Working Group. Members were informed that the Value for Money O&S Committee had considered an interim report summarising the findings of the Group after completing work-streams 1 and 3. The report shared the Groups observations on the Medium term Financial Plan which covered the years 2020/21 to 2022/23. The Group had developed a spreadsheet model to show the effect of projected costs and income factors and their timings on the state of the Council's General Fund Revenue Account from the current year to 2023/24 before and after transfer of reserves.

The Committee noted that the Working Group would consider the emerging budget proposals in December and the report updated. Although with timing they wouldn't be able to have a chance to comment on the short term budget proposals, they would be able to get involved in the medium term budget proposals.

31. CULTURAL STRATEGY ACTION PLAN UPDATE (Agenda item 9.)

Charlotte Hall, the Community Development Officer (Arts), presented to the Committee an update on the Cultural Strategy. Members noted that the plan was in

place for two years and the report invited them to note the outputs of the current Action Plan and to agree to the consultation process set out in the report which supported the development of a new Action Plan.

The Committee noted that the Action Plan was developed around three key priorities and a number of inter-related goals. Charlotte detailed some of the good work that had taken place since the implementation of the plan. Particularly the strong relationships the Council had built with the Farnham Maltings and Cranleigh Arts Centre through their service level agreements.

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.

Officers proposed to invite elected Members of the Council and cultural providers to a stakeholder workshop scheduled for January 2020. The purpose of the workshop being 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 2020-23 in alignment with the new Corporate Strategy. Members suggested that they invite more than just the Committee Members but all Councillors as it would of interest wider than just this Committee.

Councillor Steve Cosser asked about whether they worked with all four areas of the borough as it appeared that most work centred around Farnham and Cranleigh. Charlotte advised that they were working with all Towns and Parishes it was just that these two areas had a central hub to deliver projects via the service level agreements that were in place.

Councillor Jenny Else commented on the amount of positive work that was being completed to reach varying ages of the Community. A lot had been carried out which was of great benefit for residents. She was concerned that there was no longer a Health and Wellbeing Officer in post and all the work was falling to Charlotte. There was a direct link to health and wellbeing through the cultural projects being carried forward and was wondering whether they should be pushing for additional funding to support this good work. Councillor Cosser felt that this was a key strategic issue and needed strategic vision as well as a feel of what doing. **It was agreed that to go through this work in more detail, it should come back to the next meeting for greater discussion.**

The Committee RESOLVED to

1. Note the outputs delivered in the existing Cultural Strategy Action Plan.
2. Agree to the initiation of a consultation process to refresh the Action Plan for the next three years; and
3. Bring the item back to the next meeting for greater discussion.

32. WORK PROGRAMME (Agenda item 10.)

Yasmin Makin advised that she had met with Councillor Kika Mirylees to discuss scoping work around youth provision in the Borough. This would come back to the next meeting. Furthermore, they would consider the Cultural Strategy as discussed at this meeting, update from the Budget Strategy Working Group and the SLA Working Group.

It was discussed that the cultural strategy tied in with the work on loneliness and youth provision. There were lots of interlinking things and they should be mindful of work being done elsewhere so as not to repeat that work.

**The meeting commenced at 7.00 pm and concluded at 8.55 pm**

**Chairman**

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**WAVERLEY BOROUGH COUNCIL**

**[ENVIRONMENT O&S – 13 JANUARY 2020**

**HOUSING O&S – 14 JANUARY 2020**

**COMMUNITY WELLBEING – 15 JANUARY 2020**

**VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 20 JANUARY 2020]**

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**Title:**

**SERVICE PLANS 2020-2023**  
**(3 YEAR ROLLING PLANS)**

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**Portfolio Holder: All members of the Executive**

**Head of Service: All Heads of Service**

**Key decision: No**

**Access: Public**

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**1. Purpose and summary**

1.1. The Service Plans have been prepared by Heads of Service in collaboration with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the [Corporate Strategy 2019-2023](#) and the Medium Term Financial Plan 2020-2023.

1.2. Last year the Council reviewed its approach to service planning, changing them from annual plans, to three yearly rolling plans. This approach allows not only for an easier alignment with the Council's Medium Term Financial Plan (MTFP), but also a better transparency on delivery of multi-year projects and other initiatives. Key business as usual activities are set out for the year ahead and will be monitored as part of the annual review process to reflect the needs of the organisation. Progress on Service Plans will be reported on a quarterly basis through the Corporate Performance Report.

1.3. It is worth noting that the service plans are an operational management tool and as such are laid out in a way which allows easy and clear understanding of key functions performed by teams and the specific timescale set for their delivery as well as highlighting potential risks should an action was not completed. The plans also contain a list of ongoing service and corporate level projects.

1.4. Each of the Overview and Scrutiny Committees will be asked to review in full or specific sections of those Service Plans which represent the areas under their remit as listed below:

**Environment O&S – 13 January 2020**

- Planning & Economic Development Service Plan 2020-23 (except for Economic Development)
- Environment Service Plan 2020-23 (except for Licensing)
- Green Spaces only from Commercial Services Service Plan 2020-23

**Housing O&S – 14 January 2020**

- Housing Operations Service Plan 2020-23 (Full Plan)
- Housing Delivery & Communities Service Plan 2020-23 (except for Communities section)

### **Community Wellbeing O&S – 15 January 2020**

- Commercial Services Service Plan 2020-23 (except for Building Control and Green Spaces)
- Communities only from Housing Delivery & Communities Service Plan 2020-23
- Licensing only from Environment Service Plan 2020-23

### **VFM and Customer Service O&S – 20 January 2020**

- Business Transformation Service Plan 2020-23 (Full Plan)
- Finance and Property Service Plan 2020-23 (Full Plan)
- Policy and Governance Service Plan 2020-23 (Full Plan)
- Building Control only from Commercial Services Service Plan 2020-23
- Economic Development only from Planning and Economic Development Service Plan 2020-23

## **2. Recommendation**

It is recommended that the Overview & Scrutiny Committees consider the Service Plans for 2020-23 as set out at Annexe 1 relevant to their remit, and make any observations or comments to the Executive.

## **3. Reason for the recommendation**

The annual review process of service plans is a subject of internal as well as external scrutiny in which the O&S committees play a crucial role. The scrutiny committees review the proposals and pass their comments and recommendations to the Executive for their consideration ahead of the approval process.

## **4. Relationship to the Corporate Strategy and Service Plan(s)**

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

## **5. Implications of decision(s)**

### **5.1 Resource (Finance, procurement, staffing, IT)**

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

### **5.2 Risk management**

Risk management has been built into the format of the plans, allowing visibility of any potential impact should an action fail to be delivered.

### **5.3 Legal**

There are no legal implications arising directly from this report. Heads of Service will identify which of their Service Plan Actions/Outputs will require legal support and will discuss in advance with the Legal Services team their requirements, including



internal and/or external (if necessary) legal resource and budgeting for that support.

#### **5.4 Equality, diversity and inclusion**

There are no direct equality, diversity or inclusion 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.

#### **5.5 Climate emergency declaration**

Each service has reviewed their proposals to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2019-2023](#) in light of [Climate Emergency](#) introduced by the Council in September 2019. Further revision of the objectives might be required once the Climate Emergency Action Plan has been created and approved.

### **6. Consultation and engagement**

- 6.1 The preparation of Service Plans take place in early autumn alongside the budget planning process and will include consultation proposals where appropriate. The Plans are discussed with the Portfolio Holders and go through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the review by the Overview and Scrutiny Committees at January cycle and final approval by the Executive at February/March meeting.

### **7. Other options considered**

- 7.1 Not applicable

### **8. Governance journey**

- 8.1 The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive who will take these into consideration when approving the proposals. Once approved the Service Plans will guide the Council's operations for the coming year and the next scheduled review will take place in autumn 2020, when the new proposals for the year 2021-2024 will be considered.

### **Annexes:**

Annexe 1

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### **Background Papers**

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

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### **CONTACT OFFICER:**

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Agreed and signed off by:

Legal Services: Agreed on 13 December 2019

Head of Finance: Agreed in the SMT meeting on 5 November 2019

Strategic Director: Agreed in the SMT meeting on 5 November 2019

Portfolio Holder: Agreed in the Executive Briefing on 3 December 2019

## Service Plan 2020-2023

Head of Service:	Kelvin Mills
Strategic Director:	Graeme Clark
Portfolio Holders:	Cllr Mark Merryweather, Cllr Nick Palmer, Cllr David Beaman, Cllr Andy Macleod

Service:	<b>Commercial Services</b>
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### Service Profile

The Communities Service is comprised of 6 teams which deliver specific functions:

- **Arts and Culture** – supports the cultural services within the borough maximising funding for arts and culture. Oversees and manages community facilities and museums in our towns and villages
- **Careline** - offer a community alarm service to help people live longer and independently at home.
- **Parks and Countryside** – The Parks team manage our grounds maintenance contractor who looks after the greenspaces throughout the Borough ensuring quality greenspace, sports pitches and play areas. The Ranger Team manage and maintain the countryside areas within Waverley ownership ensuring accessibility and biodiversity in line with national and local policy.
- **Waverley Training Services** – delivers apprenticeships and study programs for young people to help them into employment and further education.
- **Leisure** - The primary focus of the leisure team is the contract management of Places Leisure who operate our five leisure centres, ensuring a high quality of service and maximising usage. In addition the team focus on increasing physical activity and the health and wellbeing of the residents of Waverley.
- **Building Control** (including Street Naming) is concerned with the structure, safety, accessibility and sustainability of development. The Team provides pre application advice, assesses building control applications and notices and carries out enforcement of unauthorised work. Waverley Building Control operates in a commercial environment and is in competition with Approved Inspectors. They are working to a 3 year Business Plan approved by Council 2016, which envisages the budget to break even by the end of 2019/20.

### Service Team: Arts & Culture

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

### Business As Usual - Annual

Outcome 1.	Culture contributes to the wellbeing of all our communities					
	Corporate Priority: Promote and sustain high quality public services accessible for all, including sports, leisure, arts, culture and open spaces. Encourage affordable access to sports and leisure facilities and the arts for all, improving services across the borough, focusing on health inequalities ensuring that no area is disadvantaged;					
Ref. No.	Actions / Outputs	Reference any additional	Start Date	End Date	Lead Officer	Impact of not completing the action
CS1.1	Work with local authority partners and Public Health to shape and deliver a major county-wide arts programme aimed at improving mental wellbeing.	none	01/04/20	31/03/21	Community Development Officer - Arts (CH)	Reputational risks with the partners

CS1.2	Encourage more rural communities to present touring theatre in non-theatre spaces such as community halls.	none	01/10/20	31/03/21	Community Development Officer - Arts (CH)	Missed opportunity to provide cultural provision in rural communities
CS1.3	Work with cultural partners to explore the potential of under utilised cultural premises such as libraries.	none	01/10/20	31/03/21	Community Development Officer - Arts (CH)	missed opportunity to provide cultural provision in communities

<b>Outcome 2.</b>	<b>Culture contributes to the development of distinctive places</b>					
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<b>Corporate Priority: Promote and sustain high quality public services accessible for all, including sports, leisure, arts, culture and open spaces. Encourage affordable access to sports and leisure facilities and the arts for all, improving services across the borough, focusing on health inequalities ensuring that no area is disadvantaged;</b>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS2.1	Instigate a Public Art Panel to advise the Council on the Public Art Programme for the Brightwells Yard development scheme.	support from Communities and Planning teams	01/04/20	31/03/21	Community Development Officer - Arts (CH)	Reputational risks and a failure to meet the Section 106 obligations for Brightwells
CS2.2	Identify sites and schemes that would benefit from cultural infrastructure and make a case for investment through S106 and CIL.	Support from the Planning team / and Towns and Parishes	01/04/20	31/03/21	Community Development Officer - Arts (CH)	missed opportunity that could improve cultural provision for the community
CS2.3	Support culture-led collaborations and town initiatives such Farnham Craft Town, Haslemere Festival and Godalming Staycation.	none	01/05/20	31/03/21	Community Development Officer - Arts (CH)	missed opportunity that could improve cultural provision for the community

<b>Outcome 3.</b>	<b>Children and young people are able to learn new skills through cultural participation</b>					
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<b>Corporate Priority: Promote and sustain high quality public services accessible for all, including sports, leisure, arts, culture and open spaces. Encourage affordable access to sports and leisure facilities and the arts for all, improving services across the borough, focusing on health inequalities ensuring that no area is disadvantaged; Improve facilities for young people;</b>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS3.1	Enable more young people to have improved physical and mental wellbeing through participation in dance.	none	01/04/20	31/03/21	Community Development Officer - Arts (CH)	missing the opportunity to improve wellbeing of young people in the community
CS3.2	Work with Farnham Maltings to support the development of Spark, a Waverley wide festival celebrating young people's creativity. ( annual showcase which takes place in March )	none	01/04/20	31/03/21	Community Development Officer - Arts (CH)	reputational risks with the partner

<b>Outcome 4.</b>	<b>Cultural organisations understand and support the communities they serve</b>					
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<b>Corporate Priority: Promote and sustain high quality public services accessible for all, including sports, leisure, arts, culture and open spaces. Encourage affordable access to sports and leisure facilities and the arts for all, improving services across the borough, focusing on health inequalities ensuring that no area is disadvantaged;</b>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS4.1	Appraise future options for the Museum of Farnham, ensuring the service has a home fit for the future.	Support from the Estates / Legal teams	01/04/20	31/03/21	Community Development Officer - Arts (CH)	future sustainability of the museum service and further deterioration of the building
CS4.2	Monitor community outcomes delivered by Farnham Maltings and Cranleigh Arts Centre through the SLA process	Support from the Communities and Finance Team	01/04/20	31/03/21	Community Development Officer - Arts (CH)	reputational risks with the partner

<b>Outcome 5.</b>	<b>Culture delivers a maximum return on public investment through partnership, leverage and income generation</b>					
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<b>Corporate Priority: Promote and sustain high quality public services accessible for all, including sports, leisure, arts, culture and open spaces. Encourage affordable access to sports and leisure facilities and the arts for all, improving services across the borough, focusing on health inequalities ensuring that no area is disadvantaged;</b>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS5.1	Use Waverley arts budget to attract further external funds and / or activities for the benefit of Waverley residents.	none	01/04/20	31/03/21	Community Development Officer - Arts (CH)	missed opportunity of providing cultural provision for the community
CS5.2	Deliver five key programmes with partners aligned to corporate priorities to improve the health & wellbeing of residents.	Support of the Communities Team	01/04/20	31/03/21	Community Development Officer - Arts (CH)	missed opportunity of providing cultural provision for the community

CS5.3	Continue to play a lead role in shaping Arts Partnership Surrey Programmes.	none	01/04/20	31/03/21	Community Development Officer - Arts (CH)	missed opportunity of providing cultural provision for the community
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<b>Outcome 6.</b>	<b>Increase usage of the Borough Hall and Memorial Hall</b>					
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	<b>Corporate Priority: Promote and sustain high quality public services accessible for all, including sports, leisure, arts, culture and open spaces. Encourage affordable access to sports and leisure facilities and the arts for all, improving services across the borough, focusing on health inequalities ensuring that no area is disadvantaged;</b>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS6.1	Improve operational procedures and develop clear benchmarking information around usage and profitability.	Support from the Communication , Communities, Finance Teams	01/04/20	31/03/21	Venue Manager (DC)/Centre Manager - WTS (AOS)	Failure to meet financial targets and reputational risks
CS6.2	Increase marketing and promotion of the Halls introducing new programming initiatives and events to increase awareness of the venues and reach wider audiences.	Support from IT, Communities, Communications	01/04/20	31/03/21	Venue Manager (DC)/Centre Manager - WTS (AOS)	Failure to meet financial targets

<b>Service Team: Careline</b>	<b>Team Leader: David Brown - Senior Living and Careline Manager</b>
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<b>Business As Usual - Annual</b>
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<b>Outcome 7.</b>	<b>Customers are helped to live independently in their own homes</b>					
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	<b>Corporate Priority: The value and worth of all residents regardless of income , wealth , age, disability , race, religion, gender or sexual orientation.</b>					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS7.1	Provide and maintain a full range of Careline and telecare equipment across the Borough.	None	01/04/20	31/03/21	Senior Living and Careline Services Manager (DB)	Customer numbers may drop
CS7.2	Promote service through ongoing marketing to reach as many customers as possible and aim to grow the business.	None	01/04/20	31/03/21	Senior Living and Careline Services Manager (DB)	New customers may not be reached.

CS7.3	Promote partnership working to seek further opportunities to attract new customers, to promote the service and increase the awareness to vulnerable residents to live independently.	None	01/04/20	31/03/21	Senior Living and Careline Services Manager (DB)	Total customer numbers may not be maximised. Residents ability to live independently could be compromised.
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**Service Team: Waverley Training Services**      **Team Leader: Adele O'Sullivan - Centre Manager - Waverley Training Services**

**Business As Usual - Annual**

Outcome 22.	The service supports young people into work and education and is sustainable.					
Corporate Priority: 'a thriving local economy, supporting local business and employment'						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS22.1	Create an effective Business Plan & Quality Improvement Plan to take the service forward in a sustainable way.	Finance	01/10/20	31/03/21	Centre Manager - Waverley Training Services (AOS)	Current Business Plan runs out December 2019. Failure to create an update will impact growth and potentially quality of service.
CS22.2	Manage in-house and sub contracted delivery to ensure learners achieve and funding indicators are therefore surpassed. Aim to achieve 75% overall and 70% for timely achievement, however, always remaining above the National Average for Provider type on the QAR data.	None	01/10/20	31/03/21	Centre Manager - Waverley Training Services (AOS)	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade. Learners fail to enter employment or further education and local employers struggle to employ new qualified staff.
CS22.3	Create a marketing and communications strategy that increases learner and employer numbers.	Communications	01/10/20	31/03/21	Centre Manager - Waverley Training Services (AOS)	Will impact upon number of direct delivery apprenticeships.

CS22.4	Effectively manage and oversee contractual requirements of funding agencies ensuring compliance and delivery of funding pot.	Finance	01/10/20	31/03/21	Centre Manager - Waverley Training Services (AOS)/ Data & Administration Manager (GS)	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade.
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<b>Outcome 23.</b>	<b>A service is created capable of achieving Ofsted Outstanding</b>					
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<b>Corporate Priority: ' a thriving local economy, supporting local business and employment'</b>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS23.1	Create a governance structure that effectively challenges the delivery of Waverley Training Services.	Senior Management Team	01/10/20	31/03/21	Centre Manager - Waverley Training Services (AOS)/ Head of Communities and Special Projects (KM)	Failure to do so could impact quality of teaching and future Ofsted Grade. Learners fail to enter employment or further education.
CS23.2	Raise corporate and local awareness of the services offered by Waverley Training Services and the outcomes achieved by its learners	none	01/10/20	31/03/21	Centre Manager - Waverley Training Services (AOS) / Head of Communities and Special Projects (KM)	Number of learners could drop and levy pot would not be maximised. Young people fail to gain qualifications enabling them to find work or enter further education.

<b>Team Projects</b>
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<b>Service Team: Leisure</b>	<b>Team Leader: Tamsin McLeod - Leisure Contracts Manager</b>
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<b>Business As Usual - Annual</b>
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<b>Outcome 24.</b>	<b>To offer accessible and affordable leisure provision for all</b>					
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<b>Corporate Priority: encourage affordable access to sport and leisure facilities for all... focusing on health inequalities ensuring that no are is disadvantaged."</b>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS24.1	Review the Leisure Development Plan to reflect the priorities under the Surrey Health and Wellbeing strategy	Officer Time	01/10/20	31/03/21	Leisure Contracts Manager (TM)	Leisure plan not aligned with regional and local priorities
CS24.2	Increase participation in target groups with the delivery of new projects.	Officer Time	01/10/20	31/03/21	Interim Leisure Services Manager (FV)	Target groups do not participate and activity levels within the borough drop impacting health and wellbeing of residents.

**Outcome 25. To improve physical and mental health and wellbeing of our community**

**Corporate Priority: "...focusing on health inequalities ensuring that no area is disadvantaged."**

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS25.1	Health and Wellbeing Strategy and action plan to be reviewed and aligned with the Surrey Health and Wellbeing Strategy	Officer time	01/10/20	31/03/21	Leisure Services Manager (FV)	Action plan not aligned to corporate priorities and Health Profile
CS25.2	Lead the Prevention and Independence work of the ICP	Officer time	01/10/20	31/03/21	Leisure Services Manager (FV)	Target groups do not participate and activity levels within the borough drop impacting health and wellbeing of residents.
CS25.3	Increase participation in wellbeing offering across the contr	Officer time Leisure budget	01/10/20	31/03/21	Leisure Contracts Manager (FV)	Target groups do not participate and activity levels within the borough drop impacting health and wellbeing of residents.

**Outcome 26. Maximisation of the management of the Leisure Contract**

**Corporate Priority: "encourage affordable access to sport and leisure facilities for all..."**

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS26.1	Ensuring contractual adherence (including. KPIs for service) to ensure high standards and customer satisfaction	Officer time	01/10/20	31/03/21	Leisure Contracts Manager (TM)/ Leisure Development Officer (SS/ED)	Standards reduce, participation declines, customer satisfaction drops and negatively impacts residents health & wellbeing.
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<b>Outcome 27.</b>	<b>To improve the leisure provision for young people</b>					
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<b>Corporate Priority: encourage affordable access to sport and leisure facilities for all... focusing on health inequalities ensuring that no area is disadvantaged."</b>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS27.1	Expanding the Friday Night Project (FNP) with new provision for young people in Farnham and Godalming	Officer time Leisure budget Support from Places Leisure	01/10/20	31/03/21	Leisure Development Officer (SS)	Action plan not aligned to corporate priorities and Health Profile. Target groups do not participate and activity levels within the borough drop impacting health and wellbeing of residents.
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CS27.2	Maximisation and sustainability of key existing events/projects (Surrey Youth Games, Skate Events, Xplorer, Cranleigh FNP)	Officer time Leisure budget Support from Places Leisure	01/10/20	31/03/21	Interim Leisure Services Manager (FV)	Action plan not aligned to corporate priorities and Health Profile. Target groups do not participate and activity levels within the borough drop impacting health and wellbeing of residents.
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<b>Team Projects</b>
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<b>Outcome 28.</b>	<b>Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres</b>					
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<b>Corporate Priority: "encourage affordable access to sport and leisure facilities for all..."</b>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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CS28.1	Confirm facility mix in partnership with Places Leisure	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure.	01/04/20	30/11/19	Leisure Contracts Manager (TM)	Unable to deliver original project approved by Council. Usage of centres does not increase as customer satisfaction drops negatively impacting residents health & wellbeing.
CS28.2	Procure and appoint external Project Team for FLC	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure	01/11/20	31/12/19	Leisure Contracts Manager (TM)	Unable to deliver original project approved by Council. Usage of centres does not increase as customer satisfaction drops negatively impacting residents health & wellbeing.
CS28.3	Develop design proposals and prepare tender proposals ensuring carbon impact is minimised to reflect the climate emergency.	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure. Refer to Climate Emergency targets.	01/01/20	30/10/20	Leisure Contracts Manager (TM)	Unable to deliver project. Energy efficient systems are not introduced to centres.
CS28.4	Procure and appoint external building contractor/s to construct FLC	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure	01/11/20	31/01/21	Leisure Contracts Manager (TM)	Unable to deliver original project approved by Council. Usage of centres does not increase as customer satisfaction drops negatively impacting residents health & wellbeing.

CS28.5	Obtain Secretary of State approval regarding the disposal of Broadwater School land for the GLC extended car park	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure	20/10/19	20/10/20	Leisure Contracts Manager (TM)	Unable to deliver original project approved by Council. Usage of centres does not increase as customer satisfaction drops negatively impacting residents health & wellbeing.
CS28.6	Procure and appoint external Project Team for GLC	Leisure investment budget Officer time, including PWG and Project Board Support from Places Leisure. Sustainability Officer.	21/10/20	31/12/20	Leisure Contracts Manager (TM)	Unable to deliver original project approved by Council. Usage of centres does not increase as customer satisfaction drops negatively impacting residents health & wellbeing.

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<b>Outcome 29.</b>	<b>Deliver Cranleigh Leisure Centre business case phase</b>					
	<b>Corporate Priority: "encourage affordable access to sport and leisure facilities for all..."</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS29.1	Report written to identify suitable site/s and create viable business options that embed energy efficiency at it's core seeking to reduce carbon.	Leisure investment budget Officer time, including PWG. Refer to Climate Emergency targets.	01/12/19	31/12/19	Leisure Contracts Manager (TM)	Project not delivered and an inefficient building continues to be managed negatively impacting the council's carbon footprint. Usage of the centre does not increase as customer satisfaction drops, negatively impacting residents health & wellbeing.

CS29.2	Council decision regarding leisure provision in Cranleigh in light of age of the building and it's inefficient energy systems.	Leisure investment budget Officer time, including PWG and Project Board	01/01/20	31/03/20	Leisure Contracts Manager (TM)	Project not delivered and an inefficient building continues to be managed negatively impacting the council's carbon footprint. Usage of the centre does not increase as customer satisfaction drops, negatively impacting residents health & wellbeing.
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### Corporate & Service Level Projects (Service wide or cross cutting projects)

<b>Outcome 34.</b>	<b>Delivery of the Weyhill project</b>					
	Corporate Priority: <i>'housing to buy and to rent for those at all income levels' 'high quality public services accessible for all'</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS34.1	Oversee the successful relocation of key community groups such as St John; Guides; Scouts & Cadets	Estates; Property; Legal	01/04/20	01/01/20	Head of Commercial Services (KM) / Development Programme Manager (DS)	Delivery of much needed housing not delivered on Weyhill site. Community groups unhappy creating reputational damage to the Council
CS34.2	Deliver all types of much needed homes for Haslemere on the vacated Wey Hill site.	Estates; Property; Legal	01/01/20	01/01/22	Head of Strategic Housing and Delivery (AS) / Head of Commercial Services (KM)	Much needed housing not delivered on Weyhill site.

<b>Outcome 35.</b>	<b>Helping provide safe and value for money managed Housing areas</b>					
	Corporate Priority: <i>'the value and worth of all residents...'</i>					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS35.1	Delivering good cross service customer in regards to grounds maintenance and tree management provision on Housing areas	Officer time, Housing	01/04/18	30/03/2019 + ongoing	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)/ Green Spaces Contract Officer (MC)	Customer service across services is poor, lack of coherent working practices
CS35.2	Providing input into newly developed Housing areas in regards to the grounds that surround them	Officer time, Housing	02/04/18	30/03/2019 + ongoing	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)/ Green Spaces Contract Officer (MC)	Poorly managed and landscaped Housing areas negatively impacting the council's reputation.

<b>Outcome 36. Helping the Council make the most of its land</b>						
<b>Corporate Priority: a financially sound Waverley' 'high quality public services .... and open spaces'</b>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS36.1	Ensuring that utility companies are managed when they approach the Council in regards to working on our land, wayleaves and easements	Estates, Housing, Property, Legal	Continual task	Continual task	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)	Damage to Council land, trees and property creating additional costs that need to be absorbed
CS36.2	Assisting Estates, Legal in making income from capital receipts for easements negotiated across our land	Estates, Property, Legal	Continual task	Continual task	Tree and Woodlands Officer (AS)/Green Spaces Manager (ML)	Income potential not realised therefore not contributing to the medium term financial plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council.

CS36.3	Corporate Projects to lead on development of the Land and Assets project, bringing together key sites in the borough to identify opportunities to invest and review current land ownership in a co-ordinated strategy.	Estates, Property, Finance, Planning	Continual task	Continual task	Development Programme Manager (DS)	Income potential not realised therefore not contributing to the medium term financial plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council.
CS36.4	Work with Surrey County Council to master-plan assets in towns to help form a long-term strategic plan for the development of the Borough	Estates, Property, Legal	Continual task	Continual task	Development Programme Manager (DS)	Income potential not realised therefore not contributing to the medium term financial plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council.

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<b>Outcome 37.</b>	<b>Delivery of the Brightwells Yard regeneration project</b>					
	<b>Corporate Priorities: Promote and sustain a thriving local economy, supporting local businesses and employment. Promote and sustain housing to buy and to rent, for those at all income levels</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS37.1	Work closely with external partners and internal departments to ensure effective stewardship and delivery of the Brightwells project	Legal; Estates; Communications; Planning	01/04/20	31/03/21	Head of Communities and Special Projects (KM)/ Development Programme Manager (DS)	Key Stakeholders are not aware of ongoing works creating potential reputational risks.
CS37.2	Ensure effective engagement with residents, local businesses and stakeholders to ensure people are informed of next steps and project progress.	Legal; Estates; Communications; Planning	01/04/20	31/03/21	Head of Communities and Special Projects (KM)/ Development Programme Manager (DS)	Key Stakeholders are not aware of ongoing works creating potential reputational risks.

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## Service Plan 2020-2023

Service: <b>Housing Delivery and Communities</b>		Head of Service:	Andrew Smith
		Strategic Director:	Annie Righton
		Portfolio Holders:	Cllrs Anne-Marie Rosoman and David Beaman

### Business as usual / Service description

#### Community Services Team

Works closely with the voluntary sector supporting service delivery. Community Safety plays a pivotal role in maintaining a safe borough for Waverley residents by working in partnership with all the statutory agencies, in particular the police service.

#### Housing Development Team

Identifies opportunities for increasing the supply of council homes and manages the new-build programme. (Monitored through the Corporate performance indicators: P6, P7, H10).

#### Housing Strategy and Enabling Team

Responsible for drafting and monitoring the Housing Strategy, working with Housing Associations to deliver affordable homes throughout the Borough and provides input into planning applications to ensure appropriate affordable housing delivery is maximised.

#### Housing Options and Home Choice Team

Provides advice and assistance to prevent homelessness, manages the Housing Register and allocates social and affordable rented homes in the Borough. (Monitored through the Corporate performance indicators: H3, H4a, H4b, H4c).

#### Private Sector Housing Team

Provides advice and information on a range of issues affecting the living conditions of people in private sector housing, enforces relevant legislation and administers home improvement and Disabled Facilities Grants.

#### Service Improvement Team

Develops policies and procedures, manages performance data, the housing management database, implements service improvements and delivers specialist projects including tenant involvement activities.

### Service Team: Community Services

Team Leader: Katie Webb

### Business As Usual - Annual

Outcome 1.	The Ageing Well Strategy (2015 - 18) and Action Plan is reviewed to reflect current needs and priorities					
	Corporate Priority: <i>Value and worth of all residents</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

SP20/21HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities.	Surrey CC, Health associated voluntary and statutory organisations	31/09/2019	31/06/2020	Community Services Manager/ Community Partnerships Officer	Action plan not aligned to corporate priorities, SCC and Health Priorities.
SP20/21HDC1.2	Updated Action and Implementation Plan	Surrey CC, Health associated voluntary and statutory organisations	31/09/2019	31/06/2020	Community Services Manager/ Community Partnerships Officer	Action plan not aligned to corporate priorities, SCC and Health Priorities.
SP20/21HDC1.3	Coordinate the delivery of the Ageing Well Action Plan 2020 - 2024	Surrey CC, Health associated voluntary and statutory organisations	01/04/20	31/06/2021	Community Services Manager/ Community Partnerships Officer	Risk of not delivering initiatives and activity that meets the need of the boroughs older residents.

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<b>Outcome 2.</b>	<b>Work in partnership with voluntary organisations and Adult Social Care and Clinical Commissioning Groups</b>					
	<b>Corporate Priority: Value and worth of all residents</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC2.1	Identify opportunities to develop and deliver activities.	Budget to deliver activities	01/04/20	31/03/21	Community Services Manager	Risk of not delivering objectives of Ageing Well Action Plan and residents' health and wellbeing not optimised
SP20/21HDC2.2	Work to ensure the Council's preventative services for vulnerable and older people are part of the pathway when residents access health and social care services.	Budget to deliver activities	01/04/20	31/03/21	Community Services Manager	Risk of not delivering objectives of Ageing Well Action Plan and residents' health and wellbeing not optimised

<b>Outcome 3.</b>	<b>The organisations funded through Service Level Agreements are delivering the agreed outcomes</b>					
	<b>Corporate Priority: Value and worth of all residents</b>					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC3.1	Work with the Community Wellbeing Overview and Scrutiny working group to carry out a review of the current Service Level Agreements (SLAs) in order to inform funding decisions for the new round of SLAs starting 1 April 2021.	None	01/11/19	31/03/21	Community Services Manager	Risk that current SLA funded organisations do not reflect or contribute to the changing landscape and do not offer value for money
SP20/21HDC3.2	Carry out Organisational Health Checks on organisations with whom the Council has current Service Level Agreements in order to understand the strength and weaknesses of the individual organisations and support funding decisions for the new round of SLAs starting 1 April 2021. Any organisations funded must demonstrate a commitment to addressing Climate Change and sign up to any requirements the Council may adopt when commissioning services or entering into new SLAs.	Budget to deliver the Health Checks through Voluntary Action for South West Surrey	01/11/19	30/11/21	Community Services Manager / Community Partnerships Officer	Risk of reputational damage through the council funding organisations where there is poor practice in areas of governance, recruitment processes, financial management, communication etc.
SP20/21HDC3.3	Collect, review and present quarterly monitoring data.	None	01/04/20	31/03/21	Community Services Manager	Risk of organisations not delivering the outcomes of SLAs
SP20/21HDC3.4	Hold, minute and follow through actions from 6 monthly and annual SLA meetings.	None	01/04/20	31/03/21	Community Services Manager	Risk of organisations not delivering the outcomes of SLAs
SP20/21HDC3.5	Provide information and support to enable the organisations to maintain and grow high quality services.	None	01/04/20	31/03/21	Community Services Manager	Risk of not delivering objectives of Ageing Well Action Plan

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
<b>Outcome 4. The Waverley Community Safety Strategy priorities are delivered in partnership</b>						
<b>Corporate Priority: Value and worth of all residents</b>						
SP20/21HDC4.1	Coordinate the work of the Safer Waverley Partnership	CS Budget - SWP Budget	01/04/20	31/03/21	Community Safety Officer	Risk of not delivering the SWP Partnership Plan priorities and objectives

SP20/21HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6	Budget to appoint an Independent Chair - Additional administration support through existing resources	01/04/20	31/03/21	Head of Housing Delivery & Communities/ Community Services Manager / Community Safety Officer	Failure to meet the statutory requirements of the Home Office to carry out a DHR within the appropriate timescales as set out in the guidance for relevant organisations.
SP20/21HDC4.3	Coordinate the delivery of Domestic Homicide Review Action Plans 2 / 5 and 6 (when review completed)	Existing Resources	01/04/20	31/12/21	Community Services Manager / Community Safety Officer	Failure to deliver a statutory requirement and lessons are not learnt by relevant organisations.
SP20/21HDC4.4	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to Waverley's community.	CS Budget - SWP Budget	01/04/20	31/03/21	Community Safety Officer	Failure to deliver national objectives which aim to reduce crime and disorder

<b>Outcome 5.</b>	<b>Community Safety is integrated throughout the Council</b>					
	<b>Corporate Priority: People &amp; Place</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC5.1	Train frontline officers and managers on serious and organised crime, including Modern Slavery and Prevent	CS Budget for training	01/04/20	31/03/21	Head of Housing Delivery & Communities/ Community Services Manager	Risk of increase in Waverley if frontline staff are not trained to identify activity
SP20/21HDC5.2	Coordinate the internal Community Safety Oversight Group with the relevant Heads of Service to identify where community safety features in the Corporate Plan and the Service Plans. Identify areas of community safety which would benefit from strategic oversight, e.g. Unauthorised Encampments, Joint Enforcement Initiative, Begging and Rough Sleeping, training, ASB Victim Risk Assessments, Partnership Intelligence forms etc.	CS Budget - Safer Waverley Partnership Budget (SWP)	01/04/20	31/03/21	Community Services Manager	Outcomes of SWP and JET not being coordinated and duplication of work

<b>Outcome 6. Waverley Borough Council fulfils its safeguarding responsibilities</b>						
<b>Corporate Priority: Value and worth of all residents</b>						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
SP20/21HDC6.1	Ensure the revised Safeguarding Policy for the Council (including Prevent, Modern Slavery, Hate Crime) is implemented across all service areas.	Existing resources	01/04/20	31/03/21	Head of Housing Delivery & Communities/ Community Services Manager	Failure to safeguard children and adults at risk; criminal prosecution; serious reputational damage
SP20/21HDC6.2	Coordinate the regular Internal Board meeting and overseeing the Council's safeguarding responsibilities.	Existing resources	01/04/20	31/03/21	Head of Housing Delivery & Communities/ Community Services Manager	Failure to safeguard children and adults at risk; criminal prosecution; serious reputational damage
SP20/21HDC6.3	Ensure all staff and councillors are trained at appropriate level including reference to the implications for Serious Organised Crime and Exploitation of Children.	Existing resources	01/04/20	31/03/21	Head of Housing Delivery & Communities/ Community Services Manager/Head of Policy and Governance	Failure to safeguard children and adults at risk; criminal prosecution; serious reputational damage
SP20/21HDC6.4	Enable Safeguarding Champions to operate effectively by equipping them and training them appropriately.	Existing resources	01/04/20	31/03/21	Head of Housing Delivery & Communities/ Community Services Manager	Failure to safeguard children and adults at risk; criminal prosecution; serious reputational damage

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# Service Plan 2020-2023

Head of Service:	Richard Homewood
Strategic Director:	Annie Righton
Portfolio Holders:	CLlr Steve Williams

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

<b>Service Team: Licensing</b>	<b>Team Leader: Paul Hughes - Licensing Manager</b>
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## Business As Usual - annual

<b>Outcome 13.</b>	<b>Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted within the borough</b>					
	<b>Corporate Priority: thriving local economy, supporting local businesses and employment</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
ES 13.1	Continue with targeted Licensing inspection programme, with spot check visits following intelligence and/or incidents. Ensure results and any concerns from such visits are reported internally and shared with key partners including Surrey Police. Ensure all Licensing compliance issues are acted upon and further monitored and site revisited where appropriate.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 13.2	Carry out a programme of spot checks on Hackney carriage and Private Hire vehicles, drivers and operators. Investigate and record all complaints, taking appropriate action.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 13.3	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by reviewing existing processes and policies.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Process may not ensure public safety

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ES 13.4	Participate in the Customer Services review to improve customer focus across all areas of the Council's licensing function and improve customer journeys.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Staff not up to date with current legislation and licensing practice
ES 13.5	Work with other Surrey Licensing authorities to review and update Hackney Carriage/Private Hire Policy requirements to promote the transition to low emission, hybrid or electric vehicles as Hackney Carriage/Private Hire Vehicles in accordance with the corporate objective of reducing carbon emissions.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Public safety cannot be assured
ES 13.6	Continue to work with Surrey Licensing Group to develop Surrey Joint warranting protocol.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Public safety cannot be assured



**WAVERLEY BOROUGH COUNCIL**

**COMMUNITY WELLBEING OVERVIEW & SCRUTINY**

**15 JANUARY 2020**

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**Title:**

**Youth Activities in Waverley**

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**Portfolio Holder:** Cllr David Beaman, Portfolio Holder for Health, Wellbeing and Culture

**Heads of Service:** Kelvin Mills, Head of Commercial Services  
Andrew Smith, Head of Housing Delivery and Communities

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

1.1 Following a request by the Community Wellbeing O&S Committee to investigate youth activities in the Borough this report gives initial feedback to the Committee following the first phase of research.

**2. Recommendation**

It is recommended that the Committee consider and confirm which direction further research should take.

**3. Reason for the recommendation**

To ensure further research meets the needs of the Committee.

**4. Background to youth provision in Waverley**

4.1 In England and Wales upper tier local authorities i.e. Surrey County Council, have a duty to secure services and activities for young people aged 13 to 19, and those with learning difficulties to age 24, to improve their well-being. The scope of this duty includes access to positive, preventative and early help to improve their well-being and includes youth work and other services that:

- connect young people with their communities;
- offer safe environments to take part in a wide range of sports, music, arts and other activities;
- improve young people's physical and mental health and emotional well-being;
- provide help for those at risk of dropping out of learning or not achieving their full potential and

- raise young people's aspirations, build their resilience and inform their decisions, thereby reducing teenage pregnancy, risky behaviours such as substance misuse and involvement in crime and anti-social behaviour.

4.2 There have been many changes to how local youth services have been funded and delivered in the last seven years and the government are currently reviewing their guidance. In reality budgets for community youth work have been cut drastically over the years and the focus has been placed on supporting the most vulnerable young people with the highest levels of need. Youth work is no longer delivered from places like youth centres and the County looks to work in partnership to provide services to young people. For example, Surrey Youth Focus is a charity working with councils, police, schools and public health to "significantly improve the lives of young people in Surrey". They explore the needs of young people and describe themselves as the 'eyes and ears of the voluntary youth sector'. Provision of youth activities has always relied heavily on the voluntary sector but in the last decade the gap between what is needed and what is available has widened.

4.3 Following a Youth Work Needs Assessment in Waverley in 2015 the following areas were identified as having the highest need: Sandy Hill, Farnham; Godalming Ockford, Aarons Hill and Binscombe; Cranleigh East and Haslemere East, Critchmere and Shottermill. At the time of the assessment young people were asked about their needs and concerns and the following comments were received:

- Drugs and alcohol problems were identified as the highest need area that needed support
- Young people felt under increasing pressure from others to do well and highlighted there was a huge stress of failure
- Emotional and mental health concerns were increasing, issues such as isolation, self harming, self image and bullying were affecting young people in Waverley

4.4 Although Waverley Council has no duty to provide youth services, in reality we provide a broad range of activities especially through our leisure services and in other respects through supporting organisations such as 40 Degreez in Farnham. The Leisure and Wellbeing Development Plan 2019-21 includes a large amount of activity aimed at young people. For example, the Friday Night Project which started at Cranleigh Leisure Centre, attracts around 70 young people a week and provides gym, pool and squash sessions as well as a break out area where they can sit and chat. This model has been extended to Farnham and proposals to roll it out further are being explored. Waverley also provides skate parks in Godalming, Farnham and Haslemere and these have proved popular. Waverley's Culture and Arts service has also provided activities for young people and is currently exploring new opportunities. However, whilst the Council offers a number of organised activities, anecdotal evidence suggests that young people also want a more informal provision for example somewhere to gather and meet.

4.5 The Borough has a wide range of sporting and other activities for young people provided by clubs and voluntary organisations which are well attended and supported. However, as a predominantly rural authority there is potentially a deficit of activities for young people in the villages and more rural areas of the

Borough. More research would need to be carried out in this area to ascertain the exact level of provision.

- 4.6 In recent years there has been an increase in longer term anti-social behaviour in local communities across the Borough. This can have a significant impact on a local community and lives of local residents. The behaviours being displayed by the young people are an increase in noise, nuisance behaviour, criminal damage and grooming of other young people into serious organised crime, sexual exploitation and drugs.
- 4.7 During 2019 there were two locations in the Borough, Farnham and Farncombe that experienced these significant problems. Currently the Farncombe issue is being managed through the mechanism of the Safer Waverley Partnership (SWP) which 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. The SWP mechanisms being utilised for this issue are:
1. The Community Harm and Risk Management Meeting - This is a multi agency meeting that shares 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.
  2. A Joint Action Task and Finish Group - A multi agency approach including targeted services and organisations such as Targeted Youth Service (statutory and voluntary), local schools, the Town Council and the Council's Community Safety Team. This group focuses on the location and community impact and works together to resolve specific issues.
  3. A consultation exercise is being carried out in the area to explore and understand activities that would be of interest to young people. Initial feedback suggests that rather than an informal 'shelter' young people would prefer a more café style environment. The results of this consultation could inform and provide a model for other parts of the Borough.
- 4.8 The withdrawal of funding from Surrey County Council's general youth work has meant that organisations such as district councils have filled some of the gap, particularly around organised leisure activities. However, some families can't afford the costs or can't prioritise the costs that are associated with the more traditional activities such as weekly fees, travel costs, associated kit/uniform and trips. The Complimentary Access to Leisure Scheme, (referral only) is a very helpful safety net to support these families for leisure centre activities and organisations such as guides and scouts will give support for the provision of uniforms and trips.
- 4.9 The Safer Waverley Partnership also report that young people face new challenges with the increase in Serious Organised Crime, Child Sexual Exploitation, grooming and cyber bullying. There has been an increase in the number of young people on the Community Harm and Risk Management Meeting which require a multi-agency approach and Waverley has a comparatively high number of young people who are at risk of sexual exploitation. The Council does not have the skills and resources to relate to our more challenging young people who require more support for emotional and mental wellbeing issues. Many young people do not want to engage more formally preferring instead to go somewhere safe where they can 'hang out', chat and get support and advice. Whereas in the past youth clubs may have met some of this need these are no

longer supported by the youth service and have disappeared in most towns and villages.

## **5. Questions for the Committee**

5.1 In order to provide value to the Committee and to prevent unnecessary work it would be useful for the Scrutiny team to gain an understanding of what the Committee would like to explore further in what is potentially a far reaching subject. To this end it may be helpful for members of the Committee to discuss the role they see the Borough Council having in this context.

- What role should the Council have in providing facilities and activities for young people?
- Does the Borough Council have a role, or should it have a role, in improving young people's physical and mental health and emotional well-being?
- What further research would the Committee like to see?

## **6. Relationship to the Corporate Strategy and Service Plan**

6.1 The exploration of youth activities will be valuable in supporting the Corporate Strategy objective 'to improve facilities for young people'.

## **7. Implications of decision**

### **7.1 Resource (Finance, procurement, staffing, IT)**

There are no resource implications at this stage.

### **7.2 Risk management**

There are no risk management issues.

### **7.3 Legal**

There are no legal issues to consider at this stage.

### **7.4 Equality, diversity and inclusion**

There are no direct equality, diversity or inclusion 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.

### **7.5 Climate emergency declaration**

There are no climate emergency implications.

## **8. Consultation and engagement**

8.1 Initial engagement has taken place with Waverley service managers who have involvement in youth activities.

## **9. Governance journey**

9.1 This report is an information only item for Overview and Scrutiny.

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## **Background Papers**

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

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### **CONTACT OFFICER:**

Name: Louise Norie  
Position: Corporate Policy Manager  
Telephone: 0148 3523464  
Email: [louise.norie@waverley.gov.uk](mailto:louise.norie@waverley.gov.uk)

Agreed and signed off by:

Legal Services: 2 January 2020

Head of Finance: 2 January 2020

Strategic Director: 2 January 2020

Portfolio Holder: 2 January 2020

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## **INTRODUCTION TO WAVERLEY BOROUGH COUNCIL**

### **OVERVIEW AND SCRUTINY WORK PROGRAMME**

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

- Section A – Lists the Scrutiny tracker of recommendations for the municipal year.
- Section B – 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 C – Lists live in-depth scrutiny task and finish groups, including objectives, key issues and progress.

**Section A**  
**Scrutiny Tracker 2019/20**

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
19 November 2019	Safer Waverley Partnership Plan 2019-20	<b>RECOMMENDATION:</b> after considering the SWP Plan 2019-20 the Committee recommends that the SWP publicises its successes more.	This recommendation was passed onto the Community Safety Team and fed into wider discussions about communications.	
		<b>RECOMMENDATION:</b> the Committee recommends that the SWP creates a short briefing note on the roles and partnerships of the SWP to be shared with partners and organisations such as the towns and parishes.		
17 September 2019	Ageing Well Strategy and Action Plan	<b>ACTION:</b> 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



## Section B

## 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
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
Cultural Strategy	To receive a presentation on the impact of the Strategy, including reference to the funding levels and sources.	Charlotte Hall	January 2020	
Draft climate emergency action plan	To scrutinise the action plan prepared before it goes to Council.	Richard Homewood	March 2020	April 2020

## 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 Level Agreement working group final report	To receive and endorse the final report from the working group.	Cllr Jenny Else / Katie Webb	March 2020	April 2020
Safeguarding Policy	To consider the Safeguarding Policy following its circulation to Committee members ahead of the Committee meeting.	Andrew Smith	March 2020	April 2020
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	April 2020
Health and Wellbeing Strategy	To contribute to the development of the Strategy.	Fotini Vickers / Kelvin Mills	June / September 2020	TBC
Loneliness	To understand the extent of loneliness and social isolation across all ages, within the Borough.	TBC	TBC	N/A
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 2020	N/A

**Section C**

**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"> <li>• Day Centres</li> <li>• Ageing Well action plan</li> <li>• Value for money</li> <li>• Governance and management</li> <li>• Service delivery</li> <li>• Funding</li> <li>• Monitoring</li> </ul>	Yasmine Makin / Katie Webb	The first meeting of the Group took place Wednesday 13 November 2019 with another meeting arranged for January 2020.
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"> <li>• Funding</li> <li>• Geographical variances</li> <li>• Anti-social behavior</li> <li>• Surrey youth services</li> </ul>	Louise Norie / Cllr Mirylees	This work has been agreed by the committee with a research paper due to come in January 2020.

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## 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](mailto:committees@waverley.gov.uk).

### Executive Forward Programme for the period 1st January, 2020 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
<b>CORPORATE STRATEGY, POLICY AND GOVERNANCE, LEP AND PARTNERSHIP WORKING - CLLR JOHN WARD (LEADER)</b>						
Pay Policy Statement	To make recommendations on the adoption of the Pay Policy Statement.	Council	No	February 2020	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
<b>CORPORATE STRATEGY, POLICY &amp; GOVERNANCE, BENEFITS &amp; WELFARE, AND COMMUNICATIONS - CLLR PAUL FOLLOWS (DEPUTY LEADER)</b>						
Review of Governance arrangements	To make recommendations on changes to the Council's governance arrangements	Council	Yes	February 2020	Robin Taylor, Head of Policy & Governance	STANDARDS
<b>FINANCE, ASSETS AND COMMERCIAL SERVICES - CLLR MARK MERRYWEATHER</b>						
Property Acquisitions [E3]	To bring forward opportunities for approval as they arise	Executive	Yes	January 2020	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Budget Management [E3]	To seek approval for budget variations, if required.	Executive	Yes	January 2020	Peter Vickers, Head of Finance and Property	VFM & CS O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Property Matters [E3]	To seek approval of property matters as they arise.	Executive	Yes	January 2020	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Tax Strategy	To approve the revised Tax Strategy	Executive	Yes	January 2020	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Policy on consent for the use of common land and council owned land and property	To agree a policy on responding to requests for the use of common land and council owned land and property	Executive	Yes	January 2020	Peter Vickers, Head of Finance and Property	ENVIRONMENT OS& O&S
General Fund Budget 2020/21	To make recommendations on the General Fund Budget 2020/21.	Council	Yes	February 2020	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Capital Strategy 2020/21	To make recommendations on the Capital Strategy 2020/21.	Council	Yes	18 Feb 2020	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Property Investment Strategy	To recommend adoption of a revised Property Investment Strategy	Council	Yes	February 2020	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	Yes	February 2020	Peter Vickers, Head of Finance and Property	O&S committees
<b>OPERATIONAL &amp; ENFORCEMENT SERVICES - CLLR NICK PALMER</b>						
Car Parking Strategy	To recommend to Council the adoption of a new Car Parking Strategy.	Council	Yes	February 2020	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
<b>ENVIRONMENT AND SUSTAINABILITY - CLLR STEVE WILLIAMS</b>						
Pesticides Policy	To approve a policy on the use of pesticides on Waverley Borough Council land.	Executive	Yes	February 2020	Richard Homewood, Head of Environmental Services	Environment O&S
Air Quality Action Plan	To note the AQ Annual Status Report 2019 and response from DEFRA, and to approve the revised AQ Action Plan.	Executive	Yes	April 2020	Richard Homewood, Head of Environmental Services	Environment O&S
Electric Vehicle Charging Strategy	To approve an EV Strategy for Waverley	Council	Yes	February 2020	Richard Homewood, Head of Environmental Services	Environment O&S
<b>HEALTH, WELLBEING AND CULTURE - CLLR DAVID BEAMAN</b>						
Leisure Centre Investment, Cranleigh	To update and agree next steps.	Executive	Yes	February 2020	Kelvin Mills, Head of Commercial Services	Community Wellbeing
Safeguarding Policy	Approval of the revised Safeguarding Policy	Council	Yes	April 2020	Andrew Smith, Head of Housing Delivery and Communities	Community Wellbeing
<b>HOUSING AND COMMUNITY SAFETY - CLLR ANNE-MARIE ROSOMAN</b>						
Responsive Repairs and Voids Contract [E3]	To agree the procurement of an interim contract	Executive	Yes	January 2020	Hugh Wagstaff, Head of Housing Operations	HOUSING O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
HRA Business Plan 2020/21 to 2023/24	To recommend the HRA Business Plan to Council.	Council	Yes	February 2020	Hugh Wagstaff, Head of Housing Operations, Andrew Smith, Head of Housing Delivery and Communities	HOUSING O&S
<b>PLANNING POLICY &amp; SERVICES - CLLR ANDY MACLEOD</b>						
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	February 2020	Zac Ellwood, Head of Planning and Economic Development	Environment O&S
Local Plan Part II - Approval to submit	Approval to submit.	Executive, Council	Yes	June 2020	Zac Ellwood, Head of Planning and Economic Development	Environment O&S

### Background Information

The agenda for each Executive meeting will be published at least 5 working days before the meeting and will be available for inspection at the Council Offices and on the Council's Website ([www.waverley.gov.uk](http://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.

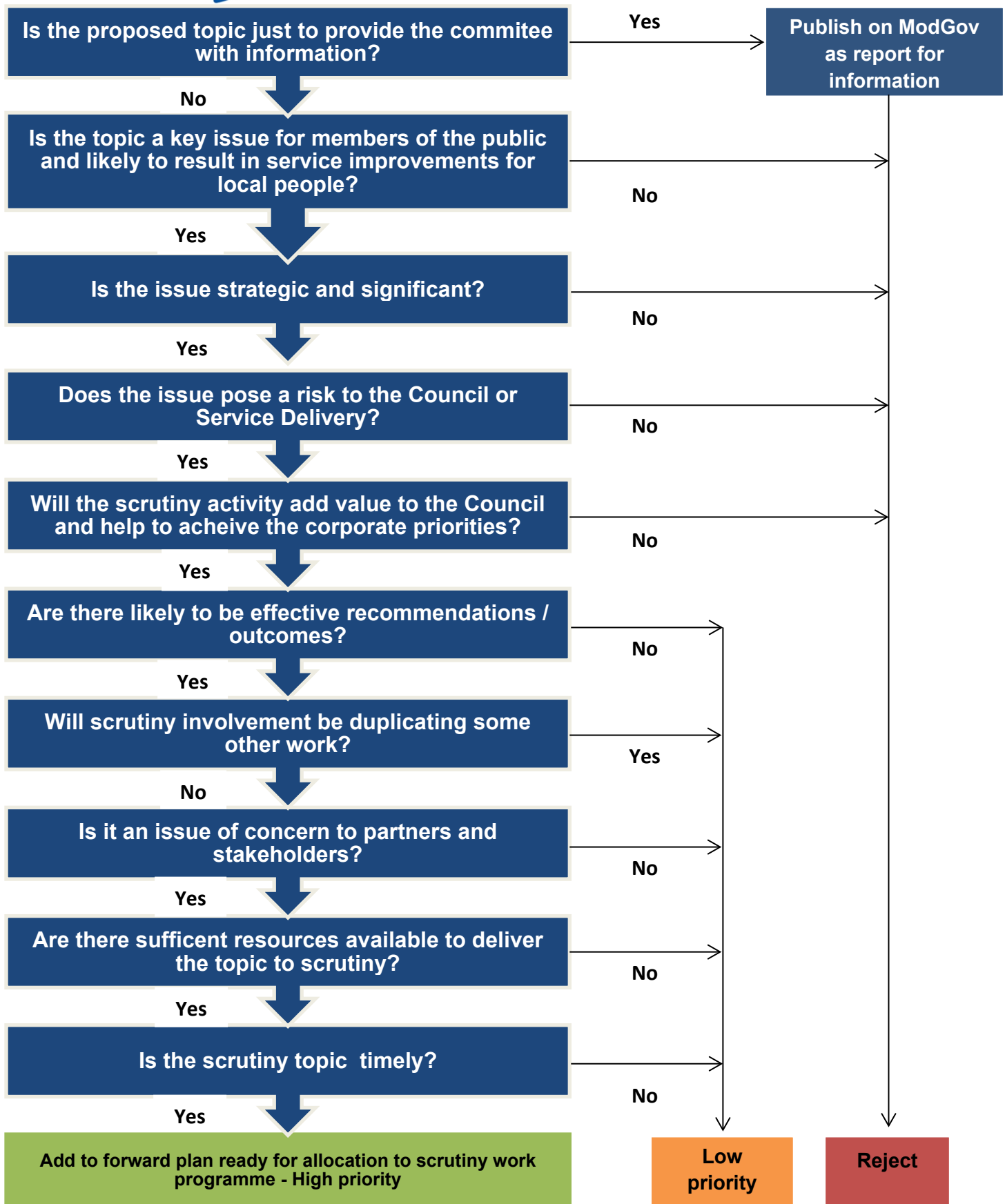
This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information 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].





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