

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

E-mail: amy.mculty@waverley.gov.uk

Direct line: 01483 523492

Date: 6 September 2019

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

Cllr Joan Heagin (Vice Chairman)
Cllr Roger Blishen
Cllr Jerome Davidson
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, 9 September 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, 16 SEPTEMBER 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

Agendas are available to download from Waverley's website
(www.waverley.gov.uk/committees), where you can also subscribe to

updates to receive information via email regarding arrangements for particular committee meetings.

Alternatively, agendas may be downloaded to a mobile device via the free Modern.Gov app, available for iPad, Android, Windows and Kindle Fire.

Most of our publications can be provided in alternative formats. For an audio version, large print, text only or a translated copy of this publication, please contact committees@waverley.gov.uk or call 01483 523351

This meeting will be webcast and can be viewed by visiting www.waverley.gov.uk/webcast

Waverley Corporate Strategy 2018 - 2023

Priority Theme 1: People

Priority Theme 2: Place

Priority Theme 3: Prosperity

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.
-

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 Peter Martin as Chairman of the Value for Money and Customer Service O&S Committee for the remainder of the 2019/20 council year.

2. MINUTES (Pages 7 - 12)

To confirm the Minutes of the Meeting held on 24 June 2019 (to be laid on the table 30 minutes before the meeting).

3. 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 9 September to enable a substitute to be arranged, if applicable.

4. 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.

5. 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 9 September.

6. 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 9 September.

7. DRAFT COMMERCIAL STRATEGY (Pages 13 - 28)

To introduce and seek comments on the new draft Commercial Strategy which will form an integral part of delivering the Medium Term Financial Plan.

Recommendation

It is recommended that Overview and Scrutiny comment on the draft strategy to feed the Committee's thoughts to the Executive for consideration.

8. INCOME GENERATION PROJECTS UPDATE

To discuss the income generation projects contained with the draft commercial strategy (item 7).

9. CORPORATE PERFORMANCE REPORT Q1 2019-2020 (APRIL-JUNE 2019)
(Pages 29 - 78)

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2019-20. 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 senior management or the Executive.

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.

10. CUSTOMER SERVICES PROJECT UPDATE (Pages 79 - 84)

This report gives the Committee an update on the Customer Services Project and includes the results of the Customer Demand survey carried out earlier in the year and referred to in the Corporate Performance Report elsewhere on this agenda.

Recommendation

It is recommended that the Committee notes the contents of the report.

11. BUDGET STRATEGY WORKING GROUP UPDATE

To receive a verbal update on the progress of the working group.

12. COMMITTEE WORK PROGRAMME (Pages 85 - 96)

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

The work programme includes items agreed at previous meetings and takes account of items identified on the latest Executive Forward Programme (Annexe 2) as due to come forward for decision.

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 consider their work programme and make any comments and/or amendments they consider necessary, including 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. PROPERTY INVESTMENT STRATEGY ACQUISITIONS QUARTERLY UPDATE (Pages 97 - 98)

The (exempt) report, attached, details the performance of property acquired under the property Investment Strategy.

15. ANY OTHER 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

Amy McNulty, Democratic Services Officer

Tel. 01483 523492 or email: amy.mculty@waverley.gov.uk

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE - 24 JUNE 2019

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

Present

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

1. APPOINTMENT OF CHAIRMAN (Agenda item 1.)

Cllr Julia Potts was confirmed as Chairman of the Value for Money and Customer Service O&S for the Council year 2019/20.

2. APPOINTMENT OF VICE CHAIRMAN (Agenda item 2.)

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

3. MINUTES (Agenda item 3.)

The Minutes of the Meeting held on 18 February and the Special Meeting held on 11 March 2019 were confirmed as a correct record and signed.

4. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 4.)

There were no apologies for absence.

5. DECLARATIONS OF INTERESTS (Agenda item 5.)

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

6. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 6.)

There were none.

7. QUESTIONS FROM MEMBERS (Agenda item 7.)

There were none.

8. SERVICE PRESENTATIONS (Agenda item 8.)

The Committee received presentations from the Heads of Service on the areas falling within the remit of the Value for Money and Customer Service O&S Committee.

Business Transformation

David Allum, Head of Business Transformation, outlined the responsibilities and priorities for this Service Area. He advised the Committee that Business Transformation was a relatively new Service Area, the creation of which had been driven by the requirement to deliver key financial savings by 2022/23. The Business Transformation project comprised a number of work streams with corporate overview which would ensure that a joined-up approach was taken and that any project drift would be identified and prevented.

The Committee asked for details of when more information about each of the work streams would be available. David explained that the scoping phase for each project would be completed by the end of June, and the aim was to publish the Strategy document by the end of July.

Commercial Services

Kelvin Mills, Head of Commercial Services, informed the Committee that this Service Area had been charged with bringing a more commercial approach to the Council. A new Commercial Strategy was being developed and Kelvin would present a draft of this to the Committee at its next meeting in September. Building Control was the main Service which fell within the remit of the VFM and Customer Service O&S Committee; Kelvin advised that the aim for this team would be to increase its market share with the overall aim of becoming budget-neutral.

The Committee also received a presentation on Brightwells Yard. This redevelopment programme would be important for the Council's future income generation. Debbie Smith, Development Programme Manager, also circulated a brochure which included a timeline with key milestones for the project, including the opening of retail units in Spring 2021.

The Chairman, Cllr Potts, highlighted that this was a major scheme that would bring in income for the whole borough. She asked for more specific details of anticipated income, which Kelvin agreed to circulate after the meeting.

Members agreed that it would be useful to see this project as a standing item on the Committee's agendas, in order to monitor progress and make sure it stays on track. There was also a request for more detailed project milestones to be included in future updates.

Economic Development

Paul McKim, Head of Planning and Economic Development, provided the Committee with an overview of the business economy in Waverley. An Economic Development Strategy was already in place, and an action plan was being prepared to support this. Paul was planning to present this to the Committee at its meeting in November. The Economic Development team was also supporting the creation of four Business Improvement Districts, working closely with the local Chambers of Commerce.

The Committee was concerned to note an increase in the retail vacancy rates in town centres and queried what could be done to address this. Paul responded that

the team worked with local landlords to identify why properties were empty and to encourage them to bring these back into use. Catherine Knight, Economic Development Officer, added that generally the retail vacancy rates in the borough remained below the national average of 8.9%.

Cllr Hesse suggested that pay on exit car parking could be used to encourage shoppers to spend longer in town centres. Annie Righton, Strategic Director, explained that the Executive had just commissioned a Strategic Parking Review. This review would be carried out by expert consultants and would seek to deliver a healthy level car parking turnover. This matter would be considered further by the Environment O&S Committee in due course.

Finance and Property

Peter Vickers, Head of Finance and Property, advised the Committee of how this Service Area was responsible for ensuring robust financial management throughout the whole organisation by supporting both officers and Members with effective decision making. This Service Area was also responsible for managing the Council's commercial property portfolio and seeking to generate income through property acquisitions via the Property Investment Strategy. Peter agreed to circulate further details of service metrics, specifically relating to revenues and benefits, following the meeting.

Policy and Governance

Louise Norie, Corporate Policy Manager, presented an overview of the Policy and Governance Service. A new Communications and Engagement Strategy was being developed and would come forward in due course. This would see a more planned and targeted approach being taken to corporate communication. A new website would also be developed over the coming year, which would facilitate some aspects of the Customer Service Programme.

The Committee was concerned to note that the Local Land Charges service, which was one of the biggest income generating teams within Policy and Governance, would eventually transfer to the Land Registry and therefore this income stream would be lost. Cllr Mulliner queried whether a date for this transfer was known, however officers responded that a date had not yet been set.

The Chairman thanked the Heads of Service for their presentations, which provided very useful background for when the Committee came to consider its work programme later in the meeting.

9. CORPORATE PERFORMANCE REPORT QUARTER 4 2018/19 AND ANNUAL OUTTURN (JANUARY - MARCH 2019) (Agenda item 9.)

Nora Copping, Policy and Performance Officer, introduced the Corporate Performance report to the Committee and gave a short presentation explaining the purpose and format of the report. She then took the Committee through the indicators falling within the Committee's remit, which generally showed very good performance for 2018/19.

The Committee was pleased to note a significant improvement for Quarter 4 in relation to two indicators regarding the time taken to pay invoices.

In regard to the percentage of Level 1 complaints responded to on time, which consistently fell below its ambitious target of 95%, the Committee heard that senior management had considered revising the target but had decided to keep it at 95%. Heads of Service would be reviewing the processes within their individual Service Areas to endeavour to meet the target in future.

Cllr Heagin asked whether any analysis of the types of complaints was carried out. Officers responded that work was done to identify lessons learnt coming out of complaints. Additionally, the Committee would receive an annual report on complaints handling at its November meeting.

Members made a further request for an analysis of planning appeals; this concern related to the cost implications of these appeals. It was suggested that a breakdown by major/minor applications be provided, as well as identifying where the decision had been a Committee overturn. Paul McKim agreed to present this information to the Joint Planning Committee, Environment O&S and VfM O&S.

The Committee thanked Nora for her report and noted the content.

10. BUDGET STRATEGY WORKING GROUP BRIEFING (Agenda item 10.)

Yasmine Makin, Scrutiny Officer, briefed the Committee on the Budget Strategy Working Group (BSWG), that had been established last year by the Value for Money and Customer Service O&S Committee. The BSWG had carried out extensive work over the last year and it was now proposed to reappoint the group, again with membership to come from all four O&S Committees.

Cllr Mulliner, who had chaired the BSWG last year, summarised the work streams that would be undertaken by the group over the coming year. Work stream 2, a participatory budgeting exercise was ready to be launched. The BSWG would then be focusing on work stream 3, working with Heads of Service to identify opportunities for improvements and efficiencies and to determine the deliverable savings that could be achieved from these.

It was clarified that the work of the BSWG related to the General Fund only as the Housing Revenue Account was governed by its own 30 year business plan.

Yasmine advised the Committee that there had been interest from other O&S Committees and several nominations for membership had already been received. Cllrs Mulliner, Hyman and Heagin also volunteered to join the group from the VfM O&S Committee.

The Committee agreed to reappoint the Budget Strategy Working Group, with membership to be confirmed once all four O&S Committees had met and agreed nominations for membership.

11. WORK PROGRAMMING (Agenda item 11.)

Yasmine Makin presented a briefing paper which set out matters that had previously been identified by the Committees as worthy of scrutiny. She invited the Committee to identify any items it may wish to add to its work programme for the

coming year, reminding Members that it was for the new Committee for decide on its own priorities for the year.

The Committee agreed that a review of value for money achieved through the Housing Service kitchens and bathrooms contract would be best carried out when the new contracts had had time to bed in and therefore suggested that this be added to the work programme for Spring 2020.

Members felt that it was very important that the Property Investment Strategy continued to be monitored. The Committee agreed to request an update from the Leader and relevant Portfolio Holder on the Executive's approach to property investment going forward. It was also agreed that the Committee would continue to receive quarterly performance reports (including rental income and voids) on the properties acquired through the Property Investment Strategy.

Cllr Hyman recalled that the issue of fees and charges had been identified by a number of Members at budget-setting time and there had been a commitment to review this. Kelvin Mills advised that this would be addressed through the emerging Commercial Strategy which would come to the Committee at its next meeting.

The Committee also agreed that there was a need to monitor the performance of major projects, such as Brightwells, which were key for income generation across the borough, to ensure that they were properly delivered. It was agreed to add this as a standing item to future agendas.

12. COMMITTEE WORK PROGRAMME (Agenda item 12.)

Yasmine Makin introduced the Committee to the format of the work programme and invited Members to identify any further items it may wish to add.

Cllr Martin felt that the Committee should continue monitor the CIL Governance Arrangements, and it was agreed to request an update from the Leader and relevant Portfolio Holder on the Executive's approach to CIL Governance going forward.

The meeting commenced at 7.00 pm and concluded at 9.06 pm

Chairman

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S COMMITTEE

16 SEPTEMBER 2019

Title:

DRAFT COMMERCIAL STRATEGY

[Portfolio Holder: Cllr Merryweather]

[Wards Affected: All]

Summary and purpose:

To introduce and seek comments on the new draft Commercial Strategy which will form an integral part of delivering the Medium Term Financial Plan.

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

This report relates to the all of the Council's Corporate Priorities as it is as strand of work that helps to deliver all Council Services.

Equality and Diversity Implications:

There are no specific Equality and Diversity implications for the Strategy, however, each workstream / project will be subjected to an Equality & Diversity impact assessment.

Financial Implications:

All financial implications are covered within the main Commercial Strategy

Legal Implications:

There are no specific legal implications to the Strategy. However, each workstream or project will, where required, involve legal advice. For example, if as a Council we move forward with a trading company and when land assets are reviewed.

1. Introduction

1. Waverley Borough Council is responsible for providing certain local services and facilities mandated by central government. We also choose to enhance these, and provide others, for the community benefit of our residents. This ambition is reflected in the Council's Corporate Strategy.

2. Measured by revenue income, approximately 50% of these activities are commercial and investment in nature¹ (with the balance financed by local taxation, grants and non-commercial fees and charges).
3. Some elements of our commercial activities are not necessarily *principally* for financial gain. For example, our car parks fulfil several purposes: while they generate significant revenue income, they can also be used to provide valuable non-financial community benefits for disabled residents, or encourage economic development.
4. All of these activities are currently undertaken through our General Fund. Our current Medium-Term Financial Plan forecasts our General Fund expenditure increasingly to exceed income, that deficit forecast to rise to £3.9m per annum by 2022-23. This is mainly because we expect grant funding to decline and we are constrained by central government as to how we can increase and retain local taxes. Therefore, if we are to avoid spending cuts like some authorities, we need to consider commercial opportunities to address the funding gap.

Conclusion

5. Commercialisation for Waverley is a new state of mind and an integral strand of the Council's Business Transformation Strategy. This document should be viewed alongside the Council's Corporate Strategy, the Medium Term Financial Plan, the Capital Strategy and the Property Investment Strategy
6. Waverley Borough Council has a duty to look after the public purse, and residents and businesses expect us to do this in a sensible manner. However, within the current financial climate the Council needs to explore options to operate in a more commercial manner than has been historically expected. This does not mean taking unnecessary risks with public money. It means in these challenging financial times exploring opportunities to ensure we can continue to deliver the excellent services that our residents want and value despite the financial pressures on the Council's budget.

¹ Capital proceeds from the disposal of land or other assets are restricted by statute from being used other than to fund capital expenditure which may, or may not, be commercial in nature.

Recommendation

It is recommended that Overview and Scrutiny comment on the draft strategy to feed the Committee's thoughts to the Executive for consideration.

Background Papers

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

CONTACT OFFICER:

Name: Kelvin Mills

Telephone: 01483 523 432

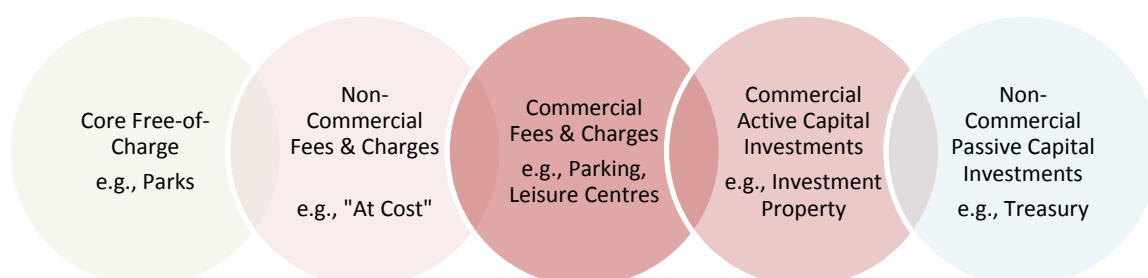
E-mail: kelvin.mills@waverley.gov.uk

This page is intentionally left blank

‘Waverley Borough Council’s Commercial Strategy purpose is to identify and undertake appropriate activities for financial gain in order to generate funding for the better provision of the local services and facilities that we provide for residents.’

Introduction

1. We are responsible for providing certain local services and facilities mandated by central government. We also choose to enhance these, and provide others, for the community benefit of our residents this ambition is reflected in the Council’s Corporate Strategy.
2. Excluding Social Housing, our activities can generally be classified as follows:



3. Measured by revenue income, approximately 50% of these activities are commercial and investment in nature¹ (with the balance financed by local taxation, grants and non-commercial fees and charges).
4. Some elements of our commercial activities are not necessarily *principally* for financial gain. For example, our car parks fulfil several purposes: while they generate significant revenue income, they can also be used to provide valuable

¹ Capital proceeds from the disposal of land or other assets are restricted by statute from being used other than to fund capital expenditure which may, or may not, be commercial in nature.

non-financial community benefits for disabled residents, or encourage economic development.

5. All of these activities are currently undertaken through our General Fund. Our current Medium-Term Financial Plan forecasts our General Fund expenditure increasingly to exceed income, that deficit forecast to rise to £3.9m per annum by 2022-23. This is mainly because we expect grant funding to decline and we are constrained by central government as to how we can increase and retain local taxes. Therefore, if we are to avoid spending cuts like some authorities, we need to consider commercial opportunities to address the funding gap.
6. Waverley Borough Council has a duty to look after the public purse, and residents and businesses expect us to do this in a sensible manner. However within the current financial climate the Council needs to explore options to operate in a more commercial manner than has been historically expected. This does not mean taking unnecessary risks with public money. It means in these challenging financial times exploring opportunities to ensure we can continue to deliver the excellent services that our residents want and value despite the financial pressures on the Council's budget.
7. Each service statutory or non-statutory need to fully understand their cost base and their service demands. This will allow costs to be aligned to an agreed service level.
8. Council services, including the HRA, need to be reviewed with duplication removed and services prioritised. External support should be minimised wherever possible.
9. Partnership working will become ever more important to Waverley and we must strive to work closely with our public sector partners, Surrey County Council, other Boroughs & Districts, Education, Police, Health, LEPs to drive out asset and operational efficiencies.
10. Commercialisation for Waverley is a new state of mind and an integral strand of the Council's Business Transformation Strategy. This document should be viewed alongside:
 - Corporate Strategy
 - Medium Term Financial Plan
 - Capital Strategy and Property Investment Strategy

General Fund Budget Strategy



Governance

11. Commercial opportunities will be identified by Services with each 'work stream' presented as its own business case. Outcomes and financial targets will be identified from the outset to allow the success of projects to be evaluated.
12. At officer level a Programme Board will be needed to oversee and monitor the projects and work-streams within the programme. There will need to be commensurate Member oversight via Executive and the Value for Money/Customer Services Overview and Scrutiny Committee.
13. All activities will be undertaken within the structure of the Council's identified Risk Appetite. Authorisation for activities will be agreed by the Programme Board; and Executive and Full Council where required, namely when a decision sits outside of the agreed risk appetite appendix 1.

Resources

14. It is envisaged that the commercial projects will be overseen by the Head of Commercial Services. In addition external expertise will be needed from time to time according to the demands of the various projects. It is anticipated that these costs will generally be addressed by the business cases of the projects concerned

Marketing

15. As a Council we need to carry out a thorough piece of work exploring the relative markets for each service, identifying opportunities for commercial growth. This work programme will analyse opportunities in both discretionary and our statutory services. It will be important to explore opportunities for collaboration as well as exploiting competitive markets. A marketing based approach which identifies the unique selling points of our services and the place in the market where each service sits will inform our pricing structure as well as our promotional activity for identified services.

Work Programme

16. The programme set out below identifies initial work streams that have been identified as suiting a more commercially focused approach, they will need to be refined to determine what is to be prioritised and other projects added when identified. Project plans and business cases will be produced for each work stream for approval from the programme board.

Income Generating Areas

Following on from the work of the Budget Strategy Working Group, Senior Officers and Councillors need to prioritise the Council's expertise on Income Generating Areas, Appendix 2, which identifies the top potential income generating areas currently delivered by the Council. Excluding the high contribution areas which are accounted for within Waverley's Investment Strategy identified services within the medium and low contribution areas should be focused on to increase surplus. Market analysis will be vital gaining the understanding of where we can make the greatest impact on income generation.

Resources

External marketing support working with a project group comprising of managers of services, communications, finance and commercial services.

Timescales 12 months with savings created between 12 and 24 months

Additional income expectation £100,000 (2021/22)

Fees & Charges (excl Car Parks)

Fees and Charges need to be reviewed and streamlined to give clarity to potential customers and maximise where the Council can have the greatest financial impact and operate more efficiently. Focusing on non-statutory planning fees, green bin charges, careline and licensing the larger potential areas.

Resources

Internal resources led by commercial services, key managers, democratic services and finance.

Timescales 2 years, year 1 to agree charges year 2 to embed them within the Council's fee structure.

Additional income expectation £50,000 (2020 -21)

Car Park Strategy

This element of work is vital to the medium term financial plan potentially delivering a substantial element of income generation, commercial, target for the Council. It also presents the opportunity to align service provision to the needs of residents and visitors to Waverley.

Resources

External resources need to be procured to report into a project board consisting of Head of Environmental Services; Head of Commercial Services and Head of Finance.

Timescales are six months to write and adopt the strategy and implement agreed actions.

Additional income expectation £250,000 (2020/21)

Leisure Investment

Continue the successful investment programme in our leisure stock, namely in Farnham & Godalming Leisure Centres, increasing physical activity in the borough as well as delivering a return for the Council.

Resources

External project management expertise procured to support the project as well a part time backfill role of the Leisure Services Manager for the period of the projects.

Timescales the projects will be completed by the end of 2020 early 2021 increased management fees will be received 2021/22.

Additional income expectation £150,000 - 200,000

New Commercial Company

Following on from Council approval and detailed consideration by Overview & Scrutiny and the Investment Advisory Board paper to set up a trading arm focusing on housing and general property management of the Council. Explore opportunities that sit more appropriately within a commercial environment.

Resources

Internal legal; finance; democratic services and strategic director support is required to drive the project with governance coming from the Investment Advisory Board.

A budget of £150,000 will be needed to set up the new commercial company.

Timescales are difficult to predict but the officer ambition is to be trading 2021 – 22.

Land /Property Assets

Thorough review of the Councils land and property assets (I believe this may have been started) to identify opportunities and risks (costs) to driving an income stream. With this clarity work practices can be aligned to create efficiencies at present a lot of officer time is misdirected to 'low' value work streams.

Resources

External and internal resources required to identify and value assets to allow effective decision making.

Timescale – review to be carried out 2019/20 with 'assets' identified for decision making 2020/21.

Projected additional income to be confirmed and are dependent upon review £30,000 is the target with the potential for additional one off capital receipts

Summary

Project	Resource Requirement	Timescale	Additional Income Expectation
Prioritised Income Generating Areas	Internal	2021/22	£100,000
Fees & Charges	Internal	2020/21	£50,000
Car Park Strategy	External Support with Internal Governance	2020/21	£250,000
Leisure Investment	External Support with Internal Governance	2021/22	£150 -200,000
New Commercial Company – income streams	External Support and Internal Governance	Trading 2021/22	Commercial Activities to be identified throughout 2020/21
Review and maximisation of land and property assets	External support and internal resources	Review 2019/20 Activity 2020/21	To be confirmed by project Capital receipts

This page is intentionally left blank

Risk Appetite

Through in-house training and facilitated workshops Members of the Executive, Audit Committee and senior management received practical guidance to reach a consensus view of the overall risk appetite for the Council.

Risk Domains

The Council's appetite for risk has been assessed as highlighted below:

	Financial	Legal/ Regulatory	Safety	Service Delivery	Reputational
Averse	Loss < £10k	Trivial breach or non-compliance	Insignificant injury (First Aid)	Negligible disruption/ unnoticed by service users	Insignificant damage
Cautious	Loss £10k to £50k	Isolated legal action or regulatory breach	Minor injury (medical attention)	Small disruption/ inconvenience	One-off adverse local publicity
Moderate	Loss £50k to £100k	Sustained legal action or (limited) regulatory fine	Serious injury (not life threatening)	Substantial, short-term disruption/ inconvenience	Short-term, but wide reaching adverse publicity
Open	Loss > £100k	Major legal action or regulatory sanction	Death(s) or multiple serious injuries	Major, sustained disruption/ serious inconvenience	Major, long-term damage

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

ENVIRONMENT O&S – 9 SEPTEMBER 2019
VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 16 SEPTEMBER 2019
COMMUNITY WELLBEING O&S – 17 SEPTEMBER 2019
HOUSING O&S – 25 SEPTEMBER 2019

Title:

**CORPORATE PERFORMANCE REPORT
Q1 2019-2020
(APRIL – JUNE 2019)**

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

Summary and purpose:

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2019-20. 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 senior management or the Executive.

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.

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 Plans actions
- Progress of Internal Audit recommendations

- Complaints monitoring
- Workforce data
- Financial forecasting
- Housing Delivery monitoring

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

Overview and Scrutiny Committee	Services and areas of responsibility covered	Report Dashboard
Customer Service and Value for Money	Customer Services	Business Transformation & Corporate Dashboard
	IT	Business Transformation & Corporate Dashboard
	Corporate Finance	Finance & Property Dashboard
	Revenues and Benefits	Finance & Property Dashboard
	Property	Finance & Property Dashboard
	Procurement and Commissioning	Finance & Property Dashboard
	Economic Development	Planning & Business Development Dashboard
	Business Liaison	Planning & Business Development Dashboard
	Corporate Plan	Policy & Governance Dashboard
	Communications and Public Relations	Policy & Governance Dashboard
	Democratic Services	Policy & Governance Dashboard
	Elections	Policy & Governance Dashboard
	Complaints	Policy & Governance Dashboard
	HR and Recruitment	Policy & Governance Dashboard
Community Wellbeing O&S	Health and Wellbeing	Commercial Services Dashboard
	Leisure and Sport	Commercial Services Dashboard
	Arts, Culture and Museums	Commercial Services Dashboard
	Youth and Young People	Commercial Services Dashboard
	Waverley Training Services	Commercial Services Dashboard
	Licensing	Environment Dashboard
	Community Services	Housing Delivery & Community Dashboard
	Day Centres	Housing Delivery & Community Dashboard
	Provision for Older People in the Community	Housing Delivery & Community Dashboard
	Community Safety	Housing Delivery & Community Dashboard
	Grants	Housing Delivery & Community Dashboard

Overview and Scrutiny Committee	Services and areas of responsibility covered	Report Dashboard
Environment O&S	Building Control	Commercial Services Dashboard
	Refuse, Recycling, Food Waste Collection	Environment Dashboard
	Car Parking	Environment Dashboard
	Street Cleaning	Environment Dashboard
	Parks, Countryside and Open Spaces	Environment Dashboard
	Rural Issues	Environment Dashboard
	Land Drainage and Flooding	Environment Dashboard
	Sustainability	Environment Dashboard
	Environmental Health	Environment Dashboard
	Planning and Major Developments	Planning & Business Development Dashboard
Housing O&S	HRA Business Plan	Housing Operations Dashboard
	HRA Asset Management	Housing Operations Dashboard
	Tenancy and Estates	Housing Operations Dashboard
	Housing Development	Housing Delivery & Community Dashboard
	Provision of Housing Services	Housing Delivery & Community Dashboard
	Homelessness	Housing Delivery & Community Dashboard
	Housing Allocation	Housing Delivery & Community Dashboard
	Senior living housing	Housing Delivery & Community Dashboard

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.

Background Papers

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

CONTACT OFFICER:

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

This page is intentionally left blank

Corporate
Performance Report
Q1 2019/20
(April – June 2019)

Final version



Report Publication Date: 29 August 2019

Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	Management Board	Management Board	3
Scrutinised by Environment Overview & Scrutiny Committee on 9/09/2019				
2	Service Dashboard	Planning and Economic Development	Paul McKim	9
3	Service Dashboard	All Environment Services teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	15
Scrutinised by Community Wellbeing Overview & Scrutiny Committee on 17/09/2019				
3	Service Dashboard	Licensing Team aspect from Environment Services section (when required)	Richard Homewood	15
4	Service Dashboard	Commercial Services	Kelvin Mills	20
5	Service Dashboard	Communities aspect from Housing Delivery and Communities section	Andrew Smith	25
Scrutinised by Housing Overview & Scrutiny Committee on 23/09/2019				
5	Service Dashboard	Housing Delivery and Communities	Andrew Smith	25
6	Service Dashboard	Housing Operations	Hugh Wagstaff	30
Scrutinised by Value for Money & Customer Service O&S Committee on 16/09/2019				
7	Service Dashboard	Business Transformation	David Allum	35
8	Service Dashboard	Finance and Property	Peter Vickers	39
9	Service Dashboard	Policy & Governance	Robin Taylor	43

RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

Completed	Off track - action taken / in hand
Completed off track	Off track - requires escalation
On track	Cancelled / Deferred / Transferred

1. Corporate Dashboard – All Services

Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2019/20

Chief Executive's summary:

This Quarter 1 report provides a performance overview for the period April-June 2019. 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 are:

- Performance overall was very good, with most performance indicators and service plan actions on track.
- A slightly adverse (3%) financial forecast at this stage of the year, with management action underway to bring it back on track.
- Successful borough, parish and European elections and the county by-election in May.
- Election of a new Mayor and Leader and appointment of a new multi-party Executive, following the borough elections which put the council technically in 'no overall control'.
- Induction programme for elected councillors.
- Support to the new Administration on its emerging strategic themes.
- The Council's and Rutland Group's successful joint bid for 'Garden Village' status for Dunsfold Park.
- Defending the Local Plan at an appeal hearing at the High Court.
- Preparing for the Godalming and Farncombe Neighbourhood Plan, which successfully took place in July.
- Implementing Article 4 Direction restrictions to protect retail and commercial property at Beacon Hill.
- We continued to support the Police investigation that we invited into historical air quality data.

In the next quarter, we are focusing on:

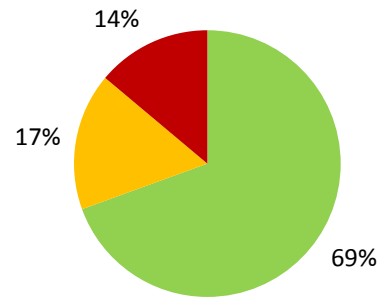
- Continuing to work with the new Executive on its emerging strategy and priorities.
- Massive financial challenge in the coming 3 years with continuing lack of clarity on Government funding policy.
- Devolution discussions with Surrey and parish/town councils.
- Implementing the new waste, recycling and grounds maintenance contracts in autumn.
- Progressing with the Local Plan and with Neighbourhood Plans.
- A new strategic approach to our car parks.
- Internal programmes to transform processes 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.

Tom Horwood, Chief Executive

Performance Indicators Status

Q1 All Corporate KPIs

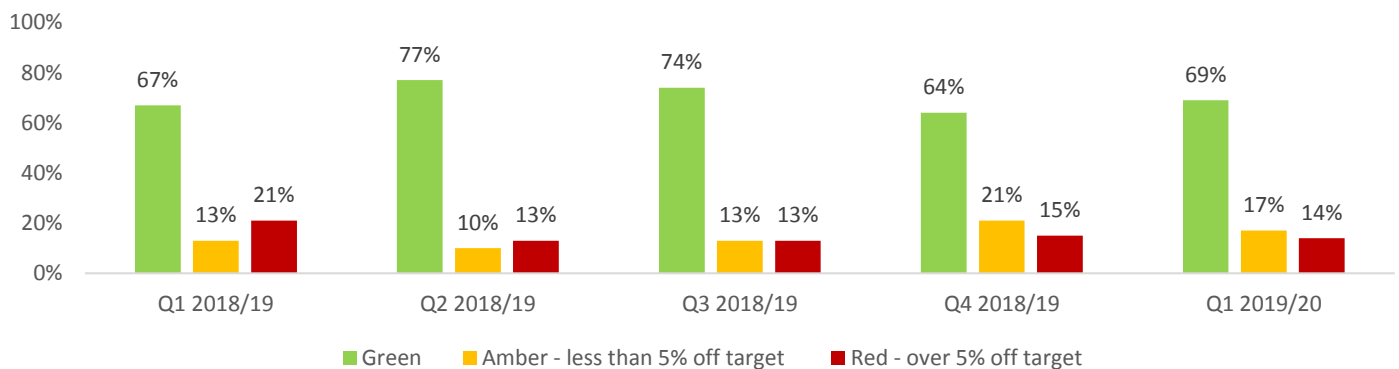
Total	100%	36
Green	69%	25
Amber - less than 5% off target	17%	6
Red - over 5% off target	14%	5



Data only / No Data available	N/A	15
--------------------------------------	------------	-----------

Comment: In the first quarter 69% of indicators performed on target. The new indicators proposed at the end of Q4 have now been incorporated. The annual trend analysis has been included in the chart below. The service specific dashboards contain further details on underperforming indicators, including corrective actions taken to address it.

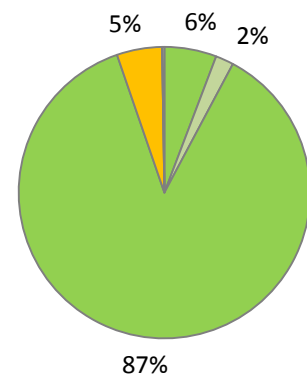
Performance Indicators - % per status
Q1 2018/19 - Q1 2019/20



Service Plans - Actions Status

Q1 update on all Service Plans 2019/2022

Total	100%	398
Completed	6%	23
Completed off track	2%	8
On track	87%	346
Off track - action taken / in hand	5%	20
Off track - requires escalation	0%	0
Cancelled / Deferred	0%	1



Comment: At the end of the first quarter the majority of service plan actions are on target for completion. Further details of service specific performance can be found under individual dashboards.

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 Audit Committee remit, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent “Progress on the Implementation of Internal Audit Recommendations” report from the [Audit Committee meeting 4 March 2019](#)

Comment: Further details of service specific performance can be found under individual dashboards.

Complaints Q1 2019/20

Q1 2019-2020 (1 April 2019 - 30 June 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
Business Transformation	0	0	N/A	0	0	N/A		
Commercial	4	3	75%	0	0	N/A		
Environment	7	7	100%	2	2	100%		
Finance & Property	3	3	100%	2	2	100%		
Housing Operations	21	11	52%	5	4	80%		
Housing Delivery and Communities	1	1	100%	1	1	100%		
Planning & Economic Dev	18	15	83%	10	9	90%	1	Some * fault
Policy & Governance	3	3	100%	0	0	N/A		
Total	57	43	87%	20	18	94%		

Total Complaints	77
------------------	----

	Response Rate	Target	Status
Level 1	87%	95%	Over 5% off target
Level 2	94%	95%	Less than 5% off target
Total	91%	95%	Less than 5% off target

* Details of Ombudsman final decision can be found on:

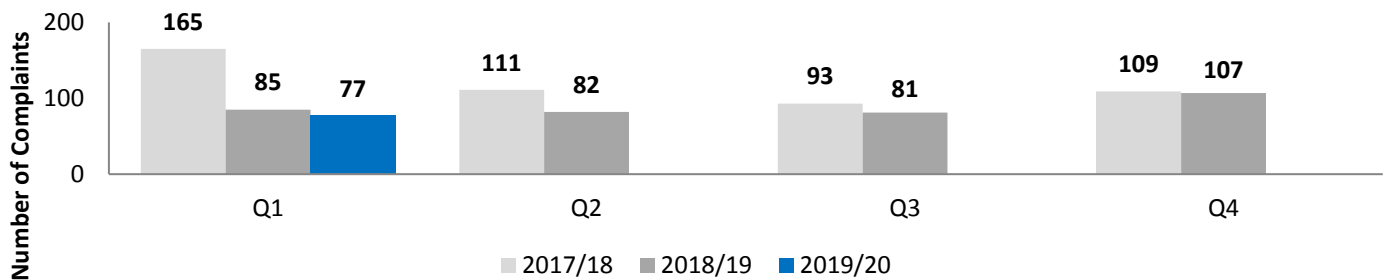
<https://modgov.waverley.gov.uk/documents/s30494/Annexe%20%20-%20Ombudsman%20->

Comment: The first quarter has seen the lowest number of complaints received in the past 8 quarters. Additional monitoring has been introduced at service level in order to improve our

response rate. Further details of service specific performance can be found under individual dashboards.

Total Number of Complaints

1 April 2017 - 30 June 2019

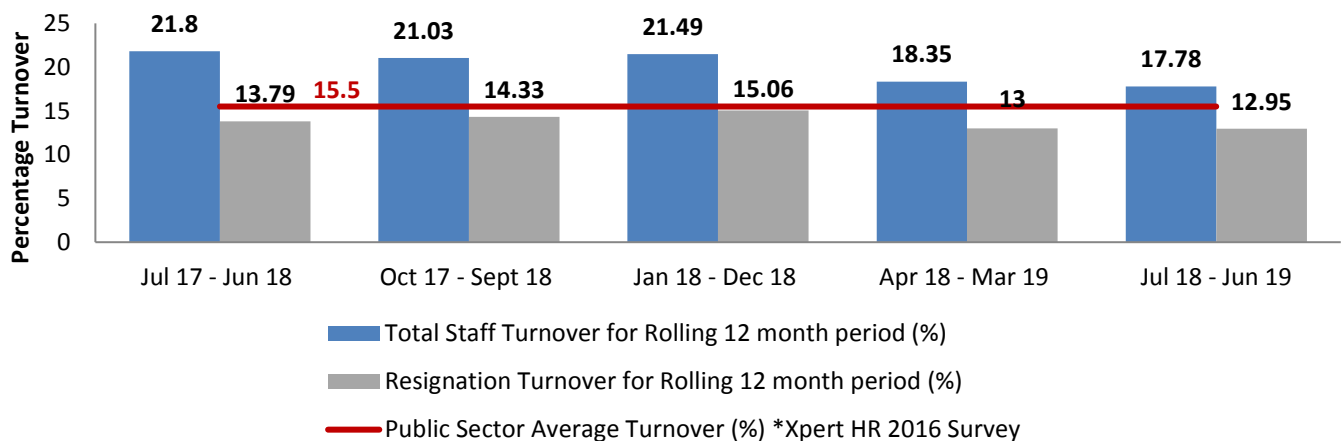


Workforce data – Corporate Level

Waverley’s staff are critical 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 %

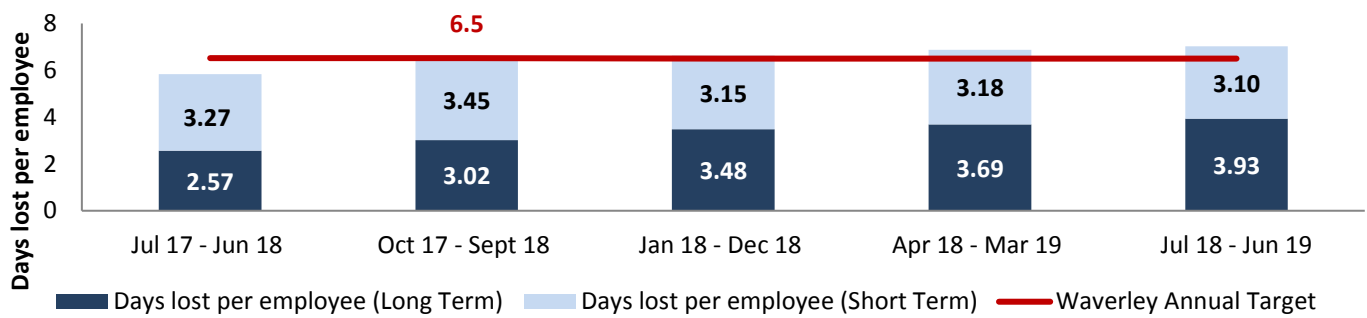
Rolling 12 months - Q1 2018/19- Q1 2019/20



Comment: The corporate average number of employees in the fourth quarter was 456 people in total, with 19 leavers in that period. The 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.

Absence Data

Rolling 12 months - Q1 2018-19 to Q1 2019-20



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 first 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) – Q1 2019/20

Section 151 Officer summary:

Budget Position Q1 2019/20

I have reviewed the position against budget at the end of the first quarter of the financial year. Overall, staff costs are within budget and at this stage it is forecast that the vacancy target will be achieved. Most of the major income areas are currently being projected to be at or above budget level, with the exception being Planning and Building Control which are falling short against budget. Planning income is due to a projected continuation in reduced number of applications from Q1. Building Control is starting to show signs of recovery so will be closely monitored throughout the year.

The main concern on general fund income is from the investment property void from one building, Wey Court East, in Farnham. Officers have had interest in renting major parts of this building and it is hoped that lettings will be secured this financial year. Waverley does have an investment void rent provision and will draw on this if, when we have more certainty at Q2, the income is still likely to be significantly less than budget over the year. Investment interest and Waverley Training Services continue to perform well against budget in the year so far. Significant areas of cost including contract spend are within budget and the inflation provision appears to be sufficient to meet demands overall. There are some non-material cost under and overspends which are explained later in the report.

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 the Business Transformation programme of council services.

Graeme Clark, Strategic Director (and Section 151 Officer)

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,516	(4)	0%	Favourable
Income	(383)	(2)	1%	Favourable
Business Transformation Total	3,133	(6)	0%	Favourable
Commercial				
Expenditure	8,177	10	0%	Adverse
Income	(6,755)	80	-1%	Adverse
Commercial Total	1,422	90	6%	Adverse
Environment				
Expenditure	8,225	(36)	0%	Favourable
Income	(7,264)	(52)	1%	Adverse
Environment Total	961	(88)	-9%	Favourable
Finance & Property				
Expenditure	32,990	14	0%	Adverse
Income	(31,116)	253	-1%	Adverse
Finance & Property Total	1,874	267	14%	Adverse
Housing Operations				
Expenditure	15	-	0%	Favourable
Income	(15)	-	0%	Favourable
Housing Operations Total	0	0	0%	Favourable
Housing Delivery & Communities				
Expenditure	1,634	0	0%	Favourable
Income	(357)	-	0%	Favourable
Housing Delivery & Communities Total	1,277	0	0%	Favourable
Planning & Economic Development				
Expenditure	3,556	0	0%	Favourable
Income	(1,777)	92	-5%	Adverse
Planning & Economic Development Total	1,779	92	5%	Adverse
Policy & Governance				
Expenditure	3,705	(39)	-1%	Favourable
Income	(886)	31	-3%	Adverse
Policy & Governance Total	2,819	(8)	0%	Adverse
General Fund Total	13,265	347	3%	Adverse
Housing Revenue Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	21,132	-533	-3%	Favourable
Income	(30,321)	533	2%	Adverse
Housing Operations Total	(9,189)	0	0%	N/A
Housing Delivery & Communities				
Expenditure	1,400	0	0%	N/A
Income	(37)	0	0%	N/A
Housing Delivery & Communities Total	1,363	0	0%	N/A
Housing Revenue Account Total	(7,826)	0	0%	N/A

2. Service Dashboard – Planning and Economic Development

This Service includes the following Sections: Development Management, Planning Policy and Economic Development.

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/20

Head of Service summary:

Key actions arising from this quarter are outlined below.

- Sign off of a Planning Performance Agreement for Dunsfold Park and its award of Garden Village Status by MHCLG. Other notable applications are the outline application for Coxbridge Road Farm for 350 units. The reserved matters application for Folly Hill Farnham for 100 units, the reserved matters for Milford Golf Course for 200 units. An application has also been received for a gas rig at Loxley Farm Dunsfold.
- Applications for large majors has slowed with householder and minor applications maintaining pace, planning fee income is down over the same period for this reason.
- The draft internal benchmarking review and value for money assessment has been concluded for the Development Management Team with support from Waverley's Internal Audit Team.
- A targeted approach to improve registration and validation times has been undertaken and this has reduced delays by 75% with further work required to pull back within target. A consequence of this action has been the downturn in P2 application processing. Now systems are stable, resources have been reassigned back to the Development Management team.
- A complaint to the Ombudsman was dismissed in favour of the council.
- Progress has been made on the Development Management Improvement Plan, a revised committee report cycle has been introduced and the number of application refusals at committee for Q1 is down from Q4 18/19 and on the same period last year.
- The programme for the sign off for the new IT development system for Building Control and baseline introduction of this application into the Development Management section has been put back three months with a September sign off for Building Control and December sign off for Development Management.
- An off-site peer review of two enforcement cases has been commissioned. This will assist in the forward learning process.
- A resourced approach to programme management for key strategic sites - Aarons Hill, Dunsfold Park, Milford Golf Course, four sites around Cranleigh and Coxbridge Farm in Farnham, is now in place. This is linked to the monitoring of Section 106 agreements through Axacom which has been improved with additional data now being added into the system.
- Additional PIs concerning housing starts/completions and performance around pre application advice have been confirmed and will be reported for Q2 once baseline data is available.
- The Appeal Court held its hearing on the Local Plan Part 1 on 23rd June.
- Three new permanent members of staff have been recruited to posts and a final round of recruitment is underway targeting key principal posts in the Local Plans Team and Development Management.

Paul McKim

Head of Planning & Economic Development

Performance Indicators Status Q1

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q1 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99.1%	98.7%	99.3%	99.0%	99.5%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	87.5%	85.7%	100.0 %	92.3%	85.7%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	96.2%	95.8%	93.4%	94.3%	94.4%	80.0%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	100.0%	93.3%	90.3%	93.6%	97.1%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	93.6%	86.2%	93.1%	92.4%	79.4%	80.0%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	26.9%	30.8%	39.6%	38.5%	46.7%	30.0%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	11.8%	9.7%	7.4%	6.3%	7.1%	10.0%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.3%	1.2%	1.5%	1.6%	3.5%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	94.1%	90.9%	81.3%	64.2%	93.2%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	90.5%	100.0%	100.0 %	90.5%	98.1%	95.0%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	New KPI introduced from Q1 2019/20				33.93%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	%	New KPI introduced from Q1 2019/20 (2018/19 - 217 against 590 target)				31 (April, May)	147
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	%	New KPI introduced from Q1 2019/20 (2018/19 - 346 against 590 target)				Not available	147

Comment: All statutory indicators performed on target. A handful of local indicators performed off target and further details can be found below:

P1 – represents 386 out of 388 under 26 weeks - no particular area of concern

P2 – represents 50 out of 63 residual determined on time - no particular area of concern

P3 – this local indicator represents 14 appeals allowed out of 30 appeals determined in the first quarter. Further detailed analysis of factors impacting on the performance of this indicator will be

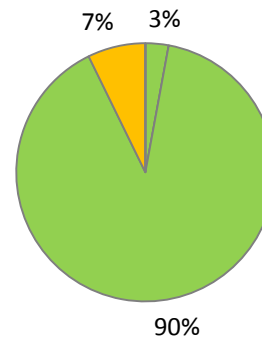
conducted by the team in Q2 and findings will be presented to the Value for Money and Customer Service O&S and the Environment O&S Committees in November 2019.

Three new indicators were introduced starting from Q1 in order to monitor our planning pre-application process and delivery of housing in Waverley. A new IT system currently implemented in Planning will facilitate timeliness of data collection for this area in the future.

Service Plans - Actions Status

Q1 Planning Service Plans 2019/2022

Total	100%	69
Completed	3%	2
Completed off track	0%	0
On track	90%	62
Off track - action taken / in hand	7%	5
Off track - requires escalation	0%	0
Cancelled / Deferred/ Transferred	0%	0



Comment: The table above presents the progress status of Service Plan actions for this service area at the end of Q1 2019/20. Certain actions have not yet been completed and further details can be found below.

Outstanding action from Service Plan 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
Outcome 6.	New IT system is implemented					
P6.1	Scoping of project completed	01/03/19	Development Manager (BHS)	Off track - action taken	01/12/19	50% completed. Process for validation to registration designed and awaiting HoS sign off and implementation. Reviews of other processes commenced.
P6.2	Test phase carried out and completed	01/06/19	Development Manager (BHS)	Off track - action taken	01/12/19	Not started – completion of P6.1 required. New due date agreed as December 2019
P6.3	Training for all Officers/users	01/07/19	Development Manager (BHS)	Off track - action taken	01/12/19	Not started – completion of P6.2 required. New due date agreed as December 2019
Outcome 9.	Customer satisfaction with Planning Service is improved					
P9.1	Customer engagement protocol for Planning Service adopted and implemented to include Councillors, developers, Town and Parish Councils and resident groups	30/06/19	Head of Planning Services (ES)	Off track - action taken	31/12/19	Action is being progressed and a new revised date was agreed

Outcome 11.	The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way					
P11.1	Complete task of inputting historic Section 106 information into the Exacom system	30/06/19	Planning Policy Manager (GP)	Off track - action taken	30/09/19	Substantially completed and new revised date agreed.
Outcome 20.	Sustainable business and employment growth is encouraged in our urban and rural areas.					
P20.1	Support Waverley's businesses through council procurement processes to create opportunities to bid for council contracts.	31/03/19	Economic Development Project Officer (GD)	Completed		Using a baseline from October 2017- September 2018 (when the Economic Development Strategy was adopted) provide figures on the six month period October 2018 – March 2019 giving an early indication of how things are progressing. The information on companies registered on the portal to bid for public sector contracts to be provided to VFM O&S in October/ November 2019 as part of the strategy review.
Outcome 24.	Support healthy town centres by working closely with the local chambers and town clerks					
P24.1	Fund a Business Improvement (BID) feasibility study for the four town centres	01/07/19	Economic Development Partnerships Officer (CK) /Community Service Manager (KW)	Completed		Feasibility report presented by Mosaic Partnership to WBC management board and chambers of commerce spring 2019. Four chambers now progressing as four BIDS. Each chamber has set up a mini steering group to discuss issues, demand and viability in each town and each will apply for BID loan fund in 2020. WBC supportive of BID's progression.

Outstanding action from Service Plan 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
P6.1, P6.2, P6.3, P6.4	Develop new IT system for Development Management and Building Control (complete back scanning for Service) (transferred from Service Plans 2018/19, action ref. SP18/19P1.1)	31/08/19	Development Manager (BHS)	Off track - action taken	31/10/19	75% Completed. A new revised date for the programme was agreed with senior management for Dec 2019.

P2.4	Systems thinking - review of processes (transferred from Service Plans 2018/19, action ref. SP18/19P1.3)	31/07/18	Development Manager (BHS)	Off track - action taken	31/03/20	30% Completed. Internal discussions with Democratic Services, Legal Services on committee reporting. Benchmark exercise complete for VFM assessment.
P2.4	Explore increased income generating opportunities/selling/ shared services (transferred from Service Plans 2018/19, action ref. SP18/19P1.4))	31/03/19	Development Manager (BHS)	Off track - action taken	31/03/20	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.
P19.1	Carry out Conservation Area appraisals in line with Project Plan (2018/19 not delivered – action transferred to 2019/20) (transferred from Service Plans 2018/19, action ref. SP18/19P4.4))	31/10/18	Planning Policy Manager (GP)	Off track - action taken	31/03/20	In 2018/19 Programme of Conservation Area Appraisals temporarily put on hold in view of resource issues arising from vacancies within the Team. This project is to be continued and resourced in 2019/2020.

Internal Audit - Actions Status Q1

The Internal Audit section is included for information only as the scrutiny function for this service area falls to 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 quarter 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 the 24 September 2019.

Complaints Q1 update

Q1 Planning and Economic Development - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	9	10	11	20	18	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	6	10	4	19	15	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	66.67%	100.00%	36.36%	95.00%	83.33%	95.00%

Q1 Planning and Economic Development - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	4	4	6	6	10	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	4	5	6	9	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	83.33%	100.00%	90.00%	95.00%

Comment: All complaints were dealt with at Level 1 and 2, with no Ombudsman escalations. The response rate to Level 1 and Level 2 complaints has dipped due to a period of unplanned absence at the end of June 2019.

Finance – Q1 update

General Fund Account					
Services	Approved Budget '000	Budget '000	Variance '000	% Variance	Adverse/Favourable
Planning & Economic Development					
Expenditure	3,556		0	0%	Favourable
Income	(1,777)		92	-5%	Adverse
Planning & Economic Development Total	1,779		92	5%	Adverse

Comment: Reduction in planning application fees for major applications in Q1. The latest forecast variance of £92k for the year is based on this position continuing. This will need close monitoring and action may be needed at Q2 to reduce costs to help offset this variance. Based on previous years outturn, savings in the planning team staff budget have been achieved that would exceed this variation however, if this is not possible other income areas that are showing above budget variations will need to be earmarked to offset planning income shortfall and the budget will be reviewed for future years.

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 – Q1 2019/2020

Head of Service summary:

Progress has been made on a number of projects during quarter one and work continues on planned work programmes.

Work continues on planning for the mobilisation of the new waste, recycling and street cleaning contract with BIFFA which goes live on 1 November. Officers are working with BIFFA and Veolia to ensure a smooth transition, vehicle procurement, transfer of staff, etc.

On the parking scene, following a review of the brief by members of the new Executive, tenders have now been invited for the strategic review of parking, which will include extensive consultation through a Stakeholder Reference Group.

At Weyhill Fairground car park gas monitoring over several months has confirmed there is not an issue with emissions from the old landfill and work can now begin on the design for the new car park. Tenders have been invited for consultants to assist with the design and specification for the work and consultation will begin on the proposals and its future management arrangements in the coming months. Discussions will also begin on appropriate works for Sun Brow Wood and common land. Work is also continuing with Sainsbury's and Crest Nicholson on the refurbishment of South Street car park in Farnham.

Work has begun on installing electric vehicle charging points in four of our busiest car parks and we are looking to include provision of these in all of future car park refurbishments. In addition, work is underway with Housing colleagues to install charging points as part of estate upgrades and we are working with Surrey County Council to introduce on-street charging points, subject to successful bids for funding from OLEV.

The Annual Air Quality Status Report has been submitted to DEFRA and shows an improving picture for air quality overall in the borough but does identify a hotspot in Farnham which requires more detailed monitoring. Additional monitoring has already been introduced around this area. The report will be presented to the Executive, Environment O&S and the Air Quality Steering Group (AQSG) over the next few months. Now that there is a full set of data to work with and we have the results of the county wide air quality modelling, the AQSG can now proceed with the review of the Air Quality Action Plan.

Proposals for the Public Space Protection Order No2 in relation to dog controls, have been revised and simplified following extensive feedback to the consultation last year and revised proposals will be brought forward in the autumn with a view to implementation in the New Year.

Because of work pressures it has proved difficult to organise training to widen the number of officers able to deal with unauthorised encampments, we have however introduced some shadowing exercises to enable people to gain experience. Fortunately our robust approach in recent years and the work we have carried out to protect vulnerable sites has resulted in fewer unauthorised encampments on Waverley BC land this year so far.

Officers have continued to work 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: The majority of the indicators met their targets. A handful of actions performed off target and further details were listed below:

- E1 – The rejection rate for dry mixed recyclables remains a concern. 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 and continuing issues with contamination at our bring sites. We are continuing to promote awareness of what can and can't be recycled and this seems to be starting to have an effect.
- E NI182 – Business satisfaction has improved and is almost on target. A number of recent enforcement actions will have influenced this result.

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q4 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	11.6%	10.5%	10.0%	8.1%	7.4%	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	2.5	2.0	2.0	2.0	2.0	2.0
E3	(NI 195) Improved street and environmental cleanliness – levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	94.0%	84.0%	90.0%	90.0%	93.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	34	35	22	40	24	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	94.0%	100%	100%	100%	100%	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	84.0%	85.0%	100%	81.0%	84.0%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	95.5	88.3	90.6	90.0%	86.5%	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	58.6%	57.1%	59.0%	54.0%	60.4%	54.0%

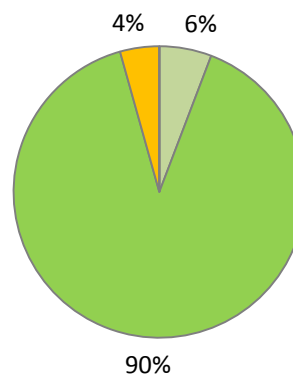
Air Quality

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. The Annual Air Quality Status Report 2019 will also be published on our website in the near future.

Service Plans - Actions Status

Q1 Environment Service Plan Actions 2019/2022

Total	100%	69
Completed	0%	0
Completed off track	6%	4
On track	90%	62
Off track – action taken / in hand	4%	3
Off track – requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: At the end of Q1 2019/20 the majority of service plan actions are on track for completion. The outstanding actions from this and the previous year have been listed below including further details on their progress.

Outstanding actions for Service Plans 2019/22

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
Outcome 3.	Team Projects 2019/2022 – Environmental Health					
ES 3.3	Complete modelling project on air quality concentrations, impacts on public health and source apportionment of air pollution across Waverley. Review progress at stakeholder meetings	01/06/19	/Environmental Health Manager (VB)	Completed off track	01/07/19	Modelling report completed by consultants and distributed to local authorities through Surrey Air Alliance. Data and findings to be used to inform revision of air quality action plan.

Outstanding actions for Service Plans 2018/19

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19ES 3.3	Introduction of Public Space Protection Orders (PSPO) for dog issues and anti-social behaviour in partnership with Surrey Police.	31/12/18	Enforcement Team	Off track – action taken	01/01/20	81% Completed. Publicity on revised proposals for dog controls (dogs on lead) to be published on 26/7/19. Report to September Env O&S, November Executive and approval of Final PSPO no.2 at December full Council.
SP18/19ES 3.10	Implement a procedure training programme for front line field officers for unauthorised encampments	31/12/18		Off track – action taken	31/09/19	70% completed. Training planned for second quarter of 2019/20.

SP18/19ES 8.1	Review arrangements for supporting the Council's response to civil emergencies	30/11/18	Emergency Planning Officer	Completed – off track	30/06/19	100% Completed
SP18/19ES 9.1	Review arrangements for ensuring Business Continuity arrangements are in place and are fit for purpose	30/11/18	Emergency Planning Officer	Completed – off track	30/06/19	100% Completed
SP18/19ES 10.1	Review arrangements for implementing and monitoring the council's Health and Safety Policies	30/11/18	Emergency Planning Officer	Completed – off track	30/06/19	100% Completed
ES16.1	Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency targets (transferred from Service Plans 2018/19, action ref. SP18/19ES11.4)	31/03/19	Sustainability Manager	In progress	31/03/20	Work in progress. Collating data on energy consumption and tabulating data for the report.

Internal Audit - Actions Status – Q1 update

Comment: At the end of Q1 there are no outstanding Internal Audit actions for this service area.

Complaints – Q1 update

Q1 Environmental Services – Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	13	11	10	10	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	13	10	10	6	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	90.91%	100.00%	60.00%	100.00%	95.00%

Q1 Environmental Services – Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	6	3	3	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	6	2	3	2	Data only

Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	66.67%	100.00%	100.00%	95.00%
----------------	--	---	---------	---------	--------	---------	---------	--------

Comment: All complaints were responded to in a timely manner and no further external escalation was required.

Finance – Q1 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Environment				
Expenditure	8,225	(36)	0%	Favourable
Income	(7,264)	(52)	1%	Adverse
Environment Total	961	(88)	-9%	Favourable

Comment: Whilst the position at the end of Q1 looks favourable there are some underlying pressures around the waste and recycling service which could impact later in the year, including bin purchase and the mobilisation of the new contract.

4. Service Dashboard – Commercial

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

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/20

Head of Service summary: Q1 comment

The first quarter of this year saw the successful completion of the Council's second largest general fund contract procurement of £16m, the 15 year grounds maintenance contract. The appointment of Continental Landscapes, who will begin the new contract at the start of November 2019, was the result of a detailed quality based tender exercise with savings built in from the outset. We are now confident that we have a modern up to date, flexible contract that can deliver a high level of service for our residents with clearly identified performance management tools.

Two of the services have completed a full system based update, taking outdated databases and processes and launching a new client system. In Building Control we have created a new bespoke system that will be used as the launch pad for the planning service. Careline has looked to maximise the relationship with another well used system embedded within the council, Agresso. Fundamental changes like this to systems that have evolved over time can be both time consuming and frustrating for operational teams, there have certainly been challenges but both teams are feeling more confident entering in to the second quarter of this year. These changes have flushed out some historical inaccuracies and created some reporting issues for this quarter therefore the performance figures for Building Control and Careline needs to be reviewed over a longer period.

The regeneration projects in Farnham continue apace which is exciting for the town. The Brightwells Public Art project successfully commissioned two pieces of Art for the scheme. It was a group consisting of, University of Creative Arts, Farnham Society, Farnham Arts Preservation Society, Town and Borough Councils, and Crest and chaired by the Farnham Maltings. It was a true example of a community coming together and working effectively to benefit the wider populous and sets a blueprint for future working in our communities. The artists are currently signing contracts and once completed we will be able to celebrate and discuss the pieces chosen.

Our leisure centres continue to perform well with good overall attendance across the five sites. However it is worth noting that the loss of car parking next to Farnham Leisure Centre and the works are affecting visits to the centre. We are working closely with Places Leisure but forecast a drop in figures over the coming months.

Finally, but not least, Godalming Borough Hall screened to a packed house a live Take That concert in June, not only was it great fun but the Borough Hall got a 'shout out' from Gary himself!

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q1

Comment: The teams performed well in the first quarter. A new back office system has been introduced for Careline to enable more efficient data monitoring going forward, this quarter shows the first accurate number of clients.

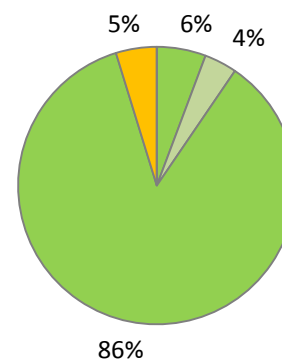
The implementation of the new IT system has temporarily impacted on reporting capacity in Building Control, which in turn affected data submission for the indicator C4 'Percentage of complete building control applications checked within 10 days'. The work is currently underway and the data will be available again from the next quarter.

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q4 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	501,438	462,103	473,507	502,964	506,862	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	1,374	4,007	6,112	6,559	5,886	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	91.5%	93.5%	98.7%	80.0%	Data not available	80.0%
C5	Total number of Careline clients (data only, no target set – higher outturn is better)	Clients	N/A	N/A	N/A	N/A	1925	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	3,549	6,216	5,444	5,308	5,041	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	91.1%	100.0%	100.0%	100.0%	100.0%	90.0
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	78.3%	81.0%	82.1%	76.2%	78.6%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	77.1%	78.0%	70.0%	69.0%	70.7%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	29	22	19	26	29	Data only

Service Plans - Actions Status Q1

Q1 Commercial Service Plans

Total	100%	105
Completed	6%	6
Completed off track	4%	4
On track	86%	90
Off track – action taken / in hand	5%	5
Off track – requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: The majority of the service plans are progressing on target at the end of the first quarter. The outstanding actions from 2018/19 and 2019/20 have been listed below with further details on their progression.

Outstanding Service Plan Actions 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
Outcome 13.	Assist the Council in the delivery of Public Space Protection Orders (PSPO) in relation to dog control and dog fouling across the borough					
CS13.1	Ensure PSPO zones are clearly identified and that input is given to the consultations related.	30/03/19	Green Spaces Contract Officer (MC)	Complete off track	30/6/19	As a result of the high number of PSPO zones this took longer than anticipated to complete. This has now been finished.
Outcome 15.	The quality and provision of play opportunities for people is improved					
CS15.1	Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets	30/03/2019 + ongoing every year	Parks Officer (AH)	Off track – action taken	30/03/20	This is reviewed annually and this year will start in the Autumn with a view to completing by 30/3/20
Outcome 18.	Preparation and procurement of a new Grounds Maintenance Service with clearly defined service objectives					
CS18.1	Review and re-write the overall grounds maintenance service specifications, terms and conditions and other related documents	11/03/19	Green Spaces Manager (ML)	Complete		Procurement processes completed within overall timescale new contractor appointed.
CS18.2	Inform and discuss with O&S Committee and seek Executive approval for procurement route and approach to performance management	30/11/18	Green Spaces Manager (ML)	Complete		100% Completed
CS18.3	Prepare tender packs, seek interest, evaluate and short list tenderers, interview and appoint	30/06/19	Green Spaces Manager (ML)	Complete		100% Completed
Outcome 19.	Create a new Heathland Hub at Frensham Great Pond to promote the biodiversity and the physical importance of this heathland area and better serve the visitors and users of the site					
CS19.1	Obtain enough external grant funding to supplement project's identified budget.	30/03/19	Green Spaces Manager (ML)	Off track – action taken	30/3/20	Funding application unsuccessful, the decision is being challenged and other sources being researched.

CS19.3	Submit planning and commons consent applications and obtain consents	30/03/19	Green Spaces Manager (ML)	Complete		Planning Permission and Commons Consent obtained.
Outcome 25.	Health & Wellbeing Strategy reviewed					
CS25.1	Strategy action plan to be reviewed and actions updated to reflect Health & Inequalities Report	28/02/19	Leisure Contracts Manage (TM) Policy Officer Scrutiny (WC)	Complete d off track	30/5/19	Strategy updated to reflect report, combined report being taken to O&S Wellbeing in September 19 for review.
Outcome 30.	Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres					
CS30.1	Obtain Council approval to proceed	31/07/18	Leisure Contracts Manage (TM)	Complete		Council approval givn.
CS30.3	Agree Project Plan for delivery	31/01/19	Leisure Contracts Manage (TM)	Off track - action taken	30/9/19	Phasing challenges exist for both projects client team taking care to resolve effectively
CS30.4	Procure and appoint external Project Team	28/02/19	Leisure Contracts Manage (TM)	Complete		External project team have been procured and appointed.
CS30.5	Procure and appoint external building contractor/s to construct	31/05/19	Leisure Contracts Manage (TM)	Off track - action taken	31/12/19	Phasing issues identified at both schemes, greater upfront work need to be resolved before appointment.
Outcome 31.	Deliver Cranleigh Leisure Centre location consultation phase					
CS31.1	Appoint external consultants to carry out consultation and explore potential site options	31/03/19	Leisure Contracts Manage (TM)	Complete d off track	30/6/19	Work has been completed and potential sites identified.
CS31.2	Report written to identify suitable site/s	31/03/19	Leisure Contracts Manage (TM)	Complete d off track	30/6/19	Reports completed more detailed work is now required on the business case.

Outstanding Service Plan Actions 2018/2019

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 Centre).	31/08/18	Off track - action taken	31/08/19	80% 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 August.

Internal Audit - Actions Status Q1

Comment: At the end Q1 there are no outstanding actions for this service area.

Complaints Q1

Q1 Commercial Services – Level 1

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	4	1	1	4	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	4	1	1	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	100.00%	100.00%	75.00%	95.00%

Q1 Commercial Services – Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.00%

Comment: A more complex level 1 complaint was received taking longer than the 10 days to respond.

Finance – Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	8,177	10	0%	Adverse
Income	(6,755)	80	-1%	Adverse
Commercial Total	1,422	90	6%	Adverse

Comment: Building Control is behind on its income target (£18.5k) and Waverley Training services is slightly higher on their contracted services spend (£12.5k), however the overall performance for both areas is being managed to budget. Memorial Hall budget is being adjusted to reflect arrangement with the Gostrey Centre and the Parks and Countryside and Careline budgets are being realigned as initial budget was overoptimistic.

5. Service Dashboard – Housing Delivery & Communities

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

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/2020

Head of Service summary: Q1

Communities

The Community Safety team has worked closely with officers in Housing Options to address an increasing problem of street homelessness and begging in the Farnham area. The team are working on a multi-agency protocol to ensure the Council and its partners are able to deal with incidents speedily and effectively.

As part of Waverley's falls prevention work with health partners and Guildford Borough Council, a 4 month pilot was established with the CCG (Better Care Fund) for the Hoppa bus service (partly funded by Waverley) to fill a patient transport gap to limit overnight stays in hospital and return patients to their homes promptly. The service ran 5 days a week from 4pm to 9pm. Most of the patients were fallers/older people. Only Waverley took part in the pilot.

Hoppa were asked to make another bid for funding to extend the pilot. Alongside this a joint bid was made with the Guildford and Waverley Care & Repair team to set up a 'safe and settled service' to support those people when they got home.

The Better Care Fund commissioners have agreed to fund:

- Hoppa for a 1 year home from hospital contract, 365 days a year, 1pm to 9pm.
- Guildford and Waverley Care and Repair Team for 2 year contract to carry out home visits, 32 point home safety check, freely supply and fit grab rails, free key safe, telephone welfare calls, advice and guidance.

This is an excellent example of collaborative working.

Annual review meetings have now taken place with the 12 local organisations that the Council helps to fund through Service Level Agreements. Officers are working closely with a number of the organisations to address the challenges they face.

Housing Delivery

The major regeneration project at Ockford Ridge is making very good progress. Work is ahead of schedule 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. The contractor has been appointed for phases 2 and 3 of the refurbishment programme, with work due to commence on 8 July.

Three new properties were developed by converting unused community rooms. The homes were let in May providing two one bed roomed flats, one of which is accessible for wheelchairs and a two bed roomed flat.

One of the Council's key Housing Association partners, Mount Green, completed 9 affordable homes at Cherry Tree Lane in Ewhurst. The Mayor and Portfolio Holder for Housing joined senior officers from Mount Green and the Council for a walk around tour on 20 June. All homes have been built and finished to an exceptionally high standard.

The Housing Strategy 2018-2023 first Annual Progress Review will shortly be presented to Management Board and then to the Housing Overview and Scrutiny Committee. Progress is ongoing

The draft affordable housing supplementary planning document is scheduled for consultation between July 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. All member Briefing on affordable housing and viability is scheduled for July 17 – this will give councillors and opportunity to dig deeper in to how the Council is providing affordable homes and the challenges around delivery.

One homeless household spent a short period of time during the quarter in temporary accommodation. Two longstanding members of the Home Choice team retired at the end of June. This has given an opportunity to look at restructuring the Housing Options and Home Choice teams and will feed into the Housing Options Business Transformation Project.

The government provides funding known as the Better Care Fund (BCF) that is used to fund Disabled Facilities Grants (DFGs). There has been a further increase in the level of Waverley funding from £696,369 in 2018/19 to £751,424 in 2019/20. However, the level of funding from 2020 onwards is uncertain. The Home Improvement Policy was revised at the beginning of 2018 and has increased the provision of DFGs and other grants to make better use of the funding.

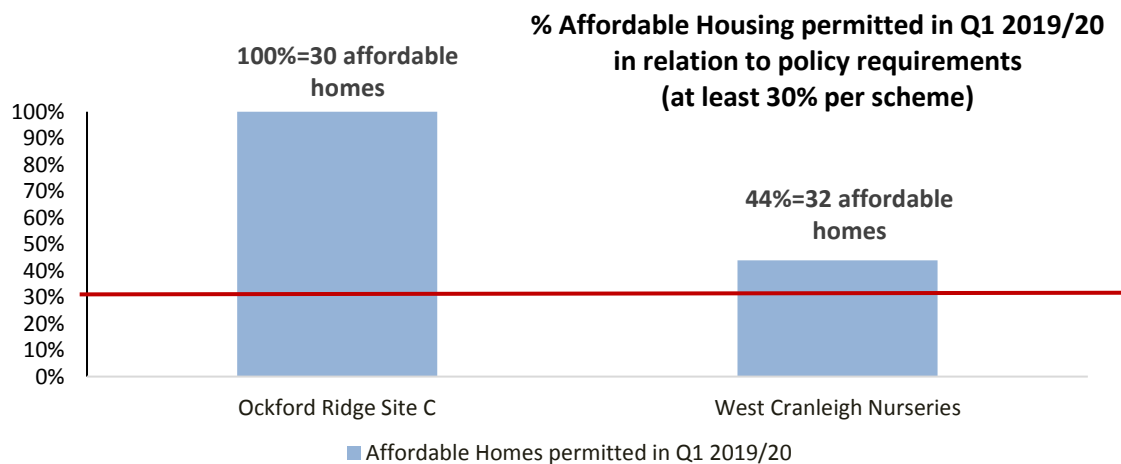
Plans are in place to celebrate 100 years of council housing. In 1919 the Addison Act promised 'homes for heroes' leading to the first large scale council housing build programme. The Housing team is hosting a series of summer parties to celebrate 100 years of Council housing. A timeline has been created showing national and local housing events each decade as well as hints to the popular culture of the day. There is an open invitation for all tenants to attend a party in their local area, which will feature a wide range of activities and games including sharing memories and aspirations for housing. The aim is for the celebrations to promote pride in Waverley's homes and health and wellbeing initiatives.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q4 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	1	0	1	1	0	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	6	33	69	153	62	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	20	17	21	59	0	Data only
HD4	Number of affordable homes delivered (gross) (Data only - higher outturn is better)	No.	51	40	8	53	11	Data only

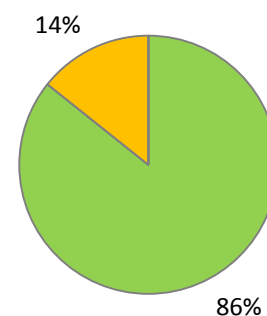
Comment: A good performance from the team. 30 affordable homes granted outline consent at Ockford Ridge on Council new build of 100% affordable housing, following demolition of 18 dwellings, resulting in net gain of 12. 32 affordable homes on scheme of 73 granted detailed consent at West Cranleigh Nurseries.



Service Plans - Actions Status

Q1 Housing Strategy & Delivery Service Plan 18/19 and 19/22

Total	100%	7
Completed	86%	6
Completed off track	0%	0
On track	0%	0
Off track - action taken / in hand	14%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: All service plans are progressing on track at the end of quarter one. The details of the outstanding actions are listed below.

Outstanding Service Plan Actions 2019/2020

No outstanding actions

Outstanding Service Plan Actions 2018/2019

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 (SH)	30/09/18	Off track - action taken	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 Repayment Orders; Banning Orders and contribution to national Rogue Landlord Register

Internal Audit - Actions Status Q1

Comment: There are no outstanding actions at the end of first quarter for this service area.

Complaints – Q1 update

Q1 Housing Delivery and Communities - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	8	6	2	5	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	4	2	5	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	87.50%	66.67%	100.00%	100.00%	100.00%	95.00%

Q1 Housing Delivery and Communities - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	3	0	1	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	3	0	1	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	N/A	100.00%	100.00%	95.00%

Comment: All complaints were resolved within Level 1 and 2 with no external escalation required.

Finance – Q1 update

General Fund Account				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	1,634	0	0%	N/A
Income	(357)	-	0%	N/A
Housing Delivery & Communities Total	1,277	0	0%	N/A

Comment: All services are currently working within budget with tight controls by each budget holder.

Housing Revenue Account				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	1,400	0	0%	N/A
Income	(37)	0	0%	N/A
Housing Delivery & Communities Total	1,363	0	0%	N/A

Comment: Effective budget management in place following appointment of Housing Finance Manager. All Housing Development officers taking control of their scheme budgets.

6. 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 – Q1 2019/2020

Head of Service summary: Q1

- The Team started the financial year with the mobilisation of repairs and maintenance contracts. The demobilisation and mobilisation went smoothly following the work of the multi-disciplined project groups including IT, customer service, communications, health and safety and management. The contracts are all now in place with comprehensive contract management.
- Everyone completed an annual Performance Agreement Review providing clear direction from the service plan and individual actions, targets and training plans to maximise performance.
- Progress is being made on the service plan action to support professionalism. Four officers successfully gained the NEBOSH Health and Safety General Certificate. Undertaking intensive training and formal examinations. A further three officers are working on the Chartered Institute of Housing qualifications. We are also working with the Chartered Institute of Housing to host an event in October to celebrate 100 years of council housing and share the Attitudes to Council Housing; Pride or Prejudice Housing O&S review.
- Three new homes were developed by converting unused community room into homes. The homes were let in May providing two one bedroomed flats, one accessible for wheelchairs and a two bedroomed flat.
- The team supported Orchard (housing management database supplier) by hosting a South East mini conference to showcase their new products and roadmap. It was a great opportunity to network with other social landlords and share good practice. The Rents Team were contacted by another local authority to review how they could emulate Waverley's rent collection.
- Plans are in place to celebrate 100 years of council housing. In 1919 the Addison Act promised "homes for heroes" leading to the first large scale council housing build programme. The housing team are delighted to be hosting a series of summer parties to celebrate 100 years of Council housing. We are creating a timeline showing national and local housing events per decade with a bit of popular culture too. There is an open invitation for all tenants to attend a party in their local area. With a wide range of activities and games including sharing memories and aspirations for housing. We also aim for the celebrations to promote pride in our homes and health and wellbeing initiatives.
- As reported at previous O&S meetings, non-pneumophila legionella bacteria continues to be an issue at one of our senior living accommodations. Mitigations continued under guidance from our specialist consultants, who advise that these incidents can take some time to resolve. Throughout April-June 2019 the programme of outlet flushing, water sampling and temperature monitoring continued without any substantial change. A total of 1731 water samples were taken between 1st April and 30th June. The medical showerheads which provide point of use protection were replaced in line with manufacturer's guidelines of a three month life span. Further adjustments were made to the plumbing. Contact was made again with the HSE and others to gain further advice and guidance on the situation at the site. There is full and regular communication with the residents, ward councillors and the portfolio holder, and the Council's management board receive fortnightly updates on the matter. With specialist expert advice, we continue to make changes to the treatments to reduce and ultimately eradicate this issue.

Hugh Wagstaff, Head of Housing Operations

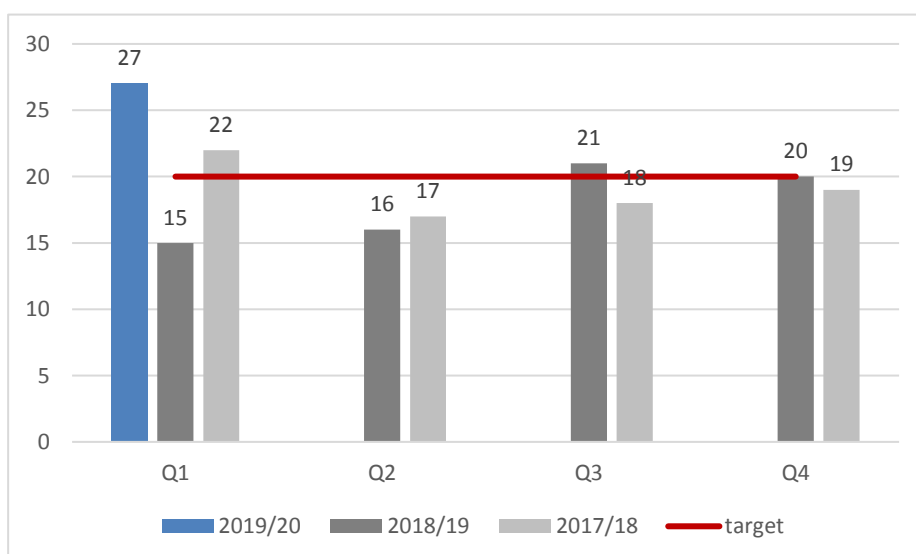
Performance Indicators Status

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q4 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	Reintroduced from Q1 2019/20				0.68%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	15	16	21	20.0	27	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	100.0%	100.0%	100.0%	100.0 %	100.0%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	92.0%	93.0%	89.0%	90.0%	90.6%	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	76.0%	76.0%	78.0	74.0%	84.6%	78.0%

Comment: Q1 comment

HO2 and HO4 - Dip in performance as expected due to demobilisation and mobilisation of contracts. Handover arrangements were agreed with some vacant homes and responsive repairs held for new contract commencement 1 April 2019.

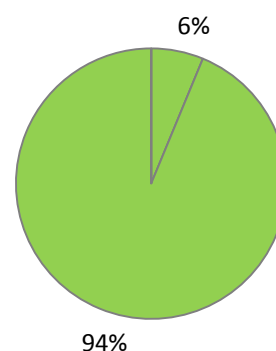
34 homes were relet in Q1 with an average of 27 working days. 90% homes were let within target in April but as the held homes were relet only 40% of homes were relet within the 20 day target in May and June. As the backlog is cleared the team are optimistic to improve performance over Q2.



Service Plan - Actions Status Q1

Q1 Housing Operations Service Plan 2019/2022

Total	100%	16
Completed	6%	1
Completed off track	0%	0
On track	94%	15
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of first quarter one action has been completed in the set time target and all actions are progressing on track for completion.

Completed Service Plans Actions 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
Outcome 5.	The customer experience will be improved by meeting and exceeding satisfaction targets annually					
HO5.1	Ensure the effective mobilisation of new property services contracts to meet key service performance indicators	30/04/19	Operations Manager (HR)	Completed		100% Completed

Outstanding Service Plans Actions 2018/2019

Code	Title	Due Date	Lead Officer	Status	Revised Due date	Actions taken to rectify
SP18/19H2.4	Review future of Family Support Team	30/11/18	Family Support Team Manager (JS)	Transferred to Service Plans 2019/20. New ref. HO2.2	31/03/20	A new due date of end of 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.

Substitute action in 2019/20 Plan

Outcome 2.	The service meets the needs of residents by meeting satisfaction targets annually					
Code	Title	Due Date	Lead Officer	Status	Revised Due date	Actions taken to rectify
HO2.2	Review future of Family Support Service to ensure support services meet the diverse needs of our residents	31/03/20	Family Support Team Manager (JS)	On track	N/A	See the linked action above ref. SP18/19H2.4

Internal Audit - Actions Status Q1

Comment: There are no outstanding Internal Audit actions at the quarter one for this service area.

Complaints Q1

Q1 Housing Operations - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	25	19	33	38	21	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	18	14	28	31	11	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	72.00%	73.68%	84.85%	81.58%	52.38%	95.00%

Q1 Housing Operations - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	9	8	13	5	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	9	8	13	4	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	100.00%	100.00%	80.00%	95.00%

Comment: Although the performance looks poor, in reality most complaints were only one or two days late. Steps are in place to improve performance in Q2. There was a delay in the Level Two response due to staff absence. All complaints were dealt with within the 2 Level process, no Ombudsman escalations received.

Finance – Q1 update

General Fund Account				
Services	Approved Budget	Variance	% Variance	Adverse/Favourable
	£'000	£'000		
Housing Operations				
Expenditure	15	0	0%	N/A
Income	-15	0	0%	N/A
Housing Operations Total	0	0	0%	N/A

General Fund Comment: No areas of concern.

Housing Revenue Account (HRA)				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	21,132	-533	-3%	Favourable
Income	-30,321	533	2%	Adverse
Housing Operations Total	-9,189	0	0%	N/A

HRA Comment: There is a risk of reduced rental income from our homes, compared to the budget due to legislation and financial profiling this year. Legislation requires social housing providers to reduce dwellings' annual rents yearly by 1% for four years from 2016/17 to 2019/20. In 2019/20, there are 53 Mondays (rent day) and the budget was set using the correct average weekly rent (i.e. reduced by 1%) but initially did not reflect this figure over 53 weeks and therefore the 1% is not being achieved. In order to achieve the 1% reduction in 2019/20 average weekly rents payable were lowered by 2.87% to be collected over 53 weeks. The resulting loss of income is calculated at £537,000. Due to more rents being collectable than anticipated actual loss in income is forecast at 420,000. Garages rents income is forecasted to be under by £164,000 as the garage project slowed down in the first quarter. The reduced rents from dwellings and garages is being mitigated by £52,000 additional income from solar panel rental and increased tenancies arranged through an external agency, Ethical Lettings. Reduced expenditure is anticipated in cyclical repairs and capitalised staff costs. It is anticipated that the reduced expenditure and additional income will wholly offset the reduced dwelling rental income outlined above, hence a forecast of zero at this stage. However, we are flagging the risk at this early stage and will continue to pay close attention to keep the budget on track by the end of the year.

7. Service Dashboard – Business Transformation & Corporate

This service area covers teams of Facilities, IT, Office Support, Estates and Business Transformation

Key Successes & Lessons Learnt, Areas of Concern – Q1 2019/2020

Head of Service summary:

This quarter is the first full quarter for the Business Transformation Service. The principal focus over recent months has been the development of a Business Transformation Programme and the ongoing Customer Services Review.

Business Transformation Programme - We have brought a range of work-streams together in one programme for organisational and governance reasons. All the work-streams are at different stages with some scheduled to complete this coming quarter and others not expected to start until the first quarter of next year. Resourcing the work schedule is critical if outcomes are going to be delivered on time. In year budget has been identified and the recruitment process has just begun.

Customer Services - In this quarter we have completed the analysis of the whole organisation customer demand survey carried out last quarter. We have also started to put the technical infrastructure in place. Procurement for a Master Data Management solution (MDM) is underway and we expect to finalise the specification for a Customer Relationship Management system this quarter.

We are now focusing on customer journey mapping and the automation that will need to facilitate which, in conjunction with re-processing, will lead to the savings we are anticipating. Given the extent of this task it is critical we find the right solution, we will also have the considerable job of integrating MDM into our line of business solutions

In addition we have made progress with;

Office 365 - We have commissioned an external assessment of our readiness to move forward with the transition.

Server Replacement - We have identified in year resources to allow a much more comprehensive programme than we had originally envisaged. This should deliver noticeable improvements for users as we increase overall capacity.

Flood Prevention - The Environment Agency led scheme for Godalming is progressing well and should complete by Q3.

Wey Hill - We are gradually making progress in clearing this site to allow for future housing development. This quarter we have seen the Guides move to their new home at High Lane.

David Allum
Head of Business Transformation

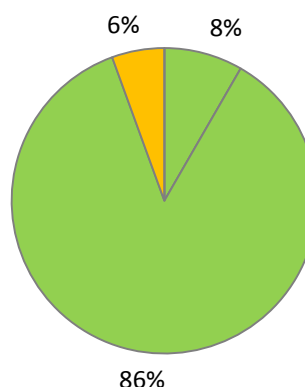
Performance Indicators Status Q1

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, Property and Engineering, Business Transformation.

Service Plan - Actions Status Q1

Q1 Business Transformation Service Plan 2019/2022

Total	100%	36
Completed	8%	3
Completed off track	0%	0
On track	86%	31
Off track - action taken / in hand	6%	2
Off track - requires escalation	0%	0
Cancelled / Deferred	0%	0



Comment: The table above presents the progress and status of all Service Plan actions for this service team at the end of first quarter. The list of outstanding actions can be found below with the comment on actions taken and new revised dates where applicable.

Outstanding Service Plan action 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
Outcome 5.	Continue to operate a profitable external cleaning service					
BT5.1	Evaluate the first year's trading figures and develop an appropriate marketing strategy based on the outcome	01/06/19	Facilities Manager (SH) /Head of Customer and Corporate Services (DA)	Completed		100% Completed
Outcome 6.	Provide a profitable staff catering service					
BT6.1	Evaluate the trading figures and re-design a service offer to be as cost effective as possible.	01/06/19	Facilities Manager (SH) /Head of Customer and Corporate Services (DA)	Completed		100% Completed. This action was completed, and the implementation of the solution will be implemented in the coming months.
Outcome 15.	Review and determine the corporate strategy for the maintenance of Waverley owned bus shelters					
BT15.1	Assess the cost implications for effectively maintaining the 95 bus shelters for which we have responsibility and test the corporate appetite	30/06/19	Property and Engineering Manager (NL)	Completed		100% completed. The capital programme funding secured.

	for the continued provision of this service					
Outcome 17.	Identify a viable option for the Council as regards office accommodation and the future of The Burys					
BT17.1	Within the One Public Estate initiative work with our partner organisations to define realistic options for the re-development of this site which will deliver cashable savings	30/06/19	Estates and Valuations Manager (AC)/Head of Customer and Corporate Services (DA)	Off track - action taken	To be confirmed	We have applied for funding from Surrey CC which if successful will resource the second phase of our development appraisal. We have now been waiting several months for this process to conclude and may have to explore other funding routes if the process does not conclude soon. This has been escalated to senior level.

Outstanding Service Plan action 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Actions taken
SP18/19 CC3.2	Support the Planning Service in the acquisition of a new core system	31/03/19	N/A	Off track - action taken	31/10/19	The Building Control system is live and that element of the project is very close to conclusion. We will moving into Planning later this quarter although we are unlikely to go live before Q4.

Internal Audit - Actions Status at Q1

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

Complaints – Q1 update

Q1 Business Transformation - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	1	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	0.00%	N/A	N/A	95.00%

Q1 Business Transformation - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	1	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	1	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	100.00%	N/A	N/A	95.00%

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

Finance – Q1 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,516	(4)	0%	Favourable
Income	(383)	(2)	1%	Favourable
Business Transformation Total	3,133	(6)	0%	Favourable

Comment: The favourable variations are generated by a projected increase in income at Farnham Locality Office as we have increased the admin charge to Guildford BC for issuing parking permits. Also the waste disposal contract at Brightwells Day Centre is no longer needed as the Day Centre has moved.

8. Service Dashboard – Finance and Property Investment

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

Key Successes & Lessons Learnt, Areas of Concern - Q1 2019/20

Head of Service summary:

Accountancy / Financial management: This is the first year of the new earlier publishing timetable for the council's Financial Statement requiring sign off by 31st July, deadline was historically the end of September. The Financial Statement was audited, signed off and published with an unqualified Audit opinion on 31st July, despite a change of audit team in June.

Benefits and Revenues service: The service review of both teams is now complete and the new service delivery model is being bedded into the revenues team with recruitment to vacant posts underway to complete the service's capacity.

Budget Strategy Working Group (BSWG): The Value for Money and Customer Services Overview & Scrutiny Committee has appointed members from the four Scrutiny committees to the BSWG, progress has been made on continuing the strategic work underpinning the delivery of the initiatives required to resolve the council's financial challenge identified within the Medium Term Financial Plan.

Peter Vickers, Head of Finance and Property

Performance Indicators Status

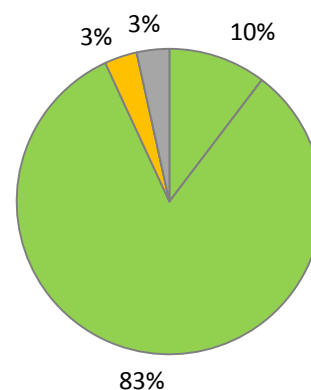
KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q1 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	13	13	13	11.4	12	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	7	7	7	6	4	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	30.2	58.1	86.2	98.7	29.7	24.8
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	29.4	51.0	74.7	98.0	27.6	24.8
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	84.6	90.0	95.5	99.0	98.4	99.0

Comment: A good performance from the teams in the first quarter, with majority of indicators performing on target. The proposals to introduce performance indicators for the Property team are currently being considered.

Service Plans - Actions Status Q1

Q1 Finance Service Plan Actions 2019/2022

Total	100%	29
Completed	10%	3
Completed off track	0%	0
On track	83%	24
Off track - action taken / in hand	3%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	3%	1



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.

Outstanding actions from 2019/20 Service Plan

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
Outcome 4.	Service is redesigned and integrated with the Benefit Service					
F4.1	Complete the Revenues Service redesign, cutting out inefficiency and refocus the service on the customer.	30/06/19	Head of Finance (PV)	Completed		Review is now completed and the new service is operational.
Outcome 7.	The Agresso financial IT system and supporting financial administrative processes provide an efficient and cost effective solution to front line service administration to facilitate a reduction in administration capacity and transaction costs.					
F7.1	Develop a work programme of service reviews (interventions) to identify the required Agresso configuration, including cost benefit analysis for each intervention.	31/03/19	Financial Services Manager (WS)	Transferred	Business Transformation Programme to be delivered by 31/03/2021	This has now been included within the transformation programme to compliment the work being undertaken corporately.
Outcome 8.	Increase revenue from the commercial portfolio					
F8.3	Fully implement the Council's decision to set up a property company to increase income generation opportunities	30/04/19	Estates and Valuation Manager (AC)	Off track - action taken	31/12/2019	This initiative was temporarily delayed to enable the new Executive and then the Investment Advisory Board to configure and provide strategic direction for the company purpose. Work is now under way.

Outstanding actions from 2018/19 Service Plan						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19F2.2	Implement a "Systems Thinking" process review in collaboration with neighbouring council's (Rushmoor) expert guidance.	31/03/19		Completed	30/06/19	The work is now 100% completed. (Part of F4.1)
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19F2.5	A full review of all debt schedules with progress on agreed actions completed monthly with relevant service managers.	31/03/19		Completed	31/05/19	The initiative is now fully operational

Internal Audit - Actions Status Q1

Comment: There are no outstanding internal audit actions for this area at the end of first quarter.

Complaints Q1

Q1 Finance - Level 1 Complaints

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	6	7	5	8	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	5	5	5	7	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	83.33%	71.43%	100.00%	87.50%	100.00%	95.00%

Q1 Finance - Level 2 escalations

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	2	0	2	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	2	0	2	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	N/A	100.00%	100.00%	95.00%

Comment: All complaints were resolved within Level 1 and 2, no external escalation required.

Finance– Q1 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Finance & Property				
Expenditure	32,990	14	0%	Adverse
Income	(31,116)	253	-1%	Adverse
Finance & Property Total	1,874	267	14%	Adverse

Comment: The adverse variance results from the void on Wey Court East office building which will be covered by a void contingency budget. Progress is being made on letting the building, however, it is unlikely that any rent will be received this financial year. The senior management team will be supporting the service to achieve an overall balanced outturn for the whole council at the end of the year.

9. 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 – Q1 2019/2020

Head of Service quarterly feedback:

- The Elections team worked hard preparing for and supporting the Returning Officer to deliver all out Waverley Borough Elections, Town and Parish Elections and, at very short notice, European Parliamentary Elections. The elections team were supported by a wider team of colleagues at Waverley who supported by answering customer enquiries, running polling stations and working at the various counts. The Communications and Engagement team ensured a range of stakeholders were kept informed about the processes and the outcomes of all elections.
- 57 new and returning Borough Councillors, the formation of a new administration and the commencement of a new 4 year Council term meant that Quarter 1 was also very busy for the Council's Democratic Services team. The team managed a range of induction activities including: swearing in new councillors; supporting the committee seat nominations process; preparing for the Annual Mayor-Making Council meeting; and providing a comprehensive induction training and development programme. The Council's Monitoring Officer and Deputy Monitoring Officers worked with the Council's four largest Town and Parish Councils to deliver conduct and standards training workshops.
- The Legal team continued to manage a busy programme of work. The team supported Waverley Borough Council in defending its Local Plan at the Court of Appeal hearing on Monday 24 June, which saw POWCampaign Ltd and CPRE Surrey attempt to overturn last year's High Court decision to dismiss their challenges to our principle planning document.
- The HR team continued to drive forward a range of changes in line with the Council's HR strategy. In particular, the rationalisation and digitisation of employee records, with the aim of improving efficiency and resilience, continued. This has relied on hard work from all members of the HR team. The team supported managers and staff to undertake and record meaningful Annual Performance agreement processes. The team also led on the Council's work to promote and support positive mental health and wellbeing in the workplace, including promoting the Council's Employee (and councillor) assistant helpline, arranging mental health training for managers and establishing and beginning the process of planning for the health and wellbeing week later in the year.
- Both the HR team and the Communications and Engagement team supported the process of planning and carrying out the Annual Staff Survey, the results of which will inform planning and staff communications in Quarter 2.
- The Corporate Policy team continued to provide a range of support during the quarter including: the management of complaints; corporate policy support on scrutiny; and quarterly performance management. The team also continued to actively support the organisation's business transformation efforts. In particular, they led the collation and analysis of the data collected at the end of the previous financial year as part of the customer demand survey. They also supported on the project planning and management of the customer transformation project and the development of a new customer services strategy.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q1

Comment: Short and Long Term sickness absence (HR2) remains off target at the end of first quarter. Further analysis shows that when comparing Q1 2019/2020 to Q4 2018/2019, our long term absences have reduced from 9 to 6 cases (a long term absence is anything over 20 days). Even though we have seen an overall reduction in the number of people on long term sick leave, the total amount of days for those still absent continues to increase. Two of these six cases are due to be resolved fully within Q2 and the remaining staff are being fully supported through Waverley, their doctors and occupational health referrals.

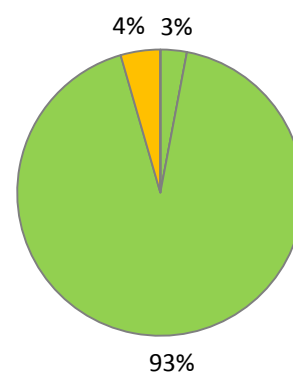
The complaints response rate at Level 1 (PG2a) has improved in Q1, although still performing off target. The areas of underperformance concern the following teams: Commercial Services (75%), Housing Operations (52%) and Planning & Economic Development (83%). Starting from Q1, a new more granular monitoring has been introduced for each service area, to allow consistent performance analysis. The details specific to each service have now been embedded in every dashboard allowing Heads of Service and their team to take appropriate improvement actions when required. This change is hoped to improve the overall response rate in the coming year.

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q1 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	21.8	21.0	21.5	18.4	17.8	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	5.8	6.5	6.6	6.9	7.0	6.52
PG1a	The number of complaints received - Level 1 (data only)	No.	63	57	63	82	57	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	18	24	18	25	20	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	85.00%	87.65%	79.40%	84.00%	87.24%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	100.0%	100.0%	88.9%	100.0%	94.0%	95.0%

Service Plans - Actions Status Q1

Q1 P&Gov Service Plans 2019/2022

Total	100%	67
Completed	3%	2
Completed off track	0%	0
On track	93%	62
Off track - action taken / in hand	4%	3
Off track - requires escalation	0%	0
Cancelled / Deferred/ Transferred	0%	0



Comment: At the end of Q1 the majority of the service plan actions are on track for completion, apart from a handful of actions which will require additional time. Further details can be found below.

Outstanding Actions from Service Plans 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
Outcome 7.	The Council functions properly, with high standards of governance and ethical conduct					
PG 7.4	<i>Support councillors through training on ethics and standards</i> Provide training on Councillor standards to the new Waverley Council and to Towns and Parish Councils.	30/06/19	Head of Policy and Governance (Monitoring Officer) (RT)	Completed	N/A	Standards training has been delivered to Waverley Borough Councillors. The Monitoring Officer and Deputy Monitoring Officers have attended a number of Town and Parish meetings to provide training on ethics and standards.
PG 7.6	<i>Keep all registers of interest up to date</i> Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded following the May 2019 elections.	30/06/19	Democratic Services Manager (FC)	Off track - action taken	31/10/2019	All Waverley Borough Councillors' Registers of Interest are up to date. All Town and Parish Councils have been contacted to ensure they provide the latest Registers of Interest. Around two thirds have now supplied the necessary information.
Outcome 9.	The Council prepares for, organises and conducts all types of elections, polls and referendums held in the Waverley borough.					
PG 9.1	<i>Conduct fair and transparent elections</i> Complete preparations for and conduct of combined Borough and Town/Parish elections.	31/05/19	Senior Manager - Elections and Corporate Projects (TS)	Completed	N/A	100% Complete. These elections were carried out in conjunction with legislation and were conducted successfully

Outstanding Actions from Service Plans 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19PG2.1	Increase levels of community engagement, including participatory budgeting:	31/12/18	Communications & Engagement Manager	Off track - action taken	31/10/19	75% Completed. The timetable for this piece of work was revised to inform the Medium Term Financial Plan. The preparation of the survey is underway (to go live in the Autumn).
SP18/19PG2.4	Review / refresh / relaunch Waverley's Communications and PR Strategy.	31/12/18	Communications & Engagement Manager	Off track - action taken	31/10/19	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 Q1

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 Q1, 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 Q1

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100.00%	95.00%

KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.00%

Comment: All complaints received for this service area in Q1 were dealt with at Level 1 and didn't require any further escalation.

Finance – Q1 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	3,705	(39)	-1%	Favourable
Income	(886)	31	-3%	Adverse
Policy & Governance Total	2,819	(8)	0%	Adverse

Comment: Despite a slightly reduced projection on service income, the current forecast is for a very slight underspend at year end.

WAVERLEY BOROUGH COUNCIL

VFM & CUSTOMER SERVICE OVERVIEW & SCRUTINY COMMITTEE

16 SEPTEMBER 2019

Title:

CUSTOMER SERVICES PROJECT UPDATE

[Portfolio Holder: Cllr John Neale]

[Wards Affected: All]

Summary and purpose:

This report gives the Committee an update on the Customer Services Project and includes the results of the Customer Demand survey carried out earlier in the year and referred to in the Corporate Performance Report elsewhere on this agenda.

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

This report relates directly to the Council's priority to improve customer experience ensuring our services can be accessed more conveniently.

Equality and Diversity Implications:

Whilst there are no direct equality and diversity implications in this report, there will be important equality and diversity considerations to be taken into account as the Customer Services Project progresses. An Equality Impact Assessment will be carried out at the appropriate time to ensure the needs of our residents and customers are met as well as meeting the requirements of the Public Sector Equality Duty under the Equality Act 2010.

Financial Implications:

There are no direct financial implications contained in this report.

Legal Implications:

There are no legal implications contained in this report.

1. Background

The Customer Services Project aims to deliver cashable savings in response to the Medium Term Financial Plan and at the same time improve the customer experience.

Set out below is a report that was recently submitted to the Customer Services Project Board and serves as a sound introduction to the work of the review team.

2. Report on Customer Services Project

Background and Context

Following the budget settlement for 2019/20, the Medium Term Financial Plan identified the need to achieve savings of £3.86m in the following three years. Included in this saving

is a sum of £1.7m to be achieved by means of business transformation, commercial services income and efficiency savings.

In September 2018 a Customer Services Project Team was set up to determine the most cost effective way of delivering customer services at the Council. The aim of the project is to identify how savings can be achieved through both a reduction in customer demand and eliminating waste by increased efficiency. The reduction in customer demand will be achieved by improving on-line accessibility to services and thus increasing the ability of our residents to self serve whilst ensuring that those who are unable to access services on-line are still supported.

The Customer Services Programme Board have agreed the following principles for the project:

- Reduce costs through self service and efficiency.
- Maximise ability for customers to self serve on-line and remotely
- Maximise resolution of query at first point of contact
- Maximise the transactional functionality of the website with integration to back-office systems avoiding duplication of effort.
- Ownership of enquiry is established at first point of contact.
- Customer expectations are defined and managed.
- Establish a customer service culture with clear accountability, defined roles and professional development.
- Customer insight is developed to further understand the needs of our residents and businesses.
- Business processes are mapped and workflow used to secure maximum efficiency.
- Ensure methods are future proofed

Existing Customer Service Teams

Whilst Waverley has a distributed model of handling customer inquiries through the different service areas there are two service areas which have set up teams to deal with the bulk of in-coming calls. These are situated in Housing and Environmental Services. There is also the team covering calls to the main switchboard and visitors to the building through main reception.

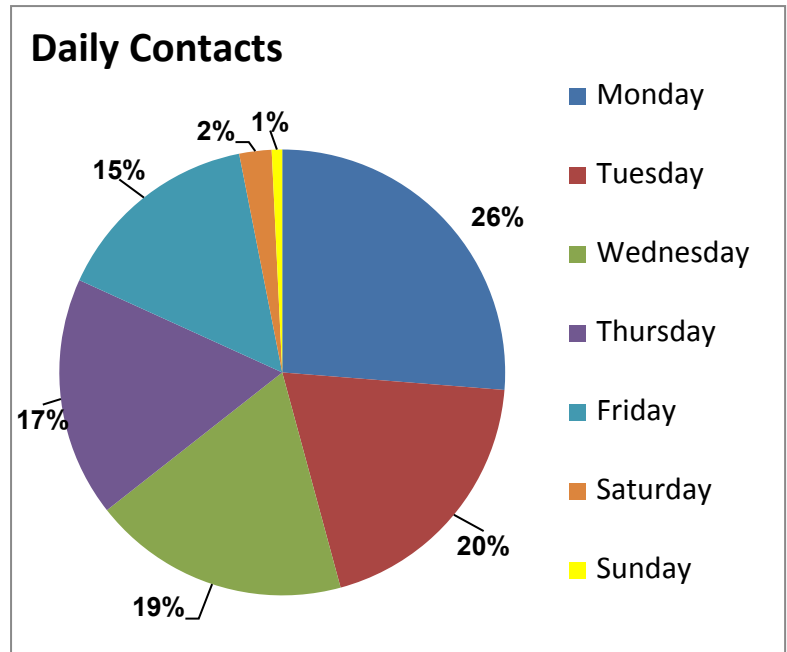
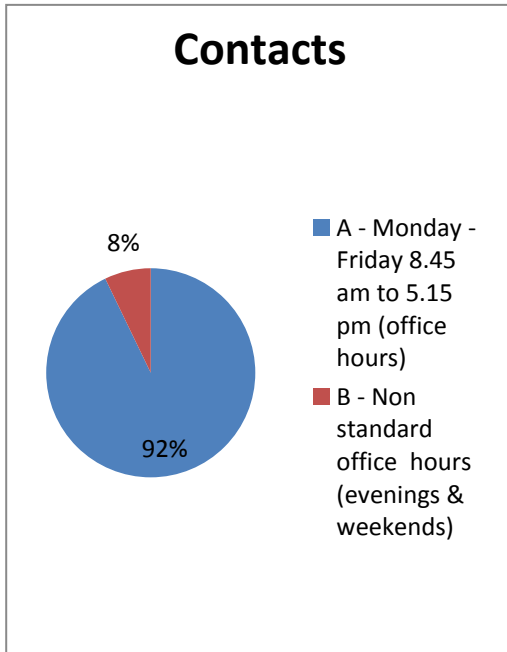
Customer Demand Data Survey

In February this year a survey was carried out by all staff to ascertain the level and nature of customer demand coming into the Council.

The survey was designed to collect information on:-

1. The number of contacts received
2. When contacts were received (time and day)
3. The type of contact each member of staff received – email, telephone call etc
4. The type of customers – resident, business, partner organisations
5. The nature of the contact i.e. what was the query
6. Whether the query was resolved

Week	Number of Contacts	% in each week
1	8540	46.3%
2	5607	30.4%
3	4315	23.4%
Total	18462	

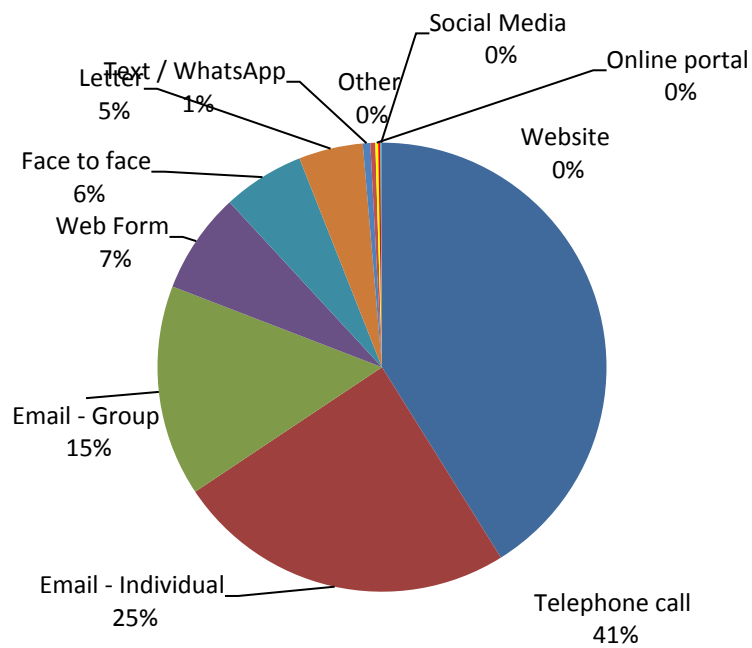


The time when customers contact us is overwhelmingly during office hours. However, given the following information about channel types it may be surprising that so many emails come in during office hours.

Contacts by Channel

The majority of contacts are by telephone with the second highest being individual emails. Email requests for information and services are currently by their nature unstructured and work has started on transferring these requests to a generic web form with the generic email box address being removed from the website. It is notable that the majority of e-mails are going to individual e-mail addresses and not the generic addresses where customers are notionally directed to.

Contacts by Channel



Customer Profile

The data survey indicated that our customers are as follows:

Customers	%
Member of the public	62.3%
Business	19.8%
Partner Organisation	10.5%
Other	4.8%
Councillor	2.6%

The following table shows the scale of contacts that are dealt with by staff on a daily basis.

Number of contacts	Staff Dealing with number of Daily Contacts			
	Under 5	5 – 9	10-20	Over 20
Nos of staff	352	72	19	15

The data survey indicates that a relatively small number of staff handle in excess of 20 queries a day. In order to sense check the validity of the data we have also looked at the Phonex call data showing the number of external telephone calls coming into individual telephone extensions. In a standard customer service centre you would expect operatives

to be dealing with upwards of 40 contacts per day. It is notable that we do not have anyone falling into that category.

The Phonex data for February 2019 showed that 6 people dealt with over 20 telephone calls a day on average (excluding staff on the main switchboard). They are situated in the Housing Customer Services Team, Environmental Services and Building Control. However, the calls are only one element of the contacts received and it was not possible to sense check the number of emails received by these individuals. Administrative processes resulting from telephone calls also need to be factored into the time. Members of staff on the switchboard handled between 51 and 73 calls per day in February.

An important element of the analysis was to ascertain the level of 'failure demand' to quantify the amount of contacts that could be channel shifted away from face to face and telephones to self service or structured web forms.

Channel Shift and Digital First

The value of the data is in understanding where customer demand can be channel shifted away from emails, telephone calls and face to face to the website and customer self service.

In particular it is useful to identify and clearly understand the nature of the 'failure demand'. This is customer demand that is not valuable as such to the organisation as it is wasted effort. An example of this would be progress chasing. Some service areas are already trying to find ways of avoiding such calls. For example, Planning experience a large number of these types of progress checking calls and are looking to their new IT system to enable the planning applicant to be automatically kept informed of particular milestones in the planning application process. The data survey findings will be shared with the Heads of Service and Service Managers and areas of 'failure demand' clearly understood. 'Failure demand' needs to be removed from processes or at least shifted away.

The corollary of failure demand is 'value demand' which is intrinsically useful to the organisation and resident. The most frequent, high number 'value demands' need to be analysed to discover whether they fall into the following tiers:

Tier 0 – website/self serve

Tier 1 – customer services team

Tier 2 – needs technical advice

Tier 3 – case management by technical officers

Over half the number of queries received by the organisation are in the form of emails which are unstructured. Officers often have to enter into an email conversation in order to find out all the relevant information. Each service area currently has too many contact options across the website i.e. telephone numbers and email addresses which need to be reduced to one single route. The use of a generic structured web form is currently being devised to reduce this inefficiency.

There are a large number of queries and transactions that could be channel shifted to the web. Payments and bookings are two areas which could be improved. These need to be identified, mapped and an implementation plan established. The barriers to implementing some of these processes may lie in the back-office systems. There is a great appetite from service managers to deliver more services on-line as this is a clear requirement from customers. A number of our current IT line of business applications such as in Planning, Building Control, Housing and Council Tax are currently in the process of being updated to

allow residents more opportunities to self-serve. However, in order to fully achieve digital first there will need to be more integration with back office systems. The establishment of a 'customer portal' is how many local authorities are achieving a self-service offering.

Technology

Customer Relationship Management (CRM)

In order to deliver efficient services to our residents it is essential to have good, reliable customer information. The project team are therefore recommending that a corporate CRM system is purchased. A specification has been prepared and the best procurement method is being considered.

Master Data Management (MDM)

As a precursor to setting up a new CRM it will be necessary to ensure that the information we hold on residents is up-to-date and accurate. A MDM system enables us to build and maintain accurate records which are GDPR compliant.

Website

The web site will need to be updated in order to meet the accessibility requirements by September 2020 and this will be included as part of the project.

Conclusion

There are savings to be made from business efficiencies and an improved delivery model. The decisions to be made are how quickly can this be done i.e. when can the savings be realised and with least disruption whilst still maintaining a good level of service.

Recommendation

It is recommended that the Committee notes the contents of the report.

Background Papers

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

CONTACT OFFICER:

Name: David Allum

Telephone: 01483 523338

E-mail: david.allum@waverley.gov.uk

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 2019-20

Subject	Purpose for Scrutiny	Lead Member / officer	Date for O&S consideration	Date for Executive decision (if applicable)
Corporate Performance Report	To scrutinise the performance of the areas within the Committee's remit.	Nora Copping	Quarterly	N/A
Income generation projects	To scrutinise the progress of specified income generation work-streams against the targets within the Medium Term Financial Plan.	Kelvin Mills	Standing item	N/A
Budget Strategy Working Group update	To receive an update on the progress of the working group.	Peter Vickers / Yasmine Makin	Standing item	N/A
Property Investment Strategy quarterly acquisition report (exempt)	To receive an item detailing the performance of property acquired under the Strategy.	Peter Vickers	Quarterly	N/A
Draft Commercial Strategy	To scrutinise and contribute to the Commercial Strategy.	Kelvin Mills	September 2019	TBC
Economic Development Strategy (EDS) action plan	To scrutinise performance against the EDS action plan.	Chris Berry / Catherine Knight	November 2019	N/A

Value for Money and Customer Service Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / officer	Date for O&S consideration	Date for Executive decision (if applicable)
Cost implications of planning appeals	To receive the information requested at the June meeting on the cost implications of planning appeals.	Chris Berry	TBC / November(?)	N/A
Complaints handling policy and review of complaints received by Waverley in 2018/19	To understand the complaints received in 2018/19 and the Council's performance in responding to these. At the June 2019 meeting the Committee agreed to receive this report as scheduled and consider undertaking further policy development work depending on the outcome of the item.	Sue Petzold	November 2019	TBC
Review of Property Investment Strategy	To review the Property Investment Strategy.	Peter Vickers	November 2019	N/A
Workforce profile report	To understand the latest figures concerning the workforce (possibly including focus on turnover).	Katy Meakin / Robin Taylor	TBC / January 2020	N/A
Value for money of housing maintenance contracts	To receive an update from officers regarding the value for money of the contracts started in April 2019.	Hugh Wagstaff	March 2020	N/A

Section B

Scrutiny reviews 2018-19

Subject	Objective	Key issues	Lead officer	Progress
Budget Strategy Working Group	To strategically support the MTFP initiatives by implementing a support strategy that investigates the reduction of costs through efficiency measures and divesting services alongside a transformation programme.	<ul style="list-style-type: none"> • Medium term financial plan • Budget gap • Revenue support grant • Income generation • Participatory budgeting • Service delivery • Asset utilisation 	Peter Vickers	The Group has been reinstated after the 2019 elections. The Group has restarted work-stream 2 (WS2) and whilst WS1 was completed by the previous group it will be used to inform work-stream 3 which is expected to begin in September 2019.

Section C

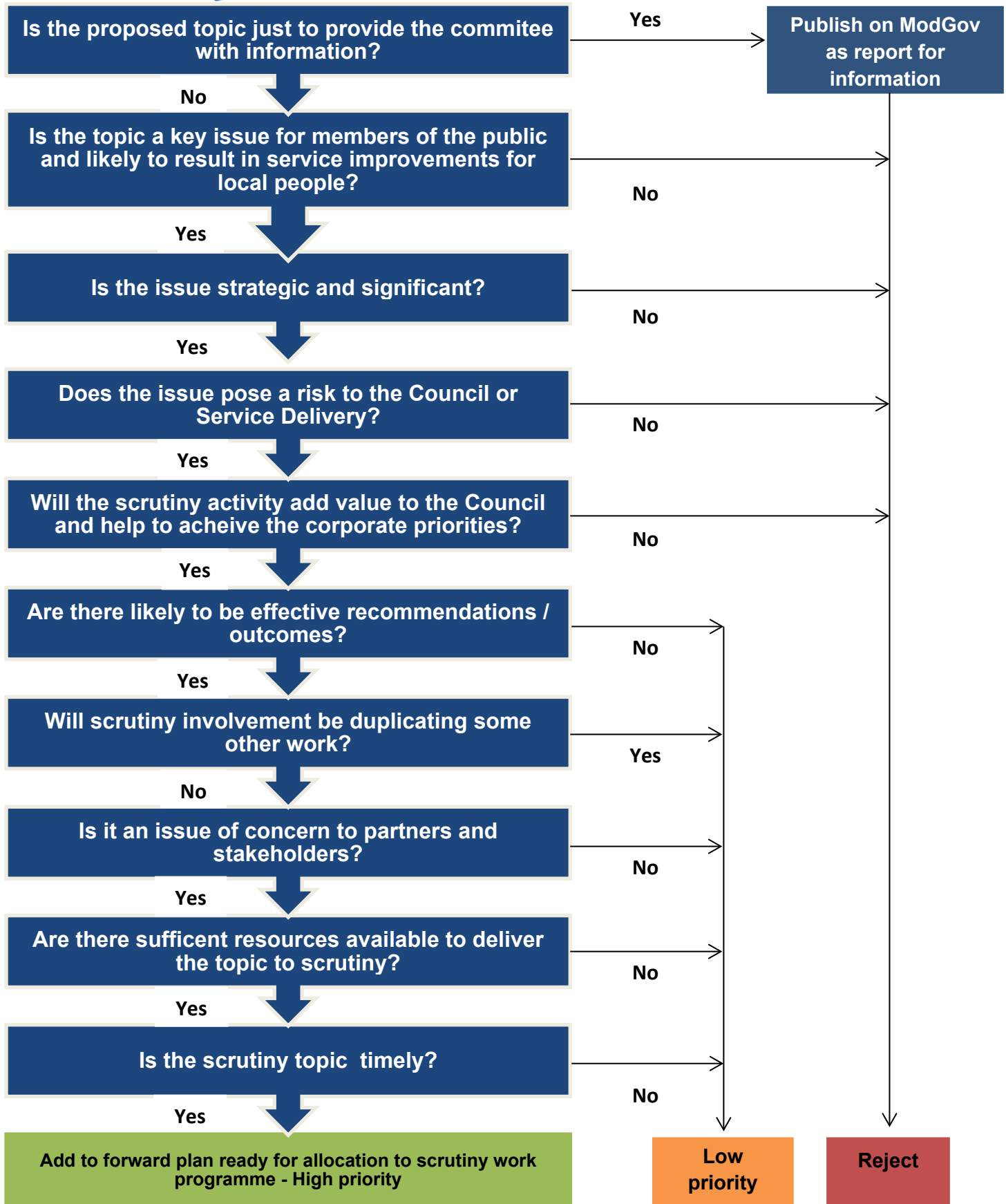
Scrutiny tracker 2018 - 19

Value for Money and Customer Service Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
26 June 2017	Performance Management Report	ACTION: 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	Corporate Performance Report Q2	ACTION: the Committee requested that officers undertake further analysis on turnover and a report on the findings comes to this Committee.	The Committee has added this item to its work programme in the Workforce Profile.	TBC/ January 2020
	Property Investment Strategy Quarterly Property Acquisition Report	<p>ACTION: the Committee requested that more detail regarding rents be provided in future reports.</p> <p>ACTION: the Committee requested that a brief narrative explanation be included in the report to bring the headlines to the Committee's attention.</p>	Officers will include this in future reports.	September 2019
22 January 2019	Medium term financial plan 2019/20 – 2021/22 and general fund budget 2019/20	RECOMMENDATION: the Committee recommended that a schedule be added to the fees and charges document showing the volume of demand for each service.	This information will be included in next year's budget report.	January 2020

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
24 June 2019	Corporate Performance Reports Q4	ACTION: for officers to circulate a summary of all appeals over the past year broken down by planning committee/delegated authority with particular reference to the cost implications and value for money.	Officers will put together a report containing the requested information on cost implications of appeals over the past year. The report has been added to the work programme for November 2019.	TBC / November (?)
	Work programming	ACTION: for the Portfolio Holder to address the Committee regarding Executive plans for property investment arrangements and policy direction.	Officers will liaise with Executive members to achieve this.	TBC
		ACTION: for the Portfolio Holder to address the Committee regarding finalisation of Community Infrastructure Levy governance arrangements and any anticipated change of policy direction.		TBC



This page is intentionally left blank

Waverley Borough Council Key Decisions and Forward Programme

This Forward Programme sets out the decisions which the Executive expects to take over forthcoming months and identifies those which are key decisions.

A key decision is a decision to be taken by the Executive which (1) is likely to result in the local authority incurring expenditure or making savings of above £100,000 and/or (2) is significant in terms of its effects on communities living or working in an area comprising two or more wards.

Please direct any enquiries about the Forward Programme to the Democratic Services Manager, Fiona Cameron, at the Council Offices on 01483 523226 or email committees@waverley.gov.uk.

Executive Forward Programme for the period 1 September 2019 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
CORPORATE STRATEGY, POLICY AND GOVERNANCE, LEP AND PARTNERSHIP WORKING - CLLR JOHN WARD (LEADER)						
Dunstable Park Garden Village Governance Arrangements	To agree the governance arrangements for the Dunstable Park Garden Village project.	Executive	Yes	October 2019	Chris Berry, Interim Head of Planning and Economic Development	Environment O&S
Review of Polling Places	To approve recommendations arising from the review of polling places.	Executive, Council	Yes	October 2019	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
CORPORATE STRATEGY, POLICY & GOVERNANCE, BENEFITS & WELFARE, AND COMMUNICATIONS - CLLR PAUL FOLLOWS (DEPUTY LEADER)						
ECONOMIC AND COMMUNITY DEVELOPMENT - CLLR MARK MERRYWEATHER						
Property Acquisitions [E3]	To bring forward opportunities for approval as they arise	Executive	Yes	October 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Budget Management [E3]	To seek approval for budget variations, if required.	Executive	Yes	October 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Property Matters [E3]	To seek approval of property matters as they arise.	Executive	Yes	October 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
OPERATIONAL & ENFORCEMENT SERVICES - CLLR NICK PALMER						
Car Parking Strategy	To recommend to Council the adoption of a new Car Parking Strategy.	Council, Executive	Yes	December 2019	Richard Homewood, Head of Environmental Services	Environment O&S
ENVIRONMENT AND SUSTAINABILITY - CLLR STEVE WILLIAMS						
Air Quality Annual Status Report 2019	To note the AQ Annual Status Report 2019 and response from DEFRA, and to approve the revised AQ Action Plan.	Executive	Yes	December 2019	Richard Homewood, Head of Environmental Services	Environment O&S
Electric Vehicle Strategy	To approve an EV Strategy for Waverley	Executive, Council	Yes	November 2019	Richard Homewood, Head of Environmental Services	Environment O&S
Climate emergency	To recommend to Council the declaration of a climate emergency.	Council, Executive	Yes	September 2019	Richard Homewood, Head of Environmental Services	Environment O&S
HEALTH, WELLBEING AND CULTURE - CLLR DAVID BEAMAN						
PSPO - Dog Control	To approve making PSPO No.2 (Dog Control).	Council, Executive	Yes	November 2019	Richard Homewood, Head of Environmental Services	Environment O&S
Leisure Centre Investment, Cranleigh	To update and agree next steps.	Executive	Yes	January 2020	Kelvin Mills, Head of Commercial Services	Community Wellbeing

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
HOUSING AND COMMUNITY SAFETY - CLLR ANNE-MARIE ROSOMAN						
Affordable Housing SPD	To approve the Affordable Housing SPD	Council, Executive	Yes	October 2019	Andrew Smith, Head of Housing Delivery and Communities	Housing O&S
Housing Strategy - Annual Progress Review	To agree updates to the Housing Strategy.	Council, Executive	Yes	October 2019	Andrew Smith, Head of Housing Delivery and Communities	Housing O&S
Homelessness Strategy Annual Update	To agree any updates to the Strategy.	Executive	Yes	October 2019	Andrew Smith, Head of Housing Delivery and Communities	Housing O&S
PLANNING POLICY & SERVICES - CLLR ANDY MACLEOD						
Surrey Hills AONB Management Plan	To approve the updated Management Plan.	Executive	Yes	October 2019	Chris Berry, Interim Head of Planning and Economic Development	Environment O&S
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	December 2019	Chris Berry, Interim Head of Planning and Economic Development	Environment O&S
Local Plan Part II - Approval to submit	Approval to submit.	Executive, Council	Yes	February 2020	Chris Berry, Interim Head of Planning and Economic Development	Environment O&S

Background Information

The agenda for each Executive meeting will be published at least 5 working days before the meeting and will be available for inspection at the Council Offices and on the Council's Website (www.waverley.gov.uk). This programme gives at least 28 days notice of items before they are considered at a meeting of the Executive and consultation will be undertaken with relevant interested parties and stakeholders where necessary.

Exempt Information - whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some

business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals such as requests for early or flexible retirements and property matters relating to individual transactions. These may relate to key and non-key decisions. If they are not key decisions, 28 days notice of the likely intention to consider the item in exempt needs to be given.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

[E1 – Information relating to any individual; E2 – Information which is likely to reveal the identity of an individual; E3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); E5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings; E7 – Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime].

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

Document is Restricted

This page is intentionally left blank