

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
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Direct line: 01483 523258
Date: 14 May 2021

Membership of the Overview & Scrutiny Committee - Community Wellbeing

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

Cllr Mary Forszewska
Cllr Val Henry
Cllr George Wilson
Vacancy x3

Substitutes

Cllr Chris Howard
Cllr Joan Heagin

Cllr Jerry Hyman
Cllr Trevor Sadler

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 18 May 2021 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, 25 MAY 2021

TIME: 7.00 PM

PLACE: COUNCIL CHAMBER, COUNCIL OFFICES, THE BURYS,
GODALMING

The Agenda for the Meeting is set out below.

Please note that due to current Covid restrictions, seating in the public gallery is extremely limited. The meeting can be viewed remotely via [Waverley Borough Council's YouTube channel](#) or by visiting www.waverley.gov.uk/webcast..

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate Strategy 2020 - 2025

Vision

Our vision is that Waverley will be environmentally, economically and financially sustainable with healthy, inclusive communities and housing available for all who need it.

Our strategic 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
- ✓ Financial sustainability

Good scrutiny:

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

- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.

NOTES FOR MEMBERS

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

AGENDA

1. **CONFIRMATION OF CHAIRMAN AND VICE CHAIRMAN**

To confirm the Chairman and Vice Chairman at the start of the new council year.

2. **MINUTES**

To confirm the Minutes of the Meeting held on 16th March 2021 and published on the Council's Website.

3. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

4. **DECLARATIONS OF INTERESTS**

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

5. **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 17th May 2021.

6. **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 17th May 2021.

7. **COMMITTEE WORK PROGRAMME** (Pages 7 - 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.

8. CORPORATE PERFORMANCE REPORT Q4 2020/21 (Pages 15 - 18)

The Corporate Performance Report provides an analysis of the Council's performance for the fourth quarter of 2020-21. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

The areas of the report relating to these committees' remit are set out under Commercial Services and Housing Delivery and Communities.

Report to be circulated as a supplementary document.

9. REVIEW OF KPI'S

To consider any additional KPI's the Committee would like reported on or changes to existing KPI's relating to these committees' remit of Licensing, Commercial Services and Housing Delivery & Communities.

10. SERVICE LEVEL AGREEMENT WORKING GROUP PROVISIONAL REPORT
(Pages 19 - 32)

To receive the provisional report from the working group. This will focus on identifying principles that can guide the Executive's own review and align with the council's corporate priorities.

11. COVID AND COMMUNITY ACTIVITY

To receive a verbal update from Katie Webb, Community Service Manager, on the assistance that was provided by the community team and service providers over the last year.

12. CRANLEIGH LEISURE CENTRE

To receive a verbal update on the proposed way forward and obtain provisional members for a working group going forward.

13. EXCLUSION OF PRESS AND PUBLIC

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

Recommendation

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

of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be specified at the meeting).

Officer contacts:

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Kimberly Soane, Democratic Services Officer

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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
March 2021	Corporate Performance Report Q.3	A request was made that the new neighbourhoods team engage with Town and Parish Councils	<i>(Please update)</i>	
March 2021	Farnham Museum	The committee recommended that the Executive engages external professional advisers to support the Property Investment Advisory Board (PIAB) with a comprehensive appraisal of available options for the museum collection and service.		
March 2021	Service Level Agreement Task & Finish group update	The committee agreed to update working group's scope to initially focus on congruence with the corporate priorities and advise the Executive Working Group on the preferred approach.		
March 2021	Mental Health in Waverley	That the executive adopt the Draft Suicide Prevention Plan Agreed to work together with the Housing Overview and Scrutiny committee to share good practice for staff and residents.		June Executive
January 2021	Mental Health in Waverley	Committee endorsed the approach of creating a district-level suicide prevention plan in conjunction with the County Council and NHS	A report including the Draft Prevention Plan was brought to the March committee meeting.	March 2021

Community Wellbeing Overview and Scrutiny Committee

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
January 2021	Service Level Agreement Working Group Update	Review paused awaiting confirmation of budget for the next financial year	Proposed budget and MTFS does not change the budget for SLAs	March 2021
January 2021	Farnham Museum	Agreed PESTLE and SWOT analysis as a basis for future decision making. Amend minutes and forward plan to reflect that the Committee has yet to recommend a particular way forward for the museum. Montague Evans report on the building to be made available at the next meeting. Agreed that a dedicated meeting on the museum may be necessary.		March 2021
January 2021	Recovery, Change and Transformation Projects	Zac Ellwood was invited back to a future meeting to give a more in-depth update on economic development focusing on actions as well as plans. The Committee expressed the desire to see targets in future corporate performance reports		June/July 2021
November 2020	Revised Corporate Strategy	Strengthen comments on Page 6 regarding loneliness and mental health. More detail needed on 'protection and safety'. Put the subject of mental health on the Forward Programme as an issue to be monitored. Social housing was not mentioned as part of the MTFP. The financial management section needed to be strengthened.	Feedback sent to Executive and alterations made to Strategy. Council agreed new Revised Corporate Strategy 2020-25 on 15 December 2020.	

Community Wellbeing Overview and Scrutiny Committee

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
November 2020	Farnham Museum	<p>Agreed 'in principle' to look at separating the Museum of Farnham (service and collection) from Willmer House.</p> <p>Recommended officers to explore, consult and test the viability of different options for the museum service and collection.</p> <p>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.</p> <p>Requests the opportunity to be consulted on potential options for the museum service and collection and to make recommendations to the Council's Executive.</p>		
November 2020	Safer Waverley Partnership	<p>Communication with Towns and Parishes needed to be improved.</p> <p>Concern was expressed about rural crime and in particular the understanding and categorisation of the crime.</p> <p>The Committee raised concern about financial fraud.</p> <p>The Committee would like an update on the JET initiative.</p>	<p>A communications protocol was being developed to address this issue.</p> <p>The issue is being reviewed.</p> <p>Trading standards are looking at these issues and it would be raised at the next SW Partnership meeting.</p> <p>A report would be requested for a future meeting of the Committee.</p>	

Community Wellbeing Overview and Scrutiny Committee

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
16 September 2020	Draft Corporate Strategy	The Committee suggested that the Strategy includes a commitment to adopt 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 recommends 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 recommends that the SWP creates a short briefing note on the roles and partnerships of the SWP to be shared with partners and organisations such as the towns and parishes.	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
17 September 2019	Ageing Well Strategy and Action Plan	The Committee agrees that members of the Committee should be invited to a workshop at the end of November/beginning of December as part of the consultation process to renew the action plan. Cllrs Wilson, Else, Foryszewski and Henry to be	Rescheduled for spring 2020, the COVID19 pandemic prevented this workshop from taking place. Given the significant effect of the pandemic on the Strategy, it will be revised at a later date.	2021

Community Wellbeing Overview and Scrutiny Committee

Meeting date	Item	Outcomes / Recommendations	Update / Response	Timescale
		invited.		

Section B

Work programme 2020/21

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Q.4 Corporate Performance Report	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service / Louise Norie	June 2021	N/A
Service Level Agreement working group provisional report	To receive the provisional report from the working group. This will focus on identifying principles that can guide the Executive's own review and align with the council's corporate priorities.	Cllr Jenny Else / Mark Mills	June 2021	July 2021
Cranleigh Leisure Centre new build update	To receive the timeline for contract procurement for this facility.	Tamsin McLeod	September 2021	Winter 2021
Health and Wellbeing Strategy	To contribute to the review of the Strategy.	Tamsin McLeod / Kelvin Mills	Winter 2021	Spring 2022
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.	Andrew Smith / Mark Mills	Winter 2021	Winter 2021
ASB PSPO update	To receive an update on the impact of the PSPO in Godalming.	Richard Homewood	2022	N/A
Safer Waverley Partnership	To scrutinise the outcomes and priorities of the Safer Waverley Partnership.	Andrew Smith / Katie Webb	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"> • Day Centres • Ageing Well action plan • Value for money • Governance and management • Service delivery • Funding • Monitoring 	Mark Mills / Katie Webb	A revised scope has been agreed by CWB O&S committee. Currently meeting to discuss its provisional recommendations.

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE – 25 MAY 2021

Title:

**Q4 Corporate Performance Report and
Annual review of Performance Indicators**

Portfolio Holder:

**Cllr Paul Follows, Leader – Corporate Strategy,
Communications and Engagement
Cllr Mark Merryweather – Portfolio Holder for Finance, Assets
and Commercial
Cllr Liz Townsend – Portfolio Holder for Economic
Development, Leisure and Dunsfold Park
Cllr Kika Mirylees - Portfolio Holder for Health, Wellbeing and
Culture
Cllr Anne-Marie Rosoman - Portfolio Holder for Housing and
Community Safety
Cllr Nick Palmer - Portfolio Holder for Operational and
Enforcement Services
Cllr Andy Macleod - Portfolio Holder for Planning Policy,
Services and Brightwells**

Head of Service:

**Kelvin Mills, Head of Commercial Services
Andrew Smith, Head of Housing Delivery & Communities
Richard Homewood, Head of Environmental & Regulatory
Services**

Key decision:

No

Access:

Public

1. Purpose and summary

- 1.1. The purpose of this report is to present the Corporate Performance Report for the fourth quarter of 2020/2021 and the Annual Review of Performance Indicators.
- 1.2. The Corporate Performance Report provides analysis of the Council's performance for the fourth quarter of the 2020/2021 and reflection of the Council's performance throughout the year. The report, set out in Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation

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

- 1) Considers the performance of the service areas under its remit, as set out in Annexe 1 to this report, and makes any recommendations to senior management or the Executive as appropriate, and
- 2) considers the Annual Review of Performance Indicators, as set out in the table below, and makes any comments or recommendations to the Executive.

Commercial Services (except for Building Control and Green Spaces)				
PI	Description		Target	Comments
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	448,000	Unchanged
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	Data only	Unchanged
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	Data only	Unchanged
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	Data only	Unchanged
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	90%	Unchanged
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	75%	Unchanged
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70%	Unchanged
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	Data only	Unchanged
Housing Delivery & Communities (Communities only)				
The Housing Delivery & Communities area currently reports on 4 Performance Indicators, within the Quarterly Corporate Performance Report. There are no Performance Indicators relating to the Communities team, with none proposed for 2021/2022.				
Environmental & Regulatory Services (Licensing only)				
The Environmental & Regulatory Services area currently reports on 10 Performance Indicators, within the Quarterly Corporate Performance Report. There are no Performance Indicators relating to the Licensing team, with none proposed for 2021/2022.				

3. Reason for the recommendation

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

4. Background

4.1 The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture of overall performance. The report is used as a performance management tool by senior management.

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

5. Relationship to the Corporate Strategy and Service Plan

5.1 Waverley's performance management framework, and active management of performance information helps ensure that Waverley delivers against all its Corporate Priorities.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

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

6.2 Risk management

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

6.3 Legal

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

6.4 Equality, diversity, and inclusion

There are no direct equality, diversity, or inclusion implications in this report. Equality impact assessments are carried out when necessary across the council to

ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

The report does not have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in March 2021 which take into consideration objectives arising from the [Climate Change and Sustainability Strategy 2020-2030](#) and [Carbon Neutrality Action Plan 2020-2030](#).

7. Consultation and engagement

- 7.1 The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the review by the Overview and Scrutiny Committees at the quarterly cycle and, if required due to any substantial recommendations, travels to the Executive to seek its approval.

8. Other options considered

- 8.1 Standing report, no further considerations required.

9. Governance journey

- 9.1 The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive, who will take these into consideration when approving the proposals. Once approved the reviewed Performance Indicators will inform the Quarterly Corporate Performance Reports for 2021/2022, when the next annual review will be considered.

Annexes:

Annexe 1 Q4 2020-21 Corporate Performance Report – Annexe 1

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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Position: Corporate Policy Manager
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Agreed and signed off by:
Legal Services: N/A
Head of Finance: N/A
Strategic Director: May 2021
Portfolio Holder: May 2021

WAVERLEY BOROUGH COUNCIL
OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING
25 MAY 2021

Interim Report of the Service Level Agreement Working Group

Portfolio Holder: Cllr Michaela Martin, Portfolio Holder for Health, Wellbeing and Culture

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

Key decision: No

Access: Public

1. Purpose and summary

1.1 To update the Community Wellbeing Overview & Scrutiny Committee on the Working Group's findings.

1.2 To ask the Committee to agree the interim report and pass on its recommendations for consideration by the Executive.

2. Recommendation

That the Committee agree the interim report included as Annex 1 and recommend it to the Executive.

3. Reason for the recommendation

To ensure that the Council's funding mechanism and approach to not-for-profit organisations is fit for purpose in meeting the Council's new corporate priorities and evidence based community needs.

4. Background

4.1 The Committee confirmed the scope of the Working Group at its meeting on 13 November 2019. However, this work was disrupted by the outbreak of Covid-19.

4.2 In February 2021, the Executive approved the renewal of the current Service Level Agreements (SLAs) with the 12 partner organisations for one year only, 1 April 2021 to 31 March 2022.

4.3 In February 2021, the Executive also agreed the establishment of an Executive Working Group to review the council's funding mechanism to voluntary sector organisation from 1 April 2022.

4.4 In light of this, the Committee agreed a revised scope in March 2021, which provided for the Working Group to report in two stages. A provisional report in May 2021 to cover: *“What principles will allow funding [of] the charitable and voluntary sector to better enable the Council to achieve its Corporate objectives?”* and presenting its conclusion to the Executive Working Group prior to it beginning deliberations. This will be followed in the winter by a final report assessing: *“How well do the Executive Working Group’s proposals fit with principles identified in Phase 1?”*

4.5 If the Committee accepts the Working Group’s recommendations, then it will reconvene to consider the Executive Working Group’s proposals once these become available.

5. Relationship to the Corporate Strategy and Service Plan

5.1 As discussed in the body of the Working Group’s report (Annexe 1), a key objective of the recommendations is to ensure that the council’s funding mechanism to not-for-organisations is aligned with its corporate priorities.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

If the recommendations were implemented then officer time within the Communities Team would likely be required to implement and administer any agreed funding process.

6.2 Risk Management

Changing the approach through which funding is allocated may have adverse financial implications for existing funded partner organisations. Given that some of them are reliant on Council funding towards their running costs, this may impact their ultimate viability.

6.3 Legal

The current SLAs are legally binding documents and are reviewed by the council’s Legal Services team. The same would likely apply to any new funding agreements.

6.4 Equality, diversity and inclusion

An Equality impact assessment will need to be carried out to ensure the council is fulfilling its Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

Consideration of the Council’s environmental and sustainability objectives will need to be made when making decisions on levels of funding.

7. Consultation and engagement

7.1 The possibility of changes to the way the Council funds not-for-profit organisations from 1 April 2022 and beyond have been discussed with the current partner organisations and with statutory partners. Please see the Executive report from 9 February 2021 for more details.

8. Other options considered

8.1 The Committee could decline to make any recommendations to the Executive on this topic. However, that would remove the contribution of scrutiny from their decision.

8.2 The Committee could endorse the continuation of the existing SLA process. However, this would represent a missed opportunity to update the Council's approach to the way it funds not-for-profit organisations to meet desired outcomes including changing community needs, especially given the impact of Covid-19, and the Council's new corporate priorities, as well as the possible opportunity to work with "new" organisations.

9. Governance Journey

9.1 Executive – Tuesday 22 June

Annexes:

Annexe 1 – Interim report of Working Group, Community Wellbeing Overview & Scrutiny: Service Level Agreements

Background Papers

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

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Community Wellbeing Overview & Scrutiny Committee

Interim Report of the Service Level Agreement Working Group

Chairman's Foreword

Waverley Borough Council is proud of its strong track record of working in partnership with not-for-profit organisations. Unlike many other Surrey borough and district councils, Waverley chooses to deliver certain discretionary services via Service Level Agreements (SLAs) with local organisations. This includes social activities for older people, information and advice, community transport, infrastructure support to the sector and arts for wellbeing. This arrangement offers excellent value for money and empowers the community to deliver local services for local people.

Waverley was ahead of its time in Surrey in funding the not-for-profit sector in this way and over the years, borough and district colleagues have turned to Waverley to learn from this model. Given that the SLAs have now operated for 9 years, in 2019 the Wellbeing Overview and Scrutiny Committee identified the need to review the Council's funding mechanism for this sector and inform the Executive as to future possible arrangements.

In November 2019 a formal scrutiny proposal was approved by the Committee and a Working Group Chairman appointed. However, with the emergence of the pandemic in March 2020 resulting in a significant increase in workload for the Communities Team and not-for-profit organisations to respond to the pandemic, this meant the Group's work needed to be suspended for a while. The Group reconvened in March 2021 to complete its work.

The Working Group has sought to ensure that the Council's funding of not-for-profit sector organisations further the objectives in the new Corporate Strategy. It looked at the impact of Covid-19 on Waverley and Surrey communities and proposed future funding priorities and principles as a result.

The Working Group recommends that the Wellbeing Overview & Scrutiny Committee endorses the proposals set out in the report, which can then be presented to Executive in June.

The Working Group commends the work of the 12 organisations funded through SLAs and also the hundreds of other local not-for-profit organisations in supporting Waverley residents. The Boards, staff and volunteers of these organisations work extremely hard to deliver services to some of our most vulnerable residents in a challenging environment. The Working Group is very grateful for their commitment to supporting the community.

Acknowledgements

The following contributions towards the Working Group's work and production of this report are acknowledged:

- Those Members that contributed to the Working Group;
- Officers from the Communities Team who contributed to the meetings and have worked to deliver material for the meetings;
- Kimberley Soane from Democratic Services, who organised meetings and has taken accurate minutes of each of the meetings;
- Mark Mills, Policy Officer, who has contributed information to the meetings and supported the Communities Team.

Purpose of the report

To present the findings, conclusions and proposals of the review conducted by the Community Wellbeing Overview and Scrutiny SLA Working Group into the Council's strategic funding priorities to the not-for-profit sector.

To recommend that Community Wellbeing Overview & Scrutiny Committee endorses the conclusions of the Working Group and the proposals to refresh the principles and priorities of the Council's funding to not-for-profit organisations.

Introduction

The Council has a strong history of working in partnership with not-for-profit organisations to deliver services. Before the SLA scheme was introduced organisations were able to apply to an annual grant scheme. Annual funding offered a degree of certainty for organisations to plan their services and budgets and incurred significant officer time to administer the scheme. In addition, the same organisations generally received funding each year.

As part of a pilot, three funded organisations - Citizens Advice Waverley, Hoppa and Farnham Maltings outreach service - were moved to three year SLAs in April 2012. Due to the success of the pilot, four additional annually funded organisations signed three year SLAs in April 2015, bringing the total to 7 organisations. Starting in April 2017 the Council agreed a remaining 5 nominated organisations sign up to one year SLAs, extending to a further 3 years from 1 April 2018 to 31 March 2021 and the annual funding scheme ceased. This meant a total of 12 organisations were finally moved from an annual grant scheme to three year SLAs and those 12 organisations have remained unchanged. The Council has had a funding relationship with most of these organisations for at least 15 years.

Given the length of time since the SLAs were introduced and that current Agreements are coming to an end, it was felt timely to review the Council's funding mechanism to the not-for-profit sector and its priorities and principles to reflect changing community needs and the Council's Corporate Priorities.

At the March 2021 meeting of Community Wellbeing Overview & Scrutiny, the Committee agreed that the Service Level Agreement (SLA) Working Group would: *"inform the strategic decision-making of Members as to future funding arrangements*

of charitable/community/voluntary organisations by making recommendations to the Executive through the Community Wellbeing Overview & Scrutiny Committee.”

Methodology

The working group met twice in November 2019 and February 2020 with the initial remit of a full review and to gain a thorough understanding of the SLA process. Key issues looked at were:

- Are the SLAs still fit for purpose?
- Do they reflect / contribute to the changing landscape?
- Do they offer value for money?

The group’s work was suspended during 2020 due to the emergence of the Covid-19 pandemic. It was felt it would be unreasonable to implement any change to the way the Council funds the existing 12 SLA organisations given that many were supporting Clinically Vulnerable and Clinically Extremely Vulnerable people and were working in partnership with the Council’s responsibilities under the Civil Contingencies Act 2004. In addition the Communities Team were having to focus on the immediate Community Response to the pandemic.

The Chairman, in consultation with the working group members and the Chair of the Community Wellbeing Overview and Scrutiny Committee revised the initial scope and stated that the objective of this report should be directed towards the question: *“What principles will allow funding the charitable and voluntary sector to better enable the Council to achieve its Corporate objectives?”*¹ This question reflects the shared desire of the Community Wellbeing Overview & Scrutiny and the Working Group to focus on strategic rather operational issues at this stage, as well as to make a constructive contribution to the Executive

The Working Group members were:

Cllr Jenny Else (Chairman)

Cllr Mary Forszewski

Cllr Michaela Gray

Clr John Robini

Meetings were held as follows:

Date	Function
13 November 2019 and 5 March 2020	Agree the scope and focus of the review To provide the working group members background and history on the SLA arrangements and previous grant schemes
3 March 2021	looked at Community Support During Covid and emerging themes
25 March 2021	Looked at the impact of Covi-19 on Waverley and

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https://modgov.waverley.gov.uk/documents/s39842/SLA%20TF%20working%20group_scoping%20report%203.pdf

	Surrey residents. Used the information to draw up some parameters they would like to propose the Executive focus on and agreed a set of funding principles and priorities.
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Evidence

The evidence used to reach the conclusions contained in this report was provided by a variety of sources. It included data as well as anecdotal evidence.

- data from the Surrey Community Impact Assessment November 2020 which explores the health, social and economic impacts of Covid-19 among communities across Surrey.
- anecdotal evidence from officers from their work with statutory and not-for-profit sector partners over the past 12 months, as well as Councillor's local knowledge.
- a briefing note setting out the community support during Covid-19 and emerging themes shown in Annexe 1.
- Members received a presentation from Officers summarising the evidence based needs of the community following the pandemic, the impact of Covid-19 linking to strategic priorities, options and impact of any changes in the council's funding to organisation and options for funding principles and priorities. A summary of the presentation is shown in Annexe 1.

The Working Group recognised that any funding scheme should reflect the post-pandemic world and changing corporate work streams. This included the Council's Corporate Covid-19 Recovery Community Resilience work stream as well as the priorities of the local Integrated Care Systems.

The Working Group discussed the ways in which the Council could potentially fund not-for-profit organisations in future, which could include commissioning and tendering processes.

Conclusions

In light of the Working Group's remit to inform Members regarding the strategic rather than operational issues of the Council's funding mechanism, they proposed seven funding principles and five priority funding issues. The hope of the members of the Working Group is that the Executive will consider these when agreeing a future approach to funding by asking if it addresses the priority issues identified and whether it fulfils the principles suggested. The members of the Working Group believe this is the right way forward to develop a system of funding for the not-for-profit sector that is suited to the post-Covid world.

The Working Group felt that whilst discussions were taking place regarding funding principles and priorities, alternative mechanisms to work with not-for-profit organisations should be considered. The Working Group felt the Council may wish to consider a commissioning and/or tendering process as an alternative to SLAs. The Council has previously operated a commissioning scheme in partnership with Surrey County Council and any possible change could be based on this scheme. A

commissioning process would require an assessment panel to score applications, on which funding awards would be based.

The Working Group felt that a different funding mechanism would offer an opportune time to open up any funding scheme to new organisations to apply. It discussed whether the Council’s financial support to the same organisations over many years has resulted in the delivery of services that are potentially not meeting the changing needs of the population and Council’s priorities as a funder.

Any change in funding mechanism, priorities and principles could potentially put some of the current 12 SLA organisations at financial risk, albeit not immediately. The funding to most organisations contributes towards their general running costs which is more difficult to secure than for specific projects. However, a change of funding priorities and principles offers the potential for a refresh of services to be delivered and to forge new partnerships.

Recognising that Citizens Advice Waverley and Hoppa receive much larger levels of funding than the other organisations the Working Group felt that the Council may wish to consider ring-fencing these services and taking them out of any open funding application process, thereby prioritising their funding to work in partnership with the Council.

The Working Group felt that there may need to be more focus on support for issues rather than particular age groups. In particular, buildings supporting specific age groups are costly to run and a successful, sustainable community centres generally operate a model that supports all ages as this offers opportunity to deliver a wider range of services and increases income generation.

The Working Group proposed 7 new funding principles and 5 new funding priorities that may underpin any new funding mechanism as follows:

Funding Principles

#	Principle	Rationale
1	The Council’s funding of the not-for-profit sector should be orientated towards achieving its strategic priorities	One point that came very clearly from the evidence given to the Working Group is that there are a huge number of not-for-profit sector organisations delivering valuable work to Waverley residents. It also seems likely that many would benefit from financial support from the Council. Given this surfeit of worthy recipients, the Council must establish clear criteria to assist in choosing who to work with. These should be grounded in its vision for the Borough, which is set out in the Corporate Strategy 2020-25 . The process of funding should be seen as a means to achieve the Council’s strategic priorities and in particular: <i>“improving the health and wellbeing of our residents and communities”</i> . To this end organisations which apply for funding should be expected to demonstrate how they would help achieve one or more of the Council’s strategic priorities.

2	Target priority issues arising from the aftermath of Covid-19 rather than specific age groups	<p>It is evident that many older people face a distinct set of challenges that require particular support. However, the previous significant focus on services for this age group may not be the right approach for a post-Covid world. The pandemic has highlighted how many social issues either transcend age groups or are concentrated amongst younger age groups. For example, research by the Mental Health Foundation on the impact of loneliness found that: that 18-24 year olds were “<i>more likely than any other age group to report hopelessness, loneliness, not coping well and suicidal thoughts/feelings</i>” and young adults “<i>have been especially badly hit during the pandemic with a triple whammy of curtailed education, diminished job prospects and reduced social contact with peers.</i>”²</p> <p>A set of issues which the members of the Working Group consider to be a particular priority in light of Covid-19 are discussed in the next section.</p>
3	Generate pressure for innovation and service improvement on the part of groups that have been funded for a prolonged period	<p>The Council has essentially funded the same organisations since 2012 and many earlier than that. The durability of these relationships is a testament to the positive contribution that these organisations have made to the wellbeing of residents. The members of the Working Group hope that all of these organisations will continue to apply for support from the Council.</p> <p>However, the needs of the Borough have shifted significantly in that time, not least due to the repercussions of the outbreak of Covid-19. In addition, the Council has come under significant pressure to deliver high quality services in a more cost-efficient manner. To meet these fresh challenges and achieve the value for money our residents expect, the Council should embed an expectation that partner organisations deliver efficient, high quality services to achieve its strategic vision for the Borough.</p>
4	Consider accessibility by public/local transport when locating services	<p>The members of the Working Group felt that given the rural nature of the Borough and poor connectivity, it was important that decisions about which organisations to fund took account of how accessible they are. This assessment should be based on a recognition that:</p> <ul style="list-style-type: none"> a) not everyone has access to or can use a private vehicle b) physical proximity is not a proxy for accessibility and that the availability of transport must be taken into account <p>The availability of affordable community transport to access services and activities is key; therefore ideally, this consideration should be integrated with the decision about the provision of community and public transport.</p>
5	Encourage collaborative working /	<p>Given the extent to which demand for funding will likely outstrip its availability, priority should be given to organisations which co-operate with other organisations from the not-for-profit and public</p>

² <https://www.mentalhealth.org.uk/coronavirus/divergence-mental-health-experiences-during-pandemic>

	partnerships /combining services	sector to maximise their effectiveness and impact. In particular, when the Council funds infrastructure such as a building, it should be on the expectation that it will be used to support a broad range of activities with a diversity of beneficiaries. To further this objective, the Council should play an active role in facilitating and brokering relationships between organisations.
6	Focusing benefits on Waverley and local organisations	The Council's funding pot is modest relative to other public authorities including the NHS and Surrey County Council. It should, therefore, focus its efforts on the niches where it can make the most distinctive contribution. This is likely to be in supporting organisations which have a particular connection with Waverley. This is not to say national or regional organisations do not have a role to play as they often have advantages in terms of economies of scale and being able to share best practice across areas. There may be situations where the Council might commission them to provide a service. However, they are also more likely to have the expertise and breadth of connections to apply for funding from other sources. Organisations which are distinct to Waverley are likely to be more reliant on this Council specifically. In addition, smaller and more local groups specifically focused on Waverley or areas within it, may be more responsive to the distinct needs of the Borough. They benefit from a greater sense of ownership by, and integration with, local communities. Funding such organisations is also likely to ensure that the benefit of the Council's investment is felt by its own residents rather than those of other boroughs. For these reasons, other factors being equal, the Council should favour applications from organisations based and/or primarily operating in the borough.
7	Support local organisations to access national funding streams	As well as funding local organisations with itself, the Council should help them to diversify their funding sources by supporting those without the expertise or capacity to do so, to make applications to other funders.

Funding priorities

#	Priority	Rationale
1	Loneliness	a) Tackling loneliness and social isolation is one of the objectives of the Community Resilience Action Plan. ³ b) An estimated 6% of the Borough's population say they " <i>often or always</i> " feel lonely ⁴

³

https://modgov.waverley.gov.uk/documents/s38060/Community%20Wellbeing%20andS_16September2020.pdf

		c) <i>“People who felt most lonely prior to Covid in the UK now have even higher levels of loneliness.”⁵</i>
2	Unpaid Carers	The Social Care Institute for Excellence has warned that: <i>“Carers UK estimate an additional 4.5 million people are caring for older, disabled or seriously ill relatives or friends since the COVID-19 pandemic. Unpaid carers are facing extreme pressures and there are real fears for carer sustainability now and in the future. There will be huge challenges as more carers return to work or face financial hardship due to caring or job-losses.”⁶</i>
3	Mental health	<p>A report agreed by Community Wellbeing Overview and Scrutiny in March 2021 argued that while: <i>“as a district council we may feel that we have no role to play in improving the mental health of our residents. However, as a provider or services, as an employer and as a community leader there are a number of areas where we can play our part.”</i></p> <p>In addition, to the impact of loneliness and economic insecurity, it appears Covid-19 infection itself may be a risk factor for mental illness. An observational study published in the Lancet Psychiatry journal found that patients who contracted Covid-19 were significantly more likely to subsequently develop mental health problems or brain conditions than similar people who contracted other respiratory illnesses.⁷</p> <p>On the effect of the pandemic on mental health locally: <i>“A 2020 Temperature Check Survey found that 36% of Waverley residents were concerned about their mental health in the next six months. A Surrey Health and Wellbeing Strategy Highlight Report from December 2020, stated that: “Local data shows that more people are entering the mental health crisis pathway with depression and suicidal thoughts than pre-Covid, including those not known to services before and people who have had a long period of symptom stability.”⁸</i></p>
4	Social prescribing	<p>Healthy Surrey notes that: <i>“Social prescribing is recommended by NHS England and UK Government and there is lots of evidence emerging as to how it can help with a range of positive health and wellbeing outcomes. Studies have pointed to improvements in areas such as:</i></p> <ul style="list-style-type: none"> • <i>Quality of life</i> • <i>Emotional wellbeing</i>

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<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/articles/mappinglonelinessduringthecoronaviruspandemic/2021-04-07>

⁵ <https://local.gov.uk/publications/loneliness-social-isolation-and-covid-19>

⁶ <https://www.scie.org.uk/care-providers/coronavirus-covid-19/commissioning/impact-on-citizens#carers>

⁷ <https://www.bbc.co.uk/news/health-56650125>

⁸ <https://modgov.waverley.gov.uk/documents/s39870/Mental%20Health%20report%20v2.pdf>

		<ul style="list-style-type: none"> • <i>Mental and general wellbeing</i> • <i>Levels of depression and anxiety</i>⁹
5	Community transport	The APPG on Loneliness: Inquiry report suggested “a lack of affordable transport options for people, particularly in rural communities” is a risk factor for loneliness. ¹⁰ Given the rural nature of Waverley this is likely to be a particular issue. Waverley has the lowest Connectivity Index in Surrey. Without affordable transport some people are unable to access local services/activities.

Any change to the Council’s funding mechanism, principles and priorities would need to be communicated at the earliest stage to the 12 SLA partner organisations. Whilst officers have prepared them for a potential change, some may not meet any new criteria and therefore will need to adjust budgets and possibly services from April 2022 onwards.

If a change from the current SLA process was agreed, officers would develop a proposed process for approval by the Executive. After this, the scheme would be promoted, organisations would need sufficient time to submit funding bids, a panel would be established to agree decisions on funding and funding agreements drawn up ready for 1 April 2022.

Recommendations

The Working Group recommends that:

1. The Executive should consider a commissioning and/or tendering process as an alternative to SLAs.
2. The Council should open up any funding scheme to new organisations to apply.
3. The Executive should consider ring-fencing funding for Citizens Advice Waverley and Hoppa such that these organisations do not have to participate in any open funding application process.
4. The Council should communicate any change to the funding mechanism, principles and priorities to the 12 SLA partner organisations at the earliest stage. The Executive should be mindful of the need to do this in a timely fashion and that they must allow sufficient time for their proposals to be scrutinised.
5. The Executive should ensure any new funding mechanism is underpinned by the 7 new funding principles and 5 new funding priorities enumerated above.

Next Steps

The Working Group looks forward to seeing the output of the Executive Working Group and constructively engaging with their proposals.

⁹ <https://www.healthysurrey.org.uk/community-health/social-prescribing>

¹⁰ <https://www.redcross.org.uk/about-us/what-we-do/action-on-loneliness/all-party-parliamentary-group-on-loneliness-inquiry/a-connected-recovery> p.61

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