

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

When calling please ask for:
Ema Dearsley, Democratic Services Officer
Policy and Governance
E-mail: ema.dearsley@waverley.gov.uk
Direct line: 01483 523224
Date: 13 March 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 Tuesday, 17 March 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: TUESDAY, 24 MARCH 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.

Good scrutiny:

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

NOTES FOR MEMBERS

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

AGENDA

1. **MINUTES** (Pages 7 - 12)

To confirm the Minutes of the Meeting held on 15 January 2020 (to be laid on the table 30 minutes before the meeting).

2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Tuesday 17 March 2020 to enable a substitute to be arranged, if applicable.

3. **DECLARATIONS OF INTERESTS**

To receive Members' declarations of interests in relation to any items included on the agenda for this meeting, in accordance with Waverley's Code of Local Government Conduct.

4. **QUESTIONS FROM MEMBERS OF THE PUBLIC**

The Chairman to respond to any written questions received from members of the public in accordance with Procedure Rule 10.

The deadline for receipt of written questions is 5pm on 17 March 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 17 March 2020.

6. **WORK PROGRAMME** (Pages 13 - 24)

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.

7. CORPORATE PERFORMANCE REPORT - QUARTER 3 (OCTOBER-DECEMBER 2019) (Pages 25 - 80)

The Corporate Performance Report provides an analysis of the Council's performance for the third quarter of 2019-20. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

Recommendation

It is recommended that the Overview & Scrutiny Committee:

1) considers the performance of the service areas under its remit as set out in Annexe 1 to the report and makes any recommendations to senior management or the Executive as appropriate and

2) recommends approval by the Executive of the new proposed performance indicators, as set out in the table below, starting from the 1 April 2020.

8. LEISURE CENTRE UPDATE (Pages 81 - 92)

To update the Committee on the leisure centre investments with particular focus on Cranleigh.

There will be a short presentation at the Committee.

9. INTERIM REPORT OF THE SERVICE LEVEL AGREEMENT WORKING GROUP (Pages 93 - 96)

The purpose of this report is to keep members of the Committee updated on the work of the working group (the Group). The final report of the Group will contain detail on the issues considered and will include the recommendations that the Committee will be asked to make to the Executive.

Recommendation

It is recommended that the Committee notes the progress of the Group and makes any observations as appropriate.

10. EXCLUSION OF PRESS AND PUBLIC

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

Recommendation

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

Officer contacts:

Yasmine Makin, Scrutiny Policy Officer

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

Ema Dearsley, Democratic Services Officer

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

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 15 JANUARY 2020

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

Present

Cllr Kevin Deanus (Chairman)
Cllr Kika Mirylees (Vice Chairman)
Cllr Steve Cosser
Cllr Jenny Else

Cllr Val Henry
Cllr John Robini
Cllr George Wilson

Apologies

Cllr Sally Dickson and Cllr Jacquie Keen

Also Present

Councillor Trevor Sadler and Councillor David Beaman

33. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 19 November 2019 were confirmed as a correct record and signed.

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

Apologies for absence were received from Councillor Sally Dickson and Jacquie Keen. Trevor Sadler was in attendance.

35. DECLARATIONS OF INTERESTS (Agenda item 3.)

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

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

There were none.

37. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were none.

38. SERVICE PLANS (Agenda item 6.)

The Committee was presented with the service plans covering the period between 2020-2023. The Service Plans had 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 new Corporate Strategy 2019-2023 and the Medium Term Financial Plan 2020-2023.

It was noted that last year the Council reviewed its approach to service planning, changing them from annual plans, to three yearly rolling plans. This approach allowed 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.

The Service Plans specific to Community Wellbeing O&S were as follows:

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

Councillor Steve Cosser was concerned about going into detail of the service plans without a budget agreed. Louise Norie, the Corporate Policy Manager advised that the Service Plans had been prepared in line with the budget process but there were always things that could come up last minute that might change things.

Kelvin Mills, the Head of Service for Communities and Special Projects gave a brief overview of his service area. They were aiming to expand and enhance Careline, achieve a rating of outstanding for Waverley Training Services which was an ambitious target, move forward with a leisure investment programme Farnham being the first then looking at Godalming and Cranleigh which had more complex issues to resolve. They were aiming to review the Taxi and Private Hire Policy and by 2030 wanted all operating vehicles to be ultra low emission.

Councillor Val Henry asked about progress with the proposals for Cranleigh Leisure Centre. Kelvin advised that they had some prices for the works but they were higher than expected. They would be working with the Parish Council and Places Leisure to discuss the way forward. They would have options for the Executive soon and he would keep advised.

Councillor Stephen Cosser commented on the Cultural Strategy and that there was so much being done in Farnham and Cranleigh but not across all four areas of the Borough. Godalming Staycation though had been very successful. Charlotte Hall, the Community Development Officer, agreed that this was a fair point and they had worked more in the more central cultural centres. She had been looking at other avenues to deliver programmes such as touring theatres to more rural locations as well as projects for older people and this was detailed in, and would be focused on in the Action Plan coming forward.

Councillor Kika Mirylees asked about the number of projects delivered outside of the main hubs. Kelvin advised that the Farnham Maltings was doing outreach work and he could share what work was being done. Cllr Mirylees felt that more should be done rurally. Charlotte advised that they were writing to all Towns and Parishes and there was a willingness just it was difficult to resource it all.

Councillor Kika Mirylees asked about what was happening with the Farnham Museum. Kelvin advised that they were exploring options for the management to take forward whilst keeping the museum in operation. This was a live project that they would keep members updated with. Councillor John Robini commented on Haslemere Museum being self funding and was a model that could be used elsewhere.

Councillor Jenny Else thanked Charlotte for her hard work with implementing cultural activities but recognised that Councillors needed to take some responsibility for smaller villages. Charlotte advised that she would like to meet with Councillors to set up locally based meetings to address culture and local challenges and what would work in their communities.

Councillor Kevin Deanus felt that the comment in relation to Careline and financial targets was not appropriate and lacked a human element. It was also slightly too business like and the people were the most important. They needed to decide whether it was a business to make money or a service for the community and the wording should reflect this. He thanked the officers for their hard work and recognised it was challenging times and they would like to do more if they had the money to do it. A question was asked whether there was any threat to the future of Careline with the more wider use of Alexa. Concerns were noted although they delivered a different type of service but this was something they would need to keep in mind.

Andrew Smith, the Head of Strategic Housing and Delivery, gave an outline of the Housing Delivery and Communities service plan. He advised that a lot of work was being carried out across teams around the ageing well strategy and action plan and disabled facilities grant. A lot of work tied into the service level agreements which a review was currently being undertaken of. Representatives from the Safer Waverley Partnership would be coming to an all Member briefing on 28 January and this would include information on safeguarding.

Katie Webb, the Community Service Manager advised that there had been a lot of changes with the Integrated Care Partnership. They were commencing a new project called Reconnections which was aimed at reducing loneliness and isolation. There was only so much the Council could do and they wanted GPs to work more with them. Cllr Robini asked if people knew what work they were doing and was concerned regarding communications. It was felt that there needed to be a briefing on the changes and for the portfolio holder to consider the issues raised around health and wellbeing and how work being done was communicated. Katie concurred but commented that they could only take responsibility for what they should communicate.

The Committee thanked officers for the Services Plans for 2020-2023 and recommended them to the Executive for approval.

39. CULTURAL STRATEGY (Agenda item 7.)

The Committee was reminded that, at the last meeting, they had received the Cultural Strategy Action Plan and had commented on the progress made. A series of meetings would be taking place over the next quarter with Members and stakeholders in order to establish a new two year Action Plan which, noting previous comments, would look to be more geographically spread. This would be brought to the Committee in June to consider.

Councillor John Robini suggested that all councillors should visit the museums around the borough to get a feel of them. Councillor Steve Cosser questioned the funding and how it was spent around the borough. He felt that they must become a facilitator and enabler and support organisations in both urban and rural areas.

Councillor Jenny Else questioned filming in the Borough, particularly in rural areas and respecting biodiversity. There should be special arrangements for this kind of activity.

The Committee thanked officers for the update and would await a new Action Plan in June 2020.

40. YOUTH PROVISION (Agenda item 8.)

The Committee received a report following a request to look into a potential review into youth services in the Borough. Officers had since met with Councillor Kika Mirylees to get more understanding of the subject area.

The report included background and reported how the duty of youth services was on Surrey County Council. Members were asked that in order to provide value to the Committee and to prevent unnecessary work it was useful for the Scrutiny team to gain an understanding of what the Committee would like to explore further in what was potentially a far reaching subject. Three questions were put to the Committee:□

- 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?

Councillor Kika Mirylees explained her concerns regarding the lack of places for young people to go. However, did not realise that this fell under the responsibility of Surrey County Council and funding was scarce. Councillor George Wilson wanted to see what Surrey had done as he felt that they were falling short of duty. Councillor John Robini raised his concern about the use of Hasleway for vulnerable people and that this was being taken away from them. Katie would look into it. The Chairman concluded that they could only resolve what they had the ability to resolve and if they could share good practice in their own areas for what they had done this may help.

41. BUDGET STRATEGY WORKING GROUP (Agenda item 9.)

It was noted that a report would be going to the Value for Money and Customer Services O&S on 20 January from the Budget Strategy Working Group with its initial findings.

42. WORK PROGRAMME (Agenda item 10.)

The work programme would be updated following the meeting and if Members had anything to add, to be in contact with Yasmine.

The meeting commenced at 7.00 pm and concluded at 9.05 pm

Chairman

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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	RECOMMENDATION: after considering the SWP Plan 2019-20 the Committee recommends that the SWP publicises its successes more.	This recommendation was taken to the SWP Executive 5 December 2019 and will be added to the agenda of the next SWP Executive meeting. Publicized	
		RECOMMENDATION: 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.	Officers will circulate a briefing note for towns and parishes which they will then present at a future meeting if required.	
17 September 2019	Ageing Well Strategy and Action Plan	ACTION: for members of the Committee to be invited to a workshop at the end of November/beginning of December as part of the consultation process to renew the action plan. Cllrs Wilson, Else, Cosser and Henry to be invited.	As a result of other pressures on the team, this workshop will be organised by officers for spring 2020.	Spring 2020

Section B

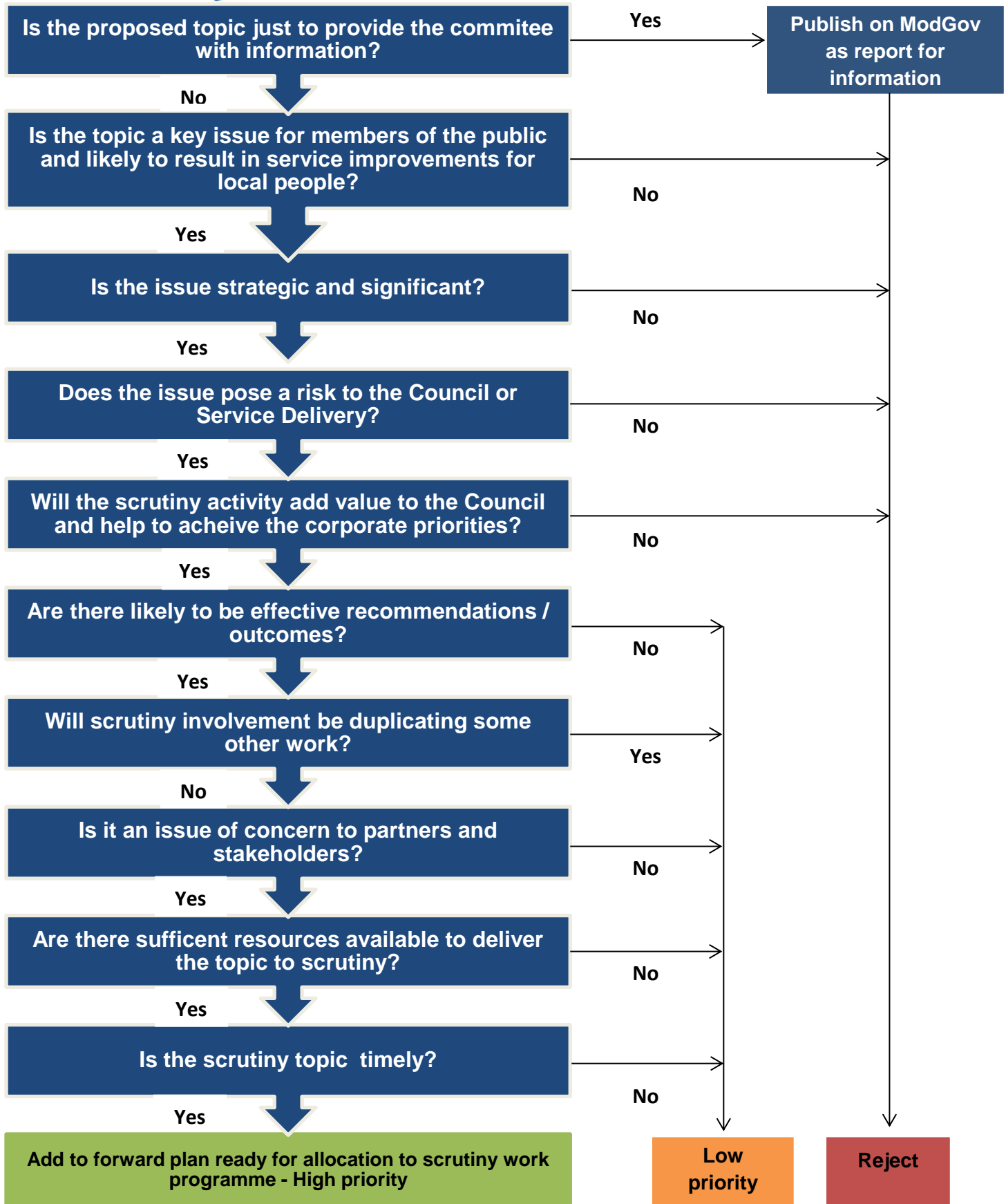
Work programme 2019/20

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Corporate Performance Report Q3	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service / Nora Copping	Quarterly	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 (March 2020)	N/A
Service Level Agreement working group update	To receive an update from the working group regarding its progress and findings.	Cllr Jenny Else / Katie Webb	March 2020	N/A
Ageing Well Action Plan 2019 to 2022	To scrutinise the updated action plan for 2019 to 2022 and provide comments for Executive.	Katie Webb / Andrew Smith	June 2020	April 2020
Service Level Agreement working group final report	To receive the final report from the working group set up by this committee.	Cllr Jenny Else / Yasmine Makin	June 2020	July 2020
Health and Wellbeing Strategy	To contribute to the development of the Strategy.	Fotini Vickers / Kelvin Mills	September / November 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 scrutinise the outcomes and priorities of the Safer Waverley Partnership.	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"> • Day Centres • Ageing Well action plan • Value for money • Governance and management • Service delivery • Funding • Monitoring 	Yasmine Makin / Katie Webb	The Group has met twice and has arranged a workshop with representatives from some of the organisations with whom the Council has service level agreements. An interim report is on the agenda for this committee March 2020. The final report is due to come to this Committee June 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.

Executive Forward Programme for the period 4th March, 2020 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
CORPORATE STRATEGY, POLICY AND GOVERNANCE, LEP AND PARTNERSHIP WORKING - CLLR JOHN WARD (LEADER)						
Annual Pay Policy Statement 2021/22	To agree the Annual Pay Policy Statement	Council	Yes	February 2021	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
CORPORATE STRATEGY, POLICY & GOVERNANCE, BENEFITS & WELFARE, AND COMMUNICATIONS - CLLR PAUL FOLLOWS (DEPUTY LEADER)						
Review of Governance arrangements	To make recommendations on changes to the Council's governance arrangements	Council	Yes	July 2020	Robin Taylor, Head of Policy & Governance	
FINANCE, ASSETS AND COMMERCIAL SERVICES - CLLR MARK MERRYWEATHER						
Property Acquisitions [E3]	To bring forward opportunities for approval as they arise	Executive	Yes	April 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	April 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 approve matters as they arise	Executive	Yes	April 2020	Peter Vickers, Head of Finance and Property	VFM & CS O&S
General Fund Budget 2021/22 and MTFP 2021/22 - 23/24	To agree the General Fund Budget for 2021/22 and MTFP 2021/22-2023/24.	Council	Yes	February 2021	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Capital Strategy 2021/22	To agree the Capital Strategy 2021/22	Council	Yes	February 2021	Peter Vickers, Head of Finance and Property	VFM & CS O&S
HEALTH, WELLBEING AND CULTURE - CLLR DAVID BEAMAN						
BUSINESS TRANSFORMATION AND IT = CLLR PETER CLARK						
PLANNING POLICY & SERVICES - CLLR ANDY MACLEOD						
Affordable Housing SPD	To approve the Affordable Housng SPD	Council, Executive	Yes	June 2020	Andrew Smith, Head of Housing Delivery and Communities	Housing O&S
Local Plan Part II - Approval to Publish pre-submission draft	Approval for publication	Executive, Council	Yes	April 2020	Zac Ellwood, Head of Planning and Economic Development	Environment O&S
Local Plan Part II - Approval to adopt	Approval to submit.	Executive, Council	Yes	April 2021	Zac Ellwood, Head of Planning and Economic Development	Environment O&S
OPERATIONAL & ENFORCEMENT SERVICES - CLLR NICK PALMER						
Weyhill Fairground Carpark - Request for Supplementary Estimate	To agree a supplementary estimate for resurfacing the car park	Council, Executive	Yes	April 2020	Richard Homewood, Head of Environmental Services	VFM/Environment O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Car Parking Strategy	To recommend to Council the adoption of a new Car Parking Strategy.	Council	Yes	July 2020	Richard Homewood, Head of Environmental Services	Environment O&S
Planning Enforcement Action Plan	To approve a revised action plan	Executive	Yes	July 2020	Zac Ellwood, Head of Planning and Economic Development	Environment O&S
HOUSING AND COMMUNITY SAFETY - CLLR ANNE-MARIE ROSOMAN						
Housing Responsive Repairs and Voids Contract	To agree the procurement approach for a new contract	Executive	Yes	April 2020	Hugh Wagstaff, Head of Housing Operations	Housing O&S
Safeguarding Policy	Approval of the revised Safeguarding Policy	Council	Yes	April 2020	Andrew Smith, Head of Housing Delivery and Communities	Housing O&S
HRA Business Plan 2021/22 - 2023/24	To agree the HRA Business Plan	Council	Yes	February 2021	Andrew Smith, Head of Housing Delivery and Communities, Hugh Wagstaff, Head of Housing Operations	Housing O&S
ENVIRONMENT AND SUSTAINABILITY - CLLR STEVE WILLIAMS						
Pesticides Policy	To approve a policy on the use of pesticides on Waverley Borough Council land.	Executive	Yes	April 2020	Kelvin Mills, Head of Commercial Services	Environment O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	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	July 2020	Richard Homewood, Head of Environmental Services	Environment O&S
Electric Vehicle Charging Strategy	To approve an EV Strategy for Waverley	Council	Yes	July 2020	Richard Homewood, Head of Environmental Services	Environment O&S
ECONOMIC DEVELOPMENT, PARKS AND LEISURE - CLLR LIZ TOWNSEND						
Leisure Centre Investment, Cranleigh	To update and agree next steps.	Executive	Yes	April 2020	Kelvin Mills, Head of Commercial Services	Community Wellbeing
Development of Business Improvement Districts (BIDs) in Waverley	To support the development of a BID in Cranleigh, Farnham, Godalming and Haslemere	Executive	Yes	April 2020	Zac Ellwood, Head of Planning and Economic Development	VFM & CS O&S

Background Information

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

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

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local

Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

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

WAVERLEY BOROUGH COUNCIL

[HOUSING O&S – 16 MARCH 2020

ENVIRONMENT O&S – 23 MARCH 2020

COMMUNITY WELLBEING O&S – 24 MARCH 2020

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 30 MARCH 2020]

Title:

CORPORATE PERFORMANCE REPORT

Q3 2019-2020

(OCTOBER – DECEMBER 2019)

Portfolio Holder: All members of the Executive

Head of Service: All Heads of Service

Key decision: No

Access: Public

1. Purpose and summary

The Corporate Performance Report provides an analysis of the Council's performance for the third quarter of 2019-20. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation

It is recommended that the Overview & Scrutiny Committee:

- 1) considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate and
- 2) recommends approval by the Executive of the new proposed performance indicators, as set out in the table below, starting from the 1 April 2020.

Item no.	Service	Performance Indicators affected by annual PI review	Action for OS	Action for Executive
1	Environmental Services (remit of Environment O&S)	Ref. E4 - Number of refuse and recycling and food waste missed bin collections per 100,000 collections per week	Recommends discontinuation of the KPI and its replacement by more detailed PIs as listed below	Approves discontinuation of the KPI and its replacement by more detailed PIs as listed below
2	Environmental Services (remit of Environment O&S)	Number of refuse and recycling missed bins out of 100,000 collections per week.	Recommends introduction of this PI as a replacement for E4	Approves introduction of this PI as a replacement for E4
3	Environmental Services (remit of Environment O&S)	Number of food waste missed bins out of 100,000 collections per week	Recommends introduction of this PI as a replacement for E4	Approves introduction of this PI as a replacement for E4

4	Environmental Services (remit of Environment O&S)	Number of fly tipping incidents in a quarter (data only) – data already collected.	Recommends introduction of this new PI	Approves introduction of this new PI
5	Housing Operations (remit of Housing O&S)	% of tenancy audits completed against scheduled appointments in a quarter.	Recommends introduction of this new PI	Approves introduction of this new PI

3. Reason for the recommendation

The quarterly review of the Council’s performance is subject to internal as well as external scrutiny in which the O&S committees play a crucial role. This approach allows for a transparent assessment on how each service performs against its set goals and targets. It also allows the O&S Committees to raise any areas of concern to senior management and the Executive, which in turn can result in improvement actions where required.

4. Background

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

- Key performance indicators
- Progress of Service Plans actions
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data
- Financial forecasting
- Housing Delivery monitoring

4.2 The report is comprised of the corporate overview section with the Chief Executive’s and Section 151 Officer’s (Finance Director) comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.

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

The Overview and Scrutiny Committees remits are listed below:

Overview and Scrutiny Committee	Report Dashboard	Services and areas of responsibility covered / remits
All O&S Committees	Corporate Dashboard - Chief Executive Summary	All Services

Overview and Scrutiny Committee	Report Dashboard	Services and areas of responsibility covered / remits
Customer Service and Value for Money	Corporate Dashboard - Corporate overview of: Complaints, Workforce Profile and Finance Summary from Section 151 Officer	All Services
	Business Transformation & Corporate Dashboard	Customer Services
	Business Transformation & Corporate Dashboard	IT
	Finance & Property Dashboard	Corporate Finance
	Finance & Property Dashboard	Revenues and Benefits
	Finance & Property Dashboard	Property
	Finance & Property Dashboard	Procurement and Commissioning
	Planning & Business Development Dashboard	Economic Development
	Planning & Business Development Dashboard	Business Liaison
	Policy & Governance Dashboard	Corporate Plan
	Policy & Governance Dashboard	Communications and Public Relations
	Policy & Governance Dashboard	Democratic Services
	Policy & Governance Dashboard	Elections
	Policy & Governance Dashboard	Complaints
Policy & Governance Dashboard	HR and Recruitment	

Overview and Scrutiny Committee	Report Dashboard	Services and areas of responsibility covered / remits
Community Wellbeing O&S	Commercial Services Dashboard	Health and Wellbeing
	Commercial Services Dashboard	Leisure and Sport
	Commercial Services Dashboard	Arts, Culture and Museums
	Commercial Services Dashboard	Youth and Young People
	Commercial Services Dashboard	Waverley Training Services
	Environment Dashboard	Licensing
	Housing Delivery & Community Dashboard	Community Services
	Housing Delivery & Community Dashboard	Day Centres
	Housing Delivery & Community Dashboard	Provision for Older People in the Community
	Housing Delivery & Community Dashboard	Community Safety
	Housing Delivery & Community Dashboard	Grants

Overview and Scrutiny Committee	Report Dashboard	Services and areas of responsibility covered / remits
Environment O&S	Commercial Services Dashboard	Building Control
	Environment Dashboard	Refuse, Recycling, Food Waste Collection
	Environment Dashboard	Car Parking
	Environment Dashboard	Street Cleaning
	Environment Dashboard	Parks, Countryside and Open Spaces
	Environment Dashboard	Rural Issues
	Environment Dashboard	Land Drainage and Flooding

	Environment Dashboard	Sustainability
	Environment Dashboard	Environmental Health
	Planning & Business Development Dashboard	Planning and Major Developments

Overview and Scrutiny Committee	Report Dashboard	Services and areas of responsibility covered / remits
Housing O&S	Housing Operations Dashboard	HRA Business Plan
	Housing Operations Dashboard	HRA Asset Management
	Housing Operations Dashboard	Tenancy and Estates
	Housing Delivery & Community Dashboard	Housing Development
	Housing Delivery & Community Dashboard	Provision of Housing Services
	Housing Delivery & Community Dashboard	Homelessness
	Housing Delivery & Community Dashboard	Housing Allocation
	Housing Delivery & Community Dashboard	Senior living housing

5. Relationship to the Corporate Strategy and Service Plans

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

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The report presents the performance status of a wide range of measures from across the Council, including the quarterly update on the budget position and staffing situation.

6.2 Risk management

The scrutiny process of key performance indicators, goals and targets, laid out in this report, allows for an ongoing assessment of potential risks arising from underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

6.3 Legal

There are no legal implications arising directly from this report, however some indicators are based on statutory returns, which the council must make to the Government.

6.4 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.

6.5 Climate emergency declaration

The report doesn't have direct climate change implications, however each service has reviewed its service plan proposals, the delivery of which is monitored through this

report, to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2019-2023](#) in light of the [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.

7. Consultation and engagement

The report goes 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 the quarterly cycle and, if required due to any substantial recommendations, travels to the Executive to seek its approval.

8. Other options considered

Standing report, no further considerations required.

9. Governance journey

The Overview and Scrutiny Committees will pass on their comments and recommendations to the senior management or the Executive, who will initiate any improvement actions where required.

Annexes:

Annexe 1 Q3 2019-20 Corporate Performance Report – Annexe 1 Final

Background Papers

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

CONTACT OFFICER:

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

Agreed and signed off by:

Legal Services: Agreed on 9 January 2020 with DB

Head of Finance: Agreed in the SMT meeting on 18 February 2020

Strategic Director: Agreed in the SMT meeting on 18 February 2020

Portfolio Holder: Agreed in the Executive Briefing on 3 March 2020

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Corporate
Performance Report
Q3 2019/20
(October–December 2019)

Final version



Report Publication Date: 6 March 2020

Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	Management Board	Management Board	3
Scrutinised by Environment Overview & Scrutiny Committee on 23/03/2020				
2	Service Dashboard	Planning and Economic Development	Chris Berry	9
3	Service Dashboard	All Environment Services teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	16
Scrutinised by Community Wellbeing Overview & Scrutiny Committee on 24/03/2020				
3	Service Dashboard	Licensing Team aspect from Environment Services section (when required)	Richard Homewood	16
4	Service Dashboard	Commercial Services	Kelvin Mills	22
5	Service Dashboard	Communities aspect from Housing Delivery and Communities section	Andrew Smith	27
Scrutinised by Housing Overview & Scrutiny Committee on 16/03/2020				
5	Service Dashboard	Housing Delivery and Communities	Andrew Smith	27
6	Service Dashboard	Housing Operations	Hugh Wagstaff	34
Scrutinised by Value for Money & Customer Service O&S Committee on 30/03/2020				
7	Service Dashboard	Business Transformation	David Allum	40
8	Service Dashboard	Finance and Property	Peter Vickers	44
9	Service Dashboard	Policy & Governance	Robin Taylor	47

RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

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

1. Corporate Dashboard – All Services

Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q3 2019/20

Q3 Chief Executive's summary:

This Quarter 3 report provides a performance overview for the period October to December 2019. The service chapters provide commentary and detail, focusing on those areas of the Council's business that have required intervention to keep them on track.

Particular headlines for the quarter are:

- Service and financial plans are largely on track, albeit with some areas of risk outlined in more detail in this report.
- A snap General Election was called for 12 December and then managed successfully at the most challenging time of the year.
- As requested by the Council, officers continued to develop a plan to meet the climate emergency target of net carbon neutrality by 2030.
- We mobilised major new contracts for waste, recycling, street cleaning and grounds maintenance.
- The Court of Appeal supported emphatically the Council's Local Plan Part 1 and the challenge to the Council was not successful.
- The Council approved an Article 4 Direction in Godalming to help protect offices from being converted to flats.
- A new Communications and Engagement Strategy was agreed by Full Council.
- The periodic polling place review concluded and was approved by Full Council, to take effect at the scheduled May 2020 election for the Surrey Police and Crime Commissioner.
- The Council and its specialist contractors continued to tackle the incidence of non-pneumophila legionella in a property, with some positive progress.
- The criminal investigation that the Council invited into historical air quality data resulted in a conviction.
- Brexit 'no deal' preparations continued and were then abandoned, both as directed by the Government.
- We were greatly saddened at the sudden passing of Cllr Jack Lee, who, in his short time on the Council, impressed all with his dedication to the community and his good humour.

The quarter has seen some momentous decisions and projects, and I am proud of the staff team for bringing so many important initiatives to fruition while providing high quality services every day.

Particular issues for attention in quarter 4 are:

- Agreeing a climate emergency action plan, with the lobbying for funding and Government support to make it achievable.
- Agreeing and implementing a balanced budget for 2020/21, in challenging financial circumstances and amid continuing uncertainty from Government about its strategy for sustainable public services.
- Continuing to implement our business transformation, customer service and commercial projects that are each crucial elements of our financial plan.
- Progressing with Local Plan Part 2, and the Farnham Neighbourhood Plan referendum.
- Progressing the Farnham strategic plan project, in collaboration with the community and the town and county councils, to improve air quality and traffic, and to agree a long-term vision for the borough's largest settlement.
- Continuing our housing projects and seeking opportunities to develop new truly-affordable homes.
- Bringing forward options for the future of our leisure and housing maintenance services.

The Council continues to perform very well in challenging times and is setting out strategies and plans to put valued local services on a more sustainable footing. As Government policy is such a key factor in this, we will be increasing our lobbying efforts and seeking alliances with others to support our future plans and corporate strategy.

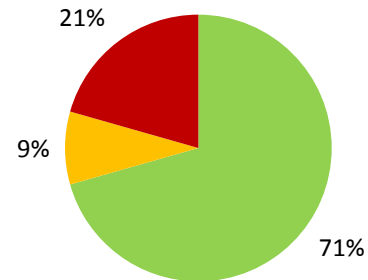
Tom Horwood, Chief Executive

Performance Indicators Status

Q3 All Corporate KPIs

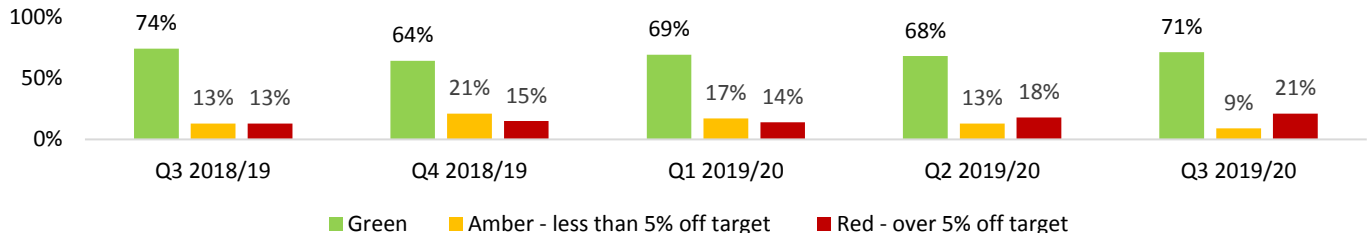
Total	100%	34
Green	71%	24
Amber - less than 5% off target	9%	3
Red - over 5% off target	21%	7

Data only / Not available	N/A	16
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Comment: In the third quarter 71% of indicators performed on target. The annual trend analysis has been included in the chart below. The service specific dashboards contain further details on underperforming indicators, including corrective actions where appropriate.

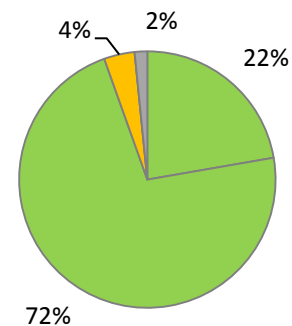
Performance Indicators - % per status
Q3 2018/19 - Q3 2019/20



Service Plans - Actions Status

Q3 update on all Service Plans 2019/2022

Total	100%	440
Completed	22%	98
On track	72%	318
Off track - action taken / in hand	4%	17
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	2%	7



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

Internal Audit – Overdue Actions Status

The Internal Audit section is included for information only as the scrutiny function for this service falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent "[Progress on the Implementation of Internal Audit Recommendations](#)" report from the Audit Committee meeting 26 November 2019.

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

Complaints Q3 2019/20

Q3 2019-2020 (1 October 2019 - 31 December 2019)

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Business Transformation	0	0	n/a	0	0	n/a		
Commercial	5	5	100%	0	0	n/a		
Environment	18	16	89%	6	5	83%		
Finance & Property	7	5	71%	1	1	100%		
Housing Operations	18	12	67%	7	6	86%	1	No maladministration found
Housing Delivery and Communities	2	2	100%	0	0	n/a		
Planning & Economic Dev	13	13	100%	1	1	100%	2	Both closed after initial enquiries with no further action
Policy & Governance	0	0	n/a	1	1	100%	1	Closed after initial enquiries with no further action.
Total	63	53	84%	16	14	88%		

Total Complaints	79
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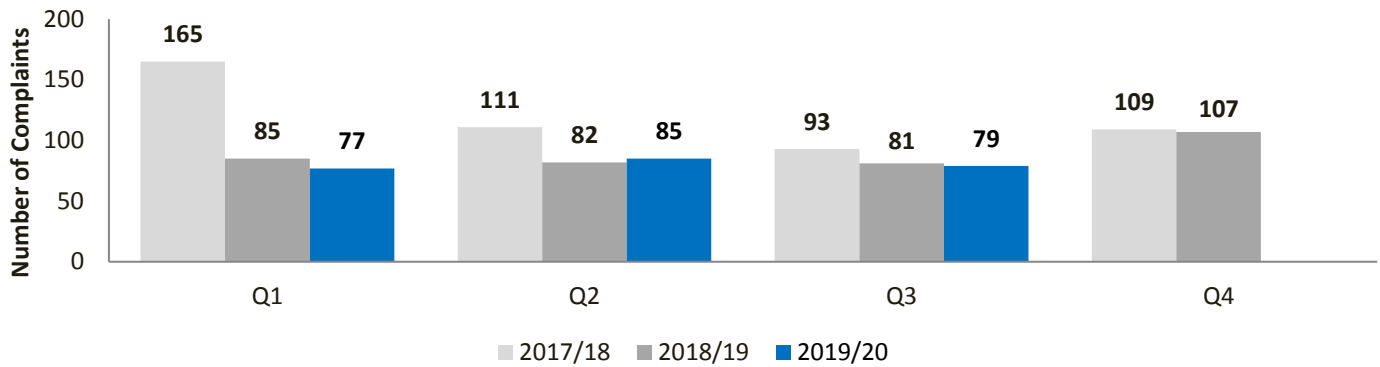
	Response Rate	Target	Status
Level 1	84.13%	95%	over 5% off target
Level 2	87.50%	95%	over 5% off target
Total	85.81%	95%	over 5% off target

*Details of Local Government & Social Care Ombudsman Decisions can be found on: <https://www.lgo.org.uk/decisions>. Housing Ombudsman doesn't currently publish their decisions.

Comment: Additional monitoring has been introduced at service level in order to improve our response rate. Further details of service specific performance can be found under individual dashboards, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart below illustrates the three yearly complaints trends analysis, with an average lower number of complaints received compared to previous years.

Total Number of Complaints

1 April 2017 - 31 December 2019

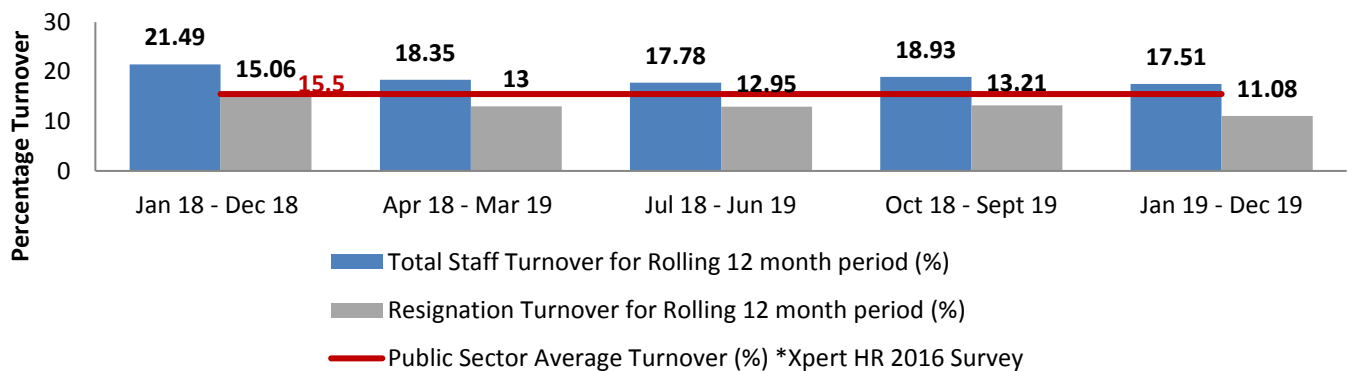


Workforce data – Corporate Level Q3

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

Staff Turnover %

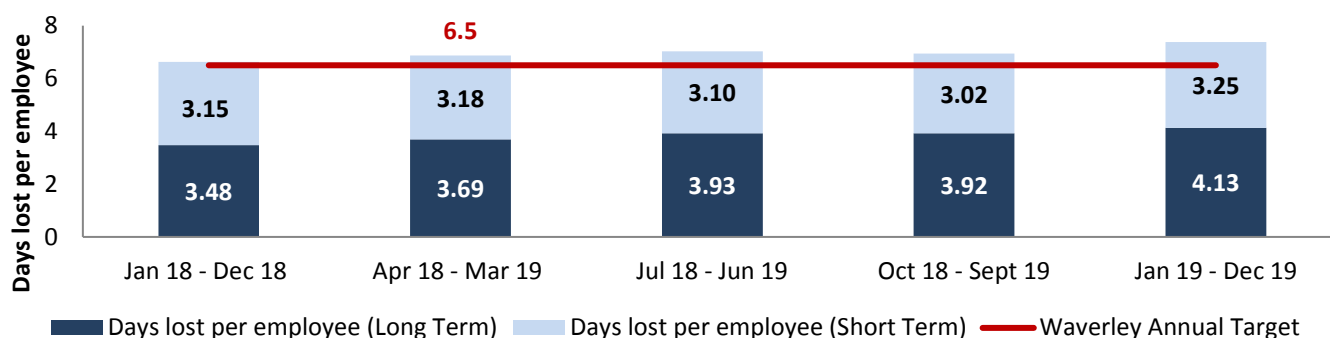
Rolling 12 months - Q3 2018/19- Q3 2019/20



Comment: The HR Team has revised the exit interviews process to allow collection of more meaningful data. The team is also currently conducting more in depth analysis and the findings will be reported to senior management.

Absence Data

Rolling 12 months - Q3 2018-19 to Q3 2019-20



Comment: There are no areas of particular concern regarding staff sickness levels, which over the year are on track and under public sector averages. In the third quarter the sickness level has slightly increased compared to quarter two. Further details can be found in the [Policy and Governance Dashboard](#).

Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q3 2019/20

Section 151 Officer summary Q3 2019/20:

Budget Position

I have reviewed the position against budget at the end of the third quarter of the financial year. Overall, staff costs are within budget and at this stage it is forecast that the vacancy target will be achieved. Most of the major income areas are currently being projected to be at or above budget level, with the exception being Planning which is falling significantly short against budget. Planning income has fallen short of budget for three consecutive years so the budget level is being reviewed, also Waverley is experiencing a continued reduction in the number of applications from the previous year. An audit of planning income is underway to provide assurance on the controls and accounting framework in this area. Building Control income continues to show signs of recovery and will be closely monitored throughout the year. The main concern on general fund income is from the investment property void from one building, Wey Court East, in Farnham. Officers have had interest in renting major parts of this building and it is hoped that lettings will be secured this financial year. Waverley does have an investment void rent provision to cover unexpected shortfalls in income from empty investment properties and officers are proposing to draw on this to mitigate the impact against budget this financial year. Investment interest and Waverley Training Services continue to perform well against budget in the year so far. Significant areas of cost including contract spend are within budget and the inflation provision appears to be sufficient to meet demands overall. There are some non-material cost under and overspends which are explained later in the report.

Progress of the Medium Term Financial Plan (MTFP) delivery

A balanced budget for the current year 2019/2020 was approved by the Council in February 2019, however, in order to address the projected budget shortfall between 2020 and 2024, the Council has developed a [MTFP 2020-24](#) Budget Strategy for this period. Preparatory work for its execution is underway under the main themes of

- cost review
- property investment
- income generation through our commercial review
- Business Transformation Programme of council services.

For further details please refer to the [Full Council meeting from the 18 February 2020](#).

Q3 2019-20

General Fund Account				
Services	Approved Budget £'000	Variance £ '000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,596	-12	0%	Favourable
Income	-446	-84	19%	Favourable
Business Transformation Total	3,150	-96	3%	Favourable
Commercial				
Expenditure	6,736	-222	3%	Favourable
Income	-5,249	242	5%	Adverse
Commercial Total	1,487	20	1%	Adverse
Environment				
Expenditure	8,611	-21	0%	Favourable
Income	-7,408	-72	1%	Favourable
Environment Total	1,203	-93	8%	Favourable
Finance & Property				
Expenditure	31,143	21	0%	Adverse
Income	-29,188	243	1%	Adverse
Offset transfer from void provision	0	-395	-	-
Finance & Property Total	1,954	-131	7%	Favourable
Housing Operations				
Expenditure	22	0	0%	-
Income	-22	0	0%	-
Housing Operations Total	0	0	0%	-
Housing Delivery & Communities				
Expenditure	2,630	-109	4%	Favourable
Income	-680	0	0%	-
Housing Delivery & Communities Total	1,950	-109	6%	Favourable
Planning & Economic Development				
Expenditure	3,607	-68	2%	Favourable
Income	-1,812	549	30%	Adverse
Planning & Economic Development Total	1,795	481	27%	Adverse
Policy & Governance				
Expenditure	3,840	-122	3%	Favourable
Income	-986	27	3%	Adverse
Policy & Governance Total	2,854	-95	3%	Favourable
General Fund Total	14,393	-23	0%	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £ '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	20,215	-1,024	5%	Favourable
Income	-30,321	593	2%	Adverse
Housing Operations Total	-10,106	-431	4%	Favourable
Housing Delivery & Communities				
Expenditure	696	-67	10%	Favourable
Income	-1	-7	714%	Favourable
Housing Delivery & Communities Total	675	-74	11%	Favourable
Housing Revenue Account Total	-9,411	-505	5%	Favourable

Grand Total GF & HRA	4,982	-528	11%	Favourable
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2. Service Dashboard – Planning and Economic Development

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2019/20

Q3 Head of Service summary:

Key actions and issues:

- Planning applications processing has met all required targets for major, minor and other categories – other than in respect of KPI P1 relating to the ‘Planning Guarantee’ (i.e. the percentage of all planning applications determined within 26 weeks). Q3 output was 401 out of 406 applications determined within the ‘guarantee period.’ However, performance in this regard is consistently hovering around the 99% mark and is not considered to be an issue of significant concern at the present time.
- Overall application numbers and income from fees continue to reduce and we are projected to fall well-below our income target for the year. This is mainly due to matters outside of our direct control and may be, in part, a reflection of the impact of economic uncertainty nationally due to Brexit and the state of the world economy generally. The introduction of our CIL Charging Schedule in March 2019 may have also been an influencer – noting that in Q4 2018/19 we determined 477 applications (as opposed to 406 in Q3 2019/20) suggesting that many applications were pushed through in advance of CIL taking effect. The Planning Service is not able to set its own application fees to ensure cost recovery, as these are set nationally, but we do need to look critically at our charging structure for non-statutory functions, such as providing pre-application advice, hard copies of documents, etc. An internal audit of planning fees for the 2020/21 financial year will be undertaken shortly, with the draft report expected at the end of April 2020.
- A new Local Development Scheme has been published in January 2020 that includes an updated timetable for the preparation of Local Plan Part 2 (LPP2). The timetable is challenging, with the Reg.19 Consultation Draft of the LPP2 due to be considered by Full Council on 21 April 2020. If approved by Council, the 6-week public consultation will take place in May/June of this year, with an Examination to follow in late 2020/early 2021. Formal adoption is anticipated in late Spring/early Summer 2021. The Planning Policy team is working hard to meet the reporting deadlines as the draft will, in turn, need to go to O&S, Executive, and then on to Full Council. LPP2 will include some additional housing allocations for Milford/Witley and Haslemere. A focused green belt assessment has been commissioned in respect of the two former settlements and discussions are ongoing with Haslemere Town Council and the Ward Councillors regarding proposed allocations for the latter. LPP2 will include updated Development Management policies to replace the ‘saved policies’ from the adopted 2002 Waverley Local Plan and to take account of the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG). These will include further focus on addressing the Climate Change Emergency that the Council declared in autumn 2019.
- Planning Performance Agreements are in place for the Milford Golf Course and Woodside Park proposed development, as well as for Dunsfold Aerodrome.

- The Planning Policy team continues to support the preparation and examination of Neighbourhood Plans in Farnham (referendum scheduled for 12 March 2020), Cranleigh, Alfold, Ewhurst, Chiddingfold and Witley.
- A Housing Delivery Action Plan (HDAP) has been prepared, to include information regarding housing starts, completions and performance. This is required in connection with the new Housing Delivery Test.
- Contractor activity has ceased on the Woolmead development in East Street, Farnham, but a S73 (Minor Material Amendment) application to reduce the overall level of car-parking to serve the development has now been submitted and is under consideration.
- Work continues apace on implementation of the Brightwells scheme.
- Good progress made on the introduction of the Horizon IT programme for Development Management with Statmap, with rollout scheduled for July 2020. It is believed this will reduce double-handling of data and help address the current significant delays in validating applications, which has a negative knock-on impact on our performance against KPIs P1, P2, P123, P151 and P153 (see table below).
- Initiation of a project to reform planning committee structures and operation, with Governance Committee; to streamline development management procedures and improve relationships between officers and Members and improve the quality of decision-making. A draft report is in preparation.
- We have initiated a process review of technical and administrative support to the Development Management function; to include customer service and an integrated support approach. The Customer Service Centre is due to be rolled out in the autumn and will encompass planning.
- Appeals performance overall in Q3 was disappointing and we are putting measures in place to improve our chances at appeal and to have a more collegiate approach to defending our decisions across Development Management and Planning Policy. A comprehensive review of appeals costs and performance was taken to the Environment and VFM & Customer Services O&S Committees in January 2020.
- The Appeal Court decision on Local Plan Part 1 was quashed and the LPP1 has full weight as part of the development plan.
- Our 5 year Housing Land Supply is coming under significant pressure, with numerous challenges from developers/applicants at planning appeals. We are proactively undertaking further detailed work to seek to demonstrate a 5 year supply and are seeking counsel's advice on calculation methodology, given some inconsistencies in recent appeal decisions.
- Positive discussions with Dunsfold Aerodrome Limited have started again with a number of Planning Performance Agreement meetings and Workshops scheduled for Q4 2019/2020 with the aim of the masterplan being submitted early in the next financial year.

Zac Ellwood, Head of Planning & Economic Development

Performance Indicators Status Q3

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99.3%	99.0%	99.5%	98.9%	98.8%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	100.0%	92.3%	85.7%	81.8%	86.7%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	93.4%	94.3%	94.4%	92.8%	92.2%	80.0%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	90.3%	93.6%	97.1%	94.7%	91.2%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	93.1%	92.4%	79.4%	86.2%	94.1%	80.0%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	39.6%	38.5%	46.7%	41.3%	40.7%	30.0%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	7.4%	6.3%	7.1%	8.0%	12.5%	10.0%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.5%	1.6%	3.5%	3.1%	2.4%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	81.3%	64.2%	93.2%	86.4%	97.6%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	100.0%	90.5%	98.1%	100.0%	100.0%	95.0%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	New KPI introduced from Q1 2019/20		33.93%	35.71%	31.75%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	New KPI introduced from Q1 2019/20		14.0	20.0	11.0	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	(2018/19 - annual backlog 373 / 590)		-133.0	-260.0	-396.0	441
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	New KPI introduced from Q1 2019/20		80.0	108.0	184.0	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	(2018/19 - annual backlog 244 / 590)		-67.0	-106.0	-69.0	441

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

Comment: Q3 All statutory indicators performed above target. A handful of local indicators performed off target and further details are set out below:

P1 – represents 401 out of 406 applications determined within 26 weeks – as set out in the Q3 summary above, this is not considered to be a particular area of concern at this time. However, the Planning Guarantee does involve the potential for application fees to be refunded upon demand, so it cannot be overlooked entirely, particularly at a time when our overall fee receipts have dropped significantly.

P3 – this cumulative local indicator represents 33 appeals allowed or allowed in part out of 81 appeal decisions to date, during 2019/20. Overall appeals performance is disappointing and is consistently hovering around the 40% mark, as opposed to national averages of around 30% of all planning appeals being allowed. A comprehensive review of appeals costs and performance was taken to the Environment and VFM & Customer Services O&S Committees in January 2020 with a number of suggested actions that were welcomed by Councillors. We are also putting measures in place to improve our chances at appeal and to have a more collegiate approach to defending our decisions across Development Management and Planning Policy

LP152 – Q3 was a particularly difficult quarter in terms of three major appeals having been allowed in the quarter, taking our cumulative performance to 5 out of 40 major appeal decisions going against the Council in the year to-date (12.5%). However, the government assessment of this KPI in terms of identifying potential 'standards authorities' is calculated over a 2-year rolling period, as opposed to annual, and our outturn performance in 2018/19 was just 6.25% (5 out of 80 major decisions) meaning our 2 year rolling performance is currently standing at 8.33% (i.e. 10 out of 120 major decisions being allowed on appeal)

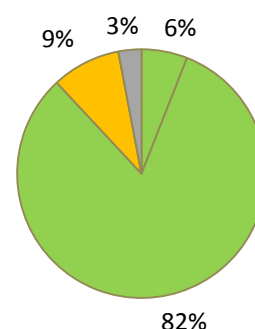
P7 – Housing commencement performance is still disappointing, but is largely out of the control of Waverley BC in its capacity as local planning authority. This does, however, impact on the national Housing Delivery Test and upon our 5 year housing land supply, so we need to be more proactive with developers in seeking to bring forward sustainable and policy-compliant development. The 2020/21 Service Plan touches on this.

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plans - Actions Status

Q3 Planning Service Plans 2019/2022

Total	100%	67
Completed	6%	4
On track	82%	55
Off track - action taken / in hand	9%	6
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	3%	2



Q3 Comment

The table above presents the progress status of Service Plan actions for this service area at the end of Q3 2019/20. Certain actions have not yet been completed and further details can be found below. Delays have occurred in the IT system (Outcome 6) and negotiations continue with the contractor to rectify and it is coming back on track.

Outstanding action from Service Plan 2019/2020						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Action taken to rectify
Outcome 6.	New IT system is implemented					
P6.1	Scoping of project completed (transferred from Service Plans 2018/19, action ref. SP18/19P1.1)	01/03/19	Development Manager (BHS)	Off track - action taken	01/07/20	Q3 2019/20 update. 80% Completed. Go Live date proposed to be 1 July 2020. Migration, testing and training proposed to take place over April, May and June. New due date 01/07/2020.
P6.2	Test phase carried out and completed	01/06/19	Development Manager (BHS)	Off track - action taken	01/07/20	Q3 2019/20 update. As per above
P6.3	Training for all Officers/users	01/07/19	Development Manager (BHS)	Off track - action taken	01/07/20	Q3 2019/20 update. As per above
P6.4	New system implemented for Development Management/Enforcement	01/08/19	Development Manager (BHS)	Off track - action taken	01/07/20	Q3 2019/20 update. As per above
Outcome 9.	Customer satisfaction with Planning Service is improved					
P9.1	Customer engagement protocol for Planning Service adopted and implemented to include Councillors, developers, Town and Parish Councils and resident groups	30/06/19	Head of Planning Services (ES)	Off track - action taken	31/03/20	Q3 2019/20 update. Arrangements underway to organise Town and Parish Council forums. Procedures being updated to highlight importance of engaging with Members throughout pre-application, application and post-decision processes. Revised due date 31/03/2020
P9.5	Scope parameters of the Systems thinking review of processes. (transferred from Service Plans 2018/19, action ref. SP18/19P1.3)	31/08/19	Head of Planning Services (ES)	Cancelled	N/A	Q3 2019/20. Cancellation comment: This action will no longer be pursued due to change of priorities in the service. New improvement approach has been included in the Service Plans for 2020/21.
P9.6	Systems Thinking review undertaken and actions implemented. (transferred from Service Plans 2018/19, action ref. SP18/19P1.3)	31/08/19	Head of Planning Services (ES)	Cancelled	N/A	Q3 2019/20. Cancellation comment: This action will no longer be pursued due to change of priorities in the service. New improvement approach has been included in the Service Plans for 2020/21.

Outcome 19.	Suitable communication channels to reach businesses, investors and homeworkers are developed					
P19.1	Carry out Conservation Area appraisals in line with Project Plan (2018/19 not delivered – action transferred to 2019/20) (transferred from Service Plans 2018/19, action ref. SP18/19P4.4)	31/10/18	Planning Policy Manager (GP)	Off track - action taken	31/03/20	Q3 2019/20 update: The Springhead and River Wey Conservation Area Appraisal is on track for being adopted by April 2020. The forward programme for delivering CAAs is currently under review and it is expected that a new CA designation for the Shepherd & Flock Roundabout will be brought forward as the next CAA.
Outcome 22.	Suitable communication channels to reach businesses, investors and homeworkers are developed					
P22.1	Development of external website hub and regular e-newsletter to increase awareness of Council's support of business	31/07/19	Economic Development Project Officer (GD)	Complete	N/A	Q3 2019/20 update: Completed Dec 2019. Newsletter completed, takes place regularly.
Outcome 24.	Support healthy town centres by working closely with the local chambers and town clerks					
P24.1	Fund a Business Improvement (BID) feasibility study for the four town centres	01/07/19	Economic Development Partnerships Officer (CK) /Community Service Manager (KW)	Complete	N/A	Q3 2019/20 update: Completed. Researching request for further loan funding 2020.
Outcome 25	The actions of the Economic Development Strategy Action Plan (2018 - 2020) are delivered and monitored					
P25.2	Present performance indicators of action plan to Overview and Scrutiny annually.	30/11/19	Economic Development Project Officer (GD)	Complete	N/A	Q3 2019/20 update: This action will be completed at the end of March 2020.

Internal Audit - Actions Status Q3

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

Complaints Q3 update

Q3 19-20 Planning and Economic Development - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	11	20	18	10	13	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	19	15	7	13	Data only

Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	36.36%	95.00%	83.33%	70.00%	100.00%	95.00%
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Q3 19-20 Planning and Economic Development - Level 2 escalations

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	6	10	11	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	5	6	9	10	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	83.33%	100.00%	90.00%	90.91%	100.00%	95.00%

Comment: The Service met the Level 1 and Level 2 targets for response rates in 100% of cases, albeit it is acknowledged that there was an unusually small number of Level 2 complaints within the quarter.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Planning & Economic Development				
Expenditure	3,607	-68	2%	Favourable
Income	-1,812	549	30%	Adverse
Planning & Economic Development Total	1,795	481	27%	Adverse

Comment: Our Q3 expenditure has been managed successfully, partly as the result of vacancies not being filled immediately and more prudent use of consultants and agency staff.

There was reduced development activity as a result of wider economic circumstances. Overall application numbers and income from fees continued to reduce in Q3 and we are projected to fall well-below our income target for the year. This is mainly due to matters outside of our direct control and may be, in part, a reflection of the impact of economic uncertainty nationally due to Brexit and the state of the World economy generally. The introduction of our CIL Charging Schedule in March 2019 may have also been an influencer – noting that in Q4 2018/19 we determined 477 applications (as opposed to 406 in Q3 2019/20) suggesting that many applications were pushed through in advance of CIL taking effect.

The Planning Service is not able to set its own application fees to ensure cost recovery, as these are set nationally, but we do need to look critically at our charging structure for not statutory functions, such as providing pre-application advice, hard copies of documents, etc.

An internal audit of planning fees for the 2019/20 financial year will be undertaken shortly, with the draft report expected at the end of April 2020.

Discussions are continuing with Business Transformation with regard to the introduction of systems which will increase efficiencies and lead to lower staff resource requirements. As the new Head of Service, I will be looking critically at our staffing needs across the board, particularly if fee income continues to reduce/stagnate.

3. Service Dashboard – Environment

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2019/2020

Q3 Head of Service summary:

- Qtr. 3 has been an extremely busy period with the new refuse, recycling and street cleaning contract, work on the parking strategy and progress on a number of projects whilst work has also continued on planned work programmes.
- The Council has recently mobilised a long term contract with Biffa Municipal for the supply of refuse, recycling and street cleaning services which started on 2 November 2019. As part of this mobilisation, there were changes to the kerbside service which presented some challenges. This was due to the introduction of new food waste only vehicles and new food waste collection rounds.
- These allowed Biffa to ensure operational efficiencies by having to tip less frequently, and reduce the mileage and travel time associated with tipping. It is fair to say that although every household was informed of this change, it did generate a high level of queries and reports of missed bins, particularly where people were calling to report that their recycling or residual waste bin had been emptied, but their food waste caddy had not. In reality the food waste vehicle had not arrived at their address by the time of their call but was following on later in the day. To mitigate some of the operational time pressures, Biffa introduced additional vehicles to support food waste collections a week into the start of the contract. This meant that for up to four weeks at the start of the contract food waste rounds were being changed and balanced to ensure consistent workloads across the rounds. Drivers were therefore having to learn new rounds and locate properties new to them, particularly in rural areas. This is not uncommon at the start of a contract, and generally as an industry it would be expected that with any significant change such as this, the collections would take around 10-12 weeks to settle down.
- Christmas arrived closely behind these changes to food waste collections, just 7 weeks into the start of the contract. In spite of a comprehensive communications plan being delivered, the changes to collection days over Christmas combined with a lack of tipping facilities preventing Sunday working, certainly compounded the levels of complaints and delayed the recovery after Christmas.
- The level of performance is much improved currently, however, we will be going into another period of change from the end of February when we carry out the route optimisation.
- On the parking scene, the strategic review of parking is continuing and the Base Case report has been circulated to all councillors. Work is progressing on the proposals going forward and development of the overall strategy.
- Consultants appointed for Weyhill Fairground car park are continuing to refine the design and specification for the work and consultation will begin on the proposals and its future management arrangements in the coming months. Discussions will also begin shortly on appropriate works for Sun Brow Wood and common land.
- Detailed specifications have been agreed with Sainsbury's and Crest Nicholson on the refurbishment of South Street car park in Farnham to ensure it can be delivered by the end of March 2021. Tenders have now been invited for the work. Discussions are also underway with Crest Nicholson on the future management of the new Brightwells Yard multi-story car park.
- Electric vehicle charging points have now been installed in car parks in Godalming, Cranleigh and Haslemere. Work is continuing on the installation in Farnham. Plans are also underway to include these in the South Street and Weyhill car park refurbishments. We are also continuing to work with Surrey County Council to introduce on-street charging points, subject to successful bids for funding from the Office for Low Emission Vehicles (OLEV).

- Following the MPs air quality summit in Farnham, work has begun by Surrey County Council, Farnham Town Council and Waverley Borough Council on developing ideas to address the air quality issues in Farnham. This work will continue through the Air Quality Steering Group and the Farnham Air Quality Working Group. We now have a full 12 month's data for 2019 and work will begin on preparation of the 2020 Annual Air Quality Status Report.
- The Public Space Protection Order No2 in relation to dog controls has been adopted by Council and took effect on 1 January 2020. Minor changes to the restrictions in some areas are under discussion following feedback from councillors and residents. A low key targeted approach to enforcement is being applied based on reports of problems from residents.
- Our robust approach in recent years and the work we have carried out to protect vulnerable sites has resulted in fewer unauthorised encampments on Waverley BC land this year so far. Discussions are under way on a county wide basis regarding potential transit sites which will strengthen our ability to deter unauthorised encampments.
- Officers have continued to work hard to meet statutory duties and responsibilities by delivering the services relating to licensing, food, health and safety, environmental protection inspections and enforcement programmes, car park maintenance programmes and responding to incidents and emergencies alongside other agencies. Through the Joint Enforcement Initiative, officers have also worked in partnership with colleagues in other services and other agencies to tackle fly tipping, illegal waste carriers, unauthorised encampments and a range of community safety issues associated with serious organised crime and modern slavery.

Richard Homewood, Head of Environmental Services

Performance Indicators Status

Comment: Rejection rates for Dry Mixed Recyclables (DMR) continue to be a concern and the problems with abuse of the Household Recycling Centres is a significant factor. A separate report on "Household Recycling Centre issues and proposals" will be presented to this committee in due course. Work continues with the contractor to identify contamination of household DMR collections and the use of bin hangers and warning letters to those who present contaminated bins.

Missed bin rates have increased since the start of the new contract. A report has been prepared on the performance of the new contractor over Christmas 2019 and has been circulated to all councillors. Performance has been affected by a combination of contract mobilisation, the introduction of new food waste collection rounds with crews unfamiliar with the area, revised Christmas collection arrangements and tipping facilities not being available on Sundays over the Christmas period.

The change of the contractor has affected the receipt of data for the waste, recycling and reject rate (ref. indicators E1, E NI 191, E NI 192), with delays in obtaining these figures from Surrey Waste Partnership experience across the county. The situation is monitored closely.

The current indicator E4 has been discontinued as it reflected performance of the previous contractor, and will be replaced by two new indicators to reflect the new performance measurement method used by the new contractor, splitting monitoring of refuse and recycling missed bins from missed food collections, as these are now done by different vehicles and as such counted separately. The data is being collected and will be included in this report once the mobilisation period and rounds rearrangement has been completed and a "new normal" has been established.

Proposed changes to KPI set for 2020/2021. There are three new proposed indicators to be introduced from 1 April:

- 1) Number of refuse and recycling missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 2) Number of food waste missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 3) Number of fly tipping incidents in a quarter - **Data only** – (**data already collected for LG Inform**)

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	10.0%	8.1%	7.4%	7.8%	Awaiting data	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	2.0	2.0	2.0	2.0	1.3	2.0
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	90.0%	90.0%	93.0%	89.0%	90.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	22	40	24	21	Discontinued – to be replaced by new set of KPIs	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	100%	100%	100%	100%	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	100%	81.0%	84.0%	82.0%	93%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	90.6	90	86.5	87.5	Awaiting data	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	59.0%	54.0%	60.4%	57.8%	Awaiting data	54.0%

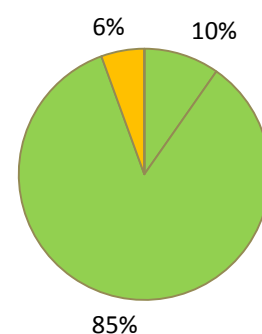
Air Quality

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

Service Plans - Actions Status

Q3 Environment Service Plan Actions 2019/22

Total	100%	72
Completed	10%	7
On track	85%	61
Off track - action taken / in hand	6%	4
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: The majority of Service Plan actions are progressing on track for completion. The details on outstanding and completed actions from this and the previous year have been listed below including further details on their progress.

Outstanding actions for Service Plans 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 3.	Team Projects 2019/2022 - Environmental Health					

SP19/20 ES3.2	Contribute and monitor progress on the Surrey Air Alliance Schools Air Quality Programme in respect of participating schools in Waverley. Review progress at stakeholder meetings	31/12/19	Environmental Health Manager (VB)	Complete	30/09/20	Q3 2019-20 update. The Programme has been extended and WBC is part funding. The extended programme will run until Sept 2020. Six WBC schools are participating in the programme. Updates will be given to the Air Quality Steering Group.
SP19/20 ES3.4	Once the modelling project is complete (ES 3.3) develop a revised Air Quality Action Plan with stakeholders to reduce emissions to air and improve air quality. Review progress at stakeholder meetings	31/12/19	Environmental Health Manager (VB)	Off track - action taken	31/06/20	Q3 2019-20 update. The draft modelling report is being considered by Surrey Air Alliance. A further interpretive report is being commissioned. The report will be used to inform the revised Air Quality Action Plan which will be shared with the Air Quality Steering Group.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 4.	The standard of performance of the current waste, recycling and street cleaning contractor during the final year of the contract is maintained.					
SP19/20 ES4.1	Maintain close working relationship with the contractor and hold regular performance review meetings to ensure the existing high level of performance is maintained for the remainder of the contract	31/10/19	Environmental Services Manager (JCP)	Complete	N/A	Q3 2019-20 update. Pressure was maintained on the outgoing contractor to maintain performance until the end of the contract.
Outcome 5.	Improved customer satisfaction with waste, recycling and street cleaning services.					
SP19/20 ES5.2	Monitor street cleaning performance to ensure 100% of scheduled street cleans take place on time. When inspected, at least 90% of street cleans carried out to be graded as grade A (immaculate) or B (small levels of detritus)	31/10/19	Environmental Services Manager (JCP)	Off track - action taken	N/A	Q3 2019/ 20 update. In Q3 90% of streets were graded as A or B so this target is well on track.
SP19/20 ES5.3	Work with contractors to ensure missed collections per week do not exceed 40 per 104,000 collections.	31/10/19	Environmental Services Manager (JCP)	Off track - action taken	N/A	Q3 2019/20 update. The level of performance dipped when Biffa took over the contract- this is explored more in the performance report and in the appended detail. However, the main reasons for this were changes to the food waste services, and collections being operated on separate vehicles, meaning new rounds, new crews on food waste, leading to much higher than expected missed caddy collections.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify

Outcome 10.	Improve local arrangements to support the Councils legal responsibility under the Civil Contingencies Act (CCA) 2004 to provide Emergency Planning					
SP19/20 ES10.1	Work with Surrey Local Resilience Forum for the combined development of recovery and response planning within the Borough of Waverley.	01/10/19	Emergency Planning Officer	Complete	N/A	Q3 2019/20 update. Waverley is now represented at the Resilience Forum and a local emergency group for emergency planning, in order to participate in development of the combined recovery and response plan. Waverley's Emergency Planning Officer will represent local authorities at the next COMET emergency exercise taking place in May 2020.
SP19/20 ES10.2	Review/update and deliver appropriate contingency plans on time.	01/12/19	Emergency Planning Officer	Complete	N/A	Q3 2019/20 update. The Flood plan has been fully updated. The work will continue in the new financial year through new Service Plans 2020/21 to deliver the review of the overarching emergency plan.
Outcome 11.	Continue to build and grow Waverley's Business Continuity Management Planning					
SP19/20 ES11.1	Embed into the organisation Business Continuity Management - regular training and exercising	01/12/19	Emergency Planning Officer	Off track - action taken	29/05/20	Q3 2019-20. All but one service completed their business impact analysis in preparation for the review of business continuity procedures, followed by training and exercises. An additional couple of months are required for full completion.
Outcome 12.	Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act					
SP19/20 ES12.2	Monitoring and investigating accidents and near misses. Identifying trends and implementing control measures to reduce direct and indirect costs to the Organisation.	31/03/19	Emergency Planning Officer	Complete	N/A	Q3 2019-20 update. The ongoing monitoring and investigation of accidents and near misses is now well established with the use of an internal "ReportIt!" system available to all staff.

Outstanding action for Service Plans 2018/19

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP18/19E S3.3	Introduction of Public Space Protection Orders (PSPO) for dog issues and anti-social behaviour in partnership with Surrey Police.	31/12/18	Enforcement Team	Complete	10/12/19	Q3 2019/20 update. Approved by the Full Council 10 December 2019.
SP18/19E S3.10	Implement a procedure and training programme for front line field officers for unauthorised encampments	31/12/18	Enforcement Team	Complete	31/08/19	Q3 2019/20 update. The action was completed on the 31/08/2019. Further training planned during 2020.

Internal Audit - Actions Status – Q3 update

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

Complaints – Q3 update

Q3 19-20 Environmental Services - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	10	10	7	7	18	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	10	6	7	6	16	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	60.00%	100.00%	85.71%	88.89%	95.00%
Comment	Two Level 1 complaint responses slightly overdue as a result of complexity of answers required.							

Q3 19-20 Environmental Services - Level 2 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	3	2	3	6	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	3	2	3	5	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	66.67%	100.00%	100.00%	100.00%	83.33%	95.00%
Comment	One Level 2 complaint response overdue by 1 day as a result of ill-health of those preparing the response.							

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Environment				
Expenditure	8,611	-21	0%	Favourable
Income	-7,408	-72	1%	Favourable
Environment Total	1,203	-93	8%	Favourable

Comment: There are no areas of concern.

4. Service Dashboard – Commercial

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2019/20

Q3 Head of Service summary:

This has been a great quarter for Waverley Training Services (WTS) who successfully passed their quality assurance assessment Matrix. This is a quality standard mark for information advice and guidance for learners, employers and parents, another external verification of the quality of provision offered by WTS. This quality is further demonstrated by the fact that the service is now offering more apprenticeships than ever before, well done all.

The Memorial Hall in Farnham continues to develop as a key community Hall in the area, hosting a variety of events from swing dancing, hairdressing, to wedding fayres and parties. The Borough Hall in Godalming hosted its first pantomime which created an exciting buzz within Godalming, another great success and recognition of the team's hard work.

Positive discussions have happened with our Towns and Parishes and we have agreed to begin the transfer of key land assets back to more local stewardship. We look forward to maintaining positive working relationships as we look to work closely together in partnership on place making projects across the Borough. An unsung area within Commercial services is that of the Tree Risk Management Team, a group who assess trees in our ownership to ensure the safety of our residents. One member of the team attained their Level 6 qualification in Arboriculture with a further member of team well on their way to achieving this as well. With this level of expertise we hope to be able to carry out further partnership working with our Towns & Parishes.

The Leisure team continue to manage our leisure contract well. The challenges of overseeing an ageing leisure centre such as Cranleigh are multiple and the team work well with our contractor to ensure the service continues to thrive. The next quarter looks to be one of progress for the leisure investment projects and I look forward to updating Councillors and members of the public soon.

The Cranleigh Friday Night Project has won the Active Surrey 'Active Community Project of the Year' award. The project was launched in November 2018 by the Leisure team in partnership with Places Leisure, and with funding from Active Surrey and Cranleigh Parish Council. It has exceeded all expectation attracting an average of 70 young people per week to take part in activities at Cranleigh Leisure Centre. This award is recognition of all the hard work of everyone involved.

Building Control continues to perform well this year whilst facing several IT challenges. This quarter has seen a new Team Leader start and we look forward to fully embedding the outcomes of the transformation project over the coming months. We will look to bring forward key performance indicators for the coming year.

This quarter is always a tough one for the clients of Careline, the cold weather can be hard for some of our vulnerable clients. The service took its highest numbers of calls reflecting these issues but it is pleasing to report that all calls were dealt with proactively and our clients were supported well throughout this period. The team also took it upon themselves to be available over the Christmas period to ensure, if required, that our equipment continued to operate effectively over this critical period.

This has been another positive quarter for the Commercial Services Team.

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q3

Comment: A good performance from all teams.

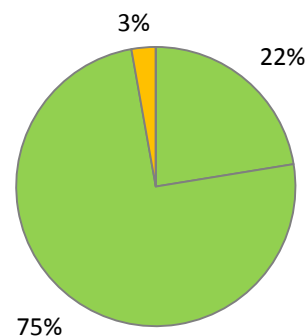
Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	473,507	502,964	506,862	459,216	464,452	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	6,112	6,559	5,886	5,570	6,070	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	98.7%	80.0%	Data not available	Data not available	Data not available	80.0%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	N/A	N/A	1,925	1,928	1,905	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	5,444	5,308	5,041	4,953	6,397	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100.0%	100.0%	100.0%	100.0%	100.0%	90.0
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	82.1%	76.2%	78.6%	78.4%	77.3%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70.0%	69.0%	70.7%	75.7%	71.7%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	19	26	29	24	21	Data only

Service Plans - Actions Status Q3

Q3 Commercial Service Plans 2019/2022

Total	100%	107
Completed	22%	24
On track	75%	80
Off track - action taken / in hand	3%	3
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: The majority of the service plan actions are progressing on target for completion. The list of outstanding actions as well as those completed in the quarter can be found in the table below, with the comments on actions taken and where required new revised due dates.

Outstanding Service Plans Actions 2019/2020

Outcome 8. Delivery of high performing grounds maintenance service for the Council						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify

SP19/20CS8.2	Development of new Grounds Maintenance database is fully tested and commissioned to allow more effective contractual management.	01/11/19	Green Spaces Manager (ML)	Complete	N/A	The IT team needed to carry out additional work to ensure the Grounds Maintenance Database fully interacted with all other software applications.
Outcome 22. The service supports young people into work and education and is sustainable						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS22.3	Create a marketing and communication s strategy that increases learner and employer numbers	01/12/19	WTS Manager (AO)	Complete	N/A	This work was carried out in partnership with the Communications Team and is now completed. Apprenticeship numbers are currently at their highest ever.
Outcome 23. A service is created capable of achieving Ofsted Outstanding						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS23.1	Create a governance structure that effectively challenges the delivery of Waverley Training Services.	31/07/19	WTS Manager (AO)	Complete	N/A	The last quarter has seen the appointment of a critical friend to the governance group. Adding the final element to create an effective group
Outcome 24. Focus team direction with implementation of an overarching Leisure Policy						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS24.1	Review and update the Leisure Contract O&S review and produce an overarching Leisure policy	31/12/19	Leisure Contracts Manager (TM)	Complete	N/A	Written and completed.
SP19/20CS24.2	Leisure Policy adopted; via consultation with O&S and Executive	31/12/19	Leisure Contracts Manager (TM)	Complete	N/A	Completed
Outcome 28. Dementia friendly opportunities within our leisure facilities						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS28.1	Effective management and increased participation of skate park events in four population centres	31/08/19	Leisure Contracts Manager (TM)	Complete	N/A	All events organised and delivered with numbers at a record high.
Outcome 30. Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres						

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS30.2	Negotiate financial return with Places Leisure	31/12/19	Leisure Contracts Manager (TM)	Complete	N/A	Negotiations finalised and legal documentation completed creating an improved financial position for the Council.
SP19/20CS30.5	Procure and appoint external building contractor/s to construct	31/12/19	Leisure Contracts Manager (TM)	Off track - action taken	TBC	Slight delay as adjusted facility mix needs to be agreed by Executive. Following this the appointments can be made.
Outcome 34. Building Control & Street Naming will be electronic achieving efficiencies in process and customer service						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS34.1	Implement agile working for Building Control	31/01/20	Building Control Manager (JC)	Off track - action taken	TBC	IT supplier is required. This will not be delivered until later this calendar year.
Outcome 37. Delivery of Weyhill project						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS37.1	Oversee the successful relocation of key community groups such as St John; Guides; Scouts & Cadets	01/01/20	Head of Commercial Services (KM)	Off track - action taken	TBC	Agreement has been reached with all groups. Next steps to be agreed by governance board. This will be completed later this calendar year.

Outstanding Service Plans Actions 2018/19

Outcome 1. Maximisation of The Leisure Centres operated by Place for People (PfP) on behalf the Council, in usage, service offering and profitability						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS1.6	Design and tender the project	31/10/19	Leisure Contracts Manager (TM)	Transferred	31/10/2020	Q3 2019/20 Transfer comment. This action will be now executed under the new Service Plans 2020/21. Transferred to action SP20/21CS28.3 for completion by 31/10/2020.

Internal Audit - Actions Status Q3

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

Complaints Q3

Q3 2019-20 Commercial Services - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	1	4	7	5	Data only

Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	3	5	5	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	75.00%	71.43%	100.00%	95.00%

Comment No areas of concern.

Q3 2019-20 Commercial Services - Level 2 Complaints

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

Comment No areas of concern.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	6,736	-222	3%	Favourable
Income	-5,249	242	5%	Adverse
Commercial Total	1,487	20	1%	Adverse

Comment: The small adverse financial position reported reflects a much improved position from the previous quarter. This recognises the improvement in the financial performance of Waverley Training Services and Careline. Throughout the final quarter all efforts will be made to achieve budget.

5. Service Dashboard – Housing Delivery & Communities

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2019/2020

Head of Service summary: Q3

Communities

The Safer Waverley Partnership (SWP) began work on Waverley's sixth Domestic Homicide Review (DHR) and the first panel meeting is set for early January.

Youth anti-social behaviour (ASB) is a major challenge to the SWP. The SWP Joint Action Group has commissioned a Youth ASB Task and Finish Group to address the issues facing a particular area in order to alleviate serious ASB. A meeting was held for the community in October, hosted by the Town Council and concentrated intervention work with the Police and the SWP Community Harm and Risk Management Meeting is ongoing.

Organisations that the Council funds through Service Level Agreements are carrying out Organisational Health Checks, overseen by Voluntary Action South West Surrey. The first two are underway. One organisation saw a root and branch restructure with a new Board in place before Christmas, and a new interim manager in post first week of January. It is hoped that the organisation will now become firmly financially established and develop its offer to the community, particularly in the area of those experiencing dementia and their carers.

The Community Wellbeing Overview and Scrutiny Committee has set up a working group to look at the best way of funding and monitoring the organisations supported by the Council, and whether the current range of services provided by these organisations needs to be expanded. The group had its first meeting in November.

Housing Delivery

The major regeneration project at Ockford Ridge continues to make excellent progress. The first of the 37 homes on Site A are due to be handed over in spring 2020. The Executive were able to see the work first hand when they visited the site in November.

The contractor is hard at work on phases 2 and 3 of the refurbishment programme, with work due to complete in March 2020. Tender documents are being prepared for Site B. A community consultation event was held prior to submission of an application for reserved matters for Site C. This scheme is being actively considered for the introduction of fabric first and energy reduction measures, including options on electric boilers, ground and air source heat pumps and use of solar panels, as we look to respond to the Climate Change Emergency declared by the Council.

Work has progressed well on the CALA Homes development at Amlets Lane in Cranleigh, where the Council will acquire five new homes – they will be handed over early in 2020, and marketing is underway for the shared ownership properties. These will be Waverley's first new build homes for this tenure. Discussions are at an advanced stage for offers to be accepted and contracts signed for S.106 homes in Witley and Ewhurst.

Planning applications were submitted for three sites in Chiddingfold (total 25 homes) and applications for two schemes in Churt (total 16 homes) are nearing completion, with outstanding highways consultation remaining. A number of schemes across the Borough are coming forward and will be presented to the Housing Delivery Board early in 2020.

The Aarons Hill scheme, Godalming, has been considerably held up by footpath issues. Work is expected to commence in Spring 2020.

Forty six new affordable homes were delivered by our Housing Association partners during the quarter, with the bulk in Farnham. One scheme has been completed by Aster, who are a new partner developing in the Borough.

Planning permission was granted for 8 new affordable homes in Hambledon in November. English Rural Housing Association will build the homes for those with a strong local connection to the parish. Officers took part in English Rural's Surrey Hills Housing Summit in October, which was also attended by Waverley councillors.

The draft Affordable Housing Supplementary Planning Document was finalised post consultation and will now go through the Committee process to adoption. The adopted document will give clear and detailed guidance to planning officers, developers and affordable housing delivery partners on the delivery of affordable housing in the Borough. Work has been undertaken on affordability of rents across the Borough, and a report is being prepared for Management Board initially on how the Council and its partners can provide homes at rent levels affordable to all who are in need.

This was driven in part by a powerful presentation by the Town and County Planning Association (TCPA) urging the Council to take a very strong line with developers and affordable housing providers on delivering homes that were genuinely affordable to our residents, especially those on the lowest incomes for who accessing suitable and sustainable housing is increasingly difficult. A similar event for members to be run by the TCPA is scheduled for March 2020.

The Private Sector Housing Team reviewed its structure and advertised for a Grants and Empty Homes Officer. The new post will facilitate an increasing number of disabled facilities grants, which are given to enable residents to stay in their own homes. The new officer will also explore ways of bringing the many empty homes in Waverley back into use. Until now, there has not been the resource to carry out this work.

Waverley's Handyperson Service has joined up with the 'Hoppa' bus company to introduce the 'Safe and Settled' Scheme, for those returning from hospital to be provided with necessary small adaptations to enable them to settle back, and staff have now been appointed to the scheme through Guildford Borough Council.

The Housing Options Team reported continued success in maintaining very low numbers of homeless households placed into temporary accommodation. The Ministry of Housing Communities and Local Government confirmed Flexible Homelessness Grant funding for another year, and again the Council's success in preventing homelessness and delivering suitable and sustainable housing options was recognised.

The completion of the Business Transformation work stream in November 2019 resulted in an annual saving of over £60,000. This contributes to the targets set out in the Medium Term Financial Plan. As part of the transformation work benchmarking with equivalent services in Surrey was carried out, the work and methodology of the Team were re-examined.

The staffing structure was streamlined by the departure of a number of long serving staff.

A very successful Homelessness Forum took place in October, attended by statutory and voluntary partners, and a number of councillors. The Forum clearly demonstrated the partnership work going on across the Borough to prevent and relieve homelessness.

The Service Improvement Team successfully recruited to two Service Improvement Officer posts adding capacity to the team to develop and implement Service Plan actions.

The celebration of 100 years of council housing continued in October as we hosted an event with the Chartered Institute of Housing for housing professionals and interested Members and tenants. We presented our *Attitudes to Council Housing: Pride or Prejudice* scrutiny report and displayed the 100 year of council homes timeline. The event was well received and Waverley’s commitment to social housing was recognised.

In November over 100 Waverley and Guildford tenants attended our Home Exchange event to meet each other and explore a mutual exchange (home swap). The event was supported by our Tenants Panel and Homeswapper (online national database). A number of tenants found homes to view and consider.

The tenants newsletter, *Homes and People Winter Edition* was drafted and designed but was put on hold during the pre-election period and published in early January 2020. The edition includes a wide range of articles celebrating the work we do, advice on housing, health and wellbeing and many ways to exchange views and suggestions.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	1	1	0	0	0	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	69	153	62	0	14	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	21	59	0	13	19	Data only
HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	8	53	11	31	46	Data only

Comment: The Housing Options team continue to successfully prevent homelessness and minimise the need for temporary accommodation.

Details on affordable homes delivered (HD4) in Q3 were listed below:

HD4 Number of affordable homes delivered (gross) during Q3 (46):

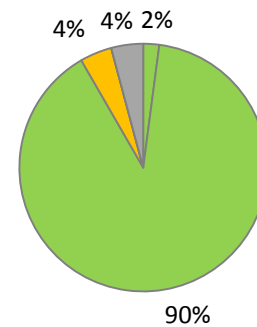
UNITS	SCHEME	TENURE	PROVIDER
12	Little Acres, Badshot Lea	Affordable rents	Aster
7	Juniper Close, Farnham	Five shared ownership and two affordable rents	Metropolitan Thames Valley
10	Skylark Place, Farnham	Five affordable rents and five shared ownership	VIVID
17	Nugents Close, Dunsfold	Eight shared ownership, seven affordable rents and two social rent	VIVID

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plans - Actions Status Q3

Q3 Housing Delivery & Communities Service Plan 2019/2022

Total	100%	48
Completed	2%	1
On track	90%	43
Off track - action taken / in hand	4%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	4%	2



Comment: The majority of service plan actions are progressing on track for completion by the end of the financial year. The details of any exceptions occurring during the quarter has been listed below highlighting any outstanding, completed or transferred actions.

Outstanding actions - Service Plans 2019/20

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 1.	The Ageing Well Strategy (2015 - 18) and Action Plan is reviewed to reflect current needs and priorities					
HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities	30/09/19	Community Services Manager/ Community Partnerships Officer (KW)	Off track - action taken	31/03/20	Q3 2019/20 update: Commencement of this project has been postponed due to temporary resource shortages. The new start and finish dates have been agreed by the organisation and the Chairman of the CW O&S (Jan 2020 – March 2020).TBC
HDC1.2	Updated Action and Implementation Plan	30/09/19	Community Services Manager/ Community Partnerships Officer (KW)	Off track - action taken	31/03/20	Q3 2019/20 update: Commencement of this project has been postponed due to temporary resource shortages. The new start and

						finish dates have been agreed by the organisation and the Chairman of the CW O&S (Jan 2020 – March 2020).
Outcome 8	Prevent homelessness and provide housing advice and assistance for all households in need: Housing Strategy: Objective 2: Optimise Social and Economic Wellbeing					
HDC8.2	Carry out a review of the Housing Options and Homechoice Team and make a recommendation on the structure and size of the team going forward, including commentary on the budget implications.	30/09/19	Housing Needs Manager/Housing Options Manager (MR)	Complete	30/11/19	Q3 2019/20 update: Cashable saving of £68k to the General Fund realised without any redundancies HRA/General Fund resource levels re-balanced Debate opened on debt collection performance and practice balanced with vulnerability of the client group and on the strategic/ financial value in preventing homelessness by helping clients secure private sector accommodation
Outcome 12	Improving the customer experience					
HDC12.1	Implement the digital transformation strategy to increase range of means to access services: Develop and deliver at least three initiatives with Housing Service Managers Increase in online transactions Reduction in phone calls – work with the Housing Customer Manager to establish a baseline by July 2019 and set target. System to monitor satisfaction with online services	30/09/19	Service Improvement Manager (AH)	Transferred	N/A	Q3 2019/20 update: This Project was deferred and incorporated into the corporate business transformation programme for execution in the coming financial year 2020/21.

Outstanding actions - Service Plans 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
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SP18/19H3.2	Implement the new Housing and Planning Act powers for Private Sector Housing (Transferred for execution to action SP20/21HDC9.1)	30/09/18		Transferred	31/03/20	Q3 2019/20. 75% Completed. Work is progressing on the new Enforcement and Charging Schedule and will be presented to Management Board by 31 March 2020. The Audit Committee is requested to allow this short extension. Interview are taking place 30 January for additional PSH officer bringing team up to strength. Transferred for execution to action SP20/21HDC9.1 under the new Service Plans 2020/21.
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Internal Audit - Actions Status Q3

Code & Title	Progress	Start Date	Due Date
IA18/25 Management of the housing register	 99%	16 Mar 2018	31 Dec 2019
IA18/25.001 Housing Allocation Scheme	 99%	16 Mar 2018	31 Dec 2019
IA18/25.002 Documents provided to support application	 99%	16 Mar 2018	31 Dec 2019

Comment: Due to the election and change in Committee, this work had been pushed back. A report has been produced on the up-to-date Allocation Scheme which is going to Housing Overview & Scrutiny in March 2020. The Committee may consider the Scheme as fit-for-purpose or commission a task-and-finish group to review the scheme.

However the audit recommendations highlighted above have been completed and evidence was uploaded onto the performance management system Pentana.

We also have just completed a report on affordability of rents – and that might have an impact on any review of the Allocation Policy.

Complaints – Q3 update

Q3 19-20 Housing Delivery and Communities - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	5	1	3	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	5	1	3	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	100.00%	100.00%	100%	100%

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

Comment: There are no areas of concern.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	2,630	-109	4%	Favourable
Income	-680	0	0%	-
Housing Delivery & Communities Total	1,950	-109	6%	Favourable

Comment: When we give a deposit or rent in advance it is a debit to the homelessness account. However, when we raise an invoice for the debt we are credited the same amount in accounting terms. Therefore as we have over spent in terms of providing deposits and rent advance our 'income' in accounting terms is also up on what was budgeted for as we have raised invoices for the deposits etc.

NB: This does not relate to the actual collecting of the debt.

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	696	-67	10%	Favourable
Income	-1	-7	714%	Favourable
Housing Delivery & Communities Total	675	-74	11%	Favourable

Comment: The 714% variance is due to rental from the York Road Project. It is a high % as the budget was so small.

6. Service Dashboard – Housing Operations

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2019/2020

Head of Service summary: Q3

It has been a full and active quarter in the run up to the end of the decade. The team effectively managed legal cases, continued our celebration of 100 years of Council housing, successfully recruited to key positions, improved community areas, supported corporate projects and responded to notice of a contract termination.

Quarter Three Star team

We gained possession orders to recover three homes to relet to people in genuine need. None of the three tenants were living in the homes, two had moved abroad and one to another council home with a new partner (he was also suspected of illegally subletting his home). Over two years of investigation and evidence gathering resulted in the successful possession cases and we were awarded legal costs.

I am delighted with the work undertaken by the team and the support of neighbours who gave evidence to tackle tenancy fraud. The majority of tenants value their homes and recognise the scarce resource of social housing. Although tenancy fraud is not a big issue in Waverley we take it seriously and investigate all reports to ensure our homes are used appropriately.

Our Fraud Investigation Officer has also successfully completed a three month intensive training course to become an Accredited Counter Fraud Specialist. He shares his knowledge with ongoing training to the wider team on the signs of fraud, appropriate actions and case law.

Last quarter I reported the success of joint working with the police to gain a closure order following ongoing anti-social behaviour. The former tenant breached the injunction to stay away from the property. He appeared in court and has received a suspended four week prison sentence for the duration of the order until September 2021.

Events

The celebration of council housing continued in October as we hosted an event with the Chartered Institute of Housing for housing professionals and interested Members and tenants. We presented our Attitudes to Council Housing: Pride or Prejudice scrutiny report and shared the 100 year of council homes timeline. Both pieces of work were well received and Waverley's commitment to social housing was recognised.

In November over 100 Waverley and Guildford tenants attended our Home Exchange event to meet each other and seek a mutual exchange (home swap). The event was supported by our tenants Panel and Homeswapper (online national database). A number of tenants found homes to view and consider.

The team assisted with the General Election in December providing support by responding to telephone enquiries and providing polling station and count staff whilst maintaining usual services

All managers in housing attended a corporate training session on Action Centred Leadership which was cascaded to all housing operations team leaders. The training supported the teams work on developing a comprehensive service plan focussing on peak performance by considering task, team and individual.

Community works

Our Community and Estates Development team have been working with tenants, homeowners, Surrey County Council and Councillors to resolve long standing problems on a number of un-adopted roads in the borough. Seeking funding for improvement works and ongoing maintenance. Pot holes have been filled and new bollards and planters installed to designate parking spaces. The work has been positively recognised by councillors and the community.

I have previously advised on the works at Blunden Court to address the presence of legionella. The ongoing monitoring is showing a reduction in bacteria and we will meet with tenants in the New Year to discuss replacing the water pipes in the scheme.

In the run up to the festivities our Family Support Team worked with Eagle Radio to deliver food parcels and presents to 35 local families who needed a little support this Christmas.

Strategic view

The team have been busy consulting, reviewing and developing key documents to run the service in 2020. The draft service plan and HRA Business Plan were on the Housing Overview and Scrutiny Committee Agenda for January 2020.

The team are also working with the Corporate Business Transformation team. Members of the service improvement team attended customer journey mapping training and jointly held the first workshop to map the customer journey for aid and adaptations requests. Work will progress during 2020 to map "as is" and "to be" main housing enquiry processes focusing on customer needs and developing a digital first and digital support scheme to simplify processes, set expectations and be more efficient.

Recruitment

Following the internal appointment of the Tenancy and Estates Manager three new Housing Officers have been appointed. The new team has been created by reallocating resources to frontline roles. The new team will be publicised to tenants in the Spring.

A permanent Compliance Manager has also been recruited due to start in March 2020. The current interim will remain in post during January and February.

The Service Improvement Team also successfully recruited to two Service Improvement Officer posts adding capacity to the team to develop and implement the service plan actions

Communications

The tenants newsletter, [Homes and People winter edition](#) was drafted and designed but was put on hold during the pre-election period and published in early January 2020. The edition includes a wide range of articles celebrating the work we do, advice on housing, health and wellbeing and lots of ways to share views and suggestions.

A letter was sent to all tenants and copied to Members the week before Christmas advising them of the future change in our responsive repair contractor. The current contract will end March 2020 following the receipt of notice to terminate the contract early from MPS. We had expected that a termination may be served so the team had initiated alternative provision enquiries and Executive approval to waive procurement rules to appoint an interim contractor. The team's focus is on delivering a responsive repairs service to tenants and they are working hard to ensure the service is not adversely impacted.

The team continue to be industrious and committed and are looking forward to 2020 to develop and deliver improved services reflecting tenants’ needs and aspirations

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	Reintroduced from Q1 2019/20		0.68%	0.66%	0.65%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	21	20.0	27	22	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100%	100%	100%	100%	100%	100.0%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	89%	90%	90.6%	92.0%	90%	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	78	74%	84.6%	80%	80%	78.0%

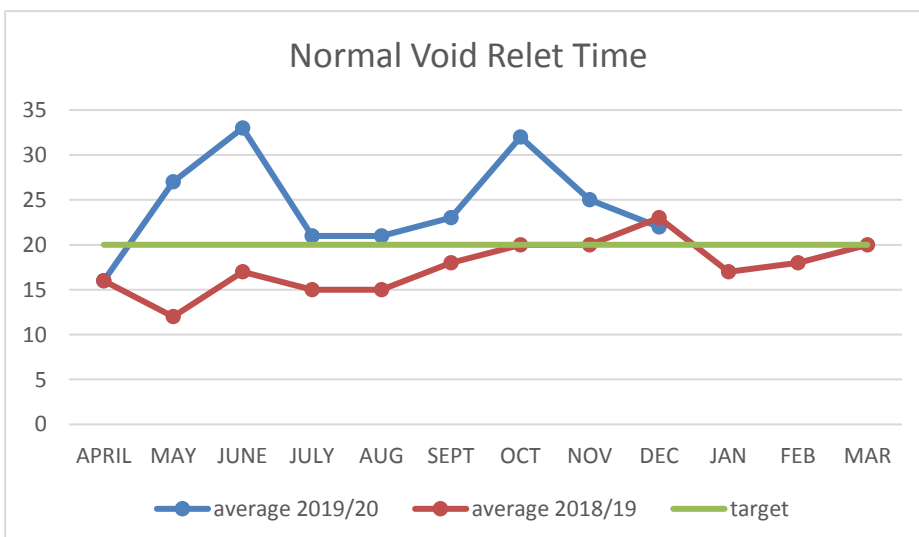
Q3 Comment: The rents team continue to collect rent efficiently and support tenants on Universal Credit to prioritise rent payments. The compliance team have a robust programme to maintain 100% annual gas boiler and safety checks continually achieving target since April 2017 (the last 11 quarters).

We continue to experience challenges with responsive repairs and void contract which is impacting satisfaction and relet performance.

A total of 52 normal voids were relet in Q3. On average homes were relet in 26 working days. 27 homes (52%) were let within the target of 20 working days and 25 homes over target (the longest taking 120 days and six homes took over two months to be relet).

A range of issues including two homes held for decant / disabled adaptations cases, gas pipe installation, poor DIY and contract issues contributed to failing to meet target.

However performance has improved month on month during the quarter as backlogs are cleared.



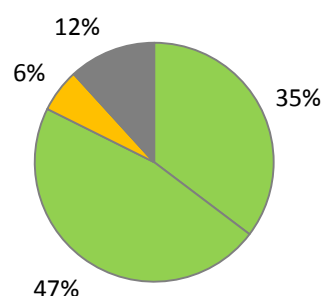
Proposed changes to KPI set for 2020/2021: A new indicator monitoring tenancy audits will be introduced from the 1 April 2020.

- HO6 - % of tenancy audits completed against scheduled appointments in a quarter.

Service Plan - Actions Status Q3

Q3 Housing Operations Service Plans 2019/2022

Total	100%	17
Completed	35%	6
On track	47%	8
Off track - action taken / in hand	6%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	12%	2



Comment: At the end of the third quarter, six actions have been completed including the review of HRA, mobilisation of 2019 maintenance contracts, minimising risk of Universal Credit and active CIH partner. The majority of service plan actions are progressing on track for completion, with exceptions listed below.

Outstanding Service Plans Actions 2019/2022

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken
Outcome 2. The service meets the needs of residents by meeting satisfaction targets annually						
SP19/20HO 2.1	Implement the "understanding residents' needs" project recommendations to ensure the service provides choice, information and communication that is appropriate for the diverse needs of tenants.	31/03/20		Deferred	2020/21	Q3 2019/20 update: This Project was deferred for execution in the coming financial year 2020/21 under the new service plans 2020/21
Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023)						
SP19/20HO 3.2	Develop Housing Human Resources action plan to support Corporate Human Resources Strategy to recruit, retain and develop high quality staff to deliver high quality, value for money frontline service	31/10/19		Off track - action taken	TBC	Q3 2019/20 update: 75% Completed. Analysed housing teams responses to Staff Survey identifying key areas of good practice and for improvement. Opportunities to train in role and successful internal recruitment to promotions. Initiatives and actions taken to be recorded in formal action plan.
Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually						
SP19/20HO 5.2	Implement the digital transformation strategy to increase range of means to access services	31/03/20		Transfer red	N/A	Q3 2019/20 update: Incorporate to the corporate business transformation programme for execution in 2020/21.

Internal Audit - Actions Status Q3

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

Complaints Q3

Q3 19-20 Housing Operations - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	33	38	21	25	18	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	28	31	11	15	12	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	84.85%	81.58%	52.38%	60.00%	66.67%	95.00%

Housing Operations - Level 2 escalations

Q3 19-20

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	13	5	6	7	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	13	4	6	6	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	80.00%	100.00%	85.71%	95.00%

Comment: There has been a reduction in the total number of complaints with only one recorded in December. This can be attributed to the communication work the team are completing. Despite a fall in responsive repairs service performance and contract uncertainty, the Housing Customer Service Team are keeping tenants up to date with progress and booking mutually convenient appointments.

Cases not meeting target have raised complex issues requiring the involvement of contractors and third parties. Complainants are kept updated whilst waiting for a formal response.

Finance – Q3 update

General Fund Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	22	0	0%	-
Income	-22	0	0%	-
Housing Operations Total	0	0	0%	-

General Fund Comment: No areas for concern.

Housing Revenue Account (HRA)				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	20,215	-1,024	5%	Favourable
Income	-30,321	593	2%	Adverse
Housing Operations Total	-10,106	-431	4%	Favourable

Q3 HRA Comment: The favourable expenditure variance is largely due to the reduced responsive repairs and grounds maintenance expenditure. There have been fewer responsive repairs than originally predicted as demand changed and a new grounds maintenance contract commenced in November 2019. The reductions are partially offset by increased council tax arising from vacant (decant) homes at Ockford Ridge.

7. Service Dashboard – Business Transformation & Corporate

This service area covers teams of Facilities, IT, Office Support, Property/Engineering and Business Transformation

Key Successes & Lessons Learnt, Areas of Concern – Q3 2019/2020

Q3 Head of Service summary:

This quarter we have seen accelerated progress in respect of the Business Transformation Programme and preparation for some significant changes for our IT systems.

During Quarter 2 we made three fixed term contract appointments to the Business Transformation Team will all three appointees taking up their posts at the beginning of Quarter 3. The additional staff resource has enabled us to make much more meaningful progress in the delivery of the Business Transformation Project.

The Customer Services Project is the largest extending to all parts of the organisation. There are three current work-streams all now underway. Work-stream 1 is around the procurement and provision of the IT infrastructure that we will need. The Master Data Management system has been acquired and the Team has made its recommendation in respect of the Customer Relationship Management system and associated Service Centre telephony. Work-stream 2 is the mapping of all customer journeys so we have a comprehensive picture of customer touch-points which will allow us to replicate journeys electronically and allow the development of self-service options as well as re-evaluating and optimising existing procedures. Work-stream 3 is the development of the Customer Service Centre which actually began early in Quarter 4.

We have also made good progress with:

- The Staff Travel Project as we look at alternatives to the current arrangements
- Planning, as we seek to dovetail changes to procedure demanded by the new Horizon IT system and Customer Services as well as accounting for any changes to governance arrangements
- Print, Post and Planning as we ran the procurement exercises for new post and print contracts
- Housing, which concluded by delivering a £68k saving to the General Fund
- The Burys, culminating in a report to Executive seeking funding for a development appraisal.

In IT terms as well as supporting the changes required by the Customer Services Review the service also made preparations for the organisation wide transitions to Microsoft In Tune, Office 365 and the new Citrix Environment following the upgrade to the server farm delivered at the start of the quarter.

David Allum
Head of Business Transformation

Performance Indicators Status Q3

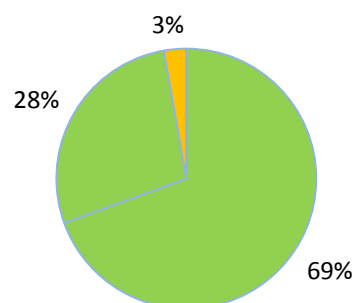
Comment: This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Support Services, Property and Engineering, Business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

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plan - Actions Status Q3

Q3 Business Transformation Service Plan 2019/2022

Total	100%	36
Completed	69%	25
On track	28%	10
Off track - action taken / in hand	3%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: The majority of the service plan actions are progressing on track for completion. The table above presents the progress and status of all Service Plan actions for this service area at the end of third quarter. The list of outstanding actions can be found below with comments on steps taken and new revised dates where applicable.

Outstanding Service Plan action 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 6.	Provide a profitable staff catering service					
BT6.2	Ensure staff satisfaction increases as evidenced by internal survey returns.	30/11/19	Facilities Manager (SH)	Complete	N/A	Q3 2019/20 update. Survey completed with the results generally being positive.
Outcome 12.	Ensure the post and print delivery model is the most cost effective that can be achieved without compromising quality standards					
BT12.1	Comprehensively review all existing external contracts regarding post and printing services and explore alternative delivery models	30/09/19	Support Services Manager (HB)	Complete	31/03/20	Q3 2019/20 update. Procurement for both contracts has concluded.
Outcome 15.	Identify a viable option for the Council as regards office accommodation and the future of The Bury's					
BT15.1	Within the One Public Estate initiative work with our partner organisations to define realistic options for the re-development of this site which will deliver cashable savings	30/06/19	Estates and Valuations Manager (AC)/Head of Customer and Corporate Services (DA)	Off track - action taken	Q3 2020/21	Q3 2019/20 update. The Executive have agreed to fund via the Investment Advisory Board a Development Appraisal. Tender documentation has been drafted.

Outcome 18.	Review and determine the corporate strategy for the maintenance of Waverley owned bus shelters					
BT18.1	Assess the cost implications for effectively maintaining the 95 bus shelters for which we have responsibility and test the corporate appetite for the continued provision of this service	30/06/19	Property and Engineering Manager (NL)	Complete	N/A	Q3 2019/20 update. Assessment completed. A consultation exercise is planned to be carried out with Towns and Parishes about ongoing management options.

Outstanding Service Plan action 2018/19

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 3.	Maintain and improve the IT infrastructure which supports the activity of the Council.					
SP18/19C C3.2	Support the Planning Service in the acquisition of a new core system (Part 1 – Building Control Application, (Part 2 – Internal Planning Application). (Transferred to Service Plans 2020/21 action ref. PR19BT16.2)	31/03/19	Facilities Manager (SH)	Transferred	31/10/20	Q3 2019/20. Transfer comment. The Building Control system is live and that element of the project is very close to conclusion. We hope to be in the test period for the Planning system in Q4. To be executed under action PR19BT16.2 by 31/10/2020.

Internal Audit - Actions Status at Q3

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

Complaints – Q3 update

Q3 19-20 Business Transformation - Level 1 Complaints

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

Q3 19-20 Business Transformation - Level 2 escalations

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	N/A	N/A	N/A	N/A	95%

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

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,596	-12	0%	Favourable
Income	-446	-84	19%	Favourable
Business Transformation Total	3,150	-96	3%	Favourable

Comment: The favourable financial position is partly generated by underspend on the IT staffing budget. This has been generated by us deferring recruitment of a systems analyst post pending procurement of the CRM system.

It is also partly generated by increased income for a range of services including cleaning and the staff restaurant also by the income for the licensing of the Wharf Car Park.

8. Service Dashboard – Finance and Property Investment

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2019/20

Q3 Head of Service summary:

Accountancy / Financial management: The Executive have recommended approval of the draft Medium Term Financial Plan (MTFP) and 2020/21 Budget proposals by [the Full Council at their meeting on the 18th February 2020](#). The team have the year end financial closedown and statement of accounts production plan under way. Automation and externalisation of the invoice scanning process is now underway with a specialist provider called Proactice. This will be live at the end of April.

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

Budget Strategy Working Group (BWSG): The Value for Money and Customer Services Overview & Scrutiny Committee reported findings on the budget scrutiny to the Executive, incorporating the outcome of the public consultation.

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

Peter Vickers, Head of Finance and Property

Performance Indicators Status Q3

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	13	11.4	12	18	18	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	7	6	4	7	6	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	86.2	98.7	29.7	57.7	85.6	74.3
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	74.7	98.0	27.6	51.7	74.8	74.3
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	95.5	99.0	98.4	77.0	97.8	99.0

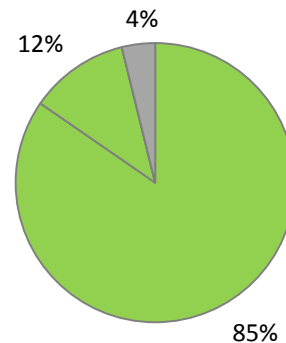
Q3 Comment: A good performance from the teams in the third quarter, with all indicators performing on target. In Q2 the performance for the indicator F3 was impacted by staff vacancies in a small team, which affected the overall percentage of invoices paid in Q2. The situation has presented an opportunity to bring forward a plan to automate the service via accessing an external bureau who use electronic document reading functionality that would not be cost effective to procure directly due to our low volume (17k invoices per year). This will also provide service resilience and a significant budget saving. This will be live in April, the contract has a target that all invoices will be processed within two days and ready for approval.

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plans - Actions Status Q3

Q3 Finance & Property Service Plan Actions 2019/20

Total	100%	26
Completed	85%	22
On track	12%	3
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	4%	1



Comment: At the end of quarter three the majority of service plan actions are progressing on track for completion. One action was transferred to the Business Transformation Team to be executed in 2020/21 as a work stream of the Business Transformation Programme.

Outstanding actions from 2019/20 Service Plan

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 7.	The Agresso financial IT system and supporting financial administrative processes provide an efficient and cost effective					
F7.1	Develop a work programme of service reviews (interventions) to identify the required Agresso configuration, including cost benefit analysis for each intervention.	31/03/19	Head of Finance (PV)	Transferred	To be executed as one of Business Transformation Programme work streams. To be delivered by March 2021	Q1 2019/20 comment. This has now been included within the transformation programme to compliment the work being undertaken corporately

Internal Audit - Actions Status Q3

Comment: At the end of Q3 there were no outstanding internal audit recommendations for this service area.

Complaints Q3

Q3 19-20 Finance - Level 1 Complaints

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

Comment Two Level 1 complaints overdue by 2 and 9 days respectively as a result of workload and reduced staffing.

Q3 19-20 Finance - Level 2 Complaints

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

Comment No areas of concern, all complaints responded to on time.

Finance– Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Finance & Property				
Expenditure	31,143	21	0%	Adverse
Income	-29,188	243	1%	Adverse
Offset transfer from void provision	0	-395	-	-
Finance & Property Total	1,954	-131	7%	Favourable

Q3 Comment: An investment property purchased to preserve office space in the borough is proving hard to let, this was anticipated and mitigated by a provision. No new investment properties have been acquired this year, however, the search is still ongoing.

9. Service Dashboard – Policy & Governance

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2019/2020

Q3 2019/2020:

Q3 was busy for all teams within the Policy and Governance service. Amongst a range of other matters, the following were progressed during the quarter:

- Planning and successfully delivering the snap General Election for the South West Surrey Constituency. The elections team and the wider team of temporary staff pulled together in difficult circumstances and challenging timescales to deliver an efficient and effective polling day and count.
- Further work of the informal working group undertaking a comprehensive review of the Council's corporate governance
- Arranging, supporting and recording a busy timetable of public committee meetings, including: Executive; Full Council; Overview and Scrutiny; Licensing; Standards, Audit and Planning committee meetings.
- Budget review and service planning activity, including identification of 5% budget savings and engagement with the Budget Strategy Working Group process
- Appointment of a new HR Manager
- Completion of the Annual Canvass of Electors
- Adoption of a new Communications and Engagement Strategy, with a greater focus on public engagement and more strategic approach.
- Commissioning of a range of learning and development activities for staff, including senior management team development workshops
- Provision of high quality legal, communications, policy, democratic and HR support across a range of corporate priorities including in relation to the Council's essential business transformation programme.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q3

Comment: [Short and Long term sickness absence](#) (HR2) target was not met in Q3 of 2019/20. Further analysis shows the top three reasons for absence in this quarter were "Mental health – anxiety & stress", "General Surgery" and also a spike in the number of spells of "Cold & Cough and Flu-like symptoms". While Cold and flu-like symptoms can be called seasonal, the council is aware of the staff's rising mental health issues. Various measures like "Time to talk" are being taken by Waverley to increase mental health awareness.

The corporate indicator PG2a, which monitors an average response rate to Level 1 complaints across all service areas is still off target ([53 out of 64 dealt with on time](#)). The underperformance concerns the following areas: Environment (89%), Finance and Property (71%), Housing Operations (67%), Housing Delivery and Communities (67%). Further details can be found in the individual

service dashboards. The Level 2 complaints (PG2b) have also experienced a small dip with [2 out of 16 cases](#) taking a bit longer to resolve due to their complexity.

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q2 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	21.5	18.4	17.8	18.9	17.5	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.6	6.9	7.0	6.8	7.38	6.52
	ref. HR2 - Short term Sickness Absence	Days	3.2	3.2	3.1	3.0	3.3	6.52
	ref. HR2 - Long term Sickness Absence		3.5	3.7	3.9	3.8	4.1	
PG1a	The number of complaints received - Level 1 (data only)	No.	63	82	57	68	64	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	18	25	20	25	16	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	79.4%	84.0%	87.2%	81.8%	82.8%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	88.9%	100.0%	94.0%	98.2%	87.5%	95.0%

More detailed monitoring has been introduced for each service area, to allow consistent performance analysis. The details specific to each service have now been embedded in every dashboard allowing Heads of Service and their teams to take appropriate improvement actions when required. [The table presenting a summary view of Q3 complaints](#) can be found in the Corporate Dashboard.

[Waverley's complaints escalation process:](#)

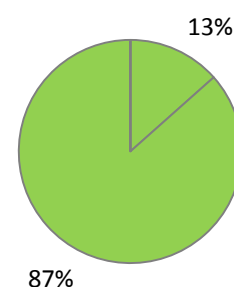
- Level 1 – investigated by the appropriate manager or team leader, with a detailed response within 10 working days.
- Level 2 – if the response received to Level 1 isn't satisfactory, a complaint can be escalated to Level 2 where it will be reviewed by a Head of Service and the Corporate Complaints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

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plans - Actions Status Q3

Q3 Policy and Governance – Service Plans 2019/20

Total	100%	67
Completed	13%	9
On track	87%	58
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



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

Outstanding or Completed Actions from Service Plans 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 8	Deliver an excellent programme of Councillor Learning and Development					

PG8.2	Induct, inform and support new and returning members. Deliver an Induction Programme for Councillors following elections in May 2019.	31/12/19	Democra tic Services Manager (FC)	Complete	N/A	Q3 2019/20 update: This action was successfully completed, with a series of topic specific training sessions and workshops taking place throughout spring, summer and autumn. On-going evaluation of training needs is taking place as part of the "business as usual" team activities.
Outcome 9.	The Council prepares for, organises and conducts all types of elections, polls and referendums held in the Waverley borough.					
PG9.3	Canvass Prepare for and conduct annual voter registration canvass process.	13/12/19	Elections Manager	Complete	N/A	Q3 2019/20 update: Annual canvass was completed when we republished the revised Register of electors on 5 November 2019. This was brought forward due to the snap General election. There are no actions to follow up.
Outcome 11.	Undertake electoral / community governance reviews					
PG11.1	Review polling places in the Borough Prepare for and conduct Borough wide polling places review including consultation process and assessment of any alternative polling places identified.	31/01/20	Elections Manager	Complete	N/A	Q3 2019/20 update: The Polling Districts and Places review was completed in November and passed at full council on December 10 2019. All new Polling Stations have now been written to and confirmed for the May 2020 PCC elections.

Internal Audit - Actions Status Q3

Comment: There were no outstanding internal actions at the end of third quarter for this service area.

Complaints Q3

Q3 19-20 Policy and Governance - Level 1 Complaints

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

Comment No areas of concern.

Q3 19-20 Policy and Governance – Level 2 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	1	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	0.00%	100.00%	95.00%

Comment No areas of concern.

Comment: In the third quarter one complaint was escalated to Level 2 and was resolved on time. One complaint was escalated to the Local Government and Social Care Ombudsman regarding a Policy and Governance matter, but was closed after initial enquiry with no further action.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	3,840	-122	3%	Favourable
Income	-986	27	3%	Adverse
Policy & Governance Total	2,854	-95	3%	Favourable

Comment: A modest underspend is currently projected.

WAVERLEY BOROUGH COUNCIL
COMMUNITY OVERVIEW & SCRUTINY

25 MARCH 2020

Title:

Leisure Centre Investments update

Portfolio Holder: Cllr D Beaman, Portfolio Holder for Health & Wellbeing

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: Yes

Access: Public

1. Purpose and summary

- 1.1 In July 2018 Council approved a capital scheme to extend and expand the facilities at Farnham and Godalming leisure centres. Council also approved to commit to a multi-million pound investment in leisure facilities in Cranleigh and agree that officers begin a detailed consultation, with the support of external consultants, to identify a potential location for the Cranleigh Leisure Centre and report back to Executive.
- 1.2 This report provides an update on the three leisure investment projects.

2. Farnham Leisure Centre

Background

- 2.1 In July 2018 Council approved a capital budget of £1.5M to progress with the more detailed specification and procurement of the Farnham Leisure Centre scheme.
- 2.2 The proposal included an extension to incorporate a children's soft play and climbing facility, with the addition of a larger café area. It involved the relocation of the current offices.

Project status

- 2.3 Following approval the project proposals have been further explored. Unfortunately the specialist operator of the climbing facility, which formed part of the conceptual plan, has subsequently approved installations in Alton and Fleet and has therefore confirmed that such a facility at Farnham is not now available to the Council.
- 2.4 Consequently officers have re-negotiated with Places Leisure and explored other service opportunities, to deliver improved revenue position. New proposals include extending the soft play offer with a much larger adventure space and additional connected seating, which will be focused provision for young children.

- 2.5 Options to utilise technologies to make the facility more energy efficient are also being explored with the aim of reducing energy consumption and carbon emissions. Initial draft proposals indicate invest-to-save opportunities such as a new Combined Heat and Power (CHP) unit, boilers, shower units, pool covers, windows and plant. Some of these initiatives could have an additional initial cost, but will improve the revenue position and are in line with the Council's Climate Emergency declaration.
- 2.6 Places Leisure have recommended closure of the creche due to the significant decline in usage. In the past quarter the creche has had an average attendance of 4 children per day, which averages 15% capacity. This is largely due to two key factors; 30 hrs free childcare funding available for parents with other local childcare settings, and an enhanced range of parent and child activities at the centre. The development will also provide a new adventure play.
- 2.7 An Equality Impact Assessment has been carried out to assess the impact of having no creche provision in Farnham (Annexe 1). The conclusion being that there is minimal impact only on those few parents or carers who have no other means of childcare and who will no longer be able to attend classes or activities at the centre.

Timeline

- 2.8 The milestones for Farnham Leisure Centre facility improvement project are:
- Pre-construction phase completion (design, feasibility, planning process and procurement) = Spring 2021
 - Leisure centre extension construction completion = Spring 2022

3. Godalming Leisure Centre

Background

- 3.1 In July 2018 Council approved a capital budget of £1.6M to progress with the more detailed specification and procurement of the Godalming Leisure Centre scheme.
- 3.2 The proposal included an extension of the current site to increase the size of the gym by 35 stations, introduce a second dance studio and double the size of members changing facilities.
- 3.3 One of the vital enabling elements of the project is parking provision and creating additional spaces to keep cars off Summers Road. The scheme therefore also included an extension of the existing car park creating approximately 88 additional spaces, on an unused corner of the adjacent Broadwater School owned by Surrey County Council.

Project status

- 3.4 The existing car park was leased from the school for an initial 7 years. This lease will come to an end in September 2020 and negotiations to extend it have taken place with Surrey County Council (SCC) and Broadwater School. Discussions have been very positive and SCC, Broadwater School and Places Leisure are fully supportive of this project.
- 3.5 The disposal of the school land, to create additional car parking, necessitates an application to the Department for Education which will be determined by the Secretary of State.

- 3.6 In partnership with SCC we submitted our initial case and have been informed that, despite being redundant and not being used for over 10 years, the land is considered as playing field. As such the application process must now include a consultation regarding the disposal of land.
- 3.7 Officers are working in partnership to complete the consultation and submit our application. The consultation will be in the form of a public notice, with all comments received forming part of the application to the Secretary of State.
- 3.8 Due to the level of risk involved the development is on hold until such a time that we receive Secretary of State Approval for the disposal of land.

Timeline

- 3.9 The next milestones for Godalming Leisure Centre facility improvement project are:
 - The six-week consultation = April/May 2020
 - Application submission = May/June 2020
 - Application decision process = 6-12 months (as indicated by the Department for Education).

4. Cranleigh Leisure Centre

Background

- 4.1 Following a commitment made by the Council in July 2018 for a multi-million pound investment in leisure facilities in Cranleigh, work was undertaken by the Council's consultants to engage with local landowners to identify the preferred location for a new Cranleigh Leisure Centre.
- 4.2 The scheme is based on current provision, including a main pool, teaching pool, gym and studio. However the final design and facility mix will be determined at a later stage, to meet future demand and to maximise provision and revenue return.

Project status

- 4.3 The project has identified two potential locations for the new centre; these include moving the position of the site to the centre of Village Way Car Park, or the current site location.
- 4.4 All options require significant investment and, as a result, an Investment Appraisal (business case) has been developed for each around the feasibility of maintaining leisure provision in Cranleigh. Officers have identified an option for a positive return on investment.
- 4.5 Due to the age and decline in condition of the existing centre, which requires significant investment just to remain open, the preferred option is to build a new facility in the centre of the car park. Financially this provides the best return on investment and also ensures the retention of leisure services in Cranleigh throughout the development programme.

Next steps

- 4.6 A report will go to Executive on 7 April, to seek approval for progressing with a new build scheme. If approved, a report will be taken to Council on 21 April.
- 4.7 Following Executive officers will meet with Ward Cllrs and Cranleigh Parish Council to provide a detailed update on the project.
- 4.8 Officers to explore energy efficiency options and associated additional costs for making Cranleigh Leisure Centre carbon neutral, in support of the Councils Climate Emergency declaration, and report back to Executive.

5. Relationship to the Corporate Strategy and Service Plan(s)

- 5.1 The leisure investments directly link with Waverley's new Corporate Strategy and the vision to promote and sustain: a financially sound Waverley, with infrastructure and services fit for the future; high quality public services accessible for all, including sports, leisure, arts, culture and open spaces; and a thriving local economy, supporting local businesses and employment.
- 5.2 The provision of quality leisure facilities in Farnham, Godalming and Cranleigh will directly facilitate the Council pledge to: encourage affordable access to sports and leisure facilities and the arts for all; improve leisure services across the borough, focusing on health inequalities in the borough and seeking to ensure that no area is disadvantaged; and improve facilities for young people.
- 5.3 Future investment in leisure facilities is based on a robust feasibility assessment that offers value for money to the Council.

6. Implications of decision(s)

6.1 Resource (Finance, procurement, staffing, IT)

The July 2018 approval of funds for the Farnham Leisure Centre and Godalming Leisure Centre projects remains, therefore no further funds are requested. The financing of this is as previously approved, using both S106 and developer contributions and capital receipts. Despite the loss of the climbing wall facility from the project, the proposed changes above ensure the improved management fee level is maintained and the business case remains feasible.

Approval for funding for Cranleigh Leisure Centre will be taken to Executive on 7 April and following that Council on 21 April.

6.2 Risk management

A comprehensive Risk Log is in place, which is monitored by the Leisure Investment Project Working Group whom meet weekly and Leisure Investment Programme Board whom meet monthly.

6.3 Legal

The Legal Services team is currently supporting this programme of projects as part of officers' leisure investment working group and the Leisure Investment Programme Board. Should the Executive agree the recommendations, legal advice will be provided in respect of the renegotiation of any arrangements with Places Leisure under the

current management contract, together with any other implications arising from a decision to proceed with this project.

6.4 Equality, diversity and inclusion

An Equality Impact Assessment has been completed (Annexe 1) which concludes that the overall impact of the creche closure is likely to be very low.

6.5 Climate emergency declaration

The leisure centre developments are the opportunity to implement new energy efficiency options highlighted in the independent report to reduce the leisure centres carbon footprint.

7. Consultation and engagement

7.1 The leisure investments were approved by Council in July 2018 and have subsequently been to Executive Briefing and Community O&S.

8. Other options considered

8.1 The proposed scheme is based on the findings of the Indoor Leisure Facilities Strategy and increased need to meet future demand.

9. Governance journey

9.1 The leisure investment reports are going to Executive for update and approval.

Annexes:

Annexe 1 Equality Impact Assessment for creche closure

Background Papers

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

CONTACT OFFICER:

Name: Tamsin McLeod
Position: Leisure Services Manager
Telephone: 01483 523423
Email: tamsin.mcleod@waverley.gov.uk

Name: Kelvin Mills
Position: Head of Commercial Services
Telephone: 01483 523432
Email: kelvin.mills@waverley.gov.uk

Annexe 1

Equality Impact Assessment Form



Name of policy/strategy/procedure/function

Closure of the creche at Farnham Leisure Centre

Name and telephone number of officer completing assessment

Tamsin McLeod x3423

Date completed

11/02/2020

Section 1 - What is the policy or activity trying to achieve?

What **outcomes** are wanted from this policy/activity, what are you trying to achieve?

Proposal to implement the planned closure of the underused crèche facility in order to maximise the contract and meet the wider corporate health & wellbeing objectives, as part of the leisure investment programme at Farnham Leisure Centre.

The creche is open Monday to Friday for 2.5 hrs per day with an average attendance of only 4.5 per day over the past quarter, which equates to 15% capacity. The service is currently running at a loss for Places Leisure as costs remain (staffing and room hire) regardless of usage.

The room currently utilised by the creche will be available to offer other classes and activities for the community, including parents/carers with young children. In addition, the new adventure play, provided as part of the leisure development, is designed specifically for parents/carers and their children (babies to 8 years).

The new facilities will address the demand shortfall and meet the increased need identified in the Options Appraisal, which will also provide high quality public services accessible for all. The new adventure play will encourage affordable access to leisure facilities and improve facilities for young people.

Who is affected by this policy/activity?

Parents and carers of young children (aged 7 weeks to 5 years) using the creche facilities at Farnham Leisure Centre.

There will be a negative impact on the limited number of customers who use the creche facilities for their child/ren, as they will need to find alternative provision. However, the impact will only be on those parents or carers who have no other means of childcare and who will no longer be able to attend classes or activities at the centre.

It is important to note that the Government now offer 30 hours free childcare funding for children aged 3 and 4 years old. This has significantly decreased the demand for creche services due to a wide range of free childcare providers in the area.

Conversely, there will be a positive impact on those customers who will be able to utilise the new adventure play area and sessions available.

Who are the main people involved in this activity?

Places Leisure and parents/carers of young children using the creche facilities at Farnham Leisure Centre.

Is the responsibility for the proposed policy/activity shared with another department, authority or organisation? If so, what responsibility and with whom is it shared?

Yes. The service is managed by Places Leisure on behalf of Waverley Borough Council.

Section 2 - Information Gathering and Consulting Stakeholders

Do you have any monitoring data available on the number of people (from protected characteristic groups) who are using or are potentially impacted upon by your policy/activity?

We do not have specific information on visitors with protected characteristics. However, Places Leisure hold attendance data regarding the number of customers using the service.

Attendance data shows that there has been a decline in average daily creche use;

2015	2016	2017	2018	2019	2020
7.5	7	6.5	6.5	6	4.5

Bookings for the last quarter (October to December 2019) identified that there were 43 separate parents/carers of the creche. Of these 49% only used it once and only 13 individuals used the service 5 times or more (in the 13 week period).

If monitoring has NOT been undertaken specify the arrangement you intend to make; if not please give a reason for your decision.

The service is open to all customers, including casual users, therefore Places Leisure do not collect protected characteristic information about these visitors.

What research or consultation has been undertaken to understand the impacts of the strategy/policy/procedure/project/function?

Reviewed and analysed data usage over the past six years. The figures for the last quarter show a significant decline and therefore minimal impact on service users.

Section 3 – Assess the Impact on Protected Characteristic Groups

	Positive impact (it could benefit)	Neutral	Negative impact (it could disadvantage)	Reason
Sex				
Women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	High <input type="checkbox"/> Low <input checked="" type="checkbox"/>	There may be a negative impact on female customers who currently use the creche for childcare provision to enable them to attend classes and activities, but this will be minimal due to low usage. There may be a positive impact on female customers with young children whom can utilise the new adventure play area, which will be designed for babies, children and young people.
Men	<input checked="" type="checkbox"/>	<input type="checkbox"/>	High <input type="checkbox"/> Low <input checked="" type="checkbox"/>	There may be a negative impact on male customers who currently use the creche for childcare provision to enable them to attend classes and activities, but this will be minimal due to low usage. There may be a positive impact on male customers with young children whom can utilise the new adventure play area, which will be designed for babies, children and young people.
Gender Reassignment				
Transgendered Men/Women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	High <input type="checkbox"/> Low <input checked="" type="checkbox"/>	There may be a negative impact on transgendered customers who currently use the creche for childcare provision to enable them to attend classes and activities, but this will be minimal due to low usage. There may be a positive impact on transgendered customers with young children whom can utilise the new adventure play area, which will be designed for babies, children and young people.
Race The categories used in the Race section are those used in the 2001 census. Consideration should be given to the needs of specific communities within the broad categories.				
Asian	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Black	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Mixed race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
White	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	

	Positive impact (it could benefit)	Neutral	Negative impact (it could disadvantage)	Reason
Chinese	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Gypsy, Roma, Traveller	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Other racial or ethnic groups - specify	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Disability				
Long term health impairment could include, mental health problems, asthma, heart conditions, chronic fatigue etc.				
Physical	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	No evidence or suggestion that persons with a disability are using the crèche.
Sensory	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	No evidence or suggestion that persons with a disability are using the crèche.
Learning	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	No evidence or suggestion that persons with a disability are using the crèche.
Long Term Health Impairment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	No evidence or suggestion that persons with a health impairment are using the crèche.
Sexual orientation				
Heterosexuals, lesbians, gay men and bisexuals	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Age				
Older people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	Parents/ carers are regarded as the service users (rather than the children who attend). No evidence or suggestion that older persons are using the crèche.
Younger people and children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	Parents/ carers are regarded as the service users (rather than the children who attend). Children will have the advantage of the new adventure play area.
Religion or belief				
Faith or belief groups cover a wide range of groupings, the most common of which are Buddhists, Christians, Hindus, Jews, Muslims, and Sikhs. Consider faith or belief categories individually and collectively when considering positive and negative impacts.				
Faith or belief groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	
Pregnancy and Maternity				
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	High <input type="checkbox"/> Low <input checked="" type="checkbox"/>	There may be a negative impact on customers who currently use the creche for childcare provision. There may be a positive impact on customers with young children whom can utilise the new adventure play area and specific classes for parents and babies/children.
Marriage and Civil Partnership				
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	High <input type="checkbox"/> Low <input type="checkbox"/>	

If you have indicated there is a potential negative impact on any group, are these intentional and of a high impact?

Intended – i.e. can be justified in terms of legislation
e.g. concessionary fares for over 60s

Yes No

High Impact? – i.e. it is or may be discriminatory
against some groups

Yes No

If there are no potential negatives impacts on any groups go to section 6.

Section 4 - Consider Alternatives or Changes

Change - Explain how policy/activity has changed/needs to change	Reasons for the Change
<p>Closure of creche provision</p>	<p>There will be an impact on those parents and carers using the crèche through the closure of this facility. However, the usage of the crèche is low (average 4.5 people per day, running at 15% capacity) and the consideration is that there is more advantage to a wider group of people by using the space for other users to participate in new activities, which will help to achieve the Council’s wider corporate objectives. There is also the opportunity for new adventure play, provided as part of the leisure development, which is designed specifically for parents/carers and their children (babies to 8 years plus).</p> <p>The development will achieve the wider corporate objectives of improving the health & wellbeing of our community and taking steps towards our aim of becoming a net zero-carbon council by 2030.</p> <p>It is not possible to mitigate the impact on those groups affected unless those people are able to find other childcare provision themselves. To assist with this it is proposed to communicate the closure to users well in advance and to signpost parents/ carers to the Surrey County Council maintained database of childcare</p> <p>For the reasons above it is not possible to change the proposal to close the crèche.</p>

Section 5 - Action Planning

Please outline your proposed action plan below:

Issue	Action required	Officer	Timescale	Resource implications	Comments
Alternative childcare	Communicate closure plans	Tamsin McLeod	Two months	Officer time	Signpost parents/ carers to the SCC maintained database of childcare:

Issue	Action required	Officer	Timescale	Resource implications	Comments
	to creche users	(via Places Leisure)	prior to closure	Communications support	https://www.surreycc.gov.uk/people-and-community/families/childcare/choosing-and-arranging/help-and-advice

Section 6

Name of Assessor: Tamsin McLeod

Date: 11/02/20

**Signed off by: Kelvin Mills
Name of HOS or Director**

Date: 19/02/20

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WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 24 MARCH 2020

Title:

Interim Report of Service Level Agreement Working Group

Portfolio Holder: Cllr D Beaman, Portfolio Holder for Health, Wellbeing and Culture

Head of Service: Andrew Smith, Head of Housing Delivery and Communities

Key decision: Not applicable

Access: Public

1. Purpose and summary

- 1.1 The purpose of this report is to keep members of the Committee updated on the work of the working group (the Group). The final report of the Group will contain detail on the issues considered and will include the recommendations that the Committee will be asked to make to the Executive.

2. Recommendation

It is recommended that the Committee notes the progress of the Group and makes any observations as appropriate.

3. Reason for the recommendation

As the parent Committee of the Group, the Community Wellbeing O&S Committee will receive the final report of the Group in June 2020, containing the conclusions and recommendations. This interim report is to update the Committee of the work done so far.

4. Background

- 4.1 At its meeting in September 2019 the Community Wellbeing O&S Committee agreed to set up a working group to undertake in-depth work to consider the service level agreement mechanism for funding voluntary and community organisations and make recommendations on future funding arrangements.
- 4.2 The report for the Group is due to come to this Committee (the parent committee) in June 2020.

5. Report

- 5.1 As detailed in the scoping document for the Group (attached at annexe 1), the purpose of the Group is to inform the strategic decision-making of Members as to future funding arrangements of community/voluntary organisations by making recommendations to the Executive through the Community Wellbeing O&S

Committee.

- 5.2 In order to make evidence-based and considered recommendations to the Executive the Group has undertaken research into the current process of funding by looking at the service level agreement pro forma, examples of specifications set out in the service level agreements and monitoring documentation.
- 5.3 The Group has also been briefed on the current health landscape to provide context to the work that is done by the organisations who are funded by the Council.
- 5.4 The Group has done some initial research on funding models of other local authorities to understand how the services provided by the organisations with whom we have service agreements are delivered elsewhere. This research continues and will inform the final recommendations made by the Group.
- 5.5 In order to understand how SLAs work for our partner organisations the Group has organised a workshop (Monday 23 March) and invited representatives from some of the organisations to attend. The outcomes of this workshop won't be discussed by the Group until its meeting Monday 30 March.
- 5.6 Issues the Group will be considering in its final report include:
- Risks and impacts associated with any recommended change to the funding model the Council uses.
 - Possible new funding streams to mitigate the financial pressure the Council, and therefore the funding, is facing and how these new funding streams could be governed/devolved.
- 5.7 So far the Group has concluded that in its final report it will recommend:
- Strategic aims linked to the Corporate Strategy should be included as part of any revised mechanism/model that the Council uses to fund these partner organisations.
 - Once a decision has been made as to the long-term model the Council wishes to use to fund the partner organisations, an over-arching framework/set of criteria should be produced in order to fairly assess an organisation's suitability/eligibility for receiving funding.
 - Any changes should build on the strengths of the voluntary and community sector within Waverley as opposed to replacing or infringing upon them.

6. Relationship to the Corporate Strategy and Service Plan

- 6.1 Outcome 3 of the Housing Delivery and Communities Service Plan 2020-23 is 'the organisations funded through Service Level Agreements are delivering the agreed outcomes' and provision for this working group is included in (action SP20/21HDC3.1) with the purpose of informing 'funding decision for the new round of SLAs starting April 2021'.

7. Implications of decision

7.1 Resource (Finance, procurement, staffing, IT)

Any decisions taken informed by the outcome of this in-depth piece of work will need to consider the resource implications.

7.2 Risk management

The risks associated with any changes to the way in which the Council funds the relevant organisations will need to be thoroughly considered.

7.3 Legal

The legal implications of the final report and recommendations of the Group will need to be considered once completed.

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

Consideration of the Council's environmental and sustainability objectives will need to be made for any decisions made as a result of this in-depth review.

8. Consultation and engagement

8.1 As this report states, representatives from some of the organisations with whom the Council currently has service level agreements are being invited to a workshop in order to understand their view of the current funding mechanism.

9. Other options considered

9.1 The role of the Group is to consider options in terms of mechanisms the Council uses to fund the relevant organisations. The final report will detail the reasons behind any recommendations made by the Group.

10. Governance journey

10.1 This is an interim report for the purposes of the Community Wellbeing O&S Committee. The final report will come to the Committee in June 2020 and will be considered by Executive in July 2020.

Annexes:

Annexe 1 – Service Level Agreement O&S Working Group Scoping Document

Background Papers

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

CONTACT OFFICER:

Name: Yasmine Makin
Position: Policy Officer for Scrutiny
Telephone: 0148 3523078
Email: Yasmine.makin@waverley.gov.uk

Agreed and signed off by: N/A