

To: All Members and Substitute Members of  
the Overview & Scrutiny Committee -  
Housing  
(Other Members for Information)

Cc: Portfolio Holder for Housing

When calling please ask for:

Kimberly Soane, Democratic Services  
Manager

**Policy & Governance**

E-mail: [kimberly.soane@waverley.gov.uk](mailto:kimberly.soane@waverley.gov.uk)

Direct line: 01483 523 258

Date: 14 June 2019

### **Membership of the Overview & Scrutiny Committee - Housing**

Cllr Christine Baker

Cllr Richard Cole

Cllr Patricia Ellis

Cllr Michael Goodridge

Cllr Michaela Gray

Cllr Anna James

Cllr Jack Lee

Cllr Peter Marriott

Cllr Richard Seaborne

### **Co-opted Members from the Tenants' Panel**

#### **Substitutes**

Cllr Jenny Else

Cllr Carole Cockburn

Cllr Joan Heagin

Cllr Jerry Hyman

**Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 18 June 2019 to enable a substitute to be arranged.**

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - HOUSING will be held as follows:

DATE: TUESDAY, 25 JUNE 2019

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

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

This meeting will be webcast and can be viewed by visiting [www.waverley.gov.uk/webcast](http://www.waverley.gov.uk/webcast)

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

### **Priority Theme 1: People**

### **Priority Theme 2: Place**

### **Priority Theme 3: Prosperity**

---

#### **Good scrutiny:**

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

---

#### **NOTES FOR MEMBERS**

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

#### **AGENDA**

1. **APPOINTMENT OF CHAIRMAN**

To confirm the appointment of Cllr Richard Seaborne as Chairman of the Housing Overview and Scrutiny Group for the Council year 2019/20.

2. **APPOINTMENT OF VICE-CHAIRMAN**

To confirm the appointment of Cllr Peter Marriott as Vice-Chairman of the

Housing Overview and Scrutiny Group for the Council year 2019/20.

3. APPOINTMENT OF CO-OPTED MEMBERS

To agree the co-option of two members of Waverley's Tenants Panel, and a substitute, to the membership of the Housing Overview and Scrutiny Committee.

4. MINUTES (Pages 7 - 16)

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 26<sup>th</sup> February 2019 are attached, and Members are asked to confirm them as a correct record.

5. 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 **18 June 2019** to enable a substitute to be arranged, if applicable.

6. DECLARATIONS OF INTERESTS

To receive from 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.

7. QUESTIONS BY 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 submission of written questions for this meeting is Tuesday 18<sup>th</sup> June 2019.

8. QUESTIONS FROM MEMBERS

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

The deadline for submission of written questions for this meeting is Tuesday 18<sup>th</sup> June 2019.

9. COMMITTEE MEMBERS INTRODUCTIONS

Members to introduce themselves and provide any relevant background appropriate to the Committee.

10. SERVICE PRESENTATION

To receive presentations on the service areas falling within the remit of the

Panel.

11. CORPORATE PERFORMANCE REPORT 2018/19 QUARTER 4 AND END OF YEAR OUT TURN (Pages 17 - 60)

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

Recommendation

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

12. BUDGET STRATEGY WORKING GROUP (Pages 61 - 64)

The Purpose of this report is to:

Bring to the attention of the O7S members the work of the Budget Strategy Working Group set up by the Value for Money and Customer Service O&S Committee in October 2017 in order for the committee to nominate a member(s) from its Committee to join the group.

Recommendation

It is recommended that the Committee:

Nominates a member(s) to join the Budget and Strategy Working Group to represent its committee.

13. COMMITTEE WORK PROGRAMME (Pages 65 - 76)

The Housing Overview & Scrutiny Committee, is responsible for managing its work programme.

The work programme (attached) 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.

14. EXCLUSION OF PRESS AND PUBLIC

To consider, if necessary, 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 identified at the meeting).

15. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

**Officer contacts:**

**Yasmine Makin, Scrutiny Policy Officer**

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

**Kimberly Soane, Democratic Services Manager**

**Tel. 01483 523 258 or email: [kimberly.soane@waverley.gov.uk](mailto:kimberly.soane@waverley.gov.uk)**

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - HOUSING - 26  
FEBRUARY 2019

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

**Present**

Cllr John Ward (Chairman)	Cllr Tony Gordon-Smith
Cllr Pat Frost (Vice Chairman)	Cllr Richard Seaborne
Cllr Patricia Ellis	Cllr Liz Townsend
Cllr Paul Follows	

**Apologies**

Cllr Carole Cockburn and Cllr Michael Goodridge

16. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 27 November 2019 were confirmed as a correct record and signed.

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

Apologies for absence were received from Councillors Carole Cockburn and Michael Goodridge.

18. DECLARATIONS OF INTERESTS (Agenda item 3.)

There were no declarations in relation to items on the agenda.

19. QUESTIONS BY MEMBERS OF THE PUBLIC (Agenda item 4.)

A question was raised by James Remnant – Tenant and Secretary of Waverley Scrutiny Group as follows:

As the grounds maintenance contract is due for renewal this year, presently the contract is with Glendale, who has provided an indifferent service and following on from the Green Paper 'A new deal for social housing' and from the Council's own Scrutiny Review Council Housing: Pride or Prejudice where on pg. 30. "Poor maintenance of outside areas", similarly on pg. 39 "there seems to be less pride taken in how the properties and land around them are maintained" and in the recommendations pg. 43 where Estate appearance was highlighted; coupled with the paragraph on page 37 "Ensure that tenants have a voice"; what provision has been made to involve tenants in the tendering process, and if not shouldn't tenants be invited to comment upon the service as it stands and say what they would like to see in the tender document and express their expectations for this service?

Response from the Chairman:

The maintenance of the Housing Service's green spaces is included in the Council's grounds maintenance contract procured and managed by Waverley's Parks and

Countryside Service. Serious consideration was given for the Housing Service to let its own grounds maintenance contract but this was found not to be feasible. The Head of Housing Operations has ensured that tenants' comments and expectations have been taken into account in the development and drafting of the new grounds maintenance contract.

Tenants were given the opportunity to express their views in the STAR (Satisfaction) 2017 survey and at Summer Social Events held across the borough in August 2018.

In the STAR survey only 67% of tenants were satisfied with the grounds maintenance service. All parties acknowledge this level of satisfaction is too low and that tenants believe the appearance of their estate is important.

Increasing tenants' satisfaction and meeting expectations are central to the tender process that is currently underway for the Grounds Maintenance Contract. Tenant insights have guided the development of a range of Customer Satisfaction KPIs for Housing land. An annual incentive payment of up to £20,000 could be paid to the contractor should they attain the required performance improvement. Housing Tenant satisfaction – to be measured annually – will contribute up to 35% of the performance criteria on which this bonus will be based.

The procurement process will be completed by the end of May, with the new contract commencing 1 November 2019.

20. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were none.

21. REPAIRS AND MAINTENANCE PROCUREMENT PROJECT OUTCOMES  
(Agenda item 6.)

The Committee received a report on the outcome of the project to procure a range of repairs and maintenance contracts for April 2019. Vicky Fordam-Lewis MPS Housing Limited's Managing Director was present at the meeting and was introduced by Annalisa Howson, Service Improvement Manager. Vicky provided a presentation, introducing the team and the responsive repairs and voids contract promises. The slides are attached to these minutes.

The Committee was reminded that the number of repairs and maintenance current contracts were due to end in spring 2019 or to be extended for a further seven years. Following a thorough procurement plan, the project had progressed well with all key elements completed in 2018. There had been a slight delay with the planned interview dates and with contract signing but due to the healthy mobilisation period within the procurement project plan there had been no adverse impact.

The Committee noted the procurement outcomes and the post project actions. This report which identified the successes of the project and lessons learnt including recommendations for future procurement projects.

It was noted that in November 2018 Mitie Group announced the agreement to sell its social housing business, including the Waverley Contract to Mears Group plc.



The Team met with Mitie and Mears to clarify the company structure and for confirmation of the commitment to the delivery of the Waverley contracts. It was confirmed that the external decoration service and Waverley's redecoration framework contract remained within the Mitie Group. MPS Housing Ltd would be separate from Mears Ltd the Councils current responsive repairs provider.

The Committee was advised that introductory meetings with all contractors had been held and mobilisation had commenced. A second windows and doors procurement project was planned for spring 2019. Mobilisation was in progress with joint teams developing processes and training. A pilot kitchen and bathroom replacement programme was due to commence shortly and a tenant drop in event to meet MPS was booked for 15 February and a tenant's newsletter to introduce the new contractors and services would be sent towards the end of March.

Councillor Patricia Ellis asked a question about one of the organisation's aims which was to reduce the amount of telephone contact by 5% and questioned whether this was make more use of contact via online forms. She was advised that 35% of the calls they received were in relation to upcoming appointments and that more effective communication through the web would reduce the need for these calls.

Councillor Richard Seaborne asked about the breakdown of the new organisation and whether Mears staff, who were well trained and experienced in the area, would be retained. He was advised that they had a legal responsibility and most staff would be TUPE'd across and any new members of staff thoroughly trained from the start of employment.

Councillors Liz Townsend, Paul Follows and Pat Frost asked questions regarding the monitoring of customer satisfaction, when this would happen and if they shared data or had targets. The Committee was informed that they wanted to engage with customers and would carry out customer surveys both by staff and an independent external company during and following the service respectively. They wanted to get things right first time and if not, rectify any issues raised by customers at the earliest opportunity. Data was shared across branches and with clients as they wanted to be open and transparent.

Councillor Richard Seaborne asked about the Windows and doors replacement programme and how long this would take and impact on the work programme. He was advised that they had only just recently carried a big programme of window replacement and that there was limited budget in the next year as it was not required. Councillor Liz Townsend asked whether tenants were kept informed of when they would expect their windows to be replaced, Hugh Wagstaff, Head of Housing Operations advised that this was an area that they were looking into and that did need improving. They had just recruited a new asset manager and part of his role would be to manage this and improve customer service and engagement in this respect.

Councillor Richard Seaborne asked a further question regarding staffing and whether there was enough technical staff for the service to run smoothly. Hugh Wagstaff responded that, this was a challenge for the Council, hindered capital works and they had gone out a number of times for recruitment of surveyors. They

continued to look into options but initially were looking to “grow our own” by developing current staff into the roles.

**The Committee resolved**

1. To thank the tenant volunteers for their time taken to complete evaluations and assessments;
2. To support the mobilisation of contracts; and
3. To request future post implementation progress reports on all contracts.

22. COUNCIL HOUSING: PRIDE OR PREJUDICE - TASK AND FINISH GROUP  
(Agenda item 7.)

Councillor Liz Townsend introduced the report to the Committee and started by saying it was a really collaborative piece of work by Members and Officers and thanked everyone involved in the Task Group. It really showed the benefits of scrutiny and this Group had worked very successfully.

The Committee was reminded that it had set up a Task and Finish Group in September 2018 following the publication on the governments Green Paper “A New Deal for Social housing”. The Group was set up to identify if there was any existing prejudice against social housing within the Borough and to understand how tenants viewed their homes in order to develop services to both prompted pride and tackle causes of any stigma. The report detailed the findings of the study, related them to the national social housing debate and listed recommendations made by the group.

The Committee found the report and its findings extremely interesting and informative. It was clear that there was some confusion over the role and purpose of social housing and it would be beneficial for a common definition to be adopted across the Council to avoid any misconceptions. It was noted that the demographics of respondents did not provide an accurate representation of residents in the Borough and that it would be beneficial to have more views from those under the age of 35 to address this balance. Members also found it interesting, albeit not surprised, that there was stigma against social housing because of poor design and maintenance, including outside spaces. They were assured that this was being addressed through the Council’s recently published Housing Design Standards and Affordable Housing SPD.

Councillor Paul Follows thanked Yasmine Makin and Annalisa Howson in particular for the work they had put into the Group. It was a great effort by all involved. The work had confirmed original thoughts that there was a stigma and brought to light other issues. It was interesting that the demographics of the Borough were not what he had thought and it was interesting that most thought that the threshold for eligibility for social housing was much different to what it was. The work also highlighted that the data source used had somewhat reduced since the introduction of GDPR and that this was something to consider in any future such surveys.

Councillor Patricia Ellis asked about the comments made in the report about the eligibility of people on the housing register and how a more positive message could be portrayed. Councillor Liz Townsend responded that the number of people on the waiting list had declined and Annalisa Howson went on to advise that the study found people didn’t ask to be on the register because they thought that there others in more need. They felt that social housing was a precious resource and shouldn’t

take a space even though they were eligible. Annalisa continued that they wanted to raise the profile of social housing and encourage people to apply because if they didn't have an idea of the number of people in need, they could not put together a business case for bigger developments with more social housing.

The Committee agreed that the report went some way to answer a number of important questions about stigma but was only the start of a complex subject that needed additional work to create a more comprehensive understanding of the causes of stigma and what could be done to tackle it.

### **The Committee resolved to**

1. Thank the Task and Finish Group and the Officers for all their hard work in producing the report.
2. Agreed that there should be a list of those Councillors involved on the Group added to the report; and
3. Endorse the recommendations contained within the report to the Executive.

### 23. HOUSING SERVICE PLAN 2019/22 (Agenda item 8.)

The Committee received the three-year service plans for April 2019-March 2022 for the service areas under the remit of this Committee which were

- Housing Operations; and
- Housing Strategy and Delivery

The Service Plans had been prepared by the Heads of Service in cooperation with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the Corporate Strategy 2018-2023 and the Medium Term Financial Plan 2019-2022. Nora Copping, Policy and Performance Officer, who introduced the report, advised that that in order to be more closely with the Council's Medium Term Financial Plan, each service plan now covered the period up to 2022. They included business as usual outcomes and actions as well as service wide projects and cross cutting projects.

Councillor Richard Seaborne raised a number of points. He asked that the wording for objectives 4 on both plans be reworded to be clearer. He felt the date for 4.2 was incorrect and, as was being monitored should be 2022 and not 2020. Furthermore, there were a number of target dates for a year's time and it was felt that, if there were actions that arose from these, it would be better that they were achieved sooner so could be factored into the next budget process considerations. One last comment was on objective 5.1 which referred to effective mobilisation but it didn't say what they were going to do to be effective and perhaps needed the wording looked at.

**Resolved** that the service plans for 2019-2022 be recommended to the Executive for approval.

### 24. HOUSING DEVELOPMENT UPDATE (Agenda item 9.)

Andrew Smith, Head of Housing Strategy and Delivery, presented a report providing an update on the progress since January 2018 on delivery of well designed, sustainable and energy efficient homes for the council to meet the housing need of

Waverley residents. Members were reminded that the provision of affordable housing was central to community well-being. It was consistent with the Council's corporate strategy people goals for 2018-2023 by investing in the Council's homes to ensure that they were pleasant and safe, maximising the supply of affordable housing by developing new council homes and implementing the Housing Strategy 2018-2023.

The report listed the completed schemes, those on-site, those pre-development and those in the pipeline.

**Resolved** that the report be noted.

25. DRAFT AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT CONSULTATION (Agenda item 10.)

The Committee received a report seeking Member consideration of the draft Affordable Housing Supplementary Planning Document (SPD). The document set out the Council's proposed approach for securing planning obligations in connection with policies contained in Local Plan Part 1 and made a recommendation to committee to approve for consultation between 6 May 2019 and 17 June 2019.

The Committee noted that the affordable housing SPD would be a significant material consideration in the determination of planning applications and appeals and it would support transparent and efficient planning processes and will ensure consistent and fair decision making.

The Affordable Housing SPD had been developed to provide clarity to developers, housing providers, Development Management Officers, Stakeholders and local residents regarding the basis on which affordable housing would be sought, the forms it would take and the specifications for it. Following consultation and any comments received, it was anticipated to be adopted, subject to Council approval, in October 2019.

**Resolved**

1. To note the scope and themes of the draft affordable housing SPD; and
2. Approve the draft affordable housing SPD for consultation.

26.a HOUSING PERFORMANCE REPORT Q3 (Agenda item 11.a)

The Committee received a summary of the Housing Service performance over the third quarter of the financial year. The report detailed the team's performance against the indicators that fell within the remit of the Housing Overview and Scrutiny Committee. Members had the opportunity to comment and scrutinise the presented performance data. In addition, Members could identify future committee reporting requirements regarding performance management or area for scrutiny review.

The Committee was informed that the service performed well over the last quarter with only 2 indicators not meeting target. These were for the average relet time for normal voids and the overall satisfaction with responsive repairs performance.

The Committee was reminded that it had requested additional details to monitor the percentage of affordable homes agreed on planning applications. On reviewing the

detail it was identified that six of the eight housing planning applications achieved 30% or above affordable housing. Two schemes with a lower percentage were agreed due to specific circumstances and this involved Manor House in Godalming due to vacant building credit and Churt Place, Churt, because of an independent assessment of the applicant's viability appraisal confirmed that the only viable option for delivery of affordable housing would be two shared equity homes to be delivered on the application site. This additional information should provide Members with assurance of the percentage of affordable housing for each planning application and forecasts for future delivery.

The Committee was pleased that the housing service was generally performing well meeting targets on rent collection, gas safety and homelessness. The team continued to strive to meet key performance targets for relets and the overall satisfaction with responsive repairs.

**Resolved** that the report be noted with no comments to forward to the Portfolio Holder or areas to add to the scrutiny programme.

26.b CORPORATE PERFORMANCE REPORT Q3 (Agenda item 11.b)

The Committee received the corporate performance report which provided an analysis of the Council's performance over the last quarter.

The report covered all service areas and included a prelude from the Chief Executive on performance to date. Tom Horwood, the Chief Executive, announced that the performance during this quarter had been particularly good with most performance indicators and service actions on track. The Service chapters provided commentary and detail focusing on those areas of the Council's business that required intervention to bring them back on track.

In relation to KPI H2 (average number of working days taken to re-let 'normal void' property) Members raised concern that this was above target (lower is better) by 1 and this was the only indicator of them all which was off target. Annalisa Howson explained that the re-let performance was only one day over target due to a number of homes in exceptionally poor condition and Mears' sub-contractor's performance. Members were also concerned about KPI H7 (responsive repairs: How would you rate the overall service you have received (higher outturn is better) and it was 89% against a target of 93%. Members were assured that the fall in overall satisfaction with the repairs service was being closely monitored with the introduction of new initiatives to capture and respond early to any dissatisfaction.

In relation to Housing Strategy and Delivery, performance had been going well and were on target. The number of households in temporary accommodation was very low. Work on Site A at Ockford Ridge would be beginning in the spring and preliminary work was underway on the next two phases of refurbishment.

The Committee was pleased to note that all service plan actions were progressing on target for completion. At the end of quarter, 3 out of 7 actions would have already been completed. It was noted that there were only two complaints over the last quarter which were all successfully dealt with at level one within the 10 working day timescale.

Councillor Richard Seaborne asked officers to check on the figures in relation to consistency of data in relation to affordable housing as there appeared to be discrepancies between the two performance reports.

**Resolved** that the report be noted.

27. GARAGE PROJECT - FURTHER DETAIL - UPTAKE OF GARAGES BY LOCATION (Agenda item 12.)

The Committee was reminded that at its last meeting, Members had requested further information and detail on the locations of the garages across the borough including hotspots, let rates for each block, upgrade works past and future and details of waiting lists and demand. The Committee also requested feedback on both the garage grounds maintenance plan and the solar light pilot study.

The Committee was advised that there had been a steady decline in garage occupancy over the last few years. Efforts had been made to maximise revenue by letting vacant garages. Of 682 garages, 473 garages (70%) were occupied and of these, 343 (73%) were licenced to private residents while just 130 (27%) were licenced to the Council's tenants. The Committee heard that despite there being 209 vacant garages there were still 189 applicants on the waiting list. The reason for this was that the garages were not in the areas that were suitable for the applicants. Places in high demand were in Farnham and Godalming with Alfold being a low demand area. This will be continue to be monitored.

In relation to the grounds maintenance programme, site specific information was being compiled and data collated and passed to the Housing Asset Team to produce a maintenance programme which could be shared with the Committee.

The Solar light pilot study had provided mixed feedback which was mainly positive. An agreement had been reached to carry out another pilot study, trialling a more powerful light product (something that had been raised as a concern in the previous study) which would overcome the issue of the dark winter months, since it was during this time of the year that the lights were most required.

Councillor Richard Seaborne asked about what would happen to those garage sites which were vacant and had been for a while and if there were any plans for them. Hugh Wagstaff advised that they were using the data for the garage strategy and would be looking at whether there were other uses, such as new housing, and ensuring those that remained, were kept maintained.

Councillor Liz Townsend asked about vacant garages in Cranleigh as one in particular on Glebelands, there were 5 occupied, 7 vacant and 8 on the waiting list. Hugh Wagstaff advised that this could well be because the vacant garages needed maintenance or that they were not in the area that the customers wanted.

**The Committee resolved to**

1. Note the progress in garage lettings and revenue maximisation;
2. Note the distribution of garages across the borough including hotspots; and
3. Note that a garage block maintenance programme was to be developed by the Housing asset Team.

28. OUTCOMES OF RECOMMENDATIONS FROM THE WSG'S REPORT ON MUTUAL EXCHANGES AND DOWNSIZING TO SENIOR LIVING HOMES (Agenda item 13.)

The Committee was advised that the Waverley Scrutiny Group completed a review on the Mutual Exchange Policy and process, including reference to downsizing to senior living schemes and this was presented to Members at its last meeting. The Committee now received a report informing Members how the Housing Service Team had addressed the recommendations raised in the Scrutiny Group's report on mutual exchanges including a review of the Mutual Exchange Policy.

The comprehensive report had identified 20 recommendations and grouped them into three work streams:

- Communications
- Processes
- IT

Grouped together they made 13 recommendations of which they felt that 7 were particularly pertinent. And, since the report was published, officers were pleased to advise that all recommendations had been addressed and completed following the internal process, IT and communications review. Updates following the review had also been made to the Mutual Exchange Policy and had been made more customer focused. Officers were pleased that the work completed on the recommendations had resulted in a simplified process, update communications and reinvigoration of mutual exchanges.

Councillor Liz Townsend asked about the 563 people registered on the home swapping scheme, how long did that take to build up? She also asked about whether any checks were done to ensure tenants were not coerced into doing an exchange. Annalisa Howson advised that the register did build up over time and that they monitored it to check that they continued to be active in looking for exchanges. In terms of people being coerced into an exchange all housing and tenant officers were trained in safeguarding and this was something that they would look at with any mutual exchange with questions being asked.

Councillor Richard Seaborne asked about asbestos and whether tenants were informed of its presence in the property before the tenant moved in. Annalisa Howson assured Members that all tenants were advised and fully informed if there was asbestos in the property but they did try and resolve this before tenants took up residence.

**The Committee resolved to**

1. Support the updated Mutual Exchange Policy; and
2. Note the successful implementation of the 20 Waverley Scrutiny Group recommendations.

29. UPDATE REPORT - IMPLEMENTATION OF SENIOR LIVING SERVICE (Agenda item 14.)

The Committee received a report on the new Senior Living Service following its implementation in April 2018. Members were advised that since the funding was withdrawn from Surrey County Council, sheltered housing provision was changed to

Senior Living. This had meant a new model of delivery, providing older people with housing that promoted their independence and strived for excellent customer service.

The Committee noted that a review was undertaken six months after its implementation to ask tenants how they felt about the changes and if there were any concerns or positive reactions. This had brought mixed feelings but generally the implementation of the new service had gone well and tenants were happy. However, there were some reports of missing the care and support element of the service that was funded by Surrey CC. Other suggestions were to produce a Senior Living brochure and these would be open day events organised to target local tenants who may wish to down size. Community Officers would also continue to work with tenants to promote community engagement.

**The Committee resolved to**

1. Note the progress and the outcome of the review;
2. Support Senior Living Schemes in the promotion of services and wider community engagement; and
3. Request a progress report in 12 month on development and outcomes of the service.

30. COMMITTEE WORK PROGRAMME (Agenda item 15.)

The Committee received its work programme, outlining particular items to be received over the next Council Year, progress with those that had been completed and included the Executive Forward Programme. Members were asked if there was anything that they wished to add to the programme as a potential review or scrutiny item in the next Council Year.

It was noted that this was the Committees last meeting and those new and returning in the new Council Year would receive a comprehensive induction at the first meeting. This would also involve discussing items to add to the work programme. Councillor Liz Townsend requested that those actions arising from the Pride or Prejudice Task and Finish Group be added to the work programme.

**The meeting commenced at 7.00 pm and concluded at 8.44 pm**

**Chairman**



**WAVERLEY BOROUGH COUNCIL**

**ENVIRONMENT O&S – 17 JUNE 2019**

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

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

**HOUSING O&S – 25 JUNE 2019**

---

**Title:**

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

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

---

**Summary and purpose:**

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

---

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

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

**Equality and Diversity Implications:**

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

**Financial implications:**

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

**Legal Implications:**

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

---

**Background**

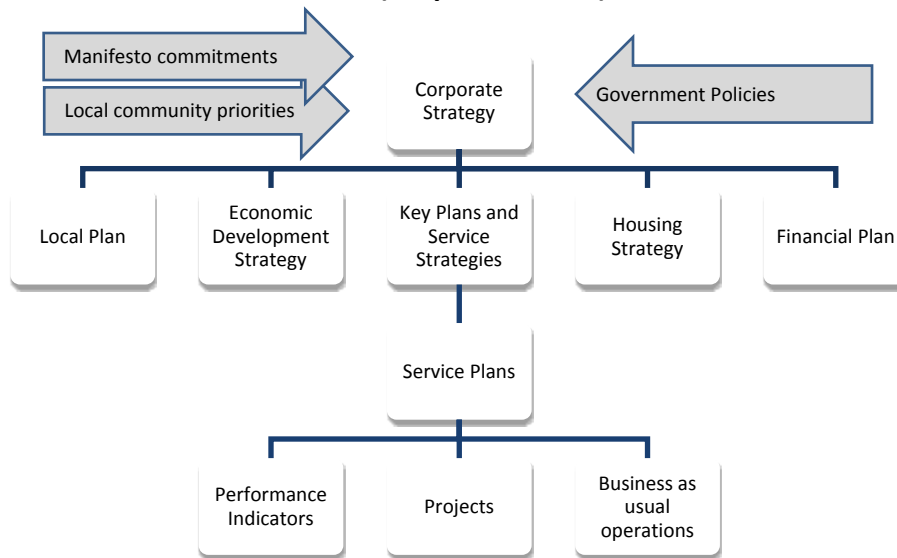
The Council's Performance Management Framework provides the governance structure to enable clear direction in goals and objectives delivery. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual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

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

- Key performance indicators

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

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



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

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

The Overview and Scrutiny Committees remits are listed below:

**Environment O&S Committee:**

- Environmental Services
- Planning

**Community Wellbeing O&S Committee:**

- Communities Services
- Environmental Services – Licencing only

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

- Customer and Corporate Services
- Finance
- Policy and Governance

**Housing O&S Committee:**

- Housing Operations
- Housing Delivery

## **Recommendation**

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

---

## **Background Papers**

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

---

## **CONTACT OFFICER:**

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

This page is intentionally left blank

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

**Final version**



**Report Publication Date: 6 June 2019**

# Report Content Page

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

## RAG Rating Legend

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

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

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

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

# 1. Corporate Dashboard – All Services

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

### Chief Executive's summary:

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

Particular headlines at the end of the financial year are:

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

In the coming year, we are focusing on:

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

expert support.

- National political and Brexit-related uncertainties.

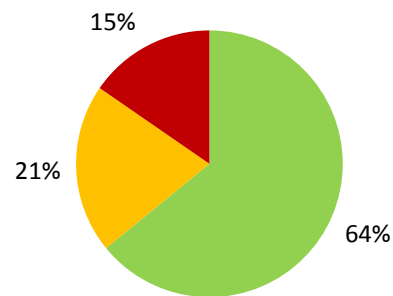
As we enter a new financial and civic year, and work with a new local political reality, the officer team at Waverley Borough Council is in a strong position to continue to provide high quality services. National political, funding and economic uncertainty presents great risks to this council, as it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

**Tom Horwood, Chief Executive**

## Performance Indicators Status

### Q4 All Corporate KPIs

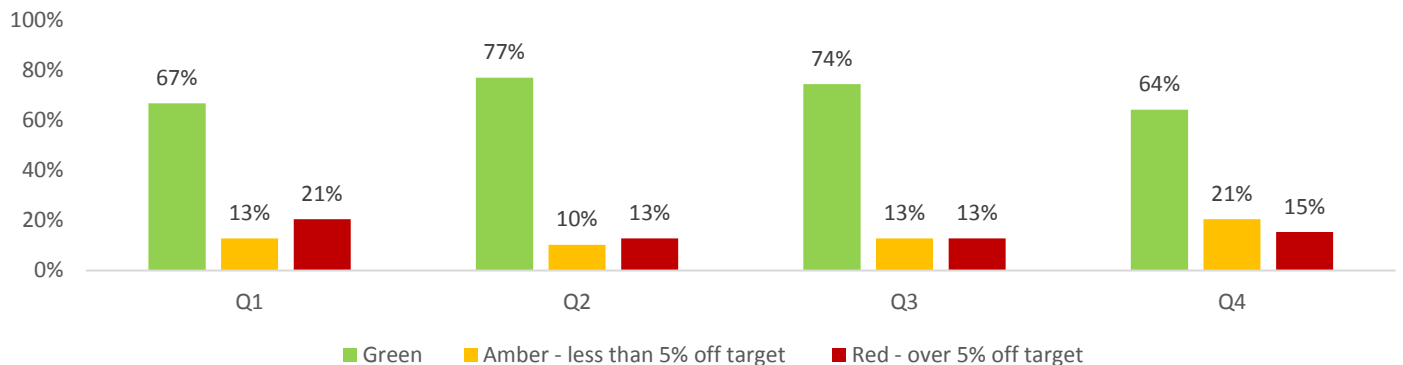
<b>Total</b>	<b>100%</b>	<b>39</b>
<b>Green</b>	<b>64%</b>	<b>25</b>
<b>Amber - less than 5% off target</b>	<b>21%</b>	<b>8</b>
<b>Red - over 5% off target</b>	<b>15%</b>	<b>6</b>



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

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

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

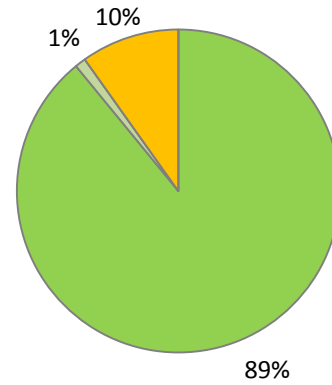




## Service Plans - Actions Status

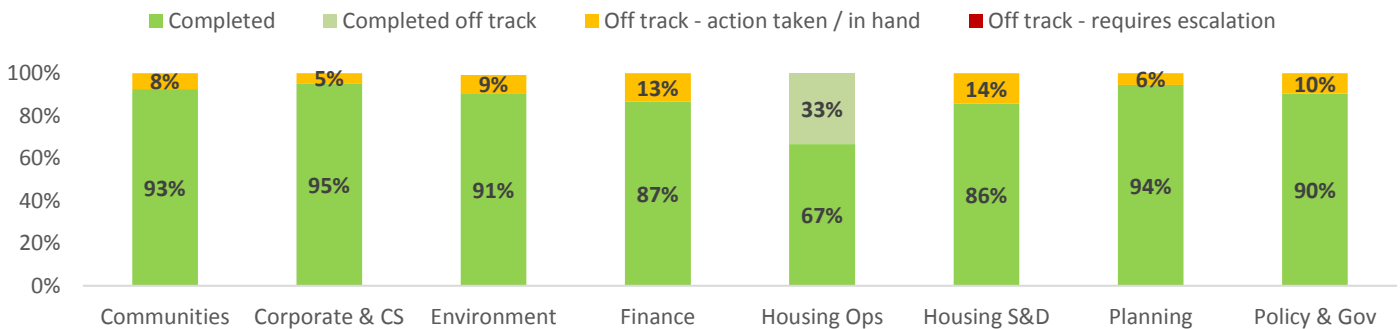
### Q4 Corporate Service Plans

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



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

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



## Internal Audit – Overdue Actions Status

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

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

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

## Complaints

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

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

<b>Total Complaints</b>	<b>107</b>
-------------------------	------------

	Response Rate	Target	Status
Level 1	84%	95%	over 5% off target
Level 2	100%	95%	on target
Total	88%	95%	over 5% off target

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

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

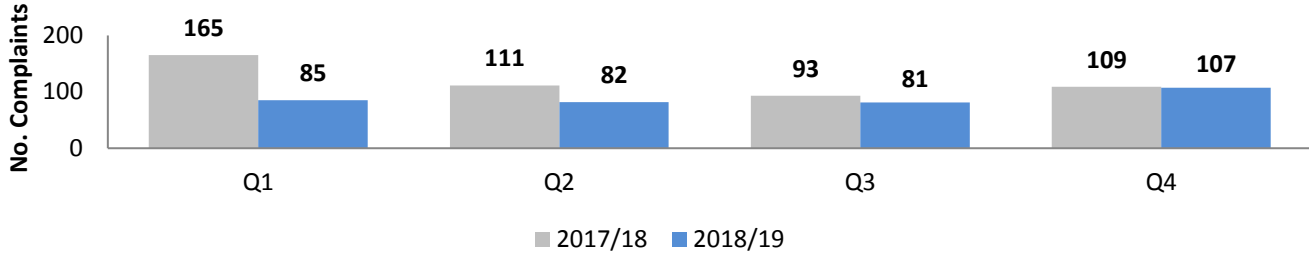
It is encouraging to note that 76% of all complaints were resolved at Level 1.

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

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

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

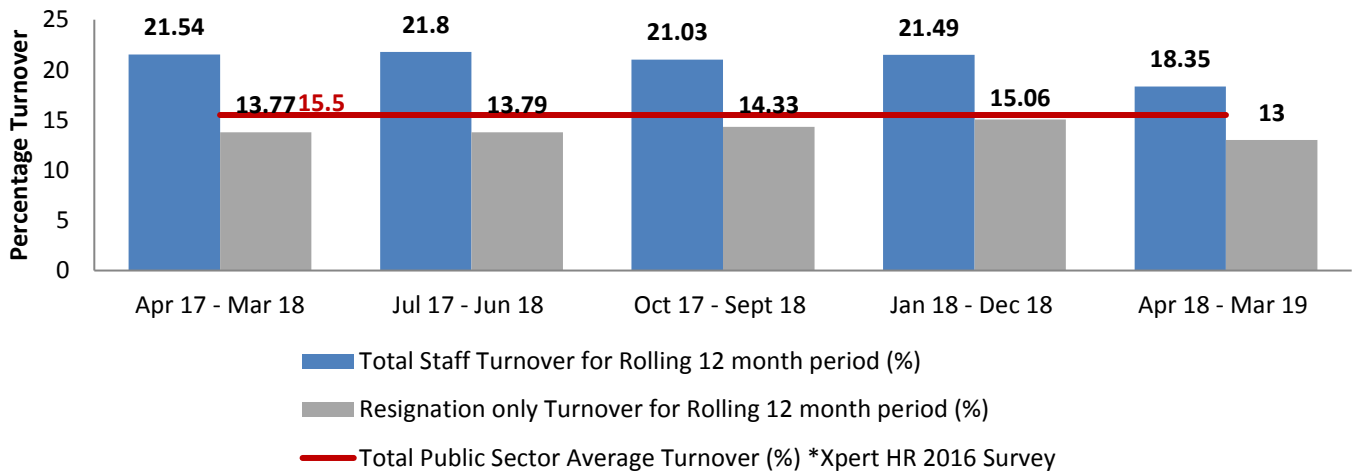
### Total Number of Complaints 1 April 2017 - 31 March 2019



### Workforce data – Corporate Level

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

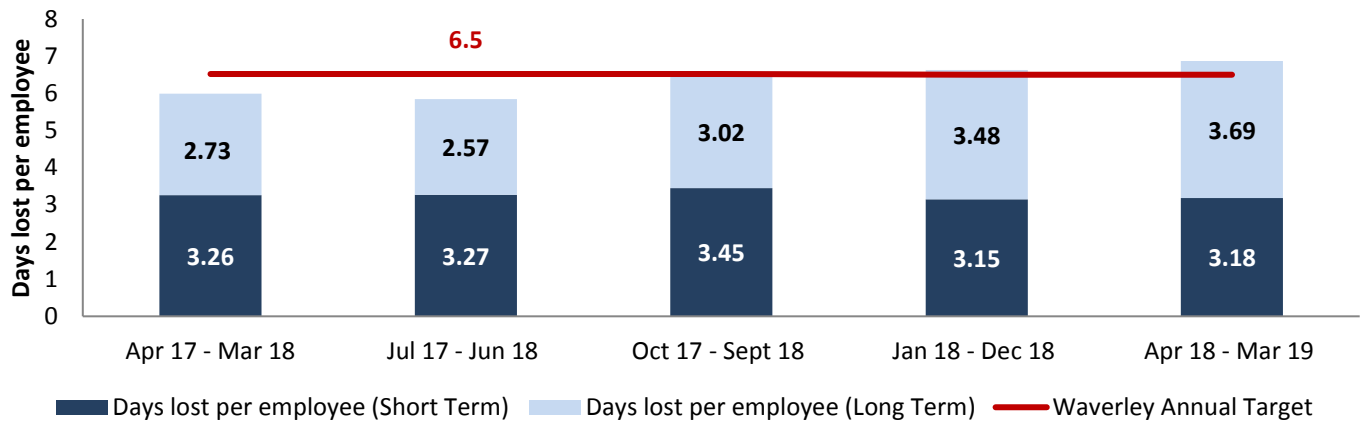
### Staff Turnover % Rolling 12 months - Q4 2017/18 - Q4 2018/19



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

## Absence Data

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



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

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

### Section 151 Officer summary:

#### **Budget Position**

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

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

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

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

## 2. Service Dashboard – Planning

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

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

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

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

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

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

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

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

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

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

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

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

## Performance Indicators Status Q4

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

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

### Proposals for 2019/20 Indicator Set

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

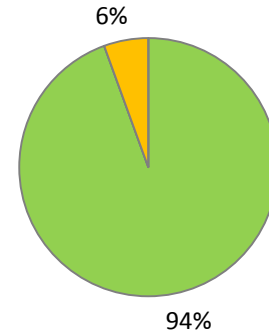
KPI	Description		Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q4 Target
LP1	Percentage of all planning applications determined within 26 weeks ( <b>higher outturn is better</b> )	%	99.6%	99.1%	98.7%	99.3%	99.0%	100%
P151	Processing of planning applications: Major applications - % determined within 13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

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

## Service Plans - Actions Status

### Q4 Planning Service Plans

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



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

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



## Internal Audit - Actions Status Q4

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

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

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

## Complaints Q4 update

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

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

## Workforce – Q4 update

### Q4 - Planning

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

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

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



### 3. Service Dashboard – Environment

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

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

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

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

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

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

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

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

#### Performance Indicators Status

**Comment:**

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

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

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

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

### Proposals for 2019/20 Indicator Set

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

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

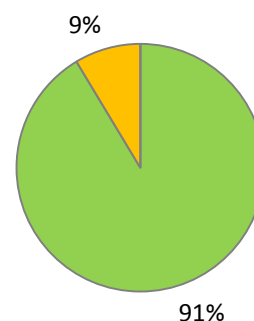
### Air Quality

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

### Service Plans 2018/19 - Actions Status

#### Q4 Environment Service Plan Actions

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



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

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

## Internal Audit - Actions Status - Q4 update

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

## Complaints – Q4 update

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

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

## Workforce – Q4 update

### Q4 - Environmental Services

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

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

## 4. Service Dashboard – Communities

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

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

#### Head of Service summary:

The last year has seen some notable achievements for Communities:

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

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

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

### Performance Indicators Status Q4

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

#### Proposals to 2019/20 Indicator Set

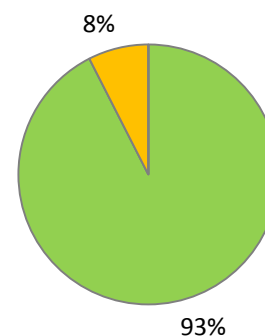
There are no changes proposed to the current corporate indicator set for this area.

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

## Service Plans - Actions Status Q4

### Q4 Communities Service Plans

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



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

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

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

### Internal Audit - Actions Status Q4

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

### Complaints Q4

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

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

### Workforce – Q4 update

#### Q4 - Communities

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

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



## 5. Service Dashboard – Customer & Corporate Services

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

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

#### Head of Service summary:

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

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

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

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

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

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



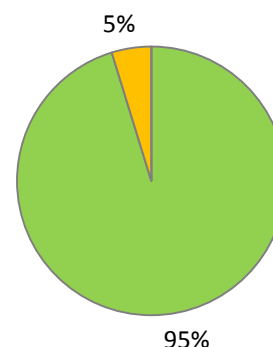
## Performance Indicators Status Q4

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

## Service Plans - Actions Status Q4

### Q4 Cust & Corporate Service Plans

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



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

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

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

### Internal Audit - Actions Status at Q4

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

## Complaints – Q4 update

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

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

## Workforce – Q4 update

### Q4 - Corporate & Customer Service

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

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

## 6. Service Dashboard – Finance

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

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

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

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

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

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

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

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

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

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

### Performance Indicators Status

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

## Proposals to 2019/20 Indicator Set

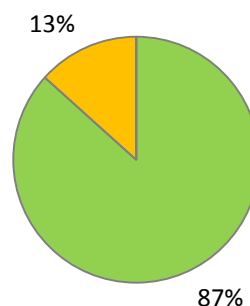
- The local indicator F4, “Percentage of invoices from small/ local businesses paid within 10 days”, introduced to help small/local business during recession, will be discontinued from Q1, however the team will continue to monitoring all invoices paid to our suppliers within the agreed payment terms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

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

## Service Plans - Actions Status Q4

### Q4 Finance Service Plan Actions

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



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

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

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

### Internal Audit - Actions Status Q4

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

### Complaints Q4

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

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

### Workforce – Q4 update

#### Q4 - Finance

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

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

## 7. Service Dashboard – Policy & Governance

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

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

#### Head of Service quarterly feedback:

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

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

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

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

### Performance Indicators Status Q4

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

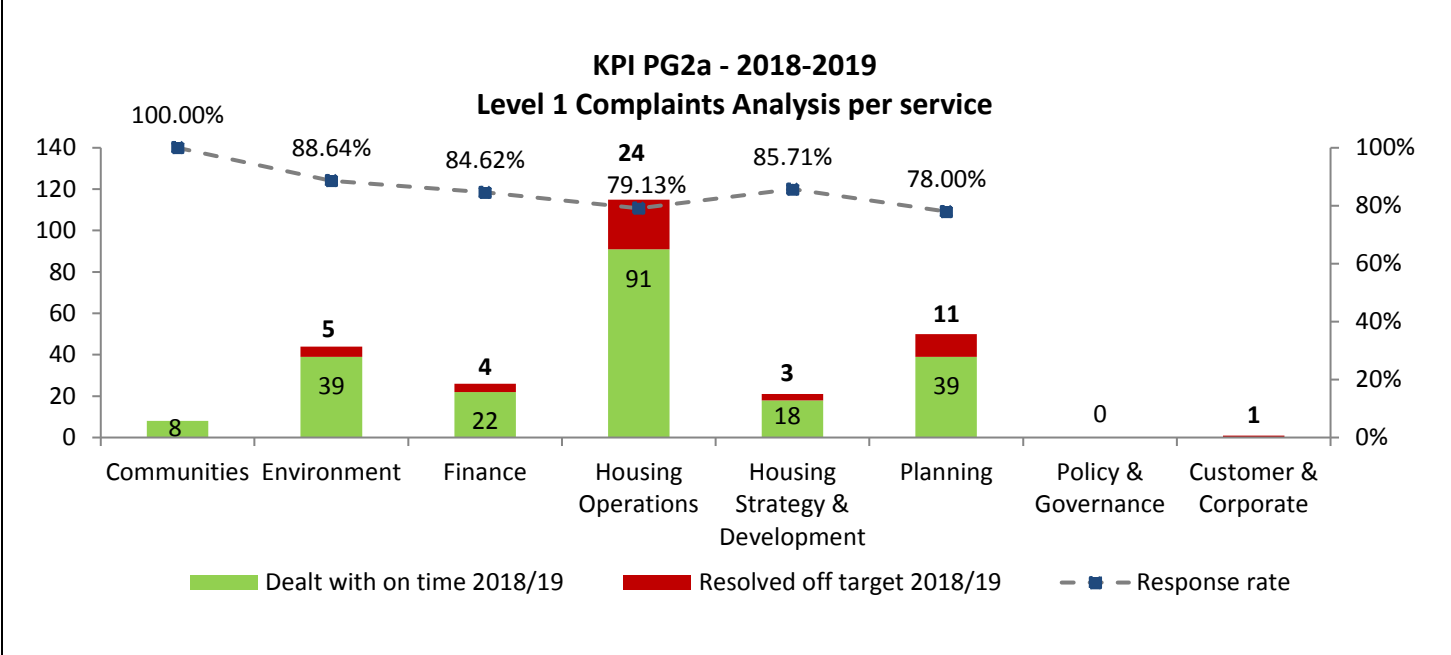
#### **Proposals to 2019/20 Indicator Set**

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

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



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



**Service Plans - Actions Status Q4**

**Q4 P&Gov Service Plans**

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

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

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



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

## Internal Audit - Actions Status Q4

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

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

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

## Complaints Q4

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

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

## Workforce – Q4 update

### Q4 - Policy and Governance

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

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

## 8. Service Dashboard – Housing Operations

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

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

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

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

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

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

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

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

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

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

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

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

**Hugh Wagstaff, Head of Housing Operations**

## Performance Indicators Status

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

### Comment:

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



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

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

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

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

### Proposals to 2019/20 Indicator Set

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

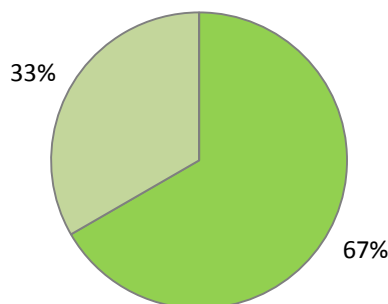
- Indicators H9 will be discontinued, as this indicator was only temporarily included in the corporate indicator set during contractor under performance. H9 has continually met target during 2018/19 and it has been concluded that the indicator H8 (the right first time) is the key driver for the indicator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

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

## Service Plans - Actions Status Q4

### Q4 Housing Operations Service Plans

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



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

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

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

## Internal Audit - Actions Status Q4

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

## Complaints Q4

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

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

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

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

## Workforce – Q4 update

### Q4 - Housing Operations

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

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

## 9. Service Dashboard – Housing Strategy & Delivery

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

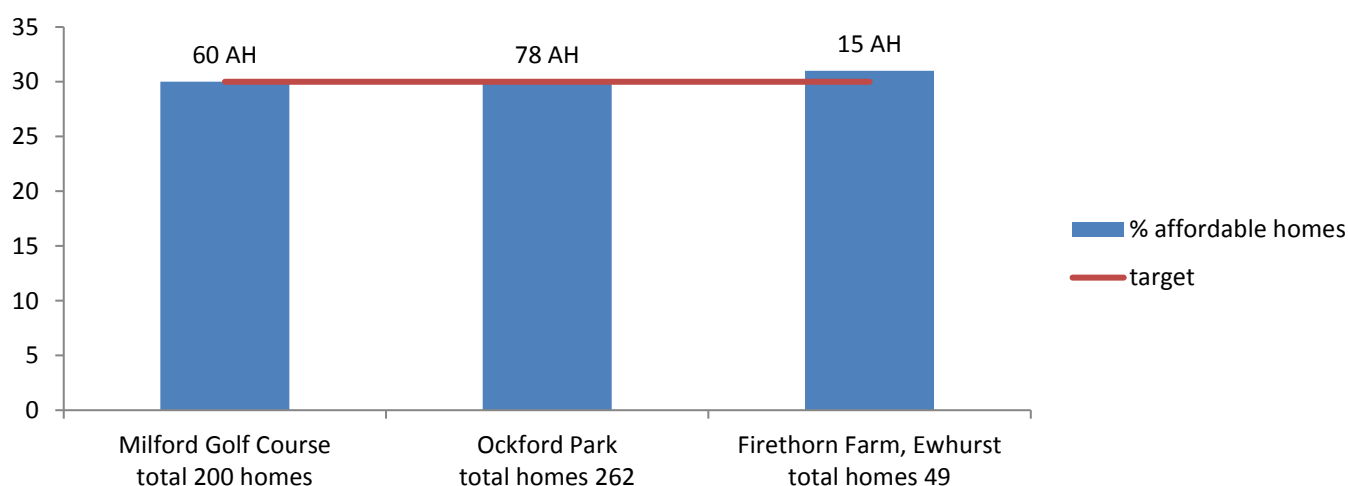


## Performance Indicators Status

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

### Comment:

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



## Proposals to 2019/20 Indicator Set

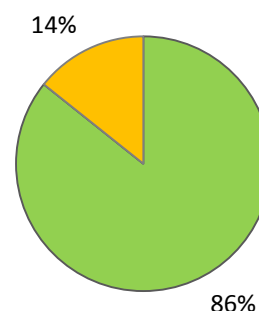
At the end of the financial year the corporate indicator set has been reviewed and changes highlighted below will be introduced from the Q1 2019/2020:

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

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

## Service Plans - Actions Status

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



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

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

## Internal Audit - Actions Status Q4

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

## Complaints - Q4 update

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

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

## Workforce – Q4 update

### Q4 - Housing Delivery and Strategy

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

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

This page is intentionally left blank

**WAVERLEY BOROUGH COUNCIL**

**HOUSING O&S COMMITTEE**

**25 JUNE 2019**

---

**Title:**

**BUDGET STRATEGY WORKING GROUP BRIEFING**

**[Portfolio Holder: Cllr Merryweather]**

**[Wards Affected: All]**

---

**Summary and purpose:**

The purpose of this report is to:

- 1) bring to the attention of the O&S members the work of the Budget Strategy Working Group set up by the Value for Money and Customer Service O&S Committee in October 2017 in order for the committee to nominate a member(s) from its Committee to join the Group.
- 

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

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

**Equality and Diversity Implications:**

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

**Financial Implications:**

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

**Legal Implications:**

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

---

**1. Background**

**Establishment of the Group**

In October 2017 the Value for Money and Customer Service O&S Committee resolved to set up a 'cross party' working group in order to drive forward the Medium Term Financial Plan (MTFP) action plan and to drill down into areas identified for detailed examination to make recommendations directly to the Executive on service and policy issues<sup>1</sup>.

---

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

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

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

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

## **Progress so far**

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

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

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

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

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

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

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

Work-stream 2 has been initiated and a company has been appointed to undertake the community engagement exercise in the form of a survey of Waverley residents. The questions from a similar previous exercise (carried out in 2007) were used to draft the proposed approach and work-stream 2 is expected to pick up again in summer 2019.

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

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

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

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

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

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

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

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

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

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

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

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

## **Conclusion**

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

---

## **Recommendation**

It is recommended that the Committee:

- 1) Nominates a member(s) to join the Budget Strategy Working Group to represent its committee.
- 

## **Background Papers**

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

---

## **CONTACT OFFICER:**

**Name:** Yasmine Makin

**Telephone:** 01483 523078

**E-mail:** [yasmine.makin@waverley.gov.uk](mailto:yasmine.makin@waverley.gov.uk)

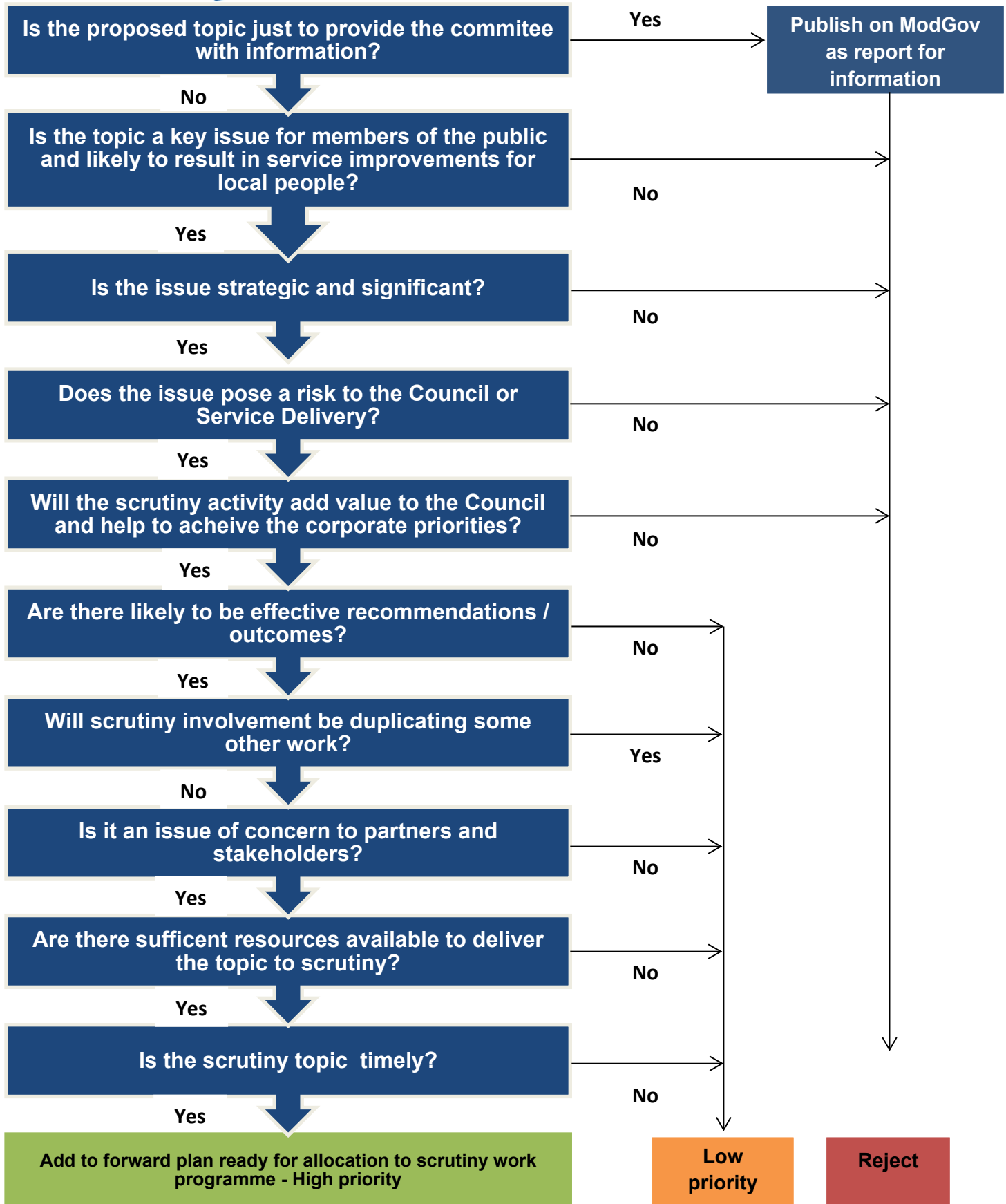
**Name:** Peter Vickers

**Telephone:** 01483 523539

**E-mail:** [peter.vickers@waverley.gov.uk](mailto:peter.vickers@waverley.gov.uk)



**Selection Criteria for Overview and Scrutiny topics**



This page is intentionally left blank

## **Briefing paper on 2018/19 Housing O&S items**

### **'Rolling over' items**

The Housing O&S Committee considered various items in 2018/19. The items of work which were suggested to return to the Committee are listed below with explanatory detail, in order for the new Committee to decide whether or not it wishes for them to be included in its work programme for 2019/20.

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

#### **1. Actions from 'Council Housing: Pride or Prejudice' Scrutiny review**

A task and finish group of the Housing O&S Committee completed a study of attitudes to social housing within the borough in February 2019.

The report and recommendations contained within it were endorsed by the Committee and agreed by the Executive. The recommendations were assigned owners and collated in an action plan. The individual items recommended to return to the Committee for scrutiny are listed below.

- a) Review of existing customer satisfaction data regarding how enquiries are dealt with.

The Committee is asked to decide how it wishes to be involved in / consulted on the review and its outcome.

- b) Review of priority areas for external appearance improvement and implementation of action plan to address any issues.

The Committee is asked to decide whether or not it wishes to receive an item on the outcomes of this review.

- c) Review of whether or not the introduction of flexible tenancies has so far met the original objectives.

The Committee is asked to decide how it wishes to be involved in / consulted on this review and updated on its outcome.

- d) Review of the Housing Allocations Policy

(See number 14).

#### **2. Private Sector Housing**

The Council has a Private Sector Housing Team which carries out a range of functions relating to private properties in the borough including providing advice for tenants and landlords, licensing of houses of multiple occupation (HMOs), investigating complaints by private tenants and coordinating adaptations to private properties. This item would introduce Committee members to the legislation around private sector housing, enforcement standards and compliance of private landlords. Given the rise in number of households living in private rented accommodation it is

important that the Housing O&S Committee understands 1) the shape of the private rented housing sector in Waverley, 2) understands how the Council and its partners seek to oversee the sector, and 3) understands the private rented housing sector in the wider context of housing policy and homelessness.

The Committee is asked to decide if it would like to add this item to its future work programme and, if so, liaise with officers as to which meeting.

### **3. Affordable housing**

Given the Council's commitment to deliver housing options for people in need of affordable housing and to prevent homelessness (within the Corporate Strategy 2018 – 2023), an item to consider the level of affordable housing in the borough compared to need was a potential item on the 2018/19 work programme. The Housing Strategy and Enabling team are undertaking work in 2019/20 to profile housing need in the borough and so the outcome of this work could come to the Committee.

The Committee is asked to decide if it would like to add this item to its work programme for 2019/20 and, if so, liaise with officers as to which meeting.

### **4. Housing and mental health**

Following the briefing to the Committee on the housing related findings of the Community Wellbeing O&S review into health inequalities in the borough, the Committee requested a further item to come to a future meeting from an external organisation to hear about the links between housing and mental health and the role local authorities have in contributing to the wellbeing of residents through housing.

The Committee is asked to decide if it would like to add this item to its work programme for 2019/20 and, if so, liaise with officers as to which meeting.

### **5. Corporate Performance Reports**

The performance of the Council across all services is reported through the quarterly (September, November, February and June) Corporate Performance Reports. They contain information on: all of the corporate key performance indicators (KPIs); Service Plan actions; profile of the workforce; complaints; budget forecast and areas of concern. The housing section of the Corporate Performance Report now includes the information which was previously presented in a separate Housing Performance Report. Performance reports enable the Committee to monitor the performance of the Council and potentially identify further areas for scrutiny.

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

### **6. Housing development update**

As the Council delivers new housing across the borough this report details schemes completed, schemes on site and pre-development schemes. This update was originally an update on the Ockford Ridge development but was broadened to include all Council housing developments.

The Committee is asked to decide if it would like to continue to receive this report and whether or not it would be most appropriate for circulation to committee members outside of the meeting with any concerns being raised in the Committee meeting.

#### **7. Annual Review of Housing Strategy 2018 – 2023**

The Housing Strategy first came to the Committee for their input in March 2018. The Strategy must be reviewed annually and having it on the Committee's agenda provides the Committee both an opportunity to scrutinise the achievements during the first year of the Strategy and contribute to the development of future years of the Strategy.

The Committee is asked to decide if it would like to continue to review this Strategy annually.

#### **8. Homelessness Prevention Strategy 2018 – 2023**

Following the introduction of the Homelessness Reduction Act 2017 (HRA 2017), Waverley created the Homelessness Prevention Strategy 2018 – 2023. The Committee received an update on the effect of the HRA 2017 in November 2018. This item would be an update on the strategy, the actions contained within it and will highlight the challenges and opportunities going forward.

The Committee is asked if it would like to add this item to its work programme and, if so, liaise with officers as to which meeting.

#### **9. Housing Revenue Account – Green Spaces**

Following discussion about upkeep of housing communal areas at the September 2018 meeting, the Committee requested to hear from officers regarding proposals to charge owner occupiers for maintaining green spaces surrounding private properties.

The Committee is asked to decide if it would like to add this item to its work programme and, if so, liaise with officers as to which meeting.

#### **10. Tenancy and Estates update**

In September 2018 the Committee received an update on the staffing and customer service changes relating to the Tenancy and Estates team. The further update was requested to detail the roles and responsibilities of the Tenancy and Estates officers.

The Committee is asked to decide if it would like to add this item to its work programme and, if so, liaise with officers as to which meeting.

#### **11. Uptake and income of garages**

In November 2018 the Committee endorsed the proposal to maintain garage rents over the next year. This recommendation came as a result of a garage rental review report detailing a renewed focus on maximising the income from Council owned garages. A report on the uptake and income of garages was requested by the Committee for one year's time (November 2019) to monitor the impact of the freeze on rents.

The Committee is asked to decide if it would like to add this item to the work programme for November 2019.

## **Potential items**

In addition to the items rolling over from 2018/19, below are some potential items for 2019/20 scrutiny the Committee may wish to add to its work programme.

Purpose and nature of the item should be agreed before adding an item to the work programme.

### **12. Housing Associations (HAs)**

Although O&S has no formal instrumental power to directly scrutinise HAs, its role is wider than just scrutinising the housing services the Council provides directly. HAs provide around a quarter of social housing properties in the borough, meaning that a significant proportion of the households on Waverley's housing register are housed by HAs. The Housing Strategy and Enabling team is undertaking extensive work with HAs in 2019/20 and there will be opportunities in the year for the Committee to input into these and learn about the role of HAs and their connection with the Council.

The Committee is asked to decide if it would like to add items concerning Housing Associations to its work programme for 2019/20 and, if so, liaise with officers as to a specific item and meeting.

### **13. Universal Credit (UC) impact report**

As residents are increasingly enrolled onto Universal Credit more and more of Waverley's tenants are in receipt of the benefit. Initial figures suggest that tenants claiming UC are more likely to be in arrears than those not on UC. As well as presenting issues for our tenants, this has the potential to impact on the Housing Revenue Account and the Tenancy and Estates team as they focus on sustainment of tenancies.

The Committee is asked to decide if it would like to add this item to its work programme for 2019/20 and, if so, liaise with officers as to which meeting.

### **14. Review of the Housing Allocations Policy**

The policy is due for revision and will be renewed in light of the findings and recommendations made by the Committee's working group whose report ('Council Housing: Pride or Prejudice') went to the February 2019 meeting. The Allocations Policy is a document that has the potential to impact thousands of residents and is due to be reviewed by the end of the year.

The Committee is asked to consider how it wishes to be involved in / consulted on the review of the Council Allocation Policy.

Given the commitment within the Housing service plan to review the Policy this year and the work already done by the Council Housing: Pride or Prejudice working group, this may be a piece of work the Committee wishes to pursue in-depth.

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

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

On 24 June 2019 the Value for Money and Customer Service O&S (VFM CS) Committee will be asked to decide if it would like to pursue this piece of work. Officers will provide an update to this Committee (25 June 2019) as to the outcome of the VFM CS Committee meeting.

### **16. Status report on implementation of housing maintenance contracts commenced April 2019**

In early 2016 O&S undertook extensive work to appraise the options for procuring the housing maintenance contracts which took effect April 2019. At request of the Housing O&S Chairman, this item would be to receive a status report to monitor how the new contracts are bedding in, including service delivery and any challenges.

The Committee is asked to decide if it would like to add this item to its work programme and which meeting to schedule it for.

This page is intentionally left blank



## **INTRODUCTION TO WAVERLEY BOROUGH COUNCIL**

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

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

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

**Section A**

**Work programme 2018-19**

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

**Section B**

**In-depth scrutiny reviews 2017-18**

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

Section C

Scrutiny tracker 2017-18

Housing Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
3 July 2018	HRA Asset Management Strategy 2021 – 2026 scoping report	<b>OUTCOME:</b> for the current strategy to be updated to ensure it reflects changing technologies, in addition to other considerations listed on page 2 of the report.	In addition to the considerations listed in the report, officers will update the Strategy to reflect changes in development and technology.	The new Strategy will be for 2021 – 2026.
18 September 2018	Tenancy and Estates update	<b>OUTCOME:</b> detail on the roles and responsibilities of Tenancy and Estates officers was requested by Members.	Officers will include this detail in the next update to the Committee.	See work programme
27 November	Housing Performance Report Q2	<b>OUTCOME:</b> that information on the number of mutual exchanges is included in future performance reports.	This information was shared at the subsequent committee meeting.	February 2019

Housing Overview and Scrutiny Committee

**Housing Scrutiny recommendations tracker**

Housing Scrutiny recommendations tracker				
2018		<b>OUTCOME:</b> requested answers to questions regarding due diligence and financial checks of the recent awarding of a major maintenance contract.	The Service Improvement Officer addressed the issue of due diligence and financial checks in the procurement project outcomes report in February 2019.	February 2019
	Health Inequalities	<b>OUTCOME:</b> agreed to have an item on February's agenda on private sector housing including information on legislation and enforcement of regulations.	This item has been added to the work programme.	June / September 2019
	Response to Waverley Scrutiny Group (WSG) Mutual Exchange Report	<b>OUTCOME:</b> requested a progress report in February 2019 on the implementation of the recommendations and details of the number of mutual exchanges during 2018/19 and number of registered tenants seeking to move.	This has been added to the work programme for February 2019.	February 2019
		<b>OUTCOME:</b> requested a separate action plan for the Senior Living elements of the report.	Both mutual exchanges and senior living homes are referenced in the Council's report on progress of the recommendations and the work of the WSG has been referenced in the senior living schemes update on the agenda for February 2019.	February 2019
	Council Housing: Pride or Prejudice	<b>RECOMMENDATION:</b> all 18 recommendations contained within the report were approved for recommending to the Executive.	The Executive agreed all 18 recommendations on Tuesday 12 March 2019.	March 2019
	Draft Affordable Housing Supplementary Planning Document	<b>OUTCOME:</b> the Committee endorsed the SPD for consultation.	The SPD will be published for consultation between 06/05/2019 and 17/06/2019.	May 2019



This page is intentionally left blank