

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

When calling please ask for:  
Amy McNulty, Democratic Services Officer

**Policy and Governance**

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Date: 8 November 2019

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

Cllr Peter Martin (Chairman)	Cllr Jerry Hyman
Cllr Joan Heagin (Vice Chairman)	Cllr Stephen Mulliner
Cllr Roger Blishen	Cllr Peter Nicholson
Cllr Jerome Davidson	Cllr Julia Potts
Cllr George Hesse	

**Substitutes**

Cllr Richard Cole	Cllr John Gray
Cllr Simon Dear	Cllr Kika Mirylees

**Members who are unable to attend this meeting must submit apologies by the end of Monday, 11 November 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, 18 NOVEMBER 2019

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

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### **Waverley Corporate Strategy 2019 - 2023**

Waverley Borough Council is an authority which promotes and sustains:

- open, democratic and participative governance
  - a financially sound Waverley, with infrastructure and services fit for the future
  - the value and worth of all residents, regardless of income, wealth, age, disability, race, religion, gender or sexual orientation
  - high quality public services accessible for all, including sports, leisure, arts, culture and open spaces
  - a thriving local economy, supporting local businesses and employment
  - housing to buy and to rent, for those at all income levels
  - responsible planning and development, supporting place-shaping and local engagement in planning policy
  - a sense of responsibility for our environment, promoting biodiversity and protecting our planet.
- 

### **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. MINUTES (Pages 7 - 12)

To confirm the Minutes of the Meeting held on 16 September 2019 (to be laid on the table 30 minutes before the meeting).

2. 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 11 November to enable a substitute to be arranged, if applicable.**

3. 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.

4. 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 11 November 2019.

5. 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 11 November 2019.

6. PRESENTATION FROM THE PORTFOLIO HOLDER FOR FINANCE, ASSETS AND COMMERCIAL SERVICES

At the request of the Chairman, to receive a verbal presentation from the Portfolio Holder for Finance, Assets and Commercial Services on Property Investment direction including Brightwells Yard.

7. BUDGET STRATEGY WORKING GROUP INTERIM REPORT

To receive the interim report and recommendations of the Budget Strategy Working Group (to follow).

8. SCOPING OF COST IMPLICATIONS OF PLANNING APPEALS (Pages 13 - 16)

The purpose of this report is to outline the scope for this item and to receive feedback from the Committee as to what information is to be included in the final report.

Recommendation

**It is recommended that the Committee provide feedback to officers on the proposed structure and content of the report.**

9. CORPORATE PERFORMANCE REPORT Q2 2019-20 (JULY - SEPTEMBER 2019) (Pages 17 - 64)

The Corporate Performance Report provides an analysis of the Council's performance for the second 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. STAFF SURVEY RESULTS

To receive a presentation from the Head of Policy and Governance on the results of the 2019 staff survey, with specific focus on staff morale and the link to staff sickness. This follows on from the red sickness indicator (HR2) highlighted in the Quarter 1 Performance Report.

11. REVIEW OF COMPLAINTS CLOSED IN 2018/19 (Pages 65 - 70)

This report provides a summary of the complaints received by Waverley in 2018/19, the Council's performance in responding to those complaints and, where applicable, the lessons learned. Complaints about Waverley's services received by the Local Government and Social Care Ombudsman and the Housing Ombudsman in 2018/19, are addressed in a separate report on this agenda.

Recommendation

**It is recommended that the Value for Money and Customer Service Overview and Scrutiny Committee considers the information in this report and passes any comments to the Executive.**

12. COMPLAINTS TO THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN AND HOUSING OMBUDSMAN ABOUT WAVERLEY'S SERVICES IN 2018/19 (Pages 71 - 80)

This report is in two parts. The first part concerns complaints to the Local Government and Social Care Ombudsman (LGSCO) about Waverley's services in 2018/19. This discharges the Monitoring Officer's duty under section 5(2) of the Local Government and Housing Act 1989 to submit a formal report to the Council on complaints where it appears there has been maladministration or service failure, and the LGSCO has conducted an investigation in relation to the matter.

The second part concerns complaints by Waverley's tenants to the Housing Ombudsman Service (HOS).

Recommendation

**It is recommended that the Committee notes the information in this report, and agrees any observations it wishes to pass to the Executive on the issues raised.**

13. COMMITTEE WORK PROGRAMME (Pages 81 - 94)

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.**

14. 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).

15. PROPERTY INVESTMENT QUARTERLY PROGRESS REPORT (Pages 95 - 96)

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

16. 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:**

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## WAVERLEY BOROUGH COUNCIL

### MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE - 16 SEPTEMBER 2019

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

#### **Present**

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

#### **Also Present**

Councillor David Beaman

13. APPOINTMENT OF CHAIRMAN (Agenda item 1.)

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

14. MINUTES (Agenda item 2.)

The Minutes of the Meeting held on 24 June 2019 were confirmed as a correct record and signed.

In relation to the discussion at the last meeting regarding income from the Brightwells development Kelvin Mills, Head of Commercial Services, circulated a spreadsheet setting out the current financial position. There was a slight drop from initial estimates but no further variations were expected.

15. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 3.)

There were no apologies for absence.

16. DECLARATIONS OF INTERESTS (Agenda item 4.)

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

17. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 5.)

There were none.

18. QUESTIONS FROM MEMBERS (Agenda item 6.)

There were none.

19. DRAFT COMMERCIAL STRATEGY (Agenda item 7.)

Kelvin Mills, Head of Commercial Services, presented the draft Commercial Strategy to the Committee. He explained that this Strategy was designed to sit

alongside the council's Medium Term Financial Plan and Business Transformation Strategy. It identified a number of areas with the potential to generate a greater income for the council, including Careline, Waverley Training Services and Building Control. Cllr Mulliner, Chairman of the Budget Strategy Working Group, states that the Group had looked into these areas and agreed that they did have potential, although some were more limited than others.

The Committee noted that there was a substantial financial gap to fill, which would increase year on year up to £3.9m. In view of this, the Committee asked to have regular updates on the progress of the work being carried out as part of the Commercial Strategy. It also requested that timescales with clear milestones be added for each project set out within the strategy.

Cllr Hesse also highlighted that a strategic review of parking was under way which could also lead to a greater income for the council through more innovative charging methods. The Committee therefore asked that the outcomes of this review be added to its work programme for consideration in due course.

Cllr Martin highlighted that a new Corporate Strategy would be received by Council later in the week and, given the importance of this emerging Commercial Strategy, he felt that the council's commercial aspirations should be more explicitly referred to in the new Corporate Strategy.

The Committee agreed that the draft strategy was a good starting point, which could be improved by drawing out the key projects most likely to bring the largest income, as well as looking at more creative angles to expand the existing customer base. The Committee therefore agreed to request that a more developed draft of the strategy be brought to its next meeting in November.

20. INCOME GENERATION PROJECTS UPDATE (Agenda item 8.)

Having reviewed the draft Commercial Strategy, the Committee agreed that an update on income generation items should be included as a standing item on the Committee's agendas for future meetings. Careline, Building Control and Waverley Training Services had been identified as areas with particular potential to generate increased income and the Committee looked forward to hearing more about progress in these areas.

21. CORPORATE PERFORMANCE REPORT Q1 2019-2020 (APRIL-JUNE 2019)  
(Agenda item 9.)

The Chairman invited each Head of Service to summarise the Quarter 1 performance for their service area.

Business Transformation

David Allum, Head of Business Transformation, advised that the main focus for this service area over the last quarter had been developing the business transformation programme, including the customer service project. With regard to the two outstanding service plan actions, he explained that he was still awaiting the outcome of the 'One Public Estate' funding bid in relation to the review of the council



office accommodation; and work was progressing more slowly than anticipated on the IT systems for Building Control and Planning.

In response to further questions from the Committee, David advised that the Planning IT system that this action related to was a new back-office system, not the documents portal on the website. He was, however, aware of some issues with this system too and advised Members that the IT team was working with the supplier to address these problems. The Committee therefore requested an update on when these would be resolved. Members agreed that the IT issues in Planning needed to be prioritised, and the Chairman agreed to liaise with the Chairman of the Environment O&S Committee via the O&S Coordinating Board, to ask for more details about the time and cost implications for the delay in implementing the new back-office system.

### Finance and Property

Peter Vickers, Head of Finance and Property, summarised the highlights for the first quarter of 2019/20. The final accounts had been approved and published, achieving the 31 July deadline despite a last minute change to the external audit team. The majority of KPIs and service plan actions were green; Peter advised that action F7.1, relating to the Agresso financial IT system, had been transferred to the Business Transformation Programme. The finance summary was showing an adverse projection due to a void property in the council's investment portfolio.

### Policy and Governance

Robin Taylor, Head of Policy and Governance, explained that the focus of Quarter 1 had been on the Borough, Town and Parish elections, as well as preparation for the European elections. The induction programme for new councillors had also been successfully delivered. The implementation of the HR Strategy continued well, with the digitisation of HR paperwork. The KPIs showed an increase in sickness absence across the whole organisation but Robin assured the Committee that steps were being taken to address this.

Members were very concerned by the trend in long term sickness and the Committee agreed that this should be highlighted to the Executive. It was noted there had been an increase in mental health related issues, and Robin advised that the council was currently delivering a number of health and wellbeing initiatives to help address this.

Cllr Davidson highlighted that absences could sometimes be linked to low morale. The Committee noted that a staff survey had recently been undertaken and suggested that this might provide some insight into reasons for absence. Robin advised that the results of the survey had been generally positive, but had highlighted some areas to work on. He agreed to bring a report to the next meeting, summarising the results of the staff survey and drawing out any links to staff morale and sickness absence.

## 22. CUSTOMER SERVICES PROJECT UPDATE (Agenda item 10.)

David Allum presented the report which provided the Committee with an update on the Customer Services Project. He explained that the aim was to deliver £300k in

cashable savings by reducing the amount of direct customer contact through more self-service and by reviewing processes to eliminate 'waste'.

The first step of the project had been to get better information about the most common areas of customer demand. Over a three-week period, staff had logged all of their enquiries from customers in order to identify the top 35 customer requests. The project team was now mapping out these 'customer journeys' in more detail to see how they could be better delivered e.g. through automation or via a single customer service centre.

A master data management (MDM) system had been procured to link together back-office systems and a customer relationship management (CRM) was also being investigated. The aim was to bring together the dispersed customer service teams from across the organisation.

The Committee was concerned about the reliability of the data collected by staff over the three-week period as the amount of information collected had decreased in the second and third weeks. Members were also concerned that the sporadic data could be indicative of poor buy-in from staff, which would be essential for the project as a whole. David responded that it was important to maximise staff buy-in, and this had been the core theme of a recent all staff briefing from the Chief Executive.

Cllr Heagin noted that council tax billing was the top item on the list, and queried whether this was due to the time of year the exercise had been carried out. David responded that this had potentially affected the results, but much of the council's work was cyclical, so there would never be a perfect time to do it. Similarly, Cllr Hyman felt that important decisions shouldn't be taken using data from only one month, as areas such as grass cutting, which was a very popular topic in the summer, had not made the list at all.

The Committee therefore asked that David review the validity of the data that had been collected, and assess the implications of the timing of the data collection exercise and of the decreasing staff buy-in to determine whether this affected the reliability of the data. The Committee agreed that this summary should be circulated by email, but that if there were any concerns arising from the information, that these should be brought back to the Committee at a formal meeting.

23. BUDGET STRATEGY WORKING GROUP UPDATE (Agenda item 11.)

Cllr Mulliner, Chairman of the Budget Strategy Working Group, advised the Committee that the work stream 3 meetings with Heads of Service had now commenced. These provided an opportunity for the Group to ask detailed questions about how their services were delivered and to explore any potential options for increased income. Cllr Mulliner advised that the Group would provide a written report to the Committee's next meeting.

24. COMMITTEE WORK PROGRAMME (Agenda item 12.)

The Committee reviewed its work programme which set out items due to be considered at future meetings. Members also reminded themselves of the items discussed earlier in the meeting where a request had been made for a further update.

It was agreed that the items for the November meeting would include:

- Standing items (Corporate Performance Report and Quarterly Property Acquisition Report)
- Budget Strategy Working Group update
- Updated Commercial Strategy
- Complaints annual reports
- Property Investment Strategy update – it was suggested that the Portfolio Holder be invited to attend for this item and for an update on Brightwells Yard
- Staff Survey results and links to staff absence

It was agreed that whilst the Economic Development Action plan and cost implications of planning appeals were important items for Scrutiny they may need to be deferred due to November's very heavy agenda. The Committee agreed that the Chairman would decide offline when these items should come to the Committee.

25. EXCLUSION OF PRESS AND PUBLIC (Agenda item 13.)

At 8.35pm, it was RESOLVED that pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in paragraph 3 of the revised Part 1 of Schedule 12A to the Act.

26. PROPERTY INVESTMENT STRATEGY ACQUISITIONS QUARTERLY UPDATE (Agenda item 14.)

The Committee received an update on the latest position with properties purchased under the Property Investment Strategy. No new investments had been made recently; an opportunity had been investigated but had not fulfilled the investment criteria so had not been pursued.

Members requested that an additional section be added to the report to set out when the rental period for each property would end or be due for review.

**The meeting commenced at 7.00 pm and concluded at 8.43 pm**

**Chairman**

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**WAVERLEY BOROUGH COUNCIL**

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

**18 NOVEMBER 2019**

**ENVIRONMENT O&S COMMITTEE**

**25 NOVEMBER 2019**

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**Title:**

**PLANNING APPEALS PERFORMANCE: SCOPING REPORT**

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**Summary and purpose:**

The purpose of this report is to outline the scope for this item and to receive feedback from the Committee as to what information is to be included in the final report.

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

This report relates to the vision set out in the Corporate Strategy which promotes and sustains 'a financially sound Waverley, with infrastructure and services fit for the future' together with 'responsible planning and development, supporting place-shaping and local engagement in planning policy.'

**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:**

The cost implications of defending planning appeals is not budgeted for and so supplementary estimates are required as appeals arise.

**Legal Implications:**

No legal implications arise from this report. Legal comment may be necessary after the relevant data has been collected.

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**Background**

At its June meeting, the Value for Money and Customer Service O&S Committee expressed concern over the performance in relation to planning appeals, with particular reference to the cost implications and value for money, and requested further information.

This report sets out a proposed structure for presentation of this information.

## Introduction

- What is a planning appeal?
- Grounds for appeal
- Routes for appeal
- Types of appeals
- Appeals costs
  - Officer time
  - expert witnesses
  - legal representation,
  - overheads
  - unreasonable behaviour cost awards
- What is unreasonable behaviour?

## Patterns in relation to allowed appeals

- Committee overturns
- Delegated decisions
- Area Planning Committees, JPC
- Types of scheme

## Government monitoring of appeals performance

- Penalties for underperforming against Government targets
  - Reputational damage
  - Loss of income (diverted planning applications)

## Council actions

- Regular performance updates
- Review of committees structure and scheme
- Review of scheme of delegation
- Focussed training for contentious areas of judgement

Quantitative analysis (Based on 04/2018 – 03/2019 and 04/2019 to date)

**04/2018 – 03/2019**

	Delegated decision	Committee decision		Appeal route	Cost award
		Overturn? Yes	No		
Officer time spent (including lawyers)					
Cost of legal advice/representation					
Cost of contracting expert witnesses					
Total number of appeal decisions					
Total amount of costs award <u>against</u> Council					
Total amount of costs awarded <u>to</u> Council					

**04/2019 - present**

	Delegated decision	Committee decision		Appeal route	Cost award
		Overturn? Yes	No		
Officer time spent (including lawyers)					
Cost of legal advice/representation					
Cost of contracting expert witnesses					
Total number of appeal decisions					
Total amount of costs award <u>against</u> Council					
Total amount of costs awarded <u>to</u> Council					

## Qualitative

(Over the last two quarters i.e July-September and October to December 2019)

- More detailed breakdown of appeal decisions – delegated v. overturns, any common factors (i.e. a particular APC/JPC) and common themes in allowed appeals.
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## **Recommendation**

It is recommended that the Committee provide feedback to officers on the proposed structure and content of the report.

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## Background Papers

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

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## **CONTACT OFFICER:**

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## WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 18 NOVEMBER 2019

COMMUNITY WELLBEING O&S – 19 NOVEMBER 2019

HOUSING O&S – 20 NOVEMBER 2019

ENVIRONMENT O&S – 25 NOVEMBER 2019

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**Title:**

**CORPORATE PERFORMANCE REPORT  
Q2 2019-2020  
(JULY – SEPTEMBER 2019)**

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

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**Summary and purpose:**

The Corporate Performance Report provides an analysis of the Council's performance for the second 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.

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

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

**Equality and Diversity Implications:**

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

**Financial implications:**

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

**Legal Implications:**

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

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**Background**

The Council's Performance Management Framework provides the governance structure to enable clear direction in goals and objectives delivery. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets. The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key performance indicators
- Progress of Service 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:

<b>Overview and Scrutiny Committee</b>	<b>Services and areas of responsibility covered</b>	<b>Report Dashboard</b>
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.

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## **Background Papers**

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

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## **CONTACT OFFICER:**

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**Corporate**  
**Performance Report**  
**Q2 2019/20**  
(July – September 2019)

**Final version**



**Report Publication Date: 7 November 2019**

# Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	<a href="#">Management Board</a>	Management Board	3
<b>Scrutinised by Environment Overview &amp; Scrutiny Committee on 25/11/2019</b>				
2	Service Dashboard	<a href="#">Planning and Economic Development</a>	Chris Berry	9
3	Service Dashboard	All <a href="#">Environment Services</a> teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	14
<b>Scrutinised by Community Wellbeing Overview &amp; Scrutiny Committee on 19/11/2019</b>				
3	Service Dashboard	Licensing Team aspect from <a href="#">Environment Services</a> section (when required)	Richard Homewood	14
4	Service Dashboard	<a href="#">Commercial Services</a>	Kelvin Mills	18
5	Service Dashboard	Communities aspect from <a href="#">Housing Delivery and Communities</a> section	Andrew Smith	23
<b>Scrutinised by Housing Overview &amp; Scrutiny Committee on 20/11/2019</b>				
5	Service Dashboard	<a href="#">Housing Delivery and Communities</a>	Andrew Smith	23
6	Service Dashboard	<a href="#">Housing Operations</a>	Hugh Wagstaff	29
<b>Scrutinised by Value for Money &amp; Customer Service O&amp;S Committee on 18/11/2019</b>				
7	Service Dashboard	<a href="#">Business Transformation</a>	David Allum	34
8	Service Dashboard	<a href="#">Finance and Property</a>	Peter Vickers	38
9	Service Dashboard	<a href="#">Policy &amp; Governance</a>	Robin Taylor	41

## RAG Rating Legend

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

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

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

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

## 1. Corporate Dashboard – All Services

### Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q2 2019/20

#### **Chief Executive's summary:**

This Quarter 2 report provides a performance overview for the period July-September 2019. The service chapters provide commentary and detail, focusing on those areas of the Council's business that have required intervention to keep them on track.

Particular headlines for the quarter are:

- The Council approved a new Corporate Strategy, which will direct the organisation's service planning for the next four years.
- The Council also declared a Climate Change Emergency, with a target to become net carbon neutral by 2030, which will require appropriate government support.
- High performance standards in services were maintained. Financial performance remained on track in most places; however, as will be noted in the finance sections of this report, difficulties in letting a property will need to be balanced by the contingency budget and the plans for this property are being reviewed.
- The Council's first 'Listening Panel' took place to hear public views on oil drilling, prior to a submission to Surrey County Council on an application in Dunsfold.
- The quality of eight of the borough's parks and green spaces were recognised by the Green Flag scheme.
- The Council celebrated 100 years of council housing with events across the borough.
- The 2019 air quality status report was published showing that air quality across the borough is generally good, but with one area in Farnham exceeding the limit; the air quality action plan is being updated.
- The transfer of some land assets to four parish/town councils was agreed.
- The Godalming flood alleviation scheme was completed.
- Engagement on future budget priorities commenced, which will inform the Council's service and financial planning.
- Preparations for the new contracts for waste collection, street cleaning and grounds maintenance continued intensively, prior to the November start date.
- Brexit 'no deal' preparations also continued in concert with Surrey County Council.
- The Police investigation that the Council invited into historical air quality data was handed to the Crown Prosecution Service and an initial court hearing took place.
- Managers discussed the results of the recent staff survey, which demonstrated considerable levels of commitment and dedication within the organisation and highlighted areas where we can further develop as an excellent employer. This follows last year's successful Investors in People accreditation.

Although this report focuses on Q2, at the time of writing there are also some significant issues that have already occurred in Q3 that are worth noting and some key areas of focus for the rest of the year:

- As requested by Council, officers are developing a plan to meet the climate emergency target of net carbon neutrality by 2030.

- A General Election has been called for 12 December. This causes some uncertainty to the Government’s announcement of the local government settlement that was due around that time.
- The Court of Appeal has supported the Council’s Local Plan Part 1 emphatically and the challenge to the Council was not successful. Work on Part 2 continues.
- Consultation on car park strategy has commenced.
- A new Communications and Engagement Strategy will be recommended to Council in December.
- The periodic polling place review is concluding in Q3, to take effect at the scheduled May 2020 election for the Surrey Police and Crime Commissioner.
- The Council and its specialist contractors continue to tackle the incidence of non-pneumophila legionella in a property.
- Budget and service planning for the next three years is underway, in the context of national political and funding uncertainty. The councillor Budget Strategy Working Group will be reporting in Q3. The Council’s transformation programme, aimed at sustaining services at reduced cost, continues.
- Brexit preparations will continue after the General Election.
- Refurbishment of council homes at Ockford Ridge continues, with the current phase due to be completed at the end of the financial year.

At this mid-point in an interesting year, the Council has been meeting its challenges and is providing good quality services. There are some big challenges coming in 2020. We have a committed team of officers and councillors dedicated to identifying and making the changes that will be required to deliver an ambitious strategy.

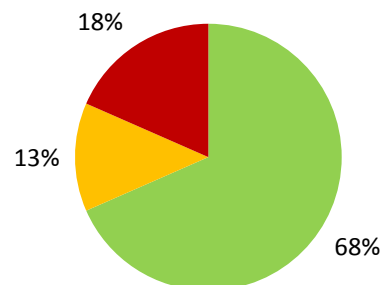
**Tom Horwood, Chief Executive**

## Performance Indicators Status

### Q2 All Corporate KPIs

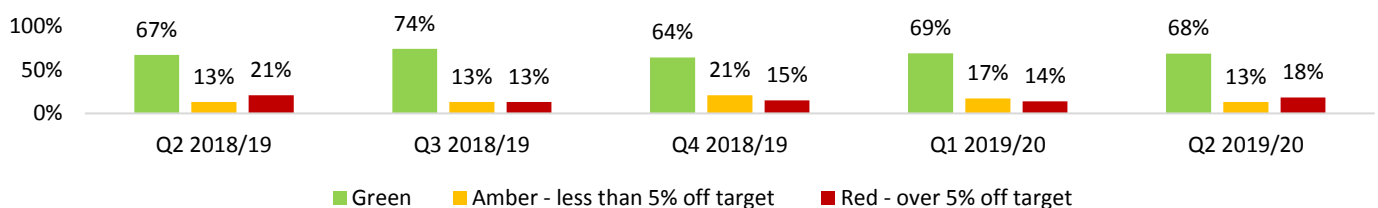
<b>Total</b>	100%	38
<b>Green</b>	68%	26
<b>Amber - less than 5% off target</b>	13%	5
<b>Red - over 5% off target</b>	18%	7

<b>Data only / Not available</b>	N/A	12
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**Comment:** In the second quarter 68% of indicators performed on target. The annual trend analysis has been included in the chart below. The service specific dashboards contain further details on underperforming indicators, including corrective actions where appropriate.

Performance Indicators - % per status  
Q2 2018/19 - Q2 2019/20

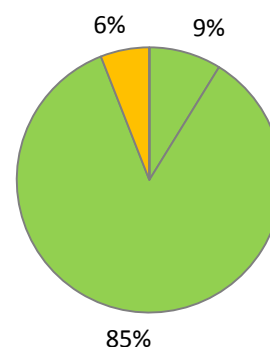




## Service Plans - Actions Status

Q2 update on all Service Plans 2019/2022

Total	100%	420
Completed	9%	37
On track	85%	358
Off track - action taken / in hand	6%	25
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



**Comment:** At the end of the second 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 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 24 September 2019.

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

## Complaints Q2 2019/20

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	No. of Complaints Concluded in Q2	Status
Business Transformation	0	0	n/a	0	0	n/a		
Commercial	7	5	71%	0	0	n/a		
Environment	7	6	86%	3	3	100%		
Finance & Property	7	6	86%	2	2	100%		
Housing Operations	25	15	60%	6	6	100%		
Housing Delivery and Communities	3	3	100%	2	2	100%	1	No maladministration
Planning & Economic Dev	10	7	70%	11	10	91%	1	Closed no investigation
Policy & Governance	1	1	100%	1	0	0%	1	No investigation – insufficient evidence of fault by the Council
<b>Total</b>	<b>60</b>	<b>43</b>	<b>82%</b>	<b>25</b>	<b>23</b>	<b>98%</b>	<b>3</b>	

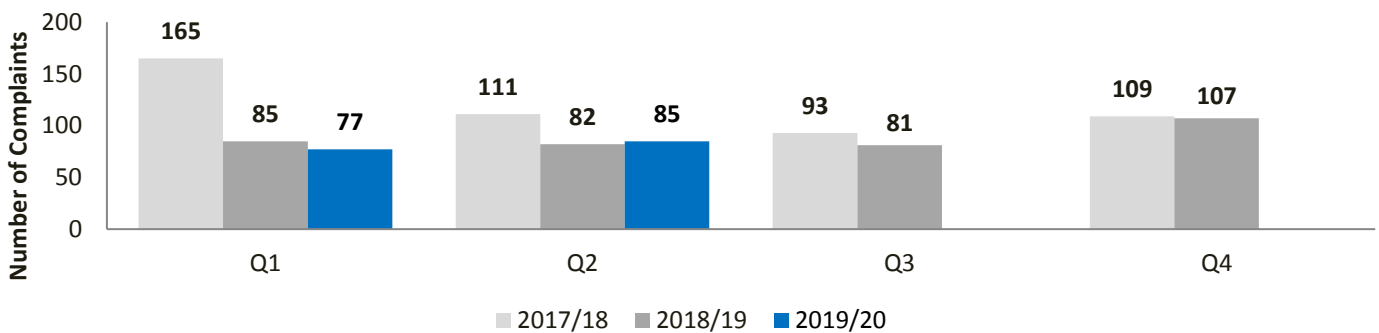
<b>Total Complaints</b>	<b>85</b>
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	Response Rate	Target	Status
Level 1	81.84%	95%	over 5% off target
Level 2	98.18%	95%	on target
Total	90.01%	95%	over 5% off target

**Comment:** 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 September 2019

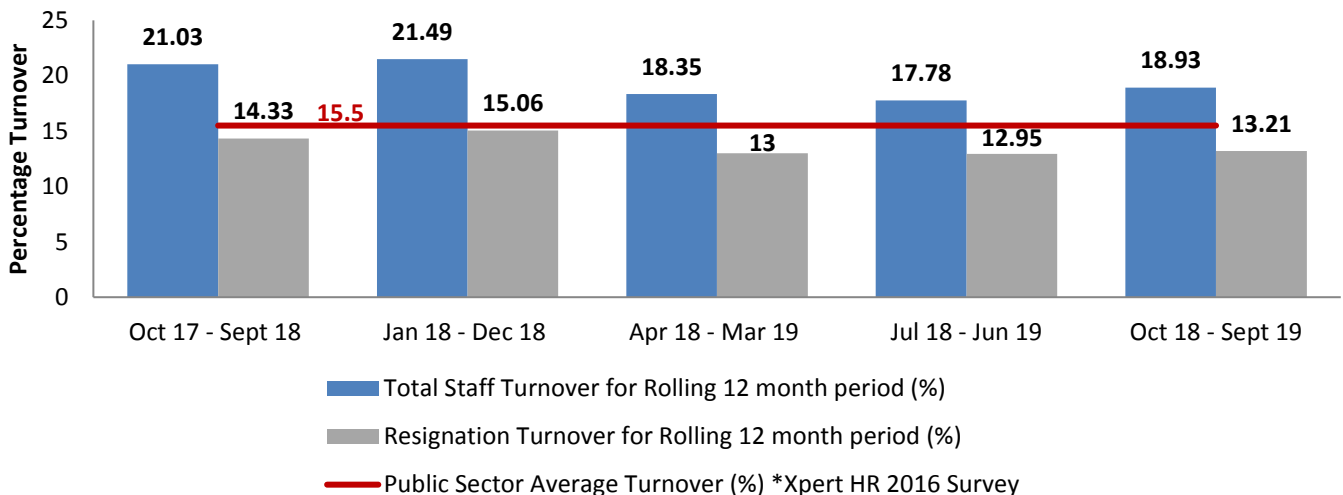


### Workforce data – Corporate Level

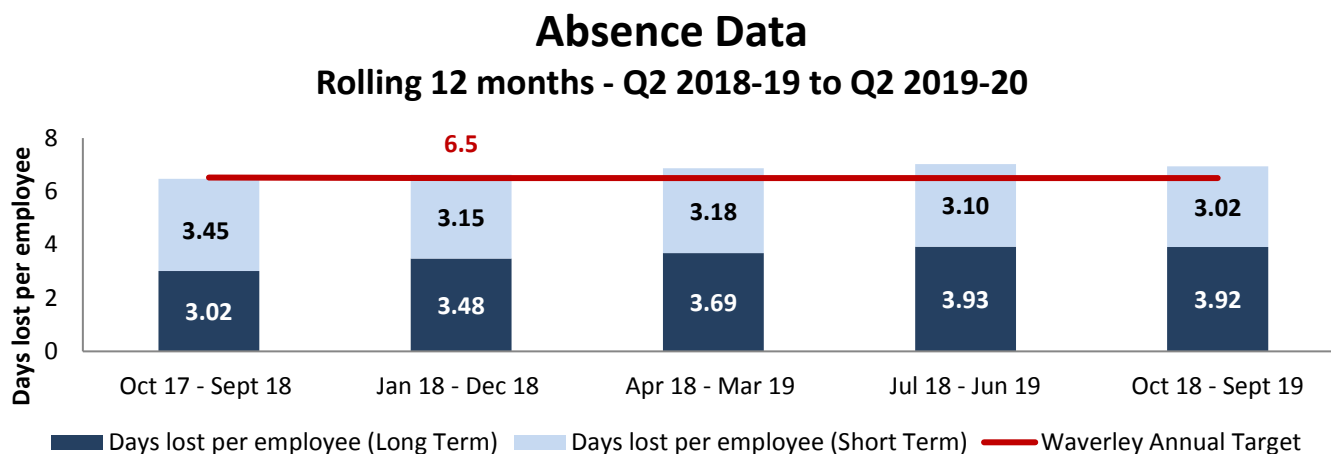
Waverley’s staff are critical to delivering the Council’s immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead. The following KPIs demonstrate our staff turnover and employee sickness absence levels over a 12 month rolling period.

### Staff Turnover %

Rolling 12 months - Q2 2018/19- Q2 2019/20



**Comment:** 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.



**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 second quarter the sickness level has slightly decreased compare to quarter one. 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) – Q2 2019/20

### Section 151 Officer summary:

#### **Budget Position Q2 2019/20**

I have reviewed the position against budget at the end of the second 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 which is falling short against budget. Planning income has fallen short of budget for three consecutive years so the budget level will be reviewed, also Waverley is experiencing a continued reduction in the number of applications from the previous year. Building Control income continues 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 to cover unexpected shortfalls in income from empty investment properties and officers are proposing to draw on this to mitigate the impact against budget this financial 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)**

<b>General Fund Account</b>				
<b>Services</b>	<b>Approved Budget £'000</b>	<b>Variance £'000</b>	<b>% Variance</b>	<b>Adverse/Favourable</b>
<b>Business Transformation</b>				
Expenditure	3,508	(28)	-1%	Favourable
Income	(383)	(89)	23%	Favourable
<b>Business Transformation Total</b>	<b>3,125</b>	<b>(117)</b>	<b>-4%</b>	<b>Favourable</b>
<b>Commercial</b>				
Expenditure	8,185	(38)	0%	Favourable
Income	(6,760)	86	-1%	Adverse
<b>Commercial Total</b>	<b>1,425</b>	<b>48</b>	<b>3%</b>	<b>Adverse</b>
<b>Environment</b>				
Expenditure	8,344	(54)	-1%	Favourable
Income	(7,282)	(126)	2%	Favourable
<b>Environment Total</b>	<b>1,062</b>	<b>(180)</b>	<b>-17%</b>	<b>Favourable</b>
<b>Finance &amp; Property</b>				
Expenditure	33,052	67	0%	Adverse
Income	(31,321)	310	-1%	Adverse
Offset transfer from void provision	0	(381)		-
<b>Finance &amp; Property Total</b>	<b>1,731</b>	<b>(4)</b>	<b>0%</b>	<b>Favourable</b>
<b>Housing Operations</b>				
Expenditure	20	0	0%	-
Income	(20)	0	0%	-
<b>Housing Operations Total</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-</b>
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,651	(8)	0%	Favourable
Income	(370)	8	-2%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>1,281</b>	<b>0</b>	<b>0%</b>	<b>-</b>
<b>Planning &amp; Economic Development</b>				
Expenditure	3,594	(9)	0%	Favourable
Income	(1,780)	303	-17%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>1,814</b>	<b>294</b>	<b>16%</b>	<b>Adverse</b>
<b>Policy &amp; Governance</b>				
Expenditure	3,713	(80)	-2%	Favourable
Income	(886)	21	-2%	Adverse
<b>Policy &amp; Governance Total</b>	<b>2,827</b>	<b>(59)</b>	<b>-2%</b>	<b>Favourable</b>
<b>General Fund Total</b>	<b>13,265</b>	<b>(18)</b>	<b>0%</b>	<b>Favourable</b>

<b>Housing Revenue Account</b>				
<b>Services</b>	<b>Approved Budget '000 Budget '000</b>	<b>Variance '000</b>	<b>% Variance</b>	<b>Adverse/Favourable</b>
<b>Housing Operations</b>				
Expenditure	20,831	(493)	-2%	Favourable
Income	(30,321)	493	-2%	Adverse
<b>Housing Operations Total</b>	<b>(9,490)</b>	<b>0</b>	<b>0%</b>	<b>-</b>
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,400	(58)	-4%	Favourable
Income	(37)	0	0%	-
<b>Housing Delivery &amp; Communities Total</b>	<b>1,363</b>	<b>(58)</b>	<b>-4%</b>	<b>Favourable</b>
<b>Housing Revenue Account Total</b>	<b>(8,127)</b>	<b>(58)</b>	<b>1%</b>	<b>Favourable</b>
<b>Grand Total GF &amp; HRA</b>	<b>5,138</b>	<b>(76)</b>	<b>-1%</b>	<b>Favourable</b>

## 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 – Q2 2019/20

#### **Q2 Head of Service summary:**

Key actions and issues:

- Planning applications processing has met all required targets for major, minor and other categories.
- Applications numbers and income from fees continue to reduce in line with experience elsewhere, due probably to external factors regarding the national economic situation.
- The timetable has been agreed by Executive for the preparation of Local Plan Part 2; primary tasks to be undertaken by the Planning Policy team with proposed adoption in spring 2021.
- Planning Performance Agreements have been prepared for the Milford Golf Course and Woodside Park proposed developments.
- Planning Policy team continues to support the preparation and examination of Neighbourhood Plans in Farnham, Cranleigh, Alfold, Ewhurst, Chiddingfold and Whitley.
- A Housing Delivery Action Plan (HDAP) is in preparation, to include information regarding housing starts, completions and performance as noted in Q1. Baseline data will need to be collected.
- Contractor activity has ceased on the Woolmead development in Farnham town centre, whilst the developer Berkeley Homes considers options. A revised S73 application to reduce car-parking will be submitted to ensure delivery of the scheme. Work continues on implementation of the adjoining Brightwells scheme.
- Progress made on the introduction of the Horizon IT programme for Development Management with Statmap. Negotiations continuing on the completion of the Building Control module.
- Initiation of a project to reform planning committee structures and operation, with Governance Committee; to streamline development management procedures and improve relationships between officers and Members and improve the quality of decision-making.
- Initiation of a process review of technical and administrative support to the Development Management function; to include customer service and an integrated support approach.
- Three new members of staff have been recruited to established posts; an amendment in post requirements for professional planning staff is encouraging the development and retention of existing staff members.
- Internal review and improvement of committee and delegated decisions reports for planning committees.
- Comprehensive review of appeals costs and performance being undertaken for O and S VFM & Customer Services and Environment Committees
- Appeal Court decision on Local Plan Part 1 still awaited.

**Chris Berry**  
***Interim Head of Planning & Economic Development***

## Performance Indicators Status Q2

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
P1	Percentage of all planning applications determined within 26 weeks <b>(higher outturn is better)</b>	%	98.7%	99.3%	99.0%	99.5%	98.9%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) <b>(higher outturn is better)</b>	%	85.7%	100.0%	92.3%	85.7%	81.8%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks <b>(higher outturn is better)</b>	%	95.8%	93.4%	94.3%	94.4%	92.8%	80.0%
P123 (NI)	Processing of planning applications: Other applications <b>(higher outturn is better)</b>	%	93.3%	90.3%	93.6%	97.1%	94.7%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) <b>(higher outturn is better)</b>	%	86.2%	93.1%	92.4%	79.4%	86.2%	80.0%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) <b>(lower outturn is better)</b>	%	30.8%	39.6%	38.5%	46.7%	41.3%	30.0%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) <b>(lower outturn is better)</b>	%	9.7%	7.4%	6.3%	7.1%	8.0%	10.0%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b>	%	1.2%	1.5%	1.6%	3.5%	3.1%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	90.9%	81.3%	64.2%	93.2%	86.4%	75.0%
P5	Percentage of tree applications determined within 8 weeks <b>(higher outturn is better)</b>	%	100.0%	100.0%	90.5%	98.1%	100.0%	95.0%
P6	Percentage of pre-application advice provided within 28 days target <b>(higher outturn is better)</b>	%	New KPI introduced from Q1 2019/20			33.93%	35.71%	Data only
P7	Actual number of dwellings commenced by all housing providers. <b>(higher outturn is better)</b>	%	New KPI introduced from Q1 2019/20 (2018/19 - 217 against 590 target) <b>2018/19 annual backlog 373</b>			14 (133)*	20 (260)*	147
P8	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	%	New KPI introduced from Q1 2019/20 (2018/19 - 346 against 590 target) <b>2018/19 annual backlog 244</b>			80 (67)*	108 (106)*	147

\* refers to KPIs P7 and P8, representing quarter on quarter cumulative backlog figure calculated as: (Target – Q1 figure) = Q1 Backlog, then Q1 Backlog + ((Target - Q2 figure) = Q2 Backlog) = Q1 and Q2 cumulative backlog, and so forth.

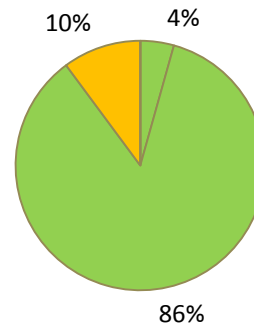
**Comment:** All statutory indicators performed on target. A handful of local indicators performed off target and further details can be found below:

P1 – represents 446 out of 448 under 26 weeks - no particular area of concern.  
 P3 – this local indicator represents 26 appeals allowed out of 63 appeals determined in the first and second 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.  
 P7/P8 – Cumulative figures for the shortfall provision in Q1/Q2 are presented in brackets. There is also an additional shortfall from 2018/19. These figures are not affected by Council actions as permissions granted exceed implementation by a significant margin.

## Service Plans - Actions Status

### Q2 Planning Service Plans 2019/2022

Total	100%	69
Completed	4%	3
On track	86%	59
Off track - action taken / in hand	10%	7
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 Q2 2019/20. Certain actions have not yet been completed and further details can be found below. Delays have occurred in the IT system (Outcome 6) due to outstanding issues in Building Control and negotiations continue with the contractor to rectify. Significant actions are in place to tackle customer satisfaction (Outcome 9) concerns (Councillors, developers, residents) as noted in Head of Service comments above.

### Outstanding action from Service Plan 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
<b>Outcome 6.</b>	<b>New IT system is implemented</b>					
P6.1	Scoping of project completed	01/03/19	Development Manager (BHS)	<b>Off track - action taken</b>	30/06/20	Scoping stages 90% completed and processes for validation to registration designed. Reviews of other processes commenced.
P6.2	Test phase carried out and completed	01/06/19	Development Manager (BHS)	<b>Off track - action taken</b>	30/06/20	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)	<b>Off track - action taken</b>	30/06/21	Not started – completion of P6.2 required. New due date agreed as December 2019
<b>Outcome 9.</b>	<b>Customer satisfaction with Planning Service is improved</b>					

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	Off track - action taken	31/12/19	Action is being progressed and a new revised date was agreed
<b>Outcome 11.</b>	<b>The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way</b>					
P11.1	Complete task of inputting historic Section 106 information into the Exacom system	30/06/19	Planning Policy Manager (GP)	Completed	30/10/19	Collected and presented through EXACOM

### Outstanding action from Service Plan 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
P2.4	Systems thinking - review of processes <b>(transferred from Service Plans 2018/19, action ref. SP18/19P1.3)</b>	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 <b>(transferred from Service Plans 2018/19, action ref. SP18/19P1.4))</b>	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) <b>(transferred from Service Plans 2018/19, action ref. SP18/19P4.4))</b>	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 Q2

At the end of the second quarter all Internal Audit actions have been completed for this service area.



## Complaints Q2 update

## Q2 19-20 Planning and Economic Development - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	10	11	20	18	10	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	10	4	19	15	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	36.36%	95.00%	83.33%	70.00%	95.00%

## Q2 19-20 Planning and Economic Development - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	4	6	6	10	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	5	6	9	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	83.33%	100.00%	90.00%	90.91%	95.00%

**Comment:** Temporary reduction in performance in Q2 Level 1 complaints due to the complexity of the specific issues raised in a small number of historic complaints. Performance continues to improve in Level 2 responses.

## Finance – Q2 update

General Fund Account					
Services	Approved Budget '000	Budget '000	Variance '000	% Variance	Adverse/Favourable
<b>Planning &amp; Economic Development</b>					
Expenditure	3,594		(9)	0%	Favourable
Income	(1,780)		303	-17%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>1,814</b>		<b>294</b>	<b>16%</b>	<b>Adverse</b>

**Comment:** Planning income continues to reduce in line with experience elsewhere due to reduced development activity as a result of wider economic circumstances. Discussions are continuing with Transformation with regard to the introduction of systems which will increase efficiency and lead to less staff resource requirements, particularly in technical support functions.

### 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 – Q2 2019/2020

##### **Q2 Head of Service summary:**

Progress continued to be made on a number of projects during quarter two and work continues on planned work programmes.

The mobilisation of the new waste, recycling and street cleaning contract with BIFFA which goes live on 1 November is a key focus for the team. Officers are working closely with BIFFA and Veolia to ensure a smooth transition, vehicle procurement, transfer of staff, etc.

On the parking scene, the strategic review of parking, has started and consultants are reviewing our car park portfolio and current performance. Quarter 3 will see the consultation process begin with sessions with the Stakeholder Reference Group which includes county, borough, town and parish councillors, chambers of commerce, transport providers and other groups. Wider public consultation will take place through the council's web site, social media and the local press. A draft report will be presented by the end of November to feed into the 2020/21 budget setting process.

Consultants have been appointed on Weyhill Fairground car park and are working on 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 shortly on appropriate works for Sun Brow Wood and common land.

Detailed discussions are underway with Sainsbury's and Crest Nicholson on the refurbishment of South Street car park in Farnham to ensure it can be delivered by the end of March 2021 and the future management of the new Brightwells Yard multi-story car park.

Electric vehicle charging points have now been installed in car parks in Godalming, Cranleigh and Haslemere. Work is continuing on the installation in Farnham. Plans are also underway to include these in the South Street and Weyhill car park refurbishments. We are also continuing to work with Surrey County Council to introduce on-street charging points, subject to successful bids for funding from the Office for Low Emission Vehicles (OLEV).

DEFRA have responded positively to the 2019 Annual Air Quality Status Report which showed an improving picture for air quality overall in the borough but identified a hotspot in Farnham which requires more detailed monitoring. Additional monitoring has already been introduced around this area. The report has been presented to the Environment O&S and will be reported to 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 and the Farnham Air Quality Working Group can now proceed with the review of the Air Quality Action Plan.

The Public Space Protection Order No2 in relation to dog controls has been considered by the Environment O&S Committee and will go to the Executive on 5 November proposing that Council in December are recommended to adopt it to take effect on 1 January 2020.

Other priorities have prevented the completion of training to widen the number of officers able to deal with unauthorised encampments, we have however continued 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 can be found 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 (areas in the local community such as car parks, where non-residential recycling facilities are available to members of public). We are continuing to promote awareness of what can and can't be recycled and this seems to be starting to have an effect.
- E3 – A small dip in the performance, however no escalation required at the moment.
- E NI182 – Business satisfaction has dropped slightly. A number of recent enforcement actions will have influenced this result.

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
E1	Materials recovery facilities (MRF) Reject Rate <b>(lower outturn is better)</b>	%	10.5%	10.0%	8.1%	7.4%	7.75%	5.0%
E2	Average number of days to remove fly-tips <b>(lower outturn is better)</b>	Days	2.0	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 <b>(higher outturn is better)</b>	%	84.0%	90.0%	90.0%	93.0%	89.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week <b>(lower outturn is better)</b>	No.	35	22	40	24	21	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due <b>(higher outturn is better)</b>	%	100%	100%	100%	100%	100%	100%
E NI182	Satisfaction of business with local authority regulation services <b>(higher outturn is better)</b>	%	85.0%	100%	81.0%	84.0%	82.0%	85.0%
E NI191	Residual household waste per household <b>(lower outturn is better)</b>	kg	88.3	90.6	90.0	86.5	87.5	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting <b>(higher outturn is better)</b>	%	57.1%	59.0%	54.0%	60.4%	57.8%	54.0%

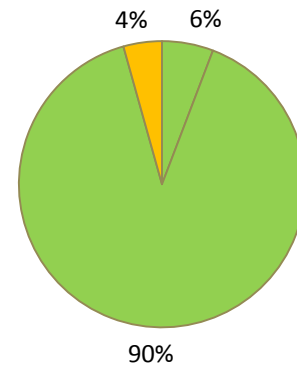
## Air Quality

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

#### Q2 Environment Service Plan Actions 2019/22

Total	100 %	69
Completed	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:** The majority of Service Plans actions are progressing on track for completion. A handful of actions transferred from 2018/19 service plans have taken longer to complete. Further details on their progress can be found in the table below.

#### 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	PSPO Dog Controls presented to Env O&S on 9 September and going to Executive on 5 November then Council in December for adoption.
SP18/19ES 3.10	Implement a procedure training programme for front line field officers for unauthorised encampments	31/12/18	Enforcement Team	Off track – action taken	31/03/21	70% completed. Completion of training delayed by other priorities. Planned for 2020/21
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	Greenhouse Gas Emissions Report completed. Now working on baseline data for Climate Emergency Action Plan

### Internal Audit - Actions Status – Q2 update

**Comment:** At the end of Q2 there are no outstanding Internal Audit actions for this service area.

## Complaints – Q2 update

## Q2 19-20 Environmental Services - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	11	10	10	7	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	10	10	6	7	6	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	90.91%	100.00%	60.00%	100.00%	85.71%	95.00%

## Q2 19-20 Environmental Services - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	3	3	2	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	6	2	3	2	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	66.67%	100.00%	100.00%	100.00%	95.00%

**Comment:** One Level 1 complaint was more complex and required more detailed investigation. Complainant was advised of the need for more time to investigate it fully.

## Finance – Q2 update

General Fund Account				
Services	Approved Budget '000 Budget '000	Variance '000	% Variance	Adverse/ Favourable
<b>Environment</b>				
Expenditure	8,344	(54)	-1%	Favourable
Income	(7,282)	(126)	2%	Favourable
<b>Environment Total</b>	<b>1,062</b>	<b>(180)</b>	<b>-17%</b>	<b>Favourable</b>

**Comment:** There have been savings in a number of areas of expenditure including business rates on car parks and staffing but increases in other areas linked to air quality monitoring and street cleaning. Income from car parking and food safety re-inspections is above projections but income from pest control and stray dogs has seen a small decline this year so far.

## 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 – Q2 2019/20

#### **Q2 Head of Service summary:**

The mobilisation for the new grounds maintenance contract with Continental Landscapes continues to move smoothly with a start date of 1 November. As part of this complex process we are working closely with our Towns & Parishes, looking to transfer land assets for them to manage locally. The Team have continued to perform well and we received highly sought after external recognition for the work of Countryside and Parks Team this quarter gaining 8 Green Flags, In Bloom Awards and our first Heritage Award for Farnham Park.

The Leisure service saw over 850 people take advantage of our skate and Xplorer events over the summer holidays. In addition over 3,000 older people attended sessions at our leisure centres and another 2,000 visited our specialist health prevention and rehabilitation services, all delivered by our contractor Places Leisure. We've also launched two new activities 'Breeze' women cycling and walking football to increase participation.

The Brightwells scheme is beginning to gather pace with four cranes now in position, all groundworks, including the basement for the car parking, has been completed and buildings such as the car park and retail shells starting to emerge above ground level. Community engagement has continued throughout this quarter through face to face meetings, email and through the website keeping neighbours and the public up to date with progress.

Careline welcomed another 89 new clients and carried out 300 maintenance visits to ensure customers continue to have an effective monitoring system; the visits also serve to offer support to some of our more vulnerable residents. The new IT system is still bedding in, however, the team are beginning to see the efficiencies on the front line.

Waverley Training Services had the highest number of apprenticeship graduates in Surrey this quarter who attended the graduation service with the Mayor at Guildford Cathedral on the 27 September, a very proud day for all involved.

The Memorial Hall hosted several weddings and a 30<sup>th</sup> anniversary for a local couple who had held their wedding reception at the Memorial Hall in 1989.

***Kelvin Mills, Head of Commercial Services***

### Performance Indicators Status Q2

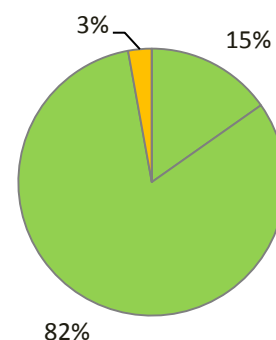
**Comment:** A good performance from all teams. The implementation of a new IT system in the Building Control Team still impacts on the reporting capabilities therefore no data submission was possible in this quarter (C4).

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
C1	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	462,103	473,507	502,964	506,862	459,216	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	No.	4,007	6,112	6,559	5,886	5,570	Data only
C4	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> ) (P8)	%	93.5%	98.7%	80.0%	Data not available	Data not available	80.0%
C5	Total number of Careline clients ( <b>data only, no target set - higher outturn is better</b> )	Clients	N/A	N/A	N/A	1,925	1,928	Data only
C6	Total number of Careline calls per quarter ( <b>data only, no target set</b> )	Calls	6,216	5,444	5,308	5,041	4,953	Data only
C7	Critical faults dealt with within 48 hours per quarter ( <b>higher outturn is better</b> )	Faults %	100.0%	100.0%	100.0%	100.0%	100.0%	90.0
C8	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	81.0%	82.1%	76.2%	78.6%	78.4%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected ( <b>higher outturn is better</b> )	%	78.0%	70.0%	69.0%	70.7%	75.7%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	22	19	26	29	24	Data only

## Service Plans - Actions Status Q2

### Q2 Commercial Service Plans 2019/2022

Total	100%	105
Completed	15%	16
On track	82%	86
Off track - action taken / in hand	3%	3
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



**Comment:** The majority of Service Plans actions are progressing well on track for completion. The list of all completed and overdue actions can be found in the table below.

### Outstanding Service Plan Actions 2019/2022

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
Outcome 1.	Culture contributes to the wellbeing of all our communities					
CS1.1	Work with local authority partners and Public Health to shape and deliver a major county-wide arts programme aimed at improving mental wellbeing.	30/09/19	Community Development Officer - Arts (CH)	Completed	N/A	

Outcome 3. Children and young people are able to learn new skills through cultural participation						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS3.1	Support the development and touring of "DIG" a new theatre piece for babies.	30/06/19	Community Development Officer - Arts (CH)	Completed	N/A	
Outcome 9. The profile of the Parks & Countryside service is raised						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS9.1	Obtain external recognition for identified sites around the Borough.	30/07/19	Green Spaces Manager (ML)	Completed	N/A	Achieved recognition through In Bloom. Received 8 Green Flags and our first Heritage award for Farnham Park.
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						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS19.1	Obtain enough external grant funding to supplement project's identified budget.	30/03/19	Green Spaces Manager (ML)	Off track – action taken / in hand	30/3/20	Unsuccessful in a LEP funding application currently awaiting the outcome of lottery bid where we are through to the second stage.
Outcome 28. Maximisation and sustainability of key existing events/projects						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS28.2	Effective management and increased participation of Surrey Youth Games training and event weekend	Annually in July	Leisure Development Officer (ED)	Completed	N/A	
Outcome 30. Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
CS30.3	Agree Project Plan for delivery	31/01/19	Leisure Contracts Manager (TM)	Completed	N/A	
CS30.5	Procure and appoint external building contractor/s to construct	31/05/19	Leisure Contracts Manager (TM)	Off track – action taken / in hand	31/1/20	Confirming business case in line with approval before progressing to procurement stage.



<b>Outcome 34.</b>	<b>Building Control &amp; Street Naming will be electronic achieving efficiencies in process and customer service</b>					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
P34.1	Implement agile working for Building Control	01/10/19	Business Manager (Building Control) (JC)	Off track – action taken / in hand	31/1/20	Implementation of desktop provision has been difficult delaying the potential to introduce agile working. Project Plans will be reviewed later this year.

### 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	Completed	31/08/19	The negotiations have now been completed with an improved offer for the Council which also reduces risk exposure. This has now been agreed by both parties.

### Internal Audit - Actions Status Q2

**Comment:** The only remaining outstanding element is the new sub-contractor contracts. These have needed to be adjusted to reflect unforeseen changes in funding requirements confirmed in September. The team are working with our legal team to complete this element in the next quarter.

### Complaints Q2

#### Q2 19-20 Commercial Services - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	4	1	1	4	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	1	1	3	5	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%	75.00%	71.43%	95.00%

#### Q2 19-20 Commercial Services - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 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:** Two complaints required some additional investigation to complete taking them beyond the deadline, they were resolved satisfactorily and did not progress to a level 2 complaint.

## Finance – Q2 update

### General Fund Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Commercial</b>				
Expenditure	8,185	(38)	0%	Favourable
Income	(6,760)	86	-1%	Adverse
<b>Commercial Total</b>	<b>1,425</b>	<b>48</b>	<b>3%</b>	<b>Adverse</b>

**Comment:** This adverse income position relates to the Gostrey Centre rental being absorbed by the Memorial Hall and the realignment of the Housing payment to Careline. The Service is working hard to close this financial gap over the remaining months.

## 5. Service Dashboard – Housing Delivery & Communities

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

### Key Successes & Lessons Learnt, Areas of Concern – Q2 2019/2020

#### **Head of Service summary: Q2**

##### ***Communities***

In August the Safer Waverley Partnership (SWP) was notified that Waverley's sixth domestic homicide since 2011 had taken place and therefore a Domestic Homicide Review (DHR) has been triggered. The SWP Executive is discussing the process of conducting the review.

West Surrey Mapping Offenders, Locations and Trends (MOLT) meetings are attended on a quarterly basis by Waverley officers. A cross border meeting has been held involving secondary schools in Haslemere, Liphook and Midhurst to look at how intelligence can be shared and how joint working can be achieved to disrupt crime and criminal behaviour. A second meeting is planned for later in the autumn and Community Safety Officers from Waverley and Chichester are working together on terms of reference and information sharing agreements. This is particularly relevant as youth anti-social behaviour (ASB) is a major challenge to the SWP and increasingly features on the agendas of the working groups that sit under the SWP. The SWP Joint Action Group has set up a separate Youth ASB Task and Finish Group to concentrate on the issues facing the Borough.

As a result of the Annual Review Meetings that have now taken place with the 12 local organisations that the Council helps to fund through Service Level Agreements, we have engaged Voluntary Action South West Surrey to carry out Organisational Health Checks on each organisation. These Checks will be comprehensive and robust, and will feed into the review of which voluntary organisations the Council might fund at the end of the SLA period in 2021, and how that funding can best be used.

##### ***Housing Delivery***

The major regeneration project at Ockford Ridge continues to make good progress. The first of the 37 homes on Site A are due to be handed over in spring 2020. The contractor is hard at work on phases 2 and 3 of the refurbishment programme, with work due to complete in March 2020.

The Council has entered into a contract with CALA Homes to acquire five new homes on the site at Amlets Lane in Cranleigh. Progress on site is good with the two shared ownership homes due to be handed over in December 2019 and rented homes in the New Year.

Planning applications are in the final stages of preparation for three sites in Chiddingfold (total 25 homes) and Churt (total 16 homes).

The Housing Strategy 2018-2023 first Annual Progress Review was presented to Management Board and then to the Housing Overview and Scrutiny Committee in September. It is essential to continually refresh the Strategy and new objectives included as we move forward. The Climate Change Emergency is a very good example of how Strategies have to adapt to meet new challenges and opportunities that arise, and will feature significantly as the Strategy is revised.

The draft Affordable Housing Supplementary Planning Document went out for consultation between July and September 2019. Work continues on reviewing the document in light of the

consultation. The adopted document will give clear and detailed guidance to planning officers, developers and affordable housing delivery partners on the delivery of affordable housing in the Borough. An All-Member Briefing on affordable housing and viability took place in July. It was well attended with lively discussion underpinned by a strong desire within the Chamber to deliver affordable homes and meet the challenges around delivery.

Four events were held across the Borough during August to celebrate 100 years of council housing. The events featured a timeline of council housing through the decades and provided the opportunity for residents to share memories, stories and their own housing aspirations. The event also promoted a range of health and well-being initiatives. The events were warmly received by tenants and resulted in two positive local paper articles about council housing. Information was also shared through the Council's social media channels.

A joint event with the Chartered Institute of Housing is scheduled for early October to celebrate 100 years of council housing and promote professionalism.

A successful event was held in the Borough Hall in September to promote shared ownership. Several Housing Associations were represented as well as our own Development Team.

The Private Sector Housing Team is currently reviewing its structure and it is anticipated that the team will be strengthened to facilitate an increasing number of disabled facilities grants, which are given to enable residents to stay in their own homes. Waverley's Handyperson Service has joined up with the 'Hoppa' bus company to introduce the 'Safe and Settled' Scheme, for those returning from hospital to be provided with necessary small adaptations to enable them to settle back.

The Council held its annual Homelessness Forum recently, and partner organisations were well represented as well as Council officers and local members. A representative from MHCLG gave a presentation and commended the Council on its excellent homelessness prevention work. The highlight was Lisa's testimony. Lisa fell on very hard times having lost a good job and experiencing relationship breakdown through domestic abuse. The Council's homelessness officers worked closely with Lisa, supporting her into accommodation owned and managed by a partner housing association, where Waverley funds bed spaces. It was a powerful example of how the Council prevents homelessness and works effectively with partners.

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

## Performance Indicators Status

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter ( <b>lower outturn is better</b> )	No.	0	1	1	0	0	5.0
HD2	Number of Affordable homes - Granted planning permission ( <b>Data only - higher outturn is better</b> )	No.	33	69	153	62	0	Data only
HD3	Number of Affordable homes - Started on site within a quarter ( <b>Data only - higher outturn is better</b> )	No.	17	21	59	0	13	Data only
HD4	Number of affordable homes delivered (gross) ( <b>Data only - higher outturn is better</b> )	No.	40	8	53	11	31	Data only

**Comment:** Details on affordable homes delivered (HD4) in Q2 were listed below:

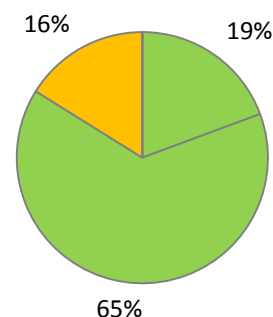
### HD4 Number of affordable homes delivered (gross) during Q2:

- 3 x 3b affordable rents completed 02.08.19 by Clarion at Rowan Grove (Elmbridge Road) Cranleigh= Housing Association
- 6 x affordable rents (4 x 1b/ 2 x 2b) and 3 x SO (2 x 1b/ 1 x 2b) completed June/ July 2019 by Aster at Acacia Gardens (Little Meadow) Cranleigh= Housing Association
- 9 x shared ownership (5 x 3b/ 4 x 2b) completed on 24.06.19 by Aster at Marjoram Avenue (Little Acres) Badshot Lea = Housing Association
- 5 x shared ownership (2 x 1b/ 3 x 2b) completed on 08.08.19 by Aster at Marjoram Avenue (Little Acres) Badshot Lea= Housing Association
- 5 x 1b Affordable rents completed on 25.07.19 by VIVID at Skylark Place, Farnham = Housing Association

## Service Plans - Actions Status

### Q2 Housing Strategy & Delivery Service Plan 2019/2022

Total	100%	31
Completed	19%	6
On track	65%	20
Off track - action taken / in hand	16%	5
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



**Comment:** The majority of service plans are progressing on track for completion at the end of second quarter. The details of the outstanding actions are listed below.

## Outstanding Service Plan Actions 2019/2020

Project	Business as usual					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
<b>Outcome 1.</b>	<b>The Ageing Well Strategy (2015 - 18) and Action Plan is reviewed to reflect current needs and priorities</b>					
HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities	30/09/19	Community Services Manager/ Community Partnerships Officer (KW)	<b>Off track - action taken</b>	31/03/20	Commencement of this project has been postponed due to temporary resource shortages. The new start and finish dates have been agreed by the organisation and the Chairman of the CW O&S (Jan 2020 – March 2020).
HDC1.2	Updated Action and Implementation Plan	30/09/19	Community Services Manager/ Community Partnerships Officer (KW)	<b>Off track - action taken</b>	31/03/20	As per the above
<b>Outcome 8</b>	<b>Prevent homelessness and provide housing advice and assistance for all households in need: Housing Strategy: Objective 2: Optimise Social and Economic Wellbeing</b>					
HDC8.2	Carry out a review of the Housing Options and Homechoice Team and make a recommendation on the structure and size of the team going forward, including commentary on the budget implications.	30/09/19	Housing Needs Manager/Housing Options Manager (MR)	<b>Off track - action taken</b>	30/11/19	Review almost complete: final staffing structure to be formerly agreed. Delay in part by the review forming part of the Business transformation Project and therefore regular meetings with Strategic Director, Business Transformation and Finance Officers have needed to take place. This has resulted in a more thorough review, resulting in cost savings.
<b>Outcome 12</b>	<b>Improving the customer experience</b>					

HDC12.1	Implement the digital transformation strategy to increase range of means to access services: * Develop and deliver at least three initiatives with Housing Service Managers * Increase in online transactions * Reduction in phone calls – work with the Housing Customer Manager to establish a baseline by July 2019 and set target. * System to monitor satisfaction with online services	30/09/19	Service Improvement Manager (AH)	<b>Off track - action taken</b>	31/12/19	Full project deferred to be incorporated with Business Transformation Programme. However, increased range of online forms for customers, developed mobile working solutions for housing management and increased take up of myaccount. Promotion of reporting repairs online and developing baseline data.
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**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	<b>Off track - action taken</b>	31/12/19	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 through the Committee process by the end of December 2019. The team has discharged the Council's statutory obligations under the Act: Civil Penalties and Rent Repayment Orders; Banning Orders and contribution to national Rogue Landlord Register.

**Internal Audit - Actions Status Q2**

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

## Complaints – Q2 update

## Q2 19-20 Housing Delivery and Communities - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	6	2	5	1	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	2	5	1	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	66.67%	100.00%	100.00%	100.00%	100.00%	95.00%

## Q2 19-20 Housing Delivery and Communities - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	0	1	5	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	0	1	4	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	N/A	100.00%	80.00%	100.00%	95.00%

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

## Finance – Q2 update

General Fund Account				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/Favourable
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,651	(8)	0%	Favourable
Income	(370)	8	-2%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>1,281</b>	<b>0</b>	<b>0%</b>	<b>-</b>

**Comment:** All services are currently working within budget with tight controls by each budget holder. Recovery of debt on rent deposit loans is currently being intensified, with staff resources directed to increase levels of repayment.

Housing Revenue Account				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/Favourable
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,400	(58)	-4%	Favourable
Income	(37)	0	0%	-
<b>Housing Delivery &amp; Communities Total</b>	<b>1,363</b>	<b>(58)</b>	<b>-4%</b>	<b>Favourable</b>

**Comment:** Effective budget management in place; Housing Finance Manager working with Development Officers to ensure control of individual scheme budgets.



## 6. Service Dashboard – Housing Operations

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

### Key Successes & Lessons Learnt, Areas of Concern – Q2 2019/2020

#### **Head of Service summary: Q2**

- During Quarter Two the team enjoyed a summer break and predominately focused on business as usual. Working on service delivery, contract management and maximising income.
- Recruitment over the summer had mixed results. The Compliance Manager and Recharge Officer permanent posts remain vacant however a temporary resource has been confirmed. Laura Dillon was successfully appointed to the Tenancy and Estate Manager role in September. This internal promotion demonstrates our staff development and talent management programme.
- The joint housing team arranged an introductory session for the new Housing Overview and Scrutiny Committee with information on Housing Revenue Account, new homes development plan and national context of the housing landscape.
- The Tenancy and Estates team worked closely with the Police to be awarded a closure order on a home in the borough. The team supported residents through the process collecting evidence and advising the community.
- The team were invited to an internal Orchard (housing management database supplier) conference to hear first-hand about Orchard's vision, new products and roadmap. They were able to see what the future of work could look like.
- The performance of the Rents Team in relation to income collection remains excellent. They continue to effectively manage the small number of tenants claiming Universal Credit.
- The property service team continue to monitor and report on the non-pneumophila legionella bacteria issue at one of our senior living accommodations. 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.
- The team also supported the celebrating 100 years of Council Housing events. A number of the team attended the events meeting tenants and promoting services.
- The Head of Housing Operations welcomed the invitation to speak at the Tenants Panel AGM in September. Delivering a 'helping us to help you' presentation he covered a range of topics including promoting online services, reporting estate issues, the future expansion of the tenancy and estates team and rent increase next year.

***Hugh Wagstaff, Head of Housing Operations***

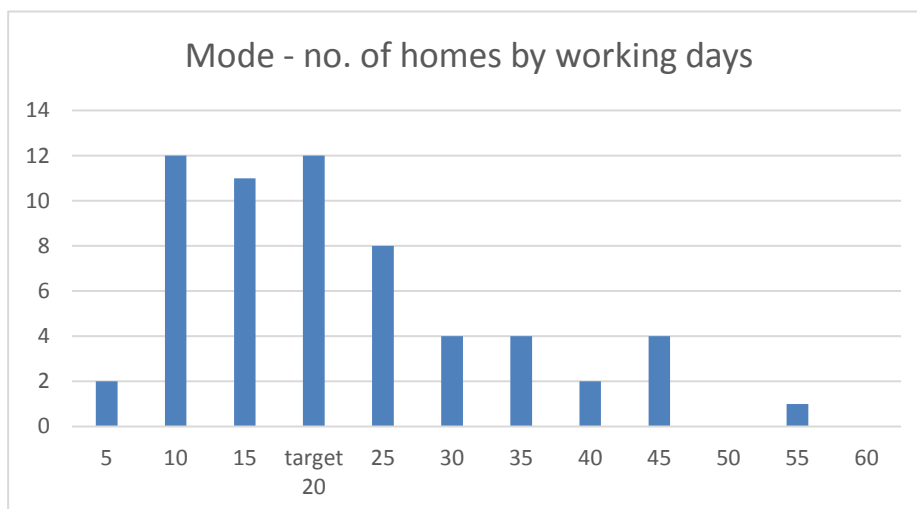
## Performance Indicators Status

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	Reintroduced from Q1 2019/20			0.68%	0.66%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property <b>(lower outturn is better)</b>	Days	16	21	20.0	27	22	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time <b>(higher outturn is better)</b>	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	93.0%	89.0%	90.0%	90.6%	92.0%	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	76.0%	78.0	74.0%	84.6%	80.0%	78.0%

### 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. There has been an improvement in performance as the contracts become established. The team are working closer to target.

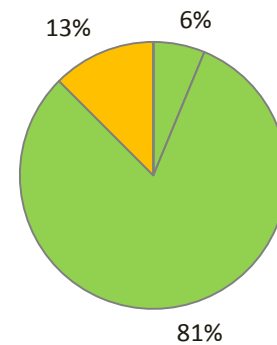
60 homes were relet in Q2 with an average of 22 working days. The performance has improved with 62% of homes let within target in the quarter. The mode performance demonstrates that only five homes took more than eight working weeks. As the backlog is cleared and processes embedded the team are optimistic to further improve performance over Q3.



## Service Plan - Actions Status Q2

### Q2 Housing Operations Service Plans 2019/2022

Total	100%	16
Completed	6%	1
On track	81%	13
Off track - action taken / in hand	13%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



**Comment:** At the end of the second quarter, the majority of service plan actions are progressing on track for completion, with exceptions listed below.

New dates have been set for the value for money strategy as background information is collected and actions implemented. The service standards review has been deferred for recruitment.

### Outstanding Service Plans Actions 2019/2022

Business as usual	Project
-------------------	---------

Outcome 1.	The service is financially robust with at least £2m reserve					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
HO1.3	Develop value for money strategy to ensure optimal benefit is derived from resources and assets	01/10/19	Housing Finance Manager	Off track - action taken	01/10/20	Practical actions have been taken to ensure value for money but the written strategy has not been completed.

Outcome 5.	The customer experience will be improved by meeting and exceeding satisfaction targets annually					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
HO5.3	Develop programme to review service standards to ensure continuous improvement and set expectations	01/10/19	Service Improvement Manager (AH)	Off track - action taken	31/1/20	Recruitment of staff successful. Team will be in place to implement actions required.

## Internal Audit - Actions Status Q2

**Comment:**

The outstanding internal audit action concerns establishment of new indicators to monitor performance of our suppliers, and will be completed at the end of November. Suite of asbestos KPIs have been developed to be formally agreed at the October contract meeting. Suite of water management KPIs have been developed to be formally agreed at the November contract meeting.

## Complaints Q2

## Q2 19-20 Housing Operations - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	19	33	38	21	25	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	14	28	31	11	15	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	73.68%	84.85%	81.58%	52.38%	60.00%	95.00%

## Q2 19-20 Housing Operations - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	9	8	13	5	6	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	9	8	13	4	6	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%	80.00%	100.00%	95.00%

**Comment:** The majority of complaints relate to the repairs and voids contract. Officers are working with the contractor to improve performance to reduce the level of complaints. All complaints are taken seriously and actions to resolve complaints are taken in a timely manner. Officers are falling short in writing to complainants within the time target - resources have been redirected to improve performance in this area.

A 2018/19 complaint review paper will be presented to the Customer Service and Value for Money Overview and scrutiny Committee in November. The report provides a summary of complaints across the council, the performance and lessons learnt where applicable. Of the 175 complaints received about housing 46% were upheld or partly upheld (23%).

## Finance – Q2 update

General Fund Account				
Services	Approved Budget	Variance	% Variance	Adverse/ Favourable
	£'000	£'000		
<b>Housing Operations</b>				
Expenditure	20	0	0%	-
Income	(20)	0	0%	-
<b>Housing Operations Total</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>-</b>

**General Fund Comment:** No areas for concern.

Housing Revenue Account (HRA)				
Services	Approved Budget '000	Variance '000	% Variance	Adverse/ Favourable
<b>Housing Operations</b>				
Expenditure	20,831	(493)	-2%	Favourable
Income	(30,321)	493	-2%	Adverse
<b>Housing Operations Total</b>	<b>(9,490)</b>	<b>0</b>	<b>0%</b>	<b>-</b>

**Q2 HRA Comment:** A full explanation was given in the Q1 report for the shortfall in income. Actions to rectify the situation has led to a £40K reduction in the forecasted shortfall in income (compared to the Q1 forecast). Expenditure has been reduced to offset the income shortfall. It is forecasted that there will be no adverse variance at 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 – Q2 2019/2020

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

Having brought forward and agreed a corporate Business Transformation Programme in Q1, this quarter we identified the resources required to create a Business Transformation Team and began the recruitment process. We are looking for a Team of three, a Business Transformation Manager and two Business Transformation Officers.

We ran an internal recruitment exercise given the demands and attracted a high quality field. The three candidates, who are on 2 year secondments, will on be in post early in Q3. This will enable us to rapidly accelerate progress and activity of the Business Transformation Programme.

The largest, most cross-cutting and financial significant work-stream is the Customer Services Project. Good progress has been made in Q2 where we launched the procurement process for a Master Data Management solution which will bring our key existing databases together and create a golden record for all customers and properties. The solution was acquired at the end of Q2 and implementation will begin in Q3.

We have also continued to explore the market for the most appropriate Customer Relationship Management tool. We are now very close to finalising our approach and procurement is scheduled for Q3.

Also in the last quarter we have grappled with the challenge of mapping multiple customer journeys which we must complete if we are to maximise automation and determine the most appropriate routes for customer access. We benefitted from a short commission to the Methods Consultancy which has informed our thinking.

The Transformation Programme has, and will continue to, place demands on the capacity of the IT Service and we are very mindful on the impact on the workload of the Team. We will need to give this careful attention and be clear as to what are the priorities for the organisation over the coming 12-24 months.

The future of the Burys is another transformation work-stream and we are working with the relevant portfolios as to where we have got to so far and what are their ambitions and priorities going forward.

Finally, the Godalming Flood Alleviation Scheme effectively concluded in Q2 although the formal opening ceremony did not take place until early in Q3. We are mindful that the Environmental Agency are now looking at a similar project for Guildford and this may have ramifications for Waverley.

**David Allum**  
**Head of Business Transformation**

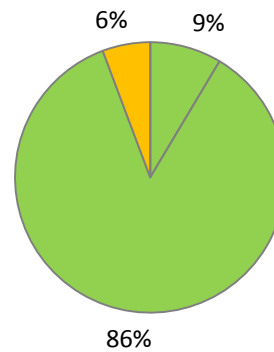
## Performance Indicators Status Q2

**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, Support Services, Property and Engineering, Business Transformation.

## Service Plan - Actions Status Q2

### Q2 Business Transformation Service Plan 2019/2022

Total	100%	35
Completed	9%	3
Completed off track	0%	0
On track	86%	30
Off track - action taken / in hand	6%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



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

### Outstanding Service Plan action 2019/2020

Business as usual | Project

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
<b>Outcome 12.</b>	<b>Ensure the post and print delivery model is the most cost effective that can be achieved without compromising quality standards</b>					
BT12.1	Comprehensively review all existing external contracts regarding post and printing services and explore alternative delivery models	30/09/19	Support Services Manager (HB)	Off track - action taken	31/03/20	The review is well underway. Procurement will begin and conclude in Q3. We expect new contractual arrangements to be in place by Q4
<b>Outcome 17.</b>	<b>Identify a viable option for the Council as regards office accommodation and the future of The Burys</b>					
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	Head of Business Transformation (DA)	Off track - action taken	Q3 2020/2021	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 Member 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 (Part 1 – Building Control Application, (Part 2 – Internal Planning Application).	31/03/19	N/A	Off track - action taken	Q1 2020/20 21	The Building Control system is live and that element of the project is very close to conclusion. We will be moving into Planning later this quarter although we are unlikely to go live before Q4.

### Internal Audit - Actions Status at Q2

**Comment:** There were no overdue Internal Audit actions for this service area at the end of Q2.

### Complaints – Q2 update

#### Q2 19-20 Business Transformation - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	1	0	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	0.00%	N/A	N/A	N/A	95.00%

#### Q2 19-20 Business Transformation - Level 2 escalations

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	1	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	1	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	100.00%	N/A	N/A	N/A	95.00%

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



## Finance – Q2 update

<b>General Fund Account</b>				
<b>Services</b>	<b>Approved Budget '000 Budget '000</b>	<b>Variance '000</b>	<b>% Variance</b>	<b>Adverse/ Favourable</b>
<b>Business Transformation</b>				
Expenditure	3,508	(28)	-1%	Favourable
Income	(383)	(89)	23%	Favourable
<b>Business Transformation Total</b>	<b>3,125</b>	<b>(117)</b>	<b>-4%</b>	<b>Favourable</b>

**Comment:**

Expenditure's favourable figures are mainly due to a staffing saving. The additional income is mainly from adjustment to rent for The Burys.

## 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 – Q2 2019/20

#### Head of Service summary:

**Accountancy / Financial management:** The team are busy supporting the Budget Strategy Working Group's review of the MTFP and also working with service managers on next years detailed budget. The Exchequer team capacity has been under pressure due to difficulty replacing staff capacity, this has impacted upon the 30 day invoice PI. This has presented an opportunity to further automate invoice processing via an external bureau resulting in a significant budget saving and service resilience.

**Benefits and Revenues service:** This team is performing well with all operational stats on target.

**Budget Strategy Working Group (BWSG):** The Value for Money and Customer Services Overview & Scrutiny Committee are 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. They will be reporting the outcome of the Workstream 3 (detailed review of service budgets) to the November scrutiny committee.

**Asset management team:** Letting of Wey Court has been challenging and work is still underway to sign up prospective tenants. This is impacting upon budget performance and can be seen in the financial section. Sourcing new investments has also been challenging, there are some investment opportunities now coming through to be considered by the recently re-constituted Investment Advisory Board.

**Peter Vickers, Head of Finance and Property**

### Performance Indicators Status Q2

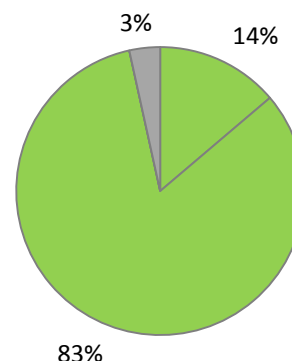
KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims <b>(lower outturn is better)</b>	Days	13	13	11.4	12	18	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events <b>(lower outturn is better)</b>	Days	7	7	6	4	7	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	58.1	86.2	98.7	29.7	57.7	49.5
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	51.0	74.7	98.0	27.6	51.7	49.5
F3	Percentage of invoices paid within 30 days or within supplier payment terms <b>(higher outturn is better)</b>	%	90.0	95.5	99.0	98.4	77.0	99.0

**Comment:** A good performance from the teams in the second quarter, with majority of indicators performing on target. The performance for the indicator F3 was impacted by staff vacancies in a small team, which affected the overall percentage of invoices paid in Q2. The situation has presented an opportunity to bring forward a plan to automate the service via accessing an external bureau who use electronic document reading functionality that would not be cost effective to procure directly due to our low volume (17k invoices per year). This will also provide service resilience and a significant budget saving.

## Service Plans - Actions Status Q2

### Q2 Finance Service Plan Actions 2019/2022

<b>Total</b>	<b>100%</b>	<b>29</b>
<b>Completed</b>	14%	4
<b>On track</b>	83%	24
<b>Off track - action taken / in hand</b>	0%	0
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred /Transferred</b>	3%	1



**Comment:** At the end of quarter two the majority of service plan actions are progressing on track for completion. A handful of actions require additional time to complete, and these are listed below.

### Outstanding actions from 2019/20 Service Plan

**Business as usual**   **Project**

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
<b>Outcome 6.</b>	<b>An effective process is in place to ensure the Council has a balanced General Fund annual budget and robust Medium Term Financial Plan.</b>					
F6.2	Review previous year annual outturn against current year performance and future budget requirements with Heads of Service.	31/07/19	Head of Finance (PV)	<b>Completed</b>	N/A	Review is completed, being assisted by the Budget Strategy working group. Executive reviewed a first draft of the updated MTFP in September. 2020/21 Budget process is timetabled and on track.
<b>Outcome 8.</b>	<b>Increase revenue from the commercial portfolio</b>					
F8.3	Fully implement the Council's decision to set up a property company to increase income generation opportunities	30/04/19	Head of Finance (PV)	<b>No longer relevant</b>	N/A	Since the council decision was taken, legal advice has been obtained on the necessity and purpose of a company. Indications are that this is not necessary in most activities. In the event a company is needed, this will be set up on the basis of an informed business case with specific purpose.

## Internal Audit - Actions Status Q2

**Comment:** Financial Regulations are currently being updated alongside the Contract Procedure Rules. These documents will be taken to the November Audit Committee.

## Complaints Q2

### Q2 19-20 Finance - Level 1 Complaints

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	7	5	8	3	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	5	5	7	3	6	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	71.43%	100.00%	87.50%	100.00%	85.71%	95.00%

### Q2 19-20 Finance - Level 2 escalations

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

**Comment:** In the second quarter one complaint at level one has taken longer to resolve due to its complex nature.

## Finance– Q2 update

General Fund Account					
Services	Approved Budget '000	Budget '000	Variance '000	% Variance	Adverse/ Favourable
<b>Finance &amp; Property</b>					
Expenditure	33,052		67	0%	Adverse
Income	(31,321)		310	-1%	Adverse
Offset transfer from void provision	0		(381)		-
<b>Finance &amp; Property Total</b>	<b>1,731</b>		<b>(4)</b>	<b>0%</b>	<b>Favourable</b>

**Comment:** An investment property purchased to preserve office space in the borough is proving hard to let, this was anticipated and mitigated by a provision. No new investment properties have been acquired this year, however, the search is still ongoing.

## 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 – Q2 2019/2020

#### **Head of Service quarterly feedback:**

Q2 was busy for all teams within the Policy and Governance service. Amongst a range of other matters, the following were progressed during the quarter:

- Completion of the scheduled programme of town and parish council code of conduct development workshops;
- Establishment of and research advice to an informal working group to undertake a comprehensive review of the Council's corporate governance
- Second cycle of Overview and Scrutiny committee meetings including work planning
- Preparing reports for and supporting meetings of the Executive and Full Council, leading to, amongst other things, the adoption of a new corporate strategy and the declaration of a climate emergency
- Design and delivery of project development planning workshops for staff
- A programme of activities to promote and support health and wellbeing amongst staff
- The finalisation of a customer services strategy for Waverley
- Making arrangements for the first Waverley Executive Listening Panel
- Budget review and service planning activity, including identification of 5% budget savings and engagement with the Budget Strategy Working Group process
- Appointment of an interim Electoral Services Manager
- Discussions and project planning with the Local Government Boundary Commission in respect of a future review
- Commencement of the Annual Canvass of Electors
- Final drafting work on a new Communications and Engagement Strategy
- Establishment of a project to upgrade the Council's website to ensure it is fit-for-purpose and meets new statutory national accessibility standards
- Commissioning of a range of learning and development activities for staff, including senior management team development workshops
- Provision of high quality legal, communications, policy, democratic and HR support across a range of corporate priorities including in relation to the Council's essential business transformation programme.
- The Council is able to use covert surveillance powers under the Regulation of Investigatory Powers Act (RIPA) as part of criminal investigations, only in rare exceptional circumstances and subject to statutory controls and guidance. The Council is inspected on a circa-3-yearly basis by the Investigatory Powers Commissioner's Office. Since the date of the IPCO's last inspection in September 2016, when the Council received a positive report regarding its oversight, management and use of its RIPA powers, the Council has not conducted any covert surveillance operations under the Act. A round of staff refresher training sessions is currently being prepared.

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

## Performance Indicators Status Q2

**Comment:** Short and Long Term sickness absence (HR2) remains off target at the end of second quarter. Both the Council's Senior Management Team and the Value for Money and Customer Service Overview and Scrutiny Committee have committed to allocating agenda time to exploring the underlying reasons and data for this trend in more detail.

The corporate indicator PG2a, which monitors an average response rate to Level 1 complaints across all service areas is still off target. The underperformance concerns the following areas: Commercial Services (71%), Environment (86%), Finance and Property (86%), Housing Operations (60%), Planning and Economic Development (70%). Further details will be provided in stand-alone reports presented at the November Value for Money and Customer Service O&S Committee meeting ("Annual review of Complaints received by Waverley in 2018/2019" and "Annual Letter from the Local Government Ombudsman").

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	21.0	21.5	18.4	17.8	18.9	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	6.5	6.6	6.9	7.0	6.8	6.52
	ref. HR2 - Short term Sickness Absence	Days	3.5	3.2	3.2	3.1	3.0	6.52
	ref. HR2 - Long term Sickness Absence		3.0	3.5	3.7	3.9	3.8	
PG1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	57	63	82	57	68	Data only
PG1b	The number of complaints received - Level 2 <b>(data only)</b>	No.	24	18	25	20	25	Data only
PG2a	The % of complaints responded to on time - Level 1 <b>(higher outturn is better)</b>	%	87.65%	79.40%	84.00%	87.24%	81.84%	95.0%
PG2b	The % of complaints responded to on time - Level 2 <b>(higher outturn is better)</b>	%	100.0%	88.9%	100.0%	94.0%	98.2%	95.0%

A 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.

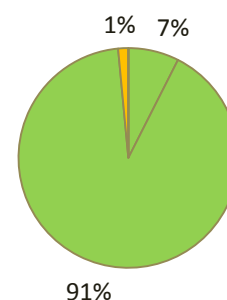
### Waverley's complaints escalation process:

- Level 1 – investigated by the appropriate manager or team leader, with a detailed response within 10 working days.
- Level 2 – if the response received to Level 1 isn't satisfactory, a complaint can be escalated to Level 2 where it will be reviewed by a Head of Service and the Corporate Complaints Officer (independent from services).
- Ombudsman – if Level 2 response still isn't satisfactory, the matter can be escalated to an external independent review body (Ombudsman).

## Service Plans - Actions Status Q2

### Q2 P&Gov Service Plans 2019/22

Total	100%	67
Completed	7%	5
On track	91%	61
Off track - action taken / in hand	1%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



**Comment:** The majority of service plan actions are progressing on track for completion. The list of all actions completed in quarter two and those still overdue can be found in the table below.

**Outstanding Actions from Service Plans 2019/2020**

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
<b>Outcome 7.</b>	<b>The Council functions properly, with high standards of governance and ethical conduct</b>					
<b>PG 7.5</b>	<b>Appoint and consult as appropriate Independent Persons to the Council</b> Manage appointment of Independent Persons as part of Surrey Authorities Independent Persons consortium.	31/07/19	Democratic Services Manager (FC)	<b>Complete</b>	N/A	Completed
<b>PG 7.6</b>	<b>Keep all registers of interest up to date</b> Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded following the May 2019 elections.	30/06/19	Democratic Services Manager (FC)	<b>Complete</b>	31/10/2019	Completed

**Outstanding Actions from Service Plans 2018/2019**

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
<b>SP18/19PG2.1</b>	Increase levels of community engagement, including participatory budgeting:	31/12/18	Communications & Engagement Manager	<b>Complete</b>	31/10/19	Completed
<b>SP18/19PG2.4</b>	Review / refresh / relaunch Waverley's Communications and PR Strategy.	31/12/18	Communications & Engagement Manager	<b>Off track - action taken</b>	31/10/19	Complete, subject to final approval by Full Council in Q3

**Internal Audit - Actions Status Q2**

**Comment:** There were no outstanding internal audit actions at the end of second quarter.

**Complaints Q2**

**Q2 19-20 Policy and Governance - Level 1 Complaints**

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

	responded to against the 10 working days target)							
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Q2 19-20		Policy and Governance - Level 2 escalations							
KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target	
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	1	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	0.00%	95.00%	

**Comment:** In the second quarter one complaint was escalated to Level 2 and due to its complexity took a bit longer to resolve. One complaint was escalated to the Ombudsman, but was not upheld.

## Finance – Q2 update

General Fund Account					
Services	Approved Budget '000	Budget '000	Variance '000	% Variance	Adverse/ Favourable
<b>Policy &amp; Governance</b>					
Expenditure	3,713		(80)	-2%	Favourable
Income	(886)		21	-2%	Adverse
<b>Policy &amp; Governance Total</b>	<b>2,827</b>		<b>(59)</b>	<b>-2%</b>	<b>Favourable</b>

**Comment:** The service is projected to deliver a small budget underspend in 2019/20.



**WAVERLEY BOROUGH COUNCIL**

**CUSTOMER SERVICE AND VALUE FOR MONEY OVERVIEW AND SCRUTINY  
COMMITTEE**

**18 NOVEMBER 2019**

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**Title:**

**REVIEW OF COMPLAINTS CLOSED IN 2018/19**

**[Portfolio Holder:Councillor John Neale]  
[Wards Affected:All]**

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**Summary and purpose:**

This report provides a summary of the complaints received by Waverley in 2018/19, the Council's performance in responding to those complaints and, where applicable, the lessons learned. Complaints about Waverley's services received by the Local Government and Social Care Ombudsman and the Housing Ombudsman in 2018/19, are addressed in a separate report on this agenda.

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

Investigating complaints provides the Council with an opportunity to keep under review and improve the quality of its services to the community, and is a key part of understanding residents' needs. Lessons learned from complaints help the Council to meet its priorities of delivering excellent customer service, providing value for money and improving community wellbeing.

**Equality and Diversity Implications:**

Waverley's complaints handling policy helps to ensure that there is no discrimination in the way in which it delivers services in a fair and equal way.

**Financial Implications:**

Sometimes the appropriate remedy for a complaint will be to offer the complainant compensation and this may be financial. All compensation payments must be authorised by the relevant Head of Service.

**Legal Implications:**

There are no legal implications associated with this report. The Council's complaints handling process is fully consistent with best practice and the most recent guidance from the Local Government and Social Care Ombudsman.

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**Analysis of complaints received and closed in 2018/19**

1. In February 2018 the Council's complaints procedure was changed from three to two stages, and following a short transition period the new procedure came into effect on 1

April 2018. As a result this report provides only limited comparative data in relation to previous years.

- The table below shows the number of complaints closed in 2018/19 for each service and at each level.

<b>Service</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Total</b>
Communities	10	0	10
Customer and Corporate Services	2	0	2
Elections	0	1	1
Environment	43	14	57
Finance	27	6	33
Housing Operations	113	38	151
Housing Strategy and Delivery	19	5	24
Planning	46	20	66
Policy and Governance	1	0	1
<b>Total</b>	<b>261</b>	<b>84</b>	<b>345</b>

- 75% of all complaints closed in 2018/19 were resolved at Level 1.
- As in previous years, Housing Operations received the highest number of complaints, a total of 151. The majority of these complaints concerned matters relating to property services and responsive repairs.

### **Waverley's performance in responding to complaints**

- The corporate target currently states that 95% of all complaints should be responded to within 10 and 15 working days respectively.
- In 2018/19 85% of all complaints closed were responded to within the target timescales compared with 82% in 2017/18. Performance at each level was as follows:

Level 1 - 82%

Level 2 - 98%

- The target of 95% has been in place for many years and 2018/19 and continues to set a challenging level of performance. 2018/19 is the first year when the target has been met for complaints investigated under Level 2 which is now the final stage of the complaints process. There continues to be scope for improving performance at Level 1.

### **Outcome of complaints closed in 2018/19**

- The following table gives information on the outcome of all complaints closed in 2018/19.

<b>Service</b>	<b>Not upheld</b>	<b>Partly upheld</b>	<b>Upheld</b>	<b>Total</b>
Communities	7	3	0	10
Customer and Corporate Services	2	0	0	2
Elections	1	0	0	1
Environment	20	23	14	57
Finance	16	11	6	33
Housing Operations	77	36	38	151
Housing Strategy and Delivery	19	4	1	24
Planning	64	1	1	66
Policy and Governance	1	0	0	1
<b>Total</b>	<b>207</b>	<b>78</b>	<b>60</b>	<b>345</b>

9. The assessment of whether a complaint is upheld, partly upheld or not upheld is often a subjective matter, and this judgement is made by the officer investigating the complaint. Overall, 60% complaints were not upheld, 22% were partly upheld and 18% were upheld. The majority of housing operations complaints that were partly upheld or upheld concerned the service provided by contractors in respect of responsive repairs and property services.

**Remedying complaints**

10. When seeking to remedy a complaint that has been upheld or partly upheld, the Council follows the advice of the Local Government and Social Care Ombudsman that the remedy offered should as far as possible put the complainant back in the position he or she would have been in but for the fault that has been identified. An apology will always be offered but it also may be considered necessary to reimburse a complainant for any expenditure they have incurred as a result of poor service by the Council or its contractors.

**Lessons learned from complaints**

11. Learning lessons from complaints is an important part of improving Waverley’s services and these are recorded on the complaints database. Lessons learned are looked at, and actioned on a case by case basis. Changes that need to be made to policies, procedures or other administrative processes are identified by the officer investigating the complaint and then discussed with the relevant Head of Service who then ensures that all necessary action is taken to avoid a recurrence of the problems identified by the complainant. Annexe 1 gives some examples of lessons learned in 2018/19. Many lessons learned concerned procedural/administrative issues and the need to improve communications with the customer.

## **Recommendation**

It is recommended that the Value for Money and Customer Service Overview and Scrutiny Committee considers the information in this report and passes any comments to the Executive.

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## **Background Papers**

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

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## **CONTACT OFFICER:**

**Name:** Sue Petzold

**Telephone:** 01483 523202

**E-mail:** [sue.petzold@waverley.gov.uk](mailto:sue.petzold@waverley.gov.uk)

**Examples of action taken as a result of lessons learned from complaints received in 2018/19**

Environmental Services

- Review of the signage at WBC recycling centres following a complaint about the issue of a penalty notice which was subsequently withdrawn on the basis that the signage was unclear.
- Review of the Council's policy and procedures for dealing with abandoned vehicles following the removal and destruction of an untaxed vehicle. Additional checks put in place to ensure that untaxed vehicles that are in a good condition are not destroyed immediately but placed in the vehicle pound for one month to give the owner more time to contact the Council.

Benefits and Council Tax

- Review of procedures followed by the Benefits Team when giving advice to claimants about moving to Universal Credit.
- Wording of standard letters revised to provide greater clarification regarding the application of the under occupancy charge.
- Revised council tax bills to be accompanied by a letter explaining reasons for any changes and the options for paying by instalments in appropriate cases.

Housing

- Voids Team reminded that they to make sure that all works are completed in accordance with the Voids Standard before a property is relet.
- Void standard to be reviewed to ensure that it provides an accurate picture of the extent of works to be carried out before a property is re-let to avoid raising the expectations of new tenants.
- Tenancy and Estates officers to make sure that an appointment is made with Central Heating Services at the start of the tenancy to reconnect the gas supply and that the tenant is aware of the type of meter at the property.
- Tenancy Agreement to be amended at the next annual review to confirm that tenants whose homes are served by a central pumping station, have a shared responsibility for repairs and maintenance of the station.
- Website updated to provide more detailed information for tenants about Waverley's out of hours emergency repairs service. In addition details of vulnerable tenants provided to the out of hours service and the central heating contractors.
- Tenants to be kept updated on a regular basis regarding any delays in carrying out agreed repairs or other maintenance work.

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**WAVERLEY BOROUGH COUNCIL**

**CUSTOMER SERVICE AND VALUE FOR MONEY OVERVIEW AND SCRUTINY  
COMMITTEE**

**18 NOVEMBER 2019**

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**Title:**

**COMPLAINTS TO THE LOCAL GOVERNMENT AND SOCIAL CARE  
OMBUDSMAN AND HOUSING OMBUDSMAN ABOUT WAVERLEY'S SERVICES  
IN 2018/19**

**[Portfolio Holder: Councillor John Neale]  
[Wards Affected: All]**

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**Summary and purpose:**

This report is in two parts. The first part concerns complaints to the Local Government and Social Care Ombudsman (LGSCO) about Waverley's services in 2018/19. This discharges the Monitoring Officer's duty under section 5(2) of the Local Government and Housing Act 1989 to submit a formal report to the Council on complaints where it appears there has been maladministration or service failure, and the LGSCO has conducted an investigation in relation to the matter.

The second part concerns complaints by Waverley's tenants to the Housing Ombudsman Service (HOS).

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

Ombudsmen complaints can help to identify areas in which the Council can provide better value for money in its services. They can also result in action to improve processes and systems which, in turn, can improve the service which the Council provides to its customers.

**Equality and Diversity Implications**

Ombudsmen investigations can help to ensure that the Council delivers its services to all customers in a fair and equal way, and that any shortfall is rectified immediately.

**Financial Implications:**

Occasionally an Ombudsman may recommend the payment of financial compensation to a complainant to remedy their complaint.

**Legal Implications:**

There are no legal implications associated with this report.

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## Part 1 - Complaints about Waverley's services received by the Local Government and Social Care Ombudsman in 2018/19

1. The Local Government and Social Care Ombudsman's (LGSCO) annual review letter for 2018/19 is attached as Annexe 1. In addition to statistics on the complaints and enquiries received by the LGSCO about Waverley's services (set out in full below), the letter:
  - Stresses that the number of complaints received by an authority, taken alone, is not necessarily a reliable indicator of an authority's performance. The information provided in the annual letter should therefore be used as the start of a conversation rather than an absolute measure of corporate health, one of the most significant statistics being the number of upheld complaints. Remedies suggested by the Ombudsman, and by an authority during its local complaints process, are considered to provide important insights.
  - Draws attention to the inclusion of statistics on the number of cases where the authority provided a satisfactory remedy before the complaint reached the Ombudsman, and about the authority's compliance with recommendations the Ombudsman has made. The LGSSCO made no recommendations regarding complaints made about Waverley's services in 2018/19.
  - Draws attention to a new interactive map of council performance which has been published on the Ombudsman's website which is intended to place focus on authorities' compliance with the Ombudsman's recommendations.
  - Commends a report published by the LGSCO, which looks at some of the common issues arising from change and budget constraints identified during the Ombudsman's investigations. The report, 'Under Pressure' is published on the Ombudsman's website at [www.lgo.org.uk](http://www.lgo.org.uk).
2. The following tables give comparative information for 2018/19 and the three previous years. It is encouraging that during this period there has been a steady reduction in the number of complaints about Waverley's services received by the Ombudsman.

### Complaints and enquiries received about Waverley's services

Year	Benefits and tax	Corporate and other services	Environment Services	Highways and transport	Housing	Planning	Other	Total
2018/19	3	1	0	0	0	9	1	14
2017/18	1	0	4	1	4	7	1	18
2016/17	1	3	1	2	4	11	1	23
2015/16	5	2	2	2	4	11	0	26

NB The complaint included under the heading of 'other' was an Adult Care Service complaint referred to the Care and Repair Team at Guildford Borough Council which manages the Waverley funded project.



## Decisions made by the LGSCO

Year	Detailed investigations		Advice given	Closed after initial enquiries	Incomplete or invalid	Complainant asked to go back to the LA	Total
	Upheld	Not upheld					
2018/19	1	0	0	9	2	1	13
2017/18	2	8	2	6	1	3	22
2016/17	1	1	1	12	0	4	19
2015/16	4	4	1	10	2	5	26

### How the complaint upheld in 2018/19 was remedied

3. One complaint was upheld in 2018/19. A brief summary of this case, which concerned a planning enforcement complaint, is attached as Annexe 2.

## **Part 2 - Complaints about Waverley's landlord and leasehold services received by the Housing Ombudsman Service in 2018/19**

### Approach taken by the Housing Ombudsman Service in dealing with complaints about social landlords

4. Responsibility for investigating complaints about the landlord function of a local authority belongs to the Housing Ombudsman Service (HOS), while complaints about homelessness and housing allocations remain within the remit of the LGSCO.
5. In line with the LGSCO's approach, the HOS will only investigate a complaint the complainant has completed the authority's complaints procedure. However, before approaching the Ombudsman the complainant has the option of raising their concerns with a 'designated person' (ie a Waverley Councillor, an MP or Waverley's Designated Tenants Panel). The complainant can ask the designated person they have chosen to review their complaint and consider whether the matter can be resolved. If the designated person is unable to resolve the complaint, they can refer the complainant's concerns to the HOS for further investigation.
6. Unlike the LGSCO, the HOS does not send local authorities an annual letter and does not require authorities to provide a formal report to councillors. The information in this part of the report is taken from the Council's own records.

### Complainants following the 'designated person' process in 2018/19

7. In 2018/19 no complainants asked for their complaint to be reviewed by a designated person.

### Outcome of complaints made by Waverley's tenants to the Housing Ombudsman Service in 2018/19

8. In 2018/19 the HOS made further enquiries in respect of four complaints that had completed the Council's complaints procedure. These complaints concerned:

- the Council's decision to issue the tenant with a written warning about the condition of his home;
- the Council's handling of repairs which led to items in the tenant's home being damaged;
- the approach taken by the Council when carrying out occupancy checks of the tenant's home; and
- the length of time taken by the Council to carry out refurbishment of the tenant's home and the level of security provided for the tenant's possessions while the works were being carried out.

9. None of the complaints were upheld by the HOS.

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### **Recommendation**

It is recommended that the Committee notes the information in this report, and agrees any observations it wishes to pass to the Executive on the issues raised.

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### **Background Papers**

Local Government Ombudsman's annual letter to Waverley for 2018/19 dated 24 July 2019.

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### **CONTACT OFFICERS:**

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	Sue Petzold	<b>Telephone:</b> 01483 523202 <b>E-mail:</b> sue.petzold@waverley.gov.uk

24 July 2019

*By email*

Tom Horwood  
Interim Managing Director  
Waverley Borough Council

Dear Mr Horwood

### **Annual Review letter 2019**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

### **Complaint statistics**

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include

enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

### **New interactive data map**

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

### **Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

We were pleased to deliver a complaint handling course to your staff during the year. I welcome your Council's investment in good complaint handling training and trust the course was useful to you.

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a stylized flourish at the end.

Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

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Complaints about Waverley's services upheld by the LGSCO in 2018/19

<b>Details of complaint</b>	<b>Outcome</b>	<b>Lessons learned/action taken</b>
The Council took too long to look into concerns raised by the complainant about breaches of planning control at a development near his home. The Council failed to keep him updated, and misled him regarding its enforcement investigation.	There was some fault with how the Council had dealt with the complainant's concerns about breaches of planning control. The Council had told the complainant that an enforcement notice was to be served and failed to update him when the situation changed. However, the Council had apologised for this, and no substantive injustice resulted.	The Council should keep complainants updated whenever there is any change in a proposed course of action.

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## **INTRODUCTION TO WAVERLEY BOROUGH COUNCIL**

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

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

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

## Section A

## Work programme 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.	Heads of Service / Nora Copping	Quarterly	N/A
Brightwells Yard	To monitor the income generation element of the Brightwells Yard development. (Superseded by presentation by Portfolio Holder November 2019).	Kelvin Mills	Standing item	N/A
Commercial Strategy – income generation projects	To scrutinise the progress of specified income generation work-streams with the Commercial Strategy against the targets within the Medium Term Financial Plan. (Not included in November agenda.)	Kelvin Mills	Standing item	N/A
Budget Strategy Working Group Update	To receive an update on the progress of the working group. (This item will be replaced with a written report for the November 2019 meeting).	Peter Vickers / Yasmine Makin	Standing item	N/A
Property Investment quarterly report (exempt)	To receive an item detailing the performance of property portfolio.	Peter Vickers	Quarterly	N/A
Verbal presentation from the Portfolio Holder	At the request of the Chair to receive a verbal presentation from the Portfolio Holder on property investment direction including Brightwells Yard.	Cllr Merryweather / Graeme Clark	November 2019	N/A
Budget Strategy Working Group	To receive a written report on the outcomes so far.	Yasmine Makin / Peter Vickers / Cllr Mulliner	November 2019	N/A
Scoping of cost implications section of planning appeals report	To inform the Committee of plans for report and receive feedback from members as to what information is included.	Beth Howland-Smith	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)
Staff survey results	To receive a presentation on the results of the 2019 staff survey with specific focus on staff morale (following the red sickness indicator in the performance report, HR2) and learnings.	Robin Taylor	November 2019	N/A
Annual review of complaints closed by Waverley in 2018/19	To receive a report on the annual review of complaints (2018/19) including the lessons learnt.	Sue Petzold	November 2019	TBC
Annual letter from the Local Government Ombudsman	To receive a report on the annual letter from the Government Ombudsman on Waverley's handling of 2018/19 complaints.	Sue Petzold	November 2019	TBC
General Fund (GF) Budget 2020/21 and Medium Term Financial Plan	Following detailed scrutiny from the Budget Strategy Working Group, to consider the GF Budget 2020/21 including GF capital programme and fees and charges and MTFP.	Graeme Clark / Cllr Mulliner	January 2020	February 2020
Property Investment Strategy	Following review of the Strategy by the Property Investment Board, to scrutinise the Strategy in light of its application and results over the past year.	Peter Vickers	TBC / January 2020	February 2020
Capital Strategy	To scrutinise the Strategy.	Peter Vickers	January 2020	February 2020
Service Plans	To scrutinise the 2020/21 – 2022/23 service plans for the relevant services.	Louise Norie	January 2020	February / 2020
Cost implications of planning appeals report	To receive the information requested at the June meeting on the cost implications of planning appeals (scoped at the November meeting).	Beth Howland-Smith	January 2020	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 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)
Commercial Strategy	To contribute to the development of the Commercial Strategy after receiving the outlines at the September meeting.	Kelvin Mills	TBC	TBC
Economic Development Strategy (EDS) action plan	To scrutinise performance against the EDS action plan.	Chris Berry / Catherine Knight	March 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
Community Infrastructure Levy (CIL)	To receive and scrutinise the annual review of CIL governance arrangements after the first bidding round.	Graeme Clark	June 2020	TBC
Car parking (in relation to the remit of the Committee)	To scrutinise the income element of car parking, with particular focus on its relevance to meeting the Medium Term Financial Plan.	Peter Vickers / Graeme Clark		

**Section B**

**Scrutiny Reviews 2019/20**

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"> <li>• Medium term financial plan</li> <li>• Budget gap</li> <li>• Revenue support grant</li> <li>• Income generation</li> <li>• Participatory budgeting</li> <li>• Service delivery</li> <li>• Asset utilisation</li> </ul>	Peter Vickers	The results of the public participatory budgeting exercise of work-stream 2 will inform further meetings of the BSWG. A written report on progress and outcomes so far (work-streams 1 and 3) is on the November 2019 agenda of this Committee, with the report containing the Group's final recommendations due on the January 2020 O&S VFM CS agenda.

Section C

Scrutiny Tracker 2019/20

Value for Money and Customer Service O&S Scrutiny Tracker				
Meeting date	Agenda item	Recommendation / action	Officer / Executive Response	Timescale
26 June 2017	Performance Management Report	<b>ACTION:</b> To receive suggestions from officers for establishing customer satisfaction baseline data.	Update from September 2018 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 September 2019.
19 November 2018	Corporate Performance Report Q2	<b>ACTION:</b> 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	<b>ACTION:</b> the Committee requested that more detail regarding rents be provided in future reports.	Officers will include this in future reports.	September 2019
		<b>ACTION:</b> the Committee requested that a brief narrative explanation be included in the report to bring the headlines to the Committee's attention.	Officers will include this in future reports.	January 2020
22 January 2019	Medium term financial plan 2019/20 – 2021/22 and general fund budget 2019/20	<b>RECOMMENDATION:</b> the Committee recommended that a schedule be added to the fees and charges document showing the volume of demand for each service.	A column showing income yield from each group of charges has been added to the published budget book.	January 2020

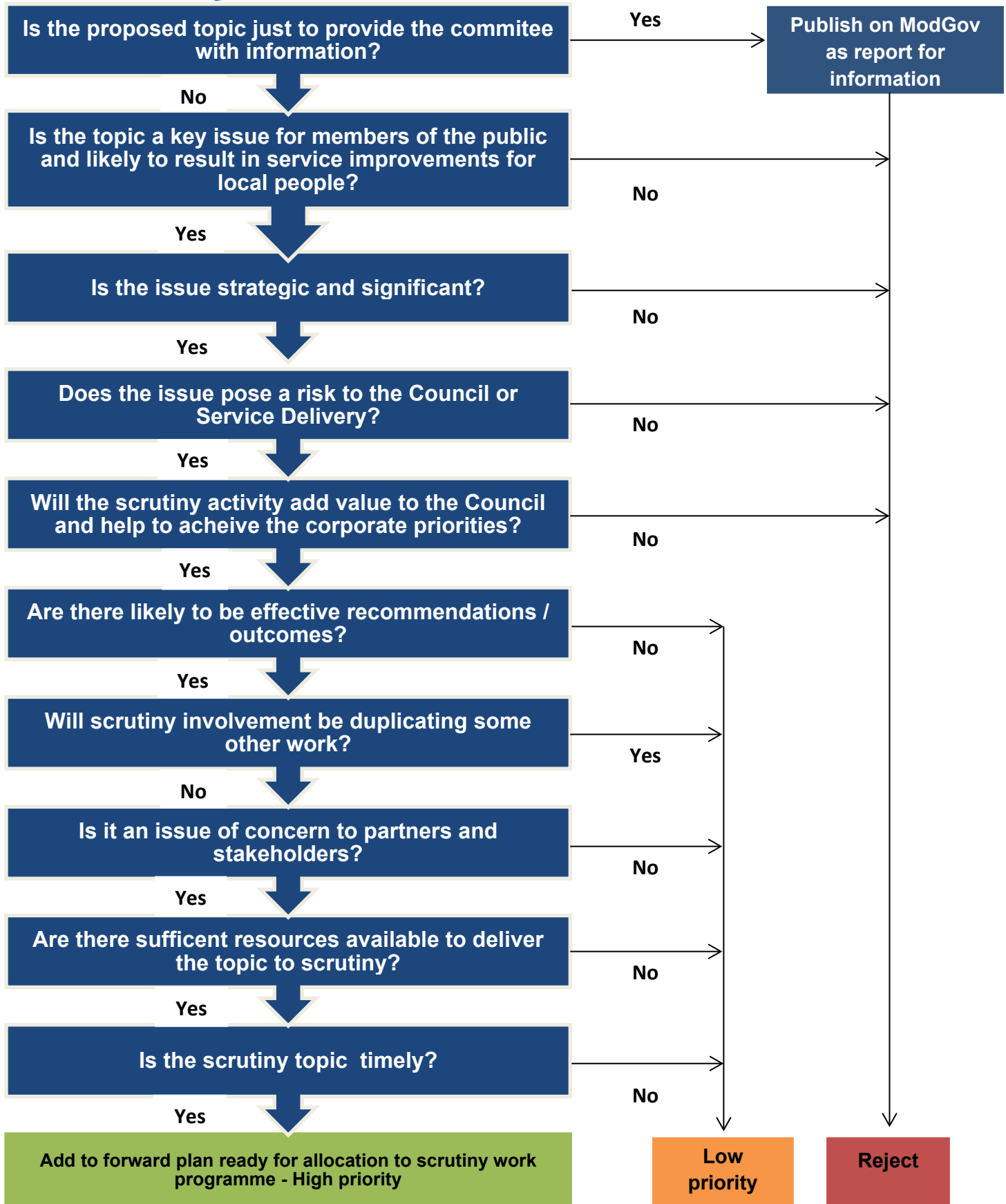
Value for Money and Customer Service Overview and Scrutiny Committee

Value for Money and Customer Service O&S Scrutiny Tracker				
Meeting date	Agenda item	Recommendation / action	Officer / Executive Response	Timescale
24 June 2019	Corporate Performance Reports Q4	<b>ACTION:</b> 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.	A report to inform the Committee of plans for report and receive feedback from members as to what information is included is on the agenda for the November 2019 meeting of this Committee.	January 2020
	Work programming	<b>ACTION:</b> for the Portfolio Holder to address the Committee regarding policy direction for property investment.	The Portfolio Holder has been invited to attend the November 2019 meeting of this Committee.	November 2019
		<b>ACTION:</b> for the Portfolio Holder to address the Committee regarding finalisation of Community Infrastructure Levy governance arrangements and any anticipated change of policy direction.	Officers will liaise with Executive members to achieve this.	TBC
16 September 2019	Draft Commercial Strategy	<b>ACTION:</b> the Committee made several suggestions: having milestones and timelines for the projects within the summary; separating projects to explicitly include Waverley Training Services, Careline and Building Control; making explicit mention that Waverley will be looking outside its current customer base in order to increase income; and for the Strategy to return to the Committee once it has been developed further.	Progress on the Strategy will be brought back to this Committee within the 'Commercial Strategy – income generation projects' recurring item. With no updates to report, this item is not on the November 2019 agenda.	November 2019

Value for Money and Customer Service Overview and Scrutiny Committee

Value for Money and Customer Service O&S Scrutiny Tracker				
Meeting date	Agenda item	Recommendation / action	Officer / Executive Response	Timescale
	Corporate Performance Report Q1 2019/20	<b>ACTION:</b> for the Head of Business Transformation to feed back to the Committee on the work being done to correct issues with the planning website.	The Head of Business Transformation will update the Committee at the November Committee meeting.	November 2019
		<b>ACTION:</b> for concerns of the Committee regarding the IT system of the Planning service to be shared with the Chair and Vice Chair of Environment and the issue to be raised at Coordinating Board with a view to add to appropriate work programme.	The concerns were raised at Coordinating Board and it was agreed that the Head of Business Transformation would update the VFM CS O&S Committee in November on the progress of the project to develop the IT system.	October 2019
		<b>ACTION:</b> for the Committee to note HR2 to the Executive given its red rating.	The performance on this indicator has been noted to the Executive. The Corporate Performance Reports for Q2 suggest an improvement.	October 2019
		<b>ACTION:</b> for the Head of Business Transformation to provide the Committee members with further detail on how the data gathered through the customer demand survey of staff were accompanied and supported by other sources of data.	This information was shared with Committee members via email 26/09/2019.	September 2019
	Property Investment Strategy quarterly report (exempt)	<b>ACTION:</b> for officers to include a column of when the next rent review is due for each property.	The column will be included in future reports.	November 2019





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**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](mailto:committees@waverley.gov.uk).

**Executive Forward Programme for the period 1 November 2019 onwards**

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
<b>CORPORATE STRATEGY, POLICY AND GOVERNANCE, LEP AND PARTNERSHIP WORKING - CLLR JOHN WARD (LEADER)</b>						
Review of Polling Places	To make recommendations arising from the review of polling places.	Executive, Council	Yes	November 2019	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
Pension Policy Statement	To make recommendations on the adoption of a revised Pensions Policy Statement	Council, Executive	No	November 2019	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
<b>CORPORATE STRATEGY, POLICY &amp; GOVERNANCE, BENEFITS &amp; WELFARE, AND COMMUNICATIONS - CLLR PAUL FOLLOWS (DEPUTY LEADER)</b>						
Communications and Engagement Strategy	To approve the Communication and Engagement Strategy.	Executive, Council	Yes	November 2019	Robin Taylor, Head of Policy & Governance	VFM & CS O&S
Review of Governance arrangements	To make recommendations on changes to the Council's governance arrangements	Council, Executive	Yes	January 2020	Robin Taylor, Head of Policy & Governance	

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
<b>FINANCE, ASSETS AND COMMERCIAL SERVICES - CLLR MARK MERRYWEATHER</b>						
Property Acquisitions [E3]	To bring forward opportunities for approval as they arise	Executive	Yes	November 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	November 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Property Matters [E3]	To seek approval of property matters as they arise.	Executive	Yes	November 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Property Investment Strategy	To recommend adoption of a revised Property Investment Strategy	Executive	Yes	November 2019	Peter Vickers, Head of Finance and Property	VFM & CS O&S
Medium Term Financial Plan 2020/21-2022/23	To recommend the MTFP and General Fund Budget 2020/21.	Council, Executive	Yes	February 2020	Peter Vickers, Head of Finance and Property	VFM & CS O&S
<b>OPERATIONAL &amp; ENFORCEMENT SERVICES - CLLR NICK PALMER</b>						
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
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
<b>ENVIRONMENT AND SUSTAINABILITY - CLLR STEVE WILLIAMS</b>						
Pesticides Policy	To approve a policy on the use of pesticides on Waverley Borough Council land.	Executive	Yes	November 2019	Richard Homewood, Head of Environmental Services	Environment O&S

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
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	February 2020	Richard Homewood, Head of Environmental Services	Environment O&S
Electric Vehicle Charging Strategy	To approve an EV Strategy for Waverley	Executive, Council	Yes	January 2020	Richard Homewood, Head of Environmental Services	Environment O&S
<b>HEALTH, WELLBEING AND CULTURE - CLLR DAVID BEAMAN</b>						
Leisure Centre Investment, Cranleigh	To update and agree next steps.	Executive	Yes	January 2020	Kelvin Mills, Head of Commercial Services	Community Wellbeing
<b>HOUSING AND COMMUNITY SAFETY - CLLR ANNE-MARIE ROSOMAN</b>						
HRA Business Plan 2020/21 to 2023/24	To recommend the HRA Business Plan to Council.	Council, Executive	Yes	February 2020	Hugh Wagstaff, Head of Housing Operations, Andrew Smith, Head of Housing Delivery and Communities	HOUSING O&S
<b>PLANNING POLICY &amp; SERVICES - CLLR ANDY MACLEOD</b>						
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	February 2020	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	June 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](http://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.

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