

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

When calling please ask for:  
Kimberly Soane, Democratic Services Officer  
**Policy and Governance**  
E-mail: [kimberly.soane@waverley.gov.uk](mailto:kimberly.soane@waverley.gov.uk)  
Direct line: 01483 523258  
Date: 6 November 2020

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

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

**Substitutes**

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

**Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 10 November 2020 to enable a substitute to be arranged.**

Dear Councillor

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

DATE: TUESDAY, 17 NOVEMBER 2020

TIME: 7.00 PM

PLACE:

The Agenda for the Meeting is set out below.

The meeting can be viewed remotely in accordance with the provisions of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, via the Council's YouTube page.

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

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### **Waverley Corporate Strategy 2019 - 2023**

Waverley Borough Council is an authority which promotes and sustains:

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

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### **Good scrutiny:**

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

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## **NOTES FOR MEMBERS**

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

### **AGENDA**

1. **MINUTES** (Pages 5 - 10)

To confirm the Minutes of the Meeting held on 16<sup>th</sup> September 2020 (attached) and published on the Council's Website.

2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

3. **DECLARATIONS OF INTERESTS**

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

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

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

The deadline for receipt of written questions is 5pm on Monday 9<sup>th</sup> November 2020.

5. **QUESTIONS FROM MEMBERS**

The Chairman to respond to any questions received from Members in accordance with Procedure Rule 11.

The deadline for receipt of written questions is 5pm on Monday 9<sup>th</sup> November 2020.

6. **COMMITTEE WORK PROGRAMME** (Pages 11 - 14)

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

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

7. SAFER WAVERLEY PARTNERSHIP (Pages 15 - 34)  
To scrutinise the outcomes and priorities of the Safer Waverley Partnership.
8. LEISURE CENTRE INVESTMENT UPDATE  
To update the Committee on the leisure centre investments with particular focus on Cranleigh (if required).
9. UPDATE ON FARNHAM MUSEUM (Pages 35 - 40)  
To receive an update on the current plans for Farnham Museum.
10. DRAFT CORPORATE STRATEGY (Pages 41 - 52)  
To receive and scrutinise the draft Corporate Strategy before it is agreed December 2020.
11. SERVICE LEVEL AGREEMENT WORKING GROUP UPDATE  
To receive an update from the working group regarding its progress and findings.
12. EXCLUSION OF PRESS AND PUBLIC  
To consider the following recommendation of the motion of the Chairman:

**Recommendation**

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

**Officer contacts:**  
**Louise Norie, Corporate Policy Manager**  
**Tel. 01483 523464 or email: [louise.norie@waverley.gov.uk](mailto:louise.norie@waverley.gov.uk)**  
**Kimberly Soane, Democratic Services Officer**  
**Tel. 01483 523258 or email: [kimberly.soane@waverley.gov.uk](mailto:kimberly.soane@waverley.gov.uk)**

## WAVERLEY BOROUGH COUNCIL

### MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 16 SEPTEMBER 2020

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

#### **Present**

Cllr Kevin Deanus (Chairman)  
Cllr Sally Dickson  
Cllr Jenny Else

Cllr Mary Forszewski  
Cllr Val Henry  
Cllr John Robini

Cllr Joan Heagin (Substitute)

Cllr Jerry Hyman (Substitute)

#### **Apologies**

Cllr Kika Mirylees

#### **Also Present**

Councillor David Beaman and Councillor Liz Townsend

18. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 30 June 2020 were confirmed as a correct record.

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

Apologies for absence were received from Cllr Kika Mirylees and Cllr Jerry Hyman was present as a substitute. Cllr Joan Heagin was temporarily filling the vacancy for the Liberal Democrats.

Noted that since the last meeting, Cllr Cosser had resigned from the Committee and been replaced by Cllr Forszewski.

20. DECLARATIONS OF INTERESTS (Agenda item 3.)

There were no declarations

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

There were no questions from members of the public.

22. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were no questions from Members.

23. WORK PROGRAMME (Agenda item 6.)

Scrutiny Officer, Yasmine Makin, outlined the elements of the Committee's work programme and drew attention to the items scheduled for the November meeting including the annual scrutiny of the Safer Waverley Partnership, the final draft of the

revised Corporate Strategy, the Q2 Corporate Performance Report, and an update on the organisations funded through Service Level Agreements (SLAs).

The Committee agreed that Cllr Foryszewski would replace Cllr Cosser on the SLA Working Group.

In relation to the Safer Waverley Partnership, the Committee noted that there were issues around the recording of rural crime which were being discussed through the Joint Action Group. A new Borough Inspector had recently been appointed for Waverley, and there would be an opportunity to follow-up on this matter with her at the November Committee meeting.

24. DRAFT CORPORATE STRATEGY (Agenda item 7.)

Corporate Policy Manager, Louise Norie, introduced the draft revised Corporate Strategy which aimed to drive the direction of the council and what it wanted to achieve over the next four years. There had been two workshops for Members in the previous week, and the feedback received had informed work currently in progress on the next iteration of the draft Strategy, including putting more structure around the objectives and linking them more directly with the vision. There was now an opportunity for the Committee to look at the community wellbeing elements of the strategy in particular, and consider whether there were omissions or areas that needed strengthening.

The Committee noted that:

- care was needed to ensure that strategy and policy was brought forward in the proper way, rather than being communicated via social media;
- the Corporate Strategy needed to give a clear direction to the Chief Executive as to where and how resources should be deployed;
- the vision statement did not set out a 'vision' of what Waverley would look like at the end of the Strategy period, and whilst there was nothing to be disagreed with in the list of objectives, it was too long and too vague;
- the ambitions of the strategy in relation to planning, and particularly the Local Plan and Neighbourhood Plans, were in conflict with the National Planning Policy Framework and housing targets set by government;
- there was a great deal of uncertainty about the short and medium term future, with the threats of Covid-19, Brexit, and possible local government re-organisation all impacting on what Waverley might hope to achieve;
- there were significant omissions from the strategy in relation to mental health and suicide prevention, and also Waverley's own workforce.

The Committee agreed that the points noted should be considered as part of the next iteration of the Corporate Strategy, and that this should be circulated and available to Members prior to the formal scrutiny of the final draft in the November Overview & Scrutiny committee cycle.

25. RCT COMMUNITY RESILIENCE PROJECT (Agenda item 8.) (Pages 7 - 16)

The Community Services Manager, Katie Webb, gave a presentation on the Community Resilience Project, which had been initiated as part of the Council's Recovery, Change and Transformation Programme in response to the Covid-19

pandemic. The Community Resilience Project aimed to give a clear understanding of the impact of the pandemic on the voluntary, community and faith sector, record the responses that had been implemented, assess the outlook for the future and recommend long-term plans for community engagement and partnering.

In response to the presentation (slides attached to these Minutes), officers explained that 'Super Output Areas were area classifications used by the Office of National Statistics.

The Committee was particularly interested in the slide showing the impact of Covid on Waverley in terms of vulnerable population, health impact, and economic impact, where Farncombe featured in the top five impacted areas in Waverley in each category and four Waverley areas had been impacted more than the Surrey average. Committee Members noted that the research had been carried out by Surrey County Council, and asked for more detail behind this, and suggested that the relevant councillors should be informed if there were particular issues in their Ward.

Officers advised that they were engaging with Town and Parish councils to obtain feedback on the local impact on communities, and noted that Ward councillors were also a valuable source of information.

The Committee agreed that this would be a standing item on the Committee's agendas, to provide the opportunity to receive brief updates and identify any matters that the Committee might look at in more depth.

26. RCT ECONOMIC RECOVERY PROJECT (Agenda item 9.) (Pages 17 - 22)

The Economic Development Manager, Catherine Knight, gave an introduction to the Economic Recovery Project initiated as a response to the Covid-19 pandemic to understand the impact on the local economy, understand the Council's ability to support the local economy, and to establish any future actions required. The Project had eight key objectives, including developing an Action Plan for the next 12 months. In fact, many of the actions being set out in the Action Plan had commenced in March as the lockdown came into effect and were on-going. These included talking to key partners across the county and EM3 LEP area, engaging with local businesses and signposting them to sources of support (business grants, rate relief), and engaging with chambers of commerce. An online film map had been launched to support the visitor economy, showing the locations in Waverley used for filming popular films; and a fortnightly business newsletter had been launched.

In response to questions, it was noted that:

- With regard to engaging with village parishes rather than the larger towns, all of them were sent the business newsletter; vacancy rate surveys were carried out in villages with high streets, and they were contacted about accessing the Re-opening the High Street Fund, provided with posts, etc.
- There had been a very significant increase in the number of people in Waverley claiming Universal Credit, up from about 500 to about 4-5,000; and, huge uncertainty about the impact of the furlough scheme ending at the end of October.
- As part of the Council's contingency budget, £80k had been ring-fenced to contribute to the Covid-19 related costs incurred by Town and Parish councils. Whilst this would not cover all costs, neither did the government

grants compensate Waverley for all the costs incurred and income lost due to Covid.

The Committee agreed to note the work of the Economic Recovery Project to support businesses through this time of huge social and economic uncertainty.

27. LEISURE CENTRE INVESTMENTS UPDATE (Agenda item 10.)

The Leisure Services Manager, Tamsin McLeod, gave an update on the previously agreed investment programme for the Farnham and Godalming leisure centres. All leisure centres had been required by government to shut from 23 March as part of the Covid-19 restrictions and only been able to re-open very recently. The impact of the enforced closure, and the constraints on their current operating model, meant that Places Leisure and Waverley were no longer able to proceed with the investment plans for Farnham and Godalming. The only element of the Godalming project that was continuing was the disposal of the school land to create additional car parking. This was a lengthy process, and it was felt to be expedient to continue it now, in readiness for future investment opportunities.

With regards to the Cranleigh Leisure Centre, due to the age and vulnerability of the existing leisure centre, work was continuing on the developing the option for a new build replacement leisure centre for Cranleigh.

The Leisure Centres had all opened on 17 August, after a huge amount of work by Places Leisure to ensure the operating environment was safe for staff and customers. The response by users had been overwhelmingly positive, with feedback focussed on operations being safe, well-organised and people enjoying getting back to exercise.

In response to questions, officers reported:

- Average usage for the first two weeks of opening was about 50-70% of the new capacity based around pre-booked sessions to allow time for cleaning. The September usage figures would give a better idea of what the 'new normal' would look like.
- Haslemere LC was not referred to in the report because it was the last to have been improved under the previous cycle of investment.
- The closure of the crèche at the Farnham LC reflected the very low usage, which was likely due to members having alternative child care arrangements.
- For Cranleigh, 'do nothing' was not an option, due to the increasing maintenance costs of the current centre. The business case for the new centre would need to be revisited in the context of Covid-19 impacts.
- The Clip'n'Climb operator had withdrawn their interest in the Farnham LC, as they had felt that similar facilities in Alton and Fleet had satisfied the potential market. This had forced a revision to the investment plans for the Farnham LC, although these were now on hold.

The Committee was pleased to hear that the re-opening of the Leisure Centres had been positively received, and noted the status of the investment programme for Farnham, Godalming and Cranleigh leisure centres.



28. CORPORATE PERFORMANCE REPORT (Agenda item 11.)

The Committee received Corporate Performance Report for the first quarter of 2020/21, covering the period April- June 2020. The Council's operations during this period were greatly impacted by the Covid-19 lockdown initially, and then latterly preparing for easing of restrictions.

The Head of Commercial Services , Kelvin Mills, advised that many staff in his service were redeployed to help phone businesses to signpost them to the business grant schemes, and to phoning the isolated and vulnerable in the community. The Green Spaces Team had responded to the huge increase in visitors to parks and countryside areas, particularly Frensham Pond; and, Careline, Waverley Training Services, and Building Control had all adapted their normal ways of working to support their customers through the emergency period.

The Head of Housing Delivery and Communities, Andrew Smith outlined the work of the Communities Team during the lockdown period to establish a residents' helpline, join a cross-services team phoning shielded residents, support the day centres in expanding their community meal services, and working with Citizens' Advice Waverley. As reported to the Committee earlier in the meeting, the Community Resilience Project had been initiated to understand the impact of Covid on the local communities in Waverley and how best to support community organisations going forward.

There were no material comments from the Committee and the report was noted.

29. CLOSING REMARKS (Agenda item )

In closing the meeting, the Chairman expressed his gratitude to the Scrutiny Officer, Yasmine Makin, for her support to the Committee over the last two years. Yasmine was moving to a new role with Guildford Borough Council, and would be greatly missed by the Scrutiny Chairmen and Committee Members.

**The meeting commenced at 7.00 pm and concluded at 9.12 pm**

**Chairman**

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## **INTRODUCTION TO WAVERLEY BOROUGH COUNCIL**

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

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

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

Section A

Scrutiny Tracker 2020/21

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
16 September 2020	Draft Corporate Strategy	The Committee suggested that the Strategy includes a commitment to adopting a Mental Health Strategy including suicide prevention. The Committee noted that SCC has already got a Strategy the Council could use.	This suggestion will be fed into the development of the Corporate Strategy.	December 2020
30 June 2020	Recovery, Change and Transformation Community Resilience Project	The Committee emphasised the importance of capturing and harnessing the excellent work of the voluntary organisations and their volunteers and suggested the Council arranges a 'thank you' event when suitable and appropriate.	Officers plan to hold a 'thank you' event for those who volunteered to help deliver the work of these partner organisations during the pandemic and to make sure the excellent work and contributions are recognised and not lost.	2021
19 November 2019	Safer Waverley Partnership Plan 2019-20	After considering the SWP Plan 2019-20 the Committee <b>recommends</b> that the SWP publicises its successes more.	At its February 2020 meeting the SWP agreed to create a Communications/Media Protocol. The pandemic has impacted upon the timescales for this but there will be an update on progress at the SWP in October 2020.	February 2020
		The Committee <b>recommends</b> that the SWP creates a short briefing note on the roles and partnerships of the SWP to be shared with partners and organisations such as the towns and parishes.	Whilst officers have not been able to prepare this briefing note due to workload and the pandemic, they will consider the best ways to communicate with the Town and Parish Councils once there is a 'new normal'.	2020
September 2019	Ageing Well Strategy and	The Committee agrees that members of the Committee should to be invited to a workshop at the end of November/beginning of December as part of	Rescheduled for spring 2020, the COVID19 pandemic prevented this workshop from taking place. Given the significant effect of the pandemic on	2021

Community Wellbeing Overview and Scrutiny Committee

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
	Action Plan	the consultation process to renew the action plan. Cllrs Wilson, Else, <del>Cosser</del> Forszowski and Henry to be invited.	the Strategy, it will be revised at a later date.	

**Section B**

**Work programme 2020/21**

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Corporate Performance Report	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service / Louise Norie	Q2 to January 2021 cycle	N/A
(If required) Leisure Centre Investment Update	To update the Committee on the leisure centre investments with particular focus on Cranleigh (if required).	Kelvin Mills / Tamsin McLeod	When necessary (November 2020)	N/A
Draft Corporate Strategy	To receive and scrutinise the draft Corporate Strategy before it is agreed December 2020.	Louise Norie	November 2020	December 2020
Recovery, Change and Transformation Projects (Community Resilience and Economic Recovery)	To update the Committee on the progress of the two RCT Projects.	Andrew Smith and Zac Ellwood	November 2020	As and when within the projects
Safer Waverley Partnership	To scrutinise the outcomes and priorities of the Safer Waverley Partnership.	Andrew Smith / Katie Webb	November 2020	N/A
Service Level Agreement working group update	To receive an update from the working group regarding its progress and findings.	Cllr Jenny Else / Katie Webb	November 2020	N/A
Service Level Agreement working group final report	To receive the final report from the working group set up by this committee.	Cllr Jenny Else / Yasmine Makin	TBC	TBC
Health and Wellbeing Strategy	To contribute to the development of the Strategy.	Fotini Vickers / Kelvin Mills	2021	2021

Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Ageing Well Action Plan 2019 to 2022	To endorse the updated action plan and provide comments for Executive.	Andrew Smith / Katie Webb	2021	2021
Loneliness	To understand the extent of loneliness and social isolation across all ages, within the Borough.	TBC	TBC	N/A

Section C

Scrutiny Reviews 2020/21

Subject	Objective	Key issues	Lead officer	Progress
Communities – Service Level Agreements O&S review	To support officers to undertake a ‘health check’ of the organisations receiving grant funding from the council and to inform decisions regarding future funding arrangements.	<ul style="list-style-type: none"> <li>• Day Centres</li> <li>• Ageing Well action plan</li> <li>• Value for money</li> <li>• Governance and management</li> <li>• Service delivery</li> <li>• Funding</li> <li>• Monitoring</li> </ul>	Yasmine Makin / Katie Webb	Before the pandemic the Group had met twice and arranged workshops with representatives from some of the SLA organisations. Given the impact of the pandemic the work of this Group is on hold but the Group met Thursday 10 September 2020 to receive an update on the situation regarding SLA organisations.

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS

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

Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)	Lead agency activity April 2019 to March 2020	Supplementary activity
<p><b>Domestic abuse</b></p>	<p>Implement Domestic Homicide Reviews (DHR) when required. Monitor and progress associated recommendations</p>	<p>WBC Community Safety</p>	<p>Identification of lessons learnt to improve practice and safeguard victims</p>	<p>DHR 2 – published, 1 recommendation still outstanding. DHR 3 – published, all recommendations completed – signed off. DHR 4 – published – no recommendations – signed off. DHR 5 – Report finalised - to be submitted to Home Office. DHR 6 – First panel meeting taken place.</p> <p>Recommendations from all DHRs shared with Surrey DHR Oversight Group to ensure best practice disseminated County wide.</p>	<p><b>Guildford &amp; Waverley CCG</b> Domestic Abuse continues to be a CCG priority. Surrey CCG’s have adopted a Domestic Abuse Workforce Policy. Domestic Abuse is included in all training. NHS Providers are required to report on DA training to the CCG. The CCG Safeguarding Team has a lead for DA, who sits on the Domestic Abuse Management Group and Domestic Abuse Management Board, and is an accredited sit on DHR Panels, and oversee the NHS Providers engagement in the process. All published DHR’s are circulated to the Health</p>

**Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS**

					<p>Providers.</p> <p><b>WBC:</b>          Administrating DHR 6 and following up recommendations from all Waverley DHRs and attending Surrey DHR Oversight Group.</p> <p><b>Surrey Fire and Rescue Service</b>          Issue of contributions towards the cost of future DHRs has been raised formally with the Chief Fire Officer.</p> <p><b>SCC</b>          SCC Strategic Commissioning Team are leading on development of proposals for a whole system transformation of Surrey’s Domestic Abuse model to support the implementation of Surrey’s multi-agency Domestic Abuse Strategy.</p> <p>SCC Strategic Commissioning Team are leading on development of proposals for a whole</p>
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**Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS**

					system transformation of Surrey’s Domestic Abuse model to support the implementation of Surrey’s multi-agency Domestic Abuse Strategy.
<p><b>Child Exploitation (CE)</b></p> <p>Page 17</p>	<p>Ensure linkages are in place between Community Harm and Risk Management Meeting (CHaRMM)/Joint Action Group (JAG) and victims/perpetrators/hot spot locations of CE, by working with the new West Surrey Mapping Offenders, Locations and Trends (MOLT) Group</p>	<p>WBC Community Safety</p>	<p>Improved joined up working and sharing of information.</p> <p>Increased awareness and understanding of CE</p> <p>Reduced risk of CE occurring</p>	<p>Officers from Surrey Police and WBC have attended quarterly MOLT meetings to obtain relevant information on potential locations and perpetrators of Child Exploitation to feed into the JAG and CHaRMM. In addition, a cross border group has been set up with secondary schools in Haslemere, Liphook and Midhurst to disrupt crime and criminal behaviour affecting young people. This has resulted in an increase in the submission of intelligence forms from schools. The MOLT is currently being reviewed on a Surrey wide basis.</p>	<p><b>Guildford &amp; Waverley CCG:</b> Team Member GP sits on SEAMmB group. G&amp;WCCG Safeguarding Team include the LAC Designated GP and Nurse.</p> <p><b>SCC</b> SCC Community Safety Team delivered a conference for all partners on 29 November, Safeguarding Adolescents to Tackle Child Exploitation</p>

**Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS**

<p><b>Serious and Organised Crime (SOC)</b></p>	<p>Provide annual training for frontline officers and managers from all partners agencies on serious and organised crime.</p> <p>SOC Group to develop and maintain a local SOC action plan.</p> <p>Work with Surrey Police to improve the way partners can submit intelligence</p>	<p>Surrey Police/ WBC Community Safety</p>	<p>Increased awareness and understanding of SOC</p> <p>Improved joined up working and sharing of information</p> <p>Reduced risk of SOC occurring</p> <p>Increase intelligence submissions from partners to Police.</p>	<p>SOC training to co-incide with release of SOC video in Spring/early summer 2020.</p> <p>SOC awareness video has been produced using funding from Surrey County Council Local Committee, working in Partnership with Guildford, Woking and Surrey Heath Community Safety Partnerships.</p> <p>SOC Action plan developed and monitored.</p> <p>Police have been promoting intelligence form submission to all partners via team meetings, training and a WBC Councillor Community Safety briefing.</p> <p>Joint visits between WBC Tenancy and Estates Team and Surrey Police took place to target those vulnerable to county line drug dealing as part of a County Lines intensification week.</p>	<p><b>Guildford &amp; Waverley CCG:</b> Sharing of intelligence when appropriate. G&amp;W CCG have undertaken a lot of work in this year to promote the Intelligence Sharing Form</p> <p><b>Surrey Fire and Rescue Service</b> Use and availability of the Intelligence Forms has been raised with operational personnel.</p>
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**Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS**

<p><b>Prevention of terrorism</b></p>	<p>Ensure SWP representatives attend Chanel Panels as and when required by the Prevent Team.</p>	<p>WBC Community Safety to co-ordinate</p>	<p>Co-ordinated approach to Prevent agenda  Reduced risk of radicalisation</p>	<p>No Channel Panel cases to date in Waverley.</p>	<p><b>Guildford &amp; Waverley CCG:</b> Member of the Safeguarding Team is the Prevent lead for the Surreywide CCGs and sits at Surrey Prevent Panels, and collates data from NHS Trusts.</p> <p>NHS Trust required to report Prevent training figures, and Prevent referrals to CCG.</p> <p><b>SCC</b> SCC Community Safety Team continue to manage quarterly Prevent Executive Group meetings and monthly partnership Channel Panel meetings.</p> <p>SCC CS Team preparing for roll-out of 'Dovetail' which will see SCC handed full administrative control of the Prevent counter-terror strategy.</p>
<p><b>Supporting Vulnerable Victims</b></p>	<p>Co-ordinate and manage Community Trigger reviews when required.</p>	<p>WBC Community Safety</p>	<p>Reduced risk of harm to victims of Anti Social Behaviour (ASB)</p>	<p>2 Community Trigger applications received in 2019/20 - did not meet criteria.  Promotion of Community</p>	

**Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS**

			<p>Improved joined up working and sharing of information</p>	<p>Trigger as part of ASB week in July 2019.</p> <p>Mystery shopping exercise – Waverley passed with ‘flying colours’ following ‘complainant’ looking to submit Community Trigger.</p> <p>WBC Community Safety Officer was part of a Surrey group reviewing the Community Trigger process to improve process and reduce risk of harm. New framework and promotion of Community Trigger to take place Spring 2020.</p>	
	<p>Ensure appropriate victim risk assessment processes are integrated into mainstream work and make referrals to Community Harm and Risk Management Meetings (CHaRMM) where appropriate.</p>	<p>CHaRMM</p>	<p>Level of risk appropriately managed</p>	<p>4 victim referrals made to CHaRMM. A risk rating for each victim nominated to CHaRMM is discussed and agreed at each meeting.</p>	<p><b>WBC:</b> An new electronic ASB Vulnerable Victim Risk Assesment form has been created.</p>

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS

Priority 2: Identifying and tackling crime and anti-social behaviour hotspots and perpetrators					
Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)	Lead agency Update	Other agency updates (if applicable)
Community Harm & Risk Management Meeting (CHaRMM)	Address the anti-social behaviour of individuals and families causing an effect to the wider community, through the CHaRRM.	CHaRMM	Reduction in levels of ASB of the most prolific offenders	18 perpetrators nominated to CHaRMM.  ASB down 5.1%	<b>SCC</b> SCC CS Team leading on a review and update of CHaRMM Guidance.  SCC CS Team leading on development of training workshop in partnership with Surrey Police for CHaRMM and JAG Chairs and Administrators (delivery planned for end April 2020).
	Address crime and anti-social behaviour at problem locations through the JAG.	JAG	Reduction in levels of ASB in most prolific areas.	Nine locations referred to JAG for a multi agency problem solving approach. One task and finish group established.	<b>Surrey Fire and Rescue Service</b> Clear outcomes in tackling multiple cases of arson in the Farncombe area of Godalming.
	Develop improved partnership enforcement activity and use of ASB powers through the work of Waverley's Joint Enforcement Initiative.	WBC – Environmental Enforcement	Increased enforcement opportunities to deal with ASB	Public Space Protection Order (PSPO) for dog control introduced January 2020.  Frontline enforcement activity	<b>Surrey Fire and Rescue Service</b> Presentation given to the Joint Action Group on the powers of Fire and Rescue Service to

**Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS**

				to be reviewed as part of WBC Business Transformation.	support any Joint Enforcement Initiatives.
	Maintain low levels of violence and anti-social behaviour in public places by working with licensing officers to challenge new licensing applications/renewals where appropriate. Conduct joint visits to licensed premises when possible.	WBC/ Surrey Police	Reduction of incidents of alcohol related crime and ASB	Traffic light red/amber/green system used to monitor licensed premises in order to maintain low levels of public place crime and ASB associated with licensed premises. There were 7 'red' traffic light premises during the year.  Alcohol related crime is up 27.8% from 227 to 290.  ASB reduced by 5.1%	
<b>Speeding Motorists and Anti-Social Driving</b>	Promote Community Speed Watch	Surrey Police	Increase in the number of Community Speed Watches in Waverley	16 active speedwatches across the borough.	
	Hold Road User Awareness Days (RUADs) in the 7 secondary schools in Waverley each year.	SFRS/Surrey Police	Year 11 pupils educated about the hazards and risks of driving.	Road User Awareness Days delivered to the following schools: Rodborough, Weydon, Woomer Hill, All Hallows, Broadwater and Glebelands.	
	Carry out speed checks on roads where high numbers of complaints about speeding are	Surrey Police	Publish speed data on social media.	All police officers are trained and tasked for speed enforcement. Speed checks	

**Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS**

	received			are carried out 4 hours a week in hot spot areas.	
<b>Anti-Social or Inconsiderate parking</b>	Utilise previously used Eagle Radio anti-social parking radio clips, where funding is permitted	WBC Community Safety	Increased awareness amongst the public of who is responsible for parking enforcement and to promote considerate parking.	Not progressed due to budget constraints.	
	Use Drive SMART campaign leaflets in targeted areas, and promote awareness on social media.	Surrey Police		Drive SMART leaflets used at problem locations, including schools, across the borough in conjunction with Surrey County Council.  Letters sent to owners of vehicles parked inconsiderately highlighting the offence.	

Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS

Priority 3: Improving engagement with our public to help make our communities stronger					
Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)	Lead agency update	Other agency updates (if applicable)
Community Engagement	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and Community Safety advice e.g. relating to Domestic Abuse, ASB, CSE, Prevent and In the know.	WBC Community Safety/ Surrey Police	Residents have increased awareness and understanding of Community Safety issues and how to report them.	WBC and Surrey Police took part in a scam awareness event at Rowley’s day centre in Cranleigh hosted by Nat West Bank alongside Trading Standards.	<b>Surrey Fire and Rescue Service</b> Eagle Radio promoted the issue of Wildfires as part of a summer campaign, funded by JAG.  <b>SCC</b> SCC CS Team is developing a communications forward plan to help raise the profile of the community safety team and the wider partnership, its aims, outcomes and initiatives.
	Carry out a series of Partnership Roadshows in public places to provide the public with opportunities to raise their concerns about crime and anti-social behaviour with representatives from the Partnership.			Surrey Police and Crime Stoppers engaged with young people at schools and WBC led skate events as part of a campaign to tackle County Lines and youth ASB. Surrey Police spent 2,500 hours of face to face time within schools.	
	Use an Anti-Social Behaviour Survey to find out what concerns the community most.			Partnership Roadshows did not take place due to Covid 19 restrictions in March 2020.	
				263 online surveys were completed in Waverley as part of ASB week	
Challenge perception	Use social media to regularly publish data on speed checks carried out and road traffic collisions	SWP Executive	Members of the public better informed about the reality of speeding and road safety.	New target agreed following results of ASB perception consultation Progress to be updated in 2020.	



**Safer Waverley Partnership (SWP) – 2019/20 Partnership Action Plan – END OF YEAR PROGRESS**

<p><b>Engagement with elected members</b></p>	<p>Attend annual Community Overview and Scrutiny Committee and provide training for elected members on the various aspects of the Partnership Plan</p>	<p>SWP Executive</p>	<p>Improved accountability of the SWP</p>	<p>Report and presentation to November O and S Committee.  Community safety presentation to member's briefing in January 2020.</p>	
<p><b>Hate Crime</b></p>	<p>Raise awareness of Hate Crime and how it can be reported by:</p> <ol style="list-style-type: none"> <li>1) adding links on all partner websites to <a href="http://www.surreycommunitysafely.org.uk/hate-crime">www.surreycommunitysafely.org.uk/hate-crime</a></li> <li>2) Promote Stop Hate Crime 24 hour phone line/ app to members of the public.</li> <li>3) Support the National Hate Crime awareness week taking place in October 2019.</li> <li>4) SWP Executive to consider Surrey Police Hate Crime profile every 6 months and agree action required for Waverley.</li> </ol>	<p>SWP Executive</p>	<p>*Potentially an increased reporting of Hate Crime</p> <p>Low levels of Hate Crime reported in Waverley may be due to under-reporting or may be because there are low levels.</p>	<p>Surrey Police's lead for Hate Crime delivered a presentation to the Surrey Safeguarding Adults Board's Health Sub group in May. This is a group make up of all the leads for safeguarding across the health trusts.</p> <p>National Hate Crime Awareness week promoted 12<sup>th</sup> – 19 October to WBC staff and public. UK helpline and Hate Crime app promoted in addition to twitter feeds.</p> <p>Hate Crime is a standing agenda item on the Joint Action Group meeting.</p> <p>Hate Crime has increased by 31% from 58 to 76.</p>	

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## Safer Waverley Partnership (SWP)

### Partnership Plan 2020-21

#### Background

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

Members include:

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

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

#### Partnership Plan

The SWP Partnership Plan 2020-21 does not seek to include all current activity relating to community safety. It focuses on what can be achieved as a Partnership to enable people to live safe lives. It is acknowledged that individual partner agencies will contribute to community safety through their own business processes. This Partnership Plan does not seek to replicate individual partners own strategies.

#### Key Priorities

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

\*National priority

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

## Covid 19

**Activity is liable to change following the need for all agencies to monitor and respond to COVID-19 in order to protect residents, communities and businesses. Progress against some actions may be affected due to changing priorities, diverted resources and Covid19 related restrictions.**

## Delivery and Review

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

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

### Joint Action Group (JAG)

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

### Community Harm and Risk Management Meeting (CHaRMM)

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

### Serious and Organised Crime Group (SOC Group)

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

\*National priority

Safer Waverley Partnership (SWP) – 2020-21 Partnership Action Plan

<b>Priority 1: Focus on threat, harm, risk and vulnerability</b>			
<b>Priority area</b>	<b>Action(s)</b>	<b>Lead Agency/ Group</b>	<b>Desired outcome(s)</b>
<b>Domestic Homicide Reviews*</b>	Implement Domestic Homicide Reviews when required. Monitor and progress associated recommendations via SWP Executive and Surrey DHR oversight group.	WBC Community Safety	Identification of lessons learnt to improve practice and safeguard victims
<b>Serious and Organised Crime (SOC), including serious violent crime*</b>	Develop, implement and monitor a targeted SOC action plan linked to local SOC profile. Feedback activity to SWP Exec and Surrey SOC group.	SOC group	Disruption of organised crime groups in the borough.  Prevent and tackle serious violent crime  Prevent the exploitation of the vulnerable

\*National priority

## Safer Waverley Partnership (SWP) – 2020-21 Partnership Action Plan

<p><b>Prevention of terrorism*</b></p>	<p>Link in with the Surrey Prevent Strategy at an organisational level.</p> <p>Ensure SWP representatives attend Chanel Panels as and when required by the Prevent Team.</p>	<p>All</p> <p>All</p>	<p>Co-ordinated approach to Prevent agenda</p> <p>Reduced risk of radicalisation</p>
<p><b>Supporting Vulnerable Victims*</b></p>	<p>Co-ordinate and manage Community Trigger reviews when required.</p> <p>Promote Community Trigger process – both internally to staff and externally to the public</p>	<p>WBC Community Safety Surrey Police SCC</p>	<p>Reduced risk of harm to victims of ASB</p> <p>Improved joined up working and sharing of information</p>
	<p>Make referrals of vulnerable victims to Community Harm and Risk Management Meetings (CHaRMM) where appropriate, incorporating appropriate victim risk assessment processes.</p> <p>Promote use of ECins for case management and ensure staff have access to training if needed.</p>	<p>CHaRMM</p>	<p>Level of risk appropriately managed and reduced</p> <p>Increased use of ECINs for safeguarding purposes</p>
<p><b>Hate Crime*</b></p>	<p>Raise awareness of Hate Crime and how it can be reported by:</p> <p>1) adding links on all partner websites to <a href="http://www.surreycommunitysafety.org.uk/hate-crime">www.surreycommunitysafety.org.uk/hate-crime</a></p>	<p>All</p>	<p>Increased reporting of hate crime due to improved victim confidence to come forward.</p> <p>(there are currently low levels of Hate Crime reported in Waverley which may be due to under-reporting)</p>

\*National priority

**Safer Waverley Partnership (SWP) – 2020-21 Partnership Action Plan**

	<p>2) Promote Stop Hate Crime 24 hour phone line/ app to members of the public.</p> <p>3) Support the National Hate Crime awareness week</p> <p>Monitor local Hate Crime statistics</p> <p>Consider Surrey Police Hate Crime profile every 6 months and agree any resulting action required for Waverley.</p>	<p>SWP Exec/JAG</p> <p>SWP Exec/JAG</p>	
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**Priority 2: Identifying and tackling crime and anti-social behaviour hotspots and perpetrators**

Priority area	Action(s)	Lead Agency/ Group	Desired outcome(s)
<p><b>Anti social Behaviour*</b></p>	<p>Address the anti-social behaviour of individuals and families causing an effect to the wider community, through appropriate enforcement and intervention measures, via the CHaRMM.</p> <p>Address crime and anti-social behaviour at problem locations through the JAG where appropriate, and associated targeted task and finish groups. Review where/when necessary.</p>	<p>CHaRMM</p> <p>JAG</p>	<p>Reduction in levels of ASB of the most prolific offenders</p> <p>Reduction in levels of ASB in most prolific areas.</p>

\*National priority

**Safer Waverley Partnership (SWP) – 2020-21 Partnership Action Plan**

<p><b>Alcohol related crime and ASB</b></p>	<p>Challenge new licensing applications/renewals where appropriate.</p> <p>Conduct joint visits to licensed premises when possible.</p> <p>Review police licensing resource in Waverley.</p>	<p>WBC/Surrey Police</p>	<p>Reduction of incidents of alcohol related crime and ASB in licensed premises and public places</p>
<p><b>Enforcement</b></p>	<p>Review WBC enforcement activity encompassing the joint enforcement initiative.</p>	<p>WBC</p>	<p>Improved partnership enforcement opportunities to deal with crime and ASB.</p>
<p><b>Speeding motorists and Anti-Social Driving</b></p>	<p>Promote Community Speed Watch</p> <p>Hold Road User Awareness Days (RUADs) in Waverley secondary schools</p> <p>Use Drive/Park SMART letters/leaflets in targeted areas</p> <p>Carry out speed checks on roads where high numbers of complaints about speeding are received</p>	<p>Surrey Police</p> <p>Surrey Police SFRS</p> <p>Surrey Police SCC</p> <p>Surrey Police</p>	<p>Local residents educated about the hazards and risks of speeding and anti social driving/parking.</p> <p>Reduction in number KSI in Waverley</p>

\*National priority



## Safer Waverley Partnership (SWP) – 2020-21 Partnership Action Plan

<b>Priority 3: Improving engagement to help make our communities stronger</b>			
<b>Priority area</b>	<b>Action(s)</b>	<b>Lead Agency/ Group</b>	<b>Desired outcome(s)</b>
<b>Community Engagement</b>	Devise a Partnership media protocol to formalise SWP approach to communications.	WBC Surrey Police	Increased public confidence that action is being taken. Profile of SWP is raised.
	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and Community Safety advice e.g. relating to Domestic Abuse, ASB, Scams, and Burglary.	All	Residents have increased awareness and understanding of Community Safety issues and how to report them.
	Use an Anti-Social Behaviour Survey to find out what concerns the community most.	Surrey Police	Improved understanding of residents' concerns relating to Community Safety.
	Work with schools to promote key Community Safety messages to young people.	Surrey Police	Young people have an increased awareness and understanding of Community Safety issues.  Increased confidence to report incidents to the police.
<b>Staff awareness</b>	Hold Community Safety training event to raise awareness of issues including hate crime, domestic abuse and SOC.	WBC Surrey Police	Staff have increased awareness and understanding of Community Safety issues and how to report them.

## Safer Waverley Partnership (SWP) – 2020-21 Partnership Action Plan

<p><b>Engagement with elected members</b></p>	<p>Attend annual Community Overview and Scrutiny Committee and brief elected members where needed on Community Safety issues.</p> <p>Improve engagement opportunities with town and parish councils regarding Community Safety issues.</p>	<p>SWP Executive</p> <p>WBC Surrey Police</p>	<p>Improved accountability of the SWP.</p> <p>Members have increased awareness and understanding of CS issues and how to report them.</p> <p>Improved relationships and joined up working with town and parish councils and increased awareness and understanding of CS issues and how to report them</p>
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**WAVERLEY BOROUGH COUNCIL**

**COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE**

**17/11/2020**

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**Title:**

**The Museum of Farnham: Options for a new Museum Service**

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**Cllr Martin Portfolio Holder for Health, Wellbeing and Culture**

**Cllr Merryweather Portfolio Holder for Finance, Assets and Commercial**

**Head of Service: Kelvin Mills, Head of Commercial Services**

**Key decision:        Yes**

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**1.     Purpose and summary**

The Museum of Farnham is the last remaining museum in the Borough owned and operated by Waverley Borough Council at a cost of £77,000 per annum. The service is managed by Farnham Maltings on the Council's behalf under a SLA. The museum collection has been located in Willmer House, a Grade 1 Listed building owned by WBC, for many years and to some extent the two have become synonymous.

On 29 June the Community Overview and Scrutiny Committee received a report which summarised concerns about the deteriorating condition of Willmer House. The report gave an explanation of the building's defects; highlighting the methodology, costs and timeframe involved should the Council be in a position to commit to necessary conservation works starting at the beginning of 2021.

At the Community O and S meeting, Members expressed their support for repairing Willmer House recognising the building's important historical status. They were of the view that it should remain protected in Waverley's custody even if it is no longer appropriate as a home for the museum. It was accepted that alternative usages for Willmer House should now be explored alongside an investigation of different service models and possible locations for the museum service and collection.

The aim of this report is to obtain an agreement "in principle" to explore the potential for developing a museum service for Farnham as a freestanding entity that is independent of Willmer House.

## **2. Recommendation**

Officers ask the Community Overview and Scrutiny Committee to debate the following recommendations so that the committee's views on the future of the Museum of Farnham are taken into account by the Council's Executive Committee.

The Community Overview and Scrutiny Committee:

1. Agree "in principle" to look at the potential of separating the Museum of Farnham (service and collection) from Willmer House.
2. Agree to Officers being given a mandate to explore, consult and test the viability of different options for the museum service and collection going forward.
3. Give consideration to a timescale and the provision of a budget to carry out an options review that includes an understanding of the logistics associated with the museum collection.
4. Shall have the opportunity to be consulted on potential options for the museum service and collection and to make recommendations to the Council's Executive.

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

In recent years the Museum of Farnham has seen a gradual decline in visitor numbers indicating that the service is not performing at its optimum in its present format and within Willmer House. The building's uncertain future has been a major factor as it has prevented the service from being able to develop a long term vision and plan for the museum. The ongoing situation with the building has also hampered efforts to pursue external funding, despite the interest shown by grant makers, simply because the owner (WBC) is unable to commit to the building being used as a museum for a considerable period of time into the future, ideally a commitment of at least 10 years.

Other factors affecting the museum's performance include a wholesale change in the staff team combined with the fact that they spend a disproportionate amount of time maintaining a Grade 1 listed building and garden. Although beautiful, Willmer House is not particularly well suited to the modern requirements of a public building as the upper floors cannot be accessed by people in wheelchairs or with mobility issues. The building is located in the quieter end of town and its poor external signage is not helped by the presence of the safety scaffold. The lack of vehicle access and off street parking has curtailed the potential of the Garden Gallery, as it creates ongoing issues with the residents of Bishops Mead. Lastly, the age and fabric of the building creates environmental conditions such as humidity and damp that are harmful to historic archives and artefacts in the collection.

## **4. Background**

In the previous report Members were given a comprehensive update of the options and actions that have been progressed by the Museum working Group in their bid to find a

solution including; holding a consultation event, a review of grant making bodies, the pros and cons of placing the building on the Heritage at Risk Register, the creation of a trust and alternative locations and models for service delivery.

Prior to coronavirus, the museum working group was making good progress in researching and approaching grant making bodies such as the National Heritage Lottery, Arts Council England and Historic England. But the scale of the financial challenge inflicted by the pandemic has drastically altered the funding environment. In August the Council was compelled to agree an emergency budget, while in the cultural sector funding bodies are ploughing their resources into the survival of organisations.

Identifying the level of funding needed to rectify the building and radically rethink the museum offer has therefore proven difficult in the short term but it is important to recognise that this situation will not last forever and that external funding is still a plausible option for the future.

## **Governance Journey**

The Portfolio Holders for Health, Wellbeing and Culture and Finance, Assets and Commercial Services have been fully engaged in the process of trying to identify a solution to the problem. The matter has been previously discussed by the Community Overview and Scrutiny Committee and this report reflects the comments and political steer that Members have provided in these discussions.

Willmer House has been referred to the Property Investment and Advisory Board who have commissioned Montagu Evans to carry out an independent options appraisal for the building going forward. The findings will be reported to Members once the appraisal process is complete.

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

5.1 This report relates to the priority of delivering high quality public services for all including sports, leisure, arts, culture and open spaces.

## **6. Implications of decision**

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

The report identifies that Wilmer House is not a viable option for the long term preservation of the museum artefacts or for the modern and optimal display of the collection.

Wilmer House also has its specific problems being a grade one listed building and in need of significant repair. The current façade renovation is quoted at a minimum cost of £550,000. Funding the renovation and ongoing maintenance is financially challenging, even more so after the impact of Covid on the council's reserves and priorities for the available funding.

An options appraisal has been commissioned to get a full understanding of the realistic

future for Wilmer House, currently it is being treated as an operational asset as the home to the museum collection. Going forward the house will need to be able to pay for itself to stay within Waverley's ownership and justify the financial resources required for repairs. The options appraisal will be available by the end of November at which point a full analysis of the funding options will be provided alongside the detail of the options appraisal.

Separating the Museum service and collection from Willmer House will involve significant costs, which we would seek to recover through the resolution of the future for Wilmer House. The Museum holds approximately 20,000 individual objects in its collections. Moving the collection will therefore be a considerable undertaking that will require professional museum technicians to pack, transport and store the collection. Additional storage with appropriate environmental conditions is required to store the fragile onsite collections. Deaccessioning the collection so that it can be disposed ethically is a time consuming process that will require additional staff or volunteer resource. Rental or hosting costs are likely to be incurred if the museum service and/or collection is rehoused elsewhere.

Clearly, any future plans for the building will require some significant work to identify a positive way forward for the museum service and collection. The Council is therefore strongly encouraged to make provision for a modest budget in order to be able to procure external advice on the range of service models that exist, the logistical challenges associated with the collection and the development of a plausible option going forward.

## **6.2 Risk management**

**Political** – the building falls into further disrepair affecting visitor numbers. Lack of decision making leading to reputational damage. Potentially damaging to the Craft Town brand.

**Financial** – the cost of the repairs, the ongoing capital burden of maintaining a grade I listed building, the value of the building and the constraints of grade I listing impacting on investment in the museum offering.

**Sector**- uncertainty over the building makes long term planning for the museum difficult. Accreditation status is reduced from Full to Provisional. The cessation of the management contract with Farnham Maltings.

**HR** – since the museum staff are employed by Farnham Maltings there are no HR implications for the Council to consider.

## **6.3 Legal**

There is no restrictive covenant within the property deeds which would impede the sale or relocation of the museum collection to an alternative location. This advice does not cover any challenges that may arise from the Grade I listing or indeed any other statutory obligation placed upon the Council concerning the sale of heritage assets. Subsequently, the Council's Historic Buildings Officer has advised that there are no restrictions regarding a change of use though as a rule of thumb the best use is considered to be what the house was originally intended for i.e. single house occupancy with minimal change to the structure of the building.

## **6.4 Equality, diversity and inclusion**

There are no direct equality, diversity or inclusion implications in this report. Equality

impact assessments are carried out when necessary across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

## **6.5 Climate emergency declaration**

This report seeks to review options for a different museum service and therefore there are no climate implications as a result of this work. Subsequent proposals may well have a climate impact and they will be considered as part of any future recommendation.

## **7. Consultation and engagement**

7.1 See earlier comments from the Community Wellbeing Overview and Scrutiny Committee.

## **8. Other options considered**

- Not applicable.

## **9. Governance journey**

9.1 The Community Wellbeing Overview and Scrutiny Committee will receive a report at their meeting on 17 November 2020.

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## **Background Papers**

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

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## **CONTACT OFFICER:**

Name: Charlotte Hall  
Position: Arts and Cultural Services Manager  
Telephone: 01483 523390  
Email: charlotte.hall@waverley.gov.uk

Agreed and signed off by:

Legal Services: date

Head of Finance: date

Strategic Director: date

Portfolio Holder: date

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**WAVERLEY BOROUGH COUNCIL**

**ENVIRONMENT O&S – 11 NOVEMBER 2020**

**VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 16 NOVEMBER 2020**

**COMMUNITY WELLBEING OVERVIEW & SCRUTINY 17 NOVEMBER 2020**

**HOUSING O&S – 23 NOVEMBER 2020**

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**Title:**

**Revised Waverley Corporate Strategy 2020-2025**

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**Portfolio Holders:** Cllr John Ward, Cllr Paul Follows

**Head of Service:** Robin Taylor, Head of Policy & Governance

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

- 1.1 This report is being presented to each of the Overview and Scrutiny Committees and its purpose is to seek the views of the Committee on the revised Corporate Strategy and to forward any comments and recommendations the Committee may wish to make to the Executive.

**2. Recommendation**

It is recommended that the Overview & Scrutiny Committee considers the revised Corporate Strategy set out at Annexe 1 to this report and makes any recommendations to the Executive as appropriate.

**3. Reason for the recommendation**

To ensure the views of the Committee are received and considered by the Executive in finalising the Corporate Strategy.

**4. Background**

- 4.1 The Council's Corporate Strategy is an important document for setting out the direction of the Council for the next five years. It sits above all other strategies and policies and informs the service delivery and business programme for the service areas. The delivery mechanism for the Strategy is an action plan which in turn is reflected in the Service Plans for each service area. These Plans are also an essential part of the performance management framework. Each member of staff will have annual targets in order to ensure the effective delivery of the Council's strategic objectives.

4.2 The current Corporate Strategy was first published in 2019 and since then the Council has faced the significant impact of the coronavirus pandemic, the recession, continuing uncertainties over Brexit, possible Government devolution proposals and the overall financial implications of all of these. The Executive decided to review the Corporate Strategy in order to be ready to respond to these uncertainties.

4.3 Following comments made on the draft Strategy at the last cycle of the O&S Committees and the Councillor Workshops, the text has been amended to incorporate feedback and the structure changed to reflect the six proposed priorities for the Council.

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

5.1 This is set out in paragraph 4.1 above.

## **6. Implications of decision**

### **6.1 Resource (Finance, procurement, staffing, IT)** TBC

### **6.2 Risk management**

The scrutiny process gives an opportunity to examine the potential risks arising from the corporate objectives. The Corporate Performance Report allows for an ongoing assessment of any risks as a result of underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

### **6.3 Legal**

There are no legal implications arising directly from this report.

### **6.4 Equality, diversity and inclusion**

The equality impact assessment undertaken on the original Corporate Strategy will be reviewed and any implications brought to the attention of the Executive.

### **6.5 Climate emergency declaration**

The Corporate Strategy sets out the Council's environmental and sustainability objectives and how these will be delivered through the Action Plan.

## **7. Consultation and engagement**

7.1 Two Corporate Strategy Councillor workshops were held on 7<sup>th</sup> and 9<sup>th</sup> September and the draft Strategy was presented to the September cycle of O&S meetings. Feedback from these meetings and the workshops has been included in the Strategy set out at Annexe 1.

## **8. Other options considered**

8.1 None.

## **9. Governance journey**

- 9.1 The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive who will consider any final changes before the Strategy is considered for approval by Council in December.

**Annexes:**

Annexe 1 – Revised Corporate Strategy 2020-2025

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**Background Papers**

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

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**CONTACT OFFICER:**

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

Agreed and signed off by:

Legal Services: N/A

Head of Finance:

Strategic Director:

Portfolio Holder: 27 October 2020

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## **Corporate Strategy 2020-25**

### **Introduction by Leader and Deputy Leader**

Since our Corporate Strategy was first published in 2019 we have all experienced unprecedented change and challenge. In particular, as well as maintaining our critical services, Waverley Borough Council has done an amazing job in responding to the coronavirus pandemic, supporting the vulnerable in our community and helping local businesses, alongside the health and emergency services and other councils.

Despite facing further uncertainty, we felt that now is a good time to review our objectives as a council and to reflect on the work and measures we have put in place to ensure the continued delivery of our services. Some of these measures have created new opportunities to work in different and more agile ways.

We are facing huge uncertainties and our revised Strategy needs to consider how this Council will respond to these uncertainties in order to protect service delivery and the interests of our residents.

### **Financial Management**

Before coronavirus, we were facing a large financial challenge due to cuts in government funding. Through careful financial management we put measures in place through our Medium Term Financial Plan to secure continued service delivery and to respond to the emergency of climate change. However, as a result of the pandemic we are now facing further financial challenges and the likelihood that the local economy and employment will be impacted by recession. We have maintained ambitious objectives in our revised strategy; however, we recognise that these will need to be affordable so our plans will be costed carefully to secure our desired outcomes. We will maximise the use of our assets and work imaginatively to source income, including grants and other funding, whilst protecting those on low incomes.

### **Devolution**

At the time of reviewing our strategy the Government's proposals on devolution were unknown. However, should proposals be forthcoming we would want a solution that is in the best interests of Waverley's residents as we value the importance of delivering services locally and on a scale where knowledge of community matters. We do not consider one single authority covering the whole of Surrey's 1.2 million inhabitants, such as the scheme suggested by Surrey County Council, is the best option for residents. Waverley Borough Council passed a resolution in favour of a more localist approach and against such a large unitary authority and we will therefore be working collaboratively with other Surrey councils to secure the best outcome for our residents both financially and in terms of locally focused services.

### **Health and Wellbeing**

This strategy recognises that the impact of the pandemic may well last for some time and will continue to have an effect on the health and wellbeing of our residents, many of whom are elderly. Through the work we have done on understanding health

inequalities we know we can make a positive impact on the wider determinants of health such as housing, employment and lifestyle choices. Health outcomes vary widely throughout the borough and it is ever more important that we continue to work closely with our partners in the health and social care services, neighbouring councils, emergency services, cultural and leisure providers and the voluntary and faith sectors to protect and support our residents to live long and healthy lives.

### **Climate Emergency**

In September 2019 the Council declared a climate emergency with an aim to becoming a carbon-neutral council by 2030, within the financial and other constraints laid upon us. Our determination to take urgent action to reduce carbon emissions and conserve biodiversity is embedded in our Corporate Strategy and continues to be an overarching aim. The climate impact of some of our decisions in the coming months and years may not be evident immediately but we are confident that our Climate Emergency Action Plan will ultimately produce beneficial results for our communities. This is not something we can do alone and we will be working with the local community, parish and town councils and all other relevant agencies to support making the entire area carbon-neutral by 2030 – as well as encouraging residents to do their bit to help create a greener, more sustainable and environmentally-friendly borough.

Achieving the target will require additional powers, funding and other resources from central government, so the council will be seeking opportunities to make the case for these to local MPs, Ministers and government agencies.

### **Our Commitment**

Despite the uncertainties facing us in the coming years we will work hard to support our communities to withstand the economic and social pressures facing us by delivering services which are more resilient, accessible and ultimately stronger as a result of our experiences in the last year. In order to realise our vision and objectives a Corporate Strategy Action Plan will demonstrate the progress made and the outcomes achieved.

Signed

Leader

Deputy Leader

## Vision

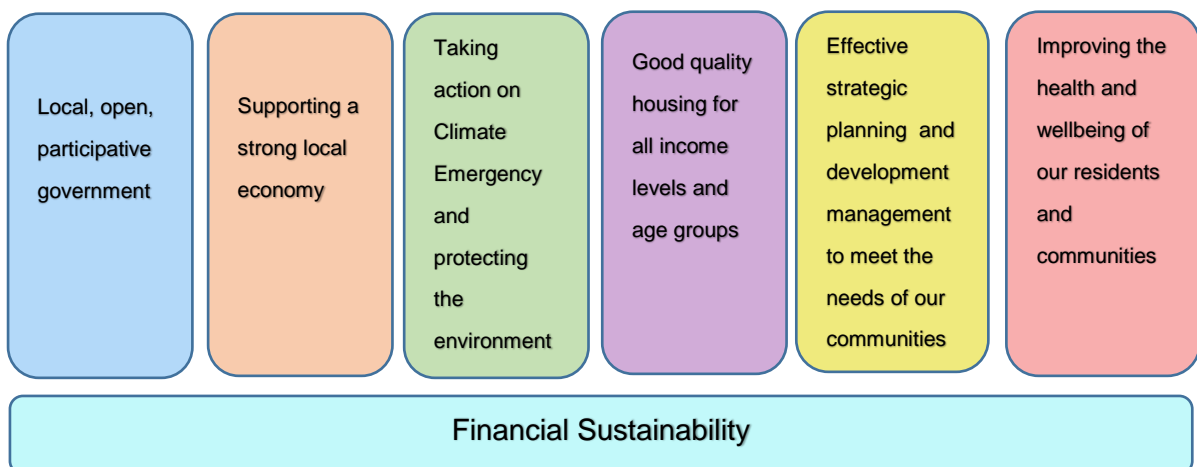
Waverley Borough Council is an authority which promotes and sustains:

- open, democratic and participative governance
- the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth
- high quality public services accessible for all
- a financially sound Waverley, with infrastructure and resilient services fit for the future
- a strong, resilient local economy, supporting local businesses and employment
- housing to buy and to rent, for those at all income levels
- effective strategic planning and development management which supports the planning and infrastructure needs of local communities
- a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet
- the health and wellbeing of our communities.

Our priorities:

- ✓ Local, open, participative government
- ✓ Supporting a strong, resilient local economy
- ✓ Taking action on Climate Emergency and protecting the environment
- ✓ Good quality housing for all income levels and age groups
- ✓ Effective strategic planning and development management to meet the needs of our communities
- ✓ Improving the health and wellbeing of our residents and communities

*(for illustrative purposes only)*



We cannot achieve our priorities without a sound financial future achieved by careful budgeting and a robust Medium Term Financial Plan. This will depend on making significant savings in expenditure in the next few years as well as securing new income, funding and grant opportunities.

We will deliver savings through a major change programme in the next three years as well as implementing robust Commercial and Investment Strategies. However, central government has a vital role to play in providing financial certainty for local government and we will be lobbying them to secure a fair and future proofed financial settlement.

## **Local, open, participative government**

We are committed to an open, inclusive approach to communications and decision-making.

We will achieve this by:

- ✓ continuing to ensure easy access to council meetings either on-line or in person with opportunities for public speaking;
- ✓ encouraging participation in local democracy by everyone in the community including local forums to consider current issues.

## **A strong, resilient local economy**

We will support new and existing businesses and seek to attract new enterprises and employment opportunities focusing on economic, social and environmental outcomes.

We will achieve this by:

- ✓ implementing Waverley's Economic Development Strategy 2018-32 and the Economic Development COVID-19 Action Plan 2020/21
- ✓ actively engaging and supporting local businesses, both large and small to understand business needs
- ✓ working with partners such as the Enterprise M3 Local Economic Partnership to promote the borough to new businesses and to identify sources of funding and support.

## **Climate Emergency and the environment**

Our aim is to become a net zero-carbon council by 2030, encouraging carbon reduction and the promotion of biodiversity and sustainable homes, businesses and transport across the borough.

We will achieve this by:

- ✓ implementing Waverley's Climate Emergency Action Plan
- ✓ promoting reduction and re-use as well as recycling so as to achieve our targets on household waste and recycling



- ✓ promoting a pedestrian-friendly and cycle-friendly transport network
- ✓ taking action on air quality issues, especially those caused by vehicle emissions, and encouraging zero-carbon buses and taxis
- ✓ working with partners to ensure the environmental stewardship of our open spaces are of the highest quality including the promotion of biodiversity, rewilding and the phasing out of pesticide use other than in exceptional and defined circumstances
- ✓ making Waverley Borough Council a zero carbon organisation, including the offices and other assets, by working with staff and partners to implement carbon reduction schemes and other projects.

## **Good quality housing for all income levels and age groups**

We will optimise the availability of housing that meets the needs of local people at all income levels and which is sustainable and energy efficient.

We will achieve this by:

- ✓ delivering Waverley's new Housing Strategy to ensure homes are the right homes in the right places and that they are truly affordable for those who need them
- ✓ preventing homelessness and meeting housing needs, including needs for supported accommodation and housing for older people
- ✓ working in partnership with social housing providers to deliver good quality homes, building and managing communities which are sustainable in the long term
- ✓ continuing to secure affordable housing on new developments in line with planning policy and ensuring developers meet their planning obligations.

We aim to be the best council landlord in the South East and to be acknowledged so by our tenants.

We will achieve this by:

- ✓ ensuring all our tenants have a safe, warm, high quality, energy efficient and affordable home
- ✓ providing services and support that our tenants need
- ✓ ensuring all new homes on council land achieve energy efficiency level A
- ✓ ensuring the service is financially robust to support improvements to our homes and the building of new homes

## **Effective strategic planning and Development Management to meet the needs of our communities**

Our aim is to ensure that our Local Plan and neighbourhood plans are consistent with meeting local needs and protecting the natural environment.

We will achieve this by:

- ✓ delivering Local Plan Part 2 by December 2021

- ✓ supporting the production of Neighbourhood Plans which are consistent with local needs
- ✓ engaging with central government to influence the outcome of the 'Planning for the Future' proposals to safeguard good development in the borough
- ✓ spending the Community Infrastructure Levy fairly and transparently to deliver the strategic and local community infrastructure necessary to support growth

## **Major Projects**

We will continue to work with Crest Nicholson and Surrey County Council to achieve the best possible outcomes for residents from the Brightwells regeneration scheme and we will support Dunsfold Aerodrome Ltd to deliver Dunsfold Park Garden Village.

## **Health and wellbeing of our residents**

We will use our power and resources to protect the health and wellbeing of all our residents, especially our vulnerable residents, during the coronavirus pandemic and afterwards, to support the capacity of our health services and to mitigate the negative effects of the recession.

We will achieve this by:

- ✓ having robust business continuity plans in place to meet future emergencies and challenges to our ability to deliver services
- ✓ working closely with the Local Resilience Forum

Through the wide variety of services we provide we will seek to reduce health inequalities and support our communities by

- ✓ supporting affordable access to cultural, sports and leisure facilities, open spaces and recreational areas
- ✓ delivering improvements to services across the borough, focusing on health inequalities and where need is greatest
- ✓ continuing to support and work in partnership with our community stakeholders, voluntary and faith organisations to provide vital services to our most vulnerable residents
- ✓ working closely with Health, hospitals and general practitioners, social care and neighbouring councils through the partnerships already in existence to achieve a more joined up approach for the whole borough to improve the health and wellbeing of all our residents
- ✓ using our strategic housing and landlord role to provide healthy homes and to support and guide social housing providers in improving resident wellbeing
- ✓ supporting the most vulnerable in our communities, particularly those experiencing social isolation, loneliness and poor mental health
- ✓ paying benefits quickly and efficiently, in accordance with targets, to support those on low incomes
- ✓ supporting an increasing number of young people into employment through Waverley Training Services and apprenticeships

- ✓ improving and developing engagement through the Safer Waverley Partnership with all stakeholders to better control crime and anti-social behaviour

### **New Ways of Working**

As a result of the coronavirus pandemic, we have had to adopt new agile ways of working which has brought a number of benefits.

We have been able to conduct our council meetings on-line whilst continuing to web cast them and we have enabled all our staff to work effectively from home. We will continue to embrace new technology to increase working efficiency through the delivery of our ICT Strategy. As part of this strategy we have formed a new centralised customer service team which will improve our capacity to respond to customers quickly and efficiently. Through our enhanced use of technology we can also reduce our reliance on paper by largely phasing out printed agendas and reports by December 2022, continuing and enhancing suitable arrangements where appropriate. This will support our cost reduction and climate and sustainability strategy but will be dependant on the control of the Covid virus and resumption of "live" meetings.

We will also continue to explore shared opportunities with other local authorities to work at scale where there are benefits to be achieved for our residents.

In order to meet changing circumstances we will embrace new ways of working whilst maintaining standards, improving public participation and caring for our staff.

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