















EXECUTIVE COMMITTEE
Year-end Outturn Report on 2015/16 Service Plans

RAG Legend	
On target or achieved	
In progress	
Not completed	
Deferred/ redundant/ withdrawn	









Service:		Head of Service:	Robin Pellow
Monitoring and Returning Officer Service		Director:	Paul Wenham
		Portfolio Holder(s):	Cllr Robert Knowles Cllr Julia Potts
Desired outcome / Objective		Maintaining high standards of governance and ethical standards	
Ref	Action(s)	Completed	Progress / comments
CG/1 	Continue to promote ethical standards with Waverley staff and councillors and Town and Parish councillors.	100%	Complete Induction process for new Councillors held over Summer 2015.
CG/2 	Ensure all Councillors briefed on ethical standards before taking any decisions after Waverley Borough Council elections.	100%	Complete
CG/3 	Finish Individual Elector Registration process.	100%	Complete Canvass well under way with high response rate. Government financial support continued in this financial year.
CG/4 	Administer successful combined triple or quadruple combined elections.	100%	Complete Very complex triple combined elections held in May- almost 400 candidates. Not envisaged that any more financial resources needed.
Desired outcome / Objective		Effective Internal Audit service and good relationship with external Auditors	
CG/5 	Continue to monitor external contractor performance and quality.	100%	Complete Very detailed monitoring continues, with regular reports to Audit Committee.
CG/6 	Review anti fraud resources within Council once universal credit introduced.	100%	Complete Reports provided to Audit committee with proposal to continue anti-fraud work in Housing.





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Service:		Head of Service:	David Allum
Customer and Corporate Services		Director:	Graeme Clarke
		Portfolio Holder(s):	Cllr Tom Martin – IT, Property and Customer Services Cllr Simon Thornton- Sustainability
Desired outcome / Objective		Provide valuation and estates support for Housing in the procurement and development of new housing units.	
Ref	Action(s)	Completed	Progress / comments
C&O/01 	Complete Valuation Requests.	100%	Complete and Ongoing part of the routine demands made on the Team.
C&O/02 	Provide estates advice on new and existing land.	100%	
C&O/03 	Provide advice on potential developments including completing appraisals.	100%	
C&O/04 	Undertake search and provide advice for new housing opportunities and acquisitions.	100%	Complete Team Manager routinely attends Housing Delivery Board.
Desired outcome / Objective		Provide strategic advice on land acquisitions, disposals and developments.	
Ref	Action(s)	Completed	Progress / comments
C&O/05 	Prepare Delegation Scheme for purchase of assets	100%	Complete Ongoing part of the routine demands made on the Team.
C&O/06 	Provide advice on proposed land acquisitions	100%	Complete and ongoing part of the routine demands made on the Team.





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C&O/07 	Provide advice on proposed property disposals	100%	
C&O/08 	Provide advice on existing and potential development opportunities including completing associated appraisals / valuations.	100%	
Desired outcome / Objective		Review telephone call handling arrangements	
Ref	Action(s)	Completed	Progress / comments
C&O/09 	Ensure that Waverley's corporate phone system provides management information and statistics to support service managers improve their services.	100%	Complete The corporate phone system does provide management information but needs to be used as a routine measure of performance and as a means to drive improvement. A related target will appear again in the 2016/2017 Service Plan and the internal telephone structure is also under active consideration from the customer services perspective. Statistics were used for the Foresight Customer Service Programme.
C&O/10 	Carry out internal monitoring of telephone call handling arrangements by services.	100%	Complete This was part of the Customer Services Project.
Desired outcome / Objective		Review and implement robust health and safety practices and procedures for corporate properties	
Ref	Action(s)	Completed	Progress / comments
C&O/11 	To compile a database of all maintenance contracts and to centralise the information on SharePoint.	100%	Complete
C&O/12 	To set up a database of all Health and Safety files on SharePoint.	100%	Complete




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Desired outcome / Objective		Review and provide an Engineering Service to an agreed service level	
Ref	Action(s)	Completed	Progress / comments
 C&O/13	To compile a database of Waverley's drainage assets and complete survey of their condition.	100%	Complete
 C&O/14	To compile a drawing register of all Waverley's engineering drawings and to have them scanned.	80%	In progress
 C&O/15	Update website with drainage/flood information and responsibilities.	100%	Complete
 C&O/16	Develop an awareness training programme for councillors of the drainage responsibilities of the Council and the level of service that Waverley provides.	100%	Approach agreed (to be part of a resilience presentation) but awaiting date for delivery.
Desired outcome / Objective		Complete a review of IT data communications arrangements to deliver value for money	
Ref	Action(s)	Completed	Progress / comments
 C&O/17	Carry out review of IT data communications services and costs.	100%	Complete This year's work programme was achieved and capital bids have been submitted for future investment needs.
 C&O/18	To bring forward proposals for the rationalisation of IT communications including consideration of Unicorn service offering and Surrey Data Centre.	100%	Complete Unicorn is used for Public Sector Network purposes but has not proved to be competitive outside of that data. The Surrey Data Centre offering is not compelling at present although we will be looking at the Guildford Business Case.
Desired outcome / Objective		To deliver value for money mobile working initiatives	
Ref	Action(s)	Completed	Progress / comments
 C&O/19	Establish a plan for introducing further mobile working solutions in particular integration with line of business systems.	100%	Complete





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C&O/20 	Report to Foresight board with recommendations for implementation.	100%	Complete The governance structure for this activity is Change Advisory and the IT Strategy Groups.
C&O/21 	Implement proposal(s) for using tablets for visiting officers to make better use of electronic information and to reduce the wasted time coming back into the office.	100%	Complete
C&O/22 	Prepare programme for future projects.	100%	Complete A capital bid for future investment has been prepared for consideration.
Desired outcome / Objective		To review office cleaning arrangements to provide a clean and tidy working environment for staff, councillors and building users	
Ref	Action(s)	Completed	Progress / comments
C&O/23 	Review alternative office cleaning methods and programmes.	100%	Complete We are seeking to expand the current service by adding additional sites as we believe this to be cost effective. A report/business case has been agreed.
C&O/24 	Obtain alternative costs from cleaning contractors to compare against an in-house service for the proposed cleaning service.	100%	Complete.
C&O/25 	Prepare a report with the outcome and recommendations of the review of alternative office cleaning methods and programmes.	100%	Complete
Desired outcome / Objective		To carry out a review of the business case for scanning all incoming post	
Ref	Action(s)	Completed	Progress / comments
C&O/26 	To undertake a feasibility study into the costs and service benefits of scanning all incoming mail. Actions will include: visits to sites where incoming post is scanned, estimated costs of system software and training and analysis of service and or cost benefits.	100%	Complete A Document Management project is underway. Recommendations to be forthcoming early in 2016. A separate but related capital bid has been made and agreed for the Employee Services business





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			need.
C&O/27 	Prepare report on outcome of feasibility study.	100%	Complete Employee Services Commission underway.
Desired outcome / Objective		Review catering services	
Ref	Action(s)	Completed	Progress / comments
C&O/28 	Review catering services at the offices and alternative methods of service provision.	100%	Complete
C&O/29 	Report on the sustainability of catering services at the offices.	100%	Complete





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Service:		Head of Service:	Robin Taylor	
Policy & Governance		Director:	Paul Wenham	
		Portfolio Holders / Committee Chair:	Cllr Robert Knowles - Policy & Governance Cllr Stefan Reynolds - Member Support and Communications Cllr Simon Inchbald - Licensing	
Desired outcome / Objective		Democratic Services - Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors.		
Ref	Action(s)	Completed	Progress / comments	
PG/1 	Fully implement and embed Modern.Gov, the Council's new Electronic Agenda Management System.	100%	Complete The system is fully implemented and being used in respect of all public meetings.	
PG/2 	Deliver high quality committee reports, minutes and agendas.	100%	Complete Quality log created and data collected throughout 2015/16. The number of errors per quarter has reduced.	
PG/3 	Manage the pre and post election programme, ensuring a smooth transition and effective induction process for new Councillors as well as ongoing training.	100%	Complete Induction programme complete. Ongoing programme of member training and briefings is now underway. The training needs analysis was deferred to align with the completion of the O&S review but is fully prepared and scheduled to go out early in 2016/17.	





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Desired outcome / Objective		<u>Licensing - Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley so that the objectives of the Licensing Act 2003 are upheld.</u>	
PG/4 	Continue to deliver the Council's new planned licensing compliance inspection programme.	100%	Complete and ongoing programme. The calendar year performance for 2015 was 199 (83%)
PG/5 	Complete Licensing back office process and systems review.	100%	Complete The in-depth review is complete and all recommendations for improvement have been accepted. Work has since commenced to plan for and deliver phase 1 of the change programme in 2016/17.
PG/6 	Make changes to improve performance and customer focus in the Council's licensing of Hackney Carriages and Private Hire Vehicles.	100%	Complete New Taxi Drivers Newsletter launched. New format for liaison panel is in effect. The points system has now been launched. Options for a digital knowledge test have been considered.
Desired outcome / Objective		<u>Legal Services and Land Charges - Provide high quality advice to ensure the Council acts lawfully and transparently and search and provide vital information to house and property buyers in Waverley</u>	
PG/7 	Ensure high quality internal and external legal advice is provided to Council staff and elected members to support the delivery of corporate objectives.	100%	Complete and ongoing
PG/8 	Analyse and plan for the potential outcomes of the Government's Land Charges review.	100%	Complete
PG/9 	Maintain key land charges turnaround times.	100%	Complete and ongoing Targets continue to be significantly exceeded. The actual average turnaround time has continued to be in the region of 2 to 3 days.





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PG/10 	Provide a timely and effective response to Freedom of Information requests and ensure good progress is made against the information risk management agenda.	100%	Complete and ongoing
Desired outcome / Objective	<u>Corporate Policy - Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture</u>		
PG/11 	Project manage the development and publication of the Corporate Plan 2015-18.	100%	Complete Complete. Following a programme of consultation with various stakeholders, the Council's new Corporate Plan has been agreed by Full Council.
PG/12 	Implement a management framework at Waverley to ensure consistency and excellence across the Council.	100%	Complete and ongoing. Framework launched.
PG/13 	Manage the Council's participation in the National Graduate Development Programme (NGDP) and its Apprenticeship Programme.	80%	In progress The Council has continued to run an effective apprenticeship programme. All 2015 apprenticeship vacancies have been filled. The Council has continued to actively engage on the NGDP programme and continued to host a graduate but was unfortunately unable to secure a graduate for the September 2015 intake. The Council is now engaging in the 2016 recruitment process.
PG/14 	Manage the Council's Citizens Panel and use the opinion data arising from it to support decision-making.	100%	Complete Citizen's panel membership has been refreshed. Survey results have been analysed and shared.





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PG/15 	Provide accurate, timely and useful performance information to enable Councillors and others to scrutinise Council performance and make informed decisions.	100%	Complete The structure and content of Quarterly performance reports considered by O&S and Executive have been comprehensively reviewed and a new, clearer, more effective format of reports is now being used.
Desired outcome / Objective	Communications & PR - Ensure that information about our services reaches the right people at the right time in the most accurate, efficient and cost-effective way.		
PG/16 	Oversee the development of a structured and planned approach to communications.	100%	Complete The team now follows a rolling 3 month programme and individual plans have been created for each service.
PG/17 	Increase and enhance signage and branding at Key Waverley sites to provide useful information to Waverley's customers and promote civic pride in the Borough.	100%	Complete Signage added to all play areas was produced in line with the corporate branding and design guidelines.
PG/18 	Create and deliver an internal communications strategy to ensure staff are informed and engaged.	70%	In progress. Workshops with 100+ staff have been held to identify strategic principles prior to the strategy being drafted.
PG/19 	Develop and publish 'Making Waves', the Council's magazine, ensuring that it is interesting, informative and cost effective.	100%	Complete and Ongoing. Paper magazines and electronic newsletters have continued to be produced and delivered.
PG/20 	Continue to make the best use of online and social media channels to provide Waverley residents with news and information.	100%	Complete New website and intranet used to deliver key content. The Council was awarded four stars by SOCITM in respect of its online processes for Council Tax and Objecting to Planning Applications, putting it in the top 12% of Councils nationally for those key online processes.





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Service:		Head of Service:	Hugh Wagstaff/Jane Abraham
Housing		Director:	Damian Roberts
		Portfolio Holder(s):	Cllr Carole King
Objective		Delivering excellent customer service	
Ref	Action	Completed	Progress / comments
H/1.1 	Implement the outcomes of the customer service training to contribute to a stronger performance and customer service culture.	100%	Complete Action Plan implemented
H/1.2 	Deliver improved customer service standards for housing.	100%	Complete Feedback to Housing Improvement Sub Committee March 2015. Reiterated standards at All in Housing Briefings and embedded in appraisal process.
H/1.3 	Use smarter techniques to deliver excellent customer service through a reduction in repeat transactions.	100%	Complete Orchard/ Agresso interface in development with go-live date in June 2016. Process Improvement Programme reduced repeat transactions e.g. responsive repairs interface, cyclical works interface, ASB process and right to buy process.
H/1.4 	Improve the efficiency of handling complaints.	100%	Complete Focus on level one complaint at All in Housing Briefing with top tips for replying for consistency across service. All managers receive weekly open case reports. Recruited Officer to investigate and resolve level two cases.
H/1.5 	Increase self-service opportunities including enabling tenants to access their rent accounts at any time.	Deferred	Deferred Orchard self service was deferred due to other priorities. The team focussed time and resources on the Process Improvement Programme and Dashboard project.




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H/1.6 	Increase online service delivery options, such as online Housing Register applications, planned maintenance programme.	100%	Complete Pre-application process now online for HNR applicants.
H/1.7 	Provide tenants with a single contact number for their enquiries.	100%	Complete Proposal review completed no recommendation to progress; information will be used to inform next steps.
H/1.8 	Increase mobile working to enable services to be delivered to tenants in their own homes.	100%	Complete Citrix available to all to work off site. Family Support Team adopted mobile working with use of devices for case management. Keystone mobile technology used for stock condition surveys.
H/1.9 	Extend customer feedback methods.	100%	Complete Increased use of telephone surveys to verify service deliver/customer satisfaction e.g. DFG. Tenants Panel created twitter, Facebook and website pages to collect feedback. Property Services and Mears appointed Voluntas to carry out independent telephone surveys for responsive repairs.
Objective		Investing in high performing staff	
H/2.1 	Ensure staff have clear objectives, monthly 121s with their managers and an annual Performance Review meeting.	100%	Complete All housing team had summer/autumn 2015 annual performance reviews. Clear objectives monitored at 121s.
H/2.2 	Maximise opportunities for staff to develop their skills through a variety of learning opportunities, including professional housing qualifications.	100%	Complete Range of learning and development opportunities utilised including work shadowing, mentoring, legal training, and partnership training and networking. All housing team had





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			learning and development needs reviewed at annual performance review and needs identified.
H/2.3 	Introduce 'super users' for key IT business systems to take a lead on specific functions, by recognising expertise and offering staff development.	100%	Complete Four super users in place. Further users to be identified and supported in 2016/17.
H/2.4 	Embed the revised staff structure and continuously ensure staff understand and take ownership of the responsibilities for their role.	100%	Complete The "take ownership" value is reiterated at 121s and at the All in Housing briefings to embed and ingrain the values of the organisation.
H/2.5 	Ensure clear, effective and relevant processes and procedures are in place to enable staff to deliver a consistent service.	100%	Complete Process Improvement Programme reviewed 37 end to end processes including 22 sub processes and designed 17 new processes. 66 training manuals and 30 quick reference guides available to team to implement processes.
Objective		Delivering new affordable homes	
H/3.1 	Invest in new Council house-building programme.	100%	Complete Six new homes delivered, 6 buy backs and on target to meet annual target.
H/3.2 	Deliver Ockford Ridge regeneration project.	-	Progress planned for 2015/16 financial year completed however, it is any ongoing project spanning a number of years. Full time Project Management Officer in post. Continued community engagement / consultation and builders on site to develop show homes.





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 H/3.3	Explore opportunities to maximise the delivery of affordable housing through joint initiatives, such as facilitated land acquisition and by working with local housing associations.	100%	Complete Became HCA approved partner and received £600k grant. Working with TVHA to facilitate LA land purchase.
 H/3.4	Explore broader rent regime for new housing delivery.	100%	Complete
Objective		Investing in existing homes and delivering an effective housing service	
 H/4.1	Continue to monitor health and safety issues.	100%	Complete Monthly monitoring reports to CMT with traffic light rating and progress reports to Housing Improvement Sub Committee. Risks lowered due to additional mitigation.
 H/4.2	Complete asset management strategy.	100%	Complete – Adopted by Council October 2015
 H/4.3	Publish planned maintenance programme and keep tenants informed about when works will be carried out on their properties.	-	Deferred until position re-assessed in light of Council's instruction on HRA Business Plan Review. However, the Council is continuing to keep tenants informed of planned works due on their homes.
 H/4.4	Develop long term strategy for responsive repairs contract.	100%	Complete
 H/4.5	Invest in stock improvement programme	100%	Complete Stock improvement work agreed for Ockford Ridge and identified review pre 1945 homes.
 H/4.6	Explore how best to extend the reach of housing services.	100%	Complete Floating Support and EasyMove schemes.





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H/4.7 	Review leasehold management	100%	Complete Key processes included in Process Improvement Programme (Right to Buy and Service Charge processes – additional support capacity identified)
Objective		Empowering tenants and residents	
H/5.1 	Implement outcomes of the review of support services to vulnerable adults.	100%	Complete
H/5.2 	Respond proactively to issues arising from welfare reform that affect tenants and residents.	100%	Complete Welfare Benefit Officer and Service Improvement Team monitoring horizon.
H/5.3 	Maximise opportunities for collaborative working to extend services to older people, through links with the wellbeing agenda.	100%	Complete Floating Support and EasyMove officers working with Adult Social Services, attending events and networking.
H/5.4 	Manage tenancies effectively, by clarifying tenants' rights and responsibilities and ensuring compliance with tenancy conditions.	100%	Complete Tenancy visit programme established, introductory tenancy monitoring and review processes developed and implemented.
H/5.5 	Increase our understanding of our tenants and residents aspirations and needs.	100%	Complete STAR survey completed. Working with Tenants Panel and tenant Scrutiny Group Regular review of complaints of lessons learnt.
Objective		Improving service delivery	
H/6.1 	Embed service improvements through implementation of new processes.	100%	Complete – Process Improvement Programme delivered.





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H/6.2 	Ensure that the IT system effectively supports the delivery of services and enables efficient record keeping.	100%	Complete – Dashboard launched 2016.
H/6.3 	Demonstrate excellence through benchmarking against other social housing providers.	100%	Complete - Annual review report delivered.
H/6.4 	Carry out tenancy audits across the Council's housing stock.	100%	Complete - Tenancy visit programme established.
H/6.5 	Use tenant profiling information to inform service improvements and future development.	100%	Complete – Pre 1945 homes review outcome of STAR survey. Developing new tenant involvement opportunities and training programme for younger tenants.
H/6.6 	Involve tenants in improving services and developing new homes.	100%	Complete – Tenant Scrutiny Group report recommendations agreed. Consultation events for all proposed housing developments.
H/6.7 	Strengthen contract management practice.	100%	Complete – Monthly contract meetings with clear agenda items for performance, H&S and safeguarding.
H/6.8 	Respond to changes in external funding that effect existing services.	100%	Complete – Building relationships with Better Care fund.





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H/6.9 	Review Housing Key Performance Indicators (KPIs)	100%	Complete - Reviewed agreed nine indicators to be reported to Committee. New format presented and welcomed September 2015.
Objective		Delivering value for money	
H/7.1 	Deliver the Housing Revenue Account (HRA) Business Plan.	100%	Complete - Delivered homes, planned works and rent collection.
H/7.2 	Maintain high collection rates.	100%	Complete – 98.67% of annual rent collected as at 31 March 2016. (Total £31m)
H/7.3 	Identify efficiencies to deliver savings across the service.	100%	Complete - Increase collection of homelessness prevention deposits.
H/7.4 	Explore external funding opportunities to reduce risk of reductions in current government grants.	100%	Complete - Successful HCA Grant and Ewart Bequest funds.
H/7.5 	Review how small contracts are procured.	100%	Complete New Contract Procedure Rules promoted and adopted for small contracts.





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Service:		Head of Service:	Peter Vickers	
Financial Services		Director:	Graeme Clark	
		Portfolio Holder(s):	Cllr Wyatt Ramsdale	
Desired outcome / Objective		Support the delivery of Waverley's corporate objectives with highly effective financial management		
Ref	Action(s)	Completed	Progress / comments	
F/01 	Ensure that the Medium Term Financial Strategy (MTFS) presents a sustainable and robust plan for Waverley's financial resources, anticipating the impact of future financial pressures and recognising the desire to deliver corporate plan priorities and improve services in accordance with customers' needs. Mid-year review to Members.	100%	Complete	
F/02 	Ensure that funding mechanism is understood and the impact on Waverley calculated and embedded in the Financial Strategy projections	100%	Complete	
F/03 	Improve the robustness and timeliness of budget monitoring arrangements to ensure Waverley can respond effectively to unexpected issues.	100%	Complete Report going to every Executive meeting, recognised improvement in quality and content, working with Portfolio Holder. Improvements being made year-on-year.	
F/04 	Support the delivery of the Housing Revenue Account (HRA) Business plan through effective financial and treasury management and robust monitoring and reporting	100%	Complete: Have put in place a Senior Accountant, Accounts Assistant and a significant amount of the Financial Services Managers capacity. Agreed a reporting process with Head of Housing, regular monthly budget monitoring meetings and support project is in place and documented.	
F/05 	Building capacity within the Finance team to enable the team to focus on key priorities.	100%	Complete Significant change in roles already achieved, more change to come in next 4 months to maximise team capacity.	





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F/06 	Introduce new ways of working to utilise technology to increase team capacities	100%	Agresso Upgrade go-live May 25 th 2016. Agresso upgrade project planning is under way and due to go-live in May 2016.
Desired outcome / Objective		Support the delivery of Waverley's corporate objectives with highly effective financial management	
F/07 	Ensuring team members have adequate support	100%	Appropriate capacity is being put into the team. Appraisals and supervision are being done on timely basis.
F/08 	Introduce a more structured project management process to key activities	60%	In progress, began with budget monitoring process, then final accounts closedown planning, and onto next budget round, this is ongoing each year.
F/09 	Services are supported with proactive financial management and support.	100%	Complete All services are allocated a service accountant, Effective monthly monitoring meetings held between accountants Head of Finance, Finance Manager and between accountants and service managers.
Desired outcome / Objective		Maximise revenue base for council tax and business rates and achieve 'best in County' collection rates for all main income sources	
F/10 	Verify that all commercial and residential properties are correctly recorded on the revenue systems and are receiving accurate bills	100%	Complete and ongoing each year.
F/11 	Issue accurate demands in March for 1st April instalment and robustly apply approved enforcement and recovery measures in all cases	100%	Complete




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Desired outcome / Objective		Maximise revenue base for council tax and business rates and achieve 'best in County' collection rates for all main income sources	
F/12 	Review past year historical debts for council tax, business rates and housing benefit overpayments and pursue or consider for write off	100%	Complete and ongoing each year.
Desired outcome / Objective		A smooth transition of the Investigations Team to the Department of Work and Pensions (DWP)	
F/13 	Prepare and communicate a project plan for transfer of the Investigations team to Single Fraud Initiative Service, Including impact upon the service.	100%	Complete – transferred October 2015.
F/14 	Review impact of this transfer on Waverley's Fraud deterrent requirement for council tax.	100%	Complete Review completed by Internal Audit and Head of Finance.
Desired outcome / Objective		Ensure that all of Waverley's residents that are eligible for housing benefit or council tax support claims are assessed and paid quickly and accurately	
F/15 	Extend the monitoring of customer satisfaction levels with the benefits service and use results to help identify improvements	100%	Some surveys done on the counter.
F/16 	Monitor the speed of processing targets and take any corrective action necessary	100%	Complete and ongoing each year. Monitoring of performance indicators reported to Members





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F/17 	Review working practises in Benefits (particularly the counter) to further develop the service and improve speed and accuracy of claims	100%	Service review completed in July 2015. Benefits will be doing a Systems Thinking/Lean management project during 2016/17 to redesign the service from a customer perspective and reduce number of processing days to minimal: based upon Rushmoor DC experience and achievements, Also in conjunction with Customer services project.
Desired outcome / Objective		Implement comprehensive project plan for the transformation of benefits to Universal Credit	
F/18 	Ensure a project plan is established which balances the needs of staff, the Council and claimants during and following the transition period.	N/A	Redundant. Working with DWP on a transitional transformation of benefits to Universal Credit over a number of years.
Desired outcome / Objective		To support staff and managers across the organisation to become a high-performing resource capable of providing excellent customer service.	
F/19 	<ul style="list-style-type: none"> Undertake a cost benefit analysis and develop a business case for further development of the iTrent HR system for the following functions: Widen the self-service function to include the learning and development module Additional payroll functions including online claim forms. Develop online councillors' mileage claims Introduction of electronic appraisal system using new Performance Management module of iTrent 	60%	In progress. Part of the Employee Services Review recommendations which are being developed and implemented during 2016/17.
F/20 	Introduction of full online recruitment functionality from Jobs Go Public	100%	Complete
F/21 	Establish a pool of staff who can help provide temporary cover for administrative and customer services.	-	Withdrawn due to EBS Service Review and new recommendations.





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Desired outcome / Objective		To support staff and managers across the organisation to become a high-performing resource capable of providing excellent customer service.	
F/22 	Develop the Learning and Development Strategy further and support it with: <ul style="list-style-type: none"> • Introduction of automated training feedback • Implementation of a new Manager Induction programme • Further develop the e-learning packages available from Learning Pool. • Analyse training requirements from 2014 appraisals - research, procure and commission appropriate training or signpost to existing training offer (STOG). 	80%	The L&D Service was transferred to Policy & Governance in Autumn 2015. <ul style="list-style-type: none"> • Learning & Development was transferred to Corporate Policy in October 2015. • Automated training feedback is linked to the introduction of the ITrent Training and Development Model – ongoing. • A new Manager Induction/Development Programme was introduced in summer 2015. • Packages on offer from Learning Pool regularly reviewed by Surrey Learn Partnership. Safeguarding E-Learning developed for roll out in June 2016. • Analysis of training requirements was completed on 2014/15 appraisals and training commissioned.
F/23 	Maintain payroll relationship within the SLA with Epsom and Ewell.	60%	Ongoing. The Council continue to manage the relationship with Epsom and Ewell however; in 2016/17 the Council is reviewing options to enable a better level of performance in respect of its payroll indicators.





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Service:		Head of Service:	Wendy Gane
Strategic HR		Director:	Paul Wenham
		Portfolio Holder(s):	Cllr Robert Knowles
Desired outcome / Objective		Contribute to organisational and service resilience by continuing to develop and maintain a high performing, highly engaged staff team to deliver value for money, high quality, customer-focused front-line services.	
Ref	Action(s)	Completed	Progress / comments
SHR/01 	To continue to develop a culture of high quality performance management and staff engagement throughout the Council.	100%	Complete The following plans/initiatives delivered in 2015/16: <ul style="list-style-type: none"> the HR Strategy Action Plan for 2015 – 2018, the Investors in People (IIP) Action Plan Staff Engagement Strategy Procurement of the next ILM has been successfully completed and commenced Continued development of Waverley Managers Group Developed Waverley’s Vision Statement & refreshed organisational values
SHR/02 	To develop a Staff Skill and Capacity Management Strategy to address skills gaps and skills shortages which affect the Council’s service delivery.	100%	Complete <ul style="list-style-type: none"> Delivered Skills Gap and Capacity Management Strategy and Action Plan Established a project/working group to actively develop this Action Plan and Waverley’s position as an Employer of Choice.





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<p>SHR/03</p> 	<p>To continue to develop the analysis of high value, high impact benchmarking metrics linked to recruitment and retention.</p>	<p>100%</p>	<p>Complete</p> <p>Pay Negotiations – delivered data utilised for the 2015/16 pay negotiations to Members.</p> <p>Service Resilience:</p> <ul style="list-style-type: none"> Continued provision of HR metrics to Heads of Service including in depth reviews for Housing and Planning Services informing recruitment and retention issues and options. Continued quarterly data on HR sickness absence and numbers of leavers reported to Members.
<p>SHR/04</p> 	<p>Address sensitive employee issues, sustain and enhance effective employee relations and maintain trusting relationships with Staffside/ union representatives.</p>	<p>100%</p>	<p>Complete and ongoing each year.</p>
<p>SHR/05</p> 	<p>To support organisational resilience through the provision of a governance framework:</p> <p>Continue to develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.</p>	<p>100%</p>	<p>Complete</p> <p>Continued to deliver the rolling programme of review of HR policies and procedures to ensure compliance with employment law.</p>
<p>SHR/06</p> 	<p>Work with the Leadership and senior management team to continue to maintain a high quality working relationship between Members and Officers.</p>	<p>100%</p>	<p>Complete and ongoing each year.</p>

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Service:	Head of Service:	Elizabeth Sims
Planning	Director:	Paul Wenham
	Portfolio Holder(s):	Cllr Brian Adams

Desired outcome / Objective		Increasing the supply of houses to meet Waverley's needs, including affordable houses	
Ref	Action(s)	Completed	Progress / comments
PL/1 	Secure planning permissions for new housing including affordable housing.	100%	Complete and ongoing each year. 1,139 houses (including 353 affordable homes) approved
PL/2 	Update planning policy and new sites identified Local Plan adopted	80%	In progress Timetable agreed with the Executive and currently on target. Local Plan due to be published by the end of July.
PL/3 	Support the preparation of neighbourhood plans by parish councils	100%	Complete A total of ten neighbourhood plan areas have now been approved, covering Farnham, Godalming, Haslemere, Cranleigh, Alfold, Chiddingfold, Elstead & Weyburn, Ewhurst & Ellens Green, Hascombe and Witley. Only one of these areas (Elstead & Weyburn) was approved during the 2015/16 financial year. These ten towns and parish councils are continuing to gather evidence and draft their plans but none have yet been formally submitted to Waverley for examination.
Desired outcome / Objective		Supporting the needs of businesses	
Ref	Action(s)	Completed	Progress / comments
PL/4 	Ensure the Planning process is supportive of local businesses	100%	Complete. Performance determining planning applications meets or exceeds targets.





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PL/5 	Support the preparation of neighbourhood plans to deliver locally led growth	100%	Complete and ongoing (refer to PL/3)
Desired outcome / Objective		To promote and celebrate excellence in design and improve the public realm	
Ref	Action(s)	Completed	Progress / comments
PL/6 	Maintain quality of new development	100%	Complete Ongoing through assessment of planning applications
PL/7 	Carry out Conservation Area appraisals in accordance with programme	100%	The following Conservation Area Appraisals have been completed since 1 April 2015: <ul style="list-style-type: none"> • Godalming Crownpits • Godalming Ockford Road • Witley • Amended boundary in Milford • Alfold (adopted 16 February 2016) The following CAAs are in production: <ul style="list-style-type: none"> • Cranleigh Town Centre (adoption stage – should be adopted 19 July 2016) • Ewhurst (consultation stage) • Ewhurst Green (consultation stage) • Dunsfold (initial research stage) • Dunsfold Church (initial research stage)
PL/8 	Tree Preservation Orders kept under review	100%	Ongoing – approx. one Order reviewed per month





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PL/9 	Preparation and agreement of Buildings of Local Merit.	-	Not completed but in progress and dependent on local community groups. None adopted since April 2015, but BLMs submitted for Womersley and Shamley Green which are expected to be adopted soon.
PL/10 	Undertake Design Awards	100%	Complete and ongoing. For example: <ul style="list-style-type: none"> The Design Awards Ceremony took place on 29 October 2015 at the Anniversary Hall, St Catherine's School, Bramley. Waverley finalist in the South East Regional LABC Building Excellence Awards March 2016
Desired outcome / Objective		Put in place adequate Infrastructure to support new development	
Ref	Action(s)	Completed	Progress / comments
PL/11 	Community Infrastructure Levy (CIL) adopted	80%	In progress Draft CIL adoption timetable being developed shadowing the Local Plan timetable. Draft viability assessment received. Currently awaiting the final assessment from consultants.
Desired outcome / Objective		Secure resilient Building Control team	
Ref	Action(s)	Completed	Progress / comments
PL/12 	Implement Building Control Business Plan	100%	<ul style="list-style-type: none"> Market share has been maintained. Recruited to the Business Support to role. Recruited a Surveyor. Elements of the Business Plan already implemented and working on developing options for the future. Business Plan is a long term strategy and progress is on track.

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Service:	Head of Service:	Richard Homewood
Environmental Services	Director:	Damian Roberts
	Portfolio Holder(s):	Cllr Kevin Deanus, Cllr Simon Thornton

Desired outcome / Objective		Environmental Services develops and delivers high quality customer services	
Ref	Action(s)	Completed	Progress / comments
ES/1.1 	Deliver the highest quality customer services and support and embed the recommendations from the Foresight Customer Service Project.	100%	Complete Embedded and monitored on a monthly basis.
ES/1.2 	Develop improved mechanisms for capturing and using customer feedback to inform/improve future service delivery.	100%	Complete Survey Monkey questions improved to better direct and collate customer feedback.
ES/1.3 	Monitor and manage performance against key customer service performance indicators.	100%	Complete <ul style="list-style-type: none"> Monthly Environmental and Parking Services report submitted. Monthly Covalent reports submitted.
Desired outcome / Objective		The Environmental Health Service provides a range of mandatory / regulatory activities that protect the health and well being of the residents and visitors of the Borough.	
Ref	Action(s)	Completed	Progress / comments
ES/2.1 	Implement the Mobile Working Solution for Food Inspections as part of the wider "Foresight" Mobile Working programme	90%	<ul style="list-style-type: none"> Tablets purchased and trialled. Software requires upgrading and is work in progress with the software provider.





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<p>ES/2.2</p> 	<p>Trial using a range of different hardware and software for different disciplines and make better use of technology to improve administrative efficiency of services and processes.</p> <p>Specifically, introduce the use of 'RH Environmental Noise App'.</p>	<p>95%</p>	<ul style="list-style-type: none"> • Trials taken place with tablet PCs for water sampling but connectivity issues and over complex software prevented progress. Did not improve efficiency of service. • Noise App purchased and waiting set up and launch.
<p>ES/2.3</p> 	<p>To continue working effectively by delivering projects with partnership organisations eg Food Hygiene Rating Scheme.</p>	<p>100%</p>	<p>Complete</p> <ul style="list-style-type: none"> • Successful bids for grants from the Food Standards Agency for food safety projects- • Joint FSA funded project with Guildford and Woking – Aimed at increasing the number of businesses displaying 3,4,5 Food Hygiene Rating Scheme stickers. Aim was to raise awareness of the scheme and improved food safety compliance and customer knowledge. • Food safety coaching for Takeaways premises, to support food businesses which have received a low Food Hygiene rating of 0,1,2 Scheme. This was a Surrey wide project arranged via the Surrey Food Liaison Group.
<p>ES/2.4</p> 	<p>To help protect the health of Waverley's population through monitoring the quality of the air they breathe and the safety of private water supplies.</p>	<p>100%</p>	<p>Complete</p> <p>Air Quality Action Plan delivered and air quality monitoring throughout the borough carried out.</p>
<p>ES/2.5</p> 	<p>To ensure land is safe and fit for the purpose for its current or future intended use.</p>	<p>100%</p>	<p>Complete</p> <p>Council's contaminated land strategy was reviewed, updated and delivered.</p>





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ES/2.6 	To offer Primary Authority partnerships to businesses wishing to take advantage of the national scheme.	100%	Complete <ul style="list-style-type: none"> DJ Squires Primary Authority Partnership established and working well 1 further Primary Authority Partnerships is in the process of being established. Offers made to other businesses.
Desired outcome / Objective	Improve the cleanliness of the borough by delivering the agreed recommendations of the 2012 Street Cleaning Review		
Ref	Action(s)	Completed	Progress / comments
ES/3.1 	Work with Veolia to improve the current street cleaning schedules and continue to deliver improved performance relating to street cleaning.	100%	Complete New street cleaning schedules drawn-up and agreed with Veolia. Street cleaning performance now consistently high and improving.
ES/3.2 	Introduce mobile working solution for Contract Monitoring Officers (CMO)	80%	<ul style="list-style-type: none"> Trials undertaken with IT. 1 tablet working with Parking Services site officer. Problems with the software working on tablets. (Civica) Software solution being investigated by IT (Civica mobile) at £10k cost.





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Desired outcome / Objective		Deliver key objectives from Waverley's Recycling Improvement Plan	
Ref	Action(s)	Completed	Progress / comments
ES/4.1 	Implement agreed actions from the Waverley BC Recycling Improvement Plan 2014; including: <ul style="list-style-type: none"> • Greater publicity, information and awareness-raising. • Replacement of larger black bins with small black bins as needed. • Effective management of closed lid/ side-waste policy • Promotion of sale of food waste caddy liners. • Promotion to reduce contamination in recycling bins. • Targeted work to improve recycling performance at communal developments. • Work with Surrey County Council & Surrey Waste Partnership to lobby government regarding street arising's & leaves 	100%	Complete. Recycling improvement Plan completed. Additional work in progress with SCC on new recycling initiatives. <ul style="list-style-type: none"> • Application of Why Recycle advice stickers completed by 8th November. • Phased introduction of contamination bin hangers commenced. • Why Recycle campaign advertised on website, in current Making Waves, on email auto-return and telephone hold message (including contamination hanger advice). • Tweets and Facebook messages undertaken promoting recycling and food caddy liners. • Closed lid and no side waste policy in place. • Smaller 140L black bins offered for free when replacing 240L black bins to assist residual waste reduction/ recycling rate improvement. • Posters designed for communal bin stores to promote recycling and advise of contamination policy. Managing agents of priority developments to be targeted directly. • Food waste caddy liners on sale in town council, libraries and Waverley reception. Additional promotion to be undertaken.





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ES/4.2 	Maximise potential of new garden waste scheme and promote the scheme to encourage new subscribers.	100%	Complete – subscription still increasing
ES/4.3 	Secure the best available price for all recycling materials.	60%	Textile prices have fallen dramatically due to market forces. Recycling prices have generally fallen and there is now a cost for disposal. No income from contractor under profit sharing scheme.
Desired outcome / Objective		Further build on efficiencies achieved to date, using new technologies to create a modern and cost-effective and customer-friendly parking service	
Ref	Action(s)	Completed	Progress / comments
ES/5.1 	Maximise use of Pay by Phone facilities in Waverley.	100%	Usage was increasing to 9,500 customers but then service had to be suspended due to contractual issues. The new service started April 1st 2016.
ES/5.2 	Ensure Cale Web Office (new car park machines information system) is fully integrated, and benefits maximised.	100%	Complete
ES/5.3 	Car washing - introduction of car washing services in two of Waverley's car parks.	100%	Complete <ul style="list-style-type: none"> • Cale Web Office 2 installed. • Use by NSL to be put in place in terms of access to machine alerts and entry of reconciliation data.
ES/5.4 	Review and update Car Parks Review 2011.	100%	Complete Further car park review conducted and implemented in 2015





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ES/5.5 	Implement the projects identified in year 1 of the new Waverley Borough Council 10-year Car Parks Asset Management Plan	100%	Complete <ul style="list-style-type: none"> Programmed works completed for 2015/16. Rolling programme re-profiled for future years. Majority of scheduled tasks in 10 year plan for this year complete or in progress. Stilwell Partnership undertaking feasibility study for options for resurfacing of High St Haslemere incorporating initial existing borehole samples. Resolving drainage issues may provide mid-term solution as opposed to full resurface. Cost options for works to be provided with tenders by Stilwell Partnership.
Desired outcome / Objective		Deliver key objectives in Emergency Planning, Business Continuity and Corporate Health and Safety; building on Waverley's safe working culture and strengthening response and recovery measures to incidents & emergencies	
Ref	Action(s)	Completed	Progress / comments
ES/6.1 	Implement Emergency preparedness actions in line with Corporate Vision and Civil Contingencies Act 2004, including; <ul style="list-style-type: none"> Development of specific emergency response plans to cover known natural hazards and threats Delivery of training and exercise programme to develop emergency roles of responsible officers Development of Community Resilience Programme to enhance community preparedness Greater publicity, information and awareness-raising. Replenishment of Emergency Store and identification and training of key officer resources to allow a strengthened response to emergencies. 	100%	Complete <ul style="list-style-type: none"> Specific emergency response plans were updated in Nov/Dec 2014 in relation to Severe Weather - additional corporate review of Multi-Agency Flood Plan in Sept 2015 Initial training plan developed for strategic level officers only Community Resilience programme being developed with Surrey County Council and in joint partnership working with Guildford Borough Council Winter Resilience campaign sent out in Making Waves in Nov 2014 – no specific Waverley





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			campaign has been developed beyond this date <ul style="list-style-type: none"> Emergency store replenished and additional incident liaison officers have been trained
ES/6.2 	Implement an agreed Business Continuity (BC) Management system, including; <ul style="list-style-type: none"> Development of a Corporate BC Plan Production, adoption and testing of individual BC Service Plans Development of annual BC exercises to continuously improve and test BC response and recovery. 	90%	In progress <ul style="list-style-type: none"> Development of a corporate Business Continuity Plan is still in progress Production of Business Continuity service plans has been done No development for annual Business Continuity Exercise has been done currently
ES/6.3 	Develop a strong Corporate Health and Safety Policy and Safety culture in line with Corporate Vision and HSE Guidance 65	100%	Complete <ul style="list-style-type: none"> New Health and Safety Policy has been developed and signed off by full Council Health and Safety roll out and cultural gains to be determined following implementation of Policy in 2015-2016
Desired outcome / Objective Setting and delivery of new carbon management commitments			
Ref	Action(s)	Completed	Progress / comments
ES/6.4 	Develop and implement a new Carbon Management Plan inclusive of new targets. This will include a recalculated baseline and targeting efficiency in new buildings.	100%	Complete Energy Efficiency Plan adopted by Council 7 th July 2015.
ES/6.5 	Involvement in projects to maximise opportunities to deliver affordable housing with high environmental performance and minimise fuel poverty. Review the Code for Sustainable Homes as a housing standard for Council housing into the future.	-	Unable to achieve due to resource constraints. A review has been done and the Code for Sustainable Homes has now been discontinued due to government changes.

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Service:	Head of Service:	Kelvin Mills
Community Services	Director:	Damian Roberts
	Portfolio Holder(s):	Cllr Simon Thornton – Leisure, Parks & Countryside Cllr Carole King – Youth & Young People Cllr Stefan Reynolds – Economic Development Cllr Julia Potts – Waverley Training Services, Major Projects, Culture Cllr Kevin Deanus – Community Safety, Health & Wellbeing

Desired outcome / Objective		To manage Waverley's cultural offering effectively, be that in our own facilities or working with partners, to deliver value for money and high quality services for residents of the Borough.	
Ref	Action(s)	Deadlines	Progress / comments
CS/1 	Plan effectively for culture and the arts through the Planning system by refreshing the Cultural Strategy to establish the need for new or improved cultural facilities and services over the next 10 to 20 years.	100%	Complete – Cultural Strategy complete and submitted to Members June 2016.
CS/2 	Improve the operational effectiveness of the Memorial Hall in conjunction with the project plan to re-locate the Gostrey Day Centre.	60%	Actions relating to this financial year are complete however; this is an ongoing project spanning two years. <ul style="list-style-type: none"> Project Working Group established and a workshop event has delivered consensus around governance and management Consultation meetings have been held with regular hirers to facilitate temporary re-location arrangements and income and expenditure projections for the new facility have been drawn up.

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CS/3 	Establish 3-year SLAs with Farnham Maltings, Cranleigh Arts Centre and Godalming Museum to ensure cultural organisations in the Borough are delivering agreed social outcomes.	100%	Complete - These have now been agreed and implemented. <ul style="list-style-type: none"> • 2015 – 18 SLA agreed with Farnham Maltings incorporating £10,000 reduction in Museum Contract • 2015 – 18 SLA agreed with Cranleigh Arts Centre • Meeting with GTC to explore options for Godalming Museum.
Desired outcome / Objective		Leisure management contract to ensure value for money and high quality services	
Ref	Action(s)	Completed	Progress / comments
CS/4 	Maximise profit share from the contract. <ul style="list-style-type: none"> • Implement improved management fee at Haslemere Leisure Centre following the completion of the refurbishment programme. • Improved energy savings and income from the new Combined Heat Power unit (CHP) and Photo Voltaic (PV) at Haslemere Leisure Centre. 	100%	<ul style="list-style-type: none"> • Performance monitored closely throughout the year. Profit share achieved hit estimated target. • New management fee implemented • There was a delay in the installation of the Combined Heat and Power unit and subsequently savings will also be delayed. • Energy savings and FIT contributions are being received for the Photo Voltaics.
Desired outcome / Objective		Health and Well-being – re-align the focus of the leisure service on key preventative health objectives	
Ref	Action(s)	Completed	Progress / comments
CS/5 	<ul style="list-style-type: none"> • Prepare a plan to action issues identified and positively effect health agenda. • Maximise outreach service across the Borough. • Maximise external funding opportunities. 	100%	Complete <ul style="list-style-type: none"> • Action Plan has been written and is being implemented. • Health Checks and Adult Weight Management are being offered across the Borough, in addition to existing health services. • Funding obtained in partnership with Places for People for Cancer rehabilitation & Adult Weight Management programme.





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Desired outcome / Objective		Ensuring contract compliance and value for money	
Ref	Action(s)	Completed	Progress / comments
CS/6 	<p>Carry out grounds maintenance contract performance monitoring, using client assessments, public survey and professional audit.</p> <p>Monitoring of contractors adherence to contract management system and own implementation plan.</p>	100%	Complete and ongoing.
Desired outcome / Objective		Improving standards for Surrey County Council highway and re-negotiating a new agency agreement	
Ref	Action(s)	Completed	Progress / comments
CS/7 	<ul style="list-style-type: none"> Continue to review Surrey County Council (SCC) highways data to ensure accuracy. Re-negotiate new agency agreement with SCC highways as current agreement finishes March 2016. Continue to work with Town & Parish Councils and ward members over identifying contract specification in respective areas. 	100%	<ul style="list-style-type: none"> Data has been reviewed and is constantly updated when required. Contact made with SCC, however no further progress at the current time. Continual contact as and when required.
Desired outcome / Objective		Continued management of Councils Tree Stock	
Ref	Action(s)	Completed	Progress / comments
CS/8 	<ul style="list-style-type: none"> Regular tree inspections. Identified works completed. Review of Tree Risk management inspection frequency to ensure continued efficiency and 	100%	<p>Complete</p> <ul style="list-style-type: none"> Tree inspections occur regularly and are on-going. Works orders raised, but potential amount of work required to





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	<p>safety.</p> <ul style="list-style-type: none"> Explore woodland grant opportunities and wood fuel. 		<p>Waverley owned trees exceeds budgetary provision.</p> <ul style="list-style-type: none"> Tree Risk Management review. The Woodland grants opportunities were explored and £9k of funding from Forestry Commission has been granted to help write management plans for WBC woodlands
Desired outcome / Objective		Delivering biodiversity responsibilities for key sites	
Ref	Action(s)	Completed	Progress / comments
CS/9 	Deliver Higher Level Stewardship (HLS) work programme for Mare Hill, Frensham, Farnham Park, Lammas Lands, Weybourne Nature Reserve, Blackheath.	100%	Complete Projects are being delivered in line with Stewardship Grants.
Desired outcome / Objective		Supporting Voluntary Organisations in Waverley	
Ref	Action(s)	Completed	Progress / comments
CS/10 	<ul style="list-style-type: none"> Evaluate the Pilot Waverley Commissioning Fund for 2015/16. Report to the Executive on the process and future direction. Explore opportunities with the voluntary, faith, partner and commercial organisations to maximise funding resources, bid and deliver services for older people. Work with voluntary and faith organisations to support them to become resilient to change and become less reliant on grant funding. 	100%	Complete <ul style="list-style-type: none"> First year successful report taken through Overview & Scrutiny and Executive. Extended for another year to allow more detailed review of SCC committed funding. Grant scheme for 2016/17 opening October 2015 Extended SLA programme to include more organisations Regular dialogue held with voluntary and faith organisations including encouraging them to align objectives with the Council and wider stakeholders.





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Desired outcome / Objective		Develop and implement health and wellbeing activity/services to improve the lives of vulnerable adults across Waverley	
Ref	Action(s)	Completed	Progress / comments
CS/11 	<ul style="list-style-type: none"> In conjunction with Surrey County Council's Adult Commissioning Manager deliver, monitor and evaluate the Personalisation, Prevention and Partnership (PPP) Fund Activity List and other identified projects. Identify and deliver projects and services that improve the lives of older people with the early signs of memory loss and other related conditions. Develop a Health and Well-being Plan. 	100%	Complete and ongoing <ul style="list-style-type: none"> Projects are being delivered with identified project leads. Performance indicators completed for SCC which demonstrates success of the scheme. Draft Strategy completed work ongoing to produce a SMART Action Plan
Desired outcome / Objective		Implement Waverley's Ageing Well Strategy	
Ref	Action(s)	Completed	Progress / comments
CS/12 	Implement Waverley's Ageing Well Strategy's Action Plan. Review of Meals and Wheels Service.	100%	Complete – adopted October 2015 Meals & Wheels Service review underway and the review timescales have been brought forward to June 2016.
Desired outcome / Objective		Delivery of new Community Centre on the Memorial Hall site	
Ref	Action(s)	Completed	Progress / comments
CS/13 	Delivery of new Community Centre on the Memorial Hall site - to include day centre service currently delivered from Brightwells Gostrey Centre.	100%	Tasks completed for 2015/16 and ongoing project. <ul style="list-style-type: none"> Stakeholder engagement is ongoing with regular update meetings taking place with nominated Gostrey Trustees and representatives for Farnham Town Football Club. Planning application submitted June 2015 Planning permission granted August 2015

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			<ul style="list-style-type: none"> Committee approval given to appoint consultant team. Tender process completed October 2015. Team appointed October 2015
Desired outcome / Objective		To continue to evolve the Careline service, focusing on delivering value for money and continuous improvement for the benefit of our customers	
Ref	Action(s)	Completed	Progress / comments
CS/14 	<ul style="list-style-type: none"> To develop a sustainable Careline and Telecare service for the future, independent of external funding. Manage the external Service Level Agreement (SLA) between the Careline services and Chichester District Council, Surrey County Council and successfully negotiate new SLA and charges. Write Marketing plan to underpin service growth and inform Business Plan 	100%	Complete and ongoing. <ul style="list-style-type: none"> The growth of client numbers and maximisation of the Careline / Telecare is ongoing and measured by targets quarterly. Business Plan completed March 2016. Marketing Plan started January 2016.
Desired outcome / Objective		Waverley Training Services - Improve service provision to deliver effective courses and apprenticeships to support people in, and help people into, employment	
Ref	Action(s)	Completed	Progress / comments
CS/15  	<ul style="list-style-type: none"> Engaging a consultant to work with Waverley Training Services to achieve Grade 2 (Good) at the next inspection. Refurbishment of the Pump House and surrounding land and an additional classroom to deal with increased learners. 	100% 0%	Complete – Consultant appointed September 2015. New options are being considered.