

To: All Members of the EXECUTIVE

When calling please ask for:

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Calls may be recorded for training or monitoring

Date: 18 March 2016

Membership of the Executive

Cllr Robert Knowles (Chairman)
Cllr Julia Potts (Vice Chairman)
Cllr Brian Adams
Cllr Kevin Deanus
Cllr Carole King

Cllr Tom Martin
Cllr Wyatt Ramsdale
Cllr Stefan Reynolds
Cllr Simon Thornton

Dear Councillors

A meeting of the EXECUTIVE will be held as follows:

DATE: TUESDAY, 5 APRIL 2016

TIME: 6.45 PM

PLACE: COUNCIL CHAMBER, 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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This meeting will be webcast from the conclusion of Informal Question Time and can be viewed by visiting www.waverley.gov.uk/committees

NOTES FOR MEMBERS

Contact Officers are shown at the end of each report and members are welcome to raise questions, make observations etc. in advance of the meeting with the appropriate officer.

Prior to the commencement of the meeting, the Chairman to receive any informal questions from members of the public, for a maximum of 15 minutes.

AGENDA

1. **MINUTES**

To confirm the Minutes of the Meeting held on 1 March 2016 (to be laid on the table half-an-hour before the meeting).

2. **APOLOGIES FOR ABSENCE**

To receive apologies for absence.

3. **DECLARATIONS OF INTERESTS**

To receive from members, declarations of interest in relation to any items included on the agenda for this meeting, in accordance with the Waverley Code of Local Government Conduct.

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

The Chairman to respond to any questions received from members of the public for which notice has been given in accordance with Procedure Rule 10.

5. **FORWARD PROGRAMME** (Pages 9 - 12)

To receive the forward programme of Executive decisions for Waverley Borough Council.

6. **WAVERLEY BOROUGH LOCAL PLAN UPDATE** (Pages 13 - 18)

[Portfolio Holder: Councillor Brian Adams]
[Wards Affected: All Waverley Wards]

The purpose of the report is to provide an update on the work being carried out to complete the new Local Plan Part 1 and to update the timetable for

completing that work ready for the Council to approve the plan, in the light of the time required to complete some of the important transport evidence needed to support the Plan.

Recommendation

That the Executive notes the progress with the Local Plan and agrees the amendment to the timetable as set out in paragraph 4.2 of the report.

7. TENANT INVOLVEMENT STRATEGY 2015-18 (Pages 19 - 28)

[Portfolio Holder: Councillor Carole King]

[Wards Affected: All Waverley Wards]

The report presents the final draft of the Tenant Involvement Strategy 2015-2018 for adoption, and outlines the promotional activities planned to launch the Strategy. The Strategy recognises the achievements made in tenant involvement in the previous three years, and sets out the Council's aims for tenant involvement over the next three years.

Recommendation

That the Executive adopts the Tenant Involvement Strategy 2015-18.

8. STAFFING CHANGES (Pages 29 - 34)

[Portfolio Holder: Councillor Robert Knowles]

[Wards Affected: All Waverley Wards]

The proposals in the report are necessary following the full retirement of the Monitoring and Returning Officer (AI09) who is responsible for the statutory roles of Monitoring Officer, Registration Officer and Returning Officer. The changes in the report will look to maintain a robust and resilient structure and suitable Corporate Governance arrangements.

Recommendation

That the Executive recommends to the Council that, with effect from 1 July 2016:-

1. **the post of Monitoring and Returning Officer (Post AI09) be deleted from the establishment;**
2. **the Head of Paid Service (Executive Director) be appointed to the statutory roles of Electoral Registration Officer and Returning Officer;**
3. **the Director of Operations and Director of Finance and Resources be appointed as Deputy Returning Officers; and**
4. **the following changes to reporting lines be approved:-**
 - i. **Senior Manager – Elections and Special Projects to report to Executive Director;**

- ii. **Internal Audit Client Manager to the Director of Finance and Resources, with dotted reporting lines to the Executive Director and Monitoring Officer;**
- iii. **Corporate Complaints Officer to the Corporate Policy Manager; and**
- iv. **Mayor's Secretary to the Democratic Services Manager.**

9. HEALTH AND WELLBEING OFFICER (Pages 35 - 38)
[Portfolio Holder: Councillor Kevin Deanus, Councillor Simon Thornton]
[Wards Affected: All Waverley Wards]

The purpose of this report is to seek approval to the addition of a Health and Wellbeing Officer post to the establishment using the staff savings arising from the deletion of two vacant part-time posts.

Recommendation

That the Executive recommends to the Council that:

- 1.a Health and Wellbeing Officer post be added to the establishment using the staff savings identified in the financial implications; and**
- 2.posts HB07 and ED23 be deleted from the establishment, as set out in the report.**

10. PERFORMANCE MANAGEMENT REPORT - QUARTER 3, 2015/16 (OCTOBER - DECEMBER 2015) (Pages 39 - 62)
[Portfolio Holder: Councillor Robert Knowles]
[Wards Affected: All Waverley Wards]

The Council's Performance Management Framework (PMF) contains a number of indicators that assist Members and officers in identifying current improvement priorities and progress against targets. The indicators are reviewed quarterly by the Executive and are aligned to our Corporate Plan priorities.

This report gives an analysis of the Council's performance in the third quarter of 2015/16.

Annexe 1 to this report contains the list of indicators used for reporting performance and includes targets, graphs and comments.

Recommendation

The recommendations from the Community and Corporate O&S Committee meetings on 8 March and 21 March are detailed below. It is recommended that the Executive:

- 1. examines the performance figures for quarter three as set out in**

Annexe 1; and

2. agrees the following:

- a. The target of *Processing of planning applications: Major applications - % determined in 13 weeks* be increased to 80%.
- b. That due to concerns about the number of planning applications lost at appeal, mandatory training be arranged for all Planning Committee Members to focus on reasons for refusal and ensure robustness of the process.
- c. The *percentage of building control applications checked within 15 days* is adjusted to 10 days with an 80% target rate.
- d. The *percentage of household waste sent for reuse, recycling and composting* target be adjusted to 54% as Waverley progresses towards achieving the joint Surrey recycling target of 60% by 2023.
- e. Increasing Cranleigh Leisure Centre target visits to 75,000 per quarter.
- f. Increasing Godalming Leisure Centre target visits to 92,000 per quarter.
- g. To continue to provide Godalming Museum performance indicators to the Community O&S Committee for monitoring; and

3. thanks the Overview and Scrutiny Committees and agrees to their recommendations as detailed.

11. MAJOR WORKS TO A COUNCIL DWELLING (Pages 63 - 66)
[Wards Affected: Farnham Castle]

The purpose of the attached report is to seek approval for a budget to undertake major works to a council dwelling.

Recommendation

It is recommended that:-

1. the funding of the major works of up to £50,000 to the council dwelling identified in (Exempt) Annexe 1 be approved and allocated from capital receipts from the disposal programme, with the vacant property being re-let for an affordable rent of up to 80% of open market value; and
2. the tendering of the refurbishment works for this property and the appointment of a contractor be delegated to the Head of Housing Operations, in consultation with the Portfolio Holder for Housing and the Director of Finance and Resources.

12. BANK ARRANGEMENTS CONTRACT RENEWALS (Pages 67 - 70)
[Portfolio Holder: Councillor Wyatt Ramsdale]
[Wards Affected: All Waverley Wards]

To approve the proposed contract with HSBC for the Council's banking facility and a contract with Allpay for a transaction receipt handling facility via Post Offices and other outlets.

Recommendation

It is recommended that the Executive approves the proposed contract with HSBC for the Council's banking facility, and a contract with Allpay for a transaction receipt handling facility via Post Offices and other outlets.

13. EXECUTIVE DIRECTOR'S ACTIONS

To note any action taken by the Executive Director after consultation with the Chairman and Vice-Chairman since the last meeting. The Register of Decisions will be laid on the table half an hour before the meeting.

14. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation on 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 item(s) 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 these items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified at the meeting in the revised Part 1 of Schedule 12A to the Local Government Act 1972.

15. REVIEW OF CLEANING SERVICES (Pages 71 - 78)
[Portfolio Holder: Councillor Carole King, Councillor Tom Martin]
[Wards Affected: All Waverley Wards]

To consider the (Exempt) report attached.

16. PROPERTY MATTER (Pages 79 - 84)
[Portfolio Holder: Councillor Tom Martin, Councillor Simon Thornton]
[Wards Affected: Chiddingfold and Dunsfold]

To consider the (Exempt) report, attached.

17. ANY OTHER ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider matters (if any) relating to aspects of any reports on this agenda which, it is felt, may need to be considered in Exempt session.

**For further information or assistance, please telephone
Emma McQuillan, Democratic Services Manager, on 01483 523351 or
by email at emma.mcquillan@waverley.gov.uk**

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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 £20,000 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, Emma McQuillan, at the Council Offices on 01483 523351 or email committees@waverley.gov.uk.

Executive Forward Programme for the period 6 April 2016 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
POLICY AND GOVERNANCE, HUMAN RESOURCES – CLLR ROBERT KNOWLES (LEADER)						
1. Performance Management	Quarterly combined performance report	Executive		July 2016	Louise Norie	CORP/COMM
2. Electoral Reviews	To conduct a parliamentary and possibly Waverley review	Executive and Council	√	May 2016	Robin Pellow	CORPORATE
MAJOR PROJECTS, LEP, WAVERLEY TRAINING SERVICES – CLLR JULIA POTTS (DEPUTY LEADER)						
1. Brightwells Redevelopment, Farnham [E3]	To agree funding arrangements	Executive and Council	√	April 2016	Kelvin Mills	CORPORATE

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
PLANNING – CLLR BRIAN ADAMS						
1. Shopfronts Supplementary Planning Document (SPD)	For adoption of the SPD	Executive and Council		June 2016	Sarah Wells	COMMUNITY
2. Cranleigh Conservation Area Appraisal (CAA)	Adoption of CAA	Executive and Council		June 2016	Sarah Wells	COMMUNITY
3. Ewhurst and Ewhurst Green Consultation Area Appraisals (CAA)	Consultation of CAA	Executive		June 2016	Sarah Wells	COMMUNITY
4. Local Plan	Approval of the plan for publication	Executive and Council	√	June 2016	Elizabeth Sims	COMMUNITY
5. Thames Basin Heath Special Protection Area	Approval of the new Avoidance Strategy	Executive and Council	√	July 2016	Gareth Williams	COMMUNITY
OPERATIONAL SERVICES – CLLR KEVIN DEANUS						
HOUSING – CLLR CAROLE KING						
1. Housing Delivery Board [E3]	Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough	Executive (and possibly Council)	√	Potentially every Executive meeting	Jane Abraham	CORPORATE

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O AND S
CUSTOMER AND CORPORATE SERVICES – CLLR TOM MARTIN						
1. Age Concern Farncombe	To agree new lease arrangements	Executive		June 2016	Kelvin Mills	CORPORATE
FINANCE – CLLR WYATT RAMSDALE						
1. Budget Management [E3]	Potential for seeking approval for budget variations	Executive (and possibly Council)	√	Potentially every Executive meeting	Peter Vickers	CORP/COMM
COMMUNICATIONS AND GRANTS - CLLR STEFAN REYNOLDS						
LEISURE AND ENVIRONMENT – CLLR SIMON THORNTON						
1. Cultural Strategy	To adopt a revised Cultural Strategy	Executive and Council	√	July 2016	Kelvin Mills	COMMUNITY

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

EXECUTIVE – 05/04/2016

Title:

WAVERLEY BOROUGH LOCAL PLAN

[Portfolio Holder: Cllr Brian Adams]

[Wards Affected: All]

Summary and purpose:

The purpose of this report is to provide an update on the work being carried out to complete the new Local Plan Part 1 and to update the timetable for completing that work ready for the Council to approve the plan, in the light of the time required to complete some of the important transport evidence needed to support the Plan.

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

The Waverley Borough Local Plan and its policies will have an important role in supporting and delivering Corporate Priorities, including protecting the environment and delivering affordable housing.

Financial Implications:

There are no direct financial implications arising from update report. Adequate budget is available to support the costs associated with preparation of the Plan.

Legal Implications:

There are no legal issues arising specifically from this report. When the revised local plan is submitted for examination it will be necessary to ensure that it meets the legal tests of soundness, including the 'Duty to Co-operate'.

The Council has already consulted on potential housing scenarios under Regulation 18 of the Town and Country Planning (Local Planning)(England) Regulations 2012. Unless the Council's legal advice changes, it is intended that the next step would be to publish a full proposed submission version of the Plan under Regulation 19 for formal representations to be made on the plan by the local community and other interests.

1. Introduction

- 1.1 In September 2015 the Executive agreed the provisional timetable for the completion of the new Local Plan. That identified the intention to identify a preferred spatial strategy in November and then to move forward to develop the draft Plan with a view to the Council agreeing the Plan for Publication in April 2016 followed by the associated Regulation 19 consultation on the draft plan and subsequent submission for examination.

- 1.2 Subsequently, in December the Executive considered a report on the emerging spatial strategy, which sits at the heart of the new local plan. The emerging spatial strategy included a number of principles that were intended to underpin future work on the Plan. In assessing future housing supply it was recognised that the key variables were whether or not a new settlement would be supported at Dunsfold Aerodrome and if so, how large that would be, and what extent of greenfield land would be required to meet the overall housing target.
- 1.3 Officers had previously indicated that including some development at Dunsfold Aerodrome presented the best opportunity to meet housing needs in the Borough. However, it was recognised that work still needed to be done in order to complete the assessment of the transport implications and how this fits with the process of selection the most appropriate spatial strategy for Waverley.

2. Progress with the Local Plan

- 2.1 Considerable progress has been made with the Local Plan. This has included drafting the Plan itself and pulling together the robust and comprehensive evidence base that will be required to support a sound plan. Attached as Appendix 1 is a schedule of the work demonstrating the progress made in readying the Plan for Publication.

3. Key Matters outstanding

- 3.1 It is clear from previous representations that traffic and transport are key issues to be addressed through the preparation of the plan. This is both at a local level and also in the wider context of development in Waverley and other areas impacting on the A3.
- 3.2 In terms of the local transport assessments, the work carried out on the A281 by Mott MacDonald on behalf of Waverley indicates that in terms of road traffic the impacts of development at Dunsfold Aerodrome are capable of mitigation either to improve the flow of traffic through particular junctions or at least to ensure that the situation does not get any worse. There are some matters concerning the transport implications of development at Dunsfold Aerodrome that are not covered in the Mott MacDonald work but that are currently being considered by Surrey County Council in its assessment of the planning application for the site.
- 3.3 In terms of the assessment in the Farnham area, this is nearing completion. As it stands, the consultants are looking at some specific mitigation measures to see what impact those would have in terms of reducing congestion and delays at peak times. It is expected that this work will be completed in April.
- 3.4 In terms of the wider strategic transport modelling, one of the key reasons for doing this is to address comments made by Highways England (formerly the Highways Agency) on the earlier housing scenarios. In essence Highways

England stated that the earlier strategic transport assessment did not provide sufficient information to ascertain whether traffic arising from new development in Waverley would have a material impact on the critical section of the A3 through Guildford. In order to address this it is necessary first to run the County Council's strategic transport model based on the emerging spatial strategy. In doing this, it is necessary to take into account the implications of the development in Guildford Borough that has implications for the A3.

- 3.5 The County Council had originally intended to do the modelling work for Waverley in January/February. This would have included using data for Guildford from its earlier draft Local Plan. However, Guildford Borough Council is also finalising its Local Plan ready for publication. In discussions with Guildford, Surrey County Council and Highways England it was agreed that it would be preferable to run both the Waverley and Guildford Strategic Transport Assessments (STAs) using the most up-to-date data. As a result, the STAs are now scheduled for completion in May. Whilst it is disappointing that there has been some delay in the completion of the STA, it is sensible to align the Waverley work with the equivalent work for Guildford both to utilise the most up-to-date data and in accordance with the Duty to Co-operate on strategic cross boundary issues such as this. Once the outcome from the strategic modelling is known, it will be possible to discuss matters with Highways England to establish what, if any, additional work will be required in order to address Highways England's issues regarding the impact on the A3.
- 3.6 There is also a link between the transport work and the Infrastructure Delivery Plan (IDP). Officers are in the process of seeking information from infrastructure providers on the infrastructure likely to be required to support the emerging spatial strategy. This includes transport infrastructure as well as matters such as school places, health facilities, drainage and other utilities requirements etc. The IDP is a key supporting document both for the Examination of the Local Plan and as part of the evidence base for the Community Infrastructure Levy (CIL).
- 3.7 There are some on-going areas of work that cannot be finalised until the draft Local Plan is complete. In particular, the Sustainability Appraisal, the Habitats Regulations Assessment and the Viability Assessment.
- 3.8 In relation to the Duty to Co-operate, some of the on-going work includes the preparation of a Statement of Common Ground with Guildford and Woking Borough Councils regarding current and future housing delivery within the housing market area, drafting a Statement of Common Ground with Highways England regarding the A3 issues; and informal consultation/liaison with key neighbouring authorities on the evidence and the emerging strategy.
- 3.9 Officers also consider that the Council should take advantage of any opportunities for informal review of the plan before it is finally published. This includes potentially meeting with an inspector from the Planning Inspectorate, to informally review the emerging plan.

4. Conclusion

- 4.1 The current provisional timetable for the Local Plan Part 1 was to publish the Plan in April. Given that key evidence in the form of the new Strategic Transport Assessment is not due to be completed until May, there will be a slight delay before the plan is ready for formal publication. Whilst it is disappointing that there has been some delay in completing the strategic transport modelling, it is essential that when the Plan is published it is supported by a robust evidence base which stands up to scrutiny. Addressing these outstanding matters first will, in the officers' view, reduce the risk of the plan being found unsound.
- 4.2 Officers believe that the draft Plan should go through the committee cycles in June/July, culminating in the Council agreeing the Plan for Publication in July. Publication itself, which triggers the Regulation 19 consultation, would be in July/Aug, with submission in November 2016. This is still within the Government's timetable for producing Local Plans.

Recommendation

That the Executive notes the progress with the Local Plan and agrees the amendment to the timetable as set out in paragraph 4.2 of the report.

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:

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APPENDIX 1

Schedule of progress with key Local Plan tasks

Task	Completion date
Green Belt Review	Aug 2014
Landscape Review	Aug 2014
Employment Land Review	Aug 2014
First Strategic Transport Assessment	Sept 2014
Strategic Flood Risk Assessment – Level 1	July 2015
West Surrey Strategic Housing Market Assessment (SHMA)	Sept 2015
West Surrey Strategic Housing Market Assessment (SHMA) (Waverley Addendum)	Dec 2015
Supplying data to SCC for Strategic Transport modelling	Dec 2015
Local Transport Assessment Stages 1 and 2	February 2016
Updated Traveller Accommodation Assessment	Draft March 2016
Viability Report	Draft March 2016
First draft of Local Plan chapters completed	March 2016
Land Availability Assessment (rolled forward to a 1 st April 2016 base date)	April 2016
Updated Employment Land Review	Draft March 2016 Final expected April 2016
Strategic Flood Risk Assessment (SFRA) Level 2	Draft December 2015 Final expected April 2016
Local Transport Assessment Stages 3 and 4	April 2016
Consultation on the updated Thames Basin Heaths SPA Avoidance Strategy	April 2016
New Strategic Transport Assessment	May 2016
Draft Infrastructure Delivery Plan	May 2016
Duty to co-operate – ongoing liaison with neighbouring authorities regarding cross boundary issues	Last meeting March 2016

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 5 APRIL 2016

Title:

TENANT INVOLVEMENT STRATEGY 2015-18

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

The report presents the final draft of the Tenant Involvement Strategy 2015-2018 for adoption by the Council, and outlines the promotional activities planned to launch the Strategy. The Strategy recognises the achievements made in tenant involvement in the previous three years, and sets out the Council's aims for tenant involvement over the next three years.

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

The Strategy supports the Improving Customer Service, and Community Wellbeing corporate priorities.

Financial Implications:

All activities will be funded through the existing Tenant Involvement and Tenant Panel annual budgets which total £42,500.

Legal Implications:

There are no legal implications.

Introduction

1. Tenant involvement is important to the Council as it provides a forum for co-regulation, challenge, scrutiny and service improvements. The aims of the Strategy are to increase tenant involvement and provide feedback on how involvement has made a difference. The Corporate OS Housing Improvement Sub-Committee reviewed the draft Strategy in November 2015 and suggested that officers review the style of presentation and language. The revised Tenant Involvement Strategy document is attached at [Annexe 1](#).
2. The Strategy identifies the ways residents can get involved to give feedback and help shape services. It also highlights the successes made in tenant involvement with the Tenants Panel, Waverley Tenants' & Leaseholders' Scrutiny Group, resident associations and training opportunities and sets out the Council's promises for the future regarding Tenant Involvement.

Implementation of Strategy

3. The draft Strategy will be presented in a user-friendly and web-friendly leaflet with photos, pull-out text and hyperlinks. The Strategy will be published to all tenants and leaseholders via the website, and will be distributed to all new tenants and current volunteers. It will also be available at Tenants' events and in Waverley's Reception.

4. The Service Improvement Team will work with the Tenants Panel and Community Services to hold launch events at each of the Council's leisure centres in spring 2016.
5. The project team will arrange a launch party with swimming, arts and crafts. The events will provide opportunities to feedback on housing services and sign up to tenant involvement activities.
6. The Strategy was launched to all housing staff at the February Housing Staff Briefing, and all Housing staff will support and promote the Tenant Involvement Strategy through their day to day work.
7. It is also proposed that an email strapline and telephone script is developed to highlight Tenant Involvement activities, to be included in all communications for a one month period following adoption of the Strategy by the Executive.

Corporate OS Housing Improvement Sub-Committee

8. The Corporate OS Housing Improvement Sub-Committee reviewed the revised Strategy at their meeting on 7 March 2016, and welcomed the improvements in the language, and the layout of the Strategy. The Sub-Committee endorsed the Tenant Involvement Strategy 2015-18, subject to further consideration being given to the photos on the cover of the leaflet. Since the meeting of the Sub-Committee, the Strategy leaflet cover has been revised.

Conclusion

9. The Tenant Involvement Strategy sets clear guidance on how tenants can get involved in the housing service to provide feedback and help shape service delivery. The strategy promotes involvement, has a range of ways for tenants to get involved and promotes training opportunities.

Recommendation

It is recommended that the Executive adopts the Tenant Involvement Strategy 2015-18.

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:

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E-mail: jeanette.arnold@waverley.gov.uk

Working together to improve housing services



Tenant Involvement Strategy 2016-2019



Making a difference - our promise to work with tenants and leaseholders

Tenants, leaseholders and the Tenants Panel have played a crucial role in shaping and monitoring Waverley's housing services.

To build on this we will continue to develop consultation and involvement opportunities to make sure that tenants and leaseholders can be involved in the decisions that affect their:

- housing services
- homes and
- neighbourhoods.

We will offer involvement opportunities that are convenient and provide scope for personal development and training.

We will continue to work to the Homes and Communities Agency regulatory framework which sets out the principles of co-regulation. Our service will offer opportunities to scrutinise our performance.

In consultation with the Tenants Panel we have created this Tenant Involvement Strategy for the next three years to offer opportunities for everyone to make a difference.

Meet the team

Jeanette Arnold – Tenant Involvement Officer

TenantInvolvement@waverley.gov.uk or telephone 01483523196

Kate Douglas – Community Development Officer

tenancyandstates@waverley.gov.uk or telephone 01483523068

Claire Williams – Community Development Officer

tenancyandstates@waverley.gov.uk or telephone 01483523068

Adrian Waller - Tenants Panel Chairman

tenantspanel@waverley.gov.uk or telephone 07765 604082

Previous strategy successes

Tenants Panel

The Tenants Panel evaluated the work they undertake to ensure their contribution makes a difference for all Waverley tenants.

Part of the work they have undertaken is to meet with tenants who have recently moved to their new home to gain feedback on their experience.

The Panel also produce a newsletter and annual work plan which is shared with tenants, housing team and councillors.

Result

The Tenants Panel has become a resilient group of volunteers who are able to evaluate and assess their work as evidence for tenants, elected members and Waverley officers.

Tenant and leaseholder scrutiny

Working with tenants and councillors a scrutiny group was formed in 2013. The group is part of Waverley's commitment to co-regulation. The group has undertaken training with the Housing Quality Network (HQN), an independent national housing organisation. In 2014 the Scrutiny Group produced its first scrutiny project on communal cleaning. This was well received by committee and has been identified by HQN as an area of good practice.

Result

In 2016 the Housing Service will offer improved cleaning arrangements for communal areas

Ten maintenance and asbestos contracts

Tenants became involved as *procurement volunteers* helping to award major maintenance and asbestos contracts. The volunteers undertook 25 interviews, 38 site visits and evaluated the maintenance contractors' proposals with the housing team. helping to award major maintenance and asbestos contracts. All those who participated were a key part of the procurement process.

Result

Appointed new contractors for maintenance and asbestos

Designated persons complaints panel

In 2013 as part of the Housing complaints process and influenced by national standards we formed a new panel. Panel members consider level 3 complaints which have been referred to them by the tenant. The Panel also reviews performance figures and Housing ombudsman case studies.

Result

Resolving issues locally rather than refer the complaint to the Housing Ombudsman

Digital inclusion

In 2014 the "mouse@home" project was launched to provide opportunities to access the internet for sheltered scheme residents. Each scheme was offered a recycled computer and office furniture. Training was provided by DropBy a local charity.

Result

Residents using online services to shop, contact family and book medical appointments.

Focus and reading groups

Tenants and leaseholders took part in focus groups to help shape the housing service Customer Service Standards and EasyMove Scheme.

Result

Housing services reviewed through a better understanding of tenants' priorities

We are always keen to involve more tenants and leaseholders in improving services, homes and neighbourhoods. The following are ways you can volunteer right now. Whether you only have a small amount of time to commit, or can make a full commitment to the Tenants Panel or Scrutiny Group we will welcome your involvement.



Acorn activities for those with only a small time to commit

Neighbourhood Friends - Volunteers work in their local area offering whatever free time they have available. To report any local issues, offer guidance and befriend neighbours.

Reading Group - Volunteers can take part from their home reviewing letters, policies leaflets and the Waverley website. To ensure information is clear and relevant.

Surveys - Volunteers can take part in surveys using their experiences to help improve the service.



Sapling activities For those who can make a medium level commitment

Designated Persons Complaints Panel - Members meet every three months and may be required for further meetings, if reviewing a case, to find a local mutually agreed solution.

Resident Associations - An opportunity for the local community to come together to champion issues in the local area and be good neighbours.

We can help tenants and leaseholders wishing to create an association by ensuring you have somewhere to meet and providing officer support. There is also an opportunity to access start-up funding (subject to a few conditions) and training.

Please call our tenant involvement officer to discuss these opportunities



Oak tree activities - For those who can make a bigger commitment

The Tenants Panel

The Tenants Panel is recognised by Waverley as being our co-regulation partner. Members of the panel work with elected members at the highest level forming part of Waverley's Overview and Scrutiny Housing Improvement Committee.

They collect tenant views and represent tenants at meetings with the Head of Housing Operations, Portfolio Holder for Housing and at committee meetings.

Using their independent budget the Tenants Panel strives to ensure tenants and leaseholders are informed throughout Waverley.

The group meets monthly and holds open meetings around the borough every three months.

There are a range of roles within the panel including event planner, tenant visitor, advocate, chair, secretary, treasurer, website editor, social media editor.

Waverley Scrutiny Group

The Scrutiny Group identifies aspects of housing which need further examination through performance data, tenant's views and officer feedback. The group's work helps to ensure:

- customer focus in the housing service
- the drive for continuous improvement in service delivery
- the best use of resources.

A report is produced on the findings of each project area which includes recommendations. Once shared with officers the report is presented at committee level for consideration.

There are a range of roles and skills to be developed including research, analysis, interview skills and report writing

TenantInvolvement@waverley.gov.uk or call 01483 523196.

Plans for the future

Decision Making

We will :

- organise a welcome meeting for those volunteers joining a council committee to get to know elected members in an informal setting.
- offer greater support for resident associations from the Tenants Panel by providing an opportunity for association members to attend and speak at the Tenants Panel meetings
- Offer opportunities for consultation to hear tenants' views on reinvestment decisions.
- We will involve tenants and leaseholders in the procurement of our major contracts to ensure value for money and excellent customer service.

Training

- We will continue to develop an NVQ for volunteers each year.
- We will ensure each training opportunity is evaluated with those taking part.
- In response to the wishes of tenants who have attended our training courses we will try to keep training events to no longer than half a day.
- We will review volunteer development plans on a regular basis including a mentoring scheme to support those involved.
- We will seek new ways to encourage more tenants to become Neighbourhood Friends by making contact with local groups .
- Working with Waverley Training Services

we will promote and support young persons training and apprenticeships. We have a great track record in kick-starting careers for young people with over 75% of our apprentices securing employment either at Waverley or elsewhere.

Communications

- We will further develop our editorial tenant group for publications such as Waverley Homes & People, the Annual Report and housing web pages.
- We will find new ways to promote tenant involvement i.e. Job Plus Centres, Voluntary bureaus, gumtree.
- We will explore community events to promote neighbourhoods, good neighbours and involvement.
- We will include an offer to attend an estate walkabout to identify local issues.

Services

- We will progress with the gardening project aiming to encourage neighbourhood participation.
- We will expand and promote our social media contact channels, using Facebook, Twitter and Instagram to promote news and events.

Useful contacts

Waverley Tenant Involvement

The Burys Godalming Surrey GU7 1HR
Telephone: 01483 523196
Email: TenantInvolvement@waverley.gov.uk
Twitter: @WaverleyBC
www.waverley.gov.uk

Waverley Community Development

The Burys Godalming Surrey GU7 1HR

Telephone: 01483 523068 or 01483 523469
Email: tenancyandstates@waverley.gov.uk
Twitter: @WaverleyBC

Waverley Tenants Panel

C/O The Burys Godalming Surrey GU7 1HR
Telephone: 07765 604082
Email: tenantspanel@waverley.gov.uk
Twitter: @tenantspanel40
<http://www.waverleytenantspanel.co.uk>

CIH (Chartered Institute of Housing)

Octavia House Westwood Way Coventry
CV4 8JP
Telephone: 024 7685 1700
Email: customer.services@cih.org

Housing Ombudsman Service

81 Aldwych London WC2B 4HN
Telephone: 0300 111 3000
Email : info@housing-ombudsman.org.uk
www.housing-ombudsman.org.uk

HQN Residents Network

Rockingham House, Maurice Road, York YO31
7JA
Telephone: 0845 4747 004
Email: theresidentsnetwork@hqnetwork.co.uk
www.hqnetwork.co.uk

TPAS LTD (Tenant Empowerment Organisation)

Suite 4b Trafford Plaza, 73 Seymour Grove,
Manchester M16 0LD
Telephone 0161 868 3500
Email: info@tpas.org.uk
www.tpas.org.uk

Trafford Hall

Ince Lane, Wimbolds Trafford, Chester CH2
4JP
Telephone: 01244 300246
Email: info@traffordhall.com

**Large print versions of this document are available
on request.**

Please contact Tenant Involvement on 01483 523196



**INVESTORS
IN PEOPLE**

Waverley
BOROUGH COUNCIL

WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 5 APRIL 2016

Title:

STAFFING CHANGES

[Portfolio Holder: Cllr Robert Knowles]

[Wards Affected: All]

Summary and purpose:

The proposals in this report are necessary following the full retirement of the Monitoring and Returning Officer (AI09) who is responsible for the statutory roles of Monitoring Officer, Registration Officer and Returning Officer. The changes in this report will look to maintain a robust and resilient structure and suitable Corporate Governance arrangements.

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

The proposals in this report support the Council's priorities to fulfil its statutory functions and deliver high quality services through robust organisational resilience.

Legal Requirements:

The proposed structure in this report ensures that the Council meets its statutory obligations in respect of the following statutory roles:

- a. Section 8 of the Representation of the People Act 1983, regarding the Statutory Duties of the Electoral Registration Officer;
- b. Section 27(1) of the Representation of the People Act 1983, regarding the Statutory Duties of the Returning Officer, and refers to
- c. Sections 4 and 5 of the Local Government and Housing Act, 1989 regarding the Statutory Duties of the Monitoring Officer.

The proposals and processes in this report comply with the Council's obligations under relevant employment legislation. Under the Council's Constitution, only the Council is able to agree the appointment for the roles of the Electoral Registration and Returning Officer.

Background:

1. The Monitoring and Returning Officer took flexible retirement in 2013 and has announced his intention to fully retire from the Council in the week ending 1 July 2016. The postholder currently works 2 days a week throughout the year and increases his hours to prepare for and manage elections.
2. One of the aims of flexible retirement is to assist with the smooth transition when the employee retires fully. With this in mind, the Council, when advertising the post of Head of Democratic and Legal Services (now Head of Policy and Governance), stated its expectation that the Monitoring Officer role be transferred to the newly recruited postholder. In the light of this, the Head of

Policy and Governance has been appointed to the role of Monitoring Officer from 1 July 2016 as anticipated.

3. For the last twenty years at Waverley, and in common with many Councils, the roles of Electoral Registration and Returning Officer have been carried out by the Head of Paid Service. However, in December 2013, recognising the particular experience of the Monitoring Officer (then called the Head of Corporate Governance), these roles were allocated to that post, with the Head of Paid Services (Executive Director) taking the Deputy Returning Officer role. Following the full retirement of Monitoring and Returning Officer, it is proposed that the roles of Electoral Registration and Returning Officer revert back to the Head of Paid Service.
4. The role of Electoral Registration Officer is to manage the preparation and maintenance of Waverley's Electoral Register.
5. The role of Returning Officer is to lead the electoral process for all levels of election in Waverley. It involves assuming personal responsibility for successful conduct of all elections.
6. In terms of the other aspects of the vacated role of the Monitoring and Returning Officer and the particular skills of staff across the Council, there is the opportunity to reallocate these tasks to other officers. These tasks are:
 - Internal Audit
 - Corporate Complaints
 - Mayoralty Support
7. The Director of Finance and Resources, as the statutory Section 151 Officer, is required to make arrangements for the proper administration of the Council's financial affairs. A sound internal audit function is an essential part of those requirements. It is proposed that the Director of Finance and Resources becomes the line manager for the operational Internal Audit Client function. This was the arrangement that worked well until 2010 and is a relationship duplicated in many local Councils such as Elmbridge in Surrey. To further demonstrate the independence of internal audit from financial services, the new structure proposes a reporting relationship for the Internal Audit Client manager to the Executive Director and Monitoring Officer, represented by dotted line reporting, for use as required.

Structure Proposals

8. The proposed structure will continue to fulfil the Council's statutory requirements and further strengthen resilience, with the two Directors being designated Deputy Returning Officers as part of their core responsibilities. The key proposals are:

Role	Postholder
Electoral Registration Officer	revert to the Head of Paid Service (Executive Director)
Returning Officer	revert to the Head of Paid Service (Executive Director)
Deputy Returning Officers	Senior Manager - Elections and Corporate Projects (continuing) Director of Operations (new)

	Director of Finance and Resources (new)
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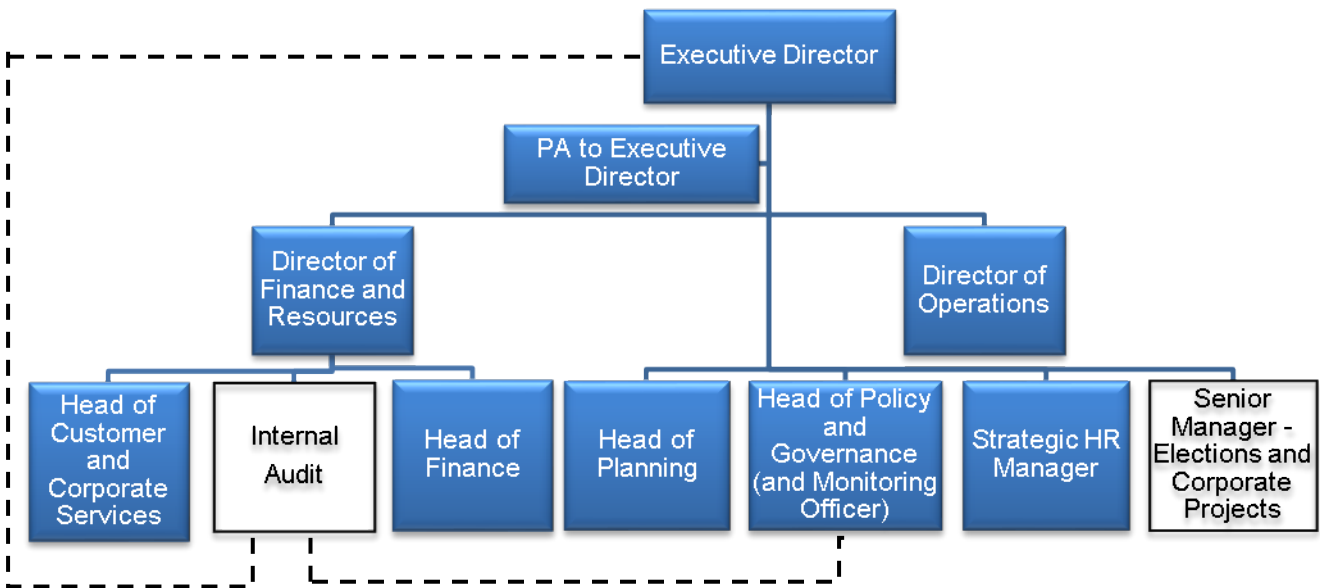
9. The reallocated reporting lines will be as follows:

Job title:	Reporting to:
Senior Manager - Elections and Corporate Projects	Executive Director
Internal Audit Client Manager	Director of Finance and Resources*
Corporate Complaints Officer	Corporate Policy Manager
Mayor's Secretary	Democratic Services Manager

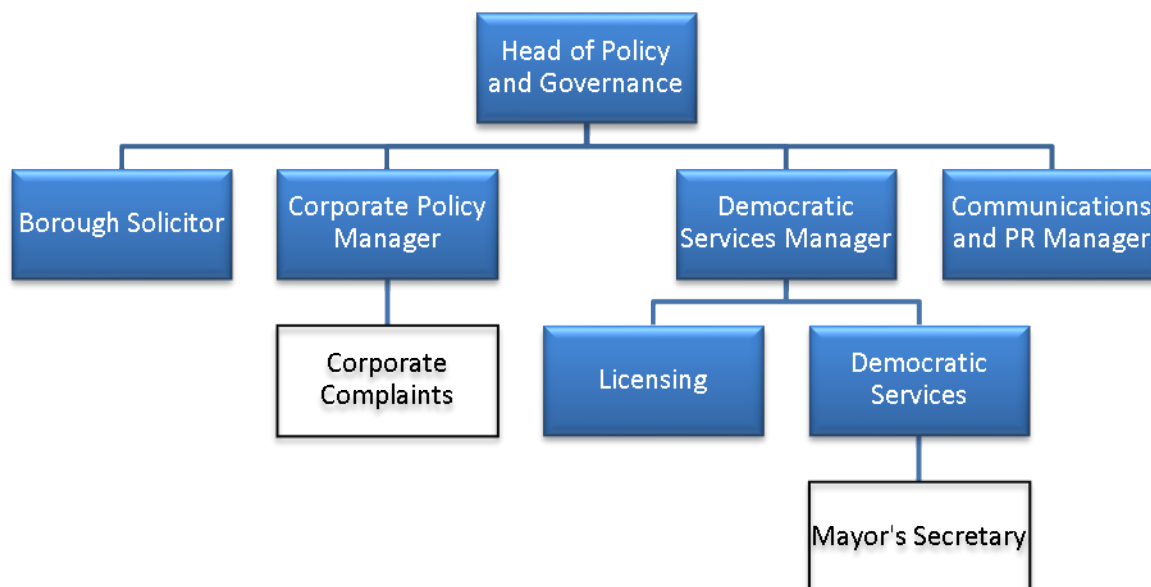
* With a dotted line directly to the Head of Paid Service, the Executive Director.

Proposed New Structure – Executive Director

The changes to the current structure are shown in white:



Proposed New Structure – Policy & Governance



Internal Audit

9. In preparing this report, the external auditor Grant Thornton and the Chairman and Vice-Chairman of the Audit Committee have been consulted about the Internal Audit proposals and their views are reflected in the report.

Financial Implications

10. The principal aim of this report is to propose a robust, resilient structure to carry out the functions highlighted. The salary budget, including on-costs, for the Monitoring and Returning Officer post AI09 is £32,800. Due to the departure of this experienced senior officer, there will need to be a review of the staffing structure of the Elections Team and an assessment of any necessary training and job evaluations linked to these proposals. Therefore, whilst the whole salary cost will not be saved, the outcome of the review may identify a net saving in the 2017/18 Star Chamber.

11. The immediate transferred costs agreed in December 2013 from the Monitoring and Returning Officer to the Executive Director would be:

Registration Officer	£3,990
Returning Officer	Statutory Returning Officer fees – vary according to the type of election as determined by the appropriate body. e.g. Electoral Commission. These fees are reimbursed in full by whichever body is holding the election i.e. Surrey CC, Towns & Parishes, Electoral Commission, Waverley's election fund, and the cost does not fall on Waverley's ongoing budget.

12. In addition, if Members agree to the changes in this report, pay details on the Council Website will be updated to reflect additional payments in accordance with the Waverley Pay Policy 2016/17.

Recommendation

That the Executive recommends to the Council that, with effect from 1 July 2016:-

1. the post of Monitoring and Returning Officer (Post AI09) be deleted from the establishment;
2. the Head of Paid Service (Executive Director) be appointed to the statutory roles of Electoral Registration Officer and Returning Officer;
3. the Director of Operations and Director of Finance and Resources be appointed as Deputy Returning Officers; and
4. the following changes to reporting lines be approved:-
 - i. Senior Manager – Elections and Special Projects to report to Executive Director;
 - ii. Internal Audit Client Manager to the Director of Finance and Resources, with dotted reporting lines to the Executive Director and Monitoring Officer;
 - iii. Corporate Complaints Officer to the Corporate Policy Manager; and
 - iv. Mayor’s Secretary to the Democratic Services Manager.

Background Papers

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

CONTACT OFFICERS:

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	E-mail: paul.wenham@waverley.gov.uk
Name: Wendy Gane	Telephone: 01483 523382
	E-mail: wendy.gane@waverley.gov.uk

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 5 APRIL 2016

Title:

HEALTH AND WELLBEING OFFICER

[Portfolio Holder: Cllr Kevin Deanus and Cllr Simon Thornton]

[Wards Affected: All]

Summary and purpose:

The purpose of this report is to seek approval to the addition of a Health and Wellbeing Officer post to the establishment using the staff savings arising from the deletion of two vacant part-time posts.

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

At its meeting on 16 February 2016 the Council approved and adopted Waverley's new Corporate Plan 2016 -19 which has identified *Community Wellbeing* as a key priority. It was agreed that wellbeing and prosperity of our varied communities is at the heart of everything we do. The priority will be delivered through various mechanisms including:

1. providing community leadership to champion the local issues that most affect our residents;
2. investing in the delivery of new community facilities on the Farnham Memorial Hall site including day centre services;
3. implementing the Health and Wellbeing Strategy and action plan to deliver activities and services to improve the lives of Waverley residents; and
4. implementing the Ageing Well Strategy which will support older people to lead healthy and independent lives.

Prior to the adoption of the Corporate Plan, the Council approved the Ageing Well Strategy; 2015 -2020 and accompanying action plan at its meeting on 20 October 2015; and the Health and Wellbeing Strategy; 2016 - 2021and action plan on 16 February 2016.

These strategies set the scene for how the Council will meet the health and wellbeing needs of an ageing population, address health inequalities across the borough and how we will work with our partners to deliver services. The Health and Wellbeing Strategy is the overarching document for the health and wellbeing agenda developed and delivered through the Council linking with other strategies such as the Leisure Development Plan, Ageing Well, new Arts and Cultural Strategy and Parks and Countryside Open Space Strategy and will support the delivery of their action plans.

This Post will be responsible for continuing and developing further the health and wellbeing agenda and opportunities that are currently being delivered through an externally-funded Post, and for delivering the Health and Wellbeing Strategy and accompanying Action Plan that have been developed via this current role.

Financial Implications:

From the savings in staffing budgets, monies from the following vacant posts can be used to create fund this new Health and Wellbeing post:

Post No. HB07, Budget Value £20,319 and Post No. ED23, Budget Value £15,225

Legal Implications:

There are no legal implications associated with this report.

Introduction

1. As part of Communities Star Chamber proposals for 2016/17, it was agreed to use savings from the Communities staffing budget to fund a Health and Wellbeing post which will continue and develop further the health and wellbeing agenda and opportunities that are currently being delivered through the current Health and Wellbeing Officer post that is funded via the Better Care Fund, previously known as the Personalisation, Prevention Partnership Fund.
2. As this Post was not considered a growth item (funding already identified), it was not included as part of the budget-setting process for 2016/17, hence a separate report is required to approve incorporating a Health and Wellbeing Officer into the establishment. There is no additional cost to the Council for this Post as it will be funded through the staff savings identified from two part-time vacant posts HB07 and ED23.
3. The external funding for the current temporary post is coming to an end and the new health and Wellbeing Officer post will continue with the same responsibilities as the current post and remain on the same pay scale. The post will be responsible for delivering the Health and Wellbeing Strategy and accompanying Action Plan that has been developed via this current role.
4. The Health and Wellbeing Strategy is the overarching document for the health and wellbeing agenda developed and delivered through the Council. The strategy sets the scene for how the Council will meet the health and wellbeing needs of an ageing population, address health inequalities across the borough and how we will work with our partners with and lever in external funding to deliver services and projects. The Health and Wellbeing Strategy is not a stand alone document it is a wide ranging strategy linking with other strategies such as the Leisure Development Plan, Ageing Well, new Arts and Cultural Strategy and Parks and Countryside Open Space Strategy and will support the delivery of their action plans.

Conclusion

5. Community Wellbeing is at the heart of Waverley's new Corporate Plan 2016-19 and is committed to working with both statutory and voluntary organisations, Clinical Commissioning Groups and the local community to ensure that everyone in Waverley has access to the advice and support they need to live full, active and healthy lives.

6. The Health and Wellbeing Officer will play a key role in embedding this agenda further into the Council's services through the Health and Wellbeing Strategy which sets out how Waverley will continue to demonstrate its vision for and commitment to the health and wellbeing of local residents and communities.

Recommendation

That the Executive recommends to the Council that:

1. a Health and Wellbeing Officer post be added to the establishment using the staff savings identified in the financial implications; and
2. posts HB07 and ED23 be deleted from the establishment, as set out in the report.

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:

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 5 APRIL 2016

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 3, 2015/16 (OCTOBER – DECEMBER 2015)**

**[Portfolio Holder: Cllr Robert Knowles]
[Wards Affected: All]**

Summary and purpose:

The Council's Performance Management Framework (PMF) contains a number of indicators that assist Members and officers in identifying current improvement priorities and progress against targets. The indicators are reviewed quarterly by the Executive and are aligned to our Corporate Plan priorities.

This report gives an analysis of the Council's performance in the third quarter of 2015/16.

Annexe 1 to this report contains the list of indicators used for reporting performance and includes targets, graphs and comments.

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

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

Equality and Diversity Implications:

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

Resource/Value for Money implications:

There are no resource implications in this report. Active review of Waverley's performance information is an integral part of the corporate performance management process, enabling the Council to improve Value for Money across its services.

Legal Implications:

Some indicators are based on statutory returns which the Council must make to Central Government.

Background

1. The Performance Indicators for Housing, Finance, Resources, Planning, Environmental Services and Community Services are set out in Annexe 1.
2. Each Sub-Committee's comments are reported to the main Overview & Scrutiny Committee meetings via the Minutes.
3. All services have performed well with some significant improvements during the third quarter of 2015/16 however; some indicators remain below target.
4. As agreed in the quarter one performance report, targets will be reviewed each year in March. The O&S Committees have reviewed performance indicator targets for the services under their remit and make recommendations to the Executive, as outlined at the end of this report.
5. Benchmarking has been included in the quarter three performance reports, where possible, as set out in Annexe 1. The benchmarking sources used are free benchmarking sources that many Local Authorities are participating in, along with, those supplied by Government agencies (e.g. DeFRA). The following benchmarking sources have been used.

Service Area	Benchmarking source
Planning	GOV.UK National Statistics Planning Inspectorate
Environmental Services	Local Government Association Inform
Finance	Department of Work & Pensions GOV.UK National Statistics
Resources	Local Government Association Inform

Corporate (Finance, Resources, Complaints, Housing)

6. **Finance** performance of *time taken to process benefit new claims* and *time taken to process benefit support change events* has significantly improved in quarter three, down to 18.5 days and 9 days respectively. The trial data matching exercise with DWP and HMRC continues to occur with 500-800 items received electronically each week. The UK average for *time taken to process housing benefit new claims* at the end of quarter two was 23 days.
7. The *percentage of invoices paid within 30 days* has fallen again this quarter which represents 94 out of 3,198 invoices not paid in 30 days. Similarly, the *percentage of invoices from small/local businesses paid within 10 days* has fallen below target to 83.67% representing 8 out of 49 invoices not paid to small/local businesses within 10 days. However, for the month of January, 100% of invoices from small/local businesses were paid in 10 days. It is forecast that quarter 4 outturn should show a significant improvement.
8. The Council's staff turnover is similar to the second quarter at 5.16% and equates to 23 leavers. However, it is the highest rate since the second quarter of 2013/14. Staff turnover shows all leavers including retirees, voluntary and non-voluntary leavers but does not include agency staff.

9. Performance for quarter three for *working days lost due to sickness absence* was 1.41 days lost due to sickness per employee. This was an expected outturn as quarter three typically sees an increase in sickness absence during the winter months.
10. The number of Level 3 (Executive Director) and Ombudsman **complaints** has increased slightly, by four complaints, in quarter three. There has been a slight increase in the *total number of complaints received*, the majority of which are related to Planning, Housing and Environmental waste services.
11. The **Housing** performance results for quarter three have been through the Corporate O&S Housing Improvement Sub-Committee. The *average number of days taken to re-let* Council houses is still above target however, there has been a significant improvement down to 40 days. The new Voids Officer started in November and together with the team, is working towards achieving the target. 57 homes were re-let in quarter 3.
12. *Boiler services and gas safety checks* are 0.19% off its 100% target with eight checks outstanding at the end of December due to tenants not giving access to their homes. Two homes have now become vacant and two homes were serviced in January. The remaining 4 cases have been referred to the Legal Team to apply for court orders.

Community (Planning, Environmental Services and Community Services)

13. The **Planning Service** performance relating to processing of planning applications was excellent and all indicators exceeded their targets and the UK national averages.

It is recommended that the target of *Processing of planning applications: Major applications - % determined in 13 weeks* is increased to 80%.

14. Performance on *Planning appeals allowed* worsened in quarter three with 18 appeals allowed out of 40 determined since April 2015.

It is recommended that due to concerns about the number of planning applications lost at appeal, mandatory training be arranged for all Planning Committee Members to focus on reasons for refusal and ensure robustness of the process.

15. Performance for the *percentage of building control applications checked within 15 days* is exceptional and has significantly increased from 77.8% to 96% (105 out of 109 plans checked in 15 days) which is the highest result ever achieved over the last 10 years. Throughout quarter three, the Building Control Team took remedial action to improve performance by improving the efficiency of workflows and IT systems. The Team have also achieved exceptional results in checking 81% of Building Control applications in 10 days.

It is recommended adjusting this indicator to 10 days instead of 15 days with an 80% target rate.

16. **Environmental Services** performance of *residual household waste per household (kg)* continues to improve although it remains 3% above target at 87.65kg per household compared to the target of 85kg. At the beginning of 2012/13, the residual household waste target was 107kg per household and this was reduced to 85kg in quarter three of

that year. Since quarter one 2014/15, there has been a slow but steady decline in household waste outturn. The Local Government Association's LGINform benchmarking service shows the average outturn for Q2 for South East England was 118.10kg per household, significantly higher than Waverley's.

17. The *percentage of household waste sent for reuse, recycling and composting* improved slightly to 53.06%. Surrey has a joint Borough target of 60% recycling to be achieved by 2023.

It is recommended adjusting the target to 54% as Waverley progresses towards achieving the joint Surrey recycling target by 2023.

18. In December Southwark (Veolia) materials recovery facility altered how contamination is reported by moving "plastic pots, tubs and packaging" from recyclable to non-recyclable items. Waverley has requested feedback regarding these changes. From January, Veolia will be using Grundon sites for recycling. Whilst the accepted recycling items should remain the same from a resident perspective and the contamination is identified in a similar fashion, the rejection rate may alter comparatively to previous data as they are different facilities.

19. *Average number of missed bins per 104,000 bin collections each week* has a target of 26 missed bins per 104,000 bins collected. There is a decrease in missed bins in quarter three down to 43 however, it is still above target. This is due to an ongoing issue with floor hoppers of vehicles being worn due to glass collection. This has led to some collections being stopped mid round. The floors are being renewed, with each vehicle sent away for replacement, which takes approximately 4 days per vehicle. Hire vehicles may not be available as dual collection (food and waste together) vehicles are in demand. Therefore, separate food collections or overtime work is required, with an increased risk of bins not being collected on time.

20. **Leisure centres** performance overall for quarter three has been very good and shows an increase in visits over quarter two results. However; Farnham Leisure Centre is still below target. This has been explained due to the new 24/7 low cost gym 100 yards from the leisure centre. The Community Performance Sub-Committee have made the following recommendations:

**Cranleigh Leisure Centre target visits are increased to 75,000 per quarter.
Godalming Leisure Centre target visits are increased to 92,000 per quarter.**

21. **Museum** results for quarter three remain strong despite a quiet December period which saw a seasonal decline in visits.

The on-site and off-site learning activities continued to do well across both museums for quarter three although; Farnham Museum experienced a decrease in on-site school visits. The attendees of both on-site and off-site museum learning activities reflects the introduction of the new National Curriculum (with its emphasis on local history) and the museums involvement in the *Learning on My Doorstep* project and consequent changes to, and raised profile of, their school services.

Recommendation

The recommendations from the Community and Corporate O&S Committee meetings on 8 March and 21 March are detailed below. It is recommended that the Executive:

1. examines the performance figures for quarter three as set out in Annexe 1; and
2. agrees the following:
 - a. The target of *Processing of planning applications: Major applications - % determined in 13 weeks* be increased to 80%.
 - b. That due to concerns about the number of planning applications lost at appeal, mandatory training be arranged for all Planning Committee Members to focus on reasons for refusal and ensure robustness of the process.
 - c. The *percentage of building control applications checked within 15 days* is adjusted to 10 days with an 80% target rate.
 - d. The *percentage of household waste sent for reuse, recycling and composting* target be adjusted to 54% as Waverley progresses towards achieving the joint Surrey recycling target of 60% by 2023.
 - e. Increasing Cranleigh Leisure Centre target visits to 75,000 per quarter.
 - f. Increasing Godalming Leisure Centre target visits to 92,000 per quarter.
 - g. To continue to provide Godalming Museum performance indicators to the Community O&S Committee for monitoring.
3. thanks the Overview and Scrutiny Committees and agrees to their recommendations as detailed.

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:





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Executive Quarter 3 Performance Report 2015/16 (October -December 2015)

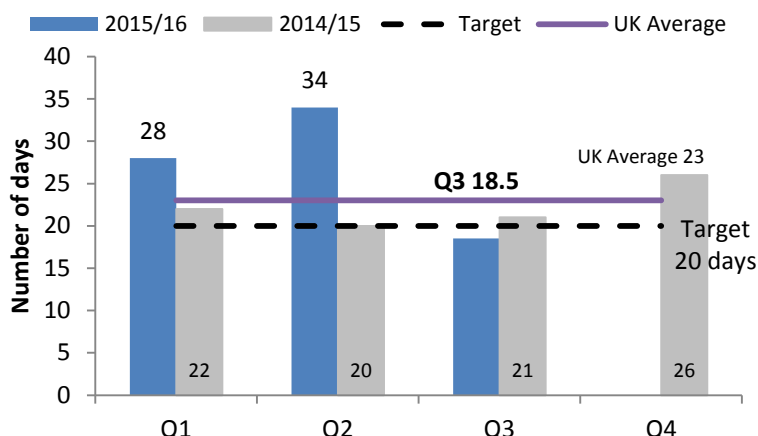
RAG Legend		Graph Lines Legend	
On target	Green	Waverley 2015/16 (current year outturn)	
Up to 5% off target	Amber	Waverley Outturn 2014/15 prior year	
More than 5% off target	Red	Waverley Target	
Data not available	Not available	UK Average	
Data only/ no target/ not due	No target		

FINANCE

NI 181a Time taken to process Housing Benefit & Council Tax support new claims

GREEN

Time taken to process benefits - new claims
(lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	20	28	22
Q2	20	34	20
Q3	20	18.5	21
Q4	20	-	26

Comments

Quarter 3 performance has greatly improved and is below target. The trial data matching exercise with HMRC and DWP continues to occur with between 500-800 items received each week.

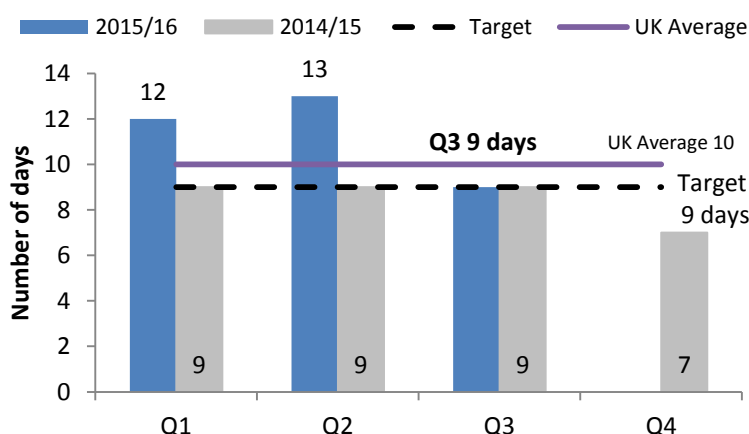
UK average at end of Q2 was 23 days.

FINANCE

NI 181b Time taken to process Housing Benefit & Council Tax support change events

GREEN

Time taken to process benefits - change events
(lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	9	12	9
Q2	9	13	9
Q3	9	9	9
Q4	9	-	7

Comments

The impact of the welfare reforms and the new trial data matching exercise with HMRC and DWP continues to impact upon workload however, the Benefits Team have successfully managed to meet target in quarter 3.

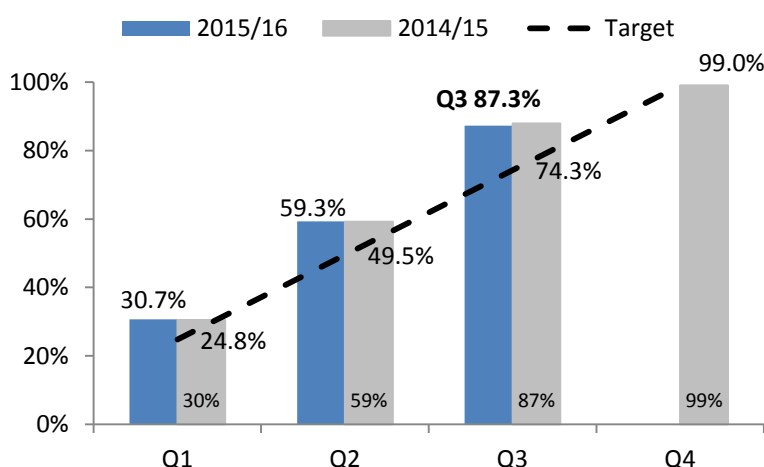
UK average at end of Q2 was 10 days.

FINANCE

F1: Percentage of Council Tax collected

GREEN

% of Council Tax collected (higher outturn is better)

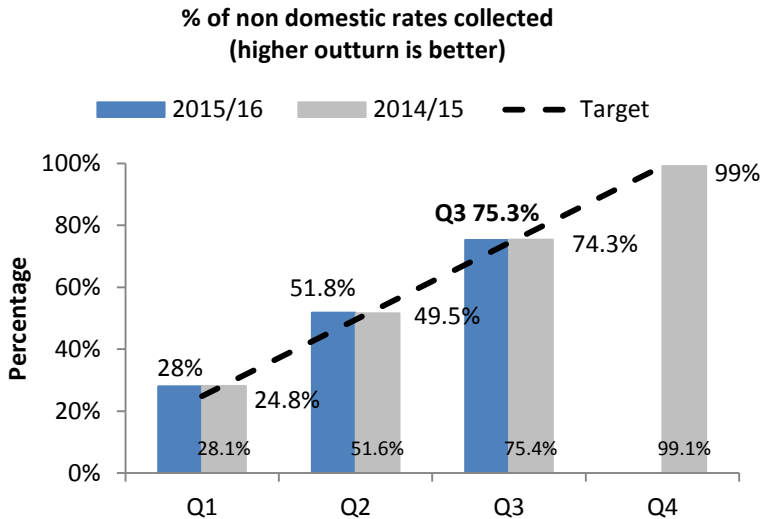


Quarter	Target	2015/16	2014/15
Q1	24.8%	30.7%	30.5%
Q2	49.5%	59.3%	59.2%
Q3	74.3%	87.3%	87.9%
Q4	99.0%	-	99.1%

Comments

Waverley collected 87.3% of council tax due by the end of this quarter. This is slightly below Q3 2014/15 collection rate of 87.9%.

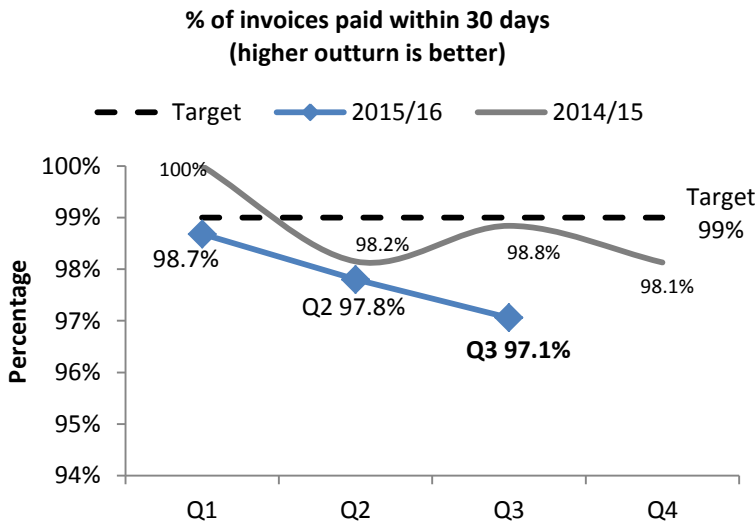
The South East England average collection rate for 2014/15 was 98.19% by end of quarter 4.



Quarter	Target	2015/16	2014/15
Q1	24.8%	28%	28.1%
Q2	49.5%	51.8%	51.6%
Q3	74.3%	75.3%	75.4%
Q4	99.0%	-	99.1%

Comments

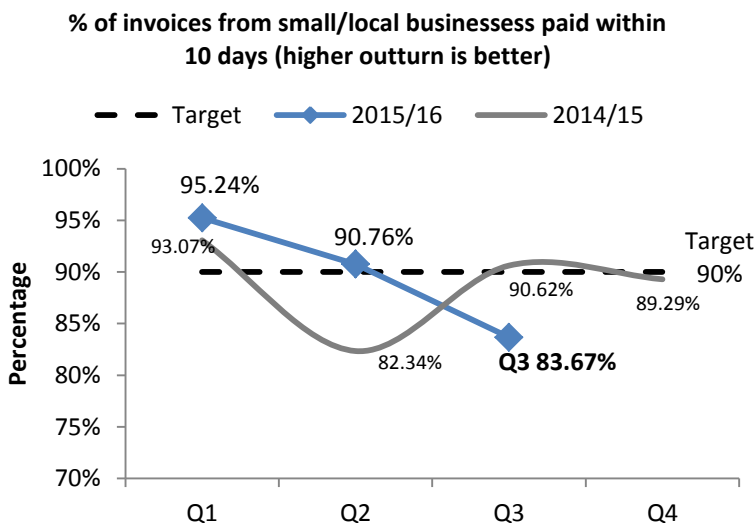
By the end of quarter 3 Waverley collected 75.3% of business rates due for 2015/16. This quarter is similar to performance in quarter 3 2014/15. The South East England average collection rate for 2014/15 was 98.52% by end of quarter 4.



Quarter	Target	2015/16	2014/15
Q1	99%	98.7%	100.0%
Q2	99%	97.8%	98.2%
Q3	99%	97.1%	98.8%
Q4	99%	-	98.8%

Comments

3,104 out of 3,198 paid in time. Thus, 94 invoices were not paid within 30 days. Waverley continues to work towards maintaining a 99% target of paying invoices within 30 days.



Quarter	Target	2015/16	2014/15
Q1	90%	95.24%	93.07%
Q2	90%	90.76%	82.34%
Q3	90%	83.67%	90.62%
Q4	90%	-	90.14%

Comments

41 out of 49 paid in time. For the month of January 2016, 100% of invoices from small/local businesses were paid in 10 days. It is forecast that quarter 4 outturn should show a significant improvement.

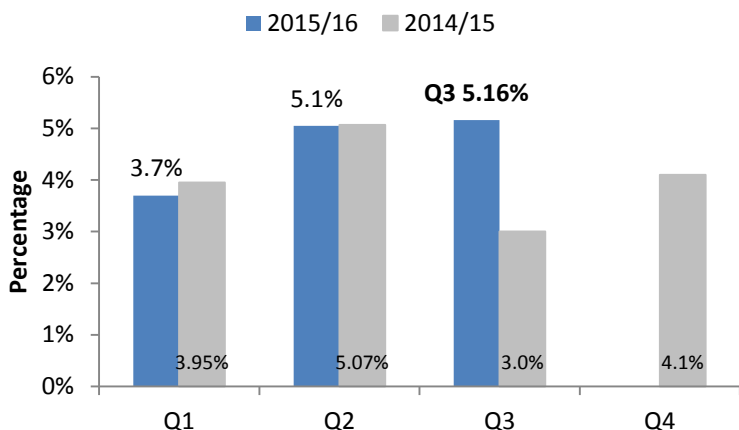
RESOURCES

RESOURCES

HR1: Staff turnover – all leavers as a percentage of the average number of staff in period

No target

Staff turnover - all leavers as a percentage of the average number of staff in a period



Quarter	2015/16	2014/15
Q1	3.7%	3.95%
Q2	5.05%	5.07%
Q3	5.16%	3.0%
Q4		4.1%

Comments

Staff turnover shows all leavers including retirees, voluntary and non-voluntary leavers.

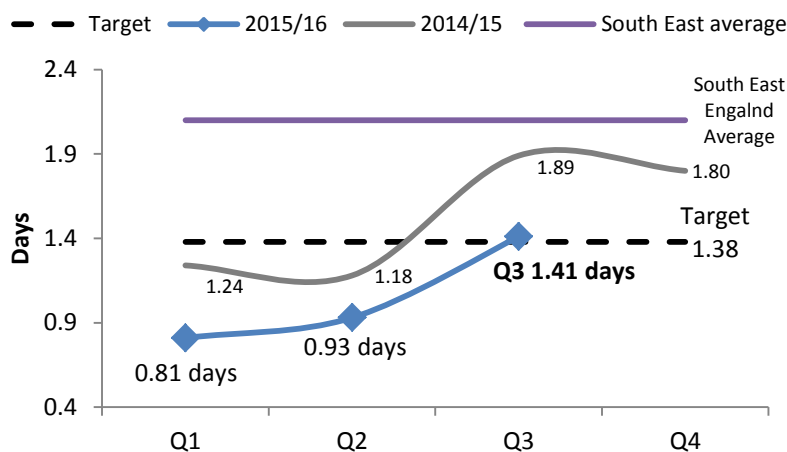
There were 17 leavers in quarter 1.
There were 23 leavers in quarter 2.
There were 23 leavers in quarter 3.

RESOURCES

HR2: Average working days lost due to sickness absence per employee

AMBER

Working days lost due to sickness absence (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	1.38	0.81	1.24
Q2	1.38	0.93	1.18
Q3	1.38	1.41	1.89
Q4	1.38		1.80

Comments

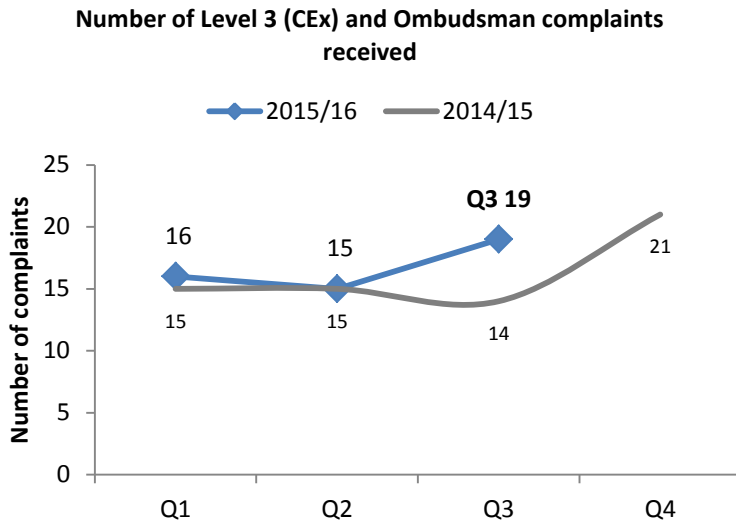
Quarter 3 performance shows that working days lost due to sickness absence was 1.41 days per employee which, with the winter season, was an expected rise and just above target. The South East England average in Q2 was 2.1 days per employee.

COMPLAINTS

COMPLAINTS

M1: Number of Level 3 (Exec Dir) and Ombudsman Complaints received

No target



Quarter	2015/16	2014/15
Q1	16	15
Q2	15	15
Q3	19	14
Q4		21

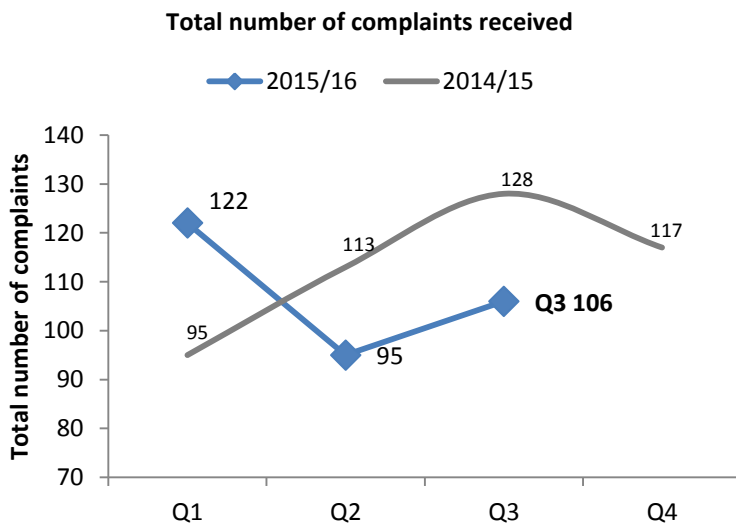
Comments

The number of Level 3 Executive Director and Ombudsman complaints has increased slightly in quarter 3. The majority of complaints were related to Planning and Housing services.

COMPLAINTS

M2: Total number of complaints received

No target



Quarter	2015/16	2014/15
Q1	122	95
Q2	95	113
Q3	106	128
Q4		117

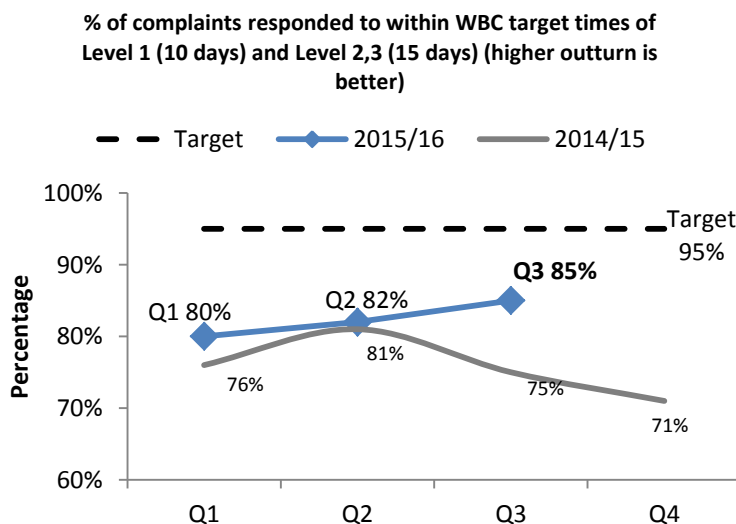
Comments

There was an increase in the number of complaints received in quarter 3 compared to quarter 2. The majority of complaints were related to Planning, Housing, and Environmental waste.

COMPLAINTS

M3: % of complaints responded to within target times of 10 days Level 1 & 15 days for Level 2 and 3

RED



Quarter	Target	2015/16	2014/15
Q1	95%	80%	76%
Q2	95%	82%	81%
Q3	95%	85%	75%
Q4	95%		71%

Comments

The percentage of complaints responded to within Waverley target times has seen an improvement for quarter 3 although still remaining below target.

- 84% of Level 1 responded to in time
- 83% of Level 2 responded to in time
- 93% of Level 3 responded to in time.

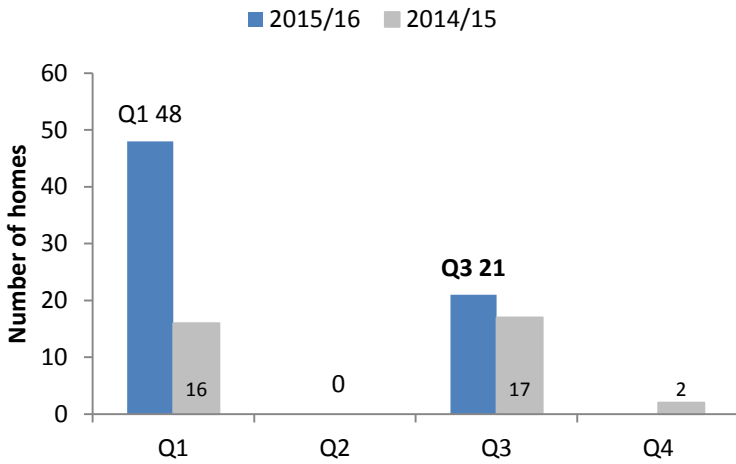
HOUSING

HOUSING

H1: Number of affordable homes delivered by all housing providers

No target

Number of affordable homes delivered



Time period	2015/16	2014/15
Q1	48	16
Q2	0	0
Q3	21	17
Q4		2

Comments

21 new homes were delivered in Q3:

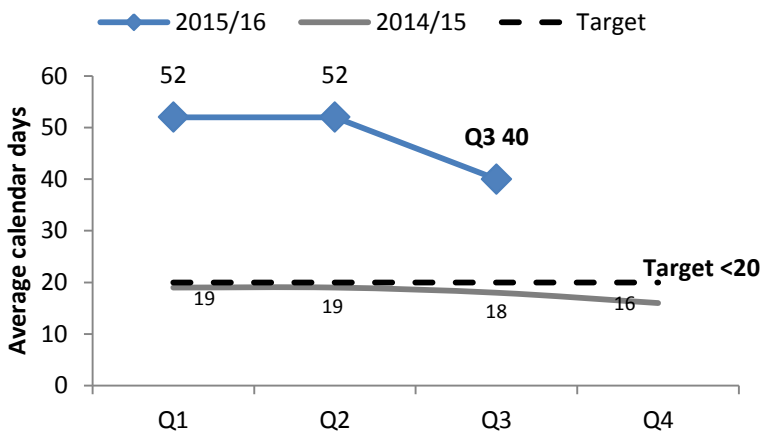
- 2 council homes at Shamley Green
- 1 shared equity in Farnham and
- 18 Thames Valley/David Wilson homes in Milford.

HOUSING

H2: Average number of calendar days taken to re-let

RED

Average number of calendar days taken to re-let (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	20	52	19
Q2	20	52	19
Q3	20	40	18
Q4	20		16

Comments

57 homes were relet in Q3.

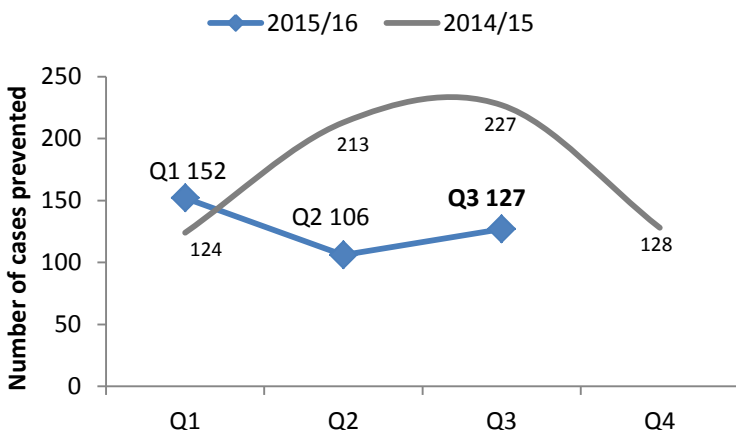
Performance has improved; the new Voids & Maintenance Officer started in November 2015 and together with the team, are working towards achieving target.

HOUSING

H3: Housing advice service – homelessness cases prevented

No target

Number of homelessness cases prevented (higher outturn is better)



Quarter	2015/16	2014/15
Q1	152	124
Q2	106	213
Q3	127	227
Q4		128

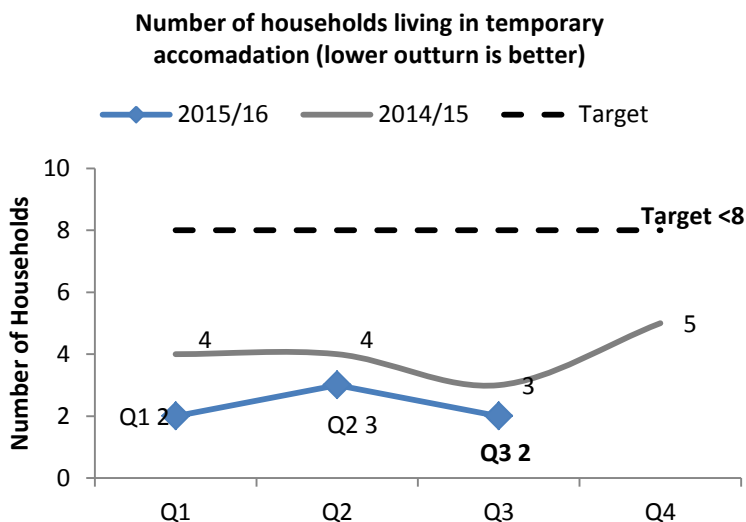
Comments

The data includes results from all housing teams and Waverley CAB. This indicator uses the P1E definition of homelessness prevention. The prevention is to be as a result of casework and the solution to last for six months. Housing Options had 217 advice enquiries in Q3.

HOUSING

H4: Number of households living in temporary accommodation

GREEN



Quarter	Target	2015/16	2014/15
Q1	<8	2	4
Q2	<8	3	4
Q3	<8	2	3
Q4	<8	-	5

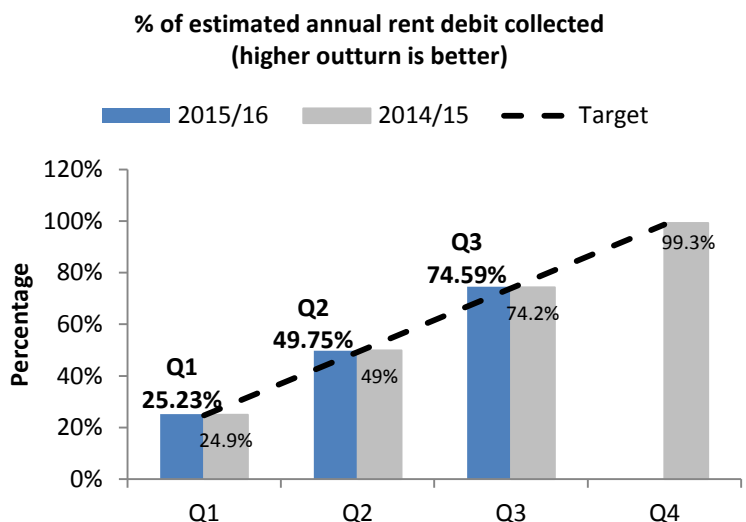
Comments

Waverley’s successful homelessness prevention work is reflected in the low number of households in temporary accommodation.

HOUSING

H5: Percentage of estimated annual rent debit collected

GREEN



Quarter	Target	2015/16	2014/15
Q 1	24.65%	25.23%	24.92%
Q2	49.30%	49.75%	49.90%
Q3	73.95%	74.59%	74.27%
Q4	98.65%	-	99.30%

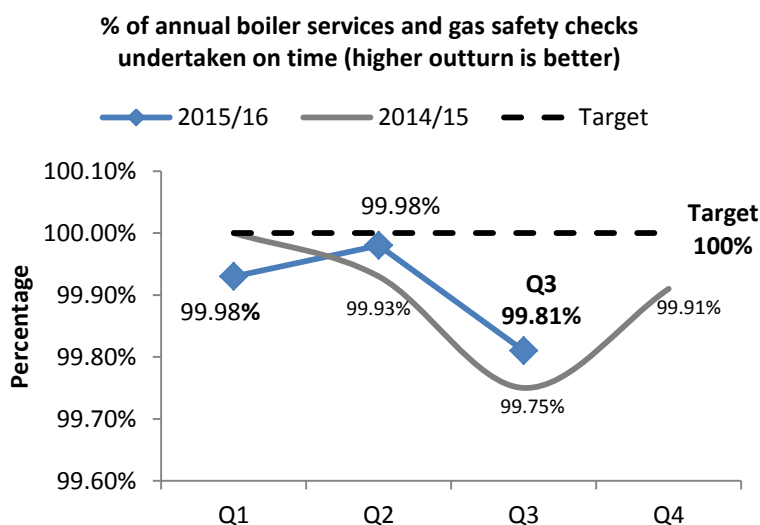
Comments

The Rent Team exceeded the target for rent collection. £7.8m was collected in Quarter One, £7.6m in Quarter Two and £7.7m in Quarter Three.

HOUSING

H6: % of annual boiler services and gas safety checks undertaken on time

AMBER



Quarter	Target	2015/16	2014/15
Q1	100%	99.93%	100%
Q2	100%	99.98%	99.93%
Q3	100%	99.81%	99.75%
Q4	100%	-	99.91%

Comments

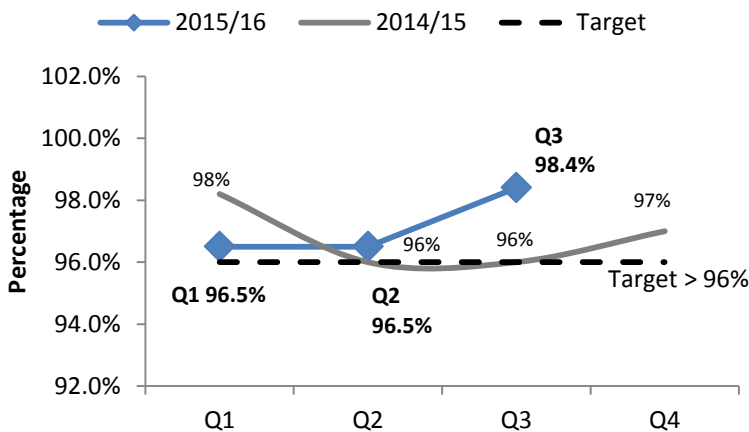
Eight checks were outstanding at the end of December due to the tenants not giving access to their home despite numerous appointments and contacts. Two homes have now become vacant and two homes were serviced in January. Four cases have been referred to the Legal Team to apply to court for access.

HOUSING

H7: Responsive Repairs: how would you rate the overall service you have received

GREEN

Responsive Repairs: how would you rate the overall service you have received (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	96%	96.5%	98%
Q2	96%	96.5%	96%
Q3	96%	98.4%	96%
Q4	96%	-	97%

Comments

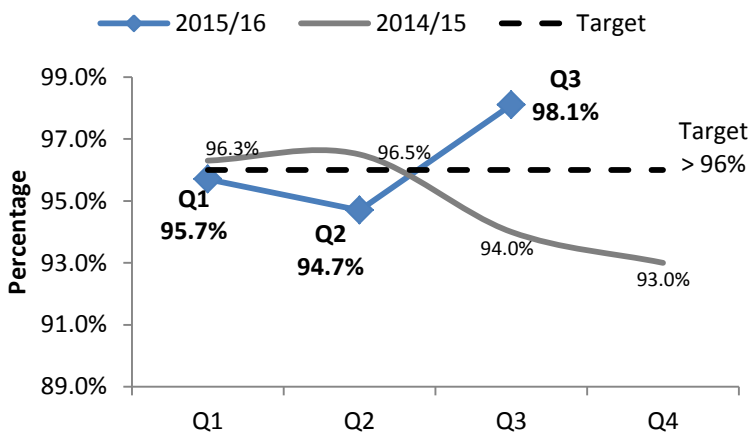
Information collated from 630 responses to a post work survey. The indicator shows the % of tenants who rated the overall service as excellent or good.

HOUSING

H8: Responsive Repairs: Was the repair fixed right the first time

GREEN

Responsive Repairs: Was the repair completed right the first time (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	96%	95.7%	96.3%
Q2	96%	94.7%	96.5%
Q3	96%	98.1%	94.0%
Q4	96%	-	93.0%

Comments

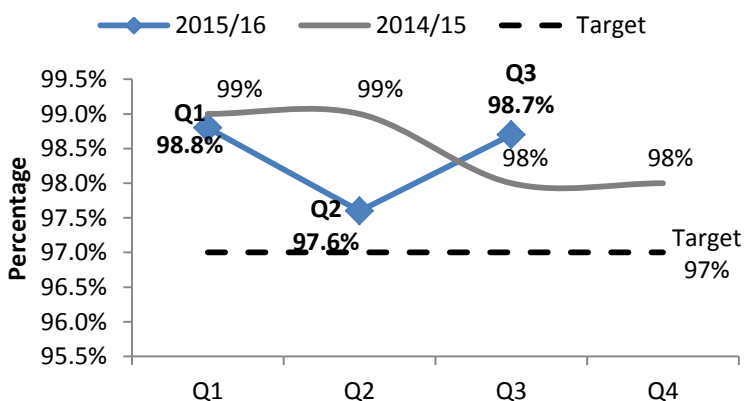
Information collated from 630 responses to a post work survey. The indicator reflects the tenants' view of the completed repair.

HOUSING

H9: Did the tradesperson arrive within the two-hour appointment slot

GREEN

Responsive Repairs: Did the tradesperson arrive within the two-hour appointment slot (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	97%	98.8%	99%
Q2	97%	97.6%	99%
Q3	97%	98.7%	98%
Q4	97%	-	98%

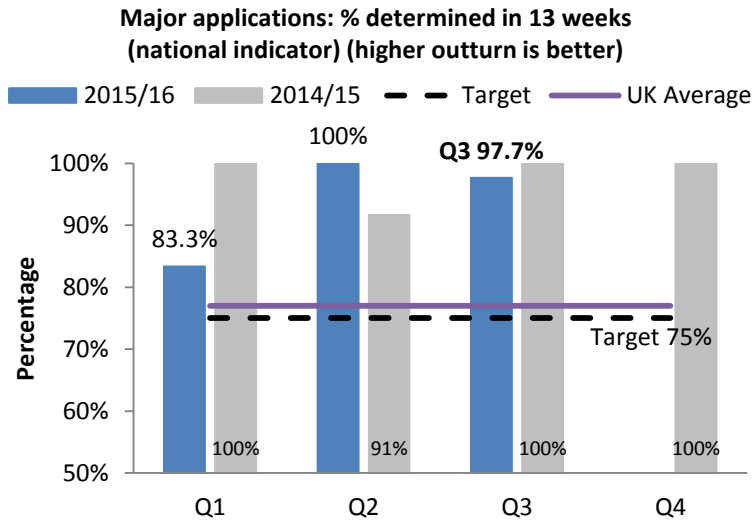
Comments

Information collated from 630 responses to a post work survey. The indicator reflects the tenants' view of the service.

PLANNING:

NI157a: Processing of planning applications: Major applications - % determined within 13 weeks

GREEN



Quarter	Target	2015/16	2014/15
Q1	75%	83.33%	100%
Q2	75%	100%	91.66%
Q3	75%	97.67%	100%
Q4	75%		100%

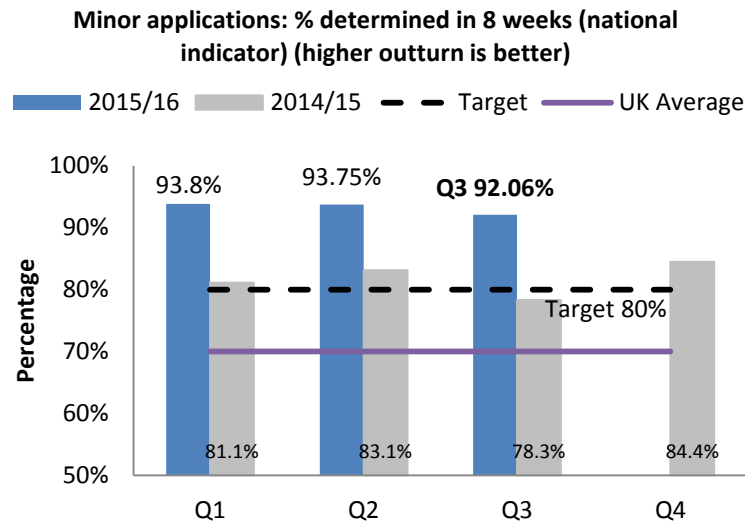
Comments

Quarter 1: 10 out of 12 in time.
 Quarter 2: 18 out of 18 in time.
 Quarter 3: 42 out of 43 in time.

PLANNING:

NI157b: Processing of planning applications: Minor applications - % determined within 8 weeks

GREEN



Quarter	Target	2015/16	2014/15
Q1	80%	93.81%	81.11%
Q2	80%	93.75%	83.13%
Q3	80%	92.06%	78.33%
Q4	80%		84.48%

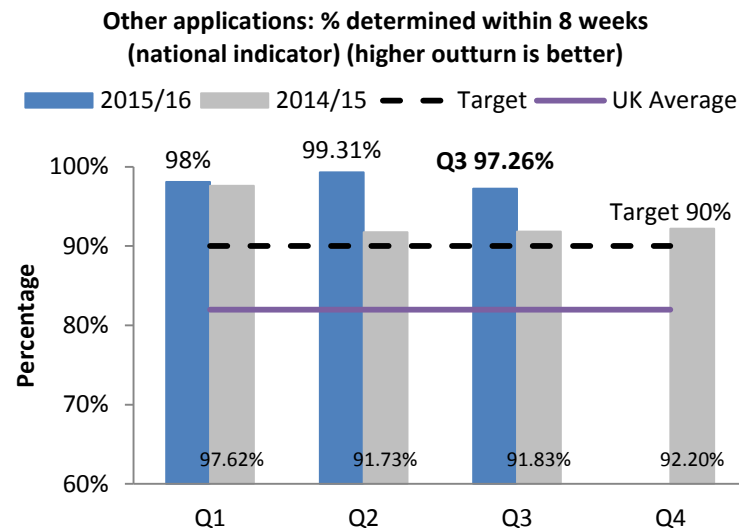
Comments

Quarter 1: 91 out of 97 in time.
 Quarter 2: 105 out of 112 in time.
 Quarter 3: 116 out of 126 in time.

PLANNING

NI157c: Processing of planning applications: Other applications - % determined within 8 weeks

GREEN



Quarter	Target	2015/16	2014/15
Q1	90%	98.08%	97.62%
Q2	90%	99.31%	91.73%
Q3	90%	97.26%	91.83%
Q4	90%		92.20%

Comments

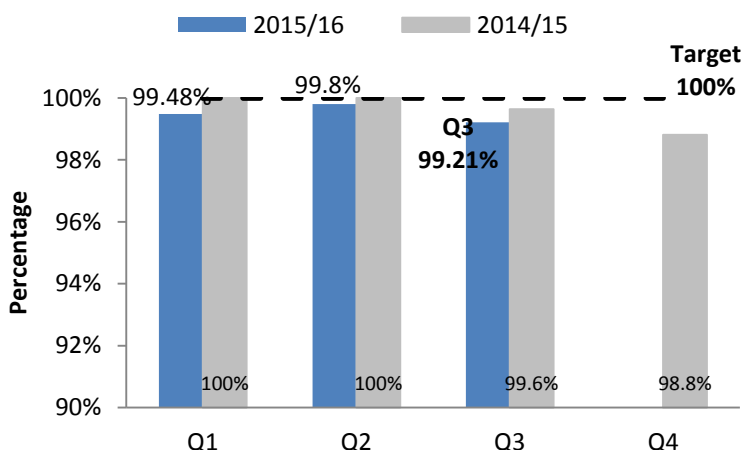
Quarter 1: 459 out of 468 in time.
 Quarter 2: 434 out of 437 in time.
 Quarter 3: 391 out of 402 in time.

PLANNING:

P1: All planning applications - % determined within 26 weeks

AMBER

All applications: % determined in 26 weeks (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	100%	99.48%	100%
Q2	100%	99.8%	100%
Q3	100%	99.21%	99.6%
Q4	100%	-	98.8%

Comments

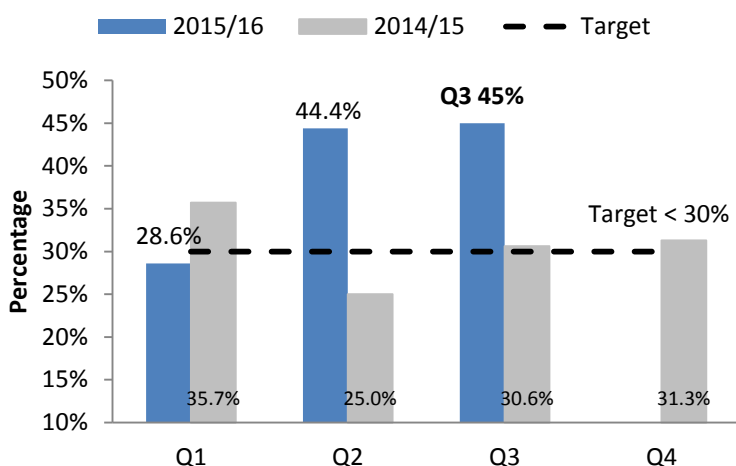
Quarter 1: 574 out of 577 within 26 weeks.
 Quarter 2: 505 out of 506 within 26 weeks.
 Quarter 3: 501 out of 505 within 26 weeks.

PLANNING:

P2: Planning appeals allowed (cumulative year to date)

RED

Planning appeals allowed (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	30%	28.6%	35.7%
Q2	30%	44.4%	25.0%
Q3	30%	45%	30.6%
Q4	30%	-	31.3%

Comments

18 appeals allowed out of 40 determined since April 2015 (cumulative total).

Quarterly this is:

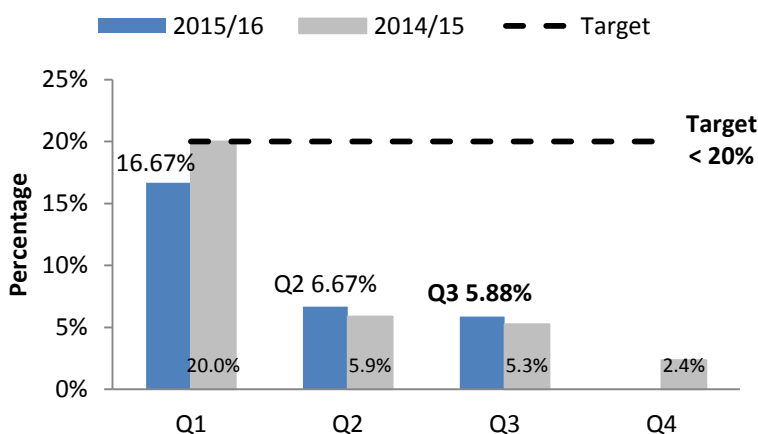
Q1: 4 appeals allowed out of 14 determined
 Q2: 8 appeals allowed out of 13 determined
 Q3: 6 appeals allowed out of 13 determined.

PLANNING

P3: Major planning appeals allowed as % of major application decisions made

GREEN

Major planning appeals allowed as % of Major Application decisions made (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	20%	16.67%	20.0%
Q2	20%	6.67%	5.9%
Q3	20%	5.88%	5.3%
Q4	20%	-	2.4%

Comments

3 major appeals allowed since April 2015 out of 51 major appeal decisions made (year to date cumulative).

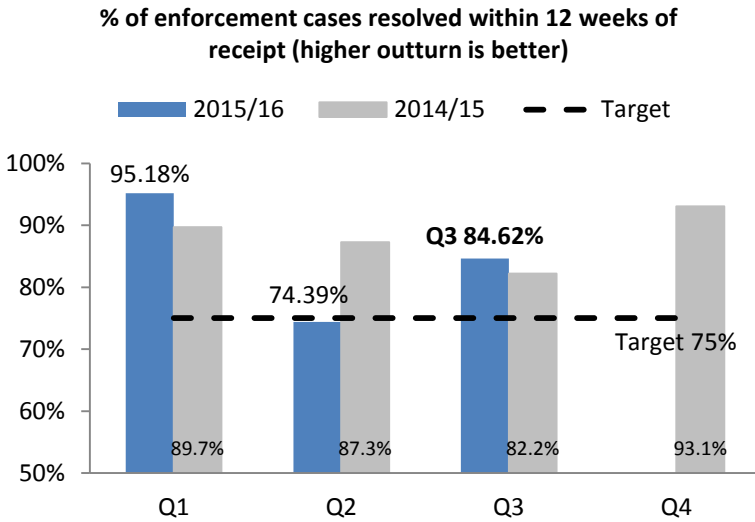
Quarterly this is:

Q1: 2 major appeals out of 12 major decisions
 Q2: 0 major appeals out of 18 major decisions
 Q3: 1 major appeal out of 21 major decisions.

PLANNING:

P4: Percentage of enforcement cases resolved within 12 weeks of receipt

GREEN



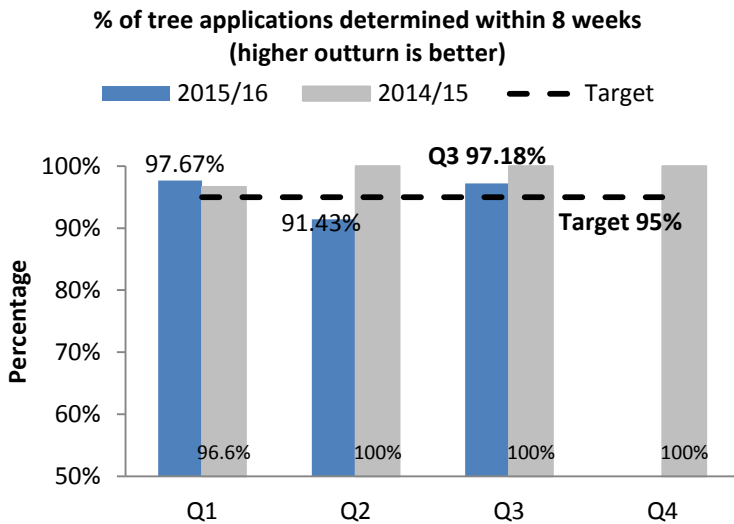
Quarter	Target	2015/16	2014/15
Q1	75%	95.18%	89.7%
Q2	75%	74.39%	87.3%
Q3	75%	84.62%	82.2%
Q4	75%	-	93.1%

Comments
 Quarter 1: 79 out of 83 in time.
 Quarter 2: 69 out of 82 in time.
 Quarter 3: 44 out of 52 in time.

PLANNING:

P5: Percentage of Tree applications determined within 8 weeks

GREEN



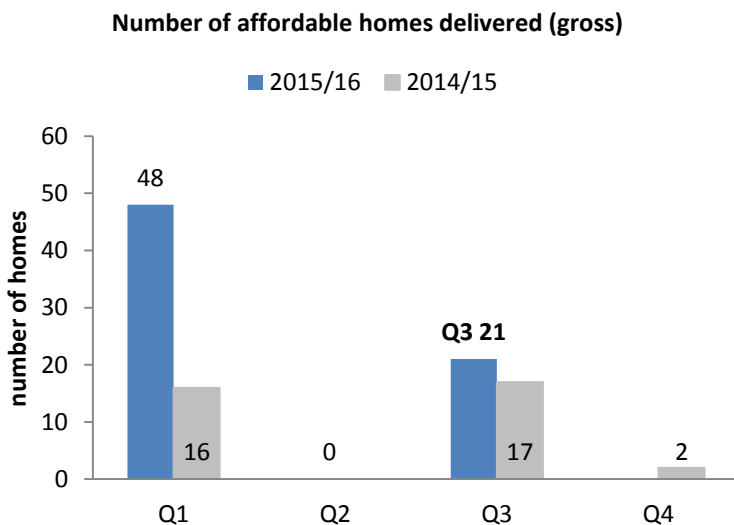
Quarter	Target	2015/16	2014/15
Q1	95%	97.67%	96.6%
Q2	95%	91.43%	100%
Q3	95%	97.18%	100%
Q4	95%	-	100%

Comments
 Quarter 1: 42 out of 43 in time.
 Quarter 2: 32 out of 35 in time.
 Quarter 3: 69 out of 71 in time.

PLANNING

P6: Number of Affordable homes delivered by all housing providers

No target



Quarter	2015/16	2014/15
Q1	48	16
Q2	0	0
Q3	21	17
Q4	-	2

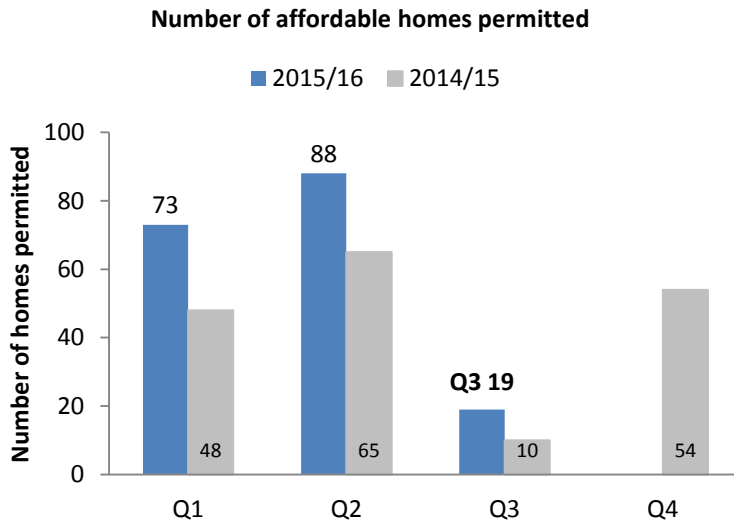
Comments
 21 new homes were delivered in Q3.

- 2 council homes at Shamley Green
- one shared equity in Farnham
- 18 Thames Valley/David Wilson homes in Milford.

PLANNING:

P7: Number of affordable homes permitted (homes granted planning permission)

No target



Quarter	2015/16	2014/15
Q1	73	48
Q2	88	65
Q3	19	10
Q4		54

Comments

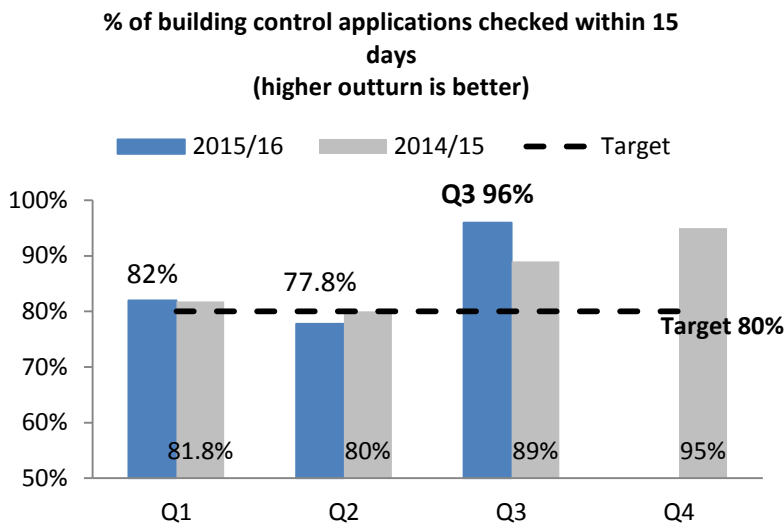
19 affordable new homes were granted planning permission during quarter 3.

- 17 affordable homes granted permission in Farnham (allowed at appeal)
- 2 affordable homes granted permission at Bridge Road, Haslemere.

PLANNING:

P8: Percentage of complete Building Control applications checked within 15 days

GREEN



Quarter	Target	2015/16	2014/15
Q1	80%	82%	81.8%
Q2	80%	77.8%	80%
Q3	80%	96%	89%
Q4	80%		95%

Comments

- 105 out of 109 plans checked in 15 days
- 88 out of 109 plans checked in 10 days (81% checked in 10 days)

Performance is exceptional this quarter exceeding the new target of 80% set in quarter 1. The remedial action taken by the Team improving the efficiency of work flows and IT, has resulted in the highest performance rate achieved to date.

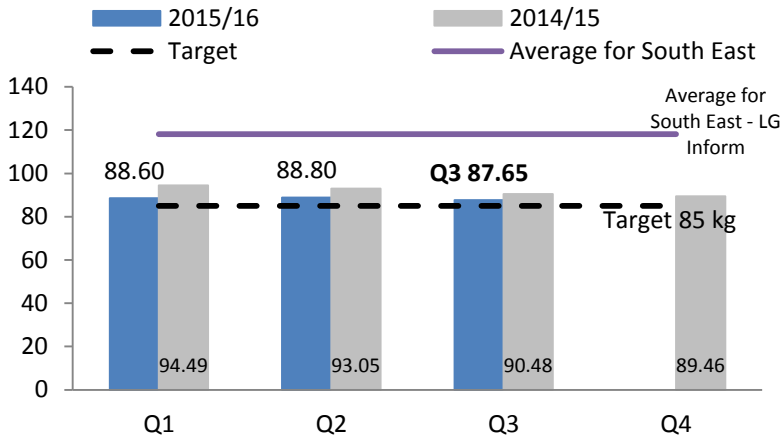
ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES

NI 191: Residual household waste per household (kg)

AMBER

Residual household waste per household (kg)
(lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	85	88.60	94.49
Q2	85	88.80	93.05
Q3	85	87.65	90.48
Q4	85	-	89.46

Comments

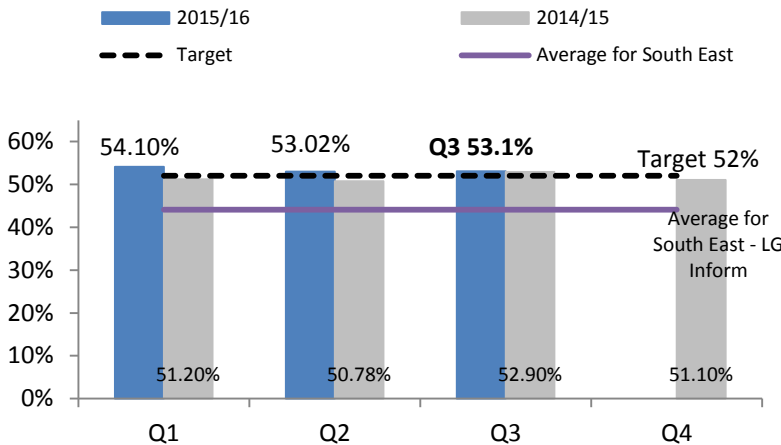
Outturn declining overall (long term trend). 16 South East local authorities are participating in benchmarking waste and recycling with LGInform and quarter 2 average for South East England was 118.10kg. Why Recycle promotion/ advisory campaign ongoing to encourage greater recycling.

ENVIRONMENTAL SERVICES

NI192: Percentage of household waste sent for reuse, recycling and composting

GREEN

% of household waste sent for reuse, recycling and composting (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	52%	54.10%	51.20%
Q2	52%	53.02%	50.78%
Q3	52%	53.06%	52.90%
Q4	52%	-	51.10%

Comments

The Why Recycle promotional campaign is in process this year to encourage greater resident recycling and reduce recycling contamination.

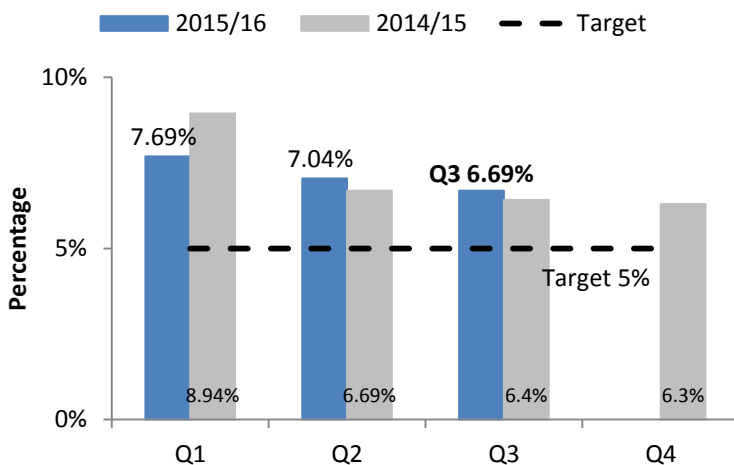
Surrey has a joint borough target of 60% to be achieved by 2022/2023.

ENVIRONMENTAL SERVICES

E1: MRF (materials recycling facility) reject rate

RED

MRF Reject Rate (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	5%	7.69%	8.94%
Q2	5%	7.07%	6.69%
Q3	5%	6.69%	6.42%
Q4	5%	-	6.30%

Comments

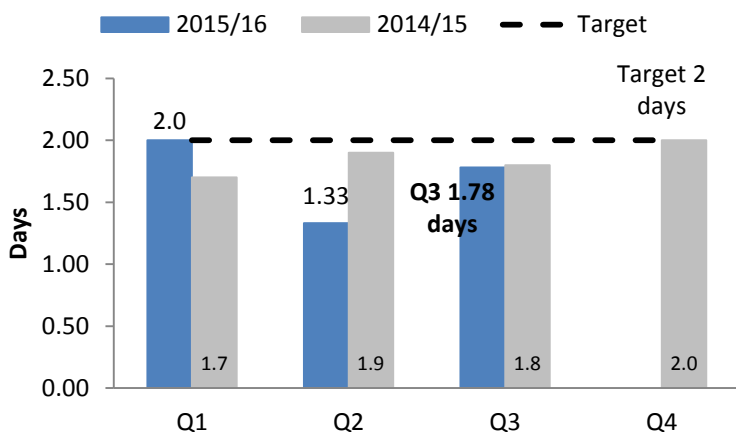
In December Southwark (Veolia) altered how contamination is reported moving "plastic pots, tubs and packaging" to non-recyclable items. From January Veolia will be using Grudon sites for recycling. In future, the rejection rate may alter comparatively.

ENVIRONMENTAL SERVICES

E2: Average number of days to remove fly-tips

GREEN

Average number of days to remove fly-tips (lower outturn is better)



Quarter	Target	2015/16	2014/15
Q1	2	2.0	1.7
Q2	2	1.33	1.9
Q3	2	1.78	1.8
Q4	2	-	2.0

Comments

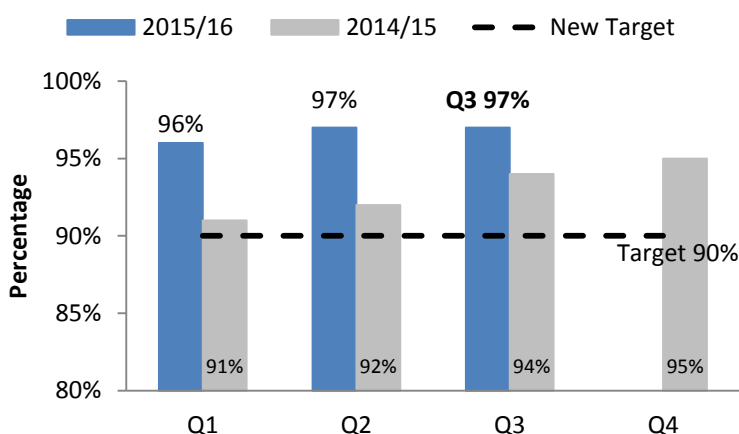
Q1 76 fly-tips requiring removals
 Q2 116 fly-tips requiring removals
 Q3 113 fly tips requiring removals.

ENVIRONMENTAL SERVICES

E3: Percentage of compliance for litter and detritus

GREEN

Percentage of compliance for litter and detritus (higher outturn is better)



Quarter	New Target	2015/16	2014/15
Q1	90%	96%	91%
Q2	90%	97%	92%
Q3	90%	97%	94%
Q4	90%	-	95%

Comments

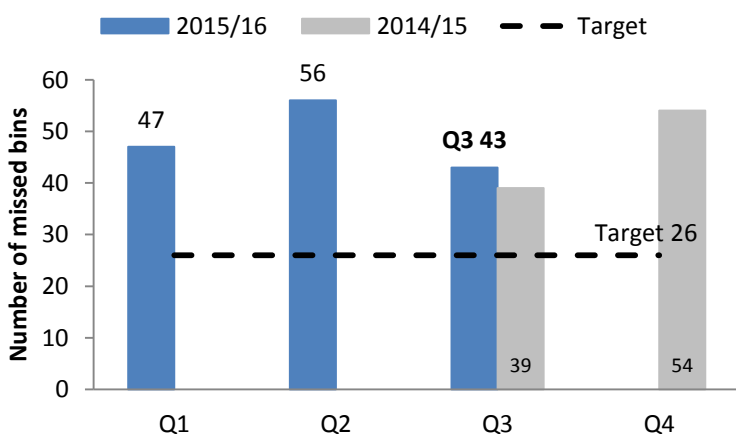
A random collection of 25% of streets reported as cleaned are inspected on a weekly basis across the Borough based on the report received by the street cleaning contractor.

ENVIRONMENTAL SERVICES

E4: Average number of missed bins per 104,000 bin collections each week

RED

Average number of missed bins per 104,000 bin collections each week (lower outturn is better)

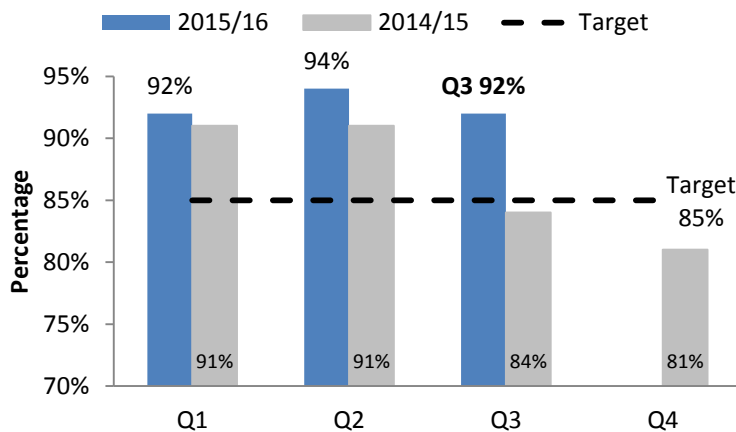


Quarter	Target	2015/16	2014/15
Q1	26	47	-
Q2	26	56	-
Q3	26	43	39
Q4	26	-	54

Comments

Ongoing issue with floor hoppers of vehicles being worn due to glass collection on collection vehicles. This has led to some collections being stopped mid round. The floors are being renewed, with each vehicle sent away for replacement, which takes approximately 4 days per vehicle.

% of businesses satisfied with LA regulation services (higher outturn is better)

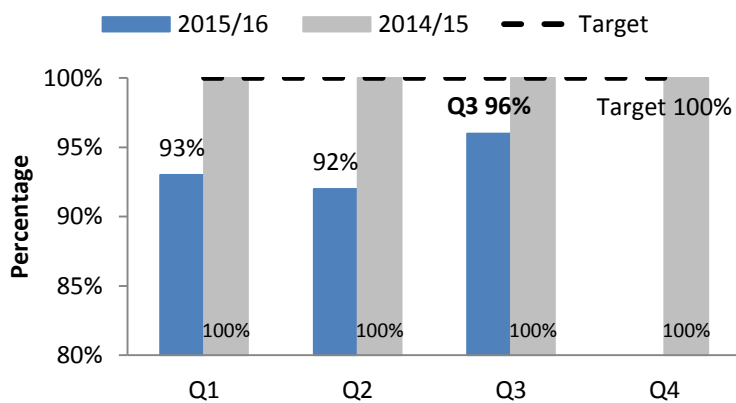


Quarter	Target	2015/16	2014/15
Q1	85%	92%	91%
Q2	85%	94%	91%
Q3	85%	89%	84%
Q4	85%	-	81%

Comments

A monthly survey of business customers of Environmental Health is undertaken. The figure is the percentage of business customers who respond that they have been treated fairly and/or the contact has been helpful.

Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	100%	93%	100%
Q2	100%	92%	100%
Q3	100%	96%	100%
Q4	100%	-	100%

Comments

28 programmed inspections for category A/ B (High Risk) food premises have been carried out, 27 within the target timescale of 28 days. One was outside the timescale by 2 days and has now been inspected.

- Q1 14 out of 15 in time
- Q2 12 out of 13 in time
- Q3 27 out of 28 in time.

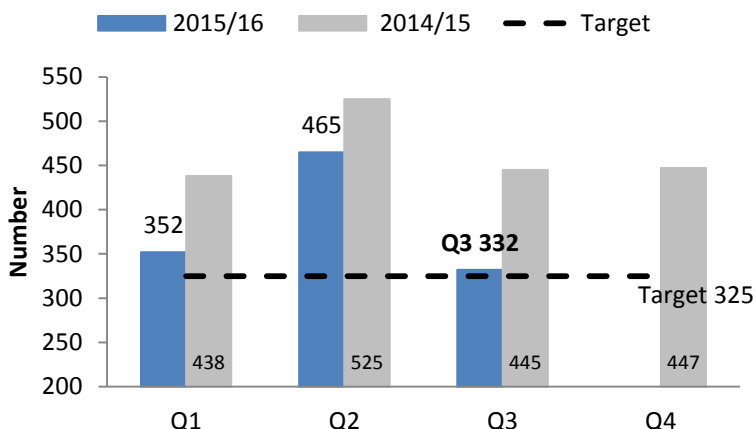
COMMUNITY SERVICES

COMMUNITY SERVICES

CS1: Number of Access to Leisure Cards issued

GREEN

Number of Access to Leisure Cards issued (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	325	352	438
Q2	325	465	525
Q3	325	332	445
Q4	325		447

Comments

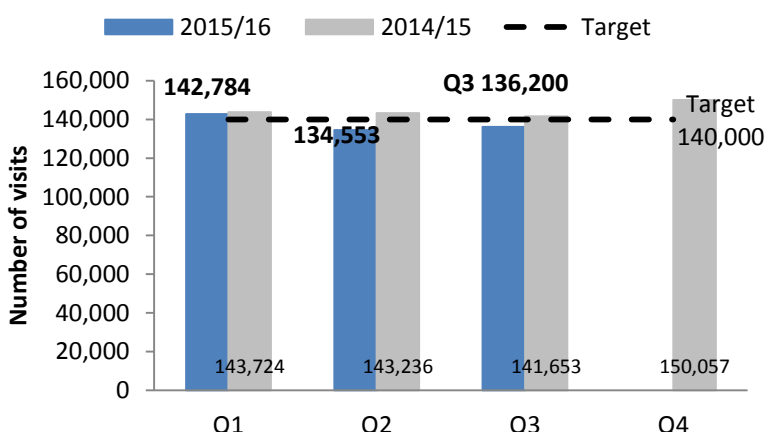
A good performance exceeding target, despite the fact that Q2 is always the highest due to student applications and an increase in competition.

COMMUNITY SERVICES

CS2: Number of Visits to Farnham Leisure Centre

AMBER

Number of visits to Farnham Leisure Centre (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	140,000	142,784	143,724
Q2	140,000	134,553	143,236
Q3	140,000	136,200	141,653
Q4	140,000		150,057

Comments

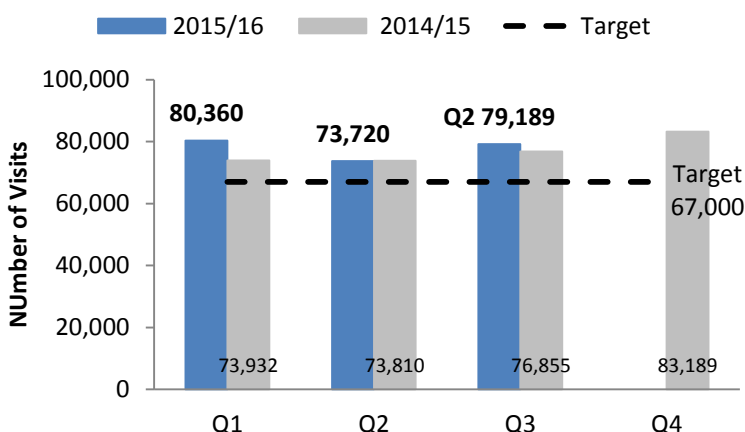
Quarter 3 outturn has improved and is 2.7% off target. Good performance for the toughest quarter of the year, despite new 24 hour competition within 100 yards of the centre.

COMMUNITY SERVICES

CS3: Number of Visits to Cranleigh Leisure Centre

GREEN

Number of visits to Cranleigh Leisure Centre (higher outturn is better)



Quarter	Target	2015/16	2014/15
Q1	67,000	80,360	73,932
Q2	67,000	73,720	73,810
Q3	67,000	79,189	76,855
Q4	67,000		83,189

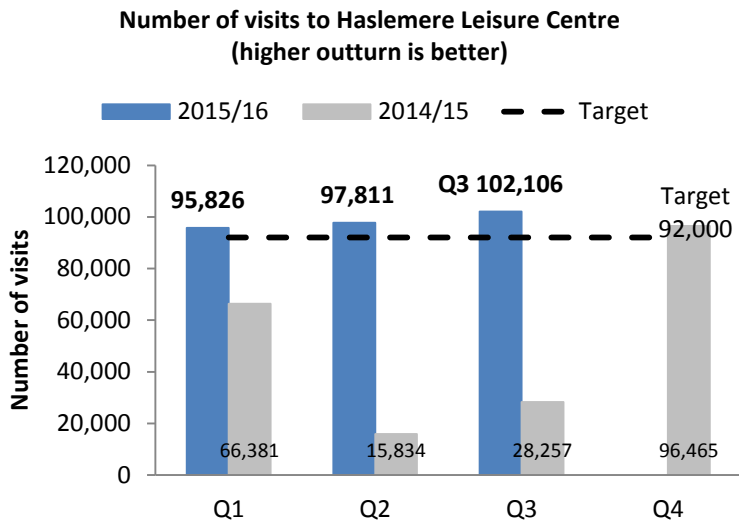
Comments

Excellent performance with the sales team driving an extended outreach programme to help with increasing participation rates.

COMMUNITY SERVICES

CS4: Number of visits to Haslemere Leisure Centre

GREEN



Quarter	Target	2015/16	2014/15
Q1	92,000	95,826	66,381
Q2	92,000	97,811	15,834
Q3	92,000	102,106	28,257
Q4	92,000	-	96,465

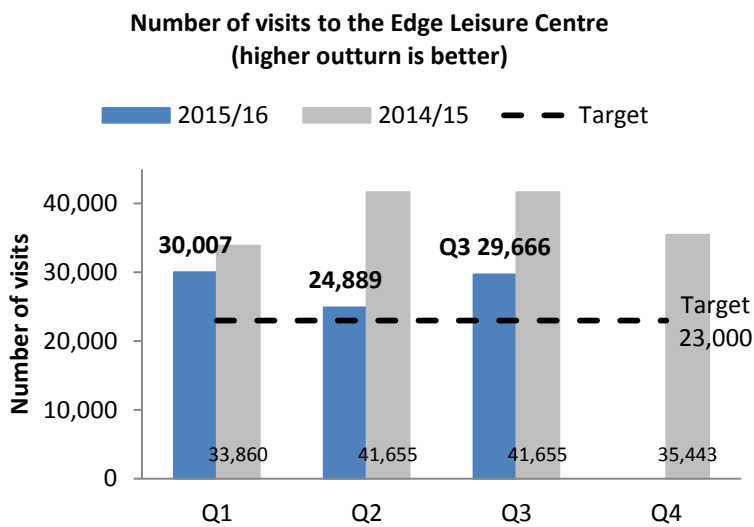
Comments

Very strong performance from the site above target again following the completion of the refurbishment, seeing a major increase on usage compared to all prior quarters.

COMMUNITY SERVICES

CS5: Number of Visits to The Edge Leisure Centre

GREEN



Quarter	Target	2015/16	2014/15
Q1	23,000	30,007	33,860
Q2	23,000	24,889	41,655
Q3	23,000	29,666	41,655
Q4	23,000	-	35,443

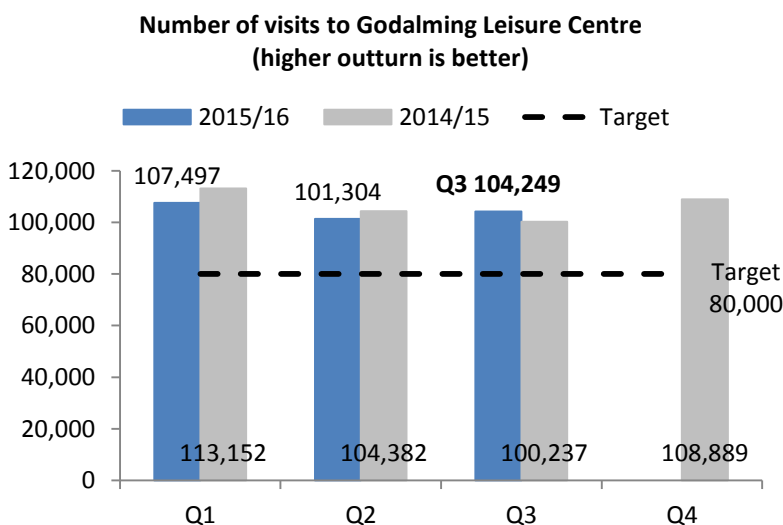
Comments

Fantastic performance from the site due to an increase in club bookings and school hours being fully utilised to accommodate other local schools within the facilities.

COMMUNITY SERVICES

CS6: Number of Visits to Godalming Leisure Centre

GREEN



Quarter	Target	2015/16	Year 2014/15
Q1	80,000	107,497	113,152
Q2	80,000	101,304	104,382
Q3	80,000	104,249	100,237
Q4	80,000	-	108,889

Comments

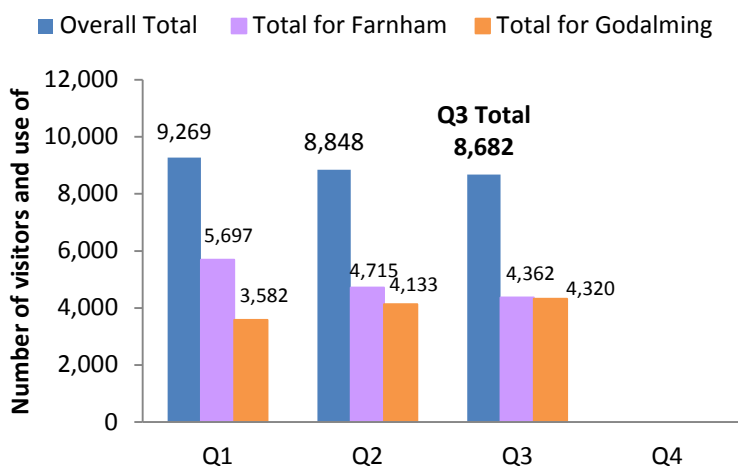
Excellent performance with the centre continuing to exceed expectation. A decrease in usage figures is expected, due to the centre reaching capacity at peak times.

COMMUNITY SERVICES

CS7: Total number of visits to and use of museums

No target

Total users of Waverley Museum services



Quarter	Overall Total	Total for Farnham	Total for Godalming
Q1	9,269	5,697	3,582
Q2	8,848	4,715	4,133
Q3	8,682	4,362	4,320
Q4			

Comments

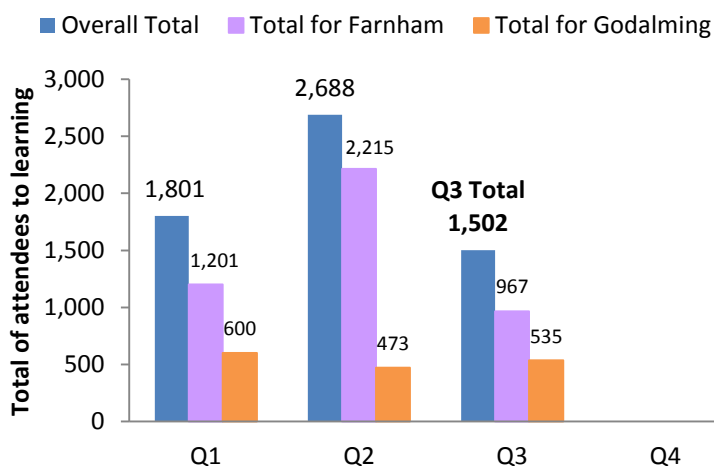
Results for quarter 3 remain strong despite a quiet December period which both Museums state, sees a seasonal decline in visits. However, this decline in visits has impacted Farnham whilst Godalming has seen an increase since quarter 2. One possible explanation for this could be the presence of the scaffolding at the front of the building.

COMMUNITY SERVICES

CS8: Total users of learning activities (number of attendees to on-site and off-site learning activities)

No target

Total attendees to on-site/off-site learning activities



Quarter	Overall Total	Total for Farnham	Total for Godalming
Q1	1,801	1,201	600
Q2	2,688	2,215	473
Q3	1,502	967	535
Q4			

Comments

Performance for Farnham learning activities has significantly decreased this quarter down to 967. Farnham has indicated this is mainly due to a decline in onsite visits. Godalming continues to see an increase in schools use of its services.

WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 5 APRIL 2016

Title:

MAJOR WORKS TO A COUNCIL DWELLING

[Portfolio Holder: Cllr Carole King]

[Wards Affected: Farnham Castle]

Note pursuant to Section 100B (5) of the Local Government Act 1972

The annexe to this report refers to exempt information by virtue of which the public may be excluded during the item to which the report relates, as specified in Paragraph 3 of part I of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Summary and purpose:

The purpose of this report is to seek approval for a budget to undertake major works to a Council dwelling.

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

This report relates to the Council's corporate priority of providing more affordable housing in the borough for local people in housing need.

Financial Implications:

The estimated costs of carrying out these major works is £50,000. However in carrying out these works it will enable a property to be re-let and reduce the void loss experienced by the HRA. The estimated rental income per annum is £7,215.

Looking over the next 30 years, the maintenance cost is expected to be circa £95,000 and rental income £216,000. Therefore a net income of over £120,000 is expected over the next 30 years.

Legal Implications:

The contract for the proposed works will be tendered in accordance with the Council's Contract Procedure Rules and if necessary, the OJEU requirements of the Public Contract Regulations 2015.

Background

1. The major work required to this property incorporates the following:-
 - i. Attending to the major damp problems on the ground floor and black mould throughout the property.

- ii. Upgrading the central heating.
 - iii. Replacing the external drainage.
 - iv. Renewing the fencing and gate.
 - v. Clearing the unsafe garden.
 - vi. Installing a new kitchen and bathroom.
 - vii. Relocating the W.C. away from the kitchen.
2. The estimated cost of the works will be £50,000.
3. The major work required to the Council dwelling has been highlighted in the attached decision-making model at (Exempt) Annexe 1. The model considers whether the refurbishment work is appropriate and cost effective and uses the following criteria:-
- i. Financial.
 - ii. Other risk factors – e.g. listed building status, high level of day-to-day repairs (predominantly properties built before pre-1945), and not on mains drainage.
 - iii. Demand (Housing need).
 - iv. Redevelopment potential.

Recommendation

It is recommended that:-

1. the funding of the major works, of up to £50,000, to the Council dwelling as shown in (Exempt) Annexe 1 be approved and allocated from capital receipts from the disposal programme, with the vacant property being re-let for an affordable rent of up to 80% of open market value; and
2. the tendering of the refurbishment works for this property and the appointment of a contractor be delegated to the Head of Housing Operations, in consultation with the Portfolio Holder for Housing and the Director of Finance and Resources.

Background Papers

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

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WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 5 APRIL 2016

Title:

BANK ARRANGMENTS CONTRACT RENEWALS

**[Portfolio Holder: Cllr Wyatt Ramsdale]
[Wards Affected: All]**

Note pursuant to Section 100B(5) of the Local Government Act 1972

An annexe to this report refers to exempt information by virtue of which the public may be excluded during the item to which the report relates, as specified in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, namely:-

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Summary and purpose:

To approve the proposed contract with HSBC for the Council's banking facility and a contract with Allpay for a transaction receipt handling facility via Post Offices and other outlets.

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

Value for Money: The bank contract forms the basis of the Council's relationship with our bankers. This is a long term relationship and must be competitive and efficient to underpin the Council's business and finances.

Financial Implications:

Waverley's 2016/17 budgets incorporated the cost of both the HSBC and All pay contracts, with the savings achieved through the proposals in this report being included in the Star Chamber totals under Finance.

Legal Implications:

The letting of these contracts complies with the Council's Contract Procedure Rules and has been reviewed by the Legal team.

Introduction

1. The Council's main bank relationship is with HSBC who provide money transmission services and credit facilities. The Council also contracts with Allpay, a transaction handling company for receiving cash payments via Post Offices and other outlets. Both contracts require renewal.

HSBC contract

2. HSBC have been Waverley's bankers since they were appointed in 2000 following a tender exercise. Whilst changing the Council's bank would require a major project with costs and risks attached, officers would be keen to tender the contract if the Council was not receiving a good quality service at a competitive price.
3. Officers commissioned a review of Waverley's banking arrangements by one of the specialist local authority banking consultants in the market, Focus on Banking, on an invest to save basis. The company used its extensive market knowledge and benchmarking data to compare Waverley's arrangements to the market to help inform whether a negotiation with HSBC or a full tender process would give the Council the best advantage in the future. Their report determined that a negotiation of the banking service would deliver a competitive proposal that was cost effective and it suggested a number of areas where officers could focus their discussions.
4. These areas have been renegotiated resulting in a reduction on overall banking costs. A comparison of the renegotiated tariffs to current tariffs is given in (Exempt) Annexe 1.

Allpay contract

5. The contract has been tested within the SEC framework agreement (South East Consortium), where the tendering exercise clearly identified Allpay as the 'best' provider taking into account price as well as quality. The Allpay renewal price proposal compared against current prices will generate a saving of around £10,000 pa. This consists largely of Paypoint transactions (the price reduced by 20%) and Post Office transactions (the price of which is also reduced, albeit marginally). It is proposed to contract for 4 years.

Recommendation

It is recommended that the Executive approves the proposed contract with HSBC for the Council's banking facility, and a contract with Allpay for a transaction receipt handling facility via Post Offices and other outlets.

Background Papers

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

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