

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: 3 September 2021

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

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

Cllr Val Henry  
Cllr George Wilson  
Vacancy

**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 Wednesday, 8 September 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: WEDNESDAY, 15 SEPTEMBER 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](http://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

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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**

To confirm the Minutes of the Meeting held on 25 May 2021 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**

Tuesday 7 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 Tuesday 7 September 2021.

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 Tuesday 7 September 2021.

6. **COMMITTEE WORK PROGRAMME** (Pages 7 - 16)

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.

Mark Mills to outline.

7. CORPORATE PERFORMANCE REPORT Q1 (Pages 17 - 70)

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2021-22. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

Nora Copping and Heads of Service to highlight areas relating to this committees remit (pages to note are Pages 42-51 of the Agenda papers).

8. HEALTH AND WELLBEING (Pages 71 - 78)

To scrutinise the expansion of the strategic function of the Safer Waverley Partnership (SWP) and the development of a new shared Health and Wellbeing Board and associated Strategy.

9. BIENNIAL SCRUTINY REPORT (Pages 79 - 96)

To consider a report on Overview and Scrutiny's activities in the 2019/20 and 2020/21

10. COVID AND COMMUNITY ACTION

An verbal update on the work of the Enforcement Teams over the Covid period.

11. CRANLEIGH LEISURE CENTRE NEW BUILD UPDATE

To receive a verbal update on the Cranleigh Leisure Centre.

12. NEW FUNDING ARRANGEMENT FOR VOLUNTARY SECTOR ORGANISATION 2022 / 2025 (Pages 97 - 126)

### **Purpose and summary**

- To update the Community Wellbeing Overview and Scrutiny Committee on the proposed new commissioning scheme to voluntary organisations - the Thriving Communities Commissioning Fund.
- To ask the Committee to pass their views on the proposed Thriving Communities Commissioning Fund scheme to the Executive.
- To ask the Committee to nominate a representative who will sit on the assessment panel that will review applications.

### **Recommendation**

It is recommended that the Community Wellbeing Overview and Scrutiny Committee consider the report and supporting Annexes setting out the documentation for the commissioning scheme and provide comment to the Executive.

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:**  
**Mark Mills, Policy Officer - Scrutiny**  
**Tel. 01483 523078 or email: [mark.mills@waverley.gov.uk](mailto:mark.mills@waverley.gov.uk)**  
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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
May 2021	Committee work programme	Report back on the Aging Well Strategy Plan at a future meeting	On the agenda for the September meeting	September 2021
May 2021	Review of KPIs	Waverley Training Services to be requested to do a presentation to all Councillors.  Endorse the proposed changes to the KPIs  Raise the target for C7 to 95%	The target for C7 has been raised.	September 2021
May 2021	Service Level Agreement Working Group Provisional Report	The Committee's recommendations will be commended to the Executive Working Group	Recommendations accepted by the Executive	Summer 2021
May 2021	Covid and Community Activity	A report to be brought to the next meeting on the Joint Enforcement Teams.	On the agenda for the September meeting	September 2021
May 2021	Cranleigh Leisure Centre	An update on the work of the consultants to be brought back to a future meeting	On the agenda for the September meeting	September 2021



Community Wellbeing Overview and Scrutiny Committee

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	The neighbourhoods team have entered into a programme of engagement with the Towns and Parishes.	
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.	A refreshed building condition survey is being commissioned and advertisements placed for a consultant to produce an options appraisal for the collection.	
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.	Interim report reflecting revised scope brought back to May meeting.	May
March 2021	Mental Health in Waverley	That the executive adopts the Draft Suicide Prevention Plan  Agreed to work together with the Housing Overview and Scrutiny committee to share good practice for staff and residents.	Recommendations accepted by the Executive	June 22 <sup>nd</sup> 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.	Item returned to subsequent O&S meeting	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 <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
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

<b>Meeting date</b>	<b>Item</b>	<b>Outcomes / Recommendations</b>	<b>Update / Response</b>	<b>Timescale</b>
		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)
Update regarding Health & Wellbeing	To scrutinise the expansion of the strategic function of the Safer Waverley Partnership (SWP) and the development of a new shared Health and Wellbeing Board and associated Strategy.	Katie Webb / Tamsin McLeod	September 2021	2021
Biennial Scrutiny report	To consider a report on Overview and Scrutiny's activities in the 2019/20 and 2020/21	Mark Mills	September 2021	October 2021
Covid and Community Action	An update on the work of the Joint Enforcement Teams	Richard Homewood	September 2021	N/A
Cranleigh Leisure Centre new build update	To review draft terms of reference for this sub-committee	Tamsin McLeod / Mark Mills	September 2021	Winter 2021
Q.1 Corporate Performance Report	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service / Nora Copping	September 2021	N/A
Service Level Agreement working group report	To receive the final report from the working group.	Cllr Jenny Else / Mark Mills	September 2021	September 2021
Health and Wellbeing Board	To receive updates on the Board's work	Tamsin McLeod / Kelvin Mills	Standing item	Recurring
Health and Wellbeing Strategy	To contribute to the review of the Strategy. <i>[This is likely to be subsumed into the work of the Health and Wellbeing Board].</i>	Tamsin McLeod / Kelvin Mills	Winter 2021	Spring 2022
Cranleigh Leisure Centre new build update	To receive the timeline for contract procurement for this facility	Tamsin McLeod	December 2021	TBD
Loneliness	To understand the extent of loneliness and social isolation across all ages, within the Borough. <i>[This is likely to be subsumed into the work of the Health and Wellbeing Board].</i>	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

Community Wellbeing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Safer Waverley Partnership	To scrutinise the outcomes and priorities of the Safer Waverley Partnership. <i>[This is likely to be subsumed into the work of the Health and Wellbeing Board].</i>	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"> <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>	Mark Mills / Katie Webb	Provisional report agreed by O&S. Will reconvene when the Executive Working Group produces its recommendations.
Cranleigh Leisure Centre	To inform the tender process for refurbishment of Cranleigh Leisure Centre	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	Mark Mills / Kelvin Mills	The results of the feasibility study will be and a draft terms of reference will be brought back to the September meeting at which point the membership of the group will be chosen.



**WAVERLEY BOROUGH COUNCIL**

**VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 13 SEPTEMBER 2021**

**COMMUNITY WELLBEING O&S – 15 SEPTEMBER 2021**

**HOUSING O&S – 21 SEPTEMBER 2021**

**ENVIRONMENT O&S – 29 SEPTEMBER 2021**

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Title:

**CORPORATE PERFORMANCE REPORT**

**Q1 2021-2022**

**(APRIL - JUNE 2021)**

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**Portfolio Holder: All Portfolio Holders**

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

**Key decision: No**

**Access: Public**

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**1. Purpose and summary**

The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the first quarter of 2021-22. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

**2. Recommendation**

It is recommended that the Overview & Scrutiny Committee:

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

**3. Reason for the recommendation**

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

**4. Background**

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

- Key performance indicators
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data
- Financial forecasting

- Housing Delivery monitoring

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

4.3 Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report, specific to its service area remit, and this has been clearly outlined in section 2 'Report Sections Scrutiny Remits per O&S Committee' of the Annexe.

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

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

## **6. Implications of decision**

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

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

### **6.2 Risk management**

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

### **6.3 Legal**

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

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

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

### **6.5 Climate emergency declaration**

The report does not have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in January 2020 to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019.

## **7. Consultation and engagement**

The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the

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

#### **8. Other options considered**

Standing report on the O&S Committees Agenda, no further considerations required.

#### **9. Governance journey**

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

#### **Annexes:**

Annexe 1 Q1 2021-22 Corporate Performance Report – Annexe 1 Final

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#### **Background Papers**

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

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#### **CONTACT OFFICER:**

**Name:** Nora Copping  
**Title:** Policy and Performance Officer  
**Telephone:** 01483 523 465  
**E-mail:** nora.copping@waverley.gov.uk

#### **Agreed and signed off by:**

Legal Services: N/A

Head of Finance: Internal SMT Meeting 17 August 2021

Strategic Director: Internal SMT Meeting 17 August 2021

Portfolio Holders: Internal Executive Briefing 24 August 2021

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# Corporate

# Performance Report

# Q1 2021/22

(April – June 2021)

Document Version: **Final 25 Aug 2021**

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Officer Name: Nora Copping  
Title: Policy & Performance Officer  
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# 1 Performance Assessment with RAG Rating (Red, Amber, Green)

The Report content has been presented in a visual format and a further explanation of the RAG rating used throughout the report can be found in the tables below.

## 1.1 Performance Indicators RAG Rating per Status Type

Key Performance Indicators (KPIs) Status Types	Explanation of the Status Type
Data only or Data Not Available (in Grey)	Data only KPI, no target
Green	On target
Amber	Up to 5% off target
Red	More than 5% off target

## 1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed (in Green)	Data only KPI, no target
On Track (in Green)	On target
Amber	Up to 5% off target
Red	More than 5% off target
Cancelled (in Grey)	Cancelled Action Status indicates that we will no longer pursue delivery of this action
Deferred (in Grey)	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now change.

## 2 Report Sections Scrutiny Remits per O&S Committee

Each of the Overview and Scrutiny Committees has a defined scrutiny remit for specific service areas in this report and these were listed below.

### 2.1 Value for Money and Customer Service O&S – required to scrutinise only these specific sections:

- [Corporate Dashboard – HR and Financial Aspects](#)
- [Business Transformation](#)
- [Finance and Property](#)
- [Policy and Governance](#)

### 2.2 Community Wellbeing O&S - required to scrutinise only these specific sections:

- [Commercial Services](#)
- Communities aspect from [Housing Delivery and Communities](#) section
- Licensing Team aspect from [Environment and Regulatory Services section \(when required\)](#)

### 2.3 Environment O&S - required to scrutinise only these specific sections:

- [All Environment and Regulatory Services teams except for Licensing which is under remit of the Community Wellbeing O&S committee](#)
- [Planning and Economic Development](#)

### 2.4 Housing O&S - required to scrutinise only these specific sections:

- [Housing Delivery and Communities](#)
- [Housing Operations](#)

## 3 Corporate Dashboards – Summary of All Services

### 3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2021/22

#### 3.1.1 Q1 Chief Executive's summary:

This is the performance report for the first quarter of the year, i.e., April to June 2021. It includes some changed and additional performance indicators as discussed recently with councillors.

Waverley Borough Council continues to work with partners and the community to respond to the Covid pandemic and its consequences. Quarter 1 has seen some impact of necessary isolation by our direct and contracted workforce as a result of contact with the virus. There has been particular pressure on our waste collection service, which in many councils has also been affected by the shortage of qualified HGV drivers. While some councils took the decision to suspend garden waste services, we did not have to in this quarter, and my thanks go to colleagues and to our contractor, Biffa, for the hard work that has been necessary to sustain this vital service.

As some of the indicators in this report show, and as reported last quarter, some service backlogs have developed, and the management team put in place various measures to recover. The commentary in the service chapters describes this and performance is recovering.

Elections in May for Surrey County Council and the Police & Crime Commissioner, as well as the Witley neighbourhood plan referendum, were all conducted very successfully, in highly unusual circumstances. We expect a referendum and a by-election in October, and we will still be applying Covid-related precautions to these.

As reported in previous Overview and Scrutiny meetings, our 'Where Work Happens' project has continued. We are now trialling a more flexible way of working at our offices in Godalming, supported by technology, to reduce the carbon emissions of staff travel and to see if we can reduce our office footprint as we consider the future redevelopment of The Burys site. Presence and contact will still be important for our services and for the mental wellbeing of employees, and we intend to find a better balance that will enable savings, maintain high performance, and ensure we are an attractive employer in a competitive market.

Other highlights of the quarter and July included:

- The Mayor of Waverley, Councillor John Robini, led the borough in mourning the passing of His Royal Highness The Duke of Edinburgh.
- The Council supported 'No Mow May' and 'Let It Bloom June' to encourage wildflowers in many parks, open spaces and verges.
- Riverside 3 car park in Farnham was the latest of the council's car parks to see the installation of electric vehicle chargers, and a new electric vehicle strategy was adopted.
- The Executive agreed a new policy on refuse bins to encourage recycling, reusing and composting.
- The High Sheriff of Surrey, Dr Julie Llewelyn, joined the Mayor of Waverley in raising the Armed Forces flag to express the borough recognition of the service of military personnel, both serving and retired.
- The next round of bids for Community Infrastructure Levy funding was opened.
- Work started on the next phase of Ockford Ridge for 17 new energy-efficient and affordable homes.
- The Mayor sent a message of condolence and support to our twin borough and the people of Mayen-Koblenz, Germany, affected by the devastating floods.



- We agreed to sponsor the Rainbow Community Stage at Pride 2021, to take place in Godalming on 25 September.
- The Council responded to the Local Government Boundary Commission’s proposals for a new pattern of wards to take effect from May 2023.

Looking beyond quarter 1:

- In July, Waverley and Guildford Borough Councils both agreed to recruit a Joint Chief Executive as the first stage in a new collaboration project. This process has commenced and there will be further reports to the Council.
- At the time of writing, the Government has made some announcements about resettling families from Afghanistan. The Council intends to play its part to help and is in touch with Government agencies to understand how this can work.
- The Council is very interested in the progress of the sale of Dunsfold Park, which is expected to conclude in quarter 2 or 3. We have written again to the vendors, Trinity College, Cambridge, to reiterate that we are keen to engage with the new owners and their partners on achieving an exemplary and sustainable new Garden Village.

The dedication of our staff members and councillors to our local communities continues to be a hallmark of Waverley Borough Council, as we continue with our plans in uncertain and challenging times.

**Tom Horwood, Chief Executive**

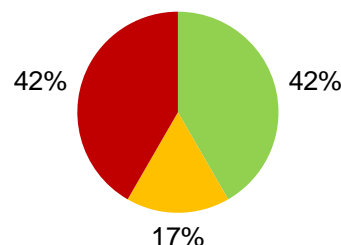
## 3.2 All Key Performance Indicators per status

### 3.2.1 Table with Q1 2021/22 Summary statistic for all corporate indicators with assigned targets and the five running quarters RAG chart

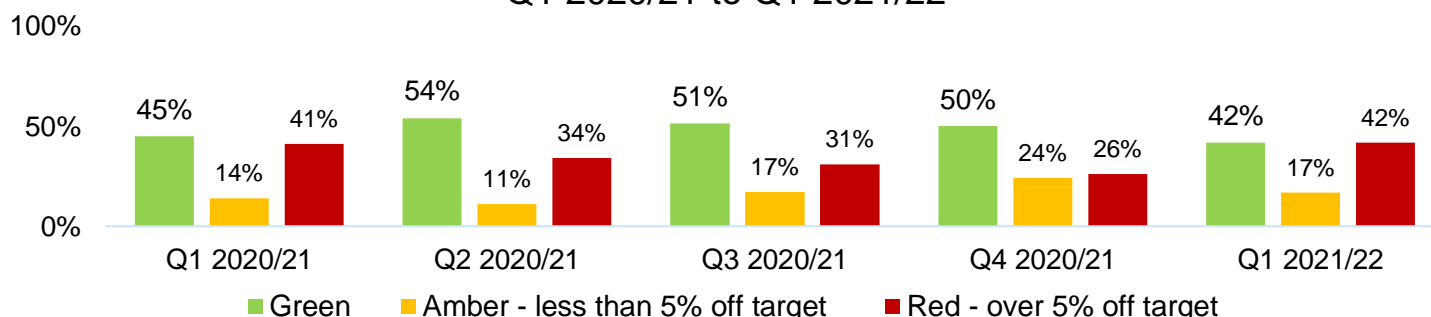
#### All Corporate KPIs

<b>Total</b>	<b>100%</b>	<b>36</b>
<b>Green on target</b>	<b>42%</b>	<b>15</b>
<b>Amber - less than 5% off target</b>	<b>17%</b>	<b>6</b>
<b>Red - over 5% off target</b>	<b>42%</b>	<b>15</b>

<b>Data only</b>	<b>N/A</b>	<b>20</b>
<b>Data not available or paused due to Covid impact</b>	<b>N/A</b>	<b>12</b>



#### Performance Indicators - % per status Q1 2020/21 to Q1 2021/22



### 3.2.2 Comment:

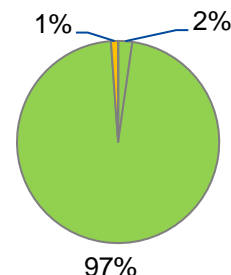
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to pandemic and further service specific details can be found in the individual service dashboards.

### 3.3 All Service Plans Progress Status

#### 3.3.1 Table with the overall Q1 2021/22 Service Plans Progress Status

Q1 update on all Service Plans Service Plan 2021/2024

Total	100%	442
Completed	2%	10
On track	97%	427
Off track - action taken / in hand	1%	5
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



#### 3.3.2 Comment:

The service specific details on service plans progress can be found in the individual service dashboards.

### 3.4 All Internal Audit Recommendations

#### 3.4.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this service falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent [“Progress on the Implementation of Internal Audit Recommendations”](#) report from the Audit Committee meeting 2 August 2021.

### 3.5 All Complaints

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total No. of Complaints	Dealt with on time	Response Rate	Total No. of Complaints	Dealt with on time	Response Rate	No. of Complaints Concluded in quarter	Status
Business Transformation	2	1	50%	0	0	N/A		
Commercial	2	2	100%	2	2	100%		
Environment	1	1	100%	0	0	N/A		
Finance & Prop	3	1	33%	0	0	N/A		
Housing Ops	16	15	94%	8	8	100%	2	See below*
Housing DC	1	1	100%	0	0	N/A		
Planning & ED	26	14	54%	19	17	89%		
Policy & Gov	0	0	N/A	1	1	100%		
<b>Total</b>	<b>51</b>	<b>35</b>	<b>69%</b>	<b>30</b>	<b>28</b>	<b>93%</b>	<b>2</b>	

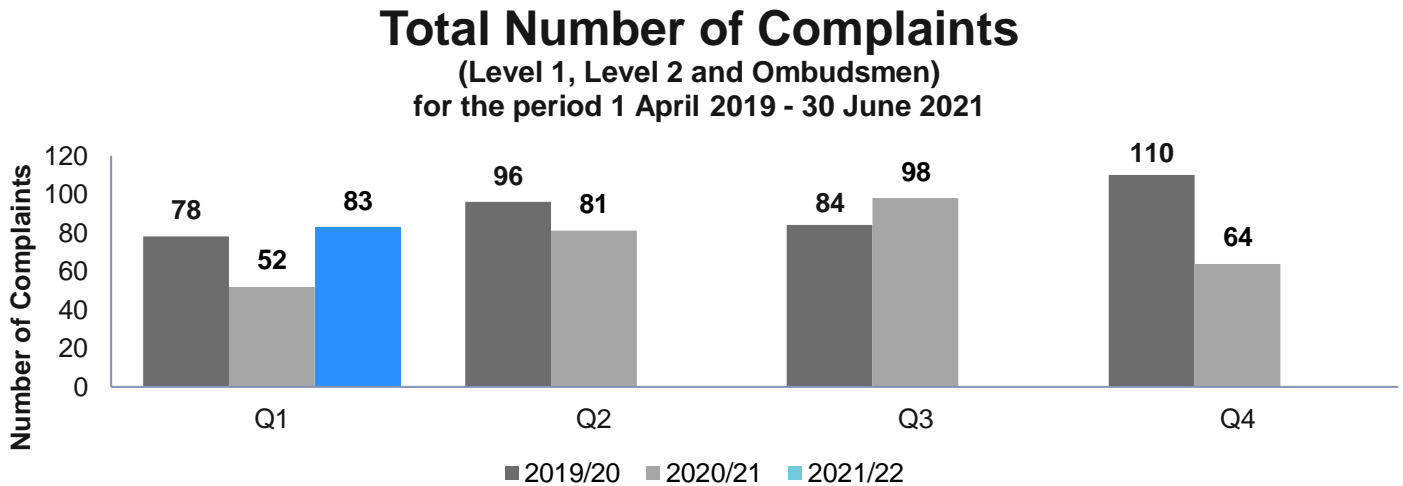
Total No. of All Complaints	83
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	Response Rate	Target	Status
Level 1	69%	95%	over 5% off target
Level 2	93%	95%	less than 5% off target
Total	81%	95%	over 5% off target

\*Details of Local Government & Social Care Ombudsman Decisions can be found on: <https://www.lgo.org.uk/decisions>. Housing Ombudsman doesn't currently publish their decisions. In the first quarter we have closed one Housing Ombudsman case where no maladministration was found on Council's part.

### 3.5.1 Comment:

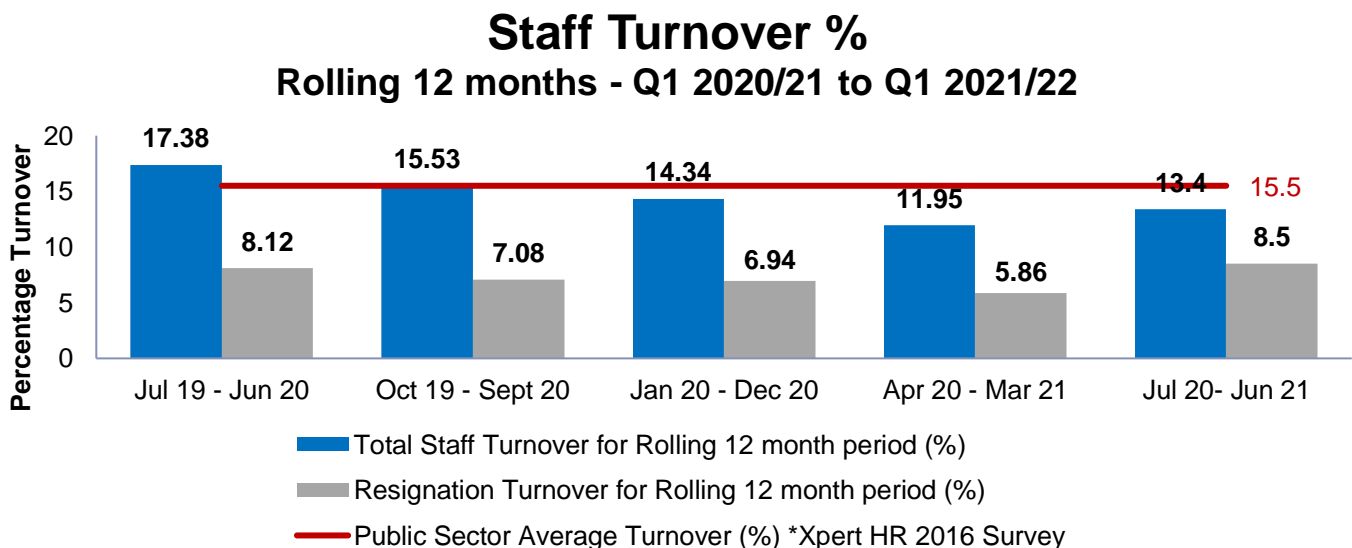
Further details of service specific performance can be found under individual dashboards, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart below illustrates the three yearly complaints trends analysis, with a similar number of complaints received this quarter compared to previous years.



## 3.6 Workforce Data – Corporate Overview

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

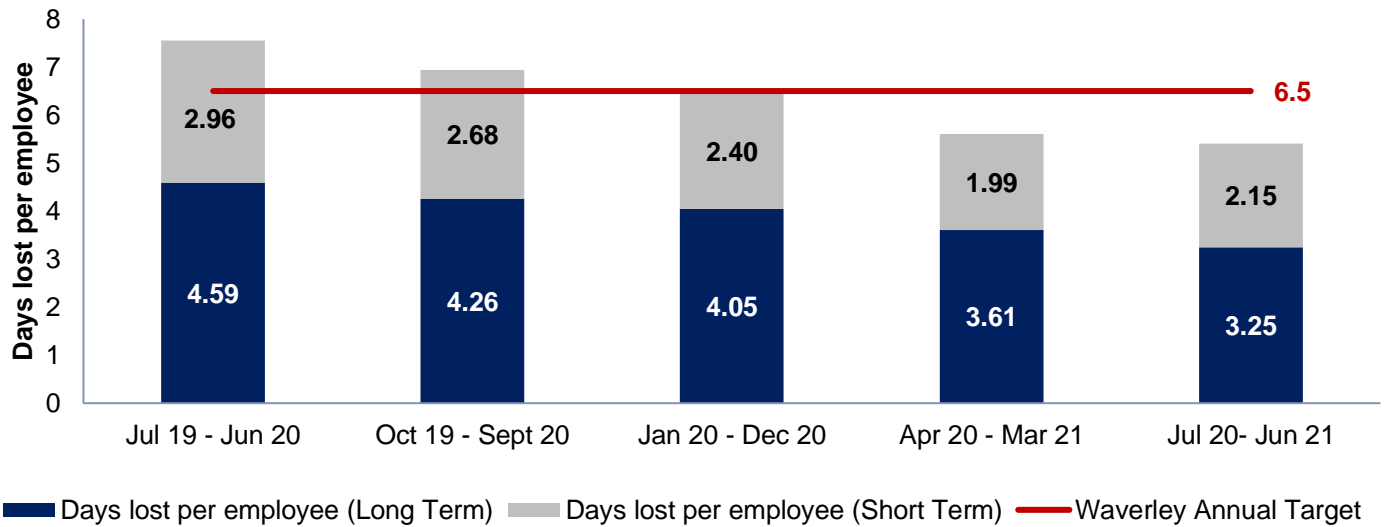
### 3.6.1 Staff Turnover



**Comment:** Job vacancies are at a record high across various sectors in UK as per the latest [Office of National Statistics Labour Market Overview report](#). This reflects in the rise in resignation turnover due to various employment opportunities opening. It is anticipated that labour market will continue to recover with the relaxation of many coronavirus restrictions. In addition to the changing market conditions, the uncertainty around Guilford collaboration might result in further increase in turnover over the coming months.

**3.6.2 Absence Data**

**Absence Data**  
**Rolling 12 months - Q1 2020/21 to Q1 2021/22**



**Comment:** Although, the working days lost have increased slightly in this quarter they remain low when compared to the same period in the last 2 years. The main reasons for sickness in this quarter were Surgery and Mental Health.

The HR team are working on proposing changes to the Fit for Work (FFW) and Capability Policies that will help the council to resolve longer term sickness case management in order to better support staff which in turn is expected to see improvements in the data.

There was a spike in covid-19 related illness in January and February this year but with successful vaccinations drive throughout UK the numbers are expected to stay stable or reduce.

**3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q1 2021/22**

**3.7.1 Section 151 Officer summary Q1 2021/2022**

Overall, the performance against budget has been positive and the projections on the main income areas are favourable. The main cost areas are holding up well against budget and Heads of Service are closely monitoring staff costs on a month-by-month basis, supported by finance colleagues and with oversight by Management Board. Elections team staff costs is the main establishment risk at the end of Q1, but the Head of Service is hopeful that this can be resolved in Q2. In March, the senior management team undertook a budget challenge exercise to identify the detailed savings to deliver the unidentified savings target including in the 21/22 budget, and to propose further efficiency and income gains for future years. This was a successful process and the projection below reflects the over-achievement against the target in 21/22. Frequent and effective monitoring will be essential in the coming months as budget uncertainty will continue to be a major risk to the Council.

**Graeme Clark, Strategic Director and S151 Officer**

**3.7.2 Progress of Medium-Term Financial Plan (MTFP) delivery**

At the end of Q1, the financial projections are within the overall MTFP agreed by Council in February 2021. To date, there have been no major calls on the Covid impact contingency included in the 2021/22 general fund budget. The main risks to this contingency are leisure centres and the recovery of key income streams including car parks, so far these have held up against forecast. The leisure and

finance teams have been working closely with Places Leisure to keep the financial performance of Waverley's five leisure centres on track. The MTFP is currently being reviewed and a revised version will be considered by councillors in the autumn.

### 3.7.3 General Fund Account Summary Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Management Board</b>				
Expenditure	509	8	2%	Adverse
Income	- 509	-	0%	-
<b>Management Board Total</b>	<b>-</b>	<b>8</b>	<b>-</b>	<b>Adverse</b>
<b>Audit</b>				
Expenditure	142	1	1%	Adverse
Income	- 143	-	0%	-
<b>Audit Total</b>	<b>- 1</b>	<b>1</b>	<b>-100%</b>	<b>Adverse</b>
<b>Business Transformation</b>				
Expenditure	5,172	6	0%	Adverse
Income	- 4,976	-	0%	-
<b>Business Transformation Total</b>	<b>196</b>	<b>6</b>	<b>3%</b>	<b>Adverse</b>
<b>Commercial</b>				
Expenditure	8,536	- 57	-1%	Favourable
Income	- 4,997	24	0%	Adverse
<b>Commercial Total</b>	<b>3,539</b>	<b>- 33</b>	<b>-1%</b>	<b>Favourable</b>
<b>Environment</b>				
Expenditure	11,558	3	0%	Adverse
Income	- 8,123	- 44	1%	Favourable
<b>Environment Total</b>	<b>3,435</b>	<b>- 41</b>	<b>-1%</b>	<b>Favourable</b>
<b>Finance &amp; Property</b>				
Expenditure	30,284	11	0%	Adverse
Income	- 29,580	17	0%	Adverse
<b>Finance &amp; Property Total</b>	<b>704</b>	<b>28</b>	<b>4%</b>	<b>Adverse</b>
<b>Housing Delivery &amp; Communities</b>				
Expenditure	4,312	12	0%	Adverse
Income	- 2,044	-	0%	-
<b>Housing Delivery &amp; Communities Total</b>	<b>2,268</b>	<b>12</b>	<b>1%</b>	<b>Adverse</b>
<b>Planning &amp; Economic Development</b>				
Expenditure	7,557	- 14	0%	Favourable
Income	- 4,894	-	0%	-
<b>Planning &amp; Economic Development Total</b>	<b>2,663</b>	<b>- 14</b>	<b>-1%</b>	<b>Favourable</b>
<b>Policy &amp; Governance</b>				
Expenditure	7,031	91	1%	Adverse
Income	- 4,217	-	0%	-
<b>Policy &amp; Governance Total</b>	<b>2,814</b>	<b>91</b>	<b>3%</b>	<b>Adverse</b>
<b>General Fund Sub-Total</b>	<b>15,618</b>	<b>58</b>	<b>0%</b>	<b>Adverse</b>
<b>General Fund Funding</b>				
Expenditure	891	-	0%	-
Income	- 16,309	-	0%	-
<b>General Fund Funding Total</b>	<b>- 15,418</b>	<b>-</b>	<b>0%</b>	<b>-</b>
Overachievement of target saving	- 200	- 130	65%	Favourable
<b>General Fund Total</b>	<b>-</b>	<b>- 72</b>	<b>-</b>	<b>Favourable</b>

#### Housing Revenue Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations</b>				
Expenditure	26,125	- 48	0%	Favourable
Income	- 34,132	18	0%	Adverse
<b>Housing Operations Total</b>	<b>- 8,007</b>	<b>- 30</b>	<b>0%</b>	<b>Favourable</b>
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,365	3	0%	Adverse
Income	- 752	-	0%	-
<b>Housing Delivery &amp; Communities Total</b>	<b>613</b>	<b>3</b>	<b>0%</b>	<b>Adverse</b>
<b>Housing Funding</b>				
Expenditure	8,825	-	0%	-
Income	- 1,431	-	0%	-
<b>Housing Funding Total</b>	<b>7,394</b>	<b>-</b>	<b>0%</b>	<b>-</b>
<b>Housing Revenue Account Total</b>	<b>-</b>	<b>- 27</b>	<b>-</b>	<b>Favourable</b>
<b>Grand total</b>	<b>-</b>	<b>- 99</b>	<b>-</b>	<b>Favourable</b>

## 4 Service Dashboard – Business Transformation

*This service area includes the following teams: Facilities, IT, Office Support, Property/Engineering and Business Transformation.*

### 4.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 4.1.1 Q1 2021/22 Summary from Head of Service

This quarter for the first time we have been able to produce statistical reports generated by our new Liberty system. This will allow us to report on performance indicators in the future and I have previously shared with the Committee some suggestions as to what these might be. At the moment the performance data is predominantly telephone based with e-mail demand being work in progress and still to be included.

The data we have produced so far shows that on average Customer Service Officers are answering 8 calls every hour. This is unsustainably high, and we need to find ways of reducing demand. Environmental Services generates most demand with missed bin collections and requests for new bins being the most frequent service request.

One of the ways we can reduce demand is by the introduction of low code automation solutions and we have a number of people from the IT and Business Transformation Teams working on these. By the end of Q2 we hope to have the Green Waste service online and this will then be followed by a Missed Bin solution.

In Q1 we saw the acceleration of the Where Work Happens Project and in Q2 we will see the change to the office organisation this requires. Where Work Happens will see a reduction in our office footprint as we prepare for life outside of The Burys (if indeed that is the recommendation arising out of the related project looking at this entire site) and as we respond to the shift in remote and hybrid working accelerated during the Covid lockdown.

In practice this will see us vacate the top floor and create a hot desk environment on the first floor. We have a number of parties interested in taking up the vacant space we will be leaving. A Member briefing was scheduled in August for those who may be interested in the detail and may be repeated if desired.

As Where Work Happens picked up pace in Q1 we saw the Staff Travel Project conclude with all staff ultimately accepted the contractual changes which were recommended.

We also saw completion of the extensive Citrix migration in Q1 which has been a very significant undertaking. Although we continue to encounter some issues with legacy systems not adapting readily to the new environment this process was effectively completed.

The other main IT challenge is around the Horizon planning system. Overall, this is mainly working as designed but as might be expected with such a seismic change, there are ongoing issues which are partly systemic but also relate to the fact that officers are adapting to a different working environment and new processes.

Despite these challenges the IT Team is continuing to forge ahead with some innovative practice, not least in our response to the ever-evolving threat of cyber-attack. Pleasingly this has been recognised nationally with Waverley having received a Computing Cloud Excellence award for our “Protecting Citizen’s Data” alert system.

Over the course of the last year or two we have established excellent working relationships with the other agencies involved in flood prevention. Principally Surrey County Council, the Environment Agency and Thames water and we have plans in place for all our wet spots. Last quarter we saw



works commence in Elstead where the topography, riparian owners seeking to abrogate their responsibilities and inappropriate development leads to surface water problems.

Finally, we entered into a procurement exercise for a new water supplier. We have offered Towns and Parishes the opportunity to join us in this. Farnham and Chiddingfold have done so and we hope that we will be able to add others in after the event.

**David Allum, Head of Business Transformation**

## 4.2 Key Performance Indicators Status

### 4.2.1 Comment:

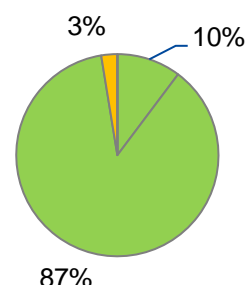
This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Customer Services, Property and Engineering, Business Transformation.

## 4.3 Service Plans – Progress Status

### 4.3.1 Summary Table and Pie Chart

**Q1 Business Transformation Service Plans 2021/24**

Total	100%	39
Completed	10%	4
On track	87%	34
Off track - action taken / in hand	3%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### Comment:

All bar one of the actions due is now complete with the outstanding item scheduled for completion by the end of September.

Having said that Council Chamber equipment is subject to ongoing improvement and adjustment as expectations and requirements evolve.

The Customer Services Strategy has been drafted and is currently with the Portfolio Holder for consideration.

### 4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24BT13	<b>Business Transformation Programme - The review of Staff Business Travel CPR19-1 is completed, and savings achieved</b>					
SP21/24BT13.1	To review staff business travel arrangements, out of pocket travel expenses (such as mileage allowances and rates), identifying alternative cheaper arrangements in support of climate change.	30-Jun-21	Business Transformation Manager (WC)	Completed	N/A	Completed
SP21/24BT17	<b>Business Transformation Programme - Design and implement a future office working environment in the medium-term post Covid-19 and in the long</b>					



Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	<b>term for any new office building CPR19-8</b>					
SP21/24BT17.1	Design/implement a revised office environment to reflect the post Covid-19 requirements and building towards any long-term re-location	30-Jun-21	Business Transformation Manager (WC)	Off track - action taken/ in hand	30/9/21	
<b>SP21/24BT3</b>	<b>An effective support infrastructure is provided to Members and Staff</b>					
SP21/24BT3.2	Ensure use of web-cast equipment and other Council Chamber and Member based facilities are maximised and effective	30-Jun-21	Facilities (SH)	Completed	N/A	Completed
<b>SP21/24BT6</b>	<b>Service areas are enabled to evolve and improve their service offer by facilitating business development.</b>					
SP21/24BT6.2	Implement programme for incremental movement to externally based services beginning with Exchange and SharePoint	30-Jun-21	IT Manager (LF)	Completed	N/A	Completed
<b>SP21/24BT8</b>	<b>An effective support service function is provided to all Council departments and stakeholders</b>					
SP21/24BT8.3	Draft and implement a Customer Services Strategy including policies, service standards and performance measures	30-Jun-21	Customer Service Manager (HB)	Completed awaiting sign off	N/A	Completed subject to Member sign off

#### 4.4 Internal Audit Recommendations Progress Status

**Comment:** At the end of Q1 only one Internal Audit Action is still outstanding for this service area and this relates to IA21/01.001 'Planning comments on portal Advisory Review – Account Setup'. Awaiting order from Planning Service deferred pending Horizon implementation. Therefore, this action will not be completed until the Horizon system is bedded in before changes such as this will be made. It is therefore requested that an extension until December 2021, considering the low risk attributed to this action, is proposed to the Audit Committee ( for further details please refer to the [Progress on the Implementation Internal Audit Agree Actions Report \(2 August 2021 meeting\)](#)).

#### 4.5 Complaints Statistics

##### 4.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

###### Q1 20-21 Business Transformation - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	50%	95.00%

## 4.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

### Q1 20-21 Business Transformation - Level 2 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

### 4.5.3 Summary Comment on the statistics

There are no particular areas of concern. The Level 1 response rate although in red represents only one complaint which took longer to resolve.

## 4.6 Finance Position at the end of the quarter

### 4.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Business Transformation</b>				
Expenditure	5,172	6	0%	Adverse
Income	- 4,976	-	0%	-
<b>Business Transformation Total</b>	<b>196</b>	<b>6</b>	<b>3%</b>	<b>Adverse</b>

### 4.6.2 Summary Comment

The adverse variance is staffing budget related but was re-balanced in period 4.

## 5 Service Dashboard – Finance and Property Investment

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

### 5.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 5.1.1 Q1 2021/22 Summary from Head of Service

The Finance and Property team have started the year in an extremely busy environment. The Revenues and Benefits service are still under pressure resulting from the impact of the pandemic, the finance team have managed to publish the draft Financial Statements on time whilst coping with the enhance demands of supporting all services to financially manage within very tight budgets and also fulfilling a significant number of pandemic related central government data returns. The property team have been involved in several high-profile property transactions whilst also resources asset valuations to support the Financial statements and audit requirements.

The performance indicators are showing some stress on the Revenues services and also some cost pressure, however, this is in hand and can be managed within the existing service capacity as it was expected and planned for.

**Peter Vickers, Head of Finance and Property**

### 5.2 Key Performance Indicators Status

#### 5.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	29.6%	56.3%	84.3%	97.5%	28.9%	24.8%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	19.7%	48.4%	71.1%	95.9%	20.2%	24.8%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98.3%	98.3%	98.5%	98.3%	98.3%	99%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	15	11	11	10	10	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	5	5	4	5	7	Data only

#### 5.2.2 Comment:

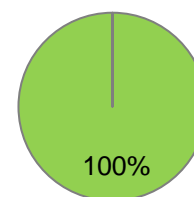
As is expected, Council Tax and Business rate collection is reflecting the same income profile as last year resulting from the impact of the pandemic. Resources are in place to manage the recovery sensitively to the economic situation. Business Rates recovery has an added challenge due to the government bringing a number of businesses back into the ratings charge after the lockdown reliefs. Housing Benefit administration is still very busy and is managing to cope within its capacity.

### 5.3 Service Plans – Progress Status

### 5.3.1 Summary Table and Pie Chart

#### Q1 Progress on Finance & Property Service Plans 2021/24

Total	100%	23
Completed	0%	0
On track	100%	23
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



**Comment:** All actions are currently progressing on time for delivery.

### 5.3.2 Detailed Table presenting specific Service Plans actions on exception basis

There are no details included on off track action as all of the actions are currently progressing on time for delivery.

## 5.4 Internal Audit Recommendations Progress Status

**Comment:** At the end of first quarter there was only one outstanding Internal Audit Recommendations for this service area:

- IA21/05.002.1 Request for quotes (Parent action – Procurement Levels with suppliers)

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 2 August 2021\)](#) report page 13 of 18.

## 5.5 Complaints Statistics

### 5.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

#### Q1 20-21 Finance & Property - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	1	2	0	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	1	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	100%	50%	N/A	33%	95%

### 5.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

#### Q1 20-21 Finance & Property - Level 2 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	5	1	1	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	1	1	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	80%	100%	100%	N/A	N/A	95%

### 5.5.3 Summary Comment on the statistics

The response rate at level 1 has fallen below the target due to complexity of two complaints and an additional time required to resolve them.

## 5.6 Finance Position at the end of the quarter

### 5.6.1 Service's General Fund Account Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Finance &amp; Property</b>				
Expenditure	30,284	11	0%	Adverse
Income	- 29,580	17	0%	Adverse
<b>Finance &amp; Property Total</b>	<b>704</b>	<b>28</b>	<b>4%</b>	<b>Adverse</b>

### 5.6.2 Summary Comment on General Fund position at the quarter end

Whilst the budget is showing a small adverse position resulting from a smaller than expected business rates administration grant from central government and a small cost pressure from staffing within the revenues team, this position can be resolved during the rest of the year.

## 6 Service Dashboard – Policy & Governance

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

### 6.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 6.1.1 Q1 2021/22 Summary from Head of Service

Alongside a busy programme of business-as-usual activity with the quarter, the Policy and Governance Service supported and delivered a number of specific projects and initiatives.

- Elections were successfully delivered in May. This was a significant undertaking, given the ongoing covid situation. Measures were put in place at Polling Stations and at the Count Venue to ensure that the risks to covid to the public, candidates and staff were mitigated as much as possible.
- Louise Fleming joined the Council as its new Democratic Services and Business Support Manager, marking an important stage of the newly structured team which brings together all democratic services and key business support staff into a single team. Welcome Louise!
- Functions across the service supported a number of key initiatives including responding as a key consultee to the Boundary Commission’s review of the Borough Council; supporting the Council’s ‘Where Work Happens’ transformation programme; and delivering the final stages of the Staff Travel Review Project.

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

### 6.2 Key Performance Indicators Status

#### 6.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HR1a	Total Staff Turnover for Rolling 12-month period (%) <b>(data only)</b>	%	17.40%	15.53%	14.34%	11.95%	13.40%	Data only
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	7.56	6.94	6.45	5.60	5.40	6.52
	ref. HR2a - Short term Sickness Absence	Days	3.0	2.7	2.4	1.99	2.15	6.52
	ref. HR2b - Long term Sickness Absence		4.6	4.3	4.1	3.61	3.25	
PG1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	0	59	71	43	51	Data only
PG2a	The % of complaints responded to on time - Level 1 <b>(higher outturn is better)</b>	%	N/A	80%	84%	77%	69%	95%
PG1b	The number of complaints received - Level 2 <b>(data only)</b>	No.	0	19	24	17	30	Data only
PG2b	The % of complaints responded to on time - Level 2 <b>(higher outturn is better)</b>	%	N/A	89%	88%	100%	93%	95%
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.				New PI from Q1 21-22	90	Data only
PG3b	Percentage of FOI and EIR requests responded to within 'statutory timescale'.	%				New PI from	95.55%	100%

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
						Q1 21-22		
PG4a	Number of Data Protection Subject Access Requests received.	No.				New PI from Q1 21-22	2	Data only
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%				New PI from Q1 21-22	50%	100%
PG5a	Number of Local Land Charge searches received.	No.				New PI from Q1 21-22	575	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%				New PI from Q1 21-22	0%	100%

### 6.2.2 Comment:

Staffing issues and vacancies within the Legal Services section negatively impacted upon the performance of PG indicators 3-5. In terms of Land Charges’ turnaround times, this effect was particularly noticeable with 0% of searches completed within 10 working days.

This is significant in terms of the quarter 1 profile because although this indicator is new within this quarterly report it is a long-term performance indicator used by the team and historically performance against this 10-working day target has been satisfactory.

The combination of staffing issues and vacancies, a busy housing market and fixed national deadlines for buyers being able to take advantage of the government’s stamp duty exemptions made the quarter a very challenging one. Although the target 10-working day turnaround was not met within the quarter, action was taken to improve turnaround times within the quarter so that wherever possible, buyers could access stamp duty holidays.

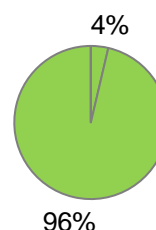
At its worst, the turnaround times were above 50 working days. Through targeted case resolution and contact with customers, agency staff recruitment to cover staff vacancies and staff working extended hours, this was brought down to 22 working days and further improvements are expected to show in the Quarter 2 report with the turnaround time anticipated to be returned to below 10 working days during the course of September.

## 6.3 Service Plans – Progress Status

### 6.3.1 Summary Table and Pie Chart

Q1 Policy & Governance Service Plans 2021/24 Progress

Total	100%	82
Completed	4%	3
On track	96%	79
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



**Comment:** At the end of quarter 34 out of 39 actions are on track for delivery and the details of those which are currently off track have been listed in the exceptions reporting section below.

### 6.3.2 Detailed Table presenting specific Service Plans actions on exception basis



Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
<b>SP21/24PG14</b>	<b>Waverley manages its people resources effectively and efficiently</b>					
SP21/24PG14.1	Support change and savings programmes at the Council Support the Council's work to achieve a balanced budget by reviewing the delivery levels of some services and/or discontinuing others in order to reduce contract and/or staff costs.	31-Mar-21	HR Manager (SK)	Completed	N/A	The HR team has supported the "Where Work Happens" Project and the BT programme effectively, despite challenges.
SP21/24PG14.2	Provide an accurate and controlled payroll service Maintain a good fiscal grip on pay process ensuring that iTrent is accurate and well maintained of any contractual changes	31-Mar-21	HR Manager (SK)	Completed	N/A	
<b>SP21/24PG23</b>	<b>The Policy and Governance Service supports the Council's emergency response to the Covid-19 pandemic and actively supports any Recovery, Change and Transformation activity</b>					
SP21/24PG23.5	Support the Council's Emergency Response - Electoral Services Plan for safe, democratic and effective elections in May 2021, taking account of the potential impact of Coronavirus at that time. Plan for a safe and effective annual canvass process.	31-May-21	Electoral Services Manager (LS)	Completed	N/A	Both the annual canvass and the May Elections were safely and successfully delivered despite the substantial challenges presented by Covid.

## 6.4 Internal Audit Recommendations Progress Status

**Comment:** There were no outstanding Internal Audit actions at the end of Q1 2021/22 for this service area.

## 6.5 Complaints Statistics

### 6.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

#### Q1 20-21 Policy & Governance - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95%



## 6.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

### Q1 20-21 Policy & Governance - Level 2 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	1	0	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	0%	N/A	100%	95%

## 6.5.3 Summary Comment on the statistics

Only one complaint was received in Q1 and it was dealt with on time.

## 6.6 Finance Position at the end of the quarter

### 6.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Policy &amp; Governance</b>				
Expenditure	7,031	91	1%	Adverse
Income	-4,217	-	0%	-
<b>Policy &amp; Governance Total</b>	<b>2,814</b>	<b>91</b>	<b>3%</b>	<b>Adverse</b>

### 6.6.2 Summary Comment

£75k of the overspend on expenditure is related to staffing. Predominantly the overspend is on elections due to required use of agency support on the Elections Manager post. Interviews for a new permanent Electoral Services Manager are scheduled to take place on 18 August 2021.

## 7 Service Dashboard – Commercial Services

*This service area includes the following teams: Arts & Culture, Careline, Green Spaces Team, Waverley Training Services, Leisure and Building Control (including Street Naming).*

### 7.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 7.1.1 Q1 2021/22 Summary from Head of Service

This has been another extremely busy quarter for the Commercial Services Team. Usage of green spaces throughout the borough have remained extremely high and the team have overseen the reopening of the leisure centres ensuring a safe and effective service delivery. Our cultural offering has started to come back throughout this quarter as restrictions have been lifted which will be demonstrated in future quarters. Key projects such as Brightwells and The Burys continue to evolve with greater information forecast to be presented later in the year. Please see a summary of key areas of activity from this quarter below.

##### Leisure Centres

All five of the leisure centres have operated positively during this quarter. The usage and therefore the financial performance has exceeded expectation which explains the positive financial impact presented. As restrictions have reduced more of the facilities have opened up increasing the offer for residents.

##### Waverley Training Services (WTS)

In this period WTS were approached by Ofsted to participate in a pilot scheme for them looking at the new inspection criteria. We were picked as result of our strong relationship with Ofsted and welcomed the opportunity. No findings will be published but there will be valuable lessons learnt by our operational and teaching teams. The service continues to perform above expectation as can be seen by the performance indicators below.

##### Careline

Careline is one of the areas where uptake following the pandemic has remained slow. We continue to support our clients positively and ensure effective response to any emergency calls which is demonstrated in our performance indicators. The team will be working on promotional activity as we enter the autumn with the objective of increasing uptake.

##### Building Control

The Building Control Team are experiencing a significant increase in applications, similar to that of Planning. We are currently 20% up this calendar year on the previous year as well as have to introduce new Covid safe practices to ensure the safety of the surveyors and the public. The team have received numerous compliments on their service and approach during this quarter, which is pleasing to see during such a difficult period for the industry.

The plan check performance is disappointing and at the moment we are challenging the accuracy of the data. The new Horizon system represents a change in working practices within Building Control and officers are needing to bring themselves fully up to speed with this complex software tool, potentially leading to some element of human error. We are engaging with the software supplier but, understandably, their current main focus is on the roll out of the new planning system. The team remain fully focused on this internal target but pleased be assured that all statutory targets are being met.

##### Parks & Countryside

Frensham Great Pond had a record number of visitors at certain times during this quarter. One weekend in June saw over 3,000 cars access the main car park. Although anti-social parking did take place over this period it was pleasing to seeing the positive impact of the measures introduced by the stakeholder group such as double yellow lines around the area allowing for fixed penalty notices to be issued to anti-social parking; additional posts erected around the Green dispersed issues away from the school and the village centre; additional support staff were introduced to carry out enforcement of Covid restrictions, littering and dog fouling making the area safer and more enjoyable for visitors.

### **Headline Figures Weekend 13 – 14 June**

- 3,000+ cars
- 43 Fixed Penalty notices given
- 36 fires/ BBQs extinguished
- 35 bags litter picked up + 10 x 1100lt bins + half a skip of additional rubbish
- 7 toilets unblocked
- 16 illegal paddleboards/unauthorised watercraft
- 4 Waverley staff verbally abused
- 1 member of staff injured

Following lessons learnt from the peak June days we have introduced qualified car parking marshals to assist with car parking during July. We were also able to stop London papers running promotional pieces on visiting the site. We continue to evolve our operational processes to reduce anti-social behaviour at this beautiful site, unfortunately we cannot stop visitors, but hope our combined continued efforts can help reduce the impact to residents of the area

There was a major change of approach to grass cutting by the Council this year. The Council in consultation with our contractors has supported the 'No Mow May' and 'Let it Bloom June' initiatives being implemented by Plantlife UK, whilst also forming part of the Councils plan to promote and encourage more biodiversity in the borough by allowing wildflowers and grasses to thrive in many of our parks, open spaces and roadside verge areas.

Throughout May the only grass areas that were cut were our sports pitches, playgrounds and senior living housing sites, as we moved into June, we resumed planned grass cutting at more sites following feedback from residents, Councillors and colleagues in other services such as housing, this has continued on through July and now into August, with more adaptations being made to the grass cutting regimes.

These changes to the grass cutting approach will take some time to fully implement and will also involve investment in different machinery for grass cutting in future years that will allow for more cutting and collecting. We are working with our contractor on this matter to schedule this in.

Whilst we have made significant changes already to this year's grass cutting, this new approach will require further amendments over the autumn/winter period and into the next year to perfect our grass cutting programme whilst setting aside areas for wilding and also supporting biodiversity improvement throughout the borough. As part of this process of learning, we have valued resident and councillor feedback during this period of change. Following the review, we will look to implement a revised programme incorporating the feedback we have received, a summary table of the correspondence received is shown below. The Greenspaces Team and our contractor, Continental, have worked really hard to answer queries as quickly as possible and to adapt to the new programme and I would like to thank them for all their efforts.

### **Count of Complaint / Compliment / Concern**

Row Labels	May	Jun	Jul	Grand Total
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Complaint	2	56	13	71
Compliment	6	23	4	33
Concern	2	8		10
Suggestion		1		1
<b>Grand Total</b>	<b>10</b>	<b>88</b>	<b>17</b>	<b>115</b>

In this quarter the Tree Risk Management Team extended their remit to incorporate the tree planning role. This supported the Planning Team with the loss of their tree expertise. The team have managed to reduce the backlog and stay on top of the high level of applications being made. We are currently out to recruitment for additional support to ensure the service can develop. The combining of these two services will in the long run create greater resilience and a higher level of service for residents for both areas. We hope to recruit the necessary expertise within the next quarter with the expectation that the 'new service' will be in operation later in the year.

**Kelvin Mills, Head of Commercial Services**

## 7.2 Key Performance Indicators Status

### 7.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
C1	Total number of visits to Waverley leisure centres <b>(higher outturn is better)</b>	Visits	Data not available	54,656	81,438	Data not available	205,308	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter <b>(higher outturn is better)</b>	No.	Data not available	No service	No service	No service	No service	Data only
C4	Percentage of complete building control applications checked within 10 days <b>(higher outturn is better) (P8)</b>	%	88%	67%	86%	77%	67%	80%
C5	Total number of Careline clients <b>(data only, no target set - higher outturn is better)</b>	Clients	1,742	1732	1689	1635	1629	Data only
C6	Total number of Careline calls per quarter <b>(data only, no target set)</b>	Calls	5,379	4,145	5929	6273	5484	Data only
C7	Critical faults dealt with within 48 hours per quarter <b>(higher outturn is better)</b>	Faults %	100%	100%	100%	100%	100%	95%
C8	Apprentice overall success rate per quarter <b>(higher outturn is better)</b>	%	78%	79%	78%	76%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected <b>(higher outturn is better)</b>	%	70%	72%	71%	71%	70%	70%

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	35	38	21	30	33	Data only

### 7.2.2 Comment:

C1 - the total figure for the leisure centres for Q1 is 205,308. This is far higher than expected, considering that the leisure centres couldn't open until mid-April, with only swimming and gym allowed and then the classes followed in mid-May. In addition, the leisure centre activities have been very heavily restricted in capacity due to social distancing measures and government restrictions.

C4 – Performance impacted by technical issues with the Horizon application and difficulties accessing the required information. This is being worked on with our supplier but is taking longer to resolve than expected. All statutory targets regarding plan checks have been hit.

## 7.3 Service Plans – Progress Status

### 7.3.1 Summary Table and Pie Chart

#### Q1 Progress on Commercial Services Service Plans 2021/24

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



**Comment:** All actions are currently progressing on time for delivery.

### 7.3.2 Detailed Table presenting specific Service Plans actions on exception basis

There are no details included on off track action as all the actions are currently progressing on time for delivery.

## 7.4 Internal Audit Recommendations Progress Status

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

## 7.5 Complaints Statistics

### 7.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

#### Q1 20-21 Commercial Services - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	1	2	0	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	1	2	0	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	N/A	100%	95%

## 7.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

### Q1 20-21 Commercial Services - Level 2 escalations

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	0	0	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	0	0	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	N/A	N/A	N/A	100%	95%

### 7.5.3 Summary Comment on the statistics

All complaints at L1 and L2 were dealt with on time.

## 7.6 Finance Position at the end of the quarter

### 7.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Commercial</b>				
Expenditure	8,536	-57	-1%	Favourable
Income	- 4,997	24	0%	Adverse
<b>Commercial Total</b>	<b>3,539</b>	<b>-33</b>	<b>-1%</b>	<b>Favourable</b>

### 7.6.2 Summary Comment on General Fund position at the quarter end

This favourable financial position is largely due to the improved leisure contract performance against our revised forecasts for this financial year. In addition, the commercial services team have focused upon managing expenditure tightly to maintain a positive financial position.



## 8 Service Dashboard – Environmental and Regulatory Services

*This service includes the following teams: Environmental Health, Environmental Protection, Licensing, Waste and Recycling, Street Cleaning, Emergency Planning and Sustainability*

### 8.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 8.1.1 Q1 2021/22 Summary from Head of Service

This has been another challenging Quarter across the Environmental and Regulatory Services teams. Covid-19 infections and contact self-isolation hit our waste and recycling contractor hard, with significant numbers of cases and crew members having to self-isolate as contacts. Crews were diverted from street cleaning and additional agency staff were brought in to maintain the refuse, recycling and food waste services. Thanks to the cooperation of the contractor, we were able to work through this with as little disruption as possible even though many of the agency staff were unfamiliar with the area. Pressures continue and have been added to by a national shortage of heavy goods vehicle drivers due to a backlog in driver testing.

Tonnages of dry mixed recycling, food waste and residual waste continued to be much higher than normal due to the periods of lockdown and more people staying at home. These increased volumes continued to add pressure on our contractor by increasing working hours and vehicle journeys to the transfer stations.

Car parking income was again hit by the continued Covid restrictions but has shown signs of sporadic recovery in this quarter. Work is continuing on the fine details around the Brightwells multi-storey car park and how we will operate it in future. The Parking Place Order has been amended to include the car park so it can be managed effectively and proposals charges for the car park have been agreed. A full review of parking charges is currently under consideration and will come before the Executive, Overview and Scrutiny and the Council in the next few months. Our phase of the South Street car park refurbishment is completed, and the developers have begun their work on the Brightwells road widening. The lift refurbishment and the new staircase to improve access to the lower level of the car park will follow once the road widening is complete.

The Environmental Health and Licensing Teams have continued to support and advise businesses on Covid-19 compliance issues and ensure that businesses complied with the restrictions in place at any one time. This has proved extremely challenging and demanding on the staff who are also trying to maintain 'business as usual' as far as possible. Additional funding has been provided to recruit additional staff to support this increased workload, but recruitment is problematic as almost all local authorities are trying to recruit at the same time.

Two significant licensing policy reviews were started during the quarter. The Gambling Policy Review and the Sex Establishment Review will be going out to public consultation, the results of which will be reported to the Licensing and Regulatory Committee in November and on to Council in December 2021.

Effective coordination of the response to the COVID-19 pandemic has been crucial and the Emergency Planning Officer has played a key role in linking our COVID-19 Response Group with the Local Resilience Forum. He will begin work on the review of how effective our business continuity plans were during the COVID-19 response to identify key learning points which will further enhance their effectiveness in the future.

Work has begun on several projects included in the Carbon Neutrality Action Plan including electric vehicle charging, cycle shelters and cycle greenways. Funding was also awarded from the Public Sector Decarbonisation Scheme for work to reduce carbon emissions at the Memorial Hall. Work is underway to investigate the use of PV arrays on some of our larger buildings and a feasibility study is being commissioned into solar farms on a number of possible sites across the borough. The Transport Projects Officer has been busy working with the County Council and Town and Parish Council colleagues on a wide range of transport infrastructure projects and the development of the cycle network. The Electric

Vehicle Strategy was approved by the Executive on 30 March and we have been successful, in partnership with other Surrey councils, in bidding for a grant to promote the uptake of EV Taxis and Private Hire cars.

There was wide consultation on proposals for a Public Space Protection Order to help address anti-social behaviour in the Godalming Town Council area involving several meetings and lengthy discussion before the draft Order was presented to the Council meeting on 20 April. The Council confirmed the making of the Order with effect from that date.

Once again, I must thank all of the staff in the Environmental and Regulatory Services for keeping 'business as usual' going whilst responding to the Covid pandemic. I think it is important not to underestimate the pressure that has put on both staff and our contractors and thanks must go to all of them for their efforts during unprecedented times.

**Richard Homewood, Head of Environmental & Regulatory Services**

## 8.2 Key Performance Indicators Status

### 8.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
E1	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	3.24%	4.00%	5.00%	5.00%	4.74%	5.00%
E2a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	2	3	4	2	2	2
E2b	Number of fly tipping incidents in a quarter ( <b>Data only</b> )		225	266	234	228	180	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting ( <b>higher outturn is better</b> )	%	Data paused	93.7%	93%	89.71%	Data not available	90%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 20/21		108	68	30.0	46	28	40
E4b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 20/21		94	65	26.0	44	41	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	78%	100%



KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
E NI18 2	Satisfaction of business with local authority regulation services <b>(higher outturn is better)</b>	%	Monitorin g on pause	Monitorin g on pause	Data paused	Monitorin g on pause	Monitorin g on pause	85%
E NI19 1	Residual household waste per household <b>(lower outturn is better)</b>	kg	98.32	86.00	96.00	88.00	Data not available	90.00
E NI19 2	Percentage of household waste sent for reuse, recycling and composting <b>(higher outturn is better)</b>	%	59.7%	59.8%	61% Provisional	54.00%	Data not available	54.0%

### 8.2.2 Comment:

The MRF rejection rate is showing a steady trend and remains on target and continues to be one of the lowest rejection rates in Surrey.

The number of fly tips has dropped noticeably this quarter which is encouraging and could coincide with the reopening of the SCC Household Waste Recycling Sites. There continue however to be several large commercial fly tips each quarter and some involving asbestos which requires specialist contractors to remove at significant cost to the council.

Street Cleaning performance had been affected by the impact of Covid-19 on crew numbers, but the contractor is now making efforts to recover the normally high standards of street cleanliness.

Given the challenges faced by the contractor due to staff shortages the missed bin performance, whilst not quite on target is remarkably low.

Seven out of nine high risk food premises due for inspection were inspected within 28 days of being due. The remaining two have since been inspected.

Monitoring the satisfaction of food businesses has been put on hold during the pandemic, and the focus has been on working with businesses to help them find ways of diversifying and adapting to the restrictions. As those restrictions are relaxed the team will continue to work with businesses to help them recover.

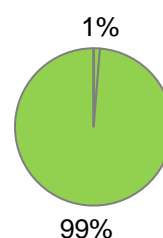
Residual household waste is exceeding the target again in Qtr.1 as a consequence of the continuing 'work from home if you can' advice from the Govt and people producing more waste at home rather than at work or using hospitality venues. Tonnages of Dry mixed recycling are up 11.3%, Food waste up 14.6%, Garden waste up 23.5% and residual household waste up 6.7%.

## 8.3 Service Plans – Progress Status

### 8.3.1 Summary Table and Pie Chart

Q1 Progress on Environment Service Plans 2021/24

Total	100%	78
Completed	1%	1
On track	99%	77
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### Comment:

The introduction of a Public Space Protection Order in respect of anti-social behaviour was achieved ahead of time and the Order was made on 20 April 2021.

The review of the use of business continuity plans during the COVID19 response has been delayed as the Covid19 controls were extended. It is now planned to begin on 1 October 2021

Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24ES18	Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.					
SP21/24ES18.2	Work with Safer Waverley Partnership partner agencies to introduce a Public Space Protection Order in respect of Anti-Social Behaviour.	01-Jul-21	Head of Service (RH)	Completed	20-April-21	Successfully completed

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24ES11	Continue to build and grow Waverley's Business Continuity Management Planning					
SP21/24ES11.2	Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.	18-Aug-21	Emergency Planning Officer (TE)	Review planned for October onwards – delayed by continuation of Covid.	31-Oct-21	Revised timetable due to continued Covid controls.

## 8.4 Internal Audit Recommendations Progress Status

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

## 8.5 Complaints Statistics

### 8.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

#### Q1 20-21 Environmental Services - Level 1 Complaints

KPI	Description	Data Type	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	14	22	17	6	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	14	20	17	3	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	91%	100%	50%	100%	95%

### 8.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

#### Q1 20-21 Environmental Services - Level 2 escalations

KPI	Description	Data Type	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	2	5	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	1	5	0	0	Data only

<b>Level 2</b>	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	100%	N/A	N/A	95%
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### 8.5.3 Summary Comment on the statistics

All complaints closed in Q1 were dealt with on time.

## 8.6 Finance Position at the end of the quarter

### 8.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Environment</b>				
Expenditure	11,558	3	0%	Adverse
Income	- 8,123	- 44	1%	Favourable
<b>Environment Total</b>	<b>3,435</b>	<b>- 41</b>	<b>-1%</b>	<b>Favourable</b>

### 8.6.2 Summary Comment on General Fund position at the quarter end

The 3k overspend relates to a £28k increase in finance fees related to car park income, this is offset by an overachievement of income for car parks (see below). The £28k reduces down to a £3k overspend as a result of £25k of savings on the staffing budget.

The £44k overachievement of income is made up of a £51k overachievement of income on parking. This is offset by the above £28k overspend on finance fees (net increase of income would be £23k). There is underachievement of licencing and joint enforcement income of £7k.

## 9 Service Dashboard – Planning and Economic Development

*This Service includes the following teams: Development Management, Planning Policy, Business Support and Economic Development.*

### 9.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 9.1.1 Q1 2021/22 Summary from Head of Service

This was a particularly difficult and challenging quarter for the Planning and Economic Development Service, especially in terms of the Development Management (DM) function.

The rollout as the start of April of our new, bespoke, end to end 'Horizon' planning software system developed for Waverley by StatMap, coincided with a significant increase in planning submissions locally (in line with the national trend) with Waverley experiencing 34% increase in application numbers in the first three months of the year, when compared with the same period last year (January to March 2020). At the same time, we also saw the departure of a number of permanent planning staff and work was continuing apace in terms of delivering a new structure within DM.

Whilst some teething problems with the new Horizon software were fully expected, as is almost always the case with the introduction of any major change in established working practices or systems, the operational transfer from the old to the new system has impacted the validation process of planning submissions and our ability to efficiently determine applications. The impact of this was compounded by the need for technicians and planning officers to get fully up to speed with the new ways of working, on the job training, and for fixes to be made by our system development partners.

Suitable steps were immediately taken to address the issues at hand and a number of email progress updates were sent to Ward Councillors and to the Town and Parish Councils by the Head of Service. In addition to this, an online all-member briefing session was held in June to clearly set out the matters of concern and what actions had already been taken, or were planned, to rectify the problems at hand. Steady progress was made throughout the quarter, partly through the recruitment of temporary resource and by the end of June were in a much better position, with backlogs in both registration/validation and decision-making having been markedly reduced. There is still, however, much work to do and the rollout of the various actions in the Development Management Improvement Plan will be crucial in helping us to meet our goals. The new structure in Development Management, with the Eastern and Western teams being replaced with Strategic Sites, Majors and Minors, and Applications & Enforcement Teams plus the creation of a Business Support Team with appointment to the crucial new post of Business & Performance Manager went live on 21 June. This new structure has specifically been designed to focus efforts on enhanced performance and customer care, but it is too early to judge whether this has already had a positive impact on these areas.

The total number of corporate complaints (45) received during Q1, both level 1 and level 2, was significantly higher than that of the previous quarter (18), largely down to the issues with validating and determining applications as discussed above. Whilst this increase is entirely understandable from a customer perspective, the need to respond to these complaints was, in itself, a further drain on resources that took officer time away from dealing with the key performance issues at hand.

Despite the challenges faced, further strides were taken in terms of moving Local Plan Part 2 through to submission to the Secretary of State and very good progress was made with a number of key Neighbourhood Plans. The planning enforcement team continued to investigate a large number of complaints about breaches of planning legislation and the Economic Development Team progressed actions within the ED Covid Resilience Plan.

**Zac Ellwood, Head of Planning & Economic Development**

## 9.2 Key Performance Indicators Status

### 9.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
P1	Percentage of all planning applications determined within 26 weeks ( <b>higher outturn is better</b> )	%	98%	99%	95%	96%	57%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure ( <b>higher outturn is better</b> )	%	100%	83%	50%	90%	80%	80%
P151a	Processing of planning applications: Major applications - % determined within 13 weeks, <b>not including</b> those applications where a time extension has been agreed - cumulative figure ( <b>higher outturn is better</b> )	%	N/A	N/A	N/A	New PI introduced from Q1 2021/22	27%	Data only
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks ( <b>higher outturn is better</b> )	%	95%	92%	81%	88%	90%	80%
P153a	Processing of planning applications: Non-major applications - % determined within 8 weeks, <b>not including</b> those applications where a time extension has been agreed ( <b>higher outturn is better</b> )	%	N/A	N/A	N/A	New PI introduced from Q1 2021/22	16%	Data only
P123 (NI)	Processing of planning applications: Other applications ( <b>higher outturn is better</b> )	%	92%	96%	92%	86%	90%	90%
P123a	Processing of planning applications: Other applications - % determined within 8 weeks, <b>not including</b> those applications where a time extension has been agreed ( <b>higher outturn is better</b> )	%	N/A	N/A	N/A	New PI introduced from Q1 2021/22	10%	Data only
P2	Processing of all other residual applications - % determined within its target (Internal) ( <b>higher outturn is better</b> )	%	87%	80%	76%	80%	62%	80%

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) <b>(lower outturn is better)</b>	%	23%	23%	25%	29%	Data Not Available	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) <b>(lower outturn is better)</b>	%	16.7%	5.6%	5.0%	3.3%	Data Not Available	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b>	%	0.8%	0.6%	1.0%	1.3%	Data Not Available	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	90%	85%	72%	74%	Data Not Available	75%
P5	Percentage of tree applications determined within 8 weeks <b>(higher outturn is better)</b>	%	92%	99%	96%	96%	90.8%	95%
P6	Percentage of pre-application advice provided within 28 days target <b>(higher outturn is better)</b>	%	5%	29%	15%	15%	Data Not Available	Data only
P7	Actual number of dwellings commenced (all housing providers) <b>(higher outturn is better)</b>	No	4	17	23	75	141	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-143	-273	-397	-345	-403	147
P8	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	No	90	188	145	109	175	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-57	-16	-18	-54	10	147

### 9.2.2 Comment:

As set out and explained in the earlier narrative, the performance of the Development Management (DM) function took a significant hit during this quarter. Whilst we managed to meet the targets where agreed extensions of time were agreed – which is the data that is required to be submitted to central government, as requested by the Environment Overview and Scrutiny Committee and endorsed by the Executive, we have included the 8/13week performance data showing the statistics for P151, P153 and P123 not including those applications where a time extension has been agreed (P151a, P153a and P123a). This demonstrates, as discussed in previous performance reports, that DM is overly



reliant on agreed extensions of time and this is an area we are targeting with various factions within our Development Management Improvement Plan.

Our performance on planning appeals remained solid overall (specific data to follow), but this will have been impacted by the five separate appeals relating to The Heights in Haslemere, which were all allowed by the Planning Inspectorate. Three out of the five appeals were for development classed as Major (10 or more dwellings) and so this will affect P152, which is a national indicator against which LPA performance is assessed. Officers are working closely with PAS (Planning Advisory Service) in terms of monitoring performance against this indicator to seek to avoid designation as a standards authority.

The paid pre-application advice service was suspended on 13 May 2021, so we have not provided figures against this non-statutory indicator.

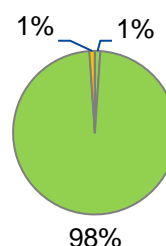
In terms of P7 and P8, the number of dwellings commenced and completed within the quarter both showed a healthy and encouraging uplift. However, despite having met last year's Housing Delivery Test, the Council is currently unable to demonstrate a five-year supply of deliverable housing. We have a Housing Delivery Action Plan in place, and the revised structure within DM team with a new 'Strategic Sites' team, are both measures intended to help speed up housing starts and completions. The five-year housing land supply position will continue to be closely monitored.

## 9.3 Service Plans – Progress Status

### 9.3.1 Summary Table and Pie Chart

Q1 Progress on Planning & ED Service Plans 2021/24

Total	100%	93
Completed	1%	1
On track	98%	91
Off track - action taken / in hand	1%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



**Comment:** The majority of the service plans actions are on track for delivery and the further details on a couple of action due in for completion in Q1 were listed in the following section.

### 9.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24P18	Support healthy town centres by developing Business Improvement Districts and other initiatives.					
SP21/24P18.2	Deliver scheme to provide vinyl's for empty shop windows to improve appearance of High Streets, promote Waverley as a visitor destination and to identify sources of support to the retail sector	30-Jun-21	Catherine	Completed		Vinyl design for empty shops completed and used in Godalming with GTC. Working with Tourism South East to deliver groups and consumer marketing opportunities for businesses in Autumn 2021 and supporting

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
						the retail with continuation of Click It Local, an online retail platform.
SP21/24P22	Planning decision making is more efficient, and delivery focused.					
SP21/24P22.1	Review of Planning Committee structure completed. Joint project with Democratic and Legal Services	30-Jun-21	Zac	Off track - action taken/ in hand	To be confirmed	Discussions ongoing with Democratic and Legal Services.

## 9.4 Internal Audit Recommendations Progress Status

**Comment:** At the end of first quarter there were multiple outstanding Internal Audit Recommendations for this service area:

- IA20/08.001 Target Response Times (Parent Action: IA20/08 Planning Enforcement)
- IA20/08.002 Out of Date Enforcement Plan (Parent Action: IA20/08 Planning Enforcement)
- IA20/17.001.1 Reconciliation (Parent Action: IA20/17 Planning Fee Income)
- IA20/17.001.2 Functionality of the new Planning Database
- IA20/17.002.2 Recording of pre application advice
- IA20/17.003.1 Planning Reference Number
- IA20/17.003.2 Planning Procedure Note
- IA20/17.004.1 Automate payment extraction from portal
- IA20/17.004.2 Spot Checks
- IA20/17.004.3 Data on Systems
- IA20/17.004.4 Procedure Notes
- IA21/01.002 Declarations (Parent Action: IA21/01 Planning comments on portal Advisory Review)

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 2 August 2021\)](#) report pages 5 to 11.

## 9.5 Complaints Statistics

### 9.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

#### Q1 20-21 Planning & Economic Development - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	7	16	13	14	26	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	9	12	10	14	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	57%	56%	92%	71%	54%	95%

### 9.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

#### Q1 20-21 Planning & Economic Development - Level 2 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	5	8	9	4	19	Data only



<b>Level 2</b>	Number of Level 2 complaints dealt with on time in a quarter	<b>Number</b>	4	8	8	4	17	<b>Data only</b>
<b>Level 2</b>	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	<b>%</b>	80%	100%	89%	100%	89%	95%

### 9.5.3 Summary Comment on the statistics

Q1 performance in terms of the time taken to deal with formal complaints was disappointing with only 54% of level 1 complaints responses being sent within the corporate target and 89% of level 2 responses sent on time. This can partly be explained by the overall challenges faced within the Planning Service during this period, as set out in the main comments section of this report, but it is also of significance that the number of level 1 complaints (dealt with by officers) received between April and June was almost double that of the previous quarter and that the number of level 2 complaints (responded to at the Head of Service level) was nearly five times the number dealt with in Q4 2020/21 and more than double that of any of the preceding four quarters. The vast majority of these complaints, understandably, related to delays in both validating and determining planning applications and we expect to see a marked reduction in corporate complaints as the actions in our DM Performance Improvement Plan are introduced and take effect and the service gets back to more of an even keel. There were no Local Government and Social Care Ombudsman complaints upheld against the Planning and Economic Development Service within the quarter.

## 9.6 Finance Position at the end of the quarter

### 9.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Planning &amp; Economic Development</b>				
Expenditure	7,557	-14	0%	Favourable
Income	-4,894	-	0%	-
<b>Planning &amp; Economic Development Total</b>	<b>2,663</b>	<b>-14</b>	<b>-1%</b>	<b>Favourable</b>

### 9.6.2 Summary Comment on General Fund position at the quarter end

The financial position overall within Planning & ED at the end of the quarter was favourable, however, in the interests of diligence this is being regularly monitored. Whilst planning application numbers increased overall during the period, the majority of these have been householder and other minor submissions that command lower application fees, so planning income received to-date is slightly below initial budget projections. Planning income has also taken a small hit from the decision to suspend the paid pre-application service halfway through the quarter. The new improved pre-application system will be rolled out in Q2/Q3 and should help to address current concerns.

## 10 Service Dashboard – Housing Delivery and Communities

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

### 10.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 10.1.1 Q1 2021/22 Summary from Head of Service

##### Communities

As the extensive work relating to the pandemic has eased off during the quarter, **the Communities Team** has been able to concentrate on major workstreams in both working with the community and the voluntary sector, as well as delivering outcomes under the Safer Waverley Partnership.

Officers are working with the Executive and the Overview and Scrutiny Working Group to develop and agree a new funding process from 1 April 2022. Any new funding arrangement will be open to new organisations who are able to meet the funding priorities and the objectives in the Corporate Strategy. The new process will need to be in place by 1 October 2021 to allow the scheme to open in early November 2021.

The Safer Waverley Partnership Executive gave approval at its meeting on 26 May 2021 for officers to work with Waverley Borough Council's Health and Wellbeing leads and relevant partners to develop a shared Health and Wellbeing and Community Safety Strategy. This would involve the establishment of a coordination and delivery group and an implementation plan. Further information on this will be provided in the Quarter 2 report.

Community tension continues to rise, particularly residents experiencing anti-social behaviour from their immediate neighbours and the surrounding community. The Community Safety Team have been working with the Safer Waverley Partners in relation to these issues, with three Community Trigger Panels being held during the quarter. The recommendations and outcomes from the Panels are being monitored through the Community Harm and Risk Management Group (CHaRMM).

An internal Safeguarding Policy and Procedural audit took place during the latter part of Quarter 3 and Quarter 4. The report has now been agreed and Safeguarding Lead and Deputy Lead are working through all the management actions.

##### Housing Delivery

**The Housing Development Team** continue to make steady progress in delivering the new build programme.

Following concerns raised by some tenants about poor drainage in their rear gardens at Site A, Ockford Ridge, consultants have been commissioned to investigate. Findings from this investigation will inform remediation works to rectify any issues found.

Thakeham Homes commenced development of Site B, Ockford Ridge, in May 2021, and the Reserved Matters application for Site C was granted permission on 9 June 2021. The first phase of the tendering process for the build contract is underway.

An Employers Agent has been appointed for Site E and the procurement process to appoint a build contractor to develop and deliver the scheme is being discussed ahead of preparation of the tender pack.

Officers continue to commission the design team and surveys for Site F and liaise with the Thames Water to arrange for disconnection of services.

Planning permission has been granted for all five sites in Chiddingfold: Harts Grove, Pathfields (x2), Queens Mead and Turners Mead. The first phase of the tendering process has concluded and a

shortlist of contractors to tender to build the new homes has been drawn up. The tender pack was issued to those shortlisted during June.2021

Planning permission was granted on 26 April for Parkhurst Fields, Churt, and the planning application for Crossway Close, Churt, was submitted on 30 April and has now been validated.

The tender pack is expected to be issued in July for the site at Aarons Hill, Godalming. Documents in the draft tender pack will be reviewed to ensure the new homes delivered will be carbon neutral/net zero in operation.

All surveys and reports have been commissioned to inform designs and preparation of a planning application for Springfield, Elstead. Officers continue to engage with Elstead Parish Council and Surrey County Council as well as supporting tenants affected by the proposed redevelopment scheme.

The new modular homes at Badgers Close, Farncombe, were manufactured in a factory and delivered to site by the Council's contractor, Beattie Passive. Most of the site works have now been completed but Beattie Passive are waiting for connection dates from electrical and water utilities. When these connections have been made the new homes can be commissioned prior to handover. A claim has been made and funds received for 95% of the grant funding allocated to the project by MHCLG. The remaining 5% will be available to claim at practical completion.

Three new homes acquired from Langham Homes at Foxglove Meadows, Witley, were handed over on 8 May 2021, and solicitors are completing the legal process of acquisition of four new properties at The Green, Ewhurst, built by Brookworth Homes.

**The Housing Strategy and Enabling Team** is working on a new Housing Strategy for Waverley. The Executive has commented on the overall direction and a fuller draft will be presented to the Executive and Overview and Scrutiny following the completion of commissioned Affordability and Viability Studies. It is essential that a new Strategy reflects the needs of the Borough and fleshes out the priorities outlined in the Corporate Strategy, essentially to provide a comprehensive offer to Waverley residents at all income levels.

Forty-eight new affordable homes were completed during the first quarter. These were provided by four organisations across five development sites. The first quarter completions are detailed in HD4.

The Affordable Housing Supplementary Planning Document (SPD) has now been adopted and provides clear guidance for developers on the Council's expectations regarding viability appraisals, and how the Council will independently scrutinise these. Having an adopted Affordable Housing SPD strengthens the Council's position.

The team continues to support housing associations to deliver additional homes and is able to provide funding from the Council's commuted sums pot (monies paid by developers in lieu of affordable housing on site).

Landlord inspections and other housing regulatory work carried out by **the Private Sector Housing Team** remains steady. However, requests for public health funerals during the pandemic, although much higher than normal during 2020, have dropped back to normal. In fact, there have been no new requests this financial year.

The Grants and Empty Homes Officer is engaging in cross-service working to make the most of the grant we receive, and the opportunities presented. Work to address the empty homes in the Borough has begun – though it is a time-consuming and complex process.

**The Housing Options and HomeChoice Teams** continued to prevent homelessness during the quarter (there was only one household in temporary accommodation as the end of June 2021) and advise on and facilitate suitable accommodation for those who were homeless. A successful bid was also achieved for MHCLG Rough Sleeping Initiative revenue funding for 21-22 (£105,834) based on funding a full time Rough Sleeper Outreach Worker employed by the York Road Project in Woking, a full time Tenancy Support worker to support rough sleepers placed in short term accommodation and funding for additional emergency and supported housing placements for single homeless clients. At the end of the quarter, an advertisement had been placed and the post has now been filled on a secondment basis from an officer in the Housing Management Team.

Senior officers in the Options Team have been working on exceptionally complex homelessness cases which have taken considerable time and resources, and it is likely this will continue. •

The HomeChoice Team has been working with the Strategy and Enabling team to tackle higher rents being charged by some Housing Associations. Although the rents have been set at 80% market rent, or Local Housing Allowance levels (whichever is lower) affordability has proved an issue for lower income working households.

At the end of June there were 1034 applicants on the Housing register – in line with 20/21 average of 1021.

As part of **the Service Improvement Team’s** work to support tenants and communities a new Service Level Agreement with Mediation Surrey was agreed. Mediation Surrey offers a range of services including community mediation (work with both parties to resolve neighbour disputes and anti-social behaviour), intergenerational mediation (for young people and families), support coaching (individual coaching to consider own options) and family mediation for couples (self-referral for low-cost service for couples separating without access to legal aid). Any Waverley resident can access these services.

The main disputes referred to Mediation Surrey in 2020/21 were noise, smells, abusive behaviour, boundary and parking issues. The aim is to increase referrals to the service and are promoting the service when interacting with tenants and in the tenants’ newsletter.

The STAR (Satisfaction of Tenants and Residents) fieldwork began. The comprehensive tenants survey due last year was postponed due to the pandemic. It is essential to gain tenants views on services to inform improvement plans, the Asset Management Strategy and the action plan for the Charter for Social Housing Residents. It is anticipated that satisfaction will have reduced due to challenges and changes in the responsive repairs contractors in early 2020 and the postponement of services due to pandemic lockdown. Tenants were invited to complete the survey online or over the phone during June. The results and draft action plan will be shared with tenants at the September Socials and Members at September’s Housing Overview and Scrutiny Committee.

**Andrew Smith, Head of Housing Delivery and Communities**

**10.2 Key Performance Indicators Status**

**10.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target**

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	5	5	3	2	1	1	5.0

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HD2	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	63	0	17	8	4	105	Data only
HD3	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	83	0	53	0	43	4	Data only
HD4	Total Number of affordable homes delivered by the Council and other providers (gross) <b>(Data only - higher outturn is better)</b>	No.	65	20	53	28	39	48	Data only
HD4a	Number of affordable homes delivered <b>other providers</b> (gross) <b>(Data only - higher outturn is better)</b>	No.					New sub-KPI to HD4	45	Data only
HD4b	Number of affordable homes delivered by the <b>Council</b> (gross) <b>(Data only - higher outturn is better)</b>	No.					New sub-KPI to HD4	3	Data only

### 10.2.2 Comment:

Good progress has been made across all the delivery services

### 10.2.3 Affordable Homes Delivery

The details on all affordable homes delivered during Q1 2021-22 (ref. HD4) were listed below, including information on units, tenure, scheme, provider and completion date.

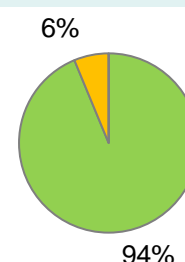
- 17 affordable homes at Longhurst Park completed by Southern (all for shared ownership) in phases from April-June 2021
- 18 affordable homes at Ockford Park, Godalming completed by Southern (9 x Shared Ownership and 9 x Affordable Rent) in phases on 28.04.21 (AR) and 14.05.21 (SO)
- 6 affordable homes completed on 21.05.21 at Acer Avenue, Cranleigh (Knowle Park Initiative) by A2 Dominion (6 x affordable rent)
- 2 affordable homes at Churt Place, Churt, completed 07.06.21 by Landspeed (2 x 2BH for shared equity)
- 2 affordable homes at Wheeler St, Witley, completed 04.05.21 by Landspeed (2 x 2BH for shared equity)
- 3 affordable homes at Wheeler St, Witley, completed 08.05.21 date by WBC (3 x 1 bed affordable rent)

## 10.3 Service Plans – Progress Status

### 10.3.1 Summary Table and Pie Chart

#### Q1 Progress on Housing D & C Service Plans 2021/24

Total	100%	48
Completed	0%	0
On track	94%	45



### Q1 Progress on Housing D & C Service Plans 2021/24

<b>Total</b>	<b>100%</b>	<b>48</b>
<b>Off track - action taken / in hand</b>	6%	3
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred /Transferred</b>	0%	0

**Comment:** At the end of first quarter there were three off track actions, and the further details can be found in the table below.

#### 10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24HDC11	The service meets the needs of all tenants and their families.	31-Dec-22				
SP21/24HDC11.1	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	30-Jun-21	Annalisa Howson	Off track - action taken/ in hand	30 September 2021	The survey was postponed due to the pandemic. Tenants were invited to complete the survey online or over the phone during June 21. The results and draft action plan will be shared with tenants at our September Socials and Members at September's Housing Overview and Scrutiny Committee.
SP21/24HDC3	The organisations funded through Service Level Agreements are delivering the agreed outcomes.	31-Mar-22				
SP21/24HDC3.1	Work with the Community Wellbeing Overview and Scrutiny working group to carry out a review of the current Service Level Agreements (SLAs) in order to inform funding decisions for the new round of SLAs starting 1 April 2022.	30-Jun-21	Katie Webb	Off track - action taken/ in hand	September 21	This work is in progress: discussions ongoing with the Executive and SLA Working Group.
SP21/24HDC4	The Waverley Community Safety Strategy priorities are delivered in partnership.	31-Mar-24				
SP21/24HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6.	30-Jun-21		Off track - action taken/ in hand		DHR 6 and the Action Plan have been sent to the Home Office and are due to go to the Quality Assurance Panel in August 21.



				The organisations involved have started to work on the recommendations in the Action Plan and this will be monitored through the Safer Waverley Partnership Executive.
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### 10.4 Internal Audit Recommendations Progress Status

**Comment:** At the end of first quarter there were two outstanding Internal Audit Recommendations for this service area:

- IA20/10.002 Comparison to electoral role (Parent action Private Sector Housing HMOs)
- IA20/10.003 Customer Feedback (Parent action Private Sector Housing HMOs)

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 2 August 2021\)](#) report page 12 of 18.

### 10.5 Complaints Statistics

#### 10.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

**Q1 20-21 Housing Delivery & Communities - Level 1 Complaints**

KPI	Description	Data Type	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	2	3	3	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	2	3	3	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	100%	100%	100%	100%	95%

#### 10.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

**Q1 20-21 Housing Delivery & Communities - Level 2 Complaints**

KPI	Description	Data Type	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	2	0	2	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	1	0	2	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	N/A	100%	N/A	95%

#### 10.5.3 Summary Comment on the statistics

There was only one complaint received and it was closed within the target response time.

### 10.6 Finance Position at the end of the quarter

#### 10.6.1 Service's General Fund Account Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				

Expenditure	4,312	12	0%	Adverse
Income	- 2,044	-	0%	-
<b>Housing Delivery &amp; Communities Total</b>	<b>2,268</b>	<b>12</b>	<b>1%</b>	<b>Adverse</b>

### 10.6.2 Summary Comment on General Fund position at the quarter end

This is due to staffing and is predominately related to a redundancy cost, following the streamlining of the Community Safety Team

### 10.6.3 Housing Revenue Account Table

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,365	3	0%	Adverse
Income	- 752	-	0%	
<b>Housing Delivery &amp; Communities Total</b>	<b>613</b>	<b>3</b>	<b>0%</b>	<b>Adverse</b>
<b>Housing Funding</b>				
Expenditure	8,825	-	0%	-
Income	- 1,431	-	0%	-
<b>Housing Funding Total</b>	<b>7,394</b>	<b>-</b>	<b>0%</b>	<b>-</b>

### 10.6.4 Summary Comment

This again is due to staffing and is related to a projected overspend on staffing in the Housing Development Team.



## 11 Service Dashboard – Housing Operations

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

### 11.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 11.1.1 Q1 2021/22 Summary from Head of Service

I was pleased to start the new financial year with improvements to services and progress on initiatives, despite ongoing Covid-19 restrictions.

Ian Williams our interim responsive repairs and void contractor have worked hard to change the service. Their Service Manager met with the Tenants Panel, Councillor Rosoman and I to update us on the actions taken and steps for ongoing improvements. They are working hard to turn around early poor performance and a new team are making good progress with indicators going in the right direction. Initial focus was to improve the team, quality of work and service. The team has had success with clearing the backlog of empty homes, walk in showers improvements and responsive repairs service are improving month on month with the new established team. A new manager is due to start mid-July with a focus on people and performance. We unanimously agreed on the importance of respect and honesty. The contract performance indicators demonstrate a fall in missed appointments and reduction in complaints as the responsive repairs contract is running more smoothly.

The procurement project, for a longer-term responsive repairs and voids contractor, is on target, with assessments completed at the end of June. Thanks to the Tenants Panel for assisting with the assessment and technical scoring. Two companies have been shortlisted for the negotiation stage with the expectation for the new contract to commence spring 2022.

The Compliance team have also successfully procured a new electrical services contractor. Safety inspections have commenced as we move from a ten-year inspection cycle of checks to a five-year cycle in line with best practice.

The Committee are aware of ongoing works to tackle a legionella outbreak in a senior living scheme since 2019. All pipe work replacement and intrusive works have now been completed and contractors are currently making good and redecorating before final handover. The works have gone smoothly with contractors successfully working with tenants who have been able to remain in their own homes.

After the end of Q1, we engaged with Surrey Fire & Rescue Service regarding issues that we identified in a regular fire safety inspection of one of our assisted living properties. SFRS have helped us to identify the improvements that are required and issued an enforcement notice while we rapidly put in place the appropriate mitigations. Progress on making these improvements will be updated in future reports.

The development of the Asset Management Strategy has continued to progress as we completed the procurement of a specialist contractor to assist in fulfilling the decarbonisation agenda.

I would like to recognise the Housing Management Team as my Star Team for Quarter One, for their ongoing commitment to tackling anti-social behaviour and partnership working to achieve results, change behaviours and support communities. The team successfully worked in partnership with the Police to gain a closure order and two injunctions to stop anti-social behaviour. It is very challenging work requiring a special skill set and personal resilience.

We also worked with the Community Safety Team as two community triggers were received in quarter one. The team worked with the community trigger panel to review the actions taken on each case and agree a new action plan to address issues and concerns.

As part of our work to support tenants and communities we agreed a new Service Level Agreement with Mediation Surrey. They offer a range of services including community mediation (work with both parties to resolve neighbour disputes and anti-social behaviour); intergenerational mediation (for young people and families); support coaching (individual coaching to consider own options) and family mediation for couples (self-referral for low-cost service for couples separating without access to legal aid). Any Waverley resident can access their services for more information [mediationsurrey.org](http://mediationsurrey.org)

The main disputes referred to Mediation Surrey in 2020/21 were noise, smells, abusive behaviour, boundary and parking issues. We are aiming to increase referrals to the service and are promoting the service when interacting with tenants and in the tenants' newsletter.

The team have also been getting green fingered as the Community Development Team have been working with the charity COPSE (Community Orchard Projects South East) to plan and develop a Community Orchard in Queensway in Cranleigh. The project aims to revitalise an unloved and under-utilised space to give back to the community and work in conjunction with Waverley's Green Agenda. 25m of hedgerows and six apple trees were planted at our event in April. We hosted almost 50 local residents, including groups from the Brownies and Scouts, who all came together to plant, rake, weed, water and beautify a previously overgrown and neglected green space. Hedge trees were donated by Surrey Wildlife Trust and the apple trees purchased through a combination of budgets and fundraising.

And finally, we commenced the STAR (Satisfaction of Tenants and Residents) fieldwork. We postponed the comprehensive tenants survey due last year due to the pandemic. We are keen to gain tenants views on services to inform our improvement plans, the Asset Management Strategy and our action plan for the Charter for Social Housing Residents. We anticipate that satisfaction will have reduced due to challenges and changes in the responsive repairs contractors in early 2020 and the postponement of services due to pandemic lockdown. It is important to gain tenants views to learn lessons from the past and enable us to focus improvements on what matters to tenants. Tenants were invited to complete the survey online or over the phone during June. The results and draft action plan will be shared with tenants at our September Socials and Members at September's Housing Overview and Scrutiny.

I believe we have had a positive start and I am hopeful for ongoing improvements in services and the opportunity to continue to build our relationship with tenants this year.

**Hugh Wagstaff, Head of Housing Operations**

## 11.2 Key Performance Indicators Status

### 11.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit ( <b>lower outturn is better</b> )	%	0.64% / 0.7% target	0.86% / 0.7% target	0.98% / 0.7% target	0.96% / 0.7% target	0.96% / 0.7% target	0.87%	1% (New target Q1 2021/22)
HO2	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	28	70	112	60	36	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time ( <b>higher outturn is better</b> )	%	100.0%	98.3%	99.8%	99.9%	99.4%	99.9%	100%

HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	87%	N/A	N/A	N/A	N/A	N/A	93%
HO4b	Responsive Repairs: Average number of days to complete a repair ( <b>lower outturn is better</b> ) *	Days					New PI April 2021	14	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	69%	N/A	N/A	N/A	N/A	N/A	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days ( <b>lower outturn is better</b> ) *	%					New PI April 2021	22%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%		N/A	N/A	N/A	N/A	91%	97%

\* Interim PI proposed. To return to tenants' satisfaction PI when new contract is live in 2022 for 2022/23 reporting.

### 11.2.2 Comment:

The rents team achieved the new performance target after a difficult year, due to the financial impact of Covid-19 on households. As furlough ends the team expect a further increase in universal credit claims which can create challenges in their ability to collect rent in advance. The team continue to work closely with tenants in arrears to agree affordable repayment plans to prevent homelessness. As of 30 June, there was a total arrear of £262k.

As reported in the commentary there has been an ongoing improvement in relet performance as the pre pandemic and pandemic backlog were cleared. A total of 80 homes were relet in Q1 following normal voids works. 51% were relet within 20 days. As of 30 June, there were 27 normal voids, compared to 71 as at the end of June 2020.

The Compliance Team have worked hard to provide assurances to tenants reluctant to have gas safety checks due to covid-19. However, as the vaccination programme has rolled out and restrictions are lifted many of the outstanding checks have been completed. As of 30 June, only four homes were without a certificate of which three appointments have now been completed (as at 04/08).

As reported in the commentary there has been an improvement in responsive repairs performance with more repairs completed within timescale. The performance has not reached target but is moving in the right direction from an average of 28 days to complete a routine repair in March 2021. Of the outstanding jobs Ian Williams have been working to create and implement an action plan to clear the backlog. This has been challenging and the number of outstanding jobs has not significantly changed in the quarter. However, the breadth of issues has narrowed, identified that 80% of current backlog relates to roofing and larger groundworks repairs. Ian Williams are working with roofing and general contractors and have advertised to recruit two roofing operatives to address the issues.

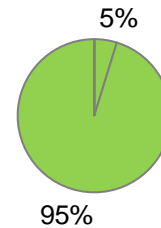
The Housing Management Team have continued to complete tenancy audits in person (where appropriate) and over the phone. Audits enable us to build an ongoing relationships with tenants, clarify and confirm any tenancy issues, support and signpost for tenancy sustainment and prevent tenancy fraud.

## 11.3 Service Plans – Progress Status

### 11.3.1 Summary Table and Pie Chart

#### Q1 Progress on Housing Operations Service Plans 2021/24

Total	100%	21
Completed	5%	1
On track	95%	20
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



**Comment:** The team are progressing many service plan actions and have completed the STAR survey. This was a month after the original date to provide additional preparation and fieldwork time. The results will be considered and shared with tenants and members to inform the service improvement plan.

### 11.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
The service meets the needs of all tenants and their families.					
Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	30-Jun-21		Completed	N/A	Market researcher appointed following procurement process, survey and project plan agreed. Field work commenced late May 2021 to receive report late July 2021 and report to tenants at September Socials and members Sept Housing O&S.

## 11.4 Internal Audit Recommendations Progress Status

**Comment:** At the end of first quarter there were five outstanding Internal Audit Recommendations for this service area:

- IA21/07.001 Handover procedure (Parent Action: IA21/07 Decant of Tenants & their property & Demolition of Council Homes)
- IA21/07.002 Decant and Demolition Procedure (Parent Action: IA21/07 Decant of Tenants & their property & Demolition of Council Homes)
- IA21/07.004 Repairs and Maintenance Compensation & Reimbursement Policy (Parent Action: IA21/07 Decant of Tenants & their property & Demolition of Council Homes)
- IA21/07.006 Notification points to tenants (Parent Action: IA21/07 Decant of Tenants & their property & Demolition of Council Homes)
- IA21/11.003 Post Inspections (Parent Action: IA21/11 Housing Contractors Payment Process)

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 2 August 2021\)](#) report pages 13 to 18.

## 11.5 Complaints Statistics

### 11.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

#### Q1 20-21 Housing Ops - Level 1 Complaints

KPI	Description	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target

Level 1	Total number of Level 1 complaints received in a quarter	Number	8	17	34	20	16	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	14	24	17	15	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	88%	82%	71%	85%	94%	95%

### 11.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

#### Q1 20-21 Housing Ops - Level 2 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	6	8	11	8	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	6	7	11	8	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	0%	100%	88%	100%	100%	95%

### 11.5.3 Summary Comment on the statistics

16 level one complaints were closed in Quarter One. Although the target was missed this was due to only one case been closed out of time by one day. All eight level two cases were closed within timescale.

Lesson learnt related to ongoing issue of communication – managers working with team and contractors to improve relationships with tenants.

## 11.6 Finance Position at the end of the quarter

### 11.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Housing Operations</b>				
Expenditure	-	-	-	-
Income	-	-	-	-
<b>Housing Operations Total</b>	-	-	-	-

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Housing Operations</b>				
Expenditure	26,125	- 48	0%	Favourable
Income	- 34,132	18	0%	Adverse
<b>Housing Operations Total</b>	- <b>8,007</b>	- <b>30</b>	<b>0%</b>	<b>Favourable</b>
<b>Housing Funding</b>				
Expenditure	8,825	-	0%	-
Income	- 1,431	-	0%	-
<b>Housing Funding Total</b>	<b>7,394</b>	-	<b>0%</b>	-

### 11.6.2 Summary Comment

Income and expenditure as expected within HRA business plan.

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**WAVERLEY BOROUGH COUNCIL**

**COMMUNITY WELLBEING O&S COMMITTEE**

**15 SEPTEMBER 2021**

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**Title:**

**Update regarding Health & Wellbeing**

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**Portfolio Holder:** Cllr Kika Mirylees, Health & Wellbeing  
Cllr Anne-Marie Rosoman, Community Safety

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

**Key decision:** No

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**1. Purpose and summary**

- 1.1 To update the Committee regarding the expansion of the strategic function of the Safer Waverley Partnership (SWP) and the development of a new shared Health and Wellbeing Board and associated Strategy.
- 1.2 Developing a shared Health and Wellbeing and Community Safety Board and associated Strategy for Waverley will:
- a) create a strategic arm to drive forward the Health and Wellbeing agenda and priorities through clearer governance and performance monitoring,
  - b) enable partners to share priorities across community wellbeing, health, social care, anti-social behaviour and criminal activity through addressing the wider determinants of health, and
  - c) establish opportunities to explore joint funding, commissioning and project delivery collaboratively.

**2. Background**

- 2.1. Waverley's five year Health and Wellbeing Strategy was published in May 2016 and is due to be reviewed this year.
- 2.2. Priority 5 of the current strategy 'Safeguarding the population' includes the delivery of the SWP Plan and the development and delivery of services which contribute to safeguarding the population and improving wellbeing.
- 2.3. In March 2020 the merger of the Surrey Health and Wellbeing Board and Surrey Community Safety Board aligned their priorities into one shared overarching Board. The Surrey Board is currently reviewing and developing their ten-year Strategy.
- 2.4. Since the creation of the Surrey Board the COVID-19 pandemic has further exacerbated existing health inequalities and led to the necessity for the Community Impact and Rapid Needs Assessments. These reviews have

highlighted specific population groups in Waverley who have been most affected and which have close synergy with the community safety priority areas.

- 2.5. The timing of the Waverley Health & Wellbeing Strategy review provides an excellent opportunity to integrate the SWP priorities, and create a shared Board and Strategy. It will also allow alignment with the direction that the wider Surrey Health and Wellbeing Board are taking.
- 2.6. On 26 May 2021 the SWP Board gave approval for officers to work with relevant stakeholders to explore aligning priorities and bring a proposal to the next meeting.
- 2.7. On 14 July 2021 the SWP Board agreed to approve the:
  - a. draft Health & Wellbeing Board Terms of Reference,
  - b. proposed membership of health partners and stakeholders to form the wider board (Annexe 1),
  - c. draft Health and Wellbeing and SWP 'Plan on a Page' (Annexe 2),
  - d. process of officers developing a shared Health and Wellbeing and Community Safety Strategy, and
  - e. implementation of a coordination group to deliver the Plan.

### **3. Next steps**

- 3.1. Waverley officers will work to further develop and deliver the Health and Wellbeing and SWP 'Plan on a Page', to ensure a continued focus on existing priorities and include the development of a new shared Strategy.
- 3.2. Over the next 9 months officers will:
  - 3.2.1. implement one Board to provide clear, strategic direction;
  - 3.2.2. review the current H&WB Strategy and Action Plan and develop a new aligned Strategy;
  - 3.2.3. work with the Surrey Health and Wellbeing Board to align the new Waverley Strategy with the Surrey priorities; and
  - 3.2.4. establish a co-ordination group to deliver the joint priorities.

### **Implementation Plan**

- 3.3. The plan below highlights key actions programmed in order to achieve a fully integrated shared Board and Strategy by June 2022.

<b>No.</b>	<b>Action</b>	<b>Lead Officer/s</b>	<b>Date by</b>
1	Hold an 'Extraordinary' SWP Board meeting to agree revised 'Terms of Reference' and Partnership Plan on a Page for 2021/22	Tamsin McLeod & Katie Webb	23 Sep '21
2	Establish a coordination and delivery group to deliver the priorities on behalf of the Board	Eve Budd, Tamsin McLeod & Katie Webb	30 Sep '21
3	Workshop with key stakeholders to shape priorities and outcomes for the new shared Health and Wellbeing and Community Safety Strategy	Tamsin McLeod, Katie Webb & Eve Budd	31 Dec '21



4	Development of a new Health & Wellbeing and Community Safety Strategy	Tamsin McLeod & Katie Webb	31 Mar '22
5	Health & Wellbeing and SWP Board approve new shared priorities and Strategy	Tamsin McLeod & Katie Webb	31 Mar '22
6	SWP and WBC Health & Wellbeing fully integrated with approved shared Strategy	Tamsin McLeod & Katie Webb	30 Jun '22

3.4. These timescales are subject to partner organisations internal processes to agree and implement this direction.

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

4.1 The development of a Health & Wellbeing Board and aligned new strategy directly links with the following elements of Waverley's Corporate Strategy 2020-2025 and the vision to promote:

- 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
- 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.

4.2 Expanding the strategic function of the SWP to incorporate a wider healthier community agenda will enable partners to share priorities across community wellbeing, health, social care, tackling antisocial behaviour and criminal activity through addressing the wider determinants of health. Importantly it will also directly facilitate our strategic priorities, specifically:

- Supporting a strong, resilient local economy
- Effective strategic planning and development management to meet the needs of our communities.
- Improving the health and wellbeing of our residents and communities

4.3 The structure change to the SWP Board will not impact the operational arm of the SWP with the Community Harm and Risk Management Meetings, Joint Action Group and Serious Organised Crime Group remaining in their current format. However, the collaboration and development of a shared Health and Wellbeing and Community Safety Board and Strategy will provide an opportunity to place a new focus on reducing health inequalities and greater focus on tackling chronic problematic community issues whilst building and maintaining safer and healthier communities.

#### **5 Recommendations**

The Community Wellbeing Committee are asked to:

1. Support the alignment of the shared priorities and establishment of a shared

- Board and Shared Strategy,
2. Identify members to take part in a workshop with partners and stakeholders to shape priorities and outcomes, and;
  3. Continue to scrutinise the strategic function of the Safer Waverley Partnership along with the delivery of the shared Health and Wellbeing and Community Safety Priorities.

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

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

All work will be resourced by current staffing predominantly in the Leisure and Community teams. However, the success of this project is contingent on the full support of the SWP and new Health & Wellbeing Board.

There are no finance implications in this report.

### **6.2 Risk management**

There are no risks identified in this report.

### **6.3 Legal**

There are no legal implications in this update report.

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

There are no direct equality, diversity or inclusion implications in this report, however as the shared Board and Strategy are developed a full Equality Impact Assessment will be completed to help inform the potential groups at risk.

### **6.5 Climate emergency declaration**

There are no climate emergency impacts or outcomes in this report..

## **7. Consultation and engagement**

7.1 Consultation has included the members of the SWP Executive Board, the relevant Portfolio Holder/s and Management Board.

7.2 Comments from the Community O&S Committee will be used to help develop the new Strategy.

## **8. Other options considered**

8.1 Not applicable.

## **9. Governance journey**

9.1 Further updates will be presented to the O&S Committee at relevant stages.

## **Annexes:**

- Annexe 1 Health and Wellbeing and Safer Waverley Partnership Board membership  
Annexe 2 Plan on a Page 2021-22

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## **Background Papers**

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

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## **CONTACT OFFICER:**

Name: Tamsin McLeod  
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## Annexe 1 - Health and Wellbeing and Safer Waverley Partnership Board membership

Organisation	Position	Membership status
Guildford & Waverley CCG (Surrey Heartlands)		Existing / Chair
Surrey Police	Supt Operations	Existing / Deputy Chair
Waverley Borough Council	Strategic Director	Existing
Waverley Borough Council	Portfolio Holder for Community Safety	Existing
Waverley Borough Council	Head of Housing Delivery & Communities	Existing
Surrey Fire & Rescue Service	Group Commander Response	Existing
Surrey County Council	Elected Member	Existing
Surrey County Council	Community Safety Officer	Existing
Office of the Police and Crime Commissioner		Existing
North East Hampshire & Farnham CCG		Existing
National Probation Service	Assistant Director	Existing
Kent, Surrey & Sussex Community Rehabilitation Company	Representative	Existing
Waverley Borough Council	Portfolio Holder for Health and Wellbeing	New
Waverley Borough Council	Head of Commercial Services	New
Voluntary Action Southwest Surrey	Chief Executive	New
Surrey Heartlands	Independence and Prevention Senior Programme Lead	New
Surrey County Council	Adult and Children Leads	New
Southwest Surrey Domestic Abuse Outreach Service	Chief Executive	New
North East Hants and Farnham CCG	Community Engagement Lead	New
Active Surrey	Health Lead	New
<b>Support Officers</b>		
Waverley Borough Council	Safer Communities Officer	Existing
Waverley Borough Council	Community Services Manager	Existing
Waverley Borough Council	Community Support Officer	Existing
Surrey Police	Waverley Neighbourhood Inspector	Existing
Waverley Borough Council	Leisure Services Manager	New

### Coordination and Delivery Group membership

Waverley Borough Council - Safer Communities Officer  
 Waverley Borough Council - Leisure Development Officer  
 Waverley Borough Council - Community Partnerships Officer  
 Waverley Borough Council - Housing Manager  
 Surrey Police - Borough Commander  
 Surrey Police - Neighbourhood Sergeants  
 Surrey County Council - Community Safety Officer  
 Surrey County Council - Adult and Children Representatives  
 Surrey County Council - Youth Targeted Support Services  
 North East Hants and Farnham CCG - Representative  
 Surrey Heartlands Integrated Care Partnership - Representative  
 Southwest Surrey Domestic Abuse Outreach Service - Representative  
 Voluntary Sector - Representative  
 Surrey Fire and Rescue Service - Representative  
 Places Leisure - Health & Wellbeing Manager

## Health and Wellbeing and Safer Waverley Partnership Plan on a Page 2021-22

### Priority 1 Creating healthier communities

- Address the wider determinants of health: housing, planning, environment and social.
- Utilise the Population Health Management Programme to help us identify and address the identified health inequalities.
- Expand and deliver the health & wellbeing programme borough-wide.
- Develop new community projects and initiatives to address the mental and physical wellbeing impact of Covid.

### Priority 2 Safeguarding vulnerable residents and communities

- Prevent
- Establish a programme of work to raise awareness of Domestic Abuse Support Services in Waverley including Against Domestic Abuse Pledge.
- Reduce social isolation and loneliness.
- Develop and support digital inclusion projects that enable people to be connected to their communities and remain independent.
- Explore how carers may be supported to receive respite and improve their wellbeing.

### Priority 3 Tackling crime and anti-social behaviour

- Maintain the statutory function of the Safer Waverley partnership.
- Deliver a series of training to ensure effective partner engagement in the CHaRMM, JAG and SOC-JAG.
- Review and develop Community Trigger procedures in light increased applications and learning.
- ASB Pledge.
- Develop and deliver activities for young people, including social wellbeing sessions and diversionary activities, such as Friday Night Project.

### Priority 4 Developing a shared H&W and CS Strategy

- Carry out a review and of the SWP Executive and current Health & Wellbeing (H&WB) Board arrangements to create one Board and one Strategy.
- Review the current H&WB Strategy and Action Plan and align to Surrey H&WB Board which has merged with the Surrey Community Safety Board.
- Establish a coordination and delivery group to deliver the joint H&W and SWP priorities.

**To protect and support our residents to live long and healthy lives - reducing inequality, stigma and discrimination**

**To improve the health and wellbeing of our residents - reducing health inequalities**

**To promote and develop community opportunities and facilities - ensuring Waverley remains a healthy and safe place to live and work**



**WAVERLEY BOROUGH COUNCIL**  
**OVERVIEW & SCRUTINY COMMITTEE - ENVIRONMENT**  
**29 September 2021**

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**OVERVIEW AND SCRUTINY BIENNIAL REPORT 2019/20 AND 2020/21**

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**Head of Service:** Ms Louise Norie, Corporate Policy Manager

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

1.1 To enable the Committee to comment on the report on its activities in 2019/20 and 2020/21.

**2. Recommendation**

2.1 That the Committee endorse the report included as annexe 1 whilst making any suggestions for amendments.

**3. Reason for the recommendation**

3.1 To provide the rest of the Council and the Waverley community with an accurate picture of the activities of the Overview and Scrutiny Committees.

3.2 To provide councillors sitting on the Overview and Scrutiny Committees with an opportunity to reflect on what has worked well, where there are lessons to be drawn and where improvements could be made.

**4. Background**

4.1 Annual Scrutiny Reports were published for the municipal years 2017/18 and 2018/19. However, the strain on the capacity of officers and committee members prevented a report being produced for 2019/20. Therefore, this report covers both 2019/20 and 2020/21.

4.2 An earlier draft of the Biennial Report for 2019/21 and 2020/21 was presented to the Overview and Scrutiny Co-ordinating Board. This Board is comprised of the chairs and vice-chairs of the Overview and Scrutiny Committees. They asked for modest changes. Subject to these being made, the Board unanimously endorsed the report.

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

5.1 Overview and scrutiny is an independent, Member led function that facilitates and achieves democratic accountability for public services. As such, it seeks

to ensure that the work of the Council fully meets the Council's corporate priorities.

**6. Implications of decision**

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

There are no resource implications of this report.

**6.2 Risk Management**

No risks arising from the recommendations of this report have been identified.

**6.3 Legal**

There are no legal implications from this report.

**6.4 Equality, diversity and inclusion**

There are no direct equality and diversity implications from this report.

**6.5 Climate emergency declaration**

There are no direct climate change implications from this report.

**7. Consultation and engagement**

7.1 Discussed in paragraph 4.2.

**8. Other options considered**

8.1 The Council could decline to report on O&S's activities. However, this would deprive councillors and residents of a resource for understanding this aspect of the Council's activity.

**9. Governance Journey**

9.1 Once the report has been considered by the Community Wellbeing, Environment, Housing and Value for Money Overview and Scrutiny Committees it will return to Co-ordinating Board. They will review any comments from the Overview and Scrutiny Committees and make a decision on the final contents of the report before submission to the Council.

**Annexes:**

Annexe 1 – Overview and Scrutiny Biennial Report 2019/20 and 2020/21

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**Background Papers**

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

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**CONTACT OFFICER:**

Name: Mark Mills  
Position: Policy Officer (Scrutiny)



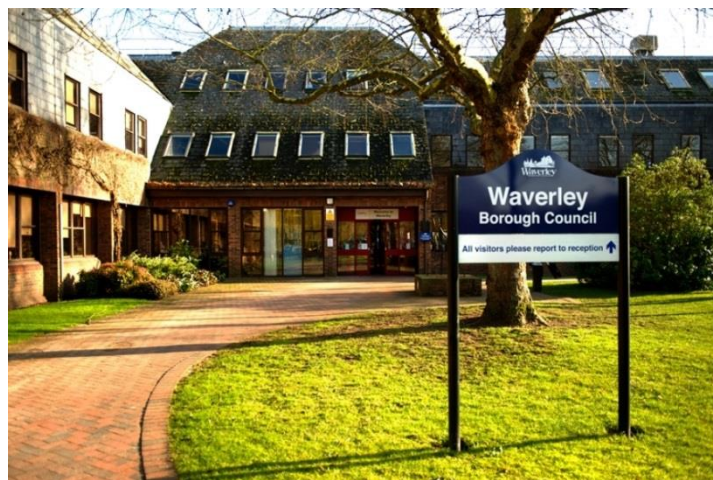
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# OVERVIEW AND SCRUTINY BIENNIAL REPORT 2019/20 AND 2020/21

## WAVERLEY BOROUGH COUNCIL



**August 2021**

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## Note

This report will cover a two-year period, 2019/20 and 2020/21 due to the disruption to the regular committee cycle in 2020 resulting from Covid-19 which meant that an Annual Report for 2019/20 was not produced.

## Forward by Cllr Peter Martin (Chair of Value for Money & Customer Service Overview & Scrutiny and Co-ordinating Board)

It is my pleasure to introduce this report on what has been a unique two years for Overview and Scrutiny at Waverley Borough Council. It covers the activities of the committees from May 2019 to April 2021. I doubt any reader will need reminding that during this time we saw Covid-19 arrive in the UK and the imposition of national lockdowns for the first time in the country's history. Delivering a programme of scrutiny meetings amidst a pandemic has posed many challenges. For example, holding meetings remotely. I would like to thank both the councillors who sit on the committees and the officers who support us for rising to the occasion.

Despite this difficult backdrop, Waverley's Overview and Scrutiny process has continued to grow in ambition and maturity. As you will be able to see from the discussion below, there have been a number of well received pieces of in-depth from Task and Finish groups. In addition, greater use of the call-in procedure has allowed for extra scrutiny of potentially contentious issues.

During this time, we also said goodbye to our Yasmine Makine, who had been supporting these committees since 2017. In January of this year Mark Mills joined us as our new Scrutiny Officer. Let me take this opportunity to welcome Mark and to thank Yasmine for her tireless work on our behalf and wish her well in her new role at Guildford Borough Council.

At the time of writing, the committees' work for the 2021/22 municipal year has already begun with a number of special meetings and call-ins and provisional programmes drawn up for the September meeting cycle. In light of this, I can say with confidence trust that Overview and Scrutiny will continue to provide a valuable service to the residents of Waverley Borough in the year ahead.

## 2019/20 meeting cycle

The local elections of May 2019 brought significant change to the membership of Overview and Scrutiny (O&S) as 33 new councillors joined the Council. 23 of these new members and 16 returning members formed the re-established O&S committees as of Annual Council May 2019. This significant change to the membership meant that only ten members of the new O&S committees had sat on an O&S committee in the previous council cycle.

The election also resulted in a new administration with four parties being represented on the Executive. The Conservative Group became the principal opposition and took on the chairmanship of the four O&S committees. The Council's Constitution states that the Chair and Vice Chair of an O&S committee must not be from the same party and so the Vice Chairmanships were allocated by political proportionality to those parties not in principal opposition.

2019/20 started with an introduction session held in June 2019 as part of the Council's wider induction process. The Government's O&S guidance had been published in May 2019 and so formed part of the materials used, alongside the Local Government Association (LGA) Scrutiny workbook and handbook specific to Waverley. After this introduction, the O&S committees began with Environment O&S meeting first on 17 June 2019. The first cycle of meetings focused on items designed to introduce members to the Council's services and explore the interests and priorities of

each of the committees. To this end each committee received presentations from Heads of Service outlining the services within their respective remits and the priorities and challenges for the coming year.

The committee work programme was also a major item on these first meeting agendas as members decided which topics to carry over from the previous year. There were some topics identified by the previous committees which had not yet been scrutinised and so committee members were briefed on these and used them to help decide the work programme for the next few meetings.

## Impact of Covid-19

The impact of Covid-19 in March 2020 resulted in the decision on 19 March 2020 to suspend all committee meetings. One of the impacts of this was that the year ended mid-cycle with the Environment, Community Wellbeing and Value for Money and Customer Services O&S committees yet to have their fifth and final committee meeting.

Meetings of O&S resumed in June and these have been held on-line until the resumption of meetings in person commenced in May 2021. Despite the brief interruption, thirty-seven of the forty overview and scrutiny meetings scheduled for the 2019/20 and 2020/21 still went ahead. Committee members and officers adjusted rapidly to holding meetings online and the Committees were able to play a constructive role in scrutinising the Council's response to Covid-19 and its plans for recovery (see below).

## Crosscutting issues in the 2019/20 and 2020/21 cycles

Since the resumption of Overview & Scrutiny meetings, there have been a number of items which each committee has considered:

- **Corporate Performance.** The Committees continued to receive quarterly updates on the Council's key performance indicators. In May/June 2021, they conducted their annual review of these indicators.
- **Recovery, Change and Transformation.** Regular reports have been received on the Council's programme for responding and adapting to the impact of Covid-19. The final round of these reports detailing the closure of this programme were received in June 2021.
- **Updates from Heads of Service.** Each regular meeting the Committee received an update from Heads of Service whose responsibilities overlapped with the Committee's remit, enabling councillors to better understand the operational context for policy-making.
- **Revised Waverley Corporate Strategy 2020-2025.** Each committee considered the sections of the report relevant to its remit in September and November 2020. The committees made a number of recommendations such as the inclusion of specific targets on carbon reduction.
- **Service Plans.** In the March 2021 meeting cycle, each Committee reviewed the Service Plans relevant to their remit.

## Working Groups

Budget (Value for Money: June 2019 - January 2020)

**Chair:** Cllr Stephen Mulliner

The Budget Strategy Working Group (BSWG) was set up by the Value for Money and Customer Service O&S Committee but with membership drawn from all four O&S committees. Following the

2019 election, the Working Group was re-established with all, but one, new members. Given the over-arching scope of the Group, membership was again drawn from all four O&S committees.

The Group undertook, with the agreement of the Executive, an exercise in participatory budgeting. MEL Research carried out 600 face-to-face interviews with residents using a standard questionnaire to determine their priorities in relation to a range of options open to the Council to increase its income and reduce its costs. The face-to-face interviews averaged 10 minutes in length. The same questionnaire was made available online and was completed by 750 individuals. This exercise showed that: 1) the awareness of the financial pressures faced by Councils nationally varied by socio-demographic group, 2) that residents showed a preference towards maintaining environmental services, 3) residents preferred to see the Council raise money through investments rather than increasing council tax or fees and charges, and 4) a tendency to suggest that the Council should look internally for further savings.

The Working Group on the 2020/21 Budget made the following recommendations which were incorporated into the Medium-Term Financial Plan (MTFP):

1. Providing the Surrey County Council application to the Secretary of State in relation to the expansion of Godalming Leisure Centre car park is not, on enquiry, expected to encounter difficulties in securing approval, that the design work preparatory to a planning application should be commissioned without delay, subject to Leisure Programme Board approval.
2. The MTFP be modelled in at least the level of detail contained in the BSWG spreadsheet with updated estimates for new cost and income items accompanied by prudent timing estimates.
3. Transformation costs should be carefully estimated with regard to both quantum and timing and included in the MTFP model.
4. The MTFP should be extended to 2023/24 to reflect the fact that it is the first year in which retained Business Rates are forecast to make no contribution.

### Green Spaces Strategy (Environment: September 2019 – June 2020)

**Chair: Cllr Brian Edmonds**

A Green Spaces Strategy is a document that guides and directs the delivery and management of the Council's green spaces. The Group met approximately once a month between November 2019 and March 2020 supported by the Policy Officer for Scrutiny, the Green Spaces Projects and Promotions Officer and a Democratic Services Officer. The Group also studied examples of Green Spaces Strategies of other local authorities and considered the different elements of the strategies. Given the inherent links between Planning and the provision of green spaces, the Group also invited Planning Policy Officers to one of its meetings. The Group made 17 recommendations on the structure and content of the Strategy and 6 recommendations on matters not directly related to the Strategy but on linked issues. The Executive accepted these recommendations in full.

### Housing Design Standards (Housing: January – May 2021)

**Chair: Cllr David Else**

This group considered the standards that new council properties should be built to. It considered written evidence and heard from witnesses from the Council, a developer and an energy assessor. The review had a strong focus on means of improving energy efficiency and reducing operational CO<sub>2</sub> emissions. It produced recommendations which were accepted with minor modifications by the main committee in June 2021. These included retaining the space standards suggested by the 2018,

whilst adopting a SAP rating of 100 in preference to Passivhaus as the Council's default zero-carbon standard. They are due to be presented to the Executive in September 2021.

### Procurement (Housing: March – July 2020)

**Chair:** Cllr Peter Marriott

This Group reviewed the requirements and approach to be taken in the specification and procurement of a new Housing Maintenance contract. A representative from Faithorn Farrell Timms (FFT), the specialist consultant procured to support the Council in the procurement of the contract, attended both meetings of the Group and provided expert advice on procurement, specification and the social housing maintenance market. At its first meeting the Group learnt about the previous procurement process. Guided by a presentation from officers, at its second meeting the Group considered a range of possibilities relating to the delivery model (including a shared service delivery model), the procurement and the specification of the contract.

It made the following recommendations:

1. Quality/Price split of 60/40 in the marking process for tenders.
2. Customer Satisfaction to be measured throughout contract.
3. Site visits to be considered to gain a perspective of previous work completed. (amendment to remove carried out and add considered)
4. Average Price Approach to evaluate quotes
5. Incentives and Penalties not to be included in the contract
6. Operatives to be tasked to raise safeguarding concerns when appropriate
7. Council to take initial call from tenant and job passed through to contractor (this could be reviewed once trust has been built)
8. Customer satisfaction to be obtained through 3<sup>rd</sup> party to avoid bias.
9. Alternative delivery option to be laid out in contract. (in case we need to change our operating model)

### Service Level Agreements (Community Wellbeing: November 2019 - date)

**Chair:** Cllr Jenny Else

The Working Group on Service Level Agreements for the voluntary and community sector resumed its deliberations in January 2021 after a break in meetings due to Covid-19. In March 2021, a revised scoping document was approved to reflect changing circumstances, notably the setting up of an Executive Working Group to consider the issue of future funding pressures in this area. The Working Group produced an interim report designed to provide principles which could inform the Executive Working Group's more detailed deliberations. These were accepted by Community Wellbeing O&S and Executive in June 2021. The SLA Working Group will reconvene to scrutinise the Executive Working Group's recommendations in August 2021.

### Community Wellbeing O&S Committee 2019/21

**Chair:** Cllr Kevin Deanus

**Vice Chair:** Cllr Kika Mirylees

The Committee has considered the future of Farnham Museum and Wilmer House on several occasions. As a result of this in-depth examination, the Committee made a recommendation to the Property Investment Advisory Board to commission a report on the condition of Wilmer House and an options appraisal for the Museum's collection. This recommendation was accepted and at the time of writing procurement exercises for these two pieces of work are ongoing.



In September 2019, the Committee scrutinised the Ageing Well and Health and Wellbeing action plans. These documents set out an overarching framework for different service areas but especially the communities and leisure teams to promote the welfare of Waverley residents. The Committee broadly welcomed both documents. However, the Committee suggested making the Health and Wellbeing plan clearer by consolidating the actions. Cllrs Jenny Else, George Wilson, Val Henry and Steve Cosser agreed to attend the stakeholder workshop on the Ageing Well action plan on behalf of the Committee.

The Committee discussed a report on mental health in Waverley in March 2021. This report led them to recommend a Suicide Prevention Action Plan for the borough and that the Council should do more to sign-post residents towards resources to improve mental health. These recommendations were accepted by the Executive in June 2021.

In January 2020, the Committee considered a report on youth provision within the borough. As a result, the Committee members agreed to share best practice within their communities. This work stream was subsequently developed by Farnham Town Council's Younger People Task Group.

Other items considered by the Committee not discussed elsewhere in this report included:

<b>Item</b>	<b>Date</b>	<b>Details</b>
Update on the Changes to Health Arrangements	Sep 19	The Committee was briefed on the organisation of the Surrey Heartlands Integrated Care Partnerships which brings together NHS, local authority and voluntary organisations working on health and social care. The Committee welcomed the emphasis on prevention and requested ongoing updates on the Partnership's progress.
Leisure Investment Programme	Sep 19, Jun 20, Sep 20	The Committee kept a watching brief on proposed capital investments in the Borough's leisure centres especially Farnham, Godalming and Cranleigh.
Safer Waverley Partnership	Annual	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.  While reviewing the 2019 Partnership Plan, the Committee warned against relying solely on social media to communicate with the public.  In 2020, the Committee requested more 'SMART' targets, more explicit discussion of rural crime and that engagement with young people should be conducted by the partnership as a whole.
Cultural Strategy Action Plan Update	Nov 19, Jan 20,	The Committee noted the outputs delivered in the existing Cultural Strategy Action Plan and agreed to the initiation of a consultation process to refresh the Action Plan for the following three years.  In response, to comments from the Committee, the Plan was adjusted to provide a wider geographic spread of events.

Museum of Farnham Working Group Update - The Future of The Museum	Jun 20	In response to the findings of an Executive Working Group, the Committee recommended that: a) repairs to Wilmer House be carried out b) the future of Farnham Museum be considered at a future date. c) some of the capital budget which had been set aside in 2017/18 for the museum repairs be used to contract a specialist bid writer to produce funding applications for the conservation works. d) O&S did not need to decide on the future of the building and/or museum as this is a tactical decision for Council.
Leisure Centre Investment, Farnham -Call-In	Nov 20 (special meeting)	The call-in resolved not to refer the decision back to the Executive but asked for its concerns about the closure of particular facilities to be reported back to the Executive.
Anti-social Behaviour Public Space Protection Order	Mar 21	The Committee endorsed the proposal for a new Public Space Protection Order in Godalming but asked the Executive to note their concerns about the order potentially displacing anti-social behaviour and preventing outdoor socialising.

## Environment O&S Committee 2019/21

**Chair:** Cllr Carole Cockburn

**Vice Chair:** Cllr Martin D'Arcy

The Council's declaration of a Climate Emergency in September 2019 presaged a significant amount of policy development in related areas. These were scrutinised by the Committee, which also took a lead in highlighting the importance of other environmental issues affecting the Borough such as air quality and biodiversity.

Selected items considered by the Committee included:

Item	Date	Details
An Overview of Article 4 Direction	Sep 19	The Committee examined proposals to restrict permitted development rights at Beacon Hill and in Cranleigh, Haslemere, Farnham and Godalming Town Councils. The Committee supported the rationale for the Direction but asked for clarification on the scope of permitted development rights.
Air Quality Status	Sep 19	The Committee was briefed on the reissued air quality data for the borough and the steps being taken to improve it. The committee welcomed the report and approved the proposed membership of the Waverley Air Quality Steering Group and Farnham Air Quality Working Group.
Public Space Protection Orders	Sep 19	The Committee welcomed the proposal for the introduction of a Public Space Protection Order in relation to dog controls.
Domiciliary Care Food Provision	Nov 19	This item explored the Environmental Health Team's contribution to the maintenance of food hygiene standards by care homes and similar organisations.

(Food Hygiene Checks)		
Electric Vehicles Strategy	Nov 19, Mar 21	The Committee considered the strategy to ensure there was adequate provision of electric vehicle charging infrastructure as part of the Council's commitment to reducing emissions in the Borough. The Committee raised issues including the cost to consumers, the aesthetics of chargers and their impact on the wider grid infrastructure.
Strategic Car Parking Review	Nov 19	The Committee scrutinised progress towards a review of off-street parking within the Borough. Members asked officers to ensure this report dovetailed with the Electric Vehicles Strategy.
Planning Appeals Performance and Costs Arising from Judicial Reviews	Jan 20	Having reviewed this report, the Committee reflected that it was probable that the Council was not highlighting its policies enough and that pre-apps were important to the process so that officers and members understood the issues involved before the application hearing.
Update on Progress of Local Plan Part 2	Jun 20	The Committee discussed how the outstanding Neighbourhood Plans could be developed and brought to fruition in order to drive LPP2. Whilst referendums were at that time delayed until 6th May 2021, it was hoped these might be able to happen sooner if government guidance was updated.
Climate Change Strategy and Action Plan	Jun 20 Sep 20	Following the declaration of Climate Emergency by Full Council on 18 September 2019, a draft strategy and action plan were endorsed by the Executive on 3 March 2020 and the documents were made available for public comment. The Committee received an update on the Action Plan in June and expressed concern that there had been no consultation with the Committee before the public consultation commenced. In September the Committee received a further updated Plan and whilst welcoming the progress made with the Action Plan, repeated their concern regarding the need for more structure and measurable targets.
Household Recycling Centre Issues and Proposals	Jun 20	The Committee supported the recommendations set out in the report to remove banks for co-mingled recycling at bring sites as soon as possible to avoid any ongoing additional payments to Biffa and to remove banks for textiles and WEEE (waste electrical and electronic equipment) shortly following the introduction of the kerbside textiles and WEEE collections.
Pesticides Policy	Jun 20	The Committee welcomed recommendations to phase out the use of pesticides by the Council and the deployment of alternatives. The Committee asked that the Towns and Parishes were fully consulted on the document as it was important for there to be a full 'buy-in' from all partners.
Local Plan Part 2 - Site Allocations and Development	Sep 20	The Committee commended the Pre-Submission version of Local Plan Part 2. However, they also made a substantial number of comments and observations on a wide range of issues and asked the Executive to consider these.

Management Policies		
Carbon Neutrality Action Plan	Nov 20	The Committee noted the action plan and asked for their comments on how the consultation was reported and on specific technologies to be considered.
COVID-19 Impact on Air Quality	Mar 21	Following a request by the Committee, it was provided with information on how levels of nitrogen dioxide had altered during 2020 in light of lockdowns. The Committee asked officers to look into co-ordination on air quality initiative with the County Council and Town Council.
Bin Provision and Funding Policy	Mar 21	The Committee endorsed the proposal that residents should be charged for replacement waste containers.
Electric Vehicle Strategy	Mar 21	The Committee made a range of comments on the proposed Strategy, in particular asking the Executive to consider how the need for electric vehicles to be charged would interact with the provision of parking spaces for vehicles more generally.

## Housing O&S Committee 2019/21

**Chair:** Cllr Richard Seaborne

**Vice-chair:** Cllr Peter Marriott

From the beginning of the new cycle the Housing O&S Committee members expressed interest in understanding more about how Waverley works with vulnerable residents in housing need, particularly those with serious mental health conditions. Transform Housing & Support is a local charity with whom Waverley works very closely in order to house some of Waverley's most vulnerable residents. Representatives from Transform Housing & Support were invited to present to committee members immediately before the Committee meeting 20 November 2019 and delivered an informative and educational session which developed members' understanding of the topic. Involvement of external partners is important to the community leadership role of O&S as it broadens understanding of the issues facing residents and the context in which the Council operates.

2019/20 was the first budget year after the imposed 5-year freeze on social rents was lifted. At its January 2020 meeting the committee scrutinised the budget proposals and the Housing Revenue Account (HRA) Business Plan that would later go onto Executive and Council for approval. Given the complex nature of budget setting and the newness of most committee members, officers held an information session directly before the committee meeting to clarify any technical questions to enable debate at the committee meeting to be focused on policy and budgetary decisions. The committee scrutinised the proposed HRA budget and Business Plan and benefited, as it did very meeting, from the attendance and input of Tenants' Panel members.

In January 2021, the Committee reviewed and endorsed the Housing Revenue Account budget proposals for the 2021/22 financial year.

In March 2021, the Committee received an in-depth presentation on the Asset Management Strategy from the Asset Management Manager. The Committee considered this to be a matter of great strategic significance and in light of this asked for and received a standing update on the delivery of the strategy.

As a result, the Committee now receives three standing updates on:

- Housing development
- Repairs and maintenance
- Asset management

As a development of its routine monitoring of Corporate Performance, the Committee asked for more detailed information on how the Housing Service responded to, and learned lessons from, complaints. A report on this topic was considered in June 2021.

Other items considered by the Committee, not discussed elsewhere in this report included:

Item	Date	Details
Waverley Housing Strategy 2018-23: Year 1 Achievements	Sep 19	The Committee were briefed on the progress against targets after one year of implementing the Strategy.
Homelessness updates	Sep 19 Jul, Sept and Nov 20	<p>The Committee asked for regular updates on the progress of the homelessness situation in the Borough and the implementation of the Council’s Action Plan in this regard, especially in light of the “Everyone In” declaration by central Government in March 2020 due to the Covid-19 situation.</p> <p>9/19: The Committee noted the update and congratulated the officers on their success in implementing their strategy.</p> <p>7/20: The Committee felt that homelessness was an ongoing issue that may have lasting effects for quite a while so requested updates at the next two meetings in September and November.</p> <p>The Committee recommended that requests by the Housing Team for any resources needed to keep on top of the homelessness situation to be given serious consideration.</p> <p>9/20: The Committee resolved to escalate concerns about resource capacity to house more homeless people over the winter period were the Covid situation to deteriorate further.</p> <p>11/20: The Chairman asked the Executive to encourage the Council’s Planning team to support modular homes schemes so that there was no delay in being able to provide extra emergency accommodation.</p>
Housing Revenue Account Budget	Jan 20	Endorsed the recommendations but requested a rewording to clarify the degree of delegation to borrow additional sums being proposed.

Review of Asbestos Management Audit	Jan 20	The Committee received a report outlining the Council's Asbestos Internal Audit and the progress achieved to date. The Committee sought clarification on several points and then noted the report.
Housing Elements of Draft Climate Emergency Action Plan	Mar 20	The Committee thanked Officers for the work on developing the Climate Change action plan for Housing. The outcome of this Action Plan informed the Committee's Working Group on Housing Design Standards undertaken in the following municipal year.
Corporate Performance Report Q4 2019/20	Jul 20	The Committee endorsed the request from the Housing Team for budget spend to understand what is needed to bring Waverley's homes up to a satisfactory level in relation to Carbon efficiency.
Waverley Housing Strategy 2019-20 Update	Sep 20	The Committee noted the contents of the report, and that a new Housing Strategy was being drafted to which the Committee would have the opportunity to contribute at an early stage
Anti-social behaviour policy	Nov 20	The Committee recommended changes to clarify the scope of the policy and add an additional section on the role of councillors.
Tenant Involvement Strategy	Nov 20	The Strategy provided details on the support available to Waverley's council tenants to become involved in policy decisions affecting them. Terry Daubney, the Tenants Panel Representative on the Committee, agreed to liaise with Cllr Keen regarding Councillors engaging with tenants.
Tenants Panel Updates	Mar 21	<p>The Chairman of the Tenants' Panel, Terry Daubney, reported on the Panel's actions and achievements during 2020/21 and shared their future plans for 2021/22.</p> <p>The Committee resolved to:</p> <ul style="list-style-type: none"> <li>highlight the committee's concerns regarding the isolation of elderly people to the Community and Wellbeing Overview and Scrutiny Committee.</li> <li>endorse Mr Daubney's comments.</li> <li>request the Chairman of the Tenants' Panel report back to the committee again at its November 2021 meeting.</li> </ul>

## Value for Money & Customer Service O&S Committee 2019/21

**Chair:** Cllr Julia Potts (June – September 2019), Cllr Peter Martin (Sept 2019 – date)

**Vice Chair:** Cllr Joan Heagin

The Committee has now assumed sole responsibility for scrutinising the General Fund Budget 2021/22 and Medium-Term Financial Plan 2021/22 - 2024/25. On both occasions it endorsed the proposed recommendations from the Executive to Council. The Committee also tasked a Budget Working Group calling on experience from all four committees [see above]. The impact of Covid-19 had significant implications for the Council's budget and the Committee considered in-year variations in relation to this.

The Committee had recurring items to scrutinise on the Council’s Business Transformation programme and its Property Investment programme. It also conducted its annual reviews of complaints.

The period of this report also saw the first call-in to this Committee. At a special meeting in September 2020, the Committee considered the options appraisal legal fees relating to the site of the Broad Water Park Golf Course. It resolved not to refer the matter back to the Executive.

Other items considered by the Committee not discussed elsewhere in this report included:

<b>Item</b>	<b>Date</b>	<b>Details</b>
Draft Commercial Strategy	Sep 19	<p>The Committee considered the draft Commercial Strategy which aimed to identify and undertake appropriate activities for financial gain to generate funding for the better provision of the local services and facilities for residents.</p> <p>The Committee agreed that the draft strategy was a good starting point, which could be improved by drawing out the key projects most likely to bring the largest income, as well as looking at more creative angles to expand the existing customer base. The Committee therefore agreed to request that a more developed draft of the strategy be brought to its next meeting in November.</p>
Income Generation Projects Update	Sep 19	Having reviewed the draft Commercial Strategy, the Committee agreed that an update on income generation items should include a standing item on the Committee’s future agendas.
Customer Services Project Update	Sep 19	The Committee asked for a review of the validity of the data that had been collected and an assessment of the implications of the timing of the data collection exercise and of decreasing staff buy-in to determine whether this affected the reliability of the data.
Scoping of Cost Implications of Planning Appeals	Nov 19	Subject to certain comments, the Committee endorsed the proposed structure and content of the report.
Staff Survey Results	Nov 19	The Committee received a presentation from the Head of Policy and Governance on the results of the 2019 staff survey, with specific focus on staff morale and the link to staff sickness. This followed on from the red sickness indicator (HR2) highlighted in the Quarter 1 Performance Report.
Planning Appeals Performance and Costs Arising from Judicial Reviews	Jan 20	This report had been prepared in response to Councillor interest in the cost implications of both planning appeals and judicial reviews relating to planning matters. In response, committee members requested that accessibility issues with the new online planning system be investigated.
Capital Strategy 2020/2021	Jan 20	The Committee broadly accepted the Corporate Strategy but expressed concerns over the move to investment in residential property.
Contingency Revised Budget 2020/21	Jul 20	The Committee received a report on the alterations made to the Council’s budget in response to the fiscal impact of Covid-19 and the first lockdown. The Committee forwarded comments to the

		Executive on topics including: <ul style="list-style-type: none"> <li>• Lobbying the Government for more support</li> <li>• The presentation of revenue cost savings to prevent the appearance of double-counting</li> </ul>
ICT Strategy	Jan 21	The Committee scrutinised the Strategy setting out the vision for the Council's ICT service for the next three years.

## Overview and Scrutiny governance

On 20<sup>th</sup> April 2021, Full Council made the following resolution:

- *“agrees to the principle of moving to a governance structure whereby Waverley Borough Council no longer operates four overview and scrutiny committees but instead operates two overview and scrutiny committees, ‘corporate’ and ‘community’, and a new Housing Landlord Services Board whilst retaining the existing constitutional ability to establish informal OS working groups (as set out in section 4.2); and*
- *“asks the Standards Committee to develop and recommend to Full Council for adoption the necessary proposed constitutional amendments to achieve this change, including terms of reference for the new committees.”*

The Council's Standards Committee will develop details of proposals for the transition. A report containing observations and recommendations from the Overview and Scrutiny Coordinating Board will be submitted to the Standards Committee alongside officer reports.

## Officer contact

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**WAVERLEY BOROUGH COUNCIL**

**OVERVIEW AND SCRUTINY COMMITTEE – COMMUNITY WELLBEING**

**15 SEPTEMBER 2021**

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**New funding process for voluntary organisations 2022 to 2025 - Thriving Communities Commissioning Fund**

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**Portfolio Holder:** Cllr Kika Mirylees, Portfolio Holder for Health, Wellbeing and Culture

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

**Key decision:** Yes

**Access:** Open

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**1. Purpose and summary**

1.1 To update the Community Wellbeing Overview and Scrutiny Committee on the proposed new commissioning scheme to voluntary organisations - the Thriving Communities Commissioning Fund.

1.2 To ask the Committee to pass their views on the proposed Thriving Communities Commissioning Fund scheme to the Executive.

1.3 To ask the Committee to nominate a representative who will sit on the assessment panel that will review applications.

**2. Recommendation**

It is recommended that the Community Wellbeing Overview and Scrutiny Committee consider the report and supporting Annexes setting out the documentation for the commissioning scheme and provide comment to the Executive.

**3. Reason for the recommendation**

To ensure that the Council's funding mechanism and approach to not-for-profit organisations meets the Council's corporate priorities, evidence-based community needs and takes into account the views of the Community Wellbeing Overview and Scrutiny Service Level Agreement Working Group.

**4. Background**

- 4.1 At its meeting on 22 June, the Executive considered the interim report of the Community Wellbeing Overview and Scrutiny Community Service Level Agreement Working Group. Since then, officers have worked with a small Executive Working Group, comprising of the Leader and Portfolio Holder for Health, Wellbeing and Culture to develop a new funding scheme, taking into account the recommendations of the Service Level Agreement Working Group.
- 4.2 The Executive noted the Overview and Scrutiny Committee's concern that existing Service Level Agreement partners should receive six months' notice of any change to their arrangement. Although this is not a statutory requirement, all organisations were written to in mid-June. They were advised to prepare for possible future changes and that officers may be required to develop a new funding process. Organisations are understandably concerned, but they appreciate the reasons behind the need to develop a new process.

### **Executive Working Group**

- 4.3 The Executive Working Group felt it important to seek local knowledge about community need when shaping a new funding scheme. All town and parish council clerks received a short email questionnaire asking them to:
- rank possible identified funding principles and priorities
  - note any missing principles and priorities about the type of voluntary sector services needed in their area
- 4.4 Seven responses were received, and the top-ranking priorities, in order of priority were (1) older people, (2) loneliness and social isolation, (joint 3) transport and information & advice and (4) carers.
- 4.5 The Executive Working Group agreed certain overall criteria for the scheme, that officers should draw up:
- It should be a commissioning scheme which organisations apply to online
  - An assessment panel will review applications and score them according to a set of criteria, in order to allocate individual levels of funding
  - The funding to organisations should be for 3 years
  - The scheme should be available to local not-for-profit organisations for local people
  - The priorities and principles identified by the O&S working group should be reflected within the process, as well as feedback from the town and parish councils.
  - The process should not separate population types.
  - The priorities should be broad to enable more organisations to apply.
  - Arts organisations should be able to apply.
  - The application documentation should not separate the overall budget into categories for the organisations to apply to but when assessing applications, a budget should be ring-fenced for youth provision.
- 4.6 The overall Thriving Communities Commissioning Fund priorities agreed were:

**Priority one - Improving people's health & wellbeing**

**Priority two - Enabling access to information, advice and guidance**

**Priority three - Reducing social isolation and loneliness**

**Priority four - Building stronger, connected communities**

- 4.7 Annexe 1 shows the proposed application documents that all organisations will utilise when applying to the scheme: Commissioning Guidance Market Position, Application Form, Application Guidance and Commissioning Assessment document. The scheme will support the operating or running costs to deliver an activity or service for people who have higher needs, or who are vulnerable or who are disadvantaged.
- 4.8 It is proposed that the commissioning scheme is open to applicants for 5 weeks and it will be publicised through existing channels and networks. Organisations will apply through the SE Shared Services procurement portal.

**Community Wellbeing Overview and Scrutiny SLA Working Group**

- 4.9 The Working Group reconvened on 18 August to consider the Executive Working Group's proposals for the scheme. Their final report is attached at Annexe 2.

**Assessment Process**

- 4.10 Applications will be assessed by a panel using a scoring method. This mitigates the risk of challenge to decisions, bias and is more transparent. The Commissioning Assessment document sets out the scoring method and be part of the application documentation for applicants. The details of individual levels of funding will not be considered through the Committee process, although the overall budget for the scheme will form part of the budget papers in early 2022.
- 4.11 The assessment panel members will be:
- The Portfolio Holder for Health, Wellbeing and Culture
  - A member of the Community Wellbeing Overview and Scrutiny Committee
  - The Community Services Manager
  - The Financial Services Manager
  - An independent Officer – likely to be the Strategic Lead Partnerships, Policy and Commissioning for Surrey County Council

### **Scheme timetable**

- 4.12 15 September - Overview and Scrutiny Committee, Community Wellbeing  
5 October – Executive  
14 October - Funding round opens  
18 November at 4pm - funding round closes  
19 November to 3 December – processing of applications and assessment process  
Early December – organisations informed of their indicative levels of funding and unsuccessful applicants informed
- 4.13 The overall budget for the scheme will be finalised within the Council's budget setting papers in February 2022. Organisations will receive confirmation of levels of funding following full Council on 22 February 2022. Funding Agreements will then be drawn up by officers setting out the terms and conditions including the required monitoring information.

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

- 5.1 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)**

The current Service Level Agreement budget for funding voluntary sector partners is £687,105 for the current year 1 April 2021 to 31 March 2022. Any reduction in the overall budget could have an adverse impact on the Council's ability to support identified future priority services for vulnerable people and people with higher needs. Funding these types of services is discretionary, however the Council places great value in its partnership with the voluntary sector and their ability to provide vital, high-quality support to residents. Working through voluntary organisations to deliver services offers greater value for money than running these types of services in-house if the Council chooses to.

Any proposed budget for the Thriving Communities Commissioning Fund is subject to the Council's budget setting process which will be completed at full Council in February 2022. To enable organisations to plan, provisional funding awards will be made in early December, with final allocations confirmed after full Council in February 2022, after which Funding Agreements will be drawn up. The assessment panel will allocate provisional funding based on the budget remaining the same at £687,105. It is proposed that successful organisations to be funded for a three-year period, 1 April 2022 to 31 March 2025. This means they will be able to budget and plan and that the funded activities and services will become embedded into the community. However, all Funding Agreements will include a clause that the overall budget needs to be agreed every year as part of the Council's budget setting process in January/February time and is therefore subject to review.

## 6.2 Risk management

Although existing funded partner organisations will be eligible to apply to the Thriving Communities Commissioning Scheme, changing the approach through which funding is allocated may have adverse financial implications for them. Given that some of them are reliant on Council funding towards their running costs, this may impact their ultimate viability.

## 6.3 Legal

Successful organisations will be required to sign a Funding Agreement setting out the principles of the arrangements, the outputs, outcomes and monitoring information required. Should organisations not deliver to the funding requirements, the Council reserves the right to withdraw any funding.

## 6.4 Equality, diversity and inclusion

An Equality impact assessment has been 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 views of the Community Wellbeing Overview & Scrutiny SLA Working Group have been taken into account when shaping the commissioning scheme. Town and Parish Councils were given the opportunity to feed into the process although responses were low.

7.2 Although this is not a statutory requirement, all organisations were written to in mid-June. They were advised to prepare for possible future changes and that officers may be required to develop a new funding process. They were advised to model various scenarios such as no change to the Council's funding, reduced funding or nil funding and that this should be considered in conjunction with the possible requirement to apply for funding in the autumn. Where officers attend Board

meetings of partner organisations, Trustees have been kept up to date with progress and timescales.

## **8. Other options considered**

- 8.1 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 5 October 2021

### **Annexes:**

Annexe 1 – Application paperwork for the Thriving Communities Commissioning Fund  
Annexe 2 – Final report of the Community Wellbeing Overview & Scrutiny SLA Working Group

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### **Background Papers**

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

*Background papers are those that are referred to in the report, but are not published and accessible to the public.*

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Agreed and signed off by:

Legal Services: 25 August 2021

Head of Finance: 27 August 2021

Strategic Director: 27 August 2021

Portfolio Holder: 25 August 2021

# Thriving Communities Commissioning Fund

1 April 2022 to 31 March 2025



[www.waverley.gov.uk](http://www.waverley.gov.uk)

September 2021



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## Introduction

Waverley has a strong track record of working in partnership with not-for-profit organisations. They deliver high quality services and support to residents, knowing the local community well and operating flexibly to meet their needs. In particular, over the past 18 months of the Coronavirus pandemic, the voluntary sector has flexed and delivered incredible support to many vulnerable people and the Council is extremely grateful for all their hard work and commitment to ensuring our residents receive the support they need.

Waverley has funded nominated, local not-for-profit organisations to deliver specific services through Service Level Agreements since 2012. This includes social activities for older people, information and advice, community transport, infrastructure support to the sector and arts for wellbeing. This arrangement empowered the community to deliver local services for local people. Whilst we have strong relationships with certain organisations, we are aware that there may be new groups that want to work with us to jointly develop ambitious new plans.

It therefore felt timely to review the Council's funding mechanism and priorities to reflect changing community needs as well as the Council's Strategic Priorities. Our review enabled a fresh look at what matters and where we need to target our support to really make a difference. Despite our own financial challenges, the Council committed to dedicate specific resource towards building partnerships and empowering the voluntary sector to improve the lives of our residents from April 2022.

The new Thriving Communities Commissioning Fund will help tackle specific priorities, allowing resources to be directed where they are needed most and make the biggest impact on the lives of our residents.

This Commissioning Guidance explains how the scheme works, how to apply, how applications will be evaluated and what happens next. It is designed to be as straightforward as possible. Not for profit organisations are eligible to apply and this includes charities, voluntary organisations, community based organisations, Community Interest Companies, social enterprises or partnership organisations.

Overall, the budget available for organisations to apply to for funding from 1 April 2022 to 31 March 2025 is £687,000. Within this, levels of funding awarded for each commissioning priority and activity will vary depending on the type and number of applications received.

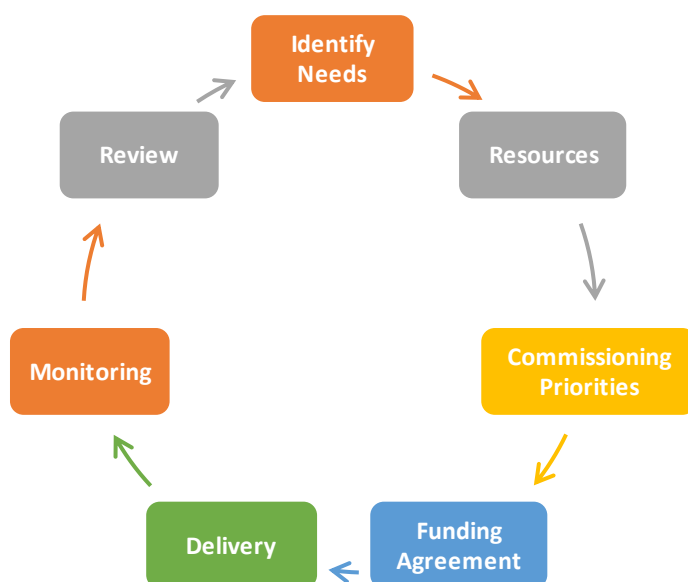
Waverley is facing huge uncertainties and a large financial challenge due to cuts in government funding and result of the pandemic. Through working in partnership and funding the voluntary sector, community action can be part of the solution to this challenge.

## What is commissioning?

Commissioning is a broad concept and there are many definitions. Overall it is the process by which services are planned, purchased and monitored. It comprises a range of activities including:

- Assessing needs
- Planning services
- Procuring services
- Monitoring quality

The process is often known as a cycle. There are variations to the cycle but they include the same logical process.



Commissioning is not to be confused with grant aid. A grant is a sum of money given to an organisation to undertake an activity often initiated by the organisation.

Overall commissioning enables councils to procure services that will deliver the priority outcomes set out in their strategic plans.

Through the Thriving Communities Commissioning Fund we will:

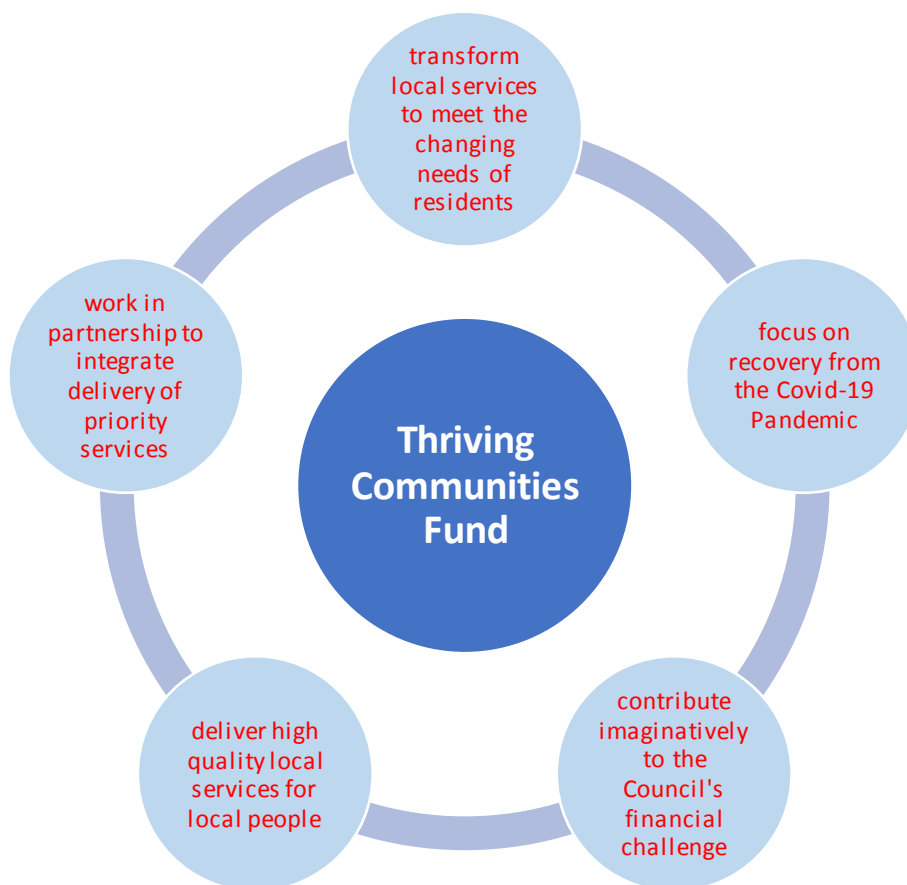
- Achieve better outcomes for people
- Make sure services are designed and shaped to meet the needs of people
- Make the best use of resources available
- Keep an ongoing check on the quality and impact of services, making sure resources are being used well.

Monitoring of service delivery and keeping track of whether the service is meeting the needs of the community and delivering the outcomes required by us are vital. Organisations need to demonstrate the contribution their services make to the identified outcomes. **They also need to continually improve the efficiency, productivity and innovation of their service delivery with public funding.**

### Our Commissioning Intentions

We, as commissioners, are looking to develop the nature of our relationship with providers. We want to continue to demonstrate **true partnership, respect and trust**. Within this we have a responsibility to spend taxpayer’s money transparently, efficiently and direct it to the right services. Our councillors and taxpayers have the ability to challenge and scrutinise the services we commission and we will monitor performance and delivery of funded services throughout the funding period. In turn, funded partners will provide **high quality, agile, innovative services** that are responsive to changing community needs, underpinned by sound financial management.

### Our 2021-2025 plan and approach to commissioning key services



## Identifying the needs in Waverley

This Commissioning Guidance document contains information for not-for-profit organisations wishing to bid for funding to support the health and wellbeing needs of residents living in Waverley. It is aimed at existing and potential not-for-profit organisations that deliver certain activities and services to residents.

The Commissioning Guidance has been informed by a range of different sources which we have summarised into key messages relating to the current and likely future needs of residents. We have grouped this into four Commissioning Priorities which describe the outcomes we desire to achieve.

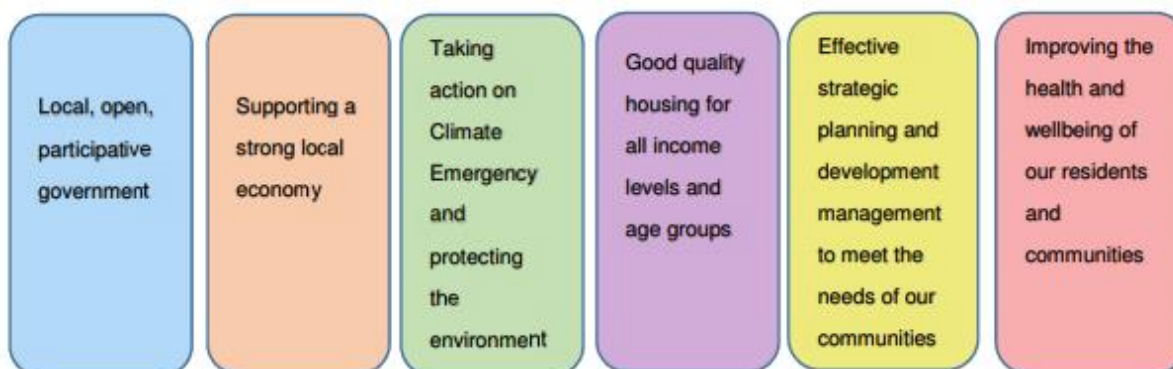
## Our Corporate Strategy 2020-25 - Underpinning the Thriving Communities Commissioning Fund

The Thriving Communities Commissioning Fund has been shaped in order to realise and underpin our [Corporate Vision and Strategy](#) objectives. Our funding priorities reflect the types of services that need to be delivered to protect the interests and needs of our residents, to enable them to live long and healthy lives.

### Our 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



### Health and wellbeing of our residents

The Thriving Communities Commissioning Fund focusses on delivering our strategic priority to *improve the health and wellbeing of our residents and communities*. This strategic priority recognises that through the work we are doing to understand health inequalities, we know we can make a positive impact on the wider determinants of health by working closely in partnership with the voluntary and faith sectors. Health

outcomes vary widely throughout the borough and it is ever more important that we continue to work together to protect and support our residents to live long and healthy lives. Through the Thriving Communities Commissioning Fund, we will use our power and resources to protect the health and wellbeing of all our residents, especially 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.

The Thriving Communities Commissioning Fund aims to support some of the key commitments to improve the health and wellbeing of our residents and communities, which are:

- ✓ supporting the most vulnerable in our communities, particularly those experiencing social isolation, loneliness and poor mental health;
- ✓ 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.

### **Coronavirus pandemic – COVID-19**

On 23<sup>rd</sup> March 2020 the country went into lockdown due to the COVID-19 pandemic. Our resident's lives have not been the same since. Community life is essential for the health and wellbeing of our residents and we are all more aware of the value of social connections and sense of belonging.

We need to recognise that the Thriving Communities Commissioning Fund has been produced in the most uncertain of times. The Coronavirus pandemic has enabled us to gain a greater understanding of our resident's needs and affirmed that our strong relationship with the voluntary sector is vital to ensure the future health and wellbeing of our residents.

Having a strong community infrastructure and supportive social networks are factors that help our communities thrive and grow, be independent and resilient. Communities in Waverley have been central to the response and recovery from the pandemic and have been nothing short of remarkable. We remain extremely grateful for everything they are doing.

The council implemented a Community Resilience project to gain a clear understanding of the impact of COVID-19 pandemic on the voluntary, community and faith sector locally, demonstrate the outlook for the future and recommend long term plans for community engagement and partnering. We looked at our ability to support the organisations that work with local people and to establish any future actions required.

We identified 6 priority areas to focus our future work as a result of the Coronavirus pandemic:

- The COVID-19 response
- Community connection
- Funding to the voluntary sector
- Voluntary sector resilience
- Updating our Ageing Well Action Plan
- Refreshing our Health and Wellbeing Strategy

We recognise that we need to continue to support people and communities most affected by COVID-19 building on and strengthening the connections, organisations and resilience which enable communities to thrive. Overall, we know that there are certain population groups that have been most adversely affected by the pandemic:

- Young people
- Older people
- Unpaid carers
- People living with dementia
- People with disabilities
- People living alone
- People that were identified as Clinically Extremely Vulnerable

### Our Partner's objectives

We regularly work with statutory partners to achieve our strategic priorities and support our residents. With ever increasing demand for services and decreasing budgets we continuously work together to align our work where possible and ensure our residents receive high quality, efficient and effective services. We cannot work in isolation and those strong partnerships enable us to collectively meet challenges and take opportunities.

When developing our commissioning scheme, we took into account how we work with our partners and our overall vision for the Waverley borough as a system.

### Surrey County Council Community Vision



By 2030, the ambition is for Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, area enabled to achieve their full potential and contribute to their community, and no one is left behind

During 2018, Surrey County Council engaged with residents, communities and partners across the county to understand what Surrey should look like by 2030. Those conversations enabled the development of a shared vision for Surrey.

In December 2020, Surrey agreed a [refreshed strategy for 2021-2026](#) that reflects the progress made. This sets out the council's contribution to achieving the aim and ambitions of the Community Vision for Surrey in 2030 and how it will work over the next five years to make a real difference to residents' lives.

## Health and Care Systems

We work with two systems across Waverley supporting people living in places across Surrey and Hampshire. They are a partnership of local health and care organisations bringing together NHS organisations, local authorities and other partners, to take joint responsibility for improving the health of the local population. They make decisions about shared priorities, how funding is used and what can be done to make the biggest difference to local people.

### Surrey Heartlands Health and Care Partnership



Surrey Heartlands includes all parts of Waverley except Farnham, along with other places in Surrey.

One of the partnership's key priority areas within its Five Year Plan 2019-22, is entirely focused on [Prevention and the Wider Determinants of Health](#). The borough council and voluntary sector play a key role in enabling its delivery in strengthening and implementing preventative interventions.

As well as short term priorities, the system is very focused on the improvements to deliver for the population in the longer term and this includes:

1. A **much greater focus on prevention** to help people to stay well where possible
2. **Earlier intervention** to make sure people get the care and support they need as early as possible
3. **Tackling health inequalities** and the other areas that affect people's health and wellbeing which includes things like housing, poverty and education, where it's clear we must work together as a system to address these areas

### Frimley Health and Care Priorities – Farnham Place

**Frimley Health and Care**



Frimley Health and Care includes Farnham, along with other places in Surrey and Hampshire.

Frimley Health and Care has split its plans into key ambition areas [to create healthier communities](#):



- **Starting Well:** all children get the best possible start in life
- **Focus on Wellbeing:** all people to have the opportunity to live healthier lives, no matter where in the system they live
- **Community Deal:** developing “community deals” with local residents
- **Our People:** to be known as a great place to live, work, develop, make a positive difference.
- **Leadership and Cultures:** work together to encourage co-design, collaboration, inspiration and a chance to contribute
- **Outstanding Use of Resources:** to offer the best possible care, treatment and support where it is most needed in the most affordable ways using the best available evidence.

The partners in the Frimley Health and Care system are currently in the process of developing a 5-year strategy building on the approaches it has taken so far. The healthier communities focus emerging for Farnham area include loneliness, the mental health of young adults and digital access.

## Our population data – key messages

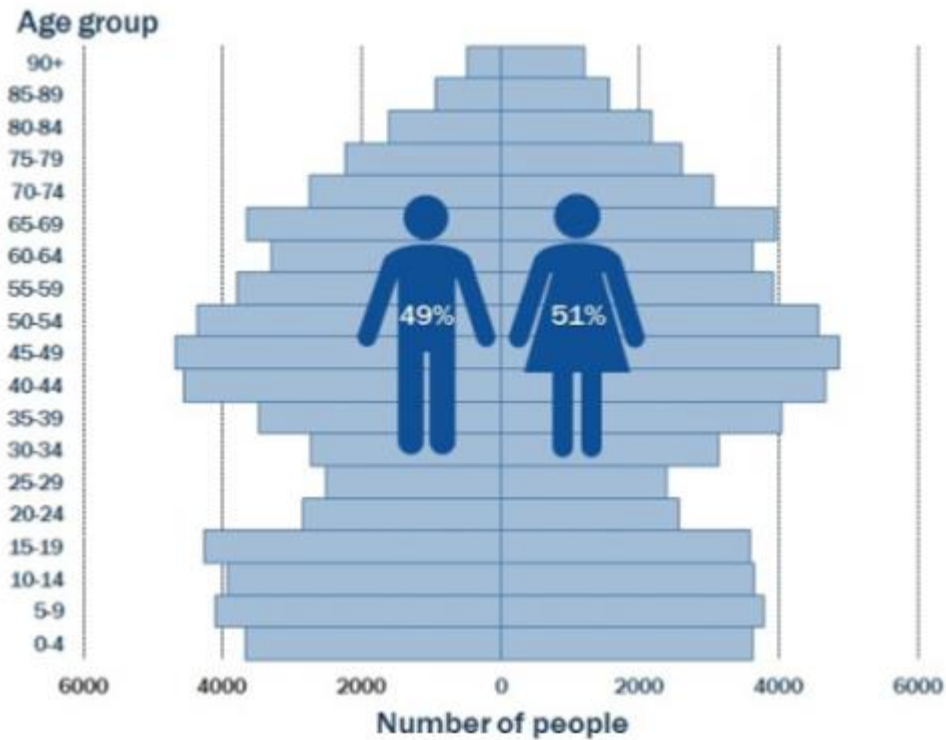
This document provides a snapshot of information and data available about the health and wellbeing of our population in Waverley. This has helped shape our Commissioning Priorities. We used information provided through the Joint Strategic Needs Assessment, Surrey COVID-19 Community Impact Assessment, Surrey Index Insights, Census 2011 and partners. Whilst initial 2021 Census findings will not be released until 12 months of the Census at the latest and other main data within two years, we do know how the needs of our population are changing.

Waverley has a total population of 121,572 comprising of 49,280 households (2011 Census). Waverley residents enjoy an excellent quality of life and have good reason to be happy and healthy. The Legatum Institute [UK Prosperity Index 2021](#), which measures institutional, economic and societal wellbeing, showed that Waverley was the third highest ranking local authority area to live in the UK. The high scoring of social capital and health pillars in the borough played a part in this ranking

Waverley does, however, have pockets of relative deprivation and health outcomes vary widely throughout the borough. Waverley’s rural nature and ageing population means that social isolation is a key concern. Our population of residents over 65 and 85 years of age is one of the fastest growing in Surrey and there are increased numbers of residents with conditions such as stroke or dementia.

The chart below shows the age profile of our population in Waverley.





Source: 2011 Census and latest population estimates 2015

## COVID-19 - Impact of the Pandemic

### Surrey COVID-19 Community Impact Assessment (Nov 2020)

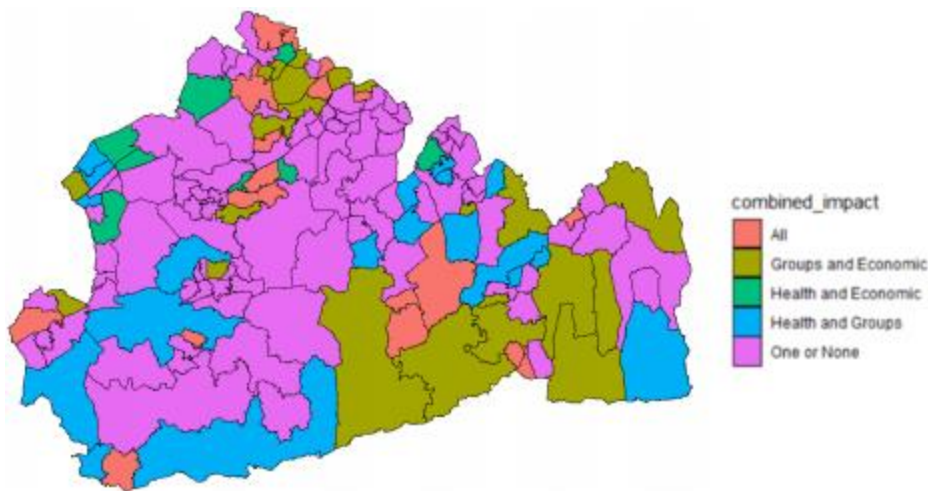
The impacts of Covid-19 have been experienced in different ways across local areas in Surrey. The greatest health impacts have been seen in areas across Waverley, Mole Valley and Reigate & Banstead where there are higher numbers of over 80s and care homes. Overall the impact of COVID-19 on local areas in Surrey is varied and nuanced.

From April to June 2020, the Local Recovery Index (LRI) shows that Waverley has been the 4th least impacted district and borough in Surrey. When looking at more local level, some areas have been disproportionately impacted.

### Geographical Impact

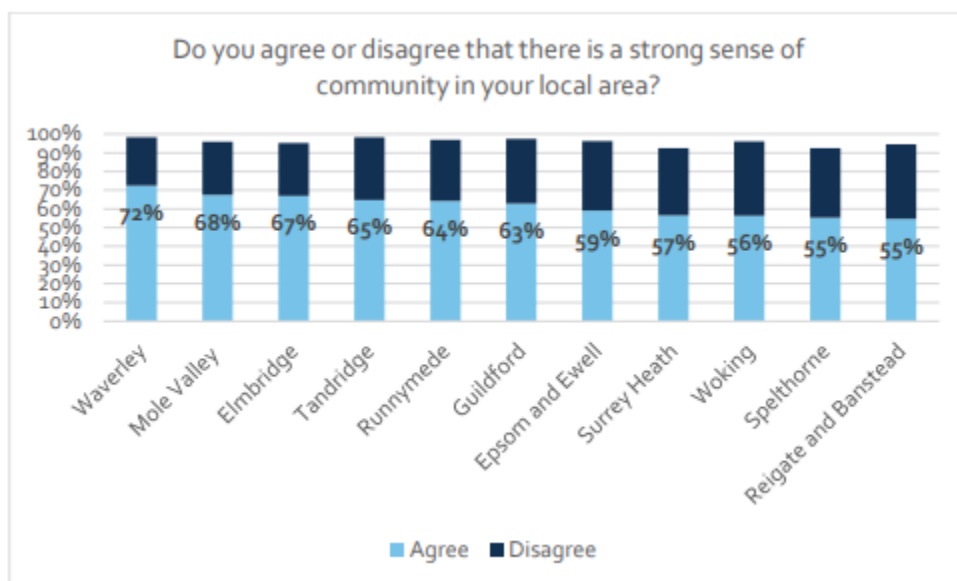
Three dimensions of impact from Covid-19 were analysed – health impacts, economic impacts, and vulnerable groups. For each dimension, data at the Middle Layer Super Output Area (MSOA) was collected. Data showed that Waverley was the 4<sup>th</sup> least impacted. [Super Output areas are geographic hierarchy based on population numbers.]

Map of Surrey showing the distribution of combined impacts across MSOAs



### Impact on Waverley society

Waverley ranks as the lowest impacted district and borough for the society dimension in the period from April to June 2020, however, it does rank third highest for the number of calls made to the Surrey County Council community support line at 7.2 calls per 1,000 residents. This view is supported by 72% of Waverley residents agreeing there is a strong sense of community in their area, 10% higher than the Surrey average, as shown in the chart below:



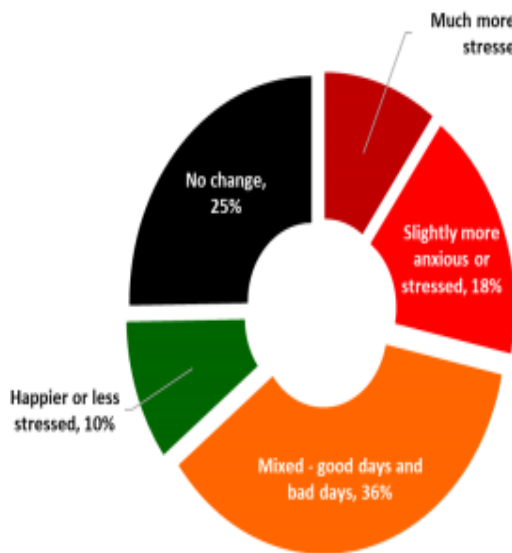
However, the research also found Waverley residents suffered from isolation and lack of public transportation during the height of the pandemic.

### Impact on mental health

As the lockdown continued the early mental health impacts of the pandemic became more apparent. This was evident by an increase in the number of calls made to the community helplines across Surrey. For instance, both Surrey Drug and Alcohol

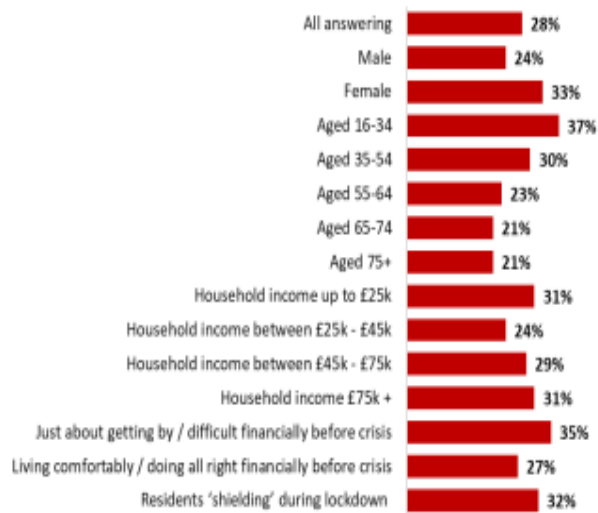
Care (SDAC) helpline and Community Communications reported an increase in the number of calls and referrals respectively. Increase in the presentation of mental health related issues were also reported by the local community helplines set up during the lockdown by the District and Boroughs primarily to provide logistical support.

How do you feel the lockdown has affected your mental wellbeing?



Base: all answering (2,116)

% MUCH MORE ANXIOUS OR STRESSED



Significantly HIGHER% than rest of sample at 95% confidence level

69% of adults feel somewhat or very worried about effects of COVID-19

63% of adults feel worried about the future

Mental health has worsened by 8.1% - young adults and women hit hardest

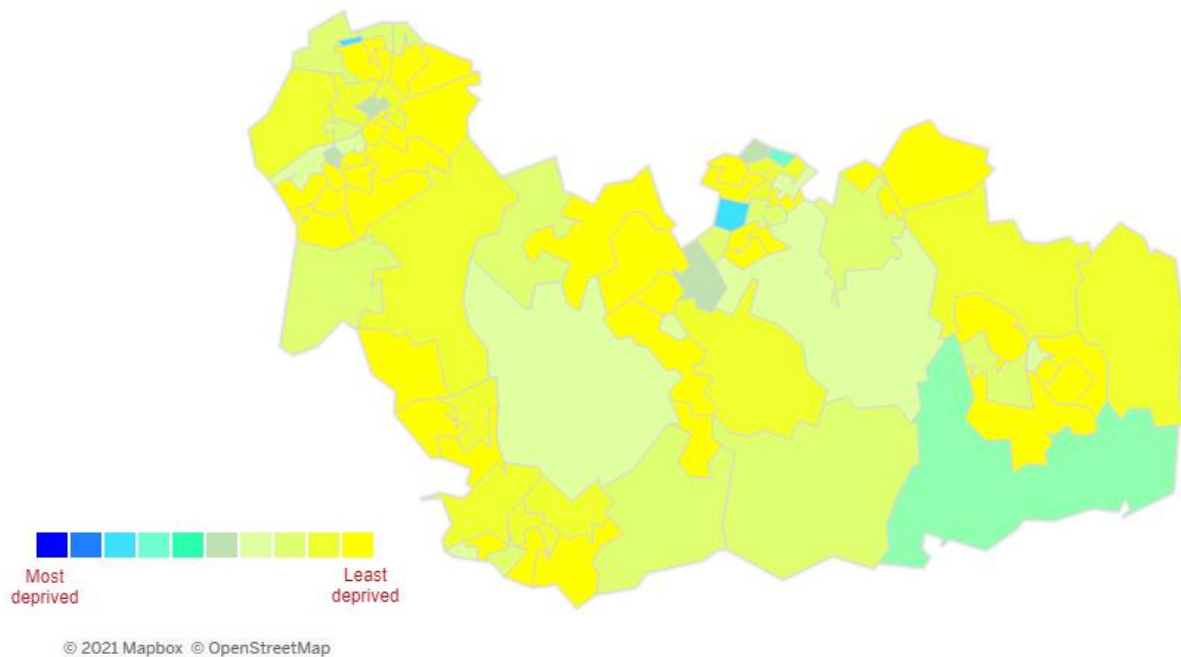
56% of adults feel stressed or anxious

### Indices of deprivation in Waverley

Deprivation is often linked to health and socio-economic inequalities. The English Index of Multiple Deprivation 2019 is the official measure of relative deprivation for small areas in England. It combines information from seven domain indices including employment, health & disability, education skills and training, crime, housing and services, living environment and income.

The most deprived areas in Waverley are: Farnham Upper Hale; Godalming Central and Ockford; Godalming Binscombe; Alfold, Cranleigh Rural and Ellens Green.

Map of Waverley Borough



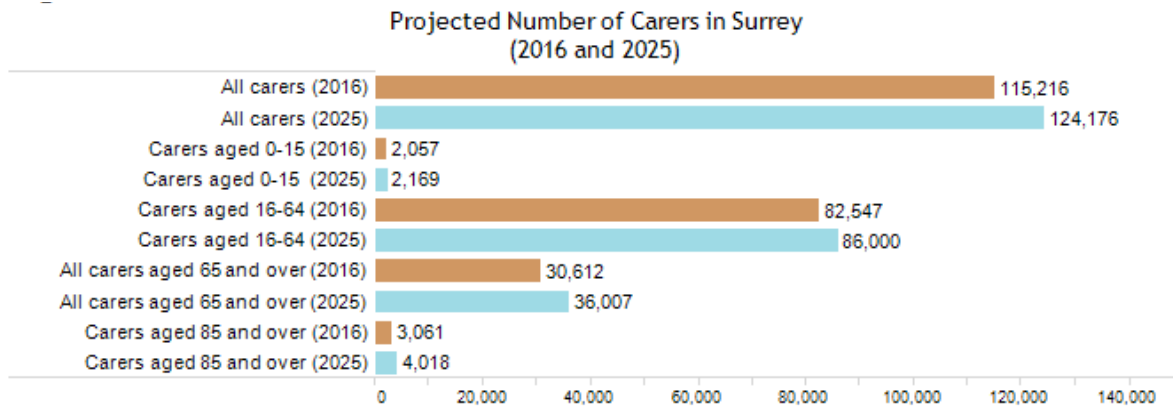
## Carers living in Waverley

Carers look after family, partners or friends in need of help because they are ill, frail or have a disability.

Based on the 2011 Census and population projections, the number of carers in Surrey is projected to increase to 124,176 by 2025.

An increase is projected in all age groups but the biggest increase is projected for carers aged 65 and over. Of those, 11% are projected to be aged 85 and over.

It is widely recognised that the Census under-counted young carers. Based on figures from the “Kids who Care” survey (BBC and University of Nottingham, 2010) and the projected 2016 and 2025 5-17 year old populations, it is suggested that in 2016 there may be approximately 14,750 young carers aged 5-17 living in Surrey.



Note: Carers aged 85 and over are included in the figures for Carers aged 65 and over  
Source: 2011 Census and population projections (ONS)

Waverley has a higher percentage of carers providing unpaid care per week compared to Surrey as a whole. We also know that unpaid carers have shouldered significant strain during the pandemic, delivering care despite their own support networks being heavily impacted.

### Older people living in Waverley

The population in the whole of Waverley is living longer. We need to be prepared for our ageing society and provide services that make Waverley a good place to grow old. Waverley has the largest older population of over 85s in Surrey and higher number of over 65s compared with areas in Surrey. The 65 to 84 year old population is set to grow the most by 2040. The over 85-year-old population is estimated to have increased by 12.3% from 2016 to 2021.

27.8% of people live alone in Waverley (compared with 27.3% for Surrey areas) those aged 65 and living alone 14.2% (compared with 12.6% for Surrey areas)

Waverley has a generally higher proportion of economically inactive residents (28%) compared with Surrey areas (26.4%) with a higher number of people that are long-term sick or disabled and retired.

### Loneliness and social isolation in Waverley

Almost a third (31%) of Surrey residents aged 65+ who live in their own homes live alone (Surrey County Council 2017). While living alone isn't the same as feeling lonely, living on your own can be one aspect of social isolation.

Research shows that risk factors for loneliness were near identical before and during the Coronavirus pandemic. Existing risk factors not directly affected by COVID-19 are:

- Age - with young people the most likely to report feeling lonely but the largest number of people experiencing loneliness are older people

- where you live – people who feel they belong less strongly to their neighbourhood report feeling lonely more often, as do those who have little trust of others in their local area
- Living alone – this is a key indicator of social isolation and potentially loneliness and especially affects older people

Waverley is the largest rural borough in Surrey with the lowest connectivity (i.e., ability to access services that are not in walking distance; Source: Connectivity Index, 2005). This means residents have to travel further to access services and activities, further reducing their social connections.

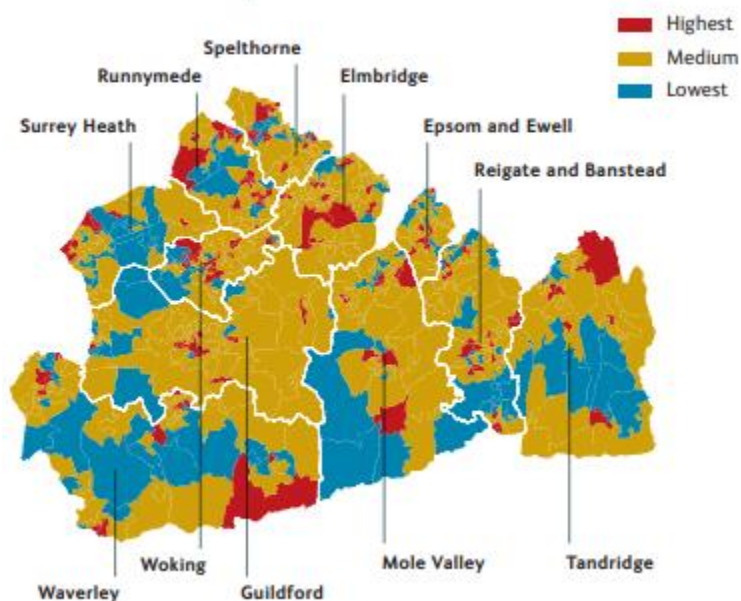
Waverley has pockets of isolation, particularly in rural areas. Several wards in Waverley have a high rate of one person households, which highlights possible areas with more loneliness and isolation (Surrey rank in brackets):

- Farnham Castle 40.93% (1st)
- Alfold, Cranleigh Rural and Ellens Green 38.79% (4th)
- Godalming, Farncombe & Catteshall 35.44% (14th)

People without access to the internet are at a significant disadvantage in terms of connecting with communities and people. The pandemic has dramatically exacerbated this with many not being able to join online activities or able to see friends and family virtually. As we move to a more virtual world the digital social divide will only increase, making it more important that people have access to face-to-face social interaction.

Despite efforts by local communities and government, many individuals living in Surrey and Waverley are socially isolated. This is exacerbated by poor transport connections. Experiencing feelings of loneliness and isolated is associated with poor mental, physical and emotional health.

Social isolation in Surrey



Source: The Health and Wellbeing of Older People in Surrey 2018 Independent Annual report of the Director of Public Health Surrey County Council



## Mental Health in Waverley

The available indicators suggest that mental illness is no higher in Waverley than in the rest of Surrey and England. However, the COVID-19 pandemic as well as the recession may well have a detrimental impact on the mental health of residents. A 2020 Temperature Check Survey found that 36% of Waverley residents were concerned about their mental health in the next six months.

Primary responsibility for mental health promotion and prevention in Waverley lies with Surrey County Council as the public health authority. However, as a Council and community leader we have a role to play in improving the overall mental health of our residents through our services enabling them to stay connected and keep active. Organised community groups and services such as day services with activities, walking groups and groups for young people all play a role in supporting people's improved mental health through community services that support them to remain independent within their community.

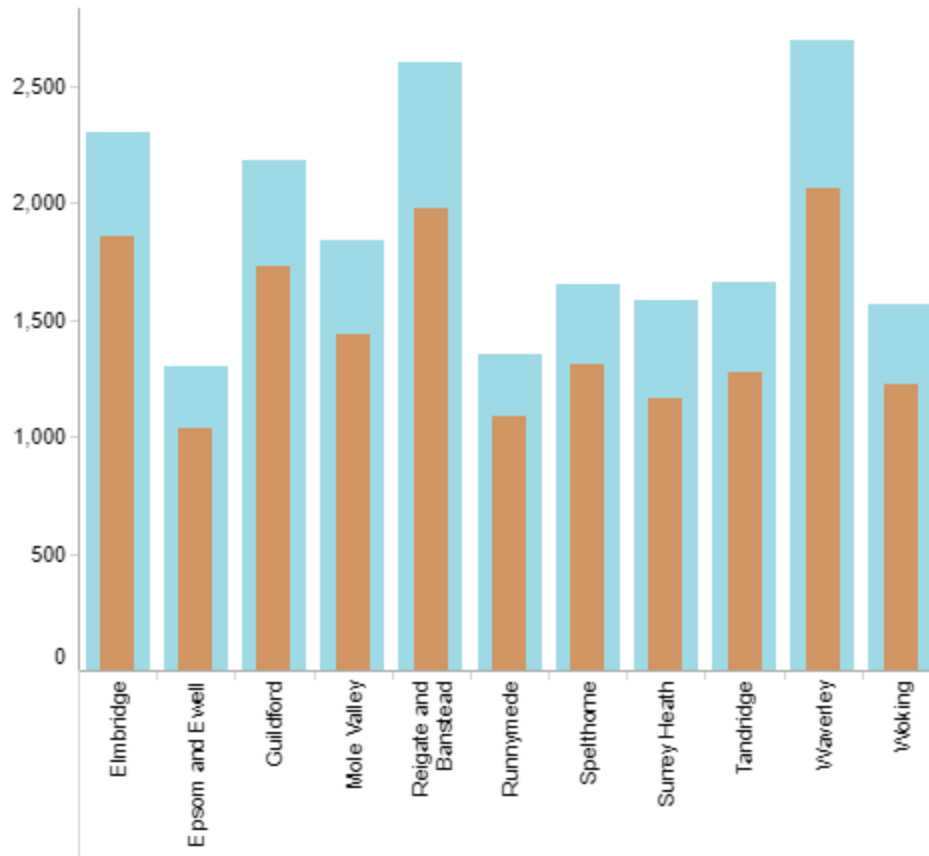
The social factors affecting a person's mental health include; deprivation and inequality; poverty and financial insecurity, housing and homelessness, education and lifelong learning; employment and working conditions; crime, safety and violence; community wellbeing and social capital.

Mental wellbeing is more than the absence of mental illness. It is linked with an individual's emotional, physical and social wellbeing and the wider social, economic, cultural and environmental conditions in which they live. The mental wellbeing of individuals is influenced by factors at community level such as social networks, levels of trust and civic engagement = "social capital".

## Dementia

Dementia can affect people of any age but is most common in older people. Dementia is a term that is used to describe a collection of symptoms including memory loss, problems with reasoning and communication skills, and a reduction in a person's abilities and skills in carrying out daily activities such as washing, dressing, cooking and caring for self.

### Estimated Population with Dementia (Aged 65+) by Borough and District (2016 and 2025)



Source: 2011 Census and population projections (ONS) and dementia prevalence rates

### Young people in Waverley

Some children and young people living in Waverley do not thrive and the period of lockdown during the pandemic has been a particularly difficult time for them, with socialising being restricted. Anxiety, self-harm, suicide ideation and eating disorders are very common issues that are being presented to schools and children’s services.

Anti-social behaviour has increased in certain parts of the borough over the past 18 months with street drinking, substance abuse and general rowdiness which has a negative impact on community wellbeing, crime and disorder and local businesses.

Surrey Youth Focus worked in conjunction with the User Voice and Participation Team (on behalf of the Surrey Safeguarding Children Partnership and Surrey County Council’s Children, Families, Lifelong Learning and Culture Commissioning Team) and twelve organisations that listened to 199 children and young people and 135 parents across Surrey during May and early June. The distinct themes that have emerged are:

- Relationships and connections – with family, friends, partners



- Access to learning – experiences of not being in school and learning in a different way
- Finding time – how children and young people have been spending their time
- Awareness of self and others – what children and young people have learnt about themselves and others
- Emotional wellbeing and mental health – how children and young people have managed with their wellbeing.

7% of children under 16 living in Waverley come from low-income households (Children in Low-Income Families Local Measure HMRC). Young people from poorer backgrounds have to fight harder for their future and they may not have the same opportunities as other young people their age.

Waverley is a predominantly rural borough with poor public transport provision compared to the rest of Surrey. This means some young people will find it difficult to access cinemas, clubs or other facilities their counterparts in urban areas take for granted. More affluent families and those with a car are more likely to be able to take their children to activities further away.

Although primary responsibility for children's services, education and youth workers lies with Surrey County community activities and services, including youth clubs, can enable young people to have a sense of belonging, hope for the future and feel connected to where they live. Local community facilities and activities can help improve health and wellbeing outcomes from an early age.

## Our Commissioning Priorities and Principles

### **Priority one** - Improving people's health & wellbeing

We wish to support community activities and services that reduce health disadvantage and inequality by advancing residents' mental and physical health, wellbeing and safety, particularly as a result of the Coronavirus pandemic and for those with specific needs.

### **Priority two** - Enabling access to information, advice and guidance

We recognise that people need access to timely information, advice and support which will empower them to increase their ability to exercise choice and control of their lives before they get to the point where they need to access more costly interventions

### **Priority three** - Reducing social isolation and loneliness

We wish to enable people to access meaningful activities and services that increase their social contact and enable them to live life to the full

### **Priority four** - Building stronger, connected communities

We aim to strengthen community cohesion, build social capacity and increase the resilience of local voluntary organisations to enable people to actively engage with their communities

## Principles

Our funding Principles underpin the commissioning Priorities

1. **Prevention** – a much greater focus on prevention enables people to live well and stay well wherever possible. Earlier intervention enables people to access service, information and support to get the help they need as early as possible to reduce and delay the need for more costly interventions.
2. **Innovation and continuous improvement** - 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 Thriving Communities Commissioning Scheme embeds an expectation that partner organisations deliver efficient, high quality services to achieve its strategic vision for the Borough.
3. **Collaboration** – working together enables services to interact, share learning, efficiencies and opens channels that would otherwise remain closed. It brings people closer together to create common purpose to solve the issues our residents face and meet their changing needs.
4. **Independence** - facilitating people to continue to have control over their lives and receive timely support and information that works around their needs and outcomes. Informed, proactive people are able to take ownership of their lives.
5. **COVID-19 pandemic** – we recognise the need to target priority issues arising from the aftermath of the COVID-19 pandemic rather than specific age groups. 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-19 world. The pandemic has highlighted how many social issues either transcend age groups or are concentrated amongst younger age groups.

## The outcomes the Thriving Communities Commissioning Fund aims to achieve

- Residents feel less socially isolated and socially excluded.
- Residents are more connected and engaged with their communities
- Residents are able to maintain their independence for longer
- Residents have good mental health
- Residents have opportunities to remain active and have good physical health
- Residents are supported to take part in meaningful social activities that enable them to manage their lives or a condition better
- Residents feel empowered to remain independent in their own homes for longer and less likely to access more costly interventions
- Residents live independently and have choice over their lives
- Local voluntary sector organisations thrive and grow

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# **Community Wellbeing Overview & Scrutiny Committee**

## **Report of the Service Level Agreement Working Group on Proposals for Funding the Voluntary Sector**

### **The Working Group members:**

Cllr Jenny Else (Chairman), Cllr Mary Foryszewski, Cllr Michaela Gray and Cllr John Robini

### **Purpose of the report**

To present the findings, conclusions and proposals of the Community Wellbeing Overview and Scrutiny SLA Working Group review of the Executive and its proposed changes to the procedure for funding the not-for-profit and voluntary sector.

### **Recommendation**

That the Community Wellbeing Overview and Scrutiny Committee endorse the proposals in the *“New funding process for voluntary organisations 2022 to 2025 – Thriving Communities Commissioning Fund”* and the principle of funding activities rather than organisations.

### **Reason for the recommendation**

The members of the Working Group commended the huge amount of work officers had put into producing these proposals. They feel implementing them would represent a significant improvement on the Council’s current arrangement for funding the not-for-profit and voluntary sector. They welcome the principle of funding groups on an issue rather than site specific basis.

The Working Group was especially pleased to see that the recommendations from its [interim report](#) have been taken onboard. They believe that because a commissioning model involves groups having to reapply for funding on a triennial basis that this will *“generate pressure for innovation and service improvement on the part of groups that have been funded for a prolonged period”*. They are also pleased to see that these arrangements acknowledge the extent to which the issues affecting the Borough have shifted since the awarding of the current service level agreements. While helping, for example, young people and those with mental health challenges are not statutory responsibilities of the Council, there is a valuable role for the Council to play in supporting groups that work on these issues.

In addition, they welcomed that there would be cross-party representation on the funding panel.

### **Additional points**

As well as the formal recommendation discussed above, the Working Group would also like to take this opportunity to put on record the following observations how similar processes can be improved in future:

1. It would be good practice for Executive Working Groups to be formally minuted and its membership recorded, so that even if its deliberations are kept private, it would be valuable to have a record of how its work is progressing.
2. The local connections of ward councillors should be viewed by the Council as a resource to, for example, identify small voluntary groups and encourage town and parish councils to respond to consultations.

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