

To: All Members and Substitute Members of  
the Overview & Scrutiny Committee -  
Value for Money & Customer Service  
(Other Members for Information)

When calling please ask for:  
Amy McNulty, Democratic Services Officer  
**Policy and Governance**  
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Direct line: 01483 523492  
Date: 14 June 2019

**Membership of the Overview & Scrutiny Committee - Value for Money & Customer Service**

Cllr Roger Blishen  
Cllr Jerome Davidson  
Cllr Joan Heagin  
Cllr George Hesse  
Cllr Jerry Hyman

Cllr Peter Martin  
Cllr Stephen Mulliner  
Cllr Peter Nicholson  
Cllr Julia Potts

**Substitutes**

Cllr Richard Cole  
Cllr Simon Dear

Cllr John Gray  
Cllr Kika Mirylees

**Members who are unable to attend this meeting must submit apologies by the end of Monday, 17 June 2019 to enable a substitute to be arranged.**

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE will be held as follows:

DATE: MONDAY, 24 JUNE 2019

TIME: 7.00 PM

PLACE: COMMITTEE ROOM 1, COUNCIL OFFICES, THE BURYS,  
GODALMING

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

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([www.waverley.gov.uk/committees](http://www.waverley.gov.uk/committees)), where you can also subscribe to

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## **Waverley Corporate Strategy 2018 - 2023**

**Priority Theme 1: People**

**Priority Theme 2: Place**

**Priority Theme 3: Prosperity**

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### **Good scrutiny:**

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
  - provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;
  - is led by 'independent minded governors' who take ownership of the scrutiny process; and,
  - amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.
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## **NOTES FOR MEMBERS**

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

## AGENDA

1. APPOINTMENT OF CHAIRMAN

To confirm the appointment of Cllr Julia Potts as Chairman of the Value for Money and Customer Service O&S Committee for the Council year 2019/20.

2. APPOINTMENT OF VICE CHAIRMAN

To confirm the appointment of Cllr Joan Heagin as Vice Chairman of the Value for Money and Customer Service O&S Committee for the Council year 2019/20.

3. MINUTES (Pages 7 - 20)

To confirm the Minutes of the Meeting held on 18 February 2019 and the Special Meeting held on 11 March 2019 (to be laid on the table 30 minutes before the meeting).

4. APOLOGIES FOR ABSENCE AND SUBSTITUTES

To receive apologies for absence and note any substitutions.

**Members who are unable to attend this meeting must submit apologies by the end of Monday 17 June to enable a substitute to be arranged, if applicable.**

5. DECLARATIONS OF INTERESTS

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

6. QUESTIONS FROM MEMBERS OF THE PUBLIC

The Chairman to respond to any written questions received from members of the public in accordance with Procedure Rule 10.

The deadline for receipt of questions is 5pm on Monday 17 June 2019.

7. QUESTIONS FROM MEMBERS

The Chairman to respond to any questions received from Members in accordance with Procedure Rule 11.

The deadline for receipt of questions is 5pm on Monday 17 June 2019.

8. SERVICE PRESENTATIONS (Pages 21 - 46)

To receive presentations on the Service Areas falling within the remit of the Value for Money and Customer Service Overview and Scrutiny Committee.

Notes outlining the content of each presentation are attached.

9. CORPORATE PERFORMANCE REPORT QUARTER 4 2018/19 AND ANNUAL OUTTURN (JANUARY - MARCH 2019) (Pages 47 - 90)

The Corporate Performance Report provides an analysis of the Council's performance for the fourth quarter of 2018-19. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

Recommendation

**It is recommended that the Value for Money and Customer Service Overview & Scrutiny Committee considers the performance of the service areas under its remit as set out in Annexe 1 and makes any recommendations to senior management or the Executive as appropriate.**

10. BUDGET STRATEGY WORKING GROUP BRIEFING (Pages 91 - 104)

The purpose of this report is to:

1. bring to the attention of the O&S members the work of the Budget Strategy Working Group set up by the Value for Money and Customer Service O&S Committee in October 2017;
2. confirm the on-going requirement and purpose of this Group; and if confirmed
3. reappoint members of the Group.

Recommendation

**It is recommended that the Committee:**

1. **decides if it would like to reinstate the Budget Strategy Working Group, and if so**
2. **agrees its membership.**

11. WORK PROGRAMMING (Pages 105 - 110)

The VfM and Customer Service O&S Committee considered a wide range of items in 2018/19. The items of work which were suggested to return to the Committee are listed in the attached briefing paper, with explanatory detail, in order for the new Committee to decide whether or not they should be included in its work programme for 2019/20.

12. COMMITTEE WORK PROGRAMME (Pages 111 - 116)

The Value for Money and Customer Service Overview and Scrutiny Committee, is responsible for managing its work programme.

A Scrutiny Tracker has been produced to assist the Committee in monitoring the recommendations that have been agreed at its meetings. The Tracker details the latest position on the implementation of these recommendations and is attached as Part C of the work programme.

Recommendation

**Members are invited to make any suggestions for any additional topics that the Committee may wish to add to its work programme.**

13. EXCLUSION OF PRESS AND PUBLIC

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

**Recommendation**

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be specified at the meeting).

14. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider any matters relating to aspects of any reports on this agenda which, it is felt, may need to be considered in exempt session.

**Officer contacts:**

**Yasmine Makin, Scrutiny Policy Officer**

**Tel. 01483 523078 or email: [yasmine.makin@waverley.gov.uk](mailto:yasmine.makin@waverley.gov.uk)**

**Amy McNulty, Democratic Services Officer**

**Tel. 01483 523492 or email: [amy.mcnulty@waverley.gov.uk](mailto:amy.mcnulty@waverley.gov.uk)**

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## WAVERLEY BOROUGH COUNCIL

### MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE - 18 FEBRUARY 2019

(To be read in conjunction with the Agenda for the Meeting)

#### **Present**

Cllr David Beaman (Chairman)	Cllr Nicholas Holder
Cllr Stephen Mulliner (Vice Chairman)	Cllr Nabeel Nasir
Cllr Brian Adams	Cllr Bob Upton
Cllr Mike Band	

Cllr Tony Gordon-Smith (Substitute)

#### **Apologies**

Cllr Richard Seaborne

#### **Also Present**

Councillor James Edwards, Councillor Jerry Hyman and Councillor Nick Williams

60. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 22 January 2019 were confirmed as a correct record and signed.

61. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 2.)

Apologies for absence were received from Cllr Richard Seaborne. Cllr Tony Gordon-Smith attended as a substitute.

62. DECLARATIONS OF INTERESTS (Agenda item 3.)

There were no declarations of interests in connection with items on the agenda.

63. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 4.)

There were no questions from members of the public.

64. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were no questions from Members.

65. SERVICE PLANS 2019 - 2022 (Agenda item 6.)

Louise Norie, Corporate Policy Manager presented the Service Plans falling within the remit of the Value for Money and Customer Service O&S Committee. She explained that the Service Plans now covered three years, bringing them in line with the Medium Term Financial Plan.

The Committee noted that a lot of the Service Plan targets were underpinned by more detailed project plans. It recommended that references to these documents,

where applicable, be included in the Service Plans. This would both help Members to gain an understanding of the milestones for each action and also assist Heads of Service when using the document as a management tool within their own Service Areas.

A suggestion was also made that where a Project Initiation Document identified a specific savings target for a project then this should translate into an action within the relevant section of the Service Plan.

The Committee then invited each Head of Service to outline the key headlines of their Service Plans.

David Allum, Head of Customer and Corporate Services, drew the Committee's attention to the contribution his Service Area would be making towards the Council financial savings goal. These included the customer service review which was well under way, a review of the Council's current office accommodation, a new IT system for Building Control and Planning, as well as the continuing management of the Council's commercial property portfolio.

Louise Norie presented the Economic Development Service Plan on behalf of the Head of Communities. She explained that the Service Plan focused on the actions arising out of the recently adopted Economic Development Strategy. This included building and improving relationships with key partners to help boost Waverley's business economy.

Cllr Band highlighted that there was very little reference to the rural economy, which was something that had also been raised during the development of the Economic Development Strategy itself. Cllr Edwards, Portfolio Holder for Economic and Community Development, was in attendance at the meeting and agreed that this could be brought out more in the Service Plan.

Peter Vickers, Head of Finance, advised the Committee that having undergone a systems thinking review, the Housing Benefits Service was now very high performing. The Revenues Service was now going through a similar review, the outcomes of which would be embedded over the coming year. Additionally, the Finance Service had recently implemented new parts of the Agresso IT system, and over the coming year would be further developing new systems and technologies in order to deliver efficiencies.

A query was raised in relation to progress with the roll out of Universal Credit. Peter explained that the Council had gone live in October for all new claimants. There was no set target for moving across all existing claimants and this was still subject to national debate. Any significant change in a claimant's circumstances would trigger the change to Universal Credit, but it was a gradual process.

The Committee was pleased to see the inclusion of a target to exceed 99% for local taxation which would help to ensure that the Council continued to be high performing in this area.

Robin Taylor, Head of Policy and Governance, highlighted that a new Communications Strategy was currently being developed, which would focus on improving Waverley's digital offer, but also ensure that contact was maintained with



those residents who chose not to go digital. The Democratic Services team would continue to support good governance, with a particular focus on developing an effective induction process for new Councillors following the May elections. Additionally, the Service Plan targets relating to the HR team would focus on delivering the actions set out in the new HR Strategy, including improvements to processes and recruitment as well as reviewing the Council's pay and reward and learning and development offer. The Committee welcomed the action to understand and respond to the Council's gender pay gap.

Subject to the comments above, the Committee endorsed the Service Plans to the Executive.

66. CORPORATE PERFORMANCE REPORT Q3 2018/2019 (OCTOBER - DECEMBER 2018) (Agenda item 7.)

Louise Norie, Corporate Policy Manager, introduced the report to the Committee. She advised Members that Quarter 3 had seen good performance overall, with notable improvements on the payment of invoices. Unfortunately performance in regard to complaints responses had again fallen short of the challenging 95% target.

In relation to complaints, the Chairman, Cllr Beaman, asked whether any benchmarking information was available as it would be useful to know whether Waverley's target was particularly high in relation to other Councils. Louise agreed to investigate this so that further context could be provided in future reports.

The Committee was very pleased to see the inclusion of a new appendix which provided a more detailed budget analysis. Cllr Mulliner suggested that this could be further improved by the separation of the General Fund and HRA figures. Additionally, Cllr Band requested that an further column be added to show the actual spend at the end of the quarter; this would enable Member to better understand any variance.

67. PROGRESS AGAINST MEDIUM TERM FINANCIAL PLAN (Agenda item 8.)

Peter Vickers, Head of Finance, informed the Committee that while the Service Plans were being formulated, more detailed work was going on in the background to deliver efficiencies. A Heads of Service restructure would come into effect on 1 March, along with specific savings targets for each Service Area to deliver.

Members noted that the Heads of Service restructure would see Building Control move under the Head of Commercial Services rather than the Head of Planning where the team currently sat. Cllr Adams highlighted that the work of Building Control was very closely connected with that of Planning, and queried what effect the change would have. Officers responded that the close link with Planning would remain, but the new leadership would help Building Control to realise its income generation targets.

68. BUDGET STRATEGY WORKING GROUP UPDATE (Agenda item 9.)

Cllr Mulliner updated the Committee on the work of the Budget Strategy Working Group. The Group would soon be meeting with the Chief Executive and Strategic Directors before moving onto work stream 3.

While it was noted that the Council had faced budget challenges in the past and had always managed to close the gap, this was becoming increasingly difficult as all the easy savings had already been made. Additionally, the impact of the Fair Funding Review and withdrawal of business rates retention meant that the situation going forward was particularly challenging.

Cllr Holder noted that many local authorities were becoming involved in commercial property investment, and was concerned that Councils may be fighting one another for properties and therefore driving up the prices. Officers assured the Committee that the Council had a robust Property Investment Strategy in place and all potential investments were assessed in accordance with the constraints set out in the Strategy.

69. CIL GOVERNANCE ARRANGEMENTS - CRITERIA AND FINANCIAL THRESHOLDS (Agenda item 10.)

Graeme Clark, Strategic Director, presented the report to the Committee. He reminded Members that they had made comments on the CIL governance arrangements at their meeting in November, and that the Executive had taken these on board. The CIL Advisory Board had now been established and had met for the first time to consider the assessment criteria and financial thresholds which were now presented to the Committee.

The Committee agreed that it was important to have robust governance arrangements in place ready for when CIL money started to be received following 1 March 2019.

A query was raised in relation to the neighbourhood CIL, as Members noted that there appeared to be greater flexibility in the way that this could be spent when compared with strategic CIL. Graeme agreed to circulate details of different requirements for strategic and neighbourhood CIL after the meeting.

The Committee felt that the scoring matrix was a good starting point, and acknowledged that the ultimate test would be putting it into practice. A suggestion was made that the 'deliverability' section should come first in the matrix as any project would inevitably depend on this.

Members acknowledged that some flexibility was necessary, as it was likely that some tweaks would be needed during the first year. However, the Committee noted that the report proposed that delegated authority be given to the CIL Advisory Board to make revisions to the governance arrangements, and was concerned that this would give the Board too much freedom to alter the financial thresholds.

Cllr Nick Williams was in attendance at the meeting and spoke on this item. He provided a summary of the work of the Environment O&S Infrastructure Task and Finish Group. He explained that the Group had identified a need for all tiers of local government to work together on infrastructure delivery. The Infrastructure Delivery Plan should be a living document and would need to be reviewed regularly; he therefore suggested that the CIL Advisory Board may benefit from ongoing support from O&S.

The Committee then considered the proposed recommendations from Executive and Council. It endorsed recommendations 1 – 4 as set out in the report and recommended the following amendment to recommendation 5.

5. Delegated authority is given to the CIL Advisory Board to propose revisions to the governance arrangements that would be subject to the usual scrutiny process and an annual report to the Executive and Council.

70. CAPITAL STRATEGY (Agenda item 11.)

The Committee considered the Capital Strategy which brought together the Council's detailed policies, procedures and plans relating to cash investments and property assets. This also included the Treasury Management Framework for 2019/2020 which was a statutory requirement.

The Committee thanked officers for their hard work in producing the Capital Strategy and Treasury Management documentation and welcomed the inclusion of an 'infographic' outlining how the processes and documentation underpinning the Strategy fitted together. A suggestion was made to review some of the terminology to make it even more accessible and ensure that it fully aligned with the wording of the strategy.

In relation to the Treasury Management documentation, the Committee suggested adding further narrative and clarification to the sections on HRA borrowing, TMP 4, and Prudential Indicators 2, 4 and 10.

Cllr Hyman was in attendance at the meeting and spoke on this item. He highlighted that the Prudential Code requires local authorities to self-regulate the affordability, prudence and sustainability of capital expenditure and borrowing. He therefore emphasised the importance of having robust and transparent processes in place and made several suggestions for tightening up the wording of certain sections.

71. UPDATE REPORT ON PROGRESS OF CAPITAL EXPENDITURE PROCESS AND MANAGEMENT REVIEW RECOMMENDATIONS (Agenda item 12.)

Yasmine Makin, Scrutiny Officer, reminded the Committee of the work carried out as part of the Capital Expenditure Process and Management Review. The Working Group had agreed 19 recommendations and an action plan had been developed to monitor the implementation of these. She explained that as the recommendations had been agreed after the 2017/18 budget setting, the full impact of the changes would not be known until the end of the current financial year. Yasmine added that in parallel with this review, officers had also been working on a new project management toolkit which would help officers when applying for new capital funding.

Cllr Band, who had chaired the Working Group, thanked Yasmine for the update, particularly the inclusion of the graphs comparing last year's capital spend with the previous year. He added that it would be useful to separate out reschedules as well as spend and savings.

Members were surprised to see the considerable changes between the opening budget and approved budget, which was illustrative of significant budget change requests during the year.

Cllr Hyman was in attendance at the meeting and spoke on this item. He suggested that it would be useful to be able to relate the information in the graphs to a project that the Committee was aware of, for example, the Memorial Hall. Yasmine explained, however, that the graphs had been produced to enable the Working Group to look at slippage overall, rather than individual projects. Additionally, Members noted that with the new project toolkit in place, it would be easier to monitor the progress of projects going forward.

The Committee felt that it would be useful to look at some of the new capital projects that had been agreed following this review, and evaluate to what extent they had followed the recommendations. It was suggested that a Working Group could be established to look into this, and the Committee agreed to add this to its work programme for consideration by the Committee in the new Council year.

72. COMMITTEE WORK PROGRAMME (Agenda item 13.)

Yasmine Makin invited the Committee to comment on its future work programme.

She informed Members that it would be necessary to hold a Special meeting of the Committee on 11 March to consider the Property Investment Company. Additionally, she advised that she was working with the Democratic Services Manager to put together an induction programme for new O&S members following the election.

Cllr Holder suggested that as a future topic, it might be helpful for the Committee to scrutinise the HRA procurement process for spending on kitchens and bathrooms. As this could be a crossover between the VfM and Housing O&S Committees, Yasmine agreed to take this to the next O&S Co-ordinating Board for discussion.

73. EXCLUSION OF PRESS AND PUBLIC (Agenda item 15.)

At 9.08pm, it was

RESOLVED that, pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in paragraphs 1, 3 and 5 of the revised Part 1 of Schedule 12A to the Act, namely:

1. Information relation to an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

Any members of press and public were asked to leave the room and the webcast was turned off.

74. PROPERTY MATTER - SALE OF FREEHOLD (Agenda item 14.)

The Committee considered the proposed recommendation and endorsed Option 1 subject to the comments as set out in the Exempt Annexe to these minutes.

75. PROPERTY INVESTMENT STRATEGY QUARTERLY UPDATE (Agenda item 16.)

The Committee considered the report, and thanked officers for the inclusion of additional information that had been requested at the last meeting.

A request was made for some further details to be added, showing the overall yield for each property, taking into account ongoing costs e.g. business rates.

**The meeting commenced at 7.00 pm and concluded at 9.31 pm**

**Chairman**

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By virtue of paragraph(s) 1, 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY &  
CUSTOMER SERVICE - 11 MARCH 2019

(To be read in conjunction with the Agenda for the Meeting)

**Present**

Cllr David Beaman (Chairman)	Cllr Nabeel Nasir
Cllr Stephen Mulliner (Vice Chairman)	Cllr David Round
Cllr Brian Adams	Cllr Richard Seaborne
Cllr Nicholas Holder	Cllr Bob Upton

Cllr Tony Gordon-Smith (Substitute)

**Apologies**

Cllr Mike Band

**Also Present**

Councillor John Gray

76. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 1.)

Apologies for absence were received from Cllr Mike Band. Cllr Tony Gordon-Smith attended as a substitute.

77. DECLARATIONS OF INTERESTS (Agenda item 2.)

There were no declarations of interests in connection with items on the agenda.

78. SETTING UP A COMMERCIAL COMPANY (Agenda item 3.)

Graeme Clark, Strategic Director, introduced this item to the Committee. He explained that the need to set up a company had come from a desire to open up additional opportunities for generating income, for example through the provision of housing for market rent or sale or to enable the purchase of commercial property outside of the borough using borrowed funds.

The Medium Term Financial Plan set out an income target to be achieved through commercial property, however Graeme advised that the Council was struggling to find good investment opportunities within the borough so it was timely to now set out the proposals for the company which would have the ability to invest outside the borough.

Dan Bainbridge, Borough Solicitor, went on to remind the Committee that a delegation was in place from Council for the Investment Advisory Board (IAB) to determine the final details for the company, subject to consideration by the Value for Money and Customer Service O&S Committee. The IAB had discussed this matter in detail, and its recommendations were set out in the report for the Committee to consider.

He added that once the details had been agreed, further specialist legal and financial advice would be taken in regard to aspects such as Corporation Tax and VAT.

The Committee thanked officers for the thorough report and associated legal advice and sought clarification on several points.

Members noted that a property company would provide the Council with more flexibility to develop both affordable and market housing. It was queried how the affordable housing element would work in relation to the HRA. Officers clarified that using a company to deliver market housing could help to cross-subsidise a less viable affordable scheme. Additionally, any affordable units owned by the company would also be exempt from Right to Buy provisions. In specific reference to the HRA it was explained that the ownership of affordable housing through the company would be at corporate level and not directly by the HRA. Officers agreed to amend paragraph 11 of the report to clarify the role of the company in relation to the ownership of affordable housing.

The Committee heard that some Councils hadn't felt it necessary to establish a company in order to borrow for investment outside the borough. Some queries were therefore made in relation to the legal advice that Waverley had received. Officers confirmed that Waverley had received very clear legal advice that a company would be required in order to borrow for investment outside the borough; this was the same as the approach being taken by the majority of Surrey boroughs. Officers added that the Localism Act 2011 allowed Councils to operate in this way, and there had been no challenges to this position so far.

Members also sought further details of the costs associated with operating a company, particularly in relation to overheads e.g. officer time. Officers confirmed that these types of on-costs would be charged to the company but a schedule of rates had not yet been determined. The Committee suggested that officers contact other Surrey authorities with property companies to get their views on overheads.

Cllr Holder asked for further details of what joint ventures might entail. Officers advised that a joint venture would not necessarily have to be an acquisition, but could also be about development of existing properties.

The Committee went on to consider the proposed composition of the Board in more detail. Members noted that a Board comprising four Directors was proposed, with the Council as shareholder nominating two Councillors and two officers. It was suggested, however, that an independent fifth member be included, who would also be able to provide professional expertise. Officers advised that consideration had been given to the inclusion of a Non-Executive Director however this would come with a financial cost. The Committee however felt that it was important to have external expertise, and commented that this post would not be a full time Director, and could be remunerated on a meeting-by-meeting basis.

Members also emphasised the importance of the Board having an independent voice, separate from that of the IAB. The Board would be able to exercise a second view on any potential acquisitions, following recommendation from the IAB, and may even wish to hire its own professionals to provide advice. Dan Bainbridge responded that officers and Members were familiar with exercising different roles

with different 'hats' and there would be no conflict of interest. Further details were set out in the legal advice.

Cllr John Gray was in attendance at the meeting and spoke on this item. He agreed with the Committee's comments and recommendations in relation to the Board of Directors. Additionally, whilst he was generally supportive of the Property Investment Strategy, he felt that it was premature to be looking to set up a company without having considered detailed financial workings.

In view of the comments set out above in relation to the membership of the Board of Directors, the Committee recommended that the composition of the Board be increased to five, with the inclusion of an independent Chairman. Consequently, in order to ensure a suitable balance at Board meetings, the Committee recommended that quorum be increased to four to ensure that at least one Councillor and one officer would be present at all meetings.

The Committee noted that it would be submitting its comments to the next meeting of the IAB on 26 March 2019, however also requested that its comments and observations be submitted to the next available meeting of the Executive, which would be in June 2019.

**The meeting commenced at 6.00 pm and concluded at 6.52 pm**

**Chairman**

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## **Business Transformation Service**

The Business Transformation Service was created as a result of the recent review of Head of Service functional areas and has only existed in its current form since the 1<sup>st</sup> March 2019. The Head of Business Transformation had previously held the post of Head of Customer and Corporate Services. The changes agreed earlier this year saw the Estates and Valuations Team move to the Property and Finance Service with corporate responsibility for Business Transformation Projects transferring to the new service area.

The Head of Business Transformation has responsibility for the following Teams and functions:

## **Property and Engineering Team**

This team is made up of three full time officers including the Property and Engineering Manager, Nick Laker. The primary functions of the team are:

- Providing technical advice and project management support to other operational services areas (e.g. Leisure Centres, Parks, Day Centres, Car Parks)
- Management and maintenance of corporate buildings
- Flood prevention
- Maintenance of drains, dams and ditches
- Car park maintenance (e.g. re-surfacing)
- Street furniture (including our 95 bus shelters).

Much of the Team's work is in supporting projects initiated by other service areas along with the more routine work re corporate building maintenance and street furniture.

Significant projects that we are involved with which may interest the Overview & Scrutiny Committee include:

- Godalming Flood Wall
- Wey Hill and South Street Car Parks (re-surfacing and refurbishment)
- Farnham Museum (external brickwork and parapets).

## **IT**

Our IT Team is managed by Linda Frame and is made up of 18 staff, all but one of whom are full time. We also have an apprentice working in the team this year.

We have four members of staff working on our front line Service Desk and one other officer working as our IT Trainer. We have a further two officers working in our Infrastructure Team looking after our hardware and telephone systems. Most of the other team members are supporting line of business services or functions we host internally (e.g. Sharepoint, Housing, GIS, Gazetteer, Document Management etc).

The Team is a support service seeking to provide a reliable and effective platform for the organisation to work within as well as facilitating business development requirements articulated by operational services areas.

Of interest to the Overview & Scrutiny Committee over coming months might be:

- The acquisition of Customer Relationship Management (CRM) and Master Data Management (MDM) technology and the subsequent integration with line of business systems
- A new Planning System following the Building Control solution which went live earlier this year
- The transition to Office 365 further to the recent upgrade to 2016.
- Investment in our VM and Citrix server farm environment.

## **Facilities**

Our Facilities Manager is Steve Holt. The Facilities Team is made up of:

Caretakers - We have two full time members of staff who manage and maintain The Bury and also assist with our other corporate buildings.

Evening Security - Three part time members of staff who are on duty until the building closes each night.

Evening Reception - Three part time members of staff.

Staff Restaurant - Four members of staff, three of whom are part time.

Cleaners - We have 11 staff in our cleaning service, two of whom are full time. The cleaning team look after this building and we also have significant contracts with both Farnham and Godalming Town Councils and with our own Housing Service.

Given most of the work is very much business as usual the Overview & Scrutiny Committee may have limited interest in the detail of our activity. However we may have to review the financial viability of the staff restaurant this year which Members may take a view on.

## **Support Services**

The Support Services Manager is Helen Bower.

Support Services consist of the Print, Post and Scanning Team made up of 9 officers (two full time and seven part time posts) and the Reception Team (one full time and five part time posts). The Reception Service covers this building including the switchboard and also the locality office based at Farnham Town Council.

The Support Services Team also administer and run the Community Meals Service which operates out of this building with the meals being freshly cooked daily by the Staff Restaurant. We provide around 25 meals per day at present. In due course this service might transfer to a local Day Centre if they have the capacity to take this on.

We looking at a hybrid post and print contract this year which will bring with it significant business and cultural change. This may be of interest to the Overview & Scrutiny Committee and is also one of the Business Transformation work-streams referred to below.

## **Business Transformation**

Business Transformation was given particular focus when reviewing Heads of Service roles earlier this year because of the financial challenges facing the Council. Efficiency is key as services must be delivered at a lower cost. We expect Business Transformation projects to realise savings of £1m by 2022.

Since March 2019 we have drafted our Business Transformation Strategy and begun to scope out the projects we think can best contribute to the financial imperative.

We have identified the following work-streams as constituent parts of our approach:

Staff Travel Arrangements - We will be looking at the sums we spend on car allowances and mileage rates and looking at alternative approaches

Recruitment Arrangements - We will be reviewing the existing process with particular focus on the costs of interims

Planning - We will be reviewing processes and administration arrangements in the context of the proposed new IT line of business system

Building Control - We have still to scope out this work-stream in any detail but the service has recently invested in a new IT system and has transferred to the Commercial Services Service. Given these changes a review of processes would seem likely.

Revenues - This review is nearing conclusion. The Finance and Property Service has carried out a systems thinking “lean” review and is close to implementing the new delivery model.

Adelante/Agresso - We are proposing to invest in a new payment tool which will demand adjustment to our processes. This will link in with the customer services work-stream.

Housing/Homelessness - We will be reviewing the delivery model in the context of the demands currently being made on the service.

Licensing - We will be looking at both the Enforcement elements of this service (interfacing with the Inspection/Enforcement work-stream) and with administration (linking with the Customer Services work-stream)

Print, Post and Scanning - As referred to previously we are looking at the procurement of a hybrid mail solution.

Customer Services - This project is the most extensive of our work-streams. We are reviewing both our delivery model and the systems supporting this area work. We expect to make fundamental changes to both aspects and to deliver significant efficiencies by doing so.

Inspection/Enforcement - We still need to do more detailed scoping in respect of this project. We have recognised that we have staff who work remotely to carry out a variety of tasks. We will be examining whether we can organise that work differently so it can be done more efficiently and more effectively from a customer/resident viewpoint.

Office Accommodation - The offices here at The Burys are in need of significant investment and are going to be increasingly costly over the next 10 years. Given the value of the site, we are looking at options to re-configure or move the offices to another location. The project has been underway for some time and the next step is to commission a more detailed development appraisal.

## **Resources**

Although there is appreciable activity underway we have not yet secured dedicated resource for the Business Transformation Programme. Once the scoping work completes and it becomes clear as to what the requirement is we will be addressing that issue.




# Commercial Services service plan priorities 2019-22

Head of Commercial  
Services  
Kelvin Mills










# Commercial Services

**Kelvin Mills**  
Head of Commercial  
Services



```
graph TD; KM[Kelvin Mills, Head of Commercial Services] --- JC[Jane Clement, Business Manager, Building Control]; KM --- CH[Charlotte Hall, Arts & Cultural Services Manager]; KM --- DB[David Brown, Careline Manager]; KM --- AO[Adele O'Sullivan, WTS Centre Manager]; KM --- TM[Tamsin McLeod, Leisure Services Manager]; KM --- ML[Matt Lank, Greenspaces Manager];
```

<b>Jane Clement</b>	<b>Charlotte Hall</b>	<b>David Brown</b>	<b>Adele O'Sullivan</b>	<b>Tamsin McLeod</b>	<b>Matt Lank</b>
Business Manager, Building Control	Arts & Cultural Services Manager	Careline Manager	WTS Centre Manager	Leisure Services Manager	Greenspaces Manager
					



## Leisure Service –

Contract management of Places Leisure who operate our 5 leisure centres; increasing physical activity & the health & Wellbeing of our residents

Key Priorities for 2019 – 22

Leisure Investment programme –  
Godalming & Farnham Leisure Centre refurbishment projects

Cranleigh Leisure Centre

Update Health & Wellbeing Strategy

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## Parks & Countryside

Management of our grounds maintenance contractor ensuring quality greenspace, sports pitches & play areas. Maintenance of our countryside sites increasing biodiversity & accessibility & tree risk management.

Key Priorities for 2019 – 22

- Tender & procure a new Grounds Maintenance Contract for Nov 2019
- Create a new Heathland Hub for Frensham Great Pond open 2021
- Draft a new Greenspaces Strategy to link to Local Plan

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## Building Control

Is concerned with structure, safety, accessibility and sustainability of development. Giving pre-application advice, assesses building control applications & carries out enforcement of unauthorised work.

### Key Priorities for 2019 – 22

- Increase market share to become budget neutral
- Process applications in a timely and customer focused manner
- Introduce agile working to improve surveyor efficiency and service

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## Careline

Offers a community alarm service to help people live longer and independently at home.

- Key priorities 2019 – 22
- Increase the number of residents we help to live independently at home
- Increase links to key partners raising profile of the service
- Expand the number of services that Careline can offer to meet the need of the borough.

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## Arts & Culture

Supports the cultural services within the borough maximising funding for arts and culture

### Key priorities for 2019-22

- Oversee and deliver the Cultural Strategy Action Plan
- Work with partners including Health to deliver programmes aimed at improving mental wellbeing
- Increase usage and promotion of the Borough Hall and the Memorial Hall

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## Waverley Training Services

Delivers apprenticeships and study programmes for young people to help them into employment and further education.

### Key Priorities for 2019-22

- Increase the number of apprenticeships offered and maintain the study programme learner numbers
- Continue to focus on overall and timely achievement rates of students
- Create and effective Business Plan and Quality Improvement Plan to take the service forward

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# Waverley – a great place to do business



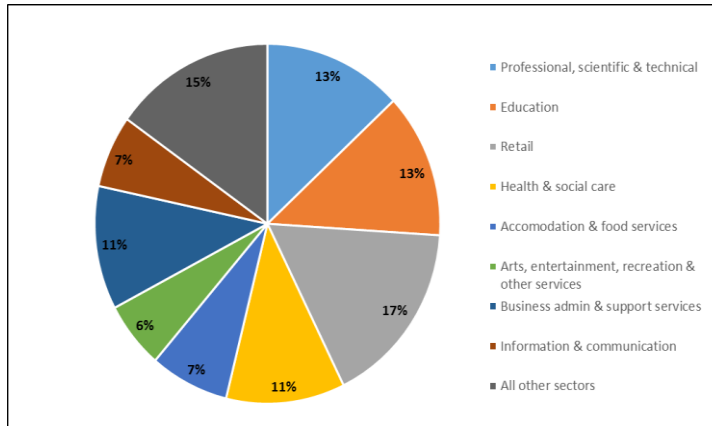
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## Business in Waverley

- Waverley has one of the highest business densities in Surrey with 8,200 VAT registered enterprises (ONS 2017)
- Total business turnover in Waverley was over £4.9bn in 2017, with micro and small businesses contributing 61% of the total (ONS 2017).
- 91% of businesses in the borough have less than 10 employees
- Waverley has 47 business parks

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## Waverley workplace employment by sector



(source: ONS 2016)

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## Economic Development Strategy 2018-2032

Economic development vision for Waverley is:  
***'A successful place where local businesses can grow and flourish. Where all our rural and urban communities have access to sustainable, high quality employment. Where everyone living and working in Waverley can share in its beautiful natural environment and economic prosperity'.***

This vision will be achieved via six themes.

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## Economic Development Strategy - six themes

1. Encourage sustainable business and employment growth in both urban and rural areas
2. Provide high quality business and employment support
3. Support healthy town and village centres
4. Encourage a successful visitor economy that is right for Waverley
5. Expand links with, and support for, the education sector
6. Support the right housing developments in Waverley

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## Work with key partners

**Enterprise M3 Local Enterprise Partnership/ Growth Hub**

**Four Chambers of Commerce**

**Surrey Chamber of Commerce**

**Business South**

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## Business improvement district for Waverley x4

**Businesses** get together, decide what **additional improvements** they want to make, how to **manage** and **deliver** those improvements and what it will **cost** them.

This all goes into a **business plan** which is **voted** on by all those who would have to **pay**.

Four chambers working in parallel 2019+

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## Retail vacancy rates

Town	No. of retail premises 2019	Vacancy rate spring 2019	Vacancy rate spring 2018
Farnham	243	3%	2%
Milford	24	0%	4%
Farncombe	41	0%	3%
Godalming	204	7%	5%
Haslemere	120	3%	3%
Bramley	29	3%	3%
Wey Hill	73	3%	4%
Cranleigh	112	9%	5%

National average 8.9% (BRC 2018)



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## Encourage the Visitor Economy

- Work with partners such as VisitBritain/ VisitEngland/ Farnborough International
- Support tourism businesses



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## Protecting community services

Team also takes the lead for consultations on changes to:

- Post offices
- Bus services
- Ticket offices
- Payphones etc.

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# Finance Portfolio

Presentation by:  
Peter Vickers, Head of Finance

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## Finance Portfolio remit

Service	Function	Lead Officer
Finance	General Fund budget	Rosie Plaistowe
	Housing Revenue Account	Lindsay Kennedy
	Core finance functions	Walter Stockdale
	Insurance and Risk	Vicki Basley
	Procurement	Patrick Tuite
Property	Commercial Investment	Anne Cains
	Estate management	
Housing Benefit	Rent support	Nicky Harvey
	Council tax support	
Revenues	Council tax collection	Nicky Harvey
	Business rates collection	

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## Finance Service objectives

- to ensure robust and effective management of Waverley's financial resources with clear and transparent reporting of the Council's accounts and transactions
- to give clear advice to Members, staff and other organisations to support sound decision making and prudent financial management
- to manage all of the Council's incoming and outgoing financial transactions in accordance with good practice and Waverley's policy and control framework

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## Finance Service activities

Uphold financial governance through:

- financial regulations
- procurement and contract procedures
- income and debt management policy
- capital strategy
- treasury management strategy

Financial controls, transactional processes and IT systems

Financial planning, advice and support

Value for money

Financial reporting – internal, statutory and government

Budget monitoring and forecasting

Risk and insurance management

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### Property Service objectives

- manage the commercial portfolio and seek to increase and enhance this by further acquisitions
- review existing property asset base to maximise income
- provide specialist technical support to services on asset management

#### Key documents:

Property Strategy  
Asset management strategy  
Capital strategy

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### Revenues and Benefits Service objectives

- to provide a cost-effective revenue service that achieves the maximum collection rate possible for the Council Tax and Business Rates due from residents and businesses in the borough
- to ensure our claimants receive their entitlement to benefit to help them meet their housing costs and to make payments quickly and accurately

#### Service metrics:

6000 benefit claimants  
Xxx council tax support  
Xxxx our own tenants  
Provide £27m per year in rent support and £6m in council tax reduction

54,000 households billed for council tax collecting £90m per year  
6,000 businesses eligible for business rates collecting £36m per year

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## Budget Strategy Working Group

- In September 2017 the Value for Money and Customer Services Overview & Scrutiny Committee expressed the view that a radical re-think of how services, front line and support, are delivered was needed to meet the anticipated long term financial challenges facing the Council
- The BWSG was established to drive forward the Medium Term Financial Plan (MTFP) initiatives designed to resolve the projected budget shortfall.
- Members from all scrutiny committees are invited to participate
- Enable officers and members to work together

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## Budget Strategy Working Group

### Terms of reference:

- Examine and provide input into the development of projects to deliver the MTFP initiatives
- Develop a strategy shifting emphasis away from a pure 'financial savings targets' towards 'business change'
- Ensure future service reviews and decisions are taken within the widest context of the Council's vision, corporate objectives and MTFP
- Monitor the development and delivery of an action list against objectives relating to income, savings and efficiencies and report progress to the Executive
- Review the process used to translate the implementation of initiatives into the budget

### Desired outcomes

- Identify how services, front line and support, can be delivered differently to meet the budget shortfall.
- Contribute to the development of the longer term business change of the Council.

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# Policy and Governance

Robin Taylor, Head of Policy and Governance  
June 2019



# This presentation

1. Policy & Governance
2. Overview of Service Plan
3. Opportunities for scrutiny to add value?



# Policy & Governance





## Policy and Governance

1. **Monitoring Officer** function, including code of conduct
2. **Legal Services** incl internal / external advice, Land Charges, FOI, Information Governance
3. **Democratic Services** incl meeting support, Mayoralty and councillor learning and development
4. **Corporate Policy** incl policy, strategy, scrutiny, complaints, performance, projects
5. **Comms and Engagement** incl website, social media, press office, community engagement.
6. **HR** incl operational, strategic, L&D
7. **Elections**, incl electoral register

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## Overview of Service Plan

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## Team 1 – Corporate Policy

- Support effective performance management, policy development and project management
- Provide scrutiny policy support, ensuring it adds value and improves policy development and decision-making
- Respond to and learn from customer complaints
- Ensure the principles of equality and diversity are embedded into the Council's policy development and decision-making processes

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## Team 2 – Communications and Engagement

- Finalise / implement new Communications and Engagement Strategy
- Keep residents informed and promote civic pride
- Take a planned, targeted and evidence-based approach
- Do more digital but not exclusively digital
- Engage with Waverley's residents and customers
- Be more commercial
- Deliver new, accessible customer-focused website

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### Team 3 – Democratic Services (& MO)

- Ensure the Council's decision-making is democratic, transparent, and informed and councillors are supported to function effectively (constitution + protocols/ committee support / scrutiny / IT / mayoralty)
- The Council functions properly, with high standards of governance and ethical conduct (advice / complaints / IPs / registers of interest)
- Deliver an excellent programme of Councillor Learning and Development (Induction / Ongoing / Charter Mark Commitment)

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### Team 4 – Elections

- Prepare for, organise and conduct all types of elections, polls and referendums held in the Waverley borough
- Provide effective customer service: public; voters; candidates; agents; parties; others.  
(Team + wider Waverley team effort)
- Prepare for and conduct annual voter registration canvass process
- Maintain the electoral register
- Undertake any electoral / community governance reviews as required

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## Team 5 – Human Resources

- Strong Foundations  
(HR data / payroll / staff and manager self service / digital document management / review & improve processes)
- Attract, recruit and nurture staff talent  
(identify and address skills gaps / apprenticeships / graduates)
- Retain, recognise and reward staff effectively and appropriately  
(publish and review gender pay gap / optimise pay, reward and benefit structures / promote positive mental health and wellbeing)
- Skills, knowledge and experience development  
(Performance agreements / learning and development / staff survey / career pathways)

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## Team 6 – Legal Services

- Provide high quality and timely dedicated legal advice supports the council's delivery of services and strategic projects and ensures the Council acts lawfully, transparently and ethically
- Maintain high performance in turning around land charges search requests
- Lead and manage the Council's approach to Information Governance, ensuring it is fully compliant
- Deliver IT improvements to support efficient working practices and excellent customer service in Legal Services and Land Charges

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# Opportunities for scrutiny to add value?

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## Opportunities to add value?

1. Make the most of scrutiny – research, shape, influence, engage
2. New website project
3. New focus on public engagement
4. HR strategy implementation
5. Councillor learning and development / Charter Mark journey
6. Your ideas!

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**WAVERLEY BOROUGH COUNCIL**

**ENVIRONMENT O&S – 17 JUNE 2019**

**COMMUNITY WELLBEING O&S – 18 JUNE 2019**

**VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 24 JUNE 2019**

**HOUSING O&S – 25 JUNE 2019**

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**Title:**

**CORPORATE PERFORMANCE REPORT  
Q4 2018/2019 AND ANNUAL OUTTURN  
(JANUARY – MARCH 2019)**

**[Portfolio Holder: All]  
[Wards Affected: All]**

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**Summary and purpose:**

The Corporate Performance Report provides an analysis of the Council's performance for the fourth quarter of 2018-19. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

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**How this report relates to the Council's Corporate Priorities:**

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

**Equality and Diversity Implications:**

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

**Financial implications:**

There are no resource implications in this report. Active review of Waverley's performance information, including financial data, is an integral part of the corporate performance management process, enabling the council to maintain value for money across its services.

**Legal Implications:**

Some indicators are based on statutory returns, which the council must make to the Government.

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**Background**

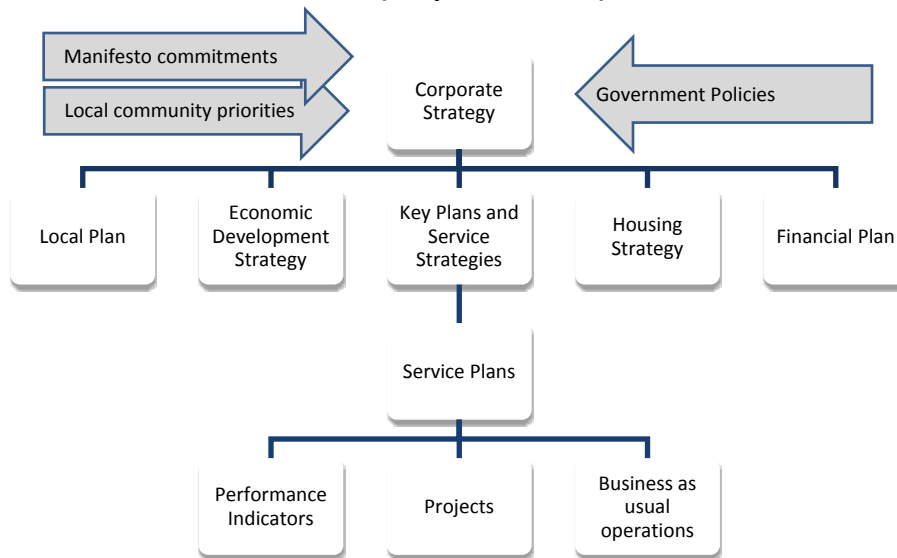
The Council's Performance Management Framework provides the governance structure to enable clear direction in goals and objectives delivery. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets.

The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key performance indicators

- Progress of service plan actions
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data
- Housing Delivery monitoring

### Performance Framework at Waverley Borough Council (Corporate Level)



The report comprises the corporate overview section with the Chief Executive's and Section 151 Officer's (Finance Director) comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management and it is presented to the Overview and Scrutiny Committees to scrutinise the progress against the Council's goals and objectives.

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

The Overview and Scrutiny Committees remits are listed below:

**Environment O&S Committee:**

- Environmental Services
- Planning

**Community Wellbeing O&S Committee:**

- Communities Services
- Environmental Services – Licencing only

**Value for Money and Customer Service O&S Committee:**

- Customer and Corporate Services
- Finance
- Policy and Governance

**Housing O&S Committee:**

- Housing Operations
- Housing Delivery



## **Recommendation**

It is recommended that the Overview & Scrutiny Committee considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate.

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## **Background Papers**

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

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## **CONTACT OFFICER:**

**Name:** Nora Copping  
**Title:** Policy & Performance Officer  
**Telephone:** 01483 523465  
**E-mail:** nora.copping@waverley.gov.uk

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**Corporate**  
**Performance Report**  
**Q4 2018/19**  
(January – March 2019)

**Final version**



**Report Publication Date: 6 June 2019**

# Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	Management Board	Management Board	3
<b>Scrutinised by Environment - Overview &amp; Scrutiny Committee on 17/06/2019</b>				
2	Service Dashboard	Planning (will change to Planning and Economic Development from Q1 2019/20)	Paul McKim	9
3	Service Dashboard	All Environment Services teams except for Licensing which is under remit of Community Wellbeing O&S committee	Richard Homewood	13
<b>Scrutinised by Community Wellbeing - Overview &amp; Scrutiny Committee on 18/06/2019</b>				
3	Service Dashboard	Licensing Team aspect only under Environment Services section (when required)	Richard Homewood	13
4	Service Dashboard	Communities Services ( <i>from Q1 changes to Commercial Services</i> )	Kelvin Mills	17
<b>Scrutinised by Value for Money &amp; Customer Service - Overview &amp; Scrutiny Committee on 24/06/2019</b>				
5	Service Dashboard	Customer & Corporate Services ( <i>from Q1 changes to Business Transformation and Corporate Services</i> )	David Allum	20
6	Service Dashboard	Finance ( <i>from Q1 changes to Finance and Property Services</i> )	Peter Vickers	24
7	Service Dashboard	Policy & Governance	Robin Taylor	27
<b>Scrutinised by Housing - Overview &amp; Scrutiny Committee 25/06/2019</b>				
8	Service Dashboard	Housing Operations	Hugh Wagstaff	31
9	Service Dashboard	Housing Strategy & Delivery ( <i>from Q1 changes to Housing Delivery and Communities</i> )	Andrew Smith	35

## RAG Rating Legend

### Performance Indicators RAG Legend (RAG = Red, Amber, Green)

<b>Data only</b>	Data only KPI, no target
<b>Green</b>	On target
<b>Amber</b>	Up to 5% off target
<b>Red</b>	More than 5% off target

### Service Plans, Internal Audit, Project Management RAG

<b>Completed</b>	<b>Off track - action taken / in hand</b>
<b>Completed off track</b>	<b>Off track - requires escalation</b>
<b>On track</b>	<b>Cancelled / Deferred</b>

# 1. Corporate Dashboard – All Services

## Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern - Quarter 4 and Annual Outturn for 2018-19

### Chief Executive's summary:

This Quarter 4 report provides a performance overview for the financial year 2018-19. The service chapters provide commentary and detail, focusing on those areas of the Council's business that have required intervention to bring them back on track.

Particular headlines at the end of the financial year are:

- Performance overall was very good, with most performance indicators and service plan actions on track.
- A favourable financial outturn and setting a balanced budget for the new financial year.
- A very successful and high-profile civic year.
- Adoption of a suite of strategies to help direct the Council's activities, including the Corporate Strategy, Economic Development Strategy and housing strategies.
- Adoption of a new HR Strategy following our successful Investors in People reaccreditation.
- Implementing the new Community Infrastructure Levy.
- Successful procurement of a new waste, recycling and housing maintenance contractors.
- Preparations for a 'no deal' Brexit, as required by government.
- Preparations for the borough and parish elections.
- Approving a new approach to place-shaping in the borough and initiating a new project in Farnham.
- Hosting the 12<sup>th</sup> Waverley Design Awards.
- Opening the refurbished Memorial Hall in Farnham.
- Successful initial defence in the High Court of the Local Plan 1, which is now being appealed against.
- We continued to support the Police investigation that we invited into historical air quality data.
- A senior management restructure, which took effect in March, to reflect the priorities of the Corporate Strategy and the Medium-Term Financial Plan. (The format of this report follows the old structure for consistency with the previous quarterly reports in the year.)

In the coming year, we are focusing on:

- Working with a new political Administration following the borough elections in May.
- Massive financial challenge in the coming 3 years resulting mainly from government policy, as well as implications from decisions by Surrey County Council on its services.
- Devolution discussions with Surrey and parish/town councils.
- Implementing the new waste and recycling contract in autumn.
- Procuring a new grounds maintenance contractor.
- Progressing with the Local Plan and with Neighbourhood Plans.
- A new strategic approach to our car parks.
- Progressing our investment plans in our leisure centres.
- Internal programmes to transform process and generate new income streams to support the financial plan.
- Tackling the incidence of non-pneumophila legionella in one of our properties, with external

expert support.

- National political and Brexit-related uncertainties.

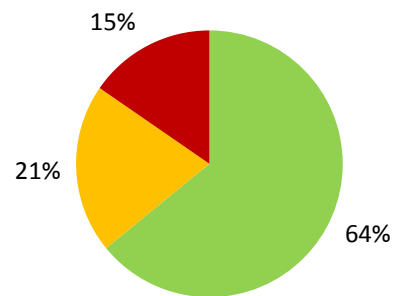
As we enter a new financial and civic year, and work with a new local political reality, the officer team at Waverley Borough Council is in a strong position to continue to provide high quality services. National political, funding and economic uncertainty presents great risks to this council, as it does for public services in general. 2019/20 will be critical for us finding new sustainable ways of delivering the services that our residents and businesses value. The whole team at Waverley of councillors and officers will have to focus on responding to local residents' priorities and needs, and on forging sustainable partnerships, to meet these challenges.

**Tom Horwood, Chief Executive**

## Performance Indicators Status

### Q4 All Corporate KPIs

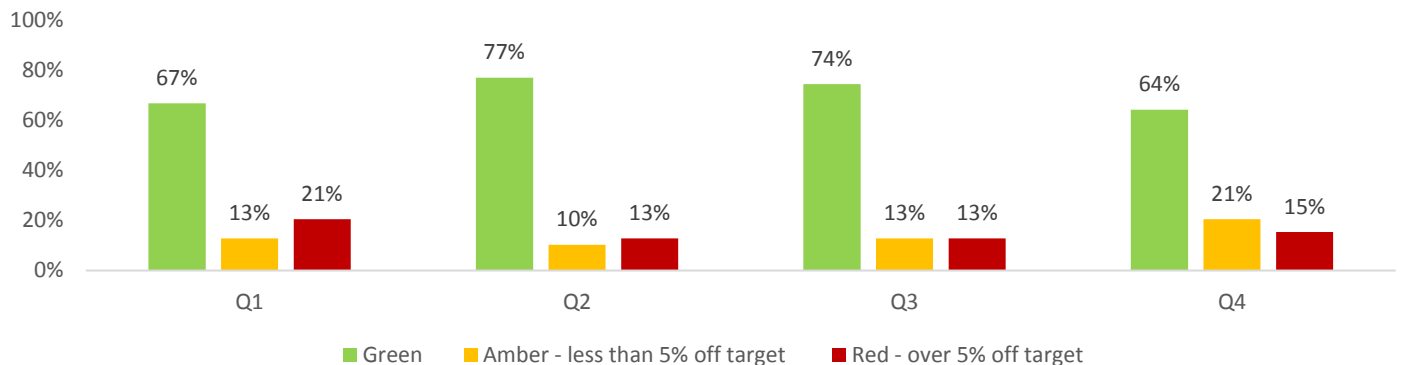
<b>Total</b>	<b>100%</b>	<b>39</b>
<b>Green</b>	<b>64%</b>	<b>25</b>
<b>Amber - less than 5% off target</b>	<b>21%</b>	<b>8</b>
<b>Red - over 5% off target</b>	<b>15%</b>	<b>6</b>



<b>Data only</b>	<b>N/A</b>	<b>12</b>
------------------	------------	-----------

**Comment:** In the fourth quarter 64% of indicators performed on target. The annual trend analysis has been included in the chart below. The number of indicators performing in red has reduced over the year. The service specific dashboards contain further details on underperforming indicators and what actions are being taken to address this.

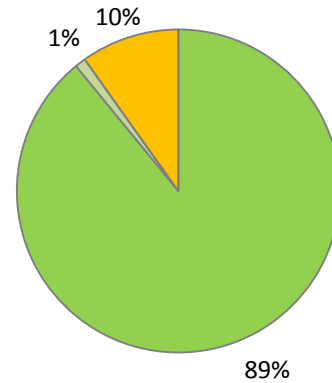
Performance Indicators - Annual Summary  
- Q1 to Q4 2018/19 - % per status



## Service Plans - Actions Status

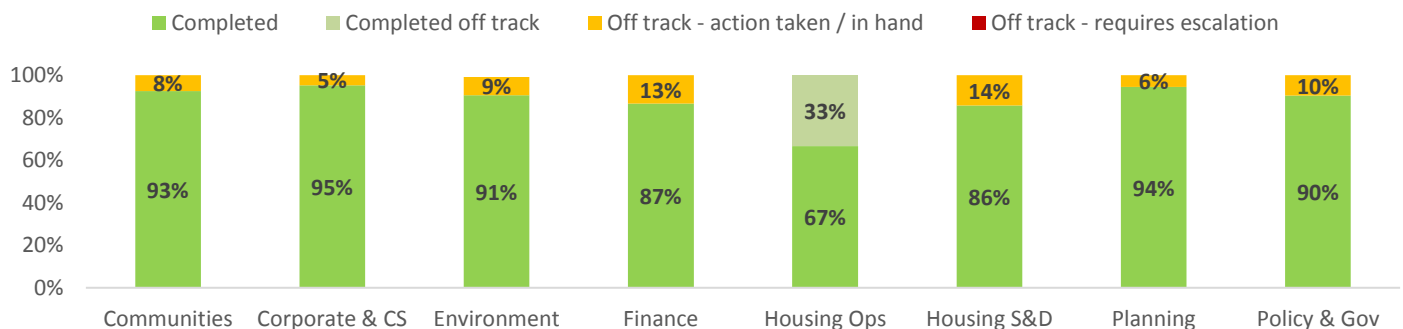
### Q4 Corporate Service Plans

Total	100%	183
Completed	89%	163
Completed off track	1%	2
Off track - action taken / in hand	10%	18
Off track - requires escalation	0%	0
Cancelled / Deferred		13



**Comment:** 90% of the service plan actions were achieved at the end of 2018/2019 financial year. The individual completion rate for each service area can be found in the graph below. Further details of service specific performance can be found under individual dashboards.

### Service Plans 2018/2019 (Summary per service)



## Internal Audit – Overdue Actions Status

The Internal Audit section is included for information only, as the scrutiny function for this service area falls under the remit of the Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent “Progress on the Implementation of Internal Audit Recommendations” report from the [Audit Committee meeting 4 March 2019](#)

1	IA19/07	On-line forms
2	IACM19/01	Section 106 Agreements
3	IA19/08	Flexitime

**Comment:** At the end of the fourth quarter there were three outstanding Internal Audit actions for the service areas of Planning and Policy and Governance. Further details can be found under service specific dashboards. The Annual Internal Audit Report for 2018/19 will be presented at the next Audit Committee on 22 July 2019.

## Complaints

Q4 2018-19 (1 January 2019 - 31 March 2019)

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Communities	1	1	100%	0	0			
Customer & Corporate	0	0		0	0			
Environment	10	6	60%	3	3	100%		
Finance	8	7	88%	2	2	100%		
Housing Operations	38	31	78%	13	13	100%		
Housing Strategy & Development	5	5	100%	1	1	100%	1	Not upheld
Planning	20	19	95%	6	6	100%		
Policy & Governance	0	0		0	0			
<b>Total</b>	<b>82</b>	<b>69</b>	<b>84%</b>	<b>25</b>	<b>25</b>	<b>100%</b>	<b>1</b>	

<b>Total Complaints</b>	<b>107</b>
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	Response Rate	Target	Status
Level 1	84%	95%	over 5% off target
Level 2	100%	95%	on target
Total	88%	95%	over 5% off target

**Comment:** A total of 355 complaints were received in 2018/19 compared with 478 in 2017/18. This is a reduction of 25% which is thought to be due mainly to the Council's decision to move from a three stage procedure to a two stage procedure in April 2018.

84% of Level 1 complaints and 98% of Level 2 complaints were responded to within the Council's target timescales for response.

It is encouraging to note that 76% of all complaints were resolved at Level 1.

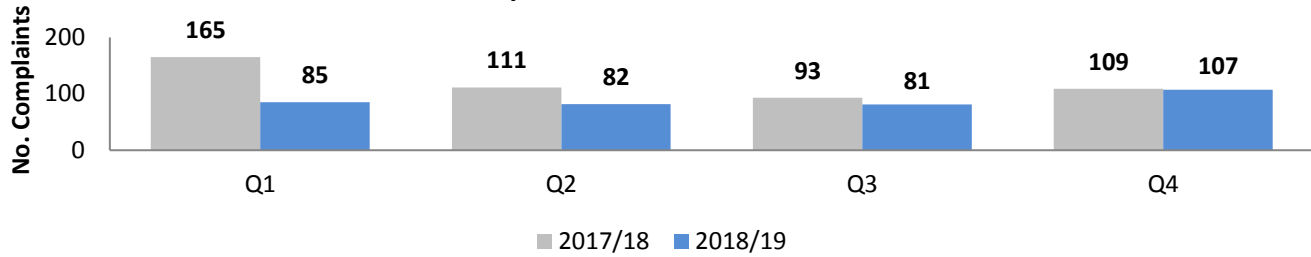
50% (177) of all complaints received in 2018/19 concerned housing matters. 21% (72) concerned planning and 17% (58) concerned environmental services issues.

Complaints received in 2018/19 led to the following service improvements:

- The preparation of a formal policy and procedure for dealing with abandoned vehicles
- Improvements to the Out of Hours Service provided to tenants including the publication of more detailed information on the website, and
- Out of Hours contractors provided with appropriate information regarding vulnerable tenants.
- Improvements to the advice given to tenants who have to move temporarily from their home, regarding the removal and storage of all personal possessions.



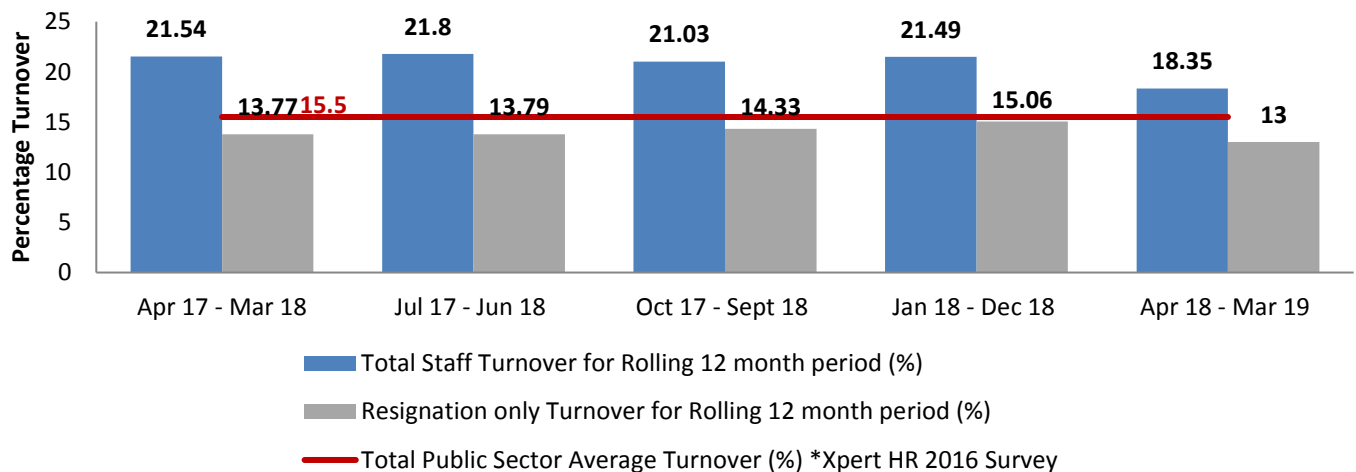
### Total Number of Complaints 1 April 2017 - 31 March 2019



### Workforce data – Corporate Level

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

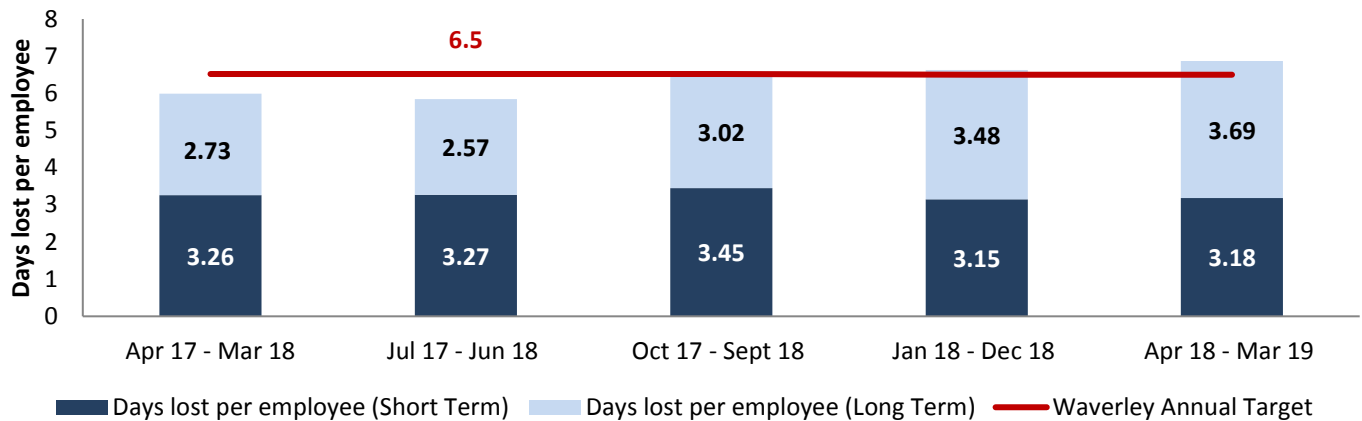
### Staff Turnover % Rolling 12 months - Q4 2017/18 - Q4 2018/19



**Comment:** The corporate average number of employees in the fourth quarter was 456 people in total, with 20 leavers in that period. HR Team has revised the exit interviews process to allow collection of more meaningful data. The team is also currently conducting more in depth analysis and the findings will be reported to senior management in due course.

## Absence Data

### Rolling 12 months - Q4 2017-18 to Q4 2018-19



**Comment:** There are no areas of particular concern regarding staff sickness levels, which over the year are on track and under public sector averages. In the fourth quarter the sickness level has slightly increased, further details can be found in the Policy and Governance Dashboard.

## Finance Update on Budget Position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) - Q4 and Annual Outturn for 2018/19

### Section 151 Officer summary:

#### **Budget Position**

I have reviewed the position against budget at the end of the financial year and a full outturn report will be considered by Management Board and the Executive in June/July ahead of the full accounts being approved by Audit Committee. Overall, staff costs are within budget and the vacancy target has been exceeded in most service areas. Most of the major income areas were at or above budget level, with the exception being planning and building control which are being reviewed in the new financial year. Investment interest and Waverley Training Services have performed well against budget in the year. Significant areas of cost including contract spend are within budget but there are some non-material cost under and overspends which are explained later in the report. The outturn report provides a summary of the detailed line-by-line monitoring work done during the year by spending officers supported by the finance team and an explanation of any large variations from budget. It has been necessary to increase provisions for bad debts and for business rate funding risk during the year to reflect the estimated position at year end and there are proposals included in the outturn report to strengthen certain provisions further. The O&S committees can decide to consider in more detail any aspect of the outturn position.

#### **Progress of the MTFP Delivery**

Although a [balanced budget for the coming year 2019/2020](#) has been approved by the Full Council in February 2019, in order to address the [projected budget shortfall between 2020 and 2023](#), the Council has developed a [MTFP Budget Strategy for 2019-2023](#). Preparatory work for its execution is underway under the main themes of property investment, income generation through our Commercial Services and Business Transformation programme of Council Services.

***Graeme Clark, Strategic Director (and Section 151 Officer)***

## 2. Service Dashboard – Planning

*This Service includes the following Sections: Development Management, Planning Policy and Building Control.*

### Key Successes & Lessons Learnt, Areas of Concern – Q4 and the annual outturn

#### **Head of Service summary:**

It has been another busy year for the teams characterised by high workloads and continuously strong performance with all national targets met and often exceeded.

Key actions from the Development Management Improvement Plan have been progressed, including sign off for the new IT development system for Building Control Team and baseline introduction of this application into the Development Management section. Key actions implemented include the establishing of a programme approach to project management for key strategic sites including: Aarons Hill, Dunsfold Park, Milford Golf Course, key sites around Cranleigh, Brightwells and Coxbridge Farm in Farnham.

The reporting on major developments using a RAG rating approach has been established in order to enable early identification of issues. The Section 106 and Conditions Programme for strategic sites with developers/promoters has been implemented, and initial meetings have taken place. This will assist in speeding up housing delivery in the medium term and address five year housing supply matters at appeal. The added focus on close working between the Development Management and Planning Policy Team (responsible for delivery of Local Plan) is proving effective.

A Benchmarking Review and Value for Money Assessment had been commissioned for Development Management Team with support from the Waverley's Internal Audit Team in its consultancy role.

Consents for Milford Golf Course and Aaron's Hill with the adjoining Suitable Alternative Natural Greenspace (SANG) contribution in Guildford Borough Council have been achieved. As has the introduction of the Community Infrastructure Levy (CIL) regime from 1 March 2019.

The Council defended High Court Challenges to the Local Plan Part 1 and to the Dunsfold planning permission. The claimants have now lodged a challenge on two grounds to the Court of Appeal which is to be heard later this year.

The forward emphasis is a project management approach for major schemes linked to improving communication with all stakeholders.

Finally, the number of appeals remains high. A revision to the Planning Committee cycle process is intended in order to reduce appeals related workload and to bring it down to manageable expectations of 25%.

***Paul McKim***  
***Head of Planning & Economic Development***

## Performance Indicators Status Q4

**Comment:** All statutory indicators are performing on target (P151,P153,P123).

The performance on planning appeals (LP2) remains off target. This indicator is, however, a local one and not as critical as the nationally monitored indicators which inform the designation (Special Measures) regime P152. The indicator LP2 captures performance on planning appeals across all types of planning applications, whereas the statutory indicator P152 captures only major and minor planning appeal performance. There is also a substantial time lag between data gathering and reporting on the government website. To monitor progress towards this national target a local indicator LP152 was put in place, measuring performance on a quarterly basis. There were two tree applications (LP5) which took longer to determine due to their complexity and additional time and consideration required by other agencies involved in the process. Due to work pressure within the team the percentage of enforcement cases processed within the target (LP4) has fallen into red, however corrective actions are being put in place (successful appointment to two vacant posts) and the improvements are expected in the first quarter.

### Proposals for 2019/20 Indicator Set

The current indicator set was reviewed at the end of 2018/2019, and it is proposed to include a new indicator starting from Q1 2019/2020, monitoring housing completions by all housing providers.

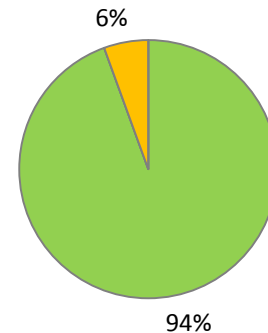
KPI	Description		Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q4 Target
LP1	Percentage of all planning applications determined within 26 weeks <b>(higher outturn is better)</b>	%	99.6%	99.1%	98.7%	99.3%	99.0%	100%
P151	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) <b>(higher outturn is better)</b>	%	93.8%	87.5%	85.7%	100.0%	92.3%	80.0%
P153	Processing of planning applications: Non-major applications - % determined within 8 weeks <b>(higher outturn is better)</b>	%	97.3%	96.2%	95.8%	93.4%	94.3%	80.0%
P123	Processing of planning applications: Other applications <b>(higher outturn is better)</b>	%	95.0%	100%	93.3%	90.3%	93.6%	90.0%
LP9	Processing of all other residual applications - % determined within its target (Internal) <b>(higher outturn is better)</b>	%	89.6%	93.6%	86.2%	93.1%	92.4%	80.0%
LP2	All planning appeals allowed out of all planning appeals determined (cumulative year to date) <b>(lower outturn is better)</b>	%	41.0%	26.9%	30.8%	39.6%	38.5%	30.0%
LP152*	Major planning appeals allowed as a % of Major Application decisions made (cumulative) <b>(lower outturn is better)</b> <i>* Indirectly links to the national indicator MHCLG P152 which is updated periodically and subject to a time lag.</i>	%	9.0%	11.8%	9.7%	7.4%	6.3%	10.0%
LP154*	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b> <i>* Indirectly links to the national indicator MHCLG P154 which is updated periodically and subject to a time lag.</i>	%	1.6%	1.3%	1.2%	1.5%	1.6%	10.0%
LP4	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	94.9%	94.1%	90.9%	81.3%	64.2%	75.0%

LP5	Percentage of tree applications determined within 8 weeks ( <b>higher outturn is better</b> )	%	97.9%	90.5%	100.0%	100.0%	90.5%	95.0%
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## Service Plans - Actions Status

### Q4 Planning Service Plans

<b>Total</b>	<b>100%</b>	<b>18</b>
Completed	94%	17
Completed off track	0%	0
Off track - action taken / in hand	6%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred		4



**Comment:** The table above presents the completion status of all Service Plan actions for this service team at the end of the financial year 2018/19. Certain actions required additional time to complete or were superseded by other projects. Further details can be found below.

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken
SP18/19P1.1	Develop new IT system for Development Management and Building Control (complete back scanning for Service)	31/08/19	Off track - action taken	31/10/19	75% Completed. A new revised date for the programme was agreed with senior management for 31 Oct 2019.
SP18/19P1.3	Systems thinking - review of processes	31/07/18	Transferred	To be carried out under new SP 2019-22	20% Completed Internal discussions with Democratic Services, Legal Services on committee reporting. Benchmark exercise commissioned for VFM assessment. Estimated return 31st May 19.
SP18/19P1.4	Explore increased income generating opportunities/selling/ shared services (Policy/Development Management)	31/03/19	Transferred	To be carried out under new SP 2019-22	60% Completed Charges reviewed for 2019/20. Internal review of Pre Application Service with a focus on a more efficient response will also generate additional fees.
SP18/19P4.4	Design Awards ( ref. Local Plan Part 2)	31/10/18	Transferred	To be carried out under new SP 2019-22	Programme of Conservation Area Appraisals temporarily put on hold in view of resource issues arising from vacancies within the Team
SP18/19P5.1	Review model of Customer Service provision and implement preferred model	31/03/19	Transferred	Customer Service Project 2019-2022	To be carried out as part of the corporate Customer Service Project.

## Internal Audit - Actions Status Q4

The Internal Audit section is included for information only as the scrutiny function for this service area falls under the remit of the Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent "[Progress on the Implementation of Internal Audit Recommendations](#)" report from the [Audit Committee meeting 4 March 2019](#)

Code & Title	Start Date	Due Date	Head of Service
IA19/07 On-line forms		01 Apr 2019	McKim, Paul
IACM19/01 Section 106 Agreements		31 Dec 2019	McKim, Paul

**Comment:** At the end of the financial year there were two outstanding internal audit actions. These are currently being progressed by the teams and a progress report will be presented to the Audit Committee on 22 July 2019.

## Complaints Q4 update

Level	Level 1	Level 2	Ombudsman
Quarter 4 Number	20	6	0
Dealt with on time	19	6	0
Response Time	10 days	15 days	
Response Rate	95%	100%	N/A

**Comment:** The changes to the complaint process introduced in Planning at the end of Q3 have contributed greatly to the improvement in the response rate. 95% of Level 1 complaints were dealt with on time compared to 36% in Q3, and all Level 2 complaints were responded to on time compared to 84% in the previous quarter.

## Workforce – Q4 update

### Q4 - Planning

New Starters	7	Recruitment Success Rate this Quarter	50%
Leavers	4	Jobs Advertised	18
Service Turnover	5.35%	Appointed	9
Council's Average Quarterly Turnover	4.51%	Average number of weeks from interview to start date	3

**Q4 Comment:** Turnover of staff has slowed; the introduction of a higher tariff for Professional Membership (Royal Town Planning Institute, RTPI) effectively supports 13 members of staff and will assist with staff retention. Looking forward, the Head of Service is keen to look at a new apprenticeship entry approach into planning supported by the RTPI funded through the Apprenticeship Levy. This will assist women returners and those seeking a vocational entry into planning. The concentration of the committee cycle will also assist in work/life balance, leave management and management by Planning, Committee Services SMT in conjunction with Committee Chairs.

Looking forward, the Service has got over its immediate recruitment issues. However 12 posts are covered by contractors including the Head of Service role; these will be addressed going forward along with the focusing of resources across the Service which should provide more resilience.

### 3. Service Dashboard – Environment

*This service area includes the following teams: Car Parks, Environmental Health, Environmental Services, Emergency Planning, Finance, Licensing and Sustainability*

#### Key Successes & Lessons Learnt, Areas of Concern –Q4 and the annual outturn

It has been another exceedingly busy and challenging year for the teams. Notable during the year was the extensive work around investigating the possibility of a Teckal arrangement with Guildford for the waste contracts alongside an OJEU procurement process which ultimately ended in awarding the contract to BIFFA with a slight saving for the same level of service. Whilst the waste service did take a slight dip toward the end of the financial year we have successfully worked with the existing contractor to get things back on track and restore public confidence in the service.

On the parking scene the successful application to deregister the Weyhill Fairground car park as common land in exchange for Sun Brow Wood has opened up opportunities to improve the car park and offer a more useable open space as common land. Initial work is being planned on both sites and stakeholder consultation on the future of both sites will commence soon. Work also began on plans to install electric vehicle charging points in four of our busiest car parks to encourage motorists to switch to less polluting forms of transport.

The team has been working closely with the Air Quality Steering Group and the Farnham Air Quality Working Group to review our air quality monitoring arrangements and restore public confidence in the results. This will enable us to begin work on revising the air quality action plan during 2019/20.

The Public Space Protection Order in respect of dog fouling was introduced in January 2019 and further work is underway, reviewing the wealth of responses received in response to the dogs on lead proposals. Further proposals on this will be published later this year.

Officers have also worked hard to meet statutory duties and responsibilities by delivering the services relating to licensing, food, health and safety, environmental protection inspections and enforcement programmes, car park maintenance programmes and responding to incidents and emergencies alongside other agencies. Through the Joint Enforcement Initiative, officers have also worked in partnership with colleagues in other services and other agencies to tackle fly tipping, illegal waste carriers, unauthorised encampments and a range of community safety issues associated with serious organised crime and modern slavery.

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

#### Performance Indicators Status

**Comment:**

E1 - The rejection rate for dry mixed recyclables remains a concern though in the last quarter there was some improvement in performance. The increase is thought to be due to tighter restrictions on what will be accepted by end processors in this country and abroad, but also due to a lack of attention by householders. We are continuing to promote awareness of what can and can't be recycled and this seems to be starting to have an effect.

E2, E3, E4 & E5 - Performance on fly tip removal, street cleaning and missed bins has been maintained at or above target as were food inspections.

E NI182 - One of the questionnaires was returned by a business that had been subject to

enforcement action and this was reflected in the 'satisfaction' levels. (A health and safety prohibition notice was served to stop the use of an unsafe ladder). We continue to work with businesses to ensure regulatory compliance and also achieve high levels of satisfaction with the service. E NI192 – Recycling performance remains high and the trend is upward. The dip in the last quarter is thought to be due to the diversion of some dry mixed recycling to the waste stream as a result of capacity issues at the processing plants for a few weeks after Christmas. These issues have been resolved and it is hoped that Q1 of 2019/20 will show a recovering position.

### Proposals for 2019/20 Indicator Set

There are no changes proposed to the current corporate indicator set for this area.

KPI	Description		Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q4 Target
E1	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	7.1%	11.6%	10.5%	10.0%	8.1%	5.0%
E2	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	2.0	2.5	2.0	2.0	2.0	2.0
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting ( <b>higher outturn is better</b> )	%	90.2%	94.0%	84.0%	90.0%	90.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week ( <b>lower outturn is better</b> )	No.	20	34	35	22	40	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	95.0%	94.0%	100%	100%	100%	100%
E NI182	Satisfaction of business with local authority regulation services ( <b>higher outturn is better</b> )	%	90.0%	84.0%	85.0%	100%	81.0%	85.0%
E NI191	Residual household waste per household ( <b>lower outturn is better</b> )	kg	91.8	95.5	88.3	90.6	90.0	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	57.3%	58.6%	57.1%	59.0%	54.0%	54.0%

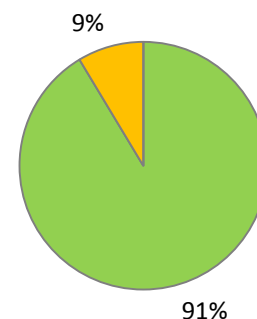
### Air Quality

All of our [Diffusion Tube monitoring data](#) is published on our website and [Waverley's automatic analyser data](#) is available on the Air Quality England website

### Service Plans 2018/19 - Actions Status

#### Q4 Environment Service Plan Actions

Total	100%	53
Completed	91%	48
Completed off track	0%	0
Off track - action taken / in hand	9%	5
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred		1



**Comment:** As indicated above it was an extremely busy and challenging year but staff rose to the challenge and the majority of the service plan was delivered on schedule with most of the objectives completed on track. A handful of actions require additional time to complete and the new agreed revised dates are listed below.



Code	Title	Original Due Date	Status	Revised Due Date	Actions taken
SP18/19ES3.3	Introduction of Public Space Protection Orders (PSPO) for dog issues and anti-social behaviour in partnership with Surrey Police.	31/12/18	Off track - action taken	31/08/19	81% Completed - Dog Fouling PSPO made with effect from 1 Jan 2019. Further consultation on Dogs on leads etc. in summer 2019
SP18/19ES3.10	Implement a procedure training programme for front line field officers for unauthorised encampments	31/12/18	Off track - action taken	31/08/19	70% completed - Training planned for first quarter of 2019.
SP18/19ES8.1	Review arrangements for supporting the Council's response to civil emergencies	30/11/18	Off track - action taken	30/06/19	80% completed - Emergency Contacts directories and severe weather plan reviewed. Other plans to be reviewed when new Emergency Planning and Resilience Officer in place
SP18/19ES9.1	Review arrangements for ensuring Business Continuity arrangements are in place and are fit for purpose	30/11/18	Off track - action taken	30/06/19	90% completed - Business Continuity Group meeting regularly and Service Business Continuity Plans under review.
SP18/19ES10.1	Review arrangements for implementing and monitoring the council's Health and Safety Policies	30/11/18	Off track - action taken	30/06/19	90% completed - Health and Safety Policy, Lone Working Policy, Driving at Work policy and Aggression at Work policies reviewed. Other policy reviews underway
SP18/19ES11.4	Meet with all relevant services to identify potential new opportunities to reduce energy and cost.	31/03/19	Transferred	Service Plan 2019-2022	The action was 50% completed but the completion was delayed due to maternity leave of post holder. This remaining part of the action will be carried out as part of 2019-2022 Service Plan.

## Internal Audit - Actions Status - Q4 update

**Comment:** At the end of Q4 there are no outstanding Internal Audit actions for this service area.

## Complaints – Q4 update

Level	Level 1	Level 2	Ombudsman
Quarterly Number	10	3	0
Dealt with on time	6	3	0
Response Time	10 days	15 days	
Response Rate	60%	100%	N/A

**Comment:** There were several complex cases to review at level 1 which delayed the responses but complainants were advised of the potential delay within the target response time and responded to in full in due course.

## Workforce – Q4 update

### Q4 - Environmental Services

<b>New Starters</b>	<b>3</b>	<b>Recruitment Success Rate this Quarter</b>	<b>50%</b>
<b>Leavers</b>	<b>1</b>	<b>Jobs Advertised</b>	<b>2</b>
<b>Service Turnover</b>	<b>2.03%</b>	<b>Appointed</b>	<b>2</b>
<b>Council's Average Quarterly Turnover</b>	<b>4.51%</b>	<b>Average number of weeks from interview to start date</b>	<b>5.14</b>

**Comment:** Staff turnover remains low and we successfully recruited a number of new starters. All key posts have been filled with permanent appointments or temporary staff pending full time appointments.

## 4. Service Dashboard – Communities

*This service area includes the teams of Arts, Community Services, Careline, Leisure, Parks & Countryside and Waverley Training Services.*

### Key Successes & Lessons Learnt, Areas of Concern – Q4 and annual outturn

#### Head of Service summary:

The last year has seen some notable achievements for Communities:

- Waverley Training Services achieving a GOOD Ofsted rating for the first time, as well as relocating to the newly refurbished Memorial Hall.
- The Borough Hall started live streaming of National Opera and Theatre productions.
- Leisure centre usage continued to rise but more importantly began offering health & wellbeing classes that have been extremely well received as can be seen by the KPIs.
- The Grounds Maintenance contract has had its best performance year in 2018/19 receiving the lowest number of complaints.
- Careline has reinvented its back office function creating efficiencies, a more client led approach and greater database analysis.

The coming year also has some exciting strands of work coming to a conclusion. Frensham Heathland Hub after gaining Commons Consent and planning permission moves to the next phase. Our new Grounds Maintenance contractor for the next 5 years will be procured. The leisure investment in Godalming and Farnham continues at pace with an uplift in management fees agreed, as well as the identification of the project team. The project looking at the location of a new Cranleigh leisure centre also comes to a conclusion bringing the reality of a new leisure centre ever closer. The majority of Service Plan objectives have been achieved and the team are fully focused on the coming year's targets.

***Kelvin Mills, Head of Communities and Special Projects***

### Performance Indicators Status Q4

**Comment:** Quarter four was a good quarter with nearly all areas achieving their corporate targets. The only indicator which was slightly behind target was *'Apprentice timely success rates'* (CS13) for Waverley Training Services, which has been addressed with a change of sub-contractors. A new back office system has been introduced for Careline to enable more efficient data monitoring going forward.

#### Proposals to 2019/20 Indicator Set

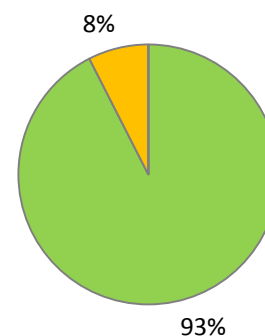
There are no changes proposed to the current corporate indicator set for this area.

KPI	Description		Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q4 Target
C1	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	536,377	501,438	462,103	473,507	502,964	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	Visits	Collection started from Q1 2018-19	1,374	4,007	6,112	6,559	Data only
CS9	Total number of Careline clients ( <b>data only, no target set - higher outturn is better</b> )	Clients	1,841	1,826	1,835	1,863	1,773	Data only
CS10	Total number of Careline calls per quarter ( <b>data only, no target set</b> )	Calls	5,966	3,549	6,216	5,444	5,308	Data only
CS11	Critical faults dealt with within 48 hours per quarter ( <b>higher outturn is better</b> )	Faults %	Collection started from Q1 2018-19	91.1%	100%	100%	100%	90.0
CS12	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	77.2%	78.3%	81.0%	82.1%	76.2%	75.0%
CS13	Apprentice timely success rate in gaining qualification in the time expected ( <b>higher outturn is better</b> )	%	72.0%	77.1%	78.0%	70.0%	69.0%	70.0%
CS14	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	24	29	22	19	26	Data only
P8	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> )	%	95.0%	91.5%	93.5%	98.7%	80.0%	80.0%

## Service Plans - Actions Status Q4

### Q4 Communities Service Plans

Total	100%	40
Completed	93%	37
Completed off track	0%	0
Off track - action taken / in hand	8%	3
Off track - requires escalation	0%	0
Cancelled / Deferred	0%	0



**Comment:** At the end of the financial year most of the service plan objectives were achieved. All outstanding objectives are progressing on target for completion within the revised due dates. The table below provides further details.

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken
SP18/19CS1.2	Renegotiate new leisure management contract thresholds to increase guaranteed return. (Cranleigh Leisure Centres)	31/08/18	Off track - action taken	31/05/19	75% Completed. Meeting arranged with Senior Management team at Places Leisure at the end of April. Proposal has been made and will form integral part of discussion with a view to gaining agreement by the end of May.

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken
SP18/19CS1.6	Leisure Design & tender project	31/08/18	Off track - action taken	31/10/19	60% Completed. Places Leisure appointed as project managers. The project designs will now be reviewed with the proposal to tender following planning permission Nov 19.
SP18/19CS5.3	Procure services for new Grounds Maintenance Service	31/12/18	Off track - action taken	31/05/19	90% Completed. Grounds Maintenance service has been tendered with positive interest. The tenders need to be evaluated with a contractor scheduled to be appointed by end of May.

### Internal Audit - Actions Status Q4

**Comment:** At the end Q4 there are no outstanding actions for this service area.

### Complaints Q4

Level	Level 1	Level 2	Ombudsman
Quarterly Number	1	0	0
Dealt with on time	1	0	0
Response Time			
Response Rate	100%	N/A	N/A

**Comment:** All received complaints were resolved at Level 1 within the target time.

### Workforce – Q4 update

#### Q4 - Communities

New Starters	3	Recruitment Success Rate this Quarter	67%
Leavers	2	Jobs Advertised	6
Service Turnover	3.02%	Appointed	4
Council's Average Quarterly Turnover	4.51%	Average number of weeks from interview to start date	8.57

**Comment:** There are no areas of concern with regards to workforce.

## 5. Service Dashboard – Customer & Corporate Services

*This service area covers teams of Facilities, IT, Office Support and Estates.*

### Key Successes & Lessons Learnt, Areas of Concern – Q4 and the annual outturn

#### Head of Service summary:

The Teams within the service have generally performed well this year as evidenced by responses to the Member Survey which showed that overall satisfaction levels had increased from 86% to 88%.

Looking back at specific achievements it is worth noting a few highlights:

- Building Control/Planning IT System - The Building Control system went live at the end of Q4. We expect the Planning element to be operational in Q3 2019/2020
- Office 365 - SharePoint migration is underway. Once the Office 2016 upgrade is complete Exchange will then migrate across the business.
- Council Chamber/Web casts - The new system has been bedded in and has generally operated very well, following an initial software bug identified by the provider. Member satisfaction for this area increased from 76% to 84% over the last year.
- Cleaning Contracts - Our cleaning service has generated income of over £90k with a surplus of over £10k.
- Flood Protection - We have not had any significant incidents reported this year and the Godalming Flood Project is on site with work on target for completion in Q3 2019/2020.
- Commercial Property - Income has increased for our existing portfolio, although we have a vacant unit in Wey Court East which has proved difficult to let and we are reconsidering our strategy here.
- Mobile Phone Contract - We have re-negotiated our contract and secured appreciable savings. Hand-sets now cost just £3 per month, a reduction of more than 50%.
- Community Meals Service - We have increased the numbers of clients this year. This provides a valuable service to vulnerable members of the community as well as generating income for the staff restaurant.
- Customer Services - The Customer Services Project is now well established corporately and we are on target to deliver cashable savings in 2020/2021 and 2021/2022.

Towards the end of this year we saw a shift in focus for the service area with the Business Transformation coming within our remit and with the Estates and Valuations Team moving to Finance and Property.

The focus in Q1 2019/2020 will be to agree the corporate Business Transformation Strategy and work programme and to ensure the Customer Service Project delivers in line with the commitments set out in the business plan. We will be focusing in particular on the acquisition of Customer Relationship Management system (CRM) and Master Data Management (MDM) tools and on revising the delivery model.

***David Allum, Head of Customer and Corporate Services/Business Transformation***

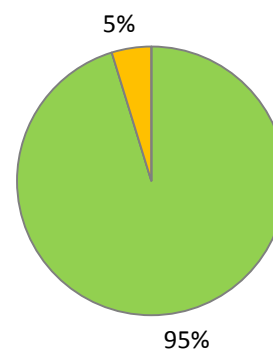
## Performance Indicators Status Q4

**Comment:** This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of following teams: Facilities, IT, Office Support, Estates, Business Transformation.

## Service Plans - Actions Status Q4

### Q4 Cust & Corporate Service Plans

<b>Total</b>	<b>100%</b>	<b>21</b>
<b>Completed</b>	<b>95%</b>	<b>20</b>
<b>Completed off track</b>	<b>0%</b>	<b>0</b>
<b>Off track - action taken / in hand</b>	<b>5%</b>	<b>1</b>
<b>Off track - requires escalation</b>	<b>0%</b>	<b>0</b>
<b>Cancelled / Deferred /Transferred</b>		<b>10</b>



**Comment:** The table above presents the completion status of all Service Plan actions for this service team at the end of the financial year 2018/19. Certain actions required additional time to complete or were superseded by other projects. Further details can be found below.

Code	Title	Original Due Date	Status	Revised Due Date	Q4 Actions taken
<b>SP18/19CC1</b>	Improve customer outcomes across the organisation.				
<b>SP18/19CC1.1</b>	Establish mechanisms to facilitate the implementation of the outcomes of the Foresight Customer Services Review.	31/03/19	<b>Transferred</b>	Project delivery 2019-2021	These actions were incorporated into the Customer Service Project which is being delivered in the next couple of years. The progress is monitored by Management Board on quarterly basis through the Corporate Projects Register.
<b>SP18/19CC1.2</b>	Carry out the execution of the Channel Shift Programme.	31/03/19	<b>Transferred</b>	Project delivery 2019-2021	
<b>SP18/19CC1.3</b>	Identify appropriate Customer Service Centre technology to complement the channel shift solution.	31/03/19	<b>Transferred</b>	Project delivery 2019-2021	
<b>SP18/19CC1.4</b>	Review and revise the Corporate Strategy, Service Standards, Policy, Procedures and Performance Management Framework in respect of Customer Services.	31/03/19	<b>Transferred</b>	Project delivery 2019-2021	
<b>SP18/19CC1.5</b>	Review and propose revised arrangements for service delivery from locality offices.	31/03/19	<b>Transferred</b>	Project delivery 2019-2021	

Code	Title	Original Due Date	Status	Revised Due Date	Q4 Actions taken
<b>SP18/19CC2</b>	Increase revenue from the commercial portfolio. Defining income is part of the annual budget process. Projections will vary depending on the number of time limited rentals due to expire in the next 12 months.				
<b>SP18/19CC2.5</b>	Agree a future option for the replacement of The Bury's		<b>Transferred</b>	BTP 2019-2022	This action is being deferred and will be incorporated into the Business Transformation Plan (BTP) which will be carried out in 2019-2022.
<b>SP18/19CC3</b>	Maintain and improve the IT infrastructure which supports the activity of the Council.				
<b>SP18/19CC3.2</b>	Support the Planning Service in the acquisition of a new core system	31/03/19	<b>Off track - action taken</b>	31/10/19	50% Completed. The new IT application "Horizon" has been acquired and successfully implemented in the Building Control team. The roll out to other Planning teams has been slightly delayed, but will continue in 2019. A new revised finished date has been agreed to October 2019.
<b>SP18/19CC4</b>	Generate additional income or efficiencies to contribute to the financial challenges facing the Council.				
<b>SP18/19CC4.1</b>	Successfully acquire a minimum of one external cleaning contract per year.	31/03/19	<b>Cancelled</b>	N/A	The delivery of this action will not go ahead as deemed not sufficiently profitable April 2019.
<b>SP18/19CC4.4</b>	Review all existing external contracts regarding post and printing services with the objective of achieving a saving of a minimum of 5%.	31/03/19	<b>Transferred</b>	SP 2019-2022	The action was being deferred to the new financial year and will be carried out as part of Service Plans for 2019-2022.
<b>SP18/19CC4.5</b>	Review Scanning processes and explore alternative models.	31/03/19	<b>Transferred</b>	SP 2019-2022	
<b>SP18/19CC6</b>	Provide an effective support infrastructure to Members and Staff delivering services				
<b>SP18/19CC6.4</b>	Acquire new pool cars to facilitate and improve on existing usage numbers, thereby increasing savings to the Council.	31/03/19	<b>Transferred</b>	BTP 2019-2022	This action is being deferred and will be incorporated into the Business Transformation Plan which will be carried out in 2019-2022.

### Internal Audit - Actions Status at Q4

**Comment:** There were no overdue Internal Audit actions for this service area at the end of the year.



## Complaints – Q4 update

Level	Level 1	Level 2	Ombudsman
Quarterly Number	0	0	N/A
Dealt with on time	0	0	N/A
Response Time	10 days	15 days	
Response Rate	N/A	N/A	N/A

**Comment:** There were no complaints received for this service area in quarter four.

## Workforce – Q4 update

### Q4 - Corporate & Customer Service

New Starters	2	Recruitment Success Rate this Quarter	50%
Leavers	5	Jobs Advertised	4
Service Turnover	8.36%	Appointed	2
Council's Average Quarterly Turnover	4.51%	Average number of weeks from interview to start date	3.93

**Comment:** Five members of staff left their posts last quarter. Two left as a result of a change in structure in the Printing and Scanning Team. Only one post has proved difficult to fill, however we have successfully appointed to an engineer role subject to pre-employment clearance.

## 6. Service Dashboard – Finance

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

### Key Successes & Lessons Learnt, Areas of Concern - Q4 and the annual outturn

#### **Head of Service summary:**

**Accountancy / Financial management:** The team used the new finance system budget module to collaborate with the services in order to set a balanced budget, bringing much improved information sharing and transparency. A new Corporate Capital Strategy has been adopted by Full Council in order to support the Council's asset management, alongside new Income and Debt Collection Policy which aims to achieve prompt collection of all sums of money owed to the Council, whilst ensuring that a fair, proportionate and consistent approach is taken to the recovery of sums that are not paid when due. A series of workshops were held with the councillors and the officers in the summer and a new Council Risk Appetite has been agreed to assist with managing risk and decision making. The reviewed Corporate Risk Register has been approved by the Audit Committee in March 2019.

**Exchequer team:** Improvements to the finance IT software used to administer the supplier invoice payment process have given much greater budgetary control and speeded up the payment process. Further work to improve the debt collection process and enable services to have greater control over recovery of debts is scheduled for 2019.

**Benefits service:** This is the first full year of operation of the redesigned service. Significant improvement has been made to customer service and budget savings. The team is now being merged with the Revenues team to further enhance customer service, resilience and efficiency.

**Revenues service:** The team has been working on the "Systems Thinking" service review to result in a redesigned service methodology that is effective and customer centric. The review will be completed by the end of June 2019.

**Procurement:** The waste and recycling contract was let resulting in a significant budget saving, and the housing maintenance contract has been successfully retendered.

The Value for Money and Customer Services Overview & Scrutiny Committee has been actively working with the Head of Finance to review income and expenditure across the general fund to help identify strategic ways to resolve the budget challenge.

***Peter Vickers, Head of Finance***

### Performance Indicators Status

**Comment:** Excellent progress has been made on all targets across the year. The Revenues team have turned out a good result considering the significant team changes and service review project impact on capacity. The Benefits service review implementation has been in place for a year and the results are positive. Significant work has been done on improving the invoice payment process to enhance financial governance. Further details can be found in the next table.

## Proposals to 2019/20 Indicator Set

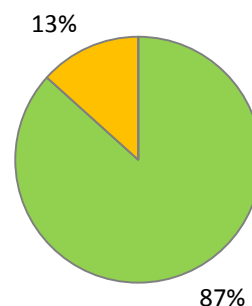
- The local indicator F4, “Percentage of invoices from small/ local businesses paid within 10 days”, introduced to help small/local business during recession, will be discontinued from Q1, however the team will continue to monitoring all invoices paid to our suppliers within the agreed payment terms through the indicator F3 “Percentage of invoices paid within 30 days or within supplier payment terms”.
- The proposals to introduce performance indicators for the Property team are currently being considered.

KPI	Description		Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q4 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims <b>(lower outturn is better)</b>	Day s	13	13	13	13	11.4	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events <b>(lower outturn is better)</b>	Day s	4	7	7	7	6	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	99.3	30.2	58.1	86.2	98.7	99.0
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	99.3	29.4	51.0	74.7	98.0	99.0
F3	Percentage of invoices paid within 30 days or within supplier payment terms <b>(higher outturn is better)</b>	%	95.0	84.6	90.0	95.5	99.0	99.0
F4	Percentage of invoices from small/ local businesses paid within 10 days <b>(higher outturn is better)</b>	%	56.4	67.7	50.0	97.0	91.5	90.0

## Service Plans - Actions Status Q4

### Q4 Finance Service Plan Actions

Total	100%	15
Completed	87%	13
Completed off track	0%	0
Off track - action taken / in hand	13%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



**Comment:** At the end of the financial year the majority of service plan objectives were completed on time. A handful of actions require additional time to complete, and these were listed below.

Code	Title	Original Due Date	Status	Revised Due Date	Q4 Actions taken
SP18/19F2.2	Implement a “Systems Thinking” process review in collaboration with neighbouring council’s (Rushmoor) expert guidance.	31/03/19	Off track - action taken	30/06/19	80% Completed Service review has been completed and resulting data is being used to redesign the service. Redesign will be completed by end of February, roll out across the service completed by the end of June.

Code	Title	Original Due Date	Status	Revised Due Date	Q4 Actions taken
SP18/19F2.5	A full review of all debt schedules with progress on agreed actions completed monthly with relevant service managers.	31/03/19	Off track - action taken	31/05/19	90% Completed Debt reporting schedules have been reviewed and amended to provide required information, Staff capacity is in place, monthly review process is now under way. Will be fully implemented by the end of May 2019.

### Internal Audit - Actions Status Q4

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

### Complaints Q4

Level	Level 1	Level 2	Ombudsman
Quarterly Number	8	2	0
Dealt with on time	7	2	0
Response Time	10 days	15 days	
Response Rate	88%	100%	N/A

**Comment:** All but 1 complaint was resolved at Level 1 within the 10 working day timescale. There are no specific areas of concern or lessons learnt.

### Workforce – Q4 update

#### Q4 - Finance

New Starters	1	Recruitment Success Rate this Quarter	N/A
Leavers	1	Jobs Advertised	0
Service Turnover	2.64%	Appointed	0
Council's Average Quarterly Turnover	4.51%	Average number of weeks from interview to start date	N/A

**Comment:** The quarter four statistics reflect a stable team.

## 7. Service Dashboard – Policy & Governance

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

### Key Successes & Lessons Learnt, Areas of Concern Q4 and annual outturn

#### Head of Service quarterly feedback:

Detailed planning and preparation was undertaken, during the quarter, for the Borough, Town and Parish elections in May. A very busy calendar of public meetings was supported, including the Annual Budget Council, Overview and Scrutiny, Audit and Standards meetings. Alongside this, plans were made for the induction of new and returning councillors in May. Following the adoption of the new HR strategy in the previous quarter, the associated change programme commenced in earnest alongside arrangements for the annual staff performance agreement processes.

At year end, 90% of service plan actions were complete. Of the two which were not, one (public budget consultation) was incomplete only because of a timetable revision to ensure the work aligned with the Medium Term Financial Planning process and one (communications and engagement strategy) was fully complete in draft but not yet formally considered and approved at Committee.

2018/19 was an incredibly busy year within the service and I wish to publicly thank all managers and staff within my service for their hard work, tenacity, flexibility and achievements.

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

### Performance Indicators Status Q4

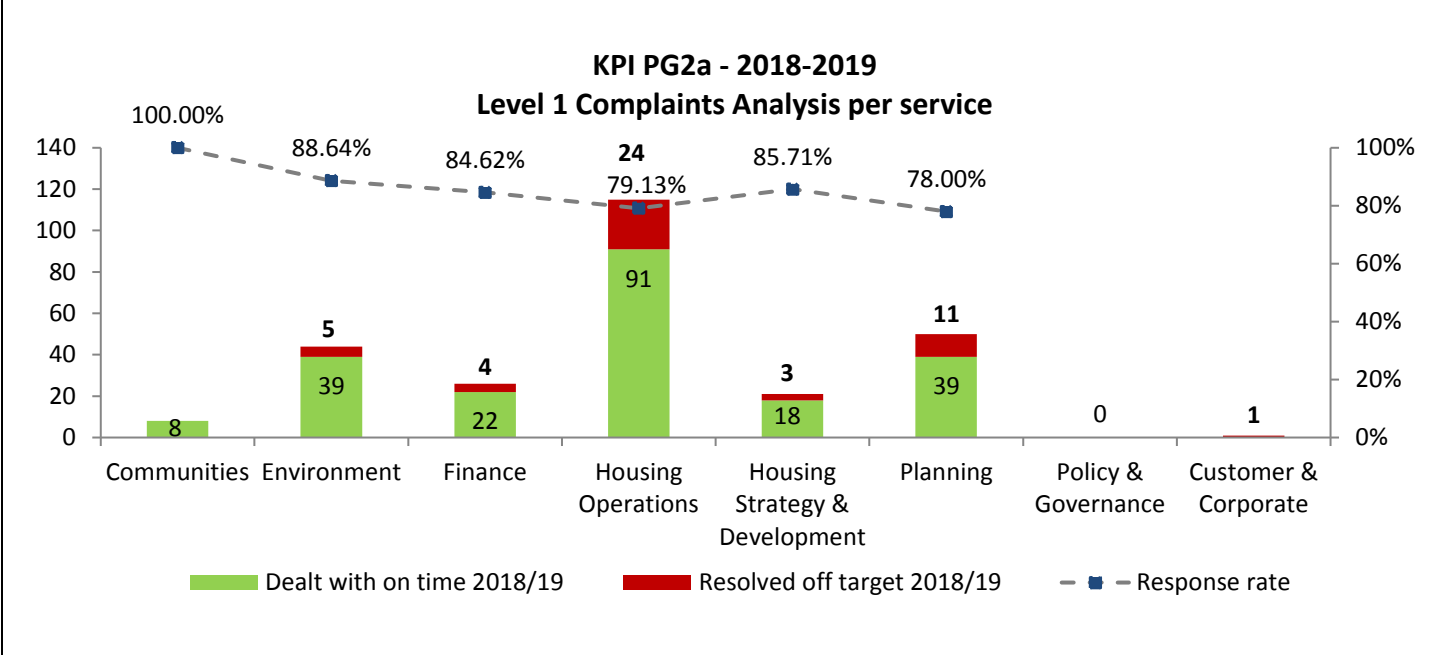
**Comment:** Short and Long Term sickness absence (HR2) rose again slightly in Q4, tipping it into the red classification (more than 5% off target). Further analysis shows that short term absence has decreased and the number of long term (exceeding 20 days) absence cases has remained consistent (9 long term cases at the end of Q4). The response rate to the level 1 complaints has greatly improved although the indicator still performs off target (PG2a). The Senior Management Team has reviewed the performance trends of this indicator, and there were no proposed changes to the current 95% target, although each Head of Service will be reviewing the current processes in their teams to improve on the response rate in 2019. The team specific breakdown of Level 1 complaints received in 2018/19, along with the average response rate for each team, can be found below.

#### **Proposals to 2019/20 Indicator Set**

There are no changes proposed to the current corporate indicator set for this area.

KPI	Description		Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q4 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	21.5%	21.8%	21.0%	21.5%	18.4%	Data only
HR2	Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	6.0	5.8	6.5	6.6	6.9	6.52
PG1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	Collection started from Q1	63	57	63	82	Data only

			2018-19					
PG1b	The number of complaints received - Level 2 (data only)	No.	Collection started from Q1 2018-19	18	24	18	25	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	Collection started from Q1 2018-19	85.0%	87.7%	79.4%	84.0%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	Collection started from Q1 2018-19	100%	100%	88.9%	100%	95.0%



### Service Plans - Actions Status Q4

**Q4 P&Gov Service Plans**

Total	100%	21
Completed	90%	19
Completed off track	0%	0
Off track - action taken / in hand	10%	2
Off track - requires escalation	0%	0
Cancelled / Deferred	0%	0

**Comment:** At the end of the financial year the majority of the service plan objectives have been completed on target. Two actions require additional time for completion and the table below outlines the new revised timescale.

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken to rectify
SP18/19PG2.1	Increase levels of community engagement, including participatory budgeting:	31/12/18	Off track - action taken	30/09/19	75% Completed. The timetable for this piece of work was revised to inform the Medium Term Financial Plan. The work is now scheduled to begin in early June and complete in September

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken to rectify
SP18/19PG2.4	Review / refresh / relaunch Waverley's Communications and PR Strategy.	31/12/18	Off track - action taken	30/09/19	90% Completed. The review and research processes are complete and the consultation draft strategy is also complete. The draft strategy will be considered in Q1 with the intention of formal adoption in Q2 of 2019/20.

## Internal Audit - Actions Status Q4

The Internal Audit section is included for information only, as the scrutiny function for this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent "[Progress on the Implementation of Internal Audit Recommendations](#)" report from the [Audit Committee meeting 4 March 2019](#)

Code & Title	Start Date	Due Date	Head of Service
IA19/08 Flexitime	20 Dec 2018	31 Mar 2019	Taylor, Robin

**Comment:** At the end of Q4, the only outstanding Internal Audit Actions related to the December 2018 internal audit review of the Council's flexi-time system. The audit report concluded that the Council could take partial assurance that the controls to manage this area of work were suitably designed and being consistently applied. The Council accepted the five management actions issued. However, following the adoption of a new HR Strategy and associated change plan in respect of systems and procedures, and following consultation with Staffside, whilst the principle of the recommendations is still accepted, these actions and timescales are now under review in consultation with the Council's Audit Team.

## Complaints Q4

Level	Level 1	Level 2	Ombudsman
Quarterly Number	0	0	0
Dealt with on time	0	0	0
Response Time	10 days	15 days	
Response Rate	N/A	N/A	N/A

**Comment:** There were no complaints raised against this service area in Q4 2018/19.

## Workforce – Q4 update

### Q4 - Policy and Governance

New Starters	3	Recruitment Success Rate this Quarter	67%
Leavers	3	Jobs Advertised	6
Service Turnover	6.55%	Appointed	4
Council's Average Quarterly Turnover	4.51%	Average number of weeks from interview to start date	3.21

**Comment:** The service achieved a higher rate of recruitment success (67%) during the quarter compared to the previous quarter's rate of 50%. It also achieved a lower average number of weeks from interview to start date (3.21 weeks compared with 6 weeks) although this was partially as a result of a different profile of recruitments (including candidates with shorter notice periods) as well as reflecting efficient processes.



## 8. Service Dashboard – Housing Operations

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

### Key Successes & Lessons Learnt, Areas of Concern – Q4 and the annual outturn

#### **Head of Service summary:**

The team had a successful quarter and year meeting the majority of PI targets and completing service plan actions. Thus ensuring the continuous development of services to deliver an improving customer experience to tenants.

Comprehensive preparations for the demobilisation and mobilisation of property services contracts were completed in Q4. A joint meet the contractor event was held in February for tenants and a [special edition newsletter](#) was issued in March to launch the new contracts. The multi-disciplined project groups including IT, customer service, communications, health and safety and management reporting worked to deliver a smooth transition.

The Rents team have ceaselessly worked to maximise rental collection achieving top quarter performance when compared with other social landlords. The team successfully collected £29.7m, including a credit of £560k from 3,800 tenants paying in advance (further details in PI section below).

The Housing Customer Service team have continued to develop a customer focused service with ongoing training and development to build capacity and expertise in the team.

Our Tenancy and Estates Team have welcomed over 200 new tenants to the service providing professional and supportive signposting and services. The new case management system has assisted the team to respond and manage over 300 complex cases during the year.

Personally, I have enjoyed further developing a partnership with our two tenants' volunteer groups, the Tenants Panel and Waverley Scrutiny Group. Hosting partnership meetings with the Portfolio Holder for Housing to discuss strategic and service issues. I'd like to thank the outgoing Tenant Panel Chair, Adrian and welcome the new Chair, Terry. The team have implemented recommendations from three Waverley Scrutiny Reviews during the course of the year, void repairs, recharge processes and mutual exchange communications to improve services.

The legionella case at one of our Senior Living Schemes, previously reported, continues to be closely monitored with weekly assessments. The presence of (non-pneumophila) legionella remains and the ongoing risk is currently been managed and reviewed at least fortnightly with expert advice.

This year saw a significant challenge following the withdrawal of Supporting People funding from Surrey County Council in April 2018, as our sheltered housing provision was changed to Senior Living. This meant a new model of delivery, providing older people with housing that promotes their independence and strives for excellent customer service. The new service also has an emphasis on working more closely with the wider community. A review of the change in services found that despite earlier concerns the tenants have seen little difference between the services because of the ongoing onsite presence. Positive steps to work with the wider community have been made with local children's nurseries, Duke of Edinburgh volunteers and community wide social events been held at schemes.

The Housing team's focus and goals for 2019/20 are set out within the Service Plan themes; financially robust, understanding needs, professional people, effective partnerships and customer experience.

**Hugh Wagstaff, Head of Housing Operations**

## Performance Indicators Status

KPI	Description		Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q4 Target
H2	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	19	15	16	21	20	20
H5	Percentage of estimated annual rent debit collected (cumulative target Q1-Q4, 24.65%, 49.30%, 73.95%, and 98.65%) ( <b>higher outturn is better</b> )	%	97.3%	24.9%	49.2%	76.0%	98.64%	98.65%
H6	Percentage of annual boiler services and gas safety checks undertaken on time ( <b>higher outturn is better</b> )	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
H7	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	91.0%	92.0%	93.0%	89.0%	90.0%	93.0%
H8	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	74.0%	76.0%	76.0%	78.0	74.0%	78.0%
H9	Responsive Repairs: Did the tradesperson arrive within the appointment slot? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	97.0%	97.0%	98.0%	97.0%	97.0%	97.0%

### Comment:

The team have had a successful year meeting or closely achieving targets for the majority of performance indicators. 52 homes were relet in Q4 with an average of 20 working days, improving performance from Q3. A total of 224 homes were relet during 2018/19 in an average of 18 working days. 73% of homes were let within the target, with 61 homes experiencing a delay in reletting. The team continue to monitor the issues causing delays and have initiatives in place to prevent issues arising.



The Rents team have a challenging target exceeding top quartile performance in the sector which was marginally missed at the end of the year. It should be noted that the PI is based on the estimated

annual income, £30.2m, the actual rent due has not yet been confirmed by the finance team (to follow guestimate 99.4% rent collected of actual rent charged). At the end of the year £29.7m was successfully collected, including a credit of £560k from 3800 tenants paying in advance. The arrears at the end of the year totalled £188k only 0.6% of estimated rent due. 90% of the 1000 tenants in arrears owe less than £500. This exceptional performance is as a result of clear leadership, clarity of role and targets, promotion of direct debits and to pay in advance.

The Gas Safety team have ensured that all homes have a valid gas safety certificate throughout the year providing gas safe home to all tenants.

The performance for responsive repairs has remained generally positive throughout the year despite the demobilisation of the current contract and mobilisation of a new contract. The overall satisfaction target remains challenging and sets our expectations of the contract. There was a dip on right first time performance for the final quarter of the contract but this did not impact the overall satisfaction results.

### Proposals to 2019/20 Indicator Set

At the end of the financial year the corporate indicator set has been reviewed and changes highlighted below will be introduced from the Q1 2019/2020:

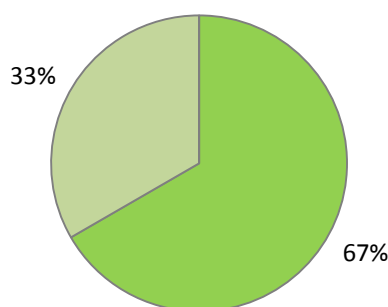
- Indicators H9 will be discontinued, as this indicator was only temporarily included in the corporate indicator set during contractor under performance. H9 has continually met target during 2018/19 and it has been concluded that the indicator H8 (the right first time) is the key driver for the indicator H7 (the overall satisfaction) and these two indicators are sufficient to strategically monitor responsive repairs performance. If satisfaction drops detailed operational satisfaction journey map information will be shared to identify issues.
- Indicator H5 (Percentage of estimated annual rent debit collected) will be replaced with a new indicator “Current tenants rent arrears as a percentage of the total estimated gross debit” (charge raised) with a 0.7% target. This information was historically collected as LHO1b until end 2014/15. Monitoring of the rent arrears indicator will focus on the debt rather than rent collected and give the same target figure across each quarter of the year.

The service will continue to collect a range of detailed operational indicators to identify issues impacting performance. Should further details be required a separate in depth report can be provided.

## Service Plans - Actions Status Q4

### Q4 Housing Operations Service Plans

Total	100%	6
Completed	67%	4
Completed off track	33%	2
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred		



**Comment:** The team successfully completed all actions increasing online services, selecting new contractors and implementing new strategies. A couple of actions took longer than expected and extensions were agreed. Further details are listed in the table below.

Code	Title	Due Date	Revised Due date	Status	Actions taken to rectify
SP18/19H1.1	Create digital business evolution model	31/10/18	31/03/2019	Completed – off track	Not met original target date due to Social Housing Green Paper consultation and change in team resources. Completed end March 2019.

<b>SP18/19H2.4</b>	Review future of Family Support Team	30/11/18	31/03/2019	<b>Completed – off track</b>	A new due date end March 2019 was agreed in order to clarify future with SCC and Waverley budget setting. This action has been carried forward to 2019/20 service plan whilst Surrey County Council proposals are confirmed and considered.
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## Internal Audit - Actions Status Q4

**Comment:** There are no outstanding Internal Audit actions at the end of the financial year 2018/2019 for this service area.

## Complaints Q4

Level	Level 1	Level 2	Ombudsman
<b>Quarterly Number</b>	<b>38</b>	<b>13</b>	
<b>Dealt with on time</b>	<b>31</b>	<b>13</b>	
<b>Response Time</b>	<b>10 days</b>	<b>15 days</b>	
<b>Response Rate</b>	<b>78%</b>	<b>100%</b>	<b>N/A</b>

**Comment:** The team continue to receive a low level of complaints when compared with the levels of contact with tenants, transactions and range of often difficult and complex services provided by the team. A couple of reoccurring issues regarding the heating contractor communications and leaseholder clarifications have been resolved.

During 2018/19 the whole housing team received 30 compliments across the range of services provided.

The team work towards meeting the ten day response time but sometimes investigations and requests for information from a third party can cause delays. The team ensure the complainant is kept advised of any delay. The longest delay was eight days with most overdue responses being issued within 15 days.

## Workforce – Q4 update

### Q4 - Housing Operations

<b>New Starters</b>	<b>4</b>	<b>Recruitment Success Rate this Quarter</b>	<b>100%</b>
<b>Leavers</b>	<b>2</b>	<b>Jobs Advertised</b>	<b>5</b>
<b>Service Turnover</b>	<b>5.53%</b>	<b>Appointed</b>	<b>5</b>
<b>Council's Average Quarterly Turnover</b>	<b>4.51%</b>	<b>Average number of weeks from interview to start date</b>	<b>7.14</b>

**Comment:** The team welcomed four new team members to the following roles; Senior Surveyor, Stock Condition Surveyor, Quality Assurance Officer and Senior Living Community Officer. Recruiting to these roles adds further capacity, technical and specialist knowledge to the Property Service and Senior Living teams.

## 9. Service Dashboard – Housing Strategy & Delivery

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

### Key Successes & Lessons Learnt, Areas of Concern - Q4 and the annual outturn

#### **Head of Service summary:**

At the end of the year, 143 affordable homes have been delivered including 40 new Council properties: 24 completed at Wey Court and 16 in the first phase at Ockford Ridge (Site D). Other notable successes include Waverley Design Award Winner of New Residential Building for Church View and a nomination for an LABC Award for Affordable Housing for Wey Court.

The major regeneration project at Ockford Ridge is moving ahead slowly but very surely with strong levels of successful community engagement. In addition to the new build at Site D, 12 homes have been refurbished during the year. Work has begun on Site A - 37 new homes and the largest scheme undertaken by Waverley to date, with the first properties due to be handed over in spring 2020. Work on further refurbishments and new build homes is underway.

Five units at Amlets Lane in Cranleigh will be acquired by the Council from Cala Homes under the Section 106 Agreement, and will include homes for shared ownership. This scheme is a first in two ways: units acquired from a developer and introduction of new build shared ownership to the Council's affordable housing offer. There are further such schemes in the pipeline.

Appointing a dedicated Housing Finance Manager means that the budgeting and reporting on new build development will be intelligent, robust and more accurate going forward.

A Planning application for homes at Ryle Road in Farnham, was submitted after extensive consultation with planning officers and although recommended for approval, was subsequently refused at the Planning Committee in January 2019, with reasons for refusal including parking, scheme design and the adverse effect on Thames Basin Heaths SPA.

A decision will be made on the way forward for this site after the elections in May 2019.

The Housing Strategy 2018-2023 Annual Progress Review is currently being drafted for presentation to Overview and Scrutiny, Executive and Council early in the new cycle. There has been a warm reception from all parish and town councils visited during the year to introduce the Housing Strategy (Thursley, Churt, Womersley, Cranleigh, Tilford, Elstead, Witley, Bramley, Dunsfold, and Godalming). Follow up meetings with Thursley and Tilford have taken place to explore potential affordable housing schemes.

A draft affordable housing supplementary planning document, that has been highly commended by officers and members of the Housing O&S committee, will go out for consultation between May and September 2019. This will give clear and detailed guidance to planning officers, developers and affordable housing delivery partners on the delivery of affordable housing in the Borough.

The number of homeless households in temporary accommodation has been consistently low or non-existent. An Interim report was taken to Housing O&S on the impact of the Homelessness Reduction Act. There has been little increase in numbers of households presenting as homeless but the amount of work required on each case has increased considerably. There are no households in temporary

accommodation at the time of writing. This is testimony to the excellent homelessness prevention work undertaken by the Housing Options Team, obviating the need for very expensive bed and breakfast accommodation, which is far from ideal for those who are homeless. Placing homeless households into private rented accommodation has resulted in a considerable increase in spend on rent deposits and rent in advance over the last 18 months. This is being monitored, but it must be remembered that the alternative is bed and breakfast which is more expensive, against best practice, and illegal for families with children beyond a 6 week period. Even when B&B is used on a short term basis the Council still has a duty then to secure longer term private rented accommodation which still requires a financial outlay for the rent deposit and rent in advance to help applicants secure the accommodation. An Annual Progress Review is currently being prepared and will be presented to first available Housing O&S, Executive and Council.

The Government introduced new legislation regarding Houses in Multiple Occupation (HMOs): 40 new HMOs have been licensed.

The Home Improvement Policy is working as it should to enable the Council to fund and deliver all eligible adaptations to enable residents to remain safely in their homes. In comparison with previous years, considerably more money was spent from the Better Care Fund during the past year, and consequently many more people were helped. Preliminary figures indicate that the number of people assisted rose from 65 last year to 115 this year. The HandyPerson Service now operating in Waverley in partnership with Guildford Borough Council and delivers small adaptations and improvements such as installing grab rails.

The Service Improvement Team successfully managed the Property Services Procurement project to contractor selection reporting the [project outcomes](#) to the Housing Overview and Scrutiny Committee in February 2019. The team were lead in the IT and Tenant Involvement mobilisation project groups for the responsive repairs contract to go live 1 April 2019. During the year the team also launched MyAccount for tenants to review rent accounts online, held summer social events to establish views on current services, supported and empowered tenant volunteers, reviewed and reported on the Housing Green paper: A new deal for tenants and supported the Housing Overview and Scrutiny Task and Finish review 'Attitudes to Council Housing - Pride or Prejudice?'

The Housing and Communities team's focus and goals for 2019/20 are set out within the Service Plan themes; financially robust, understanding needs, professional people, effective partnerships, customer experience and safeguarding.

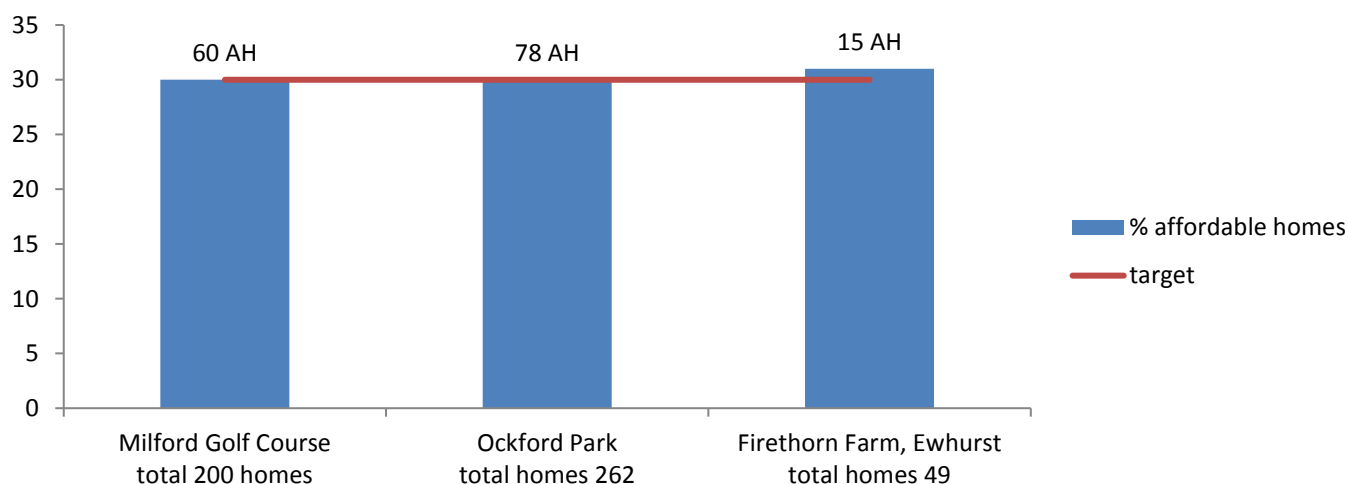
***Andrew Smith, Head of Housing Strategy and Delivery***

## Performance Indicators Status

KPI	Description		Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q4 Target	
H3	Housing advice service: Homelessness cases prevented <b>(data only)</b>	No.	70	36	Discontinued / replaced by H4a,H4b,H4c			Data only	
H4a	Number of homeless households in temporary accommodation at the end of the quarter <b>(lower outturn is better)</b>	No.	0	1	0	1	1	8.0	
H4b	Number of approaches to the housing options team for housing options/homelessness advice in the quarter <b>(data only)</b>	No.	Data collection started in Q2 2018-19			155	150	207	Data only
H4c	Number of cases where a prevention of homelessness duty was accepted in each quarter <b>(data only)</b>	No.	Data collection started in Q2 2018-19			41	28	38	Data only
P7	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	558	6	33	69	153	Data only	
H10	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	Data collection started in Q1 2018-19		20	17	21	59	Data only
P6 (H1)	Number of affordable homes delivered (gross) <b>(Data only - higher outturn is better)</b>	No.	52	51	40	8	53	Data only	

### Comment:

The team continue to provide housing options advice to prevent homelessness and minimise the need for emergency temporary accommodation despite the increase in approaches and accepted duties. The data shows an increase in planning permissions (not comparable to Q4 2017/19 due to large Dunsfold site), starts on site and delivered affordable homes. The Committee requested additional details to monitor the percentage of affordable homes agreed on planning applications. The below graph demonstrates that all three of the housing planning applications achieved 30% or above affordable housing.



## Proposals to 2019/20 Indicator Set

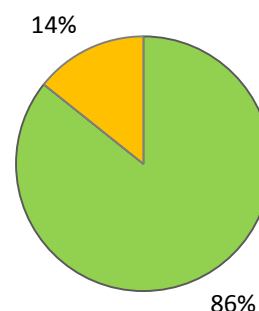
At the end of the financial year the corporate indicator set has been reviewed and changes highlighted below will be introduced from the Q1 2019/2020:

- Indicators H4b and H4c will be removed from the corporate set, but data collection will continue on the operational level. It has been concluded that the raw numbers do not give a true picture, and the spend against budget in preventing homelessness will be reported through the finance section of this report. The indicator H4a (number of homelessness households in temporary accommodation) will be retained and the target will be reduced to five.
- The performance monitoring of the indicator P6 (H1) already takes place within the planning section of this report, therefore this indicator will be removed from the monitoring set for this area, however an annual figure will still be reported on to the Housing O&S Committee.

The service will continue to collect a range of detailed operational indicators to identify issues impacting performance. Should further details be required a separate in depth report can be provided.

## Service Plans - Actions Status

Q4 Housing Strategy & Delivery Service Plans		
<b>Total</b>	<b>100%</b>	<b>7</b>
<b>Completed</b>	<b>86%</b>	<b>6</b>
<b>Completed off track</b>	0%	0
<b>Off track - action taken / in hand</b>	14%	1
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred</b>	0%	0



**Comment:** The team successfully completed the majority of actions, reviewing key services and implementing new strategies. All but one service plan actions were completed on time. A new revised due date was agreed for this outstanding action and further details can be found below.

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken to rectify
SP18/19H3.2	Implement the new Housing and Planning Act powers for Private Sector Housing (PSH)	30/09/18	<b>Off track - action taken</b>	30/09/19	The timescales for introducing new aspects of legislation have been fluid and due to pressure of work and no effective additional PSH officer operating within the team during the past year, the update of the Enforcement Policy and new Charging Schedule will be presented to Management Board, then pass through Committee process during September-December 2019. The team has discharged the Council's Statutory obligations under the Act: Civil Penalties and Rent Repayment Orders; Banning Orders and contribution to national Rogue Landlord Register.



## Internal Audit - Actions Status Q4

**Comment:** There are no outstanding Internal Audit actions at the end of the financial year 2018/2019 for this service area.

## Complaints - Q4 update

Level	Level 1	Level 2	Ombudsman
Quarterly Number	5	1	1 – not upheld
Dealt with on time	5	1	
Response Time	10 days	15 days	
Response Rate	100%	N/A	N/A

**Comment:** The team continue to receive a low level of complaints when compared with the levels of contact with residents, transactions and range of often difficult and complex services provided by the team. A couple of reoccurring issues regarding the applications and former debts were identified and clearer information provided. During 2018/19 the whole housing team received 30 compliments across the range of services provided.

## Workforce – Q4 update

### Q4 - Housing Delivery and Strategy

New Starters	1	Recruitment Success Rate this Quarter	100%
Leavers	2	Jobs Advertised	3
Service Turnover	2.60%	Appointed	3
Council's Average Quarterly Turnover	4.51%	Average number of weeks from interview to start date	N/A

**Comment:** Recruitment has been successful across the teams. Each vacant post is seriously scrutinised to determine whether it can be frozen or deleted. The 'Don't Lose Your Home' officer post was deleted following successful completion of the project.

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**WAVERLEY BOROUGH COUNCIL**

**VALUE FOR MONEY AND CUSTOMER SERVICE O&S**

**24 JUNE 2019**

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**Title:**

**BUDGET STRATEGY WORKING GROUP BRIEFING**

**[Portfolio Holder: Cllr Merryweather]**

**[Wards Affected: All]**

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**Summary and purpose:**

The purpose of this report is to:

- 1) bring to the attention of the O&S members the work of the Budget Strategy Working Group set up by the Value for Money and Customer Service O&S Committee in October 2017;
  - 2) confirm the on-going requirement and purpose of this Group; and if confirmed
  - 3) reappoint members of the Group.
- 

**How this report relates to the Council's Corporate Priorities:**

The work of the Budget Strategy Working Group will contribute to meeting the second Prosperity goal within the Corporate Strategy, which is to 'deliver sustainable and affordable services that meet the needs of our residents and businesses, while balancing the budget'.

**Equality and Diversity Implications:**

There are no direct implications arising from this report. Consideration of the impact on equality and diversity will be made at appropriate points throughout the work of the BSWG.

**Financial Implications:**

Detailed within the report. A budget to carry out the participatory budgeting survey was identified within the 2017/18 budget.

**Legal Implications:**

There are no direct legal implications arising from this report. Regarding workstream 3, any new methods of working and/or changing of methods of service delivery would need to be checked by the Legal team in advance.

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**1. Background**

**Establishment of the Group**

In October 2017 the Value for Money and Customer Service O&S Committee resolved to set up a 'cross party' working group in order to drive forward the Medium Term Financial

Plan (MTFP) action plan and to drill down into areas identified for detailed examination to make recommendations directly to the Executive on service and policy issues<sup>1</sup>.

The objective of the working group, reflected in its defined work streams, is to strategically support the MTFP initiatives by implementing a support strategy that investigates the reduction of costs through efficiency measures (doing better) and divesting services (doing less) alongside a transformation programme of “doing things differently” and “doing different things”. The intended result being to deliver a mix of quick wins whilst working on longer term outcomes.

The Group was set up under Scrutiny’s policy development role and enables councillors and officers to work together to consider the long term strategic approach to continue delivering corporate objectives and services with reduced funding.

The VFM CS O&S Committee received the proposed (and subsequently agreed) [scope](#) for the working group in March 2018 (attached). The scope outlined 5 work-streams that form the work of the Group.

## **Progress so far**

### **Work-stream 1: Assessment of Council services (completed summer 2018)**

The purpose of work-stream 1 was for the Group to understand the services provided by the Council, why we provide them (including whether they are mandatory or discretionary) and whether or not the costs of these services are being recovered/can be recovered.

For this work-stream Heads of Service completed ‘service profiles’ which detailed the individual functions of their services including if there is a requirement to provide the service, discretion the Council has to decide the level provided and information on fees and charges (if appropriate).

The Group reviewed and analysed all of the major general fund income streams representing over 90% of the total £16.8m income received in 2017/18. The Group then categorised the individual income streams by their income contribution potential and inherent risk.

A [progress update](#) was taken to the VFM CS Committee in September 2018 detailing the outcomes of work-stream 1 and seeking endorsement from the Committee on the approach of work-stream 2.

### **Work-stream 2: Demand management (initiated with consultation due summer 2019)**

Whilst work-stream 1 provided the Group with the knowledge of the services the Council delivers, work-stream 2 is designed to identify customer need and demand for Council services through a community engagement exercise. It is important to obtain an objective picture of the public’s priorities for our services so that the impact of these services on residents’ lives is understood. This information and knowledge is absolutely vital to be able to achieve the objectives of the Budget Strategy Working Group.

Work-stream 2 has been initiated and a company has been appointed to undertake the community engagement exercise in the form of a survey of Waverley residents. The

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<sup>1</sup> Budget Strategy Working Group Proposal paper, VFM CS O&S Committee, October 2017

questions from a similar previous exercise (carried out in 2007) were used to draft the proposed approach and work-stream 2 is expected to pick up again in summer 2019.

**Work-stream 3: Service delivery (to begin as soon as the group is appointed)**

The purpose of work-stream 3 is to consider opportunities for alternative ways of working and recommend areas for efficiency reviews in order to achieve the necessary savings anticipated as a result of the reduction in funding.

Working with Officers, Members could explore how services are delivered to establish the opportunities for:

- client self service capabilities – coordinating community activities such as litter picking, woodland projects, easier IT access for transactions and information sharing using smart phone and internet media
- commissioning service providers on a payment by results basis such as voluntary sector organisations
- standardising and simplifying operational procedures to reduce complexity
- a more holistic perspective to reduce silo service delivery, be more flexible, scalable and respond to changing circumstances
- identify the opportunities for partnership working with other stakeholders, new alliances and commercially based service delivery models.

**Work-stream 4: Procurement and project management**

The aim of work-stream 4 will be both to identify opportunities to improve the value for money of current procurement and to ensure the Council's project management methodology is effective.

The Council procures various services, both externally and internally, and the purpose of work-stream 3 is to ensure value for money is achieved during both the procurement process and project execution.

In addition to direct service provision expenditure, a significant amount of General Fund expenditure is incurred through third parties such as the voluntary sector. The Council provides assistance through direct grant (some under service level agreement), rent reduction grants and business rates relief. The Council does not have an overarching strategy linking this significant expenditure to the Council's priority outcomes. It is recommended that a review of how value for money and maximising the benefit to the Council is achieved, and to identify how and what the Council can do to assist the voluntary organisations to be more self sufficient and deliver outcomes for clients in line with the Council's priorities.

**Work-stream 5: Resource and asset utilisation**

Work-stream 5 will look at how the Council makes use of its assets, including staff and the Burys site.

Given the recently adopted HR Strategy, there is scope for the Council to consider creating a working culture that makes better use of recent developments in technology and develop a more agile workforce.

The future of the Burys site is currently under consideration and the Group has a role to look strategically at the future of the site and potential development opportunity.

## **Conclusion**

Whilst the Group has completed a significant amount of work already, it is important that this piece of work is pursued in order to meet its original objectives.

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## **Recommendation**

It is recommended that the Committee:

- 1) Decides if it would like to reinstate the Budget Strategy Working Group, and if so
  - 2) agrees its membership.
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## **Background Papers**

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

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# **Waverley Borough Council Scrutiny Review**

Budget Strategy Working Group

March 2018

## **SCOPING A SCRUTINY REVIEW**

### **Background**

Overview and Scrutiny by definition of the Local Government Act 2000 has the power to investigate and review an issue or concern by conducting an in-depth scrutiny review. Choosing the right topic for an in-depth scrutiny review is the first step in guaranteeing that the work of scrutiny adds value to the corporate priorities and benefits the Borough's residents. The Overview and Scrutiny Committee may wish to appoint a members task and finish group to undertake a majority of the research and to evaluate the evidence.

### **What makes an effective scrutiny review?**

An effective scrutiny review must be properly project managed. The review must clearly state the aims & objectives, rationale and how the review will contribute to policy development / improve service delivery. To ensure the review goes well it is vital that the scope is robust and thorough and is treated as a project plan. The review should be SMART (Specific, Measurable, Achievable, Realistic & Time-bound) in its scope in order to have the most impact. The scoping template is designed to ensure that the review from the outset is focused exactly on what the members hope to achieve.

The scoping document should be treated as the primary source of information that helps others understand what the review inquiry is about, who is involved and how it will be undertaken. Once the scoping document is complete it should be circulated to relevant officers and key members of the Executive for comment before being agreed by the relevant Overview & Scrutiny Committee. The scrutiny review will be supported by the Scrutiny Policy Officer.

### **What happens after the review is complete?**

It is important that the relevant Overview & Scrutiny Committee considers whether an on-going monitoring role is appropriate in relation to the review topic and how frequently progress is reported back to the Overview & Scrutiny Committee after completion. Overview & Scrutiny should be monitoring the progress and reviewing the changes that have been made as a result of a scrutiny review to ensure the work undertaken has been effective in achieving its objectives.



**FOR COMPLETION BY MEMBERS PROPOSING THE REVIEW**

Topic		
1.	Title of proposed review:	Budget Strategy Working Group
2.	Proposed by:	Cllr Mike Band

Who is involved?		
3.	Chair of the working group:	
4.	Members on the working group:	
5.	Scrutiny Policy Officer:	Yasmine Makin

Research programme	
6.	<p><b>Rationale / background to the review:</b></p> <p>At the September 2017 meeting the Value for Money and Customer Services Overview &amp; Scrutiny Committee expressed the view that a radical re-think of how services, front line and support, are delivered was needed to meet the anticipated long term financial challenges facing the Council. It was proposed that a Budget Strategy Working Group be established to drive forward the Medium Term Financial Plan (MTFP) initiatives designed to resolve the projected budget shortfall. The Finance Portfolio Holder has been briefed on the proposal and endorses this approach.</p>

7. **Terms of reference:**

- Examine and provide input into the development of projects to deliver the MTFP initiatives
- Develop a strategy which shifts the emphasis away from a pure 'financial savings targets' towards a wider 'business change' agenda
- Ensure future service reviews and decisions are taken within the widest context of the Council's vision, corporate objectives and MTFP
- Monitor the development and delivery of an action list against objectives relating to income, savings and efficiencies and report progress to the Executive
- Review the process used to translate the implementation of initiatives into the budget.

**Desired outcomes**

To identify how services, front line and support, can be delivered differently in order to meet the budget shortfall described in the MTFP.

To contribute to the development of the longer term business change effort of the Council to address the financial challenges anticipated.

**Research questions**

**Work Stream 1: Assessment of Council Services**

- 1) Which services that the Council currently provides are mandatory and which are discretionary?
- 2) What is the minimum level of provision required?
- 3) What is the expenditure and income from these services?
- 4) For which services can costs be recovered?
- 5) Do we recover the costs?
- 6) Should the costs be recovered?
- 7) What would the impact be, particularly on vulnerable residents, if the Council removed, reduced or charged for these services?
- 8) Would there be any legal implications if the Council removed, reduced or charged for these services?
- 9) Are we monopoly providers of the service?

**Work Stream 2: Demand management – community engagement exercise to determine public priority for services, followed by a review of:**

- 1) What are the levels of need/demand for services?
- 2) What are our customers' expectations of services?
- 3) Which needs/demands can be met elsewhere?

	<p><b>Work Stream 3:</b> Service delivery (opportunities for ‘channel shift’ and improved service efficiency)</p> <ol style="list-style-type: none"> <li>1) What opportunities are there for the Council to improve service delivery in front line and support services?</li> <li>2) Can services be delivered in a more efficient way, for example by partnership working, joint commissioning or self-service via new technologies?</li> </ol> <p><b>Work Stream 4:</b> Procurement and project management</p> <ol style="list-style-type: none"> <li>1) How does the Council procure goods and services?</li> <li>2) What proportion of expenditure is planned and what proportion is reactive?</li> <li>3) Does the way goods and services are procured deliver value for money?</li> <li>4) Does the Council’s approach to project management ensure the value of projects is not compromised in delivery?</li> </ol> <p><b>Work Stream 5:</b> Resource and asset utilisation</p> <ol style="list-style-type: none"> <li>1) How can the Council use its people resource and assets to achieve greater efficiency?</li> </ol>
8.	<p><b>Policy Development and Service Improvement</b> How will this review add value to policy development and/or service improvement?</p> <p>By contributing to the longer term business change effort of the Council, this review will contribute to the delivery of the MTFP strategy and the Council’s corporate strategy. In addition to this, the outcomes of the review will have implications on how the Council delivers its services in a sustainable and cost effective way.</p> <p>The review will improve services by maximising value for money across the Council.</p>
9.	<p><b>Corporate priorities:</b></p> <p>Careful and considered financial planning enables the Council to maintain and enhance service delivery – contributing to all of the Corporate priorities.</p>
10.	<p><b>Scope:</b></p> <p>In order to carry out a holistic and corporate review exercise, all services will be subject to this review including front line and support services. As a policy development and scrutiny exercise, this review will remain within the parameters of its legal scrutiny function.</p>

11.	<p><b>Methodology and methods:</b></p> <p><b>Methodology:</b> The review will take place during a series of meetings of the Working Group supported by officers. The Working Group will comprise members drawn from all four O&amp;S committees. The Working Group will report to the VFM &amp; Customer Service Committee.</p> <p>Information will be sought from Heads of Service or other relevant officers. Officers may be asked to attend the working group meetings when appropriate.</p> <p>All members of the working group will participate in work-stream 1 with the group then dividing to complete work-streams 2 and 3. It is anticipated that the full group will regroup for work-streams 4 and 5.</p> <p>The second work-stream relies on a community engagement exercise and will be informed by the results (see page 4, work-stream 2).</p> <p><b>Preliminary / core evidence that will need to be collected to inform this review is as follows:</b></p> <ol style="list-style-type: none"> <li>1) Breakdown of mandatory and discretionary services with cost recovery (if applicable) included.</li> <li>2) Community prioritisation of services.</li> </ol>
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Council services expected to contribute		
	Council Service	Reason / Intention for evidence
12.	All	This is a holistic review of all Council services and so all services are expected to provide the review with necessary data and information.
13.		
14.		

External Witnesses to be invited / submit evidence		
	Organisation	Reason / Intention for evidence
15.		
16.		
17.		

19.		
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20.	<b>Project plan:</b>	
<b>Timescale</b>		
Proposed start date:	March / April 2018	
Proposed finish date:	Work-streams 1 and 2 are expected to be completed by September 2018 in time to contribute to the development of the 2019/20 budget. The timeline for work-streams 3 – 5 are yet to be confirmed.	
<b>Working group plan</b>		
How many working group meetings are anticipated to support this review?	The programme of work fits into 5 work-streams. The number of working group meetings for each work-stream will vary depending on content with a range of 1 – 4 expected for each work-stream.	
<p><b>Working group theme (1):</b> Assessment of Council services, front line and support</p> <p><b>Aim:</b> To gain an understanding of what services do and why (whether they are mandatory or discretionary), identifying whether or not costs can be/ are being recovered.</p> <p><b>Witnesses:</b> Heads of Service are expected to complete the worksheets developed by the Head of Finance describing the services they provide as either mandatory or discretionary and providing information on whether these costs are being recovered or not.</p>		
<p><b>Working group theme (2):</b> Demand management</p> <p><b>Aim:</b> Identify customer need and demand for Council services through a community engagement exercise. Assess whether or not service capacity and need for services is matched and consider areas where the relationship of expectation and provision needs redefining.</p> <p><b>Witnesses:</b> The community engagement exercise budgeted for in the 2018/19 budget is expected to inform this work-stream.</p>		
<p><b>Working group theme (3):</b> Service delivery (opportunities for 'channel shift' and improved service efficiency)</p> <p><b>Aim:</b> To study how services are delivered, consider opportunities for alternative ways of working and recommend areas for efficiency reviews.</p> <p><b>Witnesses:</b></p>		
<p><b>Working group theme (4):</b> Procurement, and project management.</p> <p><b>Aim:</b> Identify opportunities to improve the value for money of current procurement. Ensure the Council's project management methodology is effective.</p>		

21.	Scrutiny resources: In-depth scrutiny reviews are facilitated and supported by the Scrutiny Policy Officers.
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For completion by Corporate Policy Manager					
22.	Corporate Policy Manager comments:  The scope of work for this review is far ranging and will need to include officers' time from a range of services in addition to the Scrutiny Policy Officer's time if it is to be successfully completed on time.				
	<table border="1" style="width: 100%;"> <tr> <td style="width: 15%;">Name:</td> <td>Louise Norie</td> </tr> <tr> <td>Date:</td> <td>9 March 2018</td> </tr> </table>	Name:	Louise Norie	Date:	9 March 2018
Name:	Louise Norie				
Date:	9 March 2018				
For completion by Lead Director					
23.	Lead Director comments:  I support this review. It is a much improved way of encouraging Members in scrutinising the Council's budget and harnessing their ideas and knowledge.  Are there any potential risks involved that may limit or cause barriers that scrutiny needs to be made aware of?  Capacity of officers to undertake service/budget reviews.  Are you able to assist with the proposed review? If not please explain why:  Yes, I can assist the review but I expect Peter Vickers (Head of Finance) to lead, supported by the accountancy team and all Heads of Service.				
	<table border="1" style="width: 100%;"> <tr> <td style="width: 25%;">Name and position:</td> <td>Graeme Clark, Strategic Director</td> </tr> <tr> <td>Date:</td> <td>9 March 2018</td> </tr> </table>	Name and position:	Graeme Clark, Strategic Director	Date:	9 March 2018
Name and position:	Graeme Clark, Strategic Director				
Date:	9 March 2018				
For completion by Executive Portfolio Holder					

24.	<p><b>Executive Portfolio Holder comments</b> As the executive lead for this portfolio area it is important for the task group to seek and understand your views so that recommendations can be taken on board where appropriate.</p> <p>To follow.</p>	
	Name and position:	Cllr Ged Hall, Deputy Leader and Portfolio Holder for Finance and Communications
	Date:	9 March 2018

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## **Briefing paper on 2018/19 Value for Money and Customer Service O&S items**

The VFM CS O&S Committee considered a wide range of items in 2018/19. The items of work which were suggested to return to the Committee are listed below, with explanatory detail, in order for the new Committee to decide whether or not they should be included in its work programme for 2019/20.

Each item should be thoroughly tested through the work programme criteria and have a clear purpose for scrutiny. Items of interest without clear potential to add value ('update' or 'to note' items) should be circulated to the Committee members.

### **1. Review of value for money achieved through the Housing Service kitchens and bathrooms contract**

At the Committee meetings in January and February 2019 attention was drawn to the amount budgeted for in the 2019/20 Housing Revenue Account kitchens and bathrooms rolling programme (£800,000). The Committee (endorsed by the Coordinating Board) suggested undertaking a Scrutiny review regarding the Housing Revenue Account procurement policy and value for money achieved.

- The Committee is asked to decide if it would like to undertake this review and, if so, how it would like to achieve this (in the Committee or through a working group).

### **2. Corporate Performance Reports**

The performance of the Council across all services is reported through the quarterly (September, November, February and June) Corporate Performance Reports. They contain information on all corporate key performance indicators (KPIs), Service Plans and areas of concern. Performance reports enable the Committee to monitor the performance of the Council and potentially identify further areas for scrutiny.

- The Committee is asked to decide if it would like to continue to receive the quarterly Corporate Performance Reports.

### **3. Workforce Profile Report**

For the last two years the Committee has received an annual Workforce Profile report containing information on turnover rates, sickness levels and staff satisfaction survey results. The last time the Committee considered the report it asked for more information on analysis of turnover to be included in the next report.

- The Committee is asked to decide if it would like to continue to receive this annual report, and
- If it would like the next annual report to include the detail on turnover.

#### **4. Customer Service Programme (CSP) summary document**

The Council is currently undertaking a major project which aims to transform customer services, with the goals of making savings identified within the Medium Term Financial Plan and improving customer experience by, amongst other things, providing a wider offering of digital self service opportunities for customers. The project got fully underway in autumn 2018 and a report came to the November 2018 meeting to update the Committee on the progress of the project. At that meeting the Committee requested an item containing an overall summary of the key aspects of the individual workstreams.

- The Committee is asked to decide how it wishes to continue to monitor the progress of the CSP, and whether or not it would like the item detailing the workstreams as set out above.

#### **5. Review of the Property Investment Strategy**

In March 2018 a working group of the VFM CS O&S Committee completed an in-depth piece of work on the Property Investment Strategy and the Strategy was agreed by Council in April 2018. Six months after its implementation (at the November 2018 Committee meeting) the Strategy was scrutinised by the Committee and it was suggested that another review of the Strategy should take place one year after the 6 month review (November 2019).

- The Committee is asked to decide if it wishes to add the review of the Property Investment Strategy to its work programme.

#### **6. Fees and charges review**

At the Budget Scrutiny meeting on 22 January 2019, it was noted that the schedule of fees and charges (forming part of the general fund budget) is currently considered without the benefit of the context of comparable rates of other local authorities or commercial providers. It was suggested that scrutiny of the basis for individual fees and charges should be considered by the Committee in the next Council year.

- This Committee is asked to decide if it wishes to undertake this piece of work and, if so, how (within a committee meeting or as a working group).

#### **7. Capital expenditure process and management review – follow up**

In March 2018 a working group of the VFM CS O&S Committee completed a review of the process and management of the Council's capital expenditure programme. The recommendations were accepted by the Executive in June 2018 and a report detailing their progress was brought before the Committee in February 2019. At this meeting, it was suggested that the Committee continue to monitor the progress of the recommendations and the impact they have had on the project and financial management of capital projects.

- The Committee is asked to decide if, and how, it wishes to continue to monitor the impact of the recommendations.

## **8. Acquisitions through the Property Investment Strategy**

The Property Investment Strategy states that a quarterly performance report on property acquired under the Strategy will be available to the VFM CS O&S. These reports have been provided to the Committee in exempt session since the Strategy was implemented and include properties acquired prior to the Property Investment Strategy implementation.

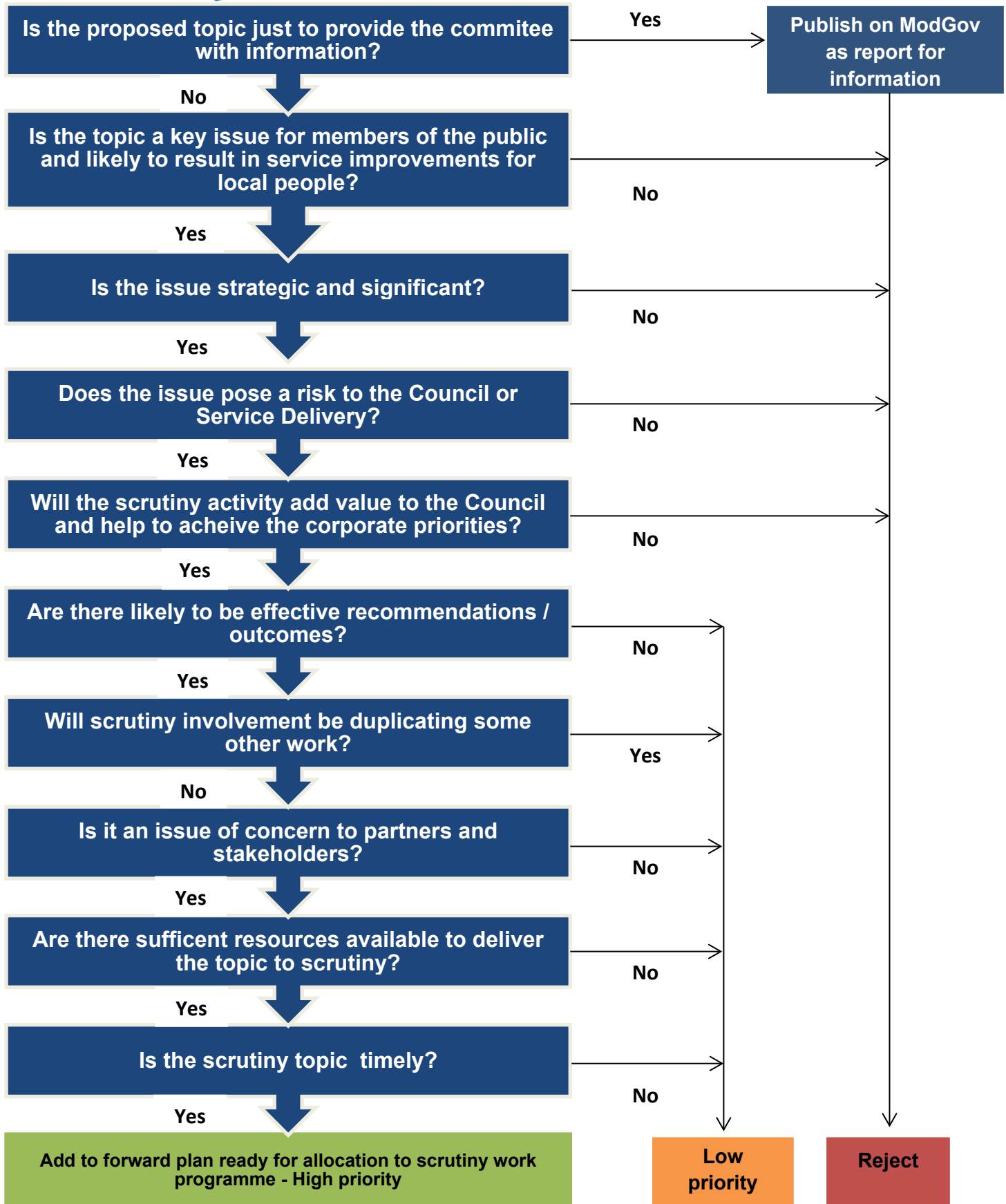
- The Committee is asked to decide if it wishes to continue to receive these reports at Committee or if they would be better circulated for information and any issues for scrutiny proposed to the Committee as and when they arise.

## **9. Brightwells Yard**

Brightwells Yard is a regeneration scheme in Farnham, preparatory work for which began on site in May 2018. The development is now in construction stage and due to be fully completed in 2022, with phased opening starting in spring 2021. Brightwells Yard is a significant development for Farnham and is also an important element of the Council's economic development strategy.

- The Committee is asked to decide if it wishes to add an item on Brightwells Yard to its work programme (standing or one-off) and, if so, agree the purpose of this item.

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## **INTRODUCTION TO WAVERLEY BOROUGH COUNCIL**

### **OVERVIEW AND SCRUTINY WORK PROGRAMME**

The programme is designed to assist the Council in achieving its corporate priorities by ensuring topics add value to the Council's objectives, are strategic in outlook, are timed to optimise scrutiny input and reflect the concerns of Waverley residents and council members. The programme is indicative and is open to being amended with the agreement of the Chair with whom the item is concerned. The work programme consists of three sections:-

- Section A – Lists items for Overview and Scrutiny consideration. It is not expected that the Committee cover all items listed on the work programme and some items will be carried over into the following municipal year. In-depth scrutiny review topics for consideration by the respective Committee will also be listed in this section.
- Section B – Lists live in-depth scrutiny task and finish groups, including objectives, key issues and progress.
- Section C – Lists the Scrutiny tracker of recommendations for the municipal year.

**Section A**

**Work programme 2018-19**

<b>Subject</b>	<b>Purpose for Scrutiny</b>	<b>Lead Member / officer</b>	<b>Date for O&amp;S consideration</b>	<b>Date for Executive decision (if applicable)</b>
Section A will list the items for future agendas once they have been agreed by the Committee.				

**Section B**

**Scrutiny reviews 2018-19**

<b>Subject</b>	<b>Objective</b>	<b>Key issues</b>	<b>Lead officer</b>	<b>Progress</b>
Section B will detail any in-depth scrutiny reviews of the Committee.				



**Section C**

**Scrutiny tracker 2018 - 19**

<b>Value for Money and Customer Service Scrutiny recommendations tracker</b>				
<b>Meeting date</b>	<b>Agenda item</b>	<b>Outcomes / Recommendations</b>	<b>Officer / Executive response</b>	<b>Timescale</b>
26 June 2017	Performance Management Report	<b>OUTCOME:</b> To receive suggestions from officers for establishing customer satisfaction baseline data.	Update from September Committee: work on establishing a customer satisfaction baseline to be postponed until the Council's ongoing review of customer service has been completed.	An update of the customer service review came to this committee in November 2018.
19 November 2018	Customers Services Review	<b>OUTCOME:</b> For the Committee to receive an item containing a document with an overall summary of the key aspects of the individual workstreams.	The Customer Services Programme has been added to the work programme for July 2019.	July 2019
	Community Infrastructure Levy (CIL) Governance Arrangements and Assessment Criteria	<b>OUTCOME:</b> the Committee suggested that the new CIL Advisory Board be asked to consider the pros and cons of a connection between the area development is taking place and where the money is spent when drafting the allocation criteria.	Proposals for a 'Communities CIL fund' amounting to 10% of the Strategic CIL Fund are contained within the report brought to this committee in February 2019.	Executive 4 December 2018  Council 11 December 2018

Value for Money and Customer Service Overview and Scrutiny Committee

**Value for Money and Customer Service Scrutiny recommendations tracker**

Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
		<b>OUTCOME:</b> that the composition of the CIL Advisory Board be as geographically proportionate as possible, to ensure both rural and urban areas are represented.	The CIL Advisory Board terms of reference brought to this committee in February 2019 state that 'the CIL Advisory Board membership does not fall within the scope of the political proportionality requirements of the LG&HA1989, but will recognise as far as possible: a) the political make-up of the Council b) the geographical interests of the Council'	
	Corporate Performance Report Q2	<b>OUTCOME:</b> the Committee requested to have the revised due dates for the projects that missed their planned completion dates.	These will be included in the next report.	February 2019
		<b>OUTCOME:</b> the Committee requested that officers undertake further analysis on turnover and a report on the findings comes to this Committee.	Turnover levels are part of a wider ongoing review of staffing issues being undertaken and the HR team will have more meaningful results at the end of Q1 2019.	September 2019
	Property Investment Strategy Quarterly Property Acquisition Report	<b>OUTCOME:</b> the Committee requested that more detail regarding rents be provided in future reports.	Officers will include this in future reports.	February 2019
		<b>OUTCOME:</b> the Committee requested that a brief narrative explanation be included in the report to bring the headlines to the Committee's attention.		

Value for Money and Customer Service Overview and Scrutiny Committee

**Value for Money and Customer Service Scrutiny recommendations tracker**

Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
22 January 2018	Medium Term Financial Plan 2019/20 – 2021/22 and General Fund Budget 2019/20	<p><b>RECOMMENDATION:</b> the Committee recommended that a comprehensive review of fees and charges be undertaken over the coming year to ensure that these appropriately reflected the market.</p>	<p>To be included as a potential working group project.</p>	<p>2019/20</p>
		<p><b>RECOMMENDATION:</b> the Committee endorsed the recommendation of the 2.99% increase in Waverley’s element of Council Tax for 2019/20.</p>	<p>These recommendations were approved at Executive Council February 2019.</p>	<p>12 February 2019</p>
		<p><b>RECOMMENDATION:</b> the Committee endorsed the recommendation to make no change to the Council’s existing Council Tax Support scheme.</p>		
		<p><b>RECOMMENDATION:</b> the Committee endorsed the recommendation to approve the General Fund Budget for 2019/20.</p>		
		<p><b>RECOMMENDATION:</b> the Committee endorsed the recommendation to approve the 2019/20 General Fund Capital Programme as shown at Annexe 6.</p>		
		<p><b>RECOMMENDATION:</b> the Committee recommended that a schedule be added to the fees and charges document showing the volume of demand for each service.</p>	<p>This information will be included in next year’s budget report.</p>	<p>January 2020</p>

Value for Money and Customer Service Overview and Scrutiny Committee

Value for Money and Customer Service Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
	Council Tax Empty Homes Discount and Empty Homes Premium	<b>RECOMMENDATION:</b> the Committee recommended the following amendment to recommendation 1: that the discretionary discount for 'empty and substantially unfurnished properties' is reduced to 1 month from 1 April 2019.	This recommendation was approved at Executive and Council February 2019.	12 February 2019