
















## Community Overview & Scrutiny Committee - Six Month Progress Report on 2015/16 Service Plans







RAG Legend	
On target or achieved	
Missed initial target but now on track	
Not on target	






<b>Service:</b>		<b>Head of Service:</b>	<b>Matthew Evans</b>
<b>Planning</b>		<b>Director:</b>	<b>Paul Wenham</b>
		<b>Portfolio Holder(s):</b>	<b>Cllr Brian Adams</b>
<b>Desired outcome / Objective</b>		<b>Increasing the supply of houses to meet Waverley's needs, including affordable houses</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>PL/1</b> 	Secure planning permissions for new housing including affordable housing	Timescales for planning permissions dependant on development industry	Ongoing through development control process.  558 houses (including 161 affordable homes) approved – or resolution to approve - in first two quarters  Overall housing supply position updated annually.
<b>PL/2</b> 	Update planning policy and new sites identified Local Plan adopted	Milestones set out in Local development Scheme Preparation of neighbourhood plans dependant on parish councils	Timetable agreed with the Executive and currently on target. See report to Executive 3 November for current position
<b>PL/3</b> 	Support the preparation of neighbourhood plans by parish councils	Dependant on timescales of parishes	Neighbourhood Plans have been approved for Alfold, Chiddingfold, Elstead & Weyburn, Ewhurst & Ellens Green, Hascombe and Witley. Draft plans and evidence gathering continues with Farnham, Godalming, Haslemere and Cranleigh.





Desired outcome / Objective		Supporting the needs of businesses	
Ref	Action(s)	Timescales / Deadlines	Progress to date
PL/4 	Ensure the planning process is supportive of local businesses.	Timescales for planning permissions dependant on development industry Milestones set out in Local Development Scheme	Performance determining planning applications in first two quarters meets or exceeds targets
PL/5 	Support the preparation of neighbourhood plans to deliver locally led growth	Dependant on timescales of parishes	See above
Desired outcome / Objective		To promote and celebrate excellence in design and improve the public realm	
Ref	Action(s)	Timescales / Deadlines	Progress to date
PL/6 	Maintain quality of new development	Ongoing via planning application process  Implementation of Design Training programme	Ongoing through assessment of planning applications  Design training on hold due to staff capacity / staff turnover etc. To be reviewed in January 2016.
PL/7 	Carry out Conservation Area appraisals in accordance with programme	In line with project plan	The following Conservation Area Appraisals have been completed since 1 April 2015: <ul style="list-style-type: none"> <li>• Godalming Crownpits</li> <li>• Godalming Ockford Road</li> <li>• Witley</li> <li>• Amended boundary in Milford</li> </ul> The following CAA's are in production: <ul style="list-style-type: none"> <li>• Alfold (consultation complete)</li> <li>• Cranleigh Town Centre (draft stage)</li> </ul>
PL/8 	Tree Preservation Orders kept under review	On-going	Ongoing – approx. one Order reviewed per month






 <b>PL/9</b>	Preparation and agreement of Buildings of Local Merit.	Dependant on timescale of local groups	None adopted since April 2015, but project progressing with Farnham and Haslemere.
 <b>PL/10</b>	Undertake Design Awards	November 2015	Design Awards Ceremony will take place on 29 October 2015 at the Anniversary Hall, St Catherine's School, Bramley.
<b>Desired outcome / Objective</b>		<b>Put in place adequate</b>	<b>Infrastructure to support new development</b>
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
 <b>PL/11</b>	Community Infrastructure Levy (CIL) adopted	Infrastructure schemes funded and implemented  Timescales subject to progress on Local Plan	Project team lead by Director of Resources with input from Planning and Finance portfolio holders has been formed with the objective of adopting the CIL.
<b>Desired outcome / Objective</b>		<b>Secure resilient Building Control team</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
 <b>PL/12</b>	Implement Building Control Business Plan	March 2016	<ul style="list-style-type: none"> <li>The Business Manager has been recruited and elements of the Business Plan have been implemented and the remaining elements are underway.</li> <li>Market share has been maintained.</li> <li>Regular updates are monitored by Senior Management.</li> </ul>



<b>Service:</b>		<b>Head of Service:</b>	<b>Richard Homewood</b>
<b>Environmental Services</b>		<b>Director:</b>	<b>Damian Roberts</b>
		<b>Portfolio Holder(s):</b>	<b>Cllr Simon Thornton - Environment Cllr Kevin Deanus – Environmental Health &amp; Car Parks</b>
<b>Desired outcome / Objective</b>		<b>Environmental Services develops and delivers high quality customer services</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>ES/1.1</b>	Deliver the highest quality customer services and support and embed the	May 2015	<ul style="list-style-type: none"> <li>Embedded and monitored on a monthly basis.</li> </ul>

	recommendations from the Foresight Customer Service Project.	December 2015	
<b>ES/1.2</b> 	Develop improved mechanisms for capturing and using customer feedback to inform/improve future service delivery.	August 2015	<ul style="list-style-type: none"> <li>Survey Monkey questions in early stages of production to better direct and collate customer feedback.</li> </ul>
<b>ES/1.3</b> 	Monitor and manage performance against key customer service performance indicators.	Ongoing	<ul style="list-style-type: none"> <li>Monthly Environmental and Parking Services report submitted. Changes to illustrate longer term trends have been implemented.</li> <li>Monthly covalent reports submitted.</li> </ul>
<b>Desired outcome / Objective</b>		<b>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.</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>ES/2.1</b> 	Implement the Mobile Working Solution for Food Inspections as part of the wider "Foresight" Mobile Working programme	April 2015	<ul style="list-style-type: none"> <li>Tablets purchased and being by used by Food safety staff.</li> <li>Still in early adoption phase - so unable to determine if revenue costs of IT is being covered through operational efficiencies delivered over the next three years.</li> <li></li> </ul>
<b>ES/2.2</b> 	<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>	September 2015	<ul style="list-style-type: none"> <li>Tablets assessed for private water supply on-site inspection use but issues regarding communications network in remote areas.</li> <li>RH Environmental Noise App purchased to be used by complainants to record noise and securely send their recording to the Environmental Protection Team. Scheme to be rolled out by end of December.</li> </ul>
<b>ES/2.3</b> 	To continue working effectively by delivering projects with partnership organisations.eg Food Hygiene Rating Scheme.	April 2016	<ul style="list-style-type: none"> <li>Successful bids for grants from the Food Standards Agency (FSA) for food safety projects- <ul style="list-style-type: none"> <li>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.</li> <li>Food safety coaching for Takeawys 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</li> </ul> </li> </ul>

			Surrey Food Liaison Group.
 <b>ES/2.4</b>	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.	April 2016	<ul style="list-style-type: none"> <li>• Air Quality Action Plan delivered and air quality monitoring throughout the borough carried out.</li> <li>• Air Quality Updating and Screening Assessment (USA) report submitted to DEFRA and approved. Reported to Executive 6 October 2015. Funding options for Low Emission Zone project in Farnham being investigated; but project in place if funding source identified.</li> <li>• Risk-based PWS sampling programme delivered.</li> </ul>
 <b>ES/2.5</b>	To ensure land is safe and fit for the purpose for its current or future intended use.	April 2016	<ul style="list-style-type: none"> <li>• Council's contaminated land strategy to be reviewed, updated and delivered. -Review of the current strategy is underway and options for the future approach is under consideration, subject to funding.</li> </ul>
 <b>ES/2.6</b>	To offer Primary Authority partnerships to businesses wishing to take advantage of the national scheme.	April 2016	<ul style="list-style-type: none"> <li>• DJ Squires Primary Authority Partnership established and working well</li> <li>• One further Primary Authority Partnership is in the process of being established and offers are being made to other businesses.</li> </ul>
<b>Desired outcome / Objective</b>	<b>Improve the cleanliness of the Borough by delivering the agreed recommendations of the 2012 Street Cleaning Review</b>		
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
 <b>ES/3.1</b>	Work with Veolia to improve the current street cleaning schedules and continue to deliver improved performance relating to street cleaning.	May 2015	<ul style="list-style-type: none"> <li>• Inspection pass rate improved with each quarter.</li> <li>• Amendments made and new roads added in May 15.</li> <li>• Preparation for 2015 leafing schedule currently in progress with Veolia and priority roads identified.</li> </ul>
 <b>ES/3.2</b>	Introduce mobile working solution for Contract Monitoring Officers (CMO)	September 2015	<ul style="list-style-type: none"> <li>• Civica 'briefcase' software being developed for CMO use on tablets. Delay in commencement owing to IT optimisation.</li> <li>• A smart phone version of the Civica database available from autumn may offer a better and more cost effective solution. Further information and costs are being obtained by IT.</li> <li>• Tablet provided to Parking Technical Assistant for use on site.</li> </ul>





Desired outcome / Objective		Improve the cleanliness of the borough by delivering the agreed recommendations of the 2012 Street Cleaning Review	
Ref	Action(s)	Timescales / Deadlines	Progress to date
ES/4.1 	<p>Implement agreed actions from the Waverley Recycling Improvement Plan 2014; including:</p> <ul style="list-style-type: none"> <li>• Greater publicity, information and awareness-raising.</li> <li>• Replacement of larger black bins with small black bins as needed.</li> <li>• Effective management of closed lid/ side-waste policy</li> <li>• Promotion of sale of food waste caddy liners.</li> <li>• Promotion to reduce contamination in recycling bins.</li> <li>• Targeted work to improve recycling performance at communal developments.</li> <li>• Work with Surrey County Council &amp; Surrey Waste Partnership to lobby government regarding street arising's &amp; leaves</li> </ul>	March 2016	<ul style="list-style-type: none"> <li>• Application of Why Recycle advice stickers due to be completed by 8<sup>th</sup> November.</li> <li>• Phased introduction of contamination bin hangers commenced.</li> <li>• Why Recycle campaign advertised on website, in current Making Waves, on email auto-return and telephone hold message (including contamination hanger advice).</li> <li>• Tweets and Facebook messages undertaken promoting recycling and food caddy liners.</li> <li>• Closed lid and no side waste policy in place.</li> <li>• Smaller 140L black bins offered for free when replacing 240L black bins to assist residual waste reduction/ recycling rate improvement.</li> <li>• Posters designed for communal bin stores to promote recycling and advise on contamination policy. Due to be placed from end October beginning with priority developments (list established). Managing agents of priority developments to be targeted directly.</li> <li>• Food waste caddy liners on sale in town council, libraries and Waverley reception. Additional promotion to be undertaken.</li> </ul>
ES/4.2 	Maximise potential of new garden waste scheme and promote the scheme to encourage new subscribers.	August 2015	Subscription still increasing.
ES/4.3 	Secure the best available price for all recycling materials.	April/ May 2015	There is ongoing liaison with the Surrey Waste Partnership to secure the best value during a period of low market prices.
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)	Timescales / Deadlines	Progress to date
ES/5.1 	Maximise use of Pay by Phone facilities in Waverley.	December 2015	<ul style="list-style-type: none"> <li>• Use of service increasing (currently 10% of income).</li> <li>• Service advertised on all cash machines and website.</li> </ul>




 <b>ES/5.2</b>	Ensure Cale Web Office (new car park machines information system) is fully integrated, and benefits maximised.	May 2015	<ul style="list-style-type: none"> <li>• Cale Web Office 2 installed.</li> <li>• Use by NSL to be put in place in terms of access to machine alerts and entry of reconciliation data.</li> </ul>
 <b>ES/5.3</b>	Car washing - introduction of car washing services in two of Waverley's car parks.	December 2015	<ul style="list-style-type: none"> <li>• Trial in Central car park currently in place with high usage.</li> </ul>
 <b>ES/5.4</b>	Review and update Car Parks Review 2011.	July 2015	<ul style="list-style-type: none"> <li>• Parking Order alterations currently being advertised for change of operating times.</li> </ul>
 <b>ES/5.5</b>	Implement the projects identified in year 1 of the new Waverley Borough Council 10-year Car Parks Asset Management Plan	March 2016	<ul style="list-style-type: none"> <li>• Majority of scheduled tasks in 10 year plan for this year complete or in progress.</li> <li>• 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. Options to be received October 2015.</li> <li>• Cost options for works to be provided with tenders by Stilwell Partnership.</li> </ul>
<b>Desired outcome / Objective</b>		<b>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 &amp; emergencies</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
 <b>ES/6.1</b>	<p>Implement Emergency preparedness actions in line with Corporate Vision and Civil Contingencies Act 2004, including;</p> <ul style="list-style-type: none"> <li>• Development of specific emergency response plans to cover known natural hazards and threats</li> <li>• Delivery of training and exercise programme to develop emergency roles of responsible officers</li> <li>• Development of Community Resilience Programme to enhance community</li> </ul>	August 2015	<ul style="list-style-type: none"> <li>• Specific emergency response plans were updated in Nov/Dec 2014 in relation to Severe Weather - additional corporate review of Multi-Agency Flood Plan was due in Sept 2015</li> <li>• Initial training plan developed for strategic level officers only</li> <li>• Community Resilience Programme being developed with Surrey County Council and in joint partnership working with Guildford Borough Council</li> <li>• Winter Resilience campaign sent out in Making Waves in Nov 2014 – no specific Waverley campaign has been developed beyond this date</li> <li>• Emergency store replenished and additional incident liaison officers have been trained</li> </ul>




	<p>preparedness</p> <ul style="list-style-type: none"> <li>• Greater publicity, information and awareness-raising.</li> <li>• Replenishment of Emergency Store and identification and training of key officer resources to allow a strengthened response to emergencies.</li> </ul>		
<b>ES/6.2</b> 	<p>Implement an agreed Business Continuity (BC) Management system, including;</p> <ul style="list-style-type: none"> <li>• Development of a Corporate BC Plan</li> <li>• Production, adoption and testing of individual BC Service Plans</li> <li>• Development of annual BC exercises to continuously improve and test BC response and recovery.</li> </ul>	October 2015	<ul style="list-style-type: none"> <li>• Development of a corporate Business Continuity Plan is still in progress</li> <li>• Production of BC service plans has been done</li> <li>• BC Exercise planned before year end.</li> </ul>
<b>ES/6.3</b> 	<p>Develop a strong Corporate Health and Safety Policy and Safety culture in line with Corporate Vision and HSE Guidance 65</p>	May 2015	<ul style="list-style-type: none"> <li>• New Health and Safety Policy has been developed and signed off by full Council</li> <li>• Health and Safety roll out and cultural gains to be determined following implementation of Policy in 2015-2016</li> </ul>





<b>Service:</b>		<b>Head of Service:</b>	<b>Kelvin Mills</b>
<b>Community Services</b>		<b>Director:</b>	<b>Damian Roberts</b>
		<b>Portfolio Holder(s):</b>	<b>Cllr Simon Thornton – Leisure, Parks &amp; Countryside</b> <b>Cllr Carole King – Youth &amp; Young People</b> <b>Cllr Stefan Reynolds – Economic Development</b> <b>Cllr Julia Potts – Waverley Training Services, Major Projects, Culture</b> <b>Cllr Kevin Deanus – Community Safety, Health &amp; Wellbeing</b>
<b>Desired outcome / Objective</b>		<b>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.</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>CS/1</b>	Plan effectively for culture and the arts through the Planning system by refreshing the Cultural Strategy	Scope strategy April 2015	<ul style="list-style-type: none"> <li>• Tender advertised</li> <li>• Interviews held and Consultant appointed in July</li> </ul>





	to establish the need for new or improved cultural facilities and services over the next 10 to 20 years.	Write and tender brief June 2015  Commission Cultural Strategy September 2015  Strategy produced April 2016	<ul style="list-style-type: none"> <li>Strategy on course to be completed and formally adopted in April 2016.</li> </ul>
 <b>CS/2</b>	Improve the operational effectiveness of the Memorial Hall in conjunction with the project plan to re-locate the Gostrey Day Centre.	June 2015	See CS/14 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.
 <b>CS/3</b>	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.	April 2015	2015 – 18 SLA agreed with Farnham Maltings incorporating £10,000 reduction in Museum Contract  2015 – 18 SLA agreed with Cranleigh Arts Centre
<b>Desired outcome / Objective</b>		<b>Leisure management contract to ensure value for money and high quality services</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
 <b>CS/4</b>	Maximise profit share from the contract.  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	July 2015  April 2015  August 2015	Ongoing, but £51,643 to date  New management fee implemented  There has been a delay in the installation of the Combined Heat and Power unit and subsequently savings will also be delayed.




	Voltaic (PV) at Haslemere Leisure Centre.		Energy savings and FIT contributions are being received for the Photo Voltaics.
<b>Desired outcome / Objective</b>		<b>Health and Well-being – re-align the focus of the leisure service on key preventative health objectives</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>CS/5</b> 	<ul style="list-style-type: none"> <li>Prepare a plan to action issues identified and positively effect health agenda.</li> <li>Maximise outreach service across the Borough.</li> <li>Maximise external funding opportunities.</li> </ul>	May 2015 Feb 2016  April 2016	<ul style="list-style-type: none"> <li>Action Plan has been written and is being implemented.</li> <li>Health Checks and Adult Weight Management are being offered across the Borough, in addition to existing health services.</li> <li>Funding obtained in partnership with Places for People for cancer rehabilitation and Adult Weight Management programme.</li> </ul>
<b>Desired outcome / Objective</b>		<b>Ensuring contract compliance and value for money</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>CS/6</b> 	Carry out grounds maintenance contract performance monitoring, using client assessments, public survey and professional audit. Monitoring of contractors adherence to contract management system and own implementation plan.	Ongoing month by month and then overall yearly average, March 2015/2016	Completed but an ongoing piece of work.
<b>Desired outcome / Objective</b>		<b>Improving standards for Surrey County Council highway and re-negotiating a new agency agreement</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>CS/7</b> 	<ul style="list-style-type: none"> <li>Continue to review Surrey County Council (SCC) highways data to ensure accuracy.</li> <li>Re-negotiate new agency agreement with SCC highways as current agreement finishes March 2016.</li> <li>Continue to work with Town &amp; Parish Councils and ward members over identifying contract specification in respective areas.</li> </ul>	March 2015	<ul style="list-style-type: none"> <li>Data has been reviewed and is constantly updated when required</li> <li>Contact made with SCC, however no further progress at the current time.</li> <li>Continual contact as and when required.</li> </ul>







Desired outcome / Objective		Continued management of Councils Tree Stock	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/8 	<ul style="list-style-type: none"> <li>Regular tree inspections.</li> <li>Identified works completed.</li> <li>Review of Tree Risk management inspection frequency to ensure continued efficiency and safety.</li> <li>Explore woodland grant opportunities and wood fuel.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Tree inspections occur regularly and are on-going.</li> <li>Works orders raised, but potential amount of work required to Waverley owned trees exceeds budgetary provision.</li> <li>Tree Risk Management will be reviewed by March 2016</li> <li>The Woodland grants opportunities were explored and £9k of funding from Forestry Commission has been granted to help write management plans for WBC woodlands</li> </ul>
Desired outcome / Objective		Delivering biodiversity responsibilities for key sites	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/9 	Deliver Higher Level Stewardship (HLS) work programme for Mare Hill, Frensham, Farnham Park, Lammas Lands, Weybourne Nature Reserve, Blackheath.	March 2016	Projects are being delivered in line with Stewardship Grants.
Desired outcome / Objective		Supporting Voluntary Organisations in Waverley	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/10 	<p>Evaluate the Pilot Waverley Commissioning Fund for 2015/16. Report to the Executive on the process and future direction.</p> <p>Explore opportunities with the voluntary, faith, partner and commercial organisations to maximise funding resources, bid and deliver services for older people.</p> <p>Work with voluntary and faith organisations to support them to become resilient to change and become less reliant on grant funding.</p>	<p>March 2016</p> <p>October 2015.</p> <p>Throughout 2015/16</p>	<ul style="list-style-type: none"> <li>First year successful report taken through Overview &amp; Scrutiny and Executive.</li> <li>Extended for another year to allow more detailed review of SCC committed funding.</li> <li>Grant scheme for 2016/17 opening October 2015</li> <li>Extended SLA programme to include more organisations</li> <li>Regular dialogue held with voluntary and faith organisations including encouraging them to align objectives with the Council and wider stakeholders.</li> </ul>








Desired outcome / Objective		Develop and implement health and wellbeing activity/services to improve the lives of vulnerable adults across Waverley	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/11 	<p>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.</p> <p>Identify and deliver projects and services that improve the lives of older people with the early signs of memory loss and other related conditions.</p> <p>Develop a Health and Well-being Plan.</p>	<p>Potential 5 year funding 2012 – 17.</p> <p>July 2015</p>	<p>Projects are being delivered with identified project leads.</p> <p>Performance indicators are being completed for SCC which demonstrates success of the scheme.</p> <p>See Ageing Well Strategy</p> <p>Draft Strategy completed work ongoing to produce a SMART Action Plan</p>
Desired outcome / Objective		Implement Waverley's Ageing Well Strategy	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/12 	Implement Waverley's Ageing Well Strategy's Action Plan.	Throughout 2015 / 16	Ageing Well Strategy adopted October 2015.
CS/13 	Review of Meals and Wheels Service.	Sept 2015	Consultations have begun. Findings of Review to be completed with recommendations by November 2015.
Desired outcome / Objective		Delivery of new Community Centre on the Memorial Hall site	
Ref	Action(s)	Timescales / Deadlines	Progress to date
CS/14 	Delivery of new Community Centre on the Memorial Hall site - to include day centre service currently delivered from Brightwells Gostrey Centre.	<p>Stakeholder engagement September 2014 to end November 2014</p> <p>Committee approval to appoint contractors</p>	<ul style="list-style-type: none"> <li>Stakeholder engagement is ongoing with regular update meetings taking place with nominated Gostrey Trustees and representatives for Farnham Town Football Club.</li> <li>Planning application submitted June 2015</li> <li>Planning permission granted August 2015</li> <li>Committee approval given to appoint consultant team. Tender process completed October 2015.</li> </ul>








		2015	<ul style="list-style-type: none"> <li>Team appointed October 2015</li> </ul>
<b>Desired outcome / Objective</b>		<b>To continue to evolve the Careline service, focusing on delivering value for money and continuous improvement for the benefit of our customers</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>CS/15</b> 	<p>To develop a sustainable Careline and Telecare service for the future, independent of external funding.</p> <p>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.</p> <p>Write Marketing plan to underpin service growth and inform Business Plan</p>	<p>March 2016</p> <p>April 2016</p>	<ul style="list-style-type: none"> <li>The growth of client numbers and maximisation of the Careline / Telecare is ongoing and measured by targets quarterly.</li> <li>Ongoing</li> <li>Business Plan completed March 2016.</li> <li>Marketing Plan started with a view to launching January 2016.</li> </ul>
<b>Desired outcome / Objective</b>		<b>Waverley Training Services - Improve service provision to deliver effective courses and apprenticeships to support people in, and help people into, employment</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>CS/16</b> 	<p>Engaging a consultant to work with Waverley Training Services to achieve Grade 2 (Good) at the next inspection.</p> <p>Refurbishment of the Pump House and surrounding land and an additional classroom to deal with increased learners.</p>	<ul style="list-style-type: none"> <li>Specification to be developed April 2015</li> <li>Tender for works June 2015</li> <li>Appoint Consultant July 2015</li> <li>Complete work March 2016</li> <li>To be completed by 31.08.2015 ready for September intake</li> </ul>	<ul style="list-style-type: none"> <li>Specification created May 2015</li> <li>Works were tendered in July / August 2015</li> <li>Consultant appointed September 2015</li> <li>Quality review commencing October 2015.</li> <li>External area cleared to enable additional classroom to be added.</li> <li>Currently reviewing the proposed design and layout before obtaining costs for additional classroom.</li> </ul>

## CORPORATE OVERVIEW & SCRUTINY COMMITTEE - Six Month Progress Report on 2015/16 Service Plans









RAG Legend	
On target or achieved	
Missed initial target but now on track	
Not on target	







<b>Service:</b>		<b>Head of Service:</b>	Robin Pellow
<b>Monitoring and Returning Officer Service</b>		<b>Director:</b>	Paul Wenham
		<b>Portfolio Holder(s):</b>	Cllr Robert Knowles Cllr Julia Potts
<b>Desired outcome / Objective</b>		<b>Maintaining high standards of governance and ethical standards</b>	
Ref	Action(s)	Timescales/ Deadlines	Progress to Date
<b>CG/1</b> 	Continue to promote ethical standards with Waverley staff and councillors and Town and Parish councillors.	May 15	Continuing- Induction process for new Councillors held over Summer
<b>CG/2</b> 	Ensure all Councillors briefed on ethical standards before taking any decisions after Waverley Borough Council elections.	May 15	Completed
<b>CG/3</b> 	Finish Individual Elector Registration process.	Sep. 15	Canvass well under way with high response rate. Government financial support continued in this financial year.
<b>CG/4</b> 	Administer successful combined triple or quadruple combined elections.	May 15	Very complex triple combined elections held in May- almost 400 candidates. Not envisaged that any more financial resources needed.
<b>Desired outcome / Objective</b>		<b>Effective Internal Audit service and good relationship with external Auditors</b>	
<b>CG/5</b> 	Continue to monitor external contractor performance and quality.	Continuing	Very detailed monitoring continues, with regular reports to Audit Committee.
<b>CG/6</b> 	Review anti fraud resources within Council once universal credit introduced.	May 15	Corporate anti-fraud risk assessment report currently being developed.




<b>Service:</b>		<b>Head of Service:</b>	David Allum
<b>Customer, IT and Office Services</b>		<b>Director:</b>	Graeme Clarke
		<b>Portfolio Holder(s):</b>	CLlr Tom Martin – IT, Property and Customer Services CLlr Simon Thornton- Sustainability
<b>Desired outcome / Objective</b>		<b>Provide valuation and estates support for Housing in the procurement and development of new housing units.</b>	
Ref	Action(s)	Timescales / Deadlines	Progress to date
<b>C&amp;O/01</b> 	Complete Valuation Requests.	Variable	Ongoing
<b>C&amp;O/02</b> 	Provide estates advice on new and existing land.	Variable	
<b>C&amp;O/03</b> 	Provide advice on potential developments including completing appraisals.	Variable	
<b>C&amp;O/04</b> 	Undertake search and provide advice for new housing opportunities and acquisitions.	Variable upon request.	Ongoing. Team Manager routinely attends Housing Delivery Board.
<b>Desired outcome / Objective</b>		<b>Provide strategic advice on land acquisitions, disposals and developments.</b>	
Ref	Action(s)	Timescales / Deadlines	Progress to date
<b>C&amp;O/05</b> 	Prepare Delegation Scheme for purchase of assets	31 March 2015	Ongoing
<b>C&amp;O/06</b> 	Provide advice on proposed land acquisitions	Ongoing	Ongoing
<b>C&amp;O/07</b> 	Provide advice on proposed property disposals	Ongoing	Ongoing

<b>C&amp;O/08</b> 	Provide advice on existing and potential development opportunities including completing associated appraisals / valuations.	Ongoing	Ongoing
<b>Desired outcome / Objective</b>		<b>Review telephone call handling arrangements</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>C&amp;O/09</b> 	Ensure that Waverley's corporate phone system provides management information and statistics to support service managers improve their services.		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.
<b>C&amp;O/10</b> 	Carry out internal monitoring of telephone call handling arrangements by services.		This is being done as part of the Customer Services Project.
<b>Desired outcome / Objective</b>		<b>Review and implement robust health and safety practices and procedures for corporate properties</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>C&amp;O/11</b> 	To compile a database of all maintenance contracts and to centralise the information on SharePoint.	March – August 2015	Underway. To be completed by the end of December.
<b>C&amp;O/12</b> 	To set up a database of all Health and Safety files on SharePoint.	March – August 2015	Underway. To be completed by the end of December.
<b>Desired outcome / Objective</b>		<b>Review and provide an Engineering Service to an agreed service level</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>C&amp;O/13</b> 	To compile a database of Waverley's drainage assets and complete survey of their condition.	June 2015	Underway. To be completed by the end of March.
<b>C&amp;O/14</b> 	To compile a drawing register of all Waverley's engineering drawings and to have them scanned.	May 2015	Underway. No completion date as yet.








 <b>C&amp;O/15</b>	Update website with drainage/flood information and responsibilities.	June 2015	Website to be updated in November 2015.
 <b>C&amp;O/16</b>	Develop an awareness training programme for councillors of the drainage responsibilities of the Council and the level of service that Waverley provides.	June/July 2015	Briefing planned for January 2016 O&S Committees.
<b>Desired outcome / Objective</b>		<b>Complete a review of IT data communications arrangements to deliver value for money</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
 <b>C&amp;O/17</b>	Carry out review of IT data communications services and costs.	September – October 2015	This year's work programme is on course to be achieved and capital bids have been submitted for future investment needs.
 <b>C&amp;O/18</b>	To bring forward proposals for the rationalisation of IT communications including consideration of Unicorn service offering and Surrey Data Centre.	November 2015	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.
<b>Desired outcome / Objective</b>		<b>To deliver value for money mobile working initiatives</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
 <b>C&amp;O/19</b>	Establish a plan for introducing further mobile working solutions in particular integration with line of business systems.	April – June 2015	Some mobile solutions have been delivered this year others are ongoing and will be completed by the end of the year. We expect to do more again in 2016/2017.
 <b>C&amp;O/20</b>	Report to Foresight Board with recommendations for implementation.	July 2015	Complete.
 <b>C&amp;O/21</b>	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.	From September 2015	As per the mobile solution comment above.
 <b>C&amp;O/22</b>	Prepare programme for future projects.	January 2016	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)	Timescales / Deadlines	Progress to date
C&O/23 	Review alternative office cleaning methods and programmes.	August – November 2015	We are seeking to expand the current service by adding additional sites as we believe this to be cost effective. A report/business case is expected to be completed by November.
C&O/24 	Obtain alternative costs from cleaning contractors to compare against an in-house service for the proposed cleaning service.	Dec 2015	As per comment above. We will be making bids for two contracts currently with private sector organisations.
C&O/25 	Prepare a report with the outcome and recommendations of the review of alternative office cleaning methods and programmes.	Dec 2015	As per comments above.
Desired outcome / Objective		To carry out a review of the business case for scanning all incoming post	
Ref	Action(s)	Timescales / Deadlines	Progress to date
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.	By end of August 2015	A Document Management project is underway. Recommendations to be forthcoming early in 2016. A separate but related capital bid has been made for the Employee Services business need.
C&O/27 	Prepare report on outcome of feasibility study.	September 2015	As per comment above.
Desired outcome / Objective		Review catering services	
Ref	Action(s)	Timescales / Deadlines	Progress to date
C&O/28 	Review catering services at the offices and alternative methods of service provision.	Nov 2015	Review is underway.






<b>C&amp;O/29</b> 	Report on the sustainability of catering services at the offices.	Dec 2015	As per comment above.
<b>Desired outcome / Objective</b> <b>Setting and delivery of new carbon management commitments</b>			
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
<b>C&amp;O/30</b> 	Develop and implement a new Carbon Management Plan inclusive of new targets. This will include a recalculated baseline and targeting efficiency in new buildings.	Plan adopted by August 2015	Energy Efficiency Plan adopted by Council 7 <sup>th</sup> July 2015 to replace the Carbon Management Plan.
<b>C&amp;O/31</b> 	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.	Ongoing	Sustainability Officer works closely with affordable housing delivery to ensure high environmental performance.  A review has been done and a Code for Sustainable Homes has now been discontinued due to government changes.





<b>Service:</b>		<b>Head of Service:</b>	<b>Robin Taylor</b>
<b>Policy &amp; Governance</b>		<b>Director:</b>	<b>Paul Wenham</b>
		<b>Portfolio Holders / Committee Chair:</b>	Cllr Robert Knowles - Policy & Governance Cllr Stefan Reynolds - Member Support and Communications Cllr Simon Inchbald - Licensing
		<b>Desired outcome / Objective</b> <b>Democratic Services - Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors.</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>

<b>PG/1</b> 	Fully implement and embed Modern.Gov, the Council's new Electronic Agenda Management System.	By 31 March 2016.	Complete. The system is fully implemented and being used in respect of all public meetings.
<b>PG/2</b> 	Deliver high quality committee reports, minutes and agendas.	Ongoing.	Ongoing. The Democratic Services team have introduced a number of new processes to improve the quality of papers including a pre-despatch checklist and designated officer proof-read. This remains a top priority for the team. All identified errors in agenda papers are now routinely logged, allowing trends in performance to be tracked and any issues to be tackled.
<b>PG/3</b> 	Manage the pre and post election programme, ensuring a smooth transition and effective induction process for new Councillors as well as ongoing training.	Main Councillor induction programme delivered in May 2015.  Ongoing training programme throughout 2015-16.	On target.  Pre-election events (e.g. prospective members evening) delivered. 19 member induction events planned and delivered. This accounts for 90% of the scheduled programme. Attendance at member induction events has been high and feedback very positive. Now moving into ongoing programme of member events. Officers have also provided additional 1-1 and small group elected member training and information sessions on request.
<b>Desired outcome / Objective</b>		<b><u>Licensing</u> - 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.</b>	
<b>PG/4</b> 	Continue to deliver the Council's new planned Licensing compliance inspection programme.	Ongoing.	On target. Compliance visits have been taken place and the team is on track to meet the target of 240 during the year.
<b>PG/5</b> 	Complete Licensing back office process and systems review.	By 31 March 2016.	Complete. The review is complete resulting in a number of recommendations which are being taken forward as a separate project.
<b>PG/6</b>	Make changes to improve performance and	By 31	On target.



	customer focus in the Council's licensing of Hackney Carriages and Private Hire Vehicles.	March 2016.	New Taxi Driver newsletter launched and venue of taxi liaison panel changed (CR1 rather than Council Chamber) to promote constructive dialogue. Driver penalty points system researched and proposals developed. Subject to consultation, the new approach will be adopted as part of the revised Taxi and Private Hire Licensing Policy.
<b>Desired outcome / Objective</b>		<b><u>Legal Services and Land Charges</u> - 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</b>	
<b>PG/7</b> 	Ensure high quality internal and external legal advice is provided to Council staff and elected members to support the delivery of corporate objectives.	Ongoing.	Ongoing. High quality advice provided with internal customer survey demonstrating high levels of satisfaction amongst internal customers.
<b>PG/8</b> 	Analyse and plan for the potential outcomes of the Government's Land Charges review.	By 31 March 2016.	On target. Initial officer research and analysis work complete. Discussions have taken place with the Land Registry about the government's proposals. Work now underway preparing the action plan which can be employed as and when the government completes and implements its review.
<b>PG/9</b> 	Maintain key land charges turnaround times.	Ongoing.	On target. Performance has continued to be significantly better than target of 10 working days. Average turnaround time is currently between 2 and 3 days.
<b>PG/10</b> 	Provide a timely and effective response to Freedom of Information requests and ensure good progress is made against the information risk management agenda.	Ongoing.	On target. 97% of FOI requests turned around in less than 20 days (statutory target). Average turnaround time is currently 11.1 days. Information Security Risk Group established and overseeing the Council's risk management agenda.
<b>Desired outcome / Objective</b>		<b><u>Corporate Policy</u> - Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture</b>	
<b>PG/11</b> 	Project-manage the development and publication of the Corporate Plan 2015-18.	October 2015.	On target.









			All project plan activities delivered on time.
<b>PG/12</b> 	Implement a management framework at Waverley to ensure consistency and excellence across the Council.	Ongoing.	Complete and ongoing .  The management framework (titled 'delivering excellence together') has been developed and publicised. The framework was launched as a part of the new staff Intranet (known as 'backstage') and all members of the Waverley Managers Group have been briefed on it.
<b>PG/13</b> 	Manage the Council's participation in the National Graduate Development Programme (NGDP) and its Apprenticeship Programme.	Apprenticeship intake – annually by calendar year end.  Graduate intake – September annually.	Apprenticeships – on target, 4 apprentices recruited autumn 2015.  NGDP – Fully participated in NGDP however, recruitment unsuccessful. The Council is currently looking at other options for this year.
PG/14 	Manage the Council's Citizens Panel and use the opinion data arising from it to support decision-making.	Ongoing.	On target. The project to refresh the citizen panel membership to ensure it remains demographically representative is now complete and members of the new citizens panel will receive their first survey in November.
PG/15 	Provide accurate, timely and useful performance information to enable Councillors and others to scrutinise Council performance and make informed decisions.	Ongoing	On target. The structure and content of quarterly performance reports received by the O&S committees and the Council's Executive have been overhauled. Feedback from members on the new format has been very positive.
<b>Desired outcome / Objective</b>		<b>Communications &amp; PR - Ensure that information about our services reaches the right people at the right time in the most accurate, efficient and cost-effective way.</b>	
<b>PG/16</b> 	Oversee the development of a structured and planned approach to communications.	Ongoing	Complete. Corporate messages and activities are planned in advance in consultation with senior managers and elected members.











<b>PG/17</b> 	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.	By 31 March 2016.	On target. New signs designed, manufactured and installed at 23 playground sites and 8 further priority community sites.
<b>PG/18</b> 	Create and deliver an internal communications strategy to ensure staff are informed and engaged.	By 31 March 2016.	On target A number of initiatives have been implemented to ensure staff are informed and engaged, including: a revised staff electronic newsletter (titled 'cascade') and staff 'celebrating success' boards at The Burys. The Communications and PR team have also supported key staff engagement meetings including the Executive Director's staff briefings and the Waverley Managers Group. Work is now underway to develop an overall strategy.
<b>PG/19</b> 	Develop and publish 'Making Waves', the Council's magazine, ensuring that it is interesting, informative and cost effective.	3 editions per year.	On target. The design and content of Making Waves has been reviewed and improved in line with customer feedback. The newly titled 'your Waverley' is being distributed in November.
<b>PG/20</b> 	Continue to make the best use of online and social media channels to provide Waverley residents with news and information.	By 31 March 2016.	Complete and ongoing. The Council's web site has been redesigned and re-launched to ensure it is more focused on customer needs and is easy to view across all types of devices. The Council continues to make use of a number of social media channels (Facebook, Twitter and LinkedIn) to keep Waverley's residents and customers up to date and informed.











<b>Service:</b>		<b>Head of Service:</b>	Hugh Wagstaff/Jane Abraham
<b>Housing</b>		<b>Director:</b>	Damian Roberts
		<b>Portfolio Holder(s):</b>	Cllr Carole King
<b>Objective</b>		<b>Delivering excellent customer service</b>	
<b>Ref</b>	<b>Action</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>






<b>H/1.1</b> 	Implement the outcomes of the customer service training to contribute to a stronger performance and customer service culture.	July 2015	Completed – Action Plan implemented.
<b>H/1.2</b> 	Deliver improved customer service standards for housing.	October 2015	Completed – Feedback to Housing Improvement Sub Committee March 2015. Reiterated standards at ‘All in Housing Briefings’ and embedded in appraisal process.
<b>H/1.3</b> 	Use smarter techniques to deliver excellent customer service through a reduction in repeat transactions.	October 2015	Progressing – Researched Orchard/ Agresso interface currently in development. Process Improvement Programme reduced repeat transactions e.g. responsive repairs interface, cyclical works interface, ASB process and right to buy process.
<b>H/1.4</b> 	Improve the efficiency of handling complaints.	April 2015 – March 2016	Completed - Focus on level one complaints at ‘All in Housing Briefings’ 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.
<b>H/1.5</b> 	Increase self-service opportunities including enabling tenants to access their rent accounts at any time.	March 2016	<u>Deferred until 2016/17</u> - Project deferred as requires additional IT capacity to deliver project. Included in Star Chamber proposal.
<b>H/1.6</b> 	Increase online service delivery options, such as online Housing Register applications, planned maintenance programme.	March 2016	Progressing - Pre application process online for Housing Needs Register applicants. Orchard self service project to start December 2015
<b>H/1.7</b> 	Provide tenants with a single contact number for their enquiries.	March 2016	Completed - Proposal review completed no recommendation to progress, information will be used to inform next steps.
<b>H/1.8</b> 	Increase mobile working to enable services to be delivered to tenants in their own homes.	March 2016	Progressing - 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.
<b>H/1.9</b> 	Extend customer feedback methods.	December 2015	Progressing - Increased use of telephone surveys to verify service deliver/customer satisfaction e.g. Disabled Facilities Grant. 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	
<b>H/2.1</b> 	Ensure staff have clear objectives, monthly 121s with their managers and an annual Performance Review meeting.	May 2015	Completed – All housing team had summer/autumn 2015 annual performance review. Clear objectives monitored at 121s.
<b>H/2.2</b> 	Maximise opportunities for staff to develop their skills through a variety of learning opportunities, including professional housing qualifications.	March 2016	Progressing – Range of learning and development opportunities utilised including work shadowing, mentoring, legal training, and partnership training and networking. All housing team had learning and development needs reviewed at annual performance review and needs identified.
<b>H/2.3</b> 	Introduce ‘super users’ for key IT business systems to take a lead on specific functions, by recognising expertise and offering staff development.	June 2015	Progressing – Four super users in place. Further users to be identified and supported.
<b>H/2.4</b> 	Embed the revised staff structure and continuously ensure staff understand and take ownership of the responsibilities for their role.	April 2015 – March 2016	Progressing – The “take ownership” value is reiterated at 121s and at the All in Housing briefings to embed and ingrain the values of the organisation.
<b>H/2.5</b> 	Ensure clear, effective and relevant processes and procedures are in place to enable staff to deliver a consistent service.	April 2015 – March 2016	Progressing – 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	
<b>H/3.1</b> 	Invest in new Council house-building programme.	March 2016	Progressing – Six new homes delivered, 6 buy backs and on target to meet annual target.
<b>H/3.2</b> 	Deliver Ockford Ridge regeneration project.	March 2016	Progressing – Full time Project Management Officer in post. Continued community engagement / consultation and builders on site to develop show homes.
<b>H/3.3</b> 	Explore opportunities to maximise the delivery of affordable housing through joint initiatives, such as facilitated land acquisition and by working with local housing associations.	March 2016	Progressing – Became Homes and Community Agency (HCA) approved partner and received £600k grant. Working with Thames Valley Housing Association to facilitate local authority land purchase.








H/3.4	Explore broader rent regime for new housing delivery.	March 2016	Progressing – Project work commenced.
<b>Objective</b>		<b>Investing in existing homes and delivering an effective housing service</b>	
H/4.1 	Continue to monitor health and safety issues.	Ongoing September 2015	Progressing – Monthly monitoring reports 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.	June 2015	Completed – 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.	Ongoing April 2015	Progressing – All tenants on planned works programme written to at start of financial year.
H/4.4 	Develop long term strategy for responsive repairs contract.	November 2015	Progressing – Preliminary work commenced.
H/4.5 	Invest in stock improvement programme	March 2016	Progressing – 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.	December 2015	Progressing – Floating Support and EasyMove schemes.
H/4.7 	Review leasehold management	March 2016	Progressing – Key processes included in Process Improvement Programme (Right to Buy and Service Charge processes – additional support capacity identified)
<b>Objective</b>		<b>Empowering tenants and residents</b>	
H/5.1 	Implement outcomes of the review of support services to vulnerable adults.	September 2015	Progressing – Review received September 2015
H/5.2 	Respond proactively to issues arising from welfare reform that affect tenants and residents.	March 2016	Progressing – Welfare Benefit Officer and Service Improvement Team monitoring horizon. Slow implementation of proposals.
H/5.3 	Maximise opportunities for collaborative working to extend services to older people, through links with the wellbeing agenda.	March 2016	Progressing – Floating Support and EasyMove officers working with Adult Social Services, attending events and networking.





 <b>H/5.4</b>	Manage tenancies effectively, by clarifying tenants' rights and responsibilities and ensuring compliance with tenancy conditions.	April 2015 - March 2016	Progressing – Tenancy visit programme established, introductory tenancy monitoring and review processes developed and implemented.
 <b>H/5.5</b>	Increase our understanding of our tenants and residents aspirations and needs.	September 2015	Completed – STAR survey completed. Working with Tenants Panel and tenant Scrutiny Group Regular review of complaints of lessons learnt.
<b>Objective</b>	<b>Improving service delivery</b>		
 <b>H/6.1</b>	Embed service improvements through implementation of new processes.	July 2015	Completed – Process Improvement Programme delivered.
 <b>H/6.2</b>	Ensure that the IT system effectively supports the delivery of services and enables efficient record keeping.	March 2016	Progressing – To launch Dashboard early 2016.
 <b>H/6.3</b>	Demonstrate excellence through benchmarking against other social housing providers.	March 2016	Progressing – Annual review report expected December 2015.
 <b>H/6.4</b>	Carry out tenancy audits across the Council's housing stock.	March 2016	Progressing - Tenancy visit programme established.
 <b>H/6.5</b>	Use tenant profiling information to inform service improvements and future development.	March 2016	Progressing – Pre 1945 homes review outcome of STAR survey. Developing new tenant involvement opportunities and training programme for younger tenants.
 <b>H/6.6</b>	Involve tenants in improving services and developing new homes.	March 2016	Progressing – Tenant Scrutiny Group report recommendations agreed. Consultation events for all proposed housing developments.
 <b>H/6.7</b>	Strengthen contract management practice.	April 2015 – March 2016	Progressing – Monthly contract meetings with clear agenda items for performance, H&S and safeguarding.
 <b>H/6.8</b>	Respond to changes in external funding that effect existing services.	March 2016	Progressing – Building relationships with Better Care fund.
 <b>H/6.9</b>	Review Housing Key Performance Indicators (KPIs)	October 2015	Completed – 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.	Ongoing March 2016	Progressing – Delivered homes, planned works and rent collection.
 H/7.2	Maintain high collection rates.	Ongoing March 2016	Progressing – 49.75% of annual rent collected as at 30 September 2015. (total £15.4m)
 H/7.3	Identify efficiencies to deliver savings across the service.	Ongoing March 2016	Progressing - Increase collection of homelessness prevention deposits.
 H/7.4	Explore external funding opportunities to reduce risk of reductions in current government grants.	Ongoing March 2016	Progressing – Successful HCA Grant and Ewart Bequest funds.
 H/7.5	Review how small contracts are procured.	December 2015	Completed – New Contract Procedure Rules promoted and adopted for small contracts.


<b>Service:</b>		<b>Head of Service:</b>	Peter Vickers
<b>Financial Services</b>		<b>Director:</b>	Graeme Clark
		<b>Portfolio Holder(s):</b>	Cllr Wyatt Ramsdale
Desired outcome / Objective		<b>Support the delivery of Waverley's corporate objectives with highly effective financial management</b>	
Ref	Action(s)	Timescale s / Deadlines	Progress to date
 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	30 Sept 2015	Completed

<b>F/02</b> 	Ensure that funding mechanism is understood and the impact on Waverley calculated and embedded in the Financial Strategy projections	On going	Completed
<b>F/03</b> 	Improve the robustness and timeliness of budget monitoring arrangements to ensure Waverley can respond effectively to unexpected issues.	Ongoing	In progress: report going to every Executive meeting, recognised improvement in quality and content, work still progressing.
<b>F/04</b> 	Support the delivery of the Housing Revenue Account (HRA) Business plan through effective financial and treasury management and robust monitoring and reporting	Ongoing	Completed: Senior Accountant and Accounts Assistant in place and a significant amount of the Financial Services Manager's capacity. Agreed a reporting process with Head of Housing, regular monthly budget monitoring meetings, support project is in place and minuted.
<b>F/05</b> 	Building capacity within the Finance team to enable the team to focus on key priorities.	Ongoing	In progress, significant change in roles already achieved, more change to come in next 4 months to maximise team capacity.
<b>F/06</b> 	Introduce new ways of working to utilise technology to increase team capacities	Ongoing	In progress: Agresso upgrade project planning is under way. Standardisation of working papers project started.
<b>Desired outcome / Objective</b>		<b>Support the delivery of Waverley's corporate objectives with highly effective financial management</b>	
<b>F/07</b> 	Ensuring team members have adequate support	Ongoing	Financial Services Manager appointed on an interim basis, focus in on team management and leadership. Appropriate capacity is being put into the team. Appraisals and supervision are being done on timely basis. Team meetings are effective.
<b>F/08</b> 	Introduce a more structured project management process to key activities	Ongoing	In progress, final accounts closedown for 2015/16 will be delivered through a structured process.
<b>F/09</b> 	Services are supported with proactive financial management and support.	Ongoing	All services are allocated a service accountant, Effective monthly monitoring meetings held between accountants, Head of Finance and finance manager, and between accountants and service managers.
<b>Desired outcome / Objective</b>		<b>Maximise revenue base for council tax and business rates and achieve 'best in County' collection rates for all main income sources</b>	
<b>F/10</b> 	Verify that all commercial and residential properties are correctly recorded on the revenue systems and are receiving accurate bills	Ongoing	Ongoing task



<b>F/11</b> 	Issue accurate demands in March for 1st April instalment and robustly apply approved enforcement and recovery measures in all cases	Ongoing	Completed
<b>Desired outcome / Objective</b>		<b>Maximise revenue base for council tax and business rates and achieve 'best in County' collection rates for all main income sources</b>	
<b>F/12</b> 	Review past year historical debts for council tax, business rates and housing benefit overpayments and pursue or consider for write off	Ongoing	Ongoing
<b>Desired outcome / Objective</b>		<b>A smooth transition of the Investigations Team to the Department of Work and Pensions (DWP)</b>	
<b>F/13</b> 	Prepare and communicate a project plan for transfer of the Investigations team to Single Fraud Initiative Service, Including impact upon the service.	Develop based upon timescales set by DWP	Completed – transfer happens at end of October.
<b>F/14</b> 	Review impact of this transfer on Waverley's Fraud deterrent requirement for council tax.	October 2015	Review in progress between internal Audit and Head of Finance
<b>Desired outcome / Objective</b>		<b>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</b>	
<b>F/15</b> 	Extend the monitoring of customer satisfaction levels with the benefits service and use results to help identify improvements	On-going	Some surveys done on the counter.  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 a minimum: based upon Rushmoor DC experience and achievements, also in conjunction with Customer services project
<b>F/16</b> 	Monitor the speed of processing targets and take any corrective action necessary	On-going	Monitoring in progress and reported.
<b>F/17</b> 	Review working practises in Benefits (particularly the counter) to further develop the service and improve speed and accuracy of claims	June 2015	See F15




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	Potentially Universal Credit to be introduced in 2015/16 with full transfer by 2017	Watching brief due to delay in roll out of Universal Credit.  Working with DWP to agree the way forward for Waverley.
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 	<p>Undertake a cost benefit analysis and develop a business case for further development of the iTrent HR system for the following functions:</p> <p>Widen the self-service function to include the learning and development module</p> <p>Additional payroll functions including online claim forms.</p> <p>Develop online councillors' mileage claims</p> <p>Introduction of electronic appraisal system using new Performance Management module of iTrent</p>	<p>March 2016</p> <p>March 2016</p> <p>March 2016</p> <p>October 2015</p>	<p>Systems development is now part of the Employee Services review recommendations and a project plan is being developed to address functionality.</p> <p>Awaiting outcome from Epsom and Tandridge service review and evaluation before proceeding. Review due to be completed in January.</p>
F/20 	Introduction of full online recruitment functionality from Jobs Go Public	March 2016	Online recruitment set up and trialed, in progress to roll out.
F/21 	Establish a pool of staff who can help provide temporary cover for administrative and customer services.	March 2016	Still under consideration.

<b>Desired outcome / Objective</b>		<b>To support staff and managers across the organisation to become a high-performing resource capable of providing excellent customer service.</b>	
<b>F/22</b> 	Develop the Learning and Development Strategy further and support it with: 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).	March 2016	Being progressed as part of an L&D Foresight project and on target.
<b>F/23</b> 	Maintain payroll relationship within the SLA with Epsom and Ewell.	March 2016	Monthly payroll is delivered. Relationship is maintained, Partnership is under review, due for completion end of January.

<b>Service:</b>		<b>Head of Service:</b>	<b>Wendy Gane</b>
<b>Strategic HR</b>		<b>Director:</b>	<b>Paul Wenham</b>
		<b>Portfolio Holder(s):</b>	<b>Cllr Robert Knowles</b>
<b>Desired outcome / Objective</b>		<b>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.</b>	
<b>Ref</b>	<b>Action(s)</b>	<b>Timescales / Deadlines</b>	<b>Progress to date</b>
SHR/01 	To continue to develop a culture of high quality performance management and staff engagement throughout the Council.	Ongoing	In collaboration with the Senior Management Team, to support high quality delivery of the new Corporate Plan, the following plans have been developed : - the HR Strategy Action Plan for 2015 – 2018, - the Investors in People ( IIP) Action Plan, and the Staff Engagement Strategy action plan continues to be embedded. The collaborative culture promoted by the new Senior



			<p>Management Team continues to increase staff engagement.</p> <p>The ILM Learning and Development initiative has clear measurements of impact and value established.</p> <p>The procurement of the next ILM has been successfully completed and has now commenced.</p> <p>Actively supported the ongoing development of the Waverley Manager's Group.</p> <p>Actively contributed to the collaborative development of Waverley's Vision Statement and refreshed set of organisational Values. Continue to actively embed a culture of Success to support our commitment to being an Employer of Choice.</p> <p>Continue to develop high quality staff briefings in collaboration with the Executive Director and Communications Manager.</p>
<p><b>SHR/02</b></p> 	<p>To develop a Staff Skill and Capacity management Strategy to address skills gaps and skills shortages which affect the Council's service delivery.</p>		<p>In collaboration with the Senior Management Team:</p> <ul style="list-style-type: none"> <li>- developed Skills Gap and Capacity Management Strategy and Action Plan</li> <li>- established a project/working group to actively develop this Action Plan and Waverley's position as an Employer of Choice.</li> </ul>
<p><b>SHR/03</b></p> 	<p>To continue to develop the analysis of high value, high impact benchmarking metrics linked to recruitment and retention.</p>	ongoing	<p><b>Pay Negotiations</b></p> <p>Data was provided for the 2015/16 pay negotiations, this formed part of the pack used by Members. Data collected included both internal and local and national external benchmark information.</p> <p><b>Service Resilience</b></p> <p>HR metrics are available to Heads of Service to add to Service Profiles to demonstrate the impact/value of HR policies and practices in supporting continuous improvement in each service area. To be produced annually and as requested.</p>

			<p>In depth reviews of Planning and Housing Operations were also produced to inform recruitment and retention issues.</p> <p>Metrics for turnover, sickness and equality data to present an organisational overview were produced and included in the HR Strategy, to be updated annually and as requested.</p>
<p><b>SHR/04</b></p> 	<p>Address sensitive employee issues, sustain and enhance effective employee relations and maintain trusting relationships with Staffside/ union representatives.</p>	Officer time	<p>The collaborative culture promoted by the new Senior Management Team continues to increase staff engagement. Sensitive staffing issues have been successfully addressed. High quality employment advice and support continues to be provided.</p> <p>Positive relationships with the Union and Staffside representatives have been maintained.</p>
<p><b>SHR/05</b></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>	Officer time	<p>Continued to deliver the rolling programme of review of HR policies and procedures to ensure compliance with employment law.</p> <p>In collaboration with the Chair of the Equality Group (currently the Corporate Policy Manager), the impact of our equality and diversity practices is measured.</p> <p>We continue to be eligible to use the 'Two Ticks' symbol supporting those with disability.</p>
<p><b>SHR/06</b></p> 	<p>Work with the Leadership and senior management team to continue to maintain a high quality working relationship between Members and Officers.</p>	Officer time	<p>Positive relationships between Members and Officers continue to be maintained.</p>