

Service Plans Annual Outturn Report 2016/17

Customer Service and Value for Money

Service : Finance	Head of Service : Peter Vickers
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Objective: F1 Carry out a service review to improve efficiency of the Benefit Service			
Ref	Action	Status	Progress / comments
F1.1	Carry out a full and detailed service review of the Benefit Service to reduce the number of days to process new claims and changes in circumstances	50%	Systems thinking project began in January 2017. Systems thinking is a lean management type review directly applicable to service industry, as contrasted to lean management in a production environment. Phase one of the project is complete. This phase was information gathering to understand the value activities contributing to the purpose of the service. Phase two is service redesign using the findings from phase one. This will take 3 months to complete, resulting in perfect flow of work.
Objective: F2 Ensure that all of Waverley's residents who are eligible for housing benefit or council tax support claims are assessed and paid quickly and accurately			
Ref	Action	Status	Progress / comments
F2.1	Monitor the speed of processing targets and take any corrective action necessary.	Achieved	Targets met fully for 2016/17. Benefit service performance indicators were within the targets set for the full year.
Objective: F3 Improve Customer Service/satisfaction levels in the Benefits Service			
Ref	Action	Status	Progress / comments
F3.1	Extend the monitoring of customer satisfaction levels with the benefits service and use results to help identify improvements.	Achieved	The number of processing days for turning around claims is below national average and locally set performance targets. This is being improved upon through the systems thinking project currently being rolled out.
Objective: F4 Review residual fraud deterrent requirements and impact of Single Point of Contact (SPOC) impact on Benefit team capacity after transfer of Fraud Investigation team to DWP			
Ref	Action	Status	Progress / comments
F4.1	Complete an evaluation of fraud potential across all council services and propose mitigations, particularly residual fraud potential within the Benefit's service.	Achieved	Fraud within the benefits system is now the responsibility of the Single Fraud investigation service - a new national agency belonging to Dept. Works and Pensions. The Benefits service complies with all anti fraud information processing such as ATLAS and RTI and refers cases and liaises with the fraud service. A fraud risk assessment was completed during the year to assess potential fraud across all services. Mitigations and controls were assessed.
Objective: F5 Implement comprehensive project plan for the transformation of Benefits to Universal Credit			
Ref	Action	Status	Progress / comments
F5.1	Ensure a smooth introduction of Universal Credit which balances the needs of staff, the Council and claimants during and following the transition period	Achieved	Universal credit is now live at Waverley and the Council is supporting the Department of Work and Pensions Universal Credit initiative.
Objective: F6 Implement recommendations from the Employee service review to improve efficiency, internal and external communications, develop resilience and adequately resource the service.			
Ref	Action	Status	Progress / comments
F6.1	Business Service Review recommendations adopted and a	Achieved	Recommendations actioned from the review. Payroll and recruitment is adequately resourced.

	project plan devised and agreed with Head of Finance.		
F6.2	Structure the Employee Services team to ensure the appropriate level of resource is employed and business resilience is robust.	Achieved	Restructure completed and fully recruited staffing levels.
F6.3	Maintain a robust payroll function to ensure employees are paid accurately and on time. All returns to HMRC are completed accurately and on time.	Achieved	Achieved.
Objective: F7 Maximise revenue base for local taxation.			
Ref	Action	Status	Progress / comments
F7.1	Verify that all commercial and residential properties are correctly recorded on the revenues system using information from external sources and property inspections	Achieved	Full year of inspections completed.
Objective: F8 Maximise in year revenue collection rates			
Ref	Action	Status	Progress / comments
F8.1	Issue accurate demands in March for 1st April instalment and robustly apply approved enforcement and recovery measures in all cases	Achieved	Bills issued accurately and on time, enforcement action taken during the year to effect recovery where required.
Objective: F9 Improve prior year debt recovery			
Ref	Action	Status	Progress / comments
F9.1	Review historical debts for local taxation, sundry debts and overpaid housing benefit and enforce or put forward for write off.	Achieved	Debt recovery process reviewed, regular write offs are identified and actioned once proven that they are not economical to pursue.
Objective: F10 Revenues Service improvement plan to maximise capacity and improve customer access			
Ref	Action	Status	Progress / comments
F10.1	Develop a service improvement plan to understand how Council Tax and Business rate payers interact with the service and design processes to maximise access to the service.	Achieved	Surveys were undertaken and results used to redesign online forms, the systems thinking methodology will be rolled out across this service to complete a more holistic redesign.
Objective: F11 Support the delivery of Waverley's corporate objectives with effective financial management			
Ref	Action	Status	Progress / comments
F11.1	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.	Achieved	The MTFS, taken to Council in February 2017 and approved, is being reviewed and presented to Executive in July 2017.
Objective: F12 Improve budget monitoring process			
Ref	Action	Status	Progress / comments
F12.1	Continue to improve the robustness of the budget management arrangements and ensure services are supported with proactive financial management and support	Achieved	Significant redesign of the budget process was completed in the Autumn of 2016. This will be rolled out from April 2017 to service areas.
Objective: F13 Increase financial management and technical accounting support to the Housing Service			
Ref	Action	Status	Progress / comments

F13.1	Support the delivery of the Housing Revenue Account (HRA) Business plan through effective financial management and robust monitoring and reporting.	Achieved	Housing now has a Senior Accountant dedicated to its financial management supported by an Assistant Accountant
Objective: F14 Finance team structure is staffed to required capacity and focused upon key priorities			
Ref	Action	Status	Progress / comments
F14.1	Ensure the structure of the Finance team is effective in delivering key priorities and service requirements	Achieved	Senior accountant roles are focused on ownership and accountability for specific aspects of financial management.
Objective: F15 Improve debt administration and collection			
Ref	Action	Status	Progress / comments
F15.1	Effective management of debts, particularly historical debt on Agresso.	Achieved	Monthly debt review process is now in place with clear focus and visibility on debt recovery.
Objective: F16 Treasury management operates within the approved strategy, credit ratings and limits			
Ref	Action	Status	Progress / comments
F16.1	Effective management of Treasury function within the prudential limits set within the approved strategy.	Achieved	Treasury Management is fully within parameters for the whole of 2016/17.

Service : Corporate & Customer Service	Head of Service : David Allum
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Objective: CC1. Produce an IT Strategy meeting the strategic and operational objectives of the Council and to execute effectively the commensurate work programme			
Ref	Action	Status	Progress / comments
CC1.1	Implement a re-drafted IT Strategy appropriate to the Council's requirements and priorities	Achieved	Strategy agreed and now underpinning the activity of the service.
CC1.2	Implement IT driven "invest to save" projects as key elements within the IT Work Plan for 2016/2017	Achieved	Some cashable savings identified which mitigated the inflation rises within the overall budget.
CC1.3	Create and deliver a Work Programme which facilitates the delivery of the key objectives of the IT Strategy (i.e. it will need to account for benefits systems post universal credit, mobile working requirements, document management etc.).	Ongoing	Work Programme has been agreed and is being implemented. 16 projects have been successfully completed, with the remaining 5 expected to be carried out and completed in 2017-18.
CC1.4	Ensure the corporate telephone system effectively supports the business and the staff are empowered to get maximum benefit from the facilities offered	Achieved	Very little down time this year to date and telephones were not a major issue for the IT Service Desk. Nothing emerged from the Corporate Services Survey this year regarding the telephone system.
CC1.5	Procure mobile telephone and device contracts which support the Council's business objectives	Achieved	Procurement complete and contract let.
Objective: CC2. Review, revise and re-launch a Corporate Asset Management Strategy ensuring that the Council maximises the potential returns from its portfolio			
Ref	Action	Status	Progress / comments
CC2.1	Ensure the Corporate Asset Management Strategy as agreed in October 2015 is effectively implemented	Partially achieved	Strategy is being implemented. However due to vacancies, recruitment issues and other competing priorities it has not been possible to develop Asset Management Plans for all sites as originally envisaged.

CC2.2	Audit and evaluate all corporate assets and produce individual asset plans as appropriate	Partially achieved	Rent reviews completed but individual asset plans not progressed due to the reasons stated above.
CC2.3	Identify and acquire assets which will generate revenue returns to support the Council's financial ambitions	Achieved	Investment Advisory Board created. One acquisition made. Others under active consideration.
CC2.4	Create and maintain a database of all non HRA assets which set out and facilitate all corporate responsibilities (e.g. fire safety, legionella inspections etc.)	Achieved	A new alerts system built and implemented, linking all centres to an electronic database, allowing for the upcoming job reminders to be sent to team members.
Objective: CC3. Review facilities infrastructure to ensure optimum arrangements are in place for the delivery of services			
Ref	Action	Status	Progress / comments
CC3.1	Ensure the Council's premises meet all medium and long term requirements	On Target	The long term future of the current premises are under review.
CC3.2	Re-procure energy requirements via the LASER consortia (Current contract expires in October 2016)	Achieved	The process was completed with an estimated potential saving of £20K.
Objective: CC4. Review support services infrastructure to ensure optimum arrangements are in place for the delivery of services			
Ref	Action	Status	Progress / comments
CC4.1	Review staff restaurant business direction in a bid to minimise the cost to the Council	Achieved	Review completed and changes implemented.
CC4.2	Review Print Room capacity for carrying out external work	In progress	Legal advice being sought on our trading ability.
CC4.3	Increase usage of pool cars	On-going	No significant increase in use recorded. Further work needed to encourage further use of the pool car facility.
CC4.4	Review cleaning service arrangements and implement the outcomes	Achieved.	Review concluded and implementation underway.
CC4.5	Review scanning and document processes with a view to procuring new arrangements more suitable to the needs of the business	Achieved	Review concluded with a decision not to procure new arrangements as the business case did not justify the change.
Objective: CC5. Re-design the Customer Services Delivery Model for corporate application			
Ref	Action	Status	Progress / comments
CC5.1	Complete customer services project and recommend a new delivery model	Partially achieved	A further report to Executive is expected in June/ July.
CC5.2	Re-design Reception Area and refresh other customer facing facilities	Achieved	The reception area at WBC has been refurbished. I-Pad self-service stations now available at Godalming and Farnham offices allowing access to Waverley website portal and access to online services.
Objective: CC6. Ensure staffing resources are appropriate to service needs and account for succession needs			
Ref	Action	Status	Progress / comments
CC6.1	Ensure Estates and Valuation Team is staffed according to service requirements	Achieved.	The team was fully staffed at year end. However, subsequently, further recruitment is now required.
CC6.2	Ensure Property and Engineering Team is staffed according to service requirements	Achieved.	Engineering graduate successfully appointed at the beginning of 2017.

Service : Strategic HR	Head of Service : Wendy Gane
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Objective: SHR1. Contribute to organisational and service resilience by continuing to develop and maintain a high performing, highly engaged staff team to deliver high quality customer-focused, value for money front-line services			
Ref	Action	Status	Progress / comments
SHR1.1	Continue to develop a culture of high quality performance management and staff engagement throughout the Council	Achieved	Actively supported managers to restructure their service areas to ensure that the service continues to deliver high quality customer-focused value for money services, for example Strategic Housing and Delivery (Housing Options service team).
SHR1.2	To implement a Skills Gap and Capacity Management Strategy to address skills gaps and skills shortages which affect the Council's service delivery	Achieved	Through the successful implementation of the Skills Gap and Capacity Management Strategy managers have been supported to: <ul style="list-style-type: none"> - write adverts suitable for social media - Be aware of options to review salary benchmarking and/or offer career development, flexible working etc., - remove all possible barriers for potential candidates by making it as easy as just emailing their CV - consider 'job redesign' or outsourcing if unable to recruit the appropriate calibre staff
SHR1.3	Address sensitive employee issues, sustain and enhance effective employee relations and maintain trusting relationships with Staffside/ union representatives	Achieved	Actively supported managers to resolve sensitive employee issues such as the removal of the PMI scheme, ill-health retirement, TUPE transfers and successful redeployment. Continue to maintain a positive working relationship with Staffside and union representatives.
SHR1.4	To support organisational resilience through the provision of a governance framework: Continue to develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.	Achieved	Maintained rolling programme of review for all HR policies, ensuring they comply with employment law and meet Waverley's changing needs and priorities.

Service : Policy & Governance	Head of Service : Robin Taylor
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Objective: PG1 Democratic Services - Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors.			
Ref	Action	Status	Progress / comments
PG1.1	Provide effective democratic support to all Council Committees and priority internal working groups	Achieved/ Ongoing	All public meetings are properly convened in line with legal and Waverley constitutional requirements and recorded accurately.
PG1.2	Continue to monitor and improve the quality of committee reports, minutes and agendas.	Achieved/ Ongoing	The team have continued to maintain and monitor the democratic services error log and have continued to use the agenda checklist system with cross-checking of final agenda by second member of team.
PG1.3	Provide a targeted programme of member training and briefings	Achieved/ Ongoing	Take up of elected learning and development opportunities was strong in 2016/17. In addition to a programme of all member briefings and

			individual learning activities, there was a programme of scrutiny workshops for all councillors in 2017 to support the scrutiny change programme.
Objective: PG3 Legal Services and Land Charges - Provide high quality advice to ensure the Council acts lawfully and transparently and provide vital information to house and property buyers in Waverley			
Ref	Action	Status	Progress / comments
PG3.1	Ensure high quality and timely internal and external legal advice is provided to Council staff and elected members to support the delivery of service priorities and corporate plan objectives.	Achieved	The Legal Services has continued to provide high quality advice to Officers and Members across the full range of the Council's services, with a number of major projects having been a particular focus during 2016/17 and resulting in successful outcomes and significant ongoing focus.
PG3.2	Analyse and plan for the potential outcomes of the Government's Land Charges review.	Achieved Ongoing	Waverley continues to liaise with the Land Registry in respect of this project albeit the timescales for delivery for this national project have been deferred more than once by the Land Registry.
PG3.3	Maintain high performance in turning around land charges search requests	Partially complete	Performance was very good in the early part of the year but declined as the year progressed. The performance target for this action is for the 12 month rolling average turnaround figure not to exceed 7 working days and for performance not to exceed 10 working days at any point. The average 12 month performance during 2016/17 was 7.8 days (0.8 days off target) and did breach 10 days in five of the twelve months during the monitoring period. Staff turnover has to some degree impeded the team's capacity to get performance back on track. This remains an area for performance improvement within the service in 2017/18 and continues to be actively managed and monitored.
PG3.4	Provide a timely and effective response to Freedom of Information requests and ensure good progress is made against the information risk management agenda	Achieved/ Ongoing	The Information Rights service continues to perform at a very high level, with response rates that compare extremely favourably with other local authorities. The information risk management agenda continues to be progressed and will be a major focus in the 2017/18 year.
Objective: PG4 Corporate Policy - Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture			
Ref	Action	Status	Progress / comments
PG4.1	Support the Council to ensure Waverley's Corporate Plan (2016-19) is well publicised, properly monitored and effectively delivered	Achieved	After being adopted in February 2016, the Corporate Plan has been publicised widely. Corporate priorities and values are used to focus work throughout the Council and provide 'the golden thread' between the Corporate Plan through the performance management framework to individual target setting. The Council's Executive are currently reviewing the plan.
PG4.2	Manage the Council's participation in the National Graduate Development Programme and its Apprenticeship Programme	Achieved/ Ongoing	The Council has recruited to the post of graduate trainee in 2016. Four apprenticeship trainee positions were also filled successfully in 2016/17.
PG4.3	Manage the Council's Citizens Panel and use the opinion data arising from it to support decision-making.	Achieved/ Ongoing	There were 2 Citizens' Panel surveys conducted in 2016/17. The results of the surveys were used to inform service improvements.

PG4.4	Provide accurate, timely and useful performance information to enable Councillors and others to scrutinise Council performance and make informed decisions	Achieved/ Ongoing	Regular reports have been provided to Overview and Scrutiny Committees and the Executive presenting analysis of key performance indicators throughout Council services.
PG4.5	Continue to manage a programme of service reviews to deliver efficiencies and continuous improvement	Achieved/ Ongoing	On-going.
PG4.6	Coordinate the Council's programme of staff Learning and Development to ensure staff have the skills they need to perform effectively in their roles and deliver results for Waverley	Achieved/ Ongoing	The appraisal process for 2016/17 was completed during the year and guided a range of learning and development activities. The Council adopted its new Learning and Development Strategy and action plan within the year and these are being delivered on target.
PG4.7	Provide effective programme and project management support to the Council's 'Foresight' improvement and efficiency programme	Achieved/ Ongoing	Foresight Boards are held every 6 weeks with updates provided from each Project Manager. Individual project groups are held monthly with support provided to ensure work does not overlap, but complements each other (for example business improvement and customer service). Timely notes of meetings and agendas are circulated and advice provided to project managers/sponsors as required. Programme progress and success is communicated via Backstage and success boards.

Objective: PG5 Communications & PR - Ensure that information about Waverley's services reaches the right people at the right time in the most accurate, efficient and cost-effective way

Ref	Action	Status	Progress / comments
PG5.1	Provide accurate, easy-to-read and useful information and news about Waverley Borough Council to all residents and customers using both digital and non-digital channels of communication.	Achieved/ Ongoing	In terms of non-digital media, the council has continued to publish its 'Your Waverley' magazine and engage with the local press. In terms of digital media, the council has continued to progress its digital strategy by developing its social media channels, website and digital newsletters.
PG5.2	Support the delivery of Waverley's service priorities by providing communications and PR advice, expertise and support in respect of major projects and initiatives	Achieved/ Ongoing	The rolling Communications and PR team plan has been delivered. Communication and PR plans are in place for all service areas and are regularly monitored and reviewed with Heads of Service and Service leads.
PG5.3	Promote awareness of Waverley's Corporate Plan, including the Council's vision, corporate objectives and values	Achieved/ Ongoing	In the 2016 staff survey, 90%+ of staff agreed that Waverley has a Corporate Plan with a clear vision and priorities, that they understood what the council's corporate priorities were and that they were aware how their work contributed to those priorities.
PG5.4	Communications and PR staff are ready and prepared to support the council's response in the event of an emergency situation.	Achieved/ Ongoing	The Council's emergency and business continuity plans have been reviewed and revised, to ensure that the Communications and PR team will be ready to provide support in the event of a major incident. The Communications and PR team have continued to work as part of the Surrey Wide Communications and Resilience Group to plan for and respond to civil emergencies and major incidents. All communications and PR officers have had the

			relevant training and taken part in the surrey wide incident training.
PG5.5	Ensure that all aspects of Waverley's brand are professionally, positively and consistently communicated to residents and customers	Achieved/ Ongoing	The Brand Guidelines have been developed with input from the Executive, Management Team and Host and were launched in April 2017 and have been communicated internally. The new guidelines build on the work that has previously taken place refreshing 'Your Waverley', the website, the new corporate plan and other design work. This approach has ensured that the refresh of the brand guidelines has been conducted within existing budgets. Other work to ensure a consistent approach include: <ul style="list-style-type: none"> • New Waverley logos redrawn in a variety of formats • Production of poster templates • Integration of social media accounts and social media etiquette • Draft photography guide – to be approved.

Objective: M1 Maintaining high standards of governance and ethical standards

Ref	Action	Status	Progress / comments
M1.1	Raise profile of ethical standards with staff and WBC and Town and Parish councillors	Achieved/ Ongoing	Waverley's Code of Conduct, Arrangements for Dealing with Standards Allegations and Councillor Code of Good Planning Code of Good Practice have been updated and circulated to all Waverley Members and Town and Parish Clerks.
M1.2	Ensure all Councillors briefed on ethical standards before taking any decisions after WBC elections	Complete	All Councillors have received a briefing on standards.

Service : Elections	Service Manager: Tracy Standbridge
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Objective: Maintaining high standards of governance and ethical standards

Ref	Action	Status	Progress / comments
Mon. off. 3	Finish Individual elector registration process	Achieved	This has been successfully completed.
Mon. off. 4	Administer successful combined triple or quadruple combined elections	Achieved	Elections were conducted in February, May, June, August and December 2016. Of those combined elections were run in February, May and August.
Mon. off. 5	If necessary organise Neighbourhood Plan referenda- approximately eight may need to be held in 2015/16	Achieved	No Neighbourhood Plan referenda were required to be conducted before the 31/03/2017.

Service : Audit	Service Manager: Gail Beaton
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Objective: Effective Internal Audit service and good relationship with external Auditors

Ref	Action	Status	Progress / comments
Mon. off. 6	Continue to monitor external contractor performance and quality	Achieved	Regular meetings throughout the year with the RSM audit manager to review performance. RSM also attended an audit committee meeting in 2016
Mon. off. 7	Review anti fraud resources within Council once universal credit introduced	Achieved/ ongoing	Fraud officer post now in establishment following Council approval in Feb 2017. Universal Credit (UC) implementation delayed by

the Government but a small number of cases now in place. The DWP have centralised their fraud unit to manage UC fraud but officers will continue to monitor the position for the Council.

Community Wellbeing

Service : Communities	Head of Service : Kelvin Mills
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Objective: Leisure - to ensure a high level of service at our leisure centres and increase participation in sports/ exercise to improve the health and wellbeing of Waverley residents

Ref	Action	Status	Progress / comments
C1	High quality service delivered, maximise profit share from the contract and improved energy efficiency	Achieved	Highest level of profit share achieved more than double budgeted figure.

Objective: Parks & countrysides - to manage our greenspaces to ensure they offer biodiversity, are attractive and safe for our communities to enjoy (Also presented to the Environmental O&S Committee)

Ref	Action	Status	Progress / comments
C2	Grounds Maintenance contract performance monitoring, using client assessments, public survey and professional audit. Monitoring of contractors adherence to contract and implementation plan.	Achieved	Annual Review now completed confirming best performance from the Contractor in the 12 years of running the contract. All implementation targets completed and external quality audit presented a very satisfactory result. The fortnightly and monthly meetings allowed for more focused monitoring of the contract and reduction of complaints and rectification notifications issued.
C3	Improve service communication and promotion through website and social media. Expand the use of social media Facebook and increase following. Consider using Twitter.	Achieved	Facebook page for Frensham Ponds is the highest within the Council with 4,000 followers, this has now been centralised to maximise communication opportunities. Greenspaces page launched and followers are growing slowly, more promotion required, again this will now be led by central Communications. Further work being undertaken with Communications on how use of Twitter can be implemented going forward.

Objective: Community Services - to support Waverley's voluntary organisations and work closely with partners to improve the health and wellbeing of our residents and ensure our communities are safe.

Ref	Action	Status	Progress / comments
C4	Implement Waverley's Ageing Well Strategy and Health and Wellbeing Action Plans	Achieved / Ongoing	Both strategies have been adopted. The action plans have a longer lifespan and will be incorporated into Service Plan objectives for the coming years.
C5	Delivery of new Community Centre for Farnham	Achieved/ Ongoing	Good progress is being made on the construction of a new Community Centre in Farnham. Additional work has been added to the contract to improve the final product. The Gostrey Centre and Waverley Training services are aware of progress and it is envisaged that both groups will be relocating by the end of 2017.

Objective: Arts and Culture - to ensure Waverley's cultural assets are managed well and enjoyed by residents and to increase the opportunity and participation in arts and cultural based activities across the Borough.

Ref	Action	Status	Progress / comments
C6	Complete the Cultural Strategy for approval by the Council in April 2016	Achieved / Ongoing	Cultural strategy and action plan have been adopted and well received by the Council, residents and key stakeholders. Godalming and Farnham museum visitor figures are up on previous years. Godalming Museum is in process of being transferred to a more appropriate operator, namely Godalming Town Council. The transfer is expected to be complete by October 2017.

Objective: Careline - to deliver a high level of service and offer value for money for the clients of Careline and ensure the service continues to grow and benefit more residents			
Ref	Action	Status	Progress / comments
C7	To maintain a sustainable Careline and Telecare service for the future, independent of external funding	Achieved / Ongoing	Financial performance of Careline and Telecare services was very strong in 2016/17 with only 0.27% of the clients being subsidised by Surrey County Council (SCC). SCC has removed their support from the '12 weeks free trial programme' and the impact will need to be closely monitored into 2017/18. As a substitute for this programme, Waverley has initiated a 4 week free trial programme which can be sustained within Waverley's budget. The Careline/Telecare service is being actively marketed through Council Tax leaflet and 'Your Waverley' magazine campaigns to expand the existing client base.
C8	Manage the external Service Level Agreement (SLA) between Careline services and Chichester District Council, Surrey CC and successfully negotiate new SLA and charges. Review Careline SLA in preparation for re-tendering of community alarm contract.	Achieved/ Ongoing	The SLA contract has been re-tendered with Chichester DC being the successful applicant. New charges are competitive and the costing model takes into consideration fund withdrawal from Surrey County Council from the free trial programme. Additional service opportunities are now being explored.
Objective: Waverley Training Services - To offer high level training and teaching opportunities for young people which helps them into employment or higher education through well delivered apprenticeships and classroom based activities.			
Ref	Action	Status	Progress / comments
C9	Achieve Ofsted Good and improve offer for Learners	Partially Achieved	GOOD achieved for Apprenticeships but Requires Improvement was the overall outcome. Ofsted will revisit in 18 - 24 months.

Service : Policy & Governance	Head of Service : Robin Taylor
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Objective: PG2 Licensing - Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley			
Ref	Action	Status	Progress / comments
PG2.1	Continue to deliver the planned Licensing compliance inspection programme, ensuring that results are shared and acted upon	Achieved/ Ongoing	Annual target number of compliance enforcement visits achieved. Results and any concerns have been reported internally and shared with key partners including Surrey Police.
PG2.2	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by delivering phase 1 of the Licensing Process and Service Re-design programme.	Partially complete.	Partially completed. Progress was made against this action at the beginning of 2016/17 with the Temporary Event Notice (TEN) processes being mapped and analysed. However, staffing vacancies impeded further progress within the year.
PG2.3	Continue to improve customer focus across all areas of the Council's licensing function.	Achieved	Customer Services training workshops have been completed and objectives delivered.

Environment

Service: Environmental Services	Head of Service: Richard Homewood
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Objective: ES1. Environmental Services develops and delivers high quality customer services

Ref	Action	Status	Progress / comments
ES1.1	Work with contractors to improve the current street cleaning schedules, and continue to deliver improved performance relating to street cleaning	Achieved	Regular performance meetings are now held with the contractor on a monthly basis in order to drive improved performance. Standards are improving but we are maintaining pressure on the contractor until we achieve the desired standard.
ES1.2	Work with contractors to improve performance on refuse and recycling collections and reduce the number of missed bins	Achieved	Introduced monthly contract performance meetings with the contractor and these have resulted in significant improvements in performance on recycling and missed bins but the contract target remains a challenging target which the contractor is now close to achieving consistently.
ES1.3	Implement the use of mobile working tablets / smartphones by Contract Monitoring Officers	Partially achieved	This was delayed due to software functionality not fitting with what the team needed to work efficiently. New software is due to be trialled in next few weeks.
ES1.4	Continued promotion of 'Why Recycle' campaign message and support of Waverley's Recycling Improvement Plan 2014 goals	Achieved	Food waste promotional campaign in progress. Surrey Waste Partnership projects engaged with increased number of advisory bin hangers applied. Recycling reusable bags distributed to all flats. Textiles and Food waste Agripa panels applied to fleet vehicles. New recycling leaflets distributed to all households.
ES1.5	Maximise potential of new garden waste scheme and promote to encourage new subscribers	Achieved	Currently 11,400 customers and increasing levels of green waste collected and composted each month.

Objective: ES2. Providing high quality public protection services to maintain the health, safety and welfare of our residents, visitors and businesses

Ref	Action	Status	Progress / comments
ES2.1	Continue to protect the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health and safety and environmental protection legislation	Achieved	The Environmental Health Team continues to protect the health, safety and welfare of residents, visitors and employees by offering advice and dealing with service requests. In the past year we ensured compliance with statutory food, health and safety and environmental protection legislation by successfully carrying out premises inspections.
ES2.2	Continue to deliver Air Quality Action Plan	Achieved	The Air Quality Action Plan continues to be delivered and air quality monitoring throughout the borough has been carried out. The data for the 2017 annual report is being collated and will be submitted to DEFRA by the end of June 2017 with publication in due course.
ES2.3	Continue to deliver The Contaminated Land Strategy	Achieved / Ongoing	The Contaminated Land Strategy was reviewed in December 2015. The Environmental team keeps a database of all graded sites which is being updated on ongoing basis. The Council offers advice and co-operates with other agencies (e.g. DEFRA) to ensure that developed land meets safety standards required

by law.

Objective: ES3. Promote and deliver energy efficiency in Waverley

Ref	Action	Status	Progress / comments
ES3.1	Implement the energy efficiency plan	Partially achieved	The energy efficiency plan has not been progressed due to lack of funding. However, the annual green house gas reporting was successfully completed.
ES3.2	As a member of Frensham Pond Facility Redevelopment Project Team, ensure environmental and sustainability criteria are incorporated into the design and delivery of the redeveloped facility	Partially achieved	Regular attendance at the meetings until January. The project is not progressing as fast as initially anticipated due to ongoing negotiations with the National Trust and initial sustainable design is currently being reviewed.
ES3.3	Explore further the feasibility and delivery of a Photo Voltaic (PV) project for Sheltered accommodation units	Red / Project cancelled	The project could not be implemented as the allocated funding was withdrawn.

Objective: ES4. 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	Status	Progress / comments
ES4.1	Continue to deliver Emergency Planning and Response functions Plan	Achieved	Emergency Planning and Safety Action Plan and supporting Project Implementation time chart now discussed and regularly reviewed with Head of Service. The emergency plan was updated in July/August 2016. The Multi-agency flood plan for Waverley was reviewed and updated in October 2016. The Emergency Contacts list is validated and reviewed by Emergency Planning Assistant every 3 months, and the Out of Hours Procedures are also updated at a 3 month intervals if not before due to changes in procedures. Council Members received presentation on drainage and flooding risks at O&S. Separate meetings were held with Lead Member, Ward Councillors and community groups to develop Community Resilience Forums with an open day drop in session promoting community resilience being delivered in February 2017.
ES4.2	Continue to deliver new Health and Safety Strategy	Achieved	The Health and Safety group now combines the Strategic Group, Working Group and Asbestos Management group for closer awareness and a holistic approach to all aspects of Waverley safety matters. The manual risk assessment process is now on the intranet. Only 2 of 5 main contractors reviewed – remaining contractors will be reviewed through monitoring meetings. Validation of Staff safety Register happened in Dec 2016 – however additional checks required due to large number of historical records.

ES4.3	Develop and deliver Corporate Business Continuity Plan	Achieved	The Business Continuity Plan was developed and agreed in May 2016 and successfully tested in June 2016 with participation of the Heads of Service and the directors. Consideration has also been given to an annual assurance process identifying current level of preparedness of staff and services in responding to an incident or disruptive event. An internal audit was carried out in March 2017 to evaluate the Emergency Planning and Business Continuity Service and its recommendations will be implemented as part of the 2017-18 Environmental Service Plan (as of June 2017 most of the audit recommendations have been successfully implemented).
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Objective: ES5. Further build on efficiencies achieved to date, using new technologies to create a modern and cost-effective and customer friendly parking service

Ref	Action	Status	Progress / comments
ES5.1	Maximise use of Pay by Phone (PBP) facilities in Waverley	Achieved	The transaction target for this year was to have around 8-10% of all parking transactions taking place via Ring-go. This is currently around 15% and is still increasing.
ES5.2	Car washing - Review of contract performance and additional car parks incorporated subject to satisfactory review and approval.	Partially achieved	Due to contractual issues with availability of water there have been delays to this project. Approval has recently been received to extend the scheme to other car parks, and this will be delivered in due course.
ES5.3	Implement the projects identified in year 2 of the new WBC 10-year Car Parks Asset Management Plan	Achieved	Projects, including the major resurfacing of High Street in Haslemere have been delivered on time and under budget, allowing additional projects to be completed this year. There were additional surfacing works done at Weydown Road car park and Chestnut Avenue car park in Haslemere. The team also carried out repair of a dangerous wall at Central car park in Farnham. Additionally, some of the budget was used for parking machine upgrades.
ES5.4	Review Pay by Phone Fixed Penalty Notice issuing guidance in the Parking Policy and Enforcement Local Policy document	Achieved	The Car Parking Procedures have been updated to ensure they reflect current operating practice. RingGo procedures have been reviewed and documented and are now included in the Car Parking Procedures.
ES5.5	Review the Parking Strategy in consultation with the community, Head of Planning and Surrey County Council	Delayed	This work has been delayed due to the work in relation to disabled parking charges taking priority and will be now carried out as part of the Environmental Service Plan for 2017-18.
ES5.6	Review and consolidate the Off-Street Parking Places Order	Achieved	The project was successfully implemented and the updated version of the order was approved by Full Council in April 2017.

Service: Planning	Head of Service: Elizabeth Sims
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Objective: PL1. Increasing the supply of houses to meet Waverley's needs, including affordable houses

Ref	Action	Status	Progress / comments
PL1.1	Secure planning permissions for new housing including affordable housing	Achieved	In the past year the Council issued permissions to provide 1018 net dwellings of which 165 were designated for affordable homes.

PL1.2	Update planning policy and new sites identified Local Plan adopted	Achieved / Ongoing	Local Plan Part 1 submitted to Government December 2016 and scheduled for Examination in June 2017. Provides 9861 dwellings over plan period 2013-2036 including strategic site allocations (4445).
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Objective: PL2. Supporting the needs of businesses

Ref	Action	Status	Progress / comments
PL2.1	Ensure the planning process is supportive of local businesses	Achieved	Planning permissions have permitted 10,737 sqm of gross floor space. However, there has been a net loss of 28,574 sqm mainly due to permitted development rights.
PL2.2	Update planning policy and new sites identified Local Plan adopted	Achieved	Local Plan Part 1 was submitted to Government in December 2016 and is scheduled for Examination in June 2017. It provides at least 16,000 sqm of new Classes B1a and B1b floor area of new employment space, including strategic employment sites at Water Lane, Farnham and Dunsfold Park.

Objective: PL3. To promote and celebrate excellence in design and improve the public realm

Ref	Action	Status	Progress / comments
PL3.1	Maintain quality of new development	Achieved	All planning permissions granted have met requirements of Council's Design Policies and Paragraph 64 of the National Planning Policy Framework.
PL3.2	Carry out Conservation Area appraisals in accordance with programme	Achieved / Ongoing	During the year, 3 Conservation Area Appraisals have been adopted and 2 are in progress.
PL3.3	Tree Preservation Orders kept under review	Achieved	Since April 2016, 4 old style TPOs have been reviewed and 5 are currently incomplete. Progress has been affected by tree and landscape work being diverted to major applications where 7 major sites have been surveyed and 2 TPOs made (17 other TPOs made over the Borough).
PL3.4	Preparation and agreement of Buildings of Local Merit (BLM)	Achieved / Ongoing	During this year no requests have been made to agree Buildings of Local Merit. Waverley responds to the requests of Parish/Town Councils to agree BLMs.

Objective: PL4. Put in place adequate Infrastructure to support new development

Ref	Action	Status	Progress / comments
PL4.1	Community Infrastructure Levy (CIL) adopted	Partially Achieved	Draft Preliminary Charging Schedule for Consultation reported to Corporate O and S Committee March 2017 but deferred for clarification. Further report to O&S May/June 2017 for consultation July 2017.

Objective: PL5. Successful neighbourhood plans

Ref	Action	Status	Progress / comments
PL5.1	Support the preparation of neighbourhood plans by parish councils	Achieved / Ongoing	Officers and Members have played key facilitation roles in supporting Neighbourhood Plans as follows: Farnham Neighbourhood Plan achieved positive referendum May 2017 – due to be adopted following conclusion of Judicial Review process, June 2017. Haslemere Neighbourhood Plan – work in progress, not allocating sites. Godalming Neighbourhood Plan – work in progress, not allocating sites. Cranleigh Neighbourhood Plan – renewed steering group and project plan. Alfold Neighbourhood Plan – work in progress, allocating sites. Busbridge Neighbourhood

			Plan – confirmed on hold. Chiddingfold Neighbourhood Plan – work in progress, allocating sites. Dunsfold Neighbourhood Plan – Parish Council intends to produce a Neighbourhood Plan, no application for designation received to date. Last meeting March 2017. Elstead and Weyburn Neighbourhood Plan – work in progress, allocating sites. Ewhurst and Ellen’s Green Neighbourhood Plan – work in progress, allocating sites, recent call for sites. Hascombe Neighbourhood Plan – confirmed on hold. Thursley Neighbourhood Plan – resolved not to prepare a plan. Witley Neighbourhood Plan – work in progress, allocating sites.
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Objective: PL6. Secure resilient Building Control team

Ref	Action	Status	Progress / comments
PL6.1	Agree a Business Model for delivering a resilient service in the long term	Achieved/ on-going	Report made to Corporate Overview and Scrutiny Committee January 2017 regarding future options for Building Control. Deferred to require preparations of a Business Plan to demonstrate viability of Building Control Team and future alternative options – July 2017.

Service: Communities **Head of Service: Kelvin Mills**

Objective: Parks & countryside - to manage our greenspaces to ensure they offer biodiversity, are attractive and safe for our communities to enjoy

Ref	Action	Status	Progress / comments
C2	Grounds Maintenance contract performance monitoring, using client assessments, public survey and professional audit. Monitoring of contractors adherence to contract and implementation plan.	Achieved	Annual Review now completed confirming best performance from the Contractor in the 12 years of running the contract. All implementation targets completed and external quality audit presented a very satisfactory result. The fortnightly and monthly meetings allowed for more focused monitoring of the contract and reduction of complaints and rectification notifications issued.
C3	Improve service communication and promotion through website and social media. Expand the use of social media Facebook and increase following. Consider using Twitter.	Achieved	Facebook page for Frensham Ponds is the highest within the Council with 4,000 followers, this has now been centralised to maximise communication opportunities. Greenspaces page launched and followers are growing slowly, more promotion required, again this will now be led by central communications. Further work being undertaken on how use of Twitter can be implemented going forward.

Housing

Service: Housing **Head of Service: Andrew Smith and Hugh Wagstaff**

Objective: H1. To develop the service and enhance its reputation

Ref	Action	Status	Progress / comments
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H1.1	Proactively and safely manage risk	Achieved – routine monitoring in place	Processes and systems are in place for ongoing actions CMT receive routine reports on risk and compliance Housing Maintenance H&S policies have been reviewed and implemented creating a suite of documents
H1.2	Respond to the impact of the Government’s housing reforms	Achieved – initiatives withdrawn or deferred	Housing and Planning Act initiatives informed Housing Revenue Account (HRA) Business Plan Review. Rent reduction implemented Pay to Stay withdrawn and High Value Vacant Homes Levy deferred Service awaiting new white paper and regulations for Starter homes
H1.3	Set clear service delivery outcomes and manage customer expectations	Achieved with ongoing actions	HRA Business Plan review completed Orchard Dashboard implemented Website routinely updated Process Improvement Programme post implementation review anti-social behaviour and mutual exchange Launched Tenant Involvement Strategy
H1.4	Support and invest in staff and tenants	Achieved with ongoing actions	Ongoing training eg asbestos, legal updates Regular 1:1s reiterating ownership of issues Compliment of the month recognises excellent customer service Training programme created for tenant volunteers and mentor arranged for Tenants Panel Chair

Objective: H2. To deliver and maintain affordable homes

Ref	Action	Status	Progress / comments
H2.1	Increase availability of affordable homes to meet identified need	Achieved with ongoing actions	Housing tenure and bed size mix negotiated, based on evidence in Surrey Housing Market Assessment, using current and emerging Local and National Planning Policy. Council new build directed according to Affordable Homes Delivery Plan 2012-2017. Net increase in affordable homes in the borough as 51 new affordable homes completed in 2016/17 by HAs and Waverley (inc 22 council homes). In addition c70 affordable homes currently on site (as at June 17) Choice to applicants as Housing register customers able to bid for new rented homes via Choice based lettings, shared ownership via Bedfordshire Pilgrims Housing Association and First Time buyers via Starter Homes Initiative. Continued partnership working to bring forward affordable housing, with 109 new affordable homes granted planning permission in Q1 and Q2.
H2.2	Maintain and improve homes	Completed with ongoing actions	Increased resources for responsive repairs Recommendations from pre 1945 homes survey. Works costed and added to next three years planned works programme. Increased satisfaction with repair service.
H2.3	Continue to develop compliance with health and safety regulations	Completed with ongoing actions	Achieved 99.95% gas compliance Q4 Housing Maintenance H&S policies have been reviewed and implemented creating a suite of documents

Objective: H3. To manage and maintain healthy and sustainable communities			
Ref	Action	Status	Progress / comments
H3.1	Implement Review of housing-related support services for vulnerable people	Completed	Recommendations set out in the Review of housing-related support services implemented New processes created and clear case management in place Four EasyMoves and caseload of 26 Floating support assisted 93 cases external funding to end March 2017
H3.2	Understand and address the challenges faced by residents	Completed with ongoing action	Welfare Benefit Officer support tenants with welfare reform Referrals to external agencies and other council services made at tenancy audits to support tenants
H3.3	Improve communities and neighbourhoods through resident engagement	Completed with ongoing action	Ockford Ridge consultation and community mural Parking reviews, identified areas in need of investment to improve parking with surveyors and estate officers. Ten areas identified and planning permission received for increased parking at College Gardens (16 places) and planning pending for Silo Close (24 spaces) Ecology projects – worked with tenants at Gorselands and ARBECO to close badger sett in gardens Community safety projects – worked with tenants at Rankine Close, The Glebe, Queensway and Ricardo Court developing lighting, fencing and/or bollard projects Community room reviews – Wey Court consultation in September. Working party established for Parkhurst Fields and The Glebe.
Objective: H4. To excel at Customer Service			
Ref	Action	Status	Progress / comments
H4.1	Make it simple to contact us, clear what we can and can't do and when we will do it	Completed with ongoing action	Orchard Customer Dashboard implemented Website content reviewed Ongoing messages through publications, new tenant visits on rights and responsibilities advice Clear letter to tenants re fencing work Advice letter to tenants effected by findings of Water Charge court case
H4.2	Improve Customer Satisfaction in particular with repairs and maintenance	Completed with ongoing action	Increase in overall satisfaction Voluntas surveys to 92% in Q4 from 85% in Q1. 94% satisfied with quality of work Tenants Scrutiny Group recommendations on responsive repairs complaints implemented All in housing briefing informed all staff of repair driver for overall satisfaction with service
H4.3	Be truly customer focused	Completed with ongoing action	Monitoring of complaints and lesson learned shared with contractors. 100% complaints responded to in timescale met target (95%) in 2016/17
Objective: H5. To deliver value for money			
Ref	Action	Status	Progress / comments
H5.1	Review HRA Business Plan	Completed	Member officer group reviewed HRA developed principles for review and identified challenges and opportunities including Housing and Planning Act. Illustrative savings and budgets to be presented for discussion at Corp O&S Housing Improvement Sub Committee and Corp O&S in November. Review to

			Executive in November.
H5.2	Manage contracts effectively	Completed with ongoing action	<p>Monthly contract meetings</p> <p>Value for money project on maintenance contracts in communal heating</p> <p>Through 1:1 and team meetings all staff consider vfm in activities inc procurement</p> <p>Robust contract management of Ockford Ridge development</p> <p>Commenced scoping or maintenance contract procurement ahead of schedule</p>
H5.3	Maximise opportunities for collaborative working and external funding	Completed with ongoing action	<p>Increased working with partner housing associations to develop homes to reflect local need and incomes</p> <p>WBC official funding partner with Homes and Communities Agency – funding from HCA for Wey Court development</p> <p>Successful bid for Starter Homes from HCA – though uncertain whether Starter Homes Initiative will progress in current form</p> <p>PPPF supported EasyMove and Floating Support schemes</p> <p>Working with HAs on new developments 793 new affordable homes granted planning permission 2016/17</p> <p>Explored opportunities to host database for another council – not progressed</p> <p>Proposed to work with Guildford BC on Pay to Stay – initiative not progressing</p> <p>Working with Opportunities for all to “piggy back” on events for tenant involvement in Godalming and Farnham</p>