

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
Officer

Policy & Governance

E-mail: kimberly.soane@waverley.gov.uk

Direct line: 01483 523 258

Date: 13 September 2019

Membership of the Overview & Scrutiny Committee - Housing

Cllr Richard Seaborne (Chairman)	Cllr Michael Goodridge
Cllr Peter Marriott (Vice Chairman)	Cllr Michaela Gray
Cllr Christine Baker	Cllr Anna James
Cllr Richard Cole	Cllr Jack Lee
Cllr Patricia Ellis	

Co-opted Members from the Tenants' Panel

Terry Daubney	Dennis Smith
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Substitutes

Cllr Jenny Else	Cllr Jerry Hyman
Cllr Carole Cockburn	Gillian Martin
Cllr Joan Heagin	

Members who are unable to attend this meeting must submit apologies by the end of Monday, 16 September 2019 to enable a substitute to be arranged.

Dear Councillor

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

DATE: MONDAY, 23 SEPTEMBER 2019

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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

Waverley Corporate Strategy 2018 - 2023

Priority Theme 1: People

Priority Theme 2: Place

Priority Theme 3: Prosperity

Good scrutiny:

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

NOTES FOR MEMBERS

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

AGENDA

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

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 25 June 2019 are attached, and Members are asked to confirm them as a correct record.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTES

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Monday 16 September to enable a substitute to be arranged, if applicable.

3. 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.

4. 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 5pm Monday 16 September 2019.

5. 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 5pm Monday 16 September 2019.

6. CORPORATE PERFORMANCE REPORT Q1 2019/20 (APRIL - JUNE 2019)
(Pages 13 - 62)

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2019-20. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

Recommendation

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

7. HOUSING DEVELOPMENT UPDATE (Pages 63 - 68)

To receive an update on the current council housing developments.

Recommendation

It is recommended that the Committee notes the progress with current council housing developments.

8. WAVERLEY HOUSING STRATEGY 2018-23 YEAR 1 ACHIEVEMENTS
(Pages 69 - 108)

To report on achievements by the Housing Delivery and Communities Service against Year One actions in the Council's 2018-2023 Housing Strategy and provide a summary of affordable housing reports that will inform Year 2 actions.

Recommendation

The Housing Overview and Scrutiny Committee is asked to note the achievements against Year One of the Housing Strategy and initial findings from the four profiling reports, which will inform any realignment of the Strategy during year 2 (2019-20). To make comment and suggestions regarding this realignment for year 2.

9. HOMELESS PREVENTION STRATEGY UPDATE - YEAR ONE (Pages 109 - 144)

The Council adopted its Homelessness Strategy 2018-2023 in April 2018. This report updates the Committee on the Council's and its partners' work to help prevent homelessness in Waverley.

Recommendation

The Housing Overview & Scrutiny Committee is asked to note the Council's progress in implementing its Homelessness Strategy Action Plan and agree any comments it wishes to pass to the Executive.

10. BUDGET STRATEGY WORKING GROUP

To receive an update from the Housing O&S representative on items discussed at the Budget Strategy Working Group meeting relating to items within the Committees remit.

11. COMMITTEE WORK PROGRAMME (Pages 145 - 156)

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.

Recommendation

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

12. 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).

13. 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

Kimberly Soane, Democratic Services Officer

Tel. 01483 523 258 or email: kimberly.soane@waverley.gov.uk

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - HOUSING - 25 JUNE
2019

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

Present

Cllr Richard Seaborne (Chairman)	Cllr Patricia Ellis
Cllr Peter Marriott (Vice Chairman)	Cllr Michaela Gray
Cllr Christine Baker	Cllr Anna James
Cllr Richard Cole	Cllr Jack Lee

Co-opted Members

Terry Daubney	Dennis Smith
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Apologies

Cllr Michael Goodridge

Also Present

Annie Righton	Andrew Smith
Hugh Wagstaff	Nora Copping

1. APPOINTMENT OF CHAIRMAN (Agenda item 1.)

The Committee confirmed the appointment of Cllr Richard Seaborne as the Chairman of the Housing Overview and Scrutiny Committee for the Council Year 2019/20.

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

The Committee confirmed the appointment of Cllr Peter Marriott as the Vice-Chairman of the Housing Overview and Scrutiny Committee for the Council Year 2019/20.

3. APPOINTMENT OF CO-OPTED MEMBERS (Agenda item 3.)

The Committee agreed the co-option of Terry Daubney and Dennis Smith, members of Waverley's Tenants Panel, and a substitute Gilliam Martin, to the membership of the Housing Overview and Scrutiny Committee.

4. MINUTES (Agenda item 4.)

The Minutes of the Meeting held on 26th February 2019 were confirmed as a correct record and signed.

5. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 5.)

Apologies for absence were received from Cllr Michael Goodridge. No substitute was appointed.

6. DECLARATIONS OF INTERESTS (Agenda item 6.)

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

7. QUESTIONS BY MEMBERS OF THE PUBLIC (Agenda item 7.)

There were no questions submitted by members of the public.

8. QUESTIONS FROM MEMBERS (Agenda item 8.)

There were no questions submitted by members.

9. COMMITTEE MEMBERS INTRODUCTIONS (Agenda item 9.)

Members introduced themselves and highlighted any relevant background appropriate to the committee.

10. SERVICE PRESENTATION (Agenda item 10.)

The Committee received presentations from the Heads of Service on the areas falling within the remit of the Committee.

Andrew Smith, Head of Housing Delivery and Communities, gave an overview of the range of services provided by his team. These were housing needs, housing development, housing strategy and enabling, private sector housing, service improvement and communities (specifically community safety). He advised that his team maintains the housing register and allocates social and affordable homes in the Borough. The Committee was advised that there is a lack of affordable homes in the Borough. The average price of a market home in the Borough was in the region of £500K, which is beyond the means of families on average salaries in the Borough. Work around the prevention of homelessness was an important part of the team's remit.

The Committee asked:

- how the Council monitors the levels of affordable housing expected from developers. Andrew advised that the team is involved at the start of the planning application through the enabling officers who advise on the required levels.
- does the Council still receive government grants? Andrew responded that there were grants still available and the Council does have a grant to fund social housing.

Hugh Wagstaff, Head of Housing Operations, advised that his team look after the maintenance of the properties, rents, tenancies, senior living and tenancy support services. An overview was presented of the work carried out to maximise net income under the HRA Business Plan.

The Committee received an update on the activities carried out by team in relation to the Council's contractors and optimisation of the services provided by them – It was suggested this could be an area the Committee may want to look at.

Hugh then reported on the challenges faced in collection of the rents to our properties. Currently there is a £28 million rent roll which has decreased slightly as government legislation imposed a 1% rent decrease. Despite this the arrear levels are relatively small at £180,000 which equated to a 0.6% of the rent roll. It was pointed out that the implementation of universal credit is likely to cause challenges with regards to rent arrears.

A new contractor (MPS) has recently been engaged to provide the maintenance for the Council's properties. A customer satisfaction survey is carried out throughout the maintenance journey.

It was stressed that the tenancy support team is central to the team as the team members are the ones who work to keep tenants in their homes.

Hugh then went on to outline the Housing Service Plan 2019/20 and its 5 objectives:

- Financially Robust;
- Meet residents needs;
- Professional people;
- Effective parties; and
- Customer experience.

Yasmine Makin, Scrutiny Officer, outlined the highlights from previous years of scrutiny work carried out by previous committees:

- Void re-let times have reduced from 57 in 2014/15 to 15 in 2018/19;
- Work around contract renewals (resulting in MPS contract);
- Work of the scrutiny group;
- Pride & Prejudice – improving the perception of social housing; and
- Housing design standards.

Issues/questions raised by the Committee:

- Is it true that housing associations provide 25% of affordable homes in the borough? Andrew advised this was incorrect and it was more like 75%.
- How many offers do people get before they are taken off the housing list? Hugh advised that the council now offer choice-based lettings which means people on the housing list bid for properties so they are offered something they have shown an interest in.
- It was requested that the Committee considers reviewing the allocations policy. Andrew agreed this would be useful.
- How long is a property empty before it is advertised? Hugh advised that if we are notified in advance that a property is coming void we will advertise immediately but it does depend upon any works required before re-let. The chairman advised there would be an informal training in September to look at selected issues.

- Is the work the contractors provide inspected? Hugh advised that post inspections do take place to ensure work is carried out to an appropriate standard.
- Do we keep statistics on homelessness? Andrew advised that these were available. Levels were low as robust prevention work is carried out by the team to avoid this.
- If people are put into private rent do they then drop off the housing list? Andrew advised this was not the case and they could still bid.
- It was asked what the policy around domestic violence was with regards to housing and whether there was a refuge in Waverley. Advice was there is no refuge and that we work closely with the police as to the best area to move someone to if they suffer DV.

Resolved:

The Chairman thanked the Heads of Service for their presentations.

11. CORPORATE PERFORMANCE REPORT 2018/19 QUARTER 4 AND END OF YEAR OUT TURN (Agenda item 11.)

Nora Copping, Policy and Performance Officer, presented the Q4 2018/19 Corporate Performance Report. For the benefit of new councillors she explained why the report was necessary. Members were advised that they only need be concerned with the sections relating to Housing Operations and Housing Strategy & Delivery. (sections 8 and 9 respectively).

1. The Committee was advised that the areas to note in section 8 for Q4 were KPI's H5, H7 and H8.

H5 was pointed out as the figures could be misleading for each quarter as they were accumulative.

Performance values for KPIs H7/8 had dropped due to the demobilisation of the current contractor and mobilisation of the new one but they were only just out of target and had been generally positive throughout the year.

The response rates for level 1 complaints was slightly off target but this was due to more complex investigations being required. The complainants were always kept advised of the delay.

Concern was raised regarding the report of a legionella case in a senior living scheme. It was highlighted that this was discovered during a water check and no individuals had actually caught legionella.

2. The Committee was advised that the KPIs in section 9 were primarily data only statistics as no targets are set as a great many of the results depend upon issues out of our control such as planning permission, contractor start dates etc.

It was requested that an additional metric to show the numbers of applications given detailed planning consent would be useful as there can be a long delay between initial application for permission and the actual start of building.

Resolved:

The Committee noted the performance of the service areas under its remit as set out in the report.

12. BUDGET STRATEGY WORKING GROUP (Agenda item 12.)

Resolved:

The Committee noted the report and nominated Cllr Peter Marriott to join the Budget Strategy Working Group.

13. COMMITTEE WORK PROGRAMME (Agenda item 13.)

Yasmine Makin, Policy Officer – Scrutiny, outlined the current Housing O&S work programme and items carried over from the previous year.

The Committee then considered the items and agreed they were all important items that should remain on the programme.

Issues that were highlighted as of interest were:

Item 12 – A briefing on the role of housing associations.

Item 2&14 – Allocations policy and numbers in private rental.

Item 14 – More regular update on number of affordable homes completed by housing associations in Waverley.

Item 4 – Presentation on Housing and Mental Health. It was clear that this issue was of huge concern to some committee members, so the Committee would like an update on the provisions available for vulnerable people.

Item 12 – Would like to add this item as there are some areas that need attention.

The Chairman commented that there was a lot of linkage on many of these items.

It was requested the Committee have a short briefing on the bidding system for Council-owned properties. The Chairman advised this would be covered in the informal training on 10th September and invitations would be sent out soon.

Annie Righton, Strategic Director, asked the Committee to be clear on the outcomes they want by scrutinising these items.

Andrew Smith was asked to pull together a piece of work to shape the Committee's focus on the items that had been highlighted.

Yasmine Makin brought item 15 to the Committee's attention and advised that the VfM O&S Committee had this item on its work programme but had felt it would be more valuable to scrutinise this after the contracts had embedded a while.

The Chairman suggested a working group be considered to carry out a review of the Housing Allocations Policy. Andrew Smith advised that as part of the Business Transformation project relevant officers would be tied up in the near term looking at Housing Options, so he asked that the working group not be established until November at the earliest.

The Chairman also highlighted that it had been suggested that some site visits could be carried out to some new Waverley developments in order to give committee members an opportunity to see the standard of property that the Council is building.

Additional issues/questions raised by the Committee were:

- How many Housing Association properties do we have in the Borough?
- Can we look at developments that need attention as well as success stories.

Resolved:

The Chairman asked the Scrutiny Officer to arrange the list into a draft work programme for agreement at the next meeting.

14. EXCLUSION OF PRESS AND PUBLIC (Agenda item 14.)
15. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION (Agenda item 15.)

There were no issues to be considered in Exempt Session.

The meeting commenced at 7.00 pm and concluded at 9.13 pm

Chairman

WAVERLEY BOROUGH COUNCIL

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

Title:

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

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

Summary and purpose:

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2019-20. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

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

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

Equality and Diversity Implications:

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

Financial implications:

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

Legal Implications:

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

Background

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

- Key performance indicators
- Progress of Service Plans actions
- Progress of Internal Audit recommendations

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

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

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

The Overview and Scrutiny Committees remits are listed below:

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

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

Recommendation

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

Background Papers

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

CONTACT OFFICER:

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

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

Final version



Report Publication Date: 29 August 2019

Report Content Page

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

RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

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

1. Corporate Dashboard – All Services

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

Chief Executive's summary:

This Quarter 1 report provides a performance overview for the period April-June 2019. The service chapters provide commentary and detail, focusing on those areas of the Council's business that have required intervention to bring them back on track.

Particular headlines are:

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

In the next quarter, we are focusing on:

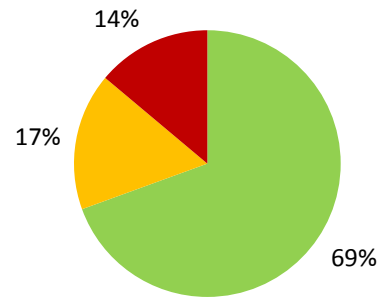
- Continuing to work with the new Executive on its emerging strategy and priorities.
- Massive financial challenge in the coming 3 years with continuing lack of clarity on Government funding policy.
- Devolution discussions with Surrey and parish/town councils.
- Implementing the new waste, recycling and grounds maintenance contracts in autumn.
- Progressing with the Local Plan and with Neighbourhood Plans.
- A new strategic approach to our car parks.
- Internal programmes to transform processes and generate new income streams to support the financial plan.
- Tackling the incidence of non-pneumophila legionella in one of our properties, with external expert support.
- National political and Brexit-related uncertainties.

Tom Horwood, Chief Executive

Performance Indicators Status

Q1 All Corporate KPIs

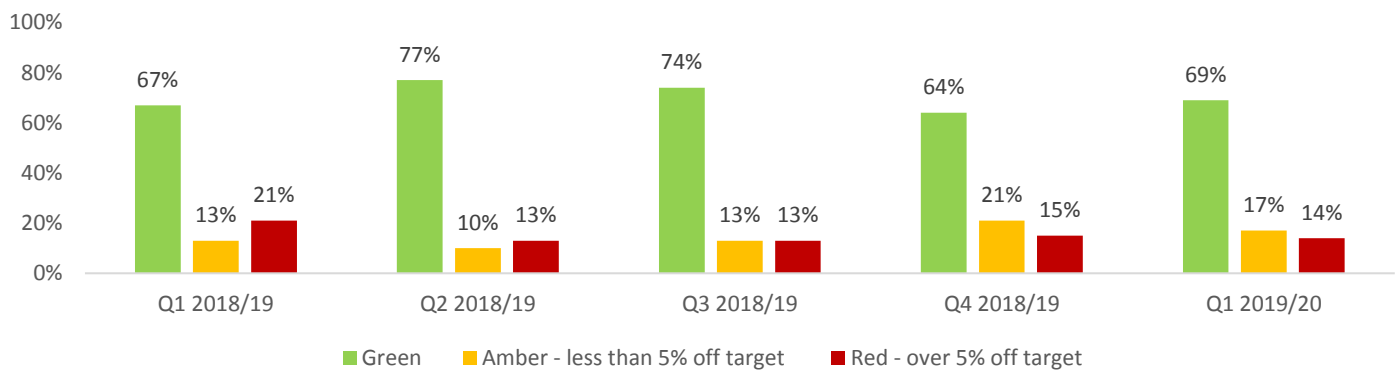
Total	100%	36
Green	69%	25
Amber - less than 5% off target	17%	6
Red - over 5% off target	14%	5



Data only / No Data available	N/A	15
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Comment: In the first quarter 69% of indicators performed on target. The new indicators proposed at the end of Q4 have now been incorporated. The annual trend analysis has been included in the chart below. The service specific dashboards contain further details on underperforming indicators, including corrective actions taken to address it.

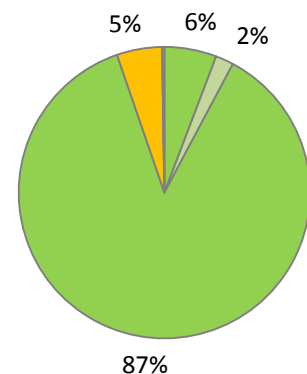
Performance Indicators - % per status
Q1 2018/19 - Q1 2019/20



Service Plans - Actions Status

Q1 update on all Service Plans 2019/2022

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



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

Internal Audit – Overdue Actions Status

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

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

Complaints Q1 2019/20

Q1 2019-2020 (1 April 2019 - 30 June 2019)

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Business Transformation	0	0	N/A	0	0	N/A		
Commercial	4	3	75%	0	0	N/A		
Environment	7	7	100%	2	2	100%		
Finance & Property	3	3	100%	2	2	100%		
Housing Operations	21	11	52%	5	4	80%		
Housing Delivery and Communities	1	1	100%	1	1	100%		
Planning & Economic Dev	18	15	83%	10	9	90%	1	Some * fault
Policy & Governance	3	3	100%	0	0	N/A		
Total	57	43	87%	20	18	94%		

Total Complaints	77
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	Response Rate	Target	Status
Level 1	87%	95%	Over 5% off target
Level 2	94%	95%	Less than 5% off target
Total	91%	95%	Less than 5% off target

* Details of Ombudsman final decision can be found on:

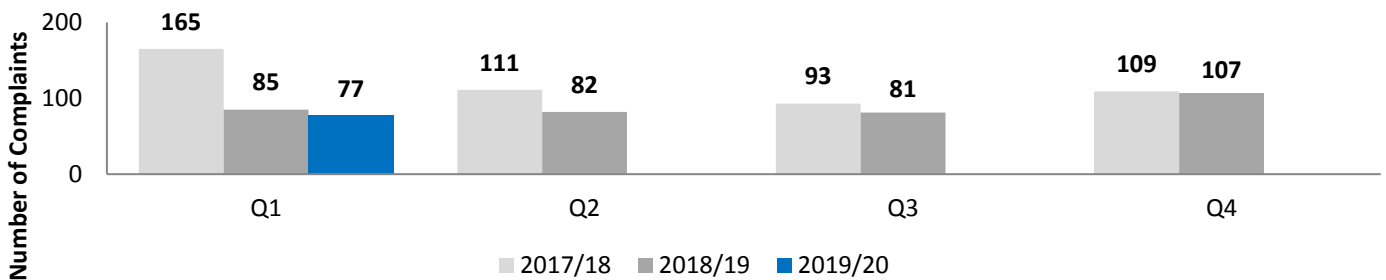
<https://modgov.waverley.gov.uk/documents/s30494/Annexe%20%20-%20Ombudsman%20->

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

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

Total Number of Complaints

1 April 2017 - 30 June 2019

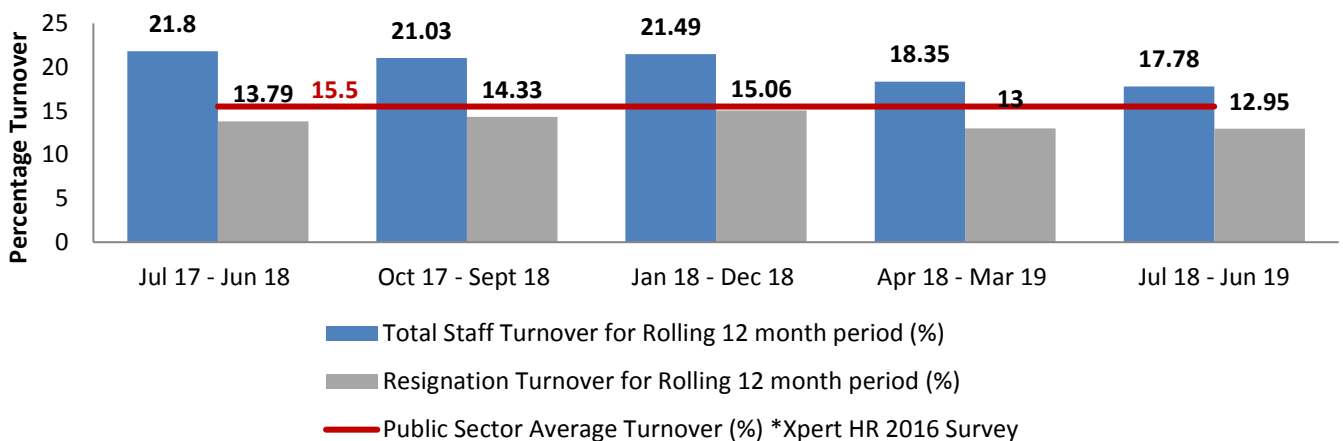


Workforce data – Corporate Level

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

Staff Turnover %

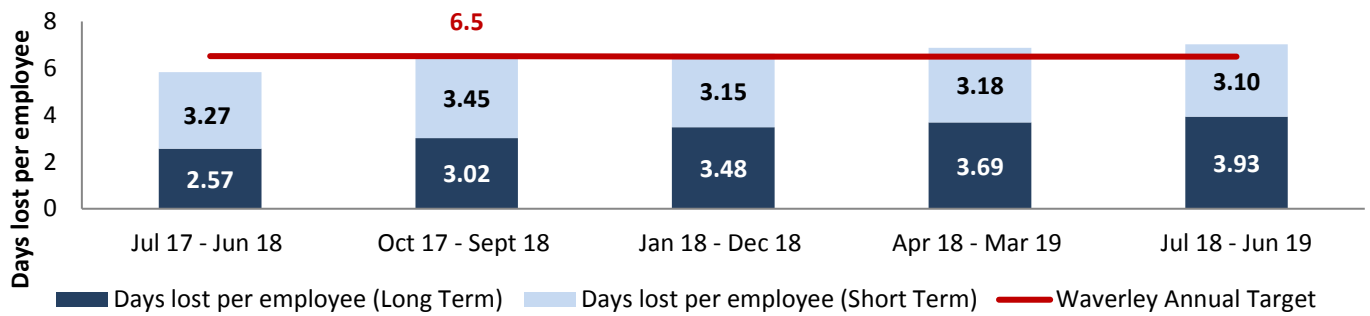
Rolling 12 months - Q1 2018/19- Q1 2019/20



Comment: The corporate average number of employees in the fourth quarter was 456 people in total, with 19 leavers in that period. The HR Team has revised the exit interviews process to allow collection of more meaningful data. The team is also currently conducting more in depth analysis and the findings will be reported to senior management.

Absence Data

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



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

Finance Update on Budget Position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q1 2019/20

Section 151 Officer summary:

Budget Position Q1 2019/20

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

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

Progress of the MTFP Delivery

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

Graeme Clark, Strategic Director (and Section 151 Officer)

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

2. Service Dashboard – Planning and Economic Development

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

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

Head of Service summary:

Key actions arising from this quarter are outlined below.

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

Paul McKim

Head of Planning & Economic Development

Performance Indicators Status Q1

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

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

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

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

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

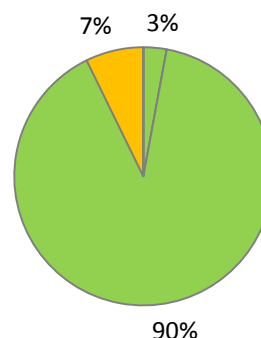
conducted by the team in Q2 and findings will be presented to the Value for Money and Customer Service O&S and the Environment O&S Committees in November 2019.

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

Service Plans - Actions Status

Q1 Planning Service Plans 2019/2022

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



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

Outstanding action from Service Plan 2019/2020

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

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

Outstanding action from Service Plan 2018/2019

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

P2.4	Systems thinking - review of processes (transferred from Service Plans 2018/19, action ref. SP18/19P1.3)	31/07/18	Development Manager (BHS)	Off track - action taken	31/03/20	30% Completed. Internal discussions with Democratic Services, Legal Services on committee reporting. Benchmark exercise complete for VFM assessment.
P2.4	Explore increased income generating opportunities/selling/ shared services (transferred from Service Plans 2018/19, action ref. SP18/19P1.4))	31/03/19	Development Manager (BHS)	Off track - action taken	31/03/20	60% Completed. Charges reviewed for 2019/20. Internal review of Pre Application Service with a focus on a more efficient response will also generate additional fees.
P19.1	Carry out Conservation Area appraisals in line with Project Plan (2018/19 not delivered – action transferred to 2019/20) (transferred from Service Plans 2018/19, action ref. SP18/19P4.4))	31/10/18	Planning Policy Manager (GP)	Off track - action taken	31/03/20	In 2018/19 Programme of Conservation Area Appraisals temporarily put on hold in view of resource issues arising from vacancies within the Team. This project is to be continued and resourced in 2019/2020.

Internal Audit - Actions Status Q1

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

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

Comment: At the end of the quarter there were two outstanding internal audit actions. These are currently being progressed by the teams and a progress report will be presented to the Audit Committee on the 24 September 2019.

Complaints Q1 update

Q1 Planning and Economic Development - Level 1 Complaints

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

Q1 Planning and Economic Development - Level 2 escalations

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

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

Finance – Q1 update

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

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

3. Service Dashboard – Environment

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

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

Head of Service summary:

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

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

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

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

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

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

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

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

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

Richard Homewood, Head of Environmental Services

Performance Indicators Status

Comment: The majority of the indicators met their targets. A handful of actions performed off target and further details were listed below:

- E1 – The rejection rate for dry mixed recyclables remains a concern. The increase is thought to be due to tighter restrictions on what will be accepted by end processors in this country and abroad, but also due to a lack of attention by householders and continuing issues with contamination at our bring sites. We are continuing to promote awareness of what can and can't be recycled and this seems to be starting to have an effect.
- E NI182 – Business satisfaction has improved and is almost on target. A number of recent enforcement actions will have influenced this result.

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

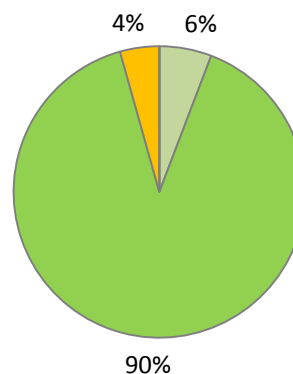
Air Quality

All of our [Diffusion Tube monitoring data](#) is published on our website and [Waverley's automatic analyser data](#) is available on the Air Quality England website. The Annual Air Quality Status Report 2019 will also be published on our website in the near future.

Service Plans - Actions Status

Q1 Environment Service Plan Actions 2019/2022

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



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

Outstanding actions for Service Plans 2019/22

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

Outstanding actions for Service Plans 2018/19

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

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

Internal Audit - Actions Status – Q1 update

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

Complaints – Q1 update

Q1 Environmental Services – Level 1 Complaints

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

Q1 Environmental Services – Level 2 escalations

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

Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	66.67%	100.00%	100.00%	95.00%
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Comment: All complaints were responded to in a timely manner and no further external escalation was required.

Finance – Q1 update

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

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

4. Service Dashboard – Commercial

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

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

Head of Service summary: Q1 comment

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

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

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

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

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

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q1

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

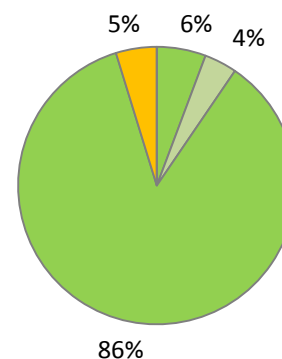
The implementation of the new IT system has temporarily impacted on reporting capacity in Building Control, which in turn affected data submission for the indicator C4 'Percentage of complete building control applications checked within 10 days'. The work is currently underway and the data will be available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

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

Service Plans - Actions Status Q1

Q1 Commercial Service Plans

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



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

Outstanding Service Plan Actions 2019/2020

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

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

Outstanding Service Plan Actions 2018/2019

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken
SP18/19CS1.2	Renegotiate new leisure management contract thresholds to increase guaranteed return (Cranleigh Leisure Centre).	31/08/18	Off track - action taken	31/08/19	80% Completed. Meeting arranged with Senior Management team at Places Leisure at the end of April. Proposal has been made and will form integral part of discussion with a view to gaining agreement by the end of August.

Internal Audit - Actions Status Q1

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

Complaints Q1

Q1 Commercial Services – Level 1

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

Q1 Commercial Services – Level 2 escalations

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

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

Finance – Q1 update

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

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

5. Service Dashboard – Housing Delivery & Communities

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

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

Head of Service summary: Q1

Communities

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

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

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

The Better Care Fund commissioners have agreed to fund:

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

This is an excellent example of collaborative working.

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

Housing Delivery

The major regeneration project at Ockford Ridge is making very good progress. Work is ahead of schedule on Site A - 37 new homes and the largest scheme undertaken by Waverley to date, with the first properties due to be handed over in spring 2020. The contractor has been appointed for phases 2 and 3 of the refurbishment programme, with work due to commence on 8 July.

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

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

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

The draft affordable housing supplementary planning document is scheduled for consultation between July and September 2019. This will give clear and detailed guidance to planning officers, developers and affordable housing delivery partners on the delivery of affordable housing in the Borough. All member Briefing on affordable housing and viability is scheduled for July 17 – this will give councillors and opportunity to dig deeper in to how the Council is providing affordable homes and the challenges around delivery.

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

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

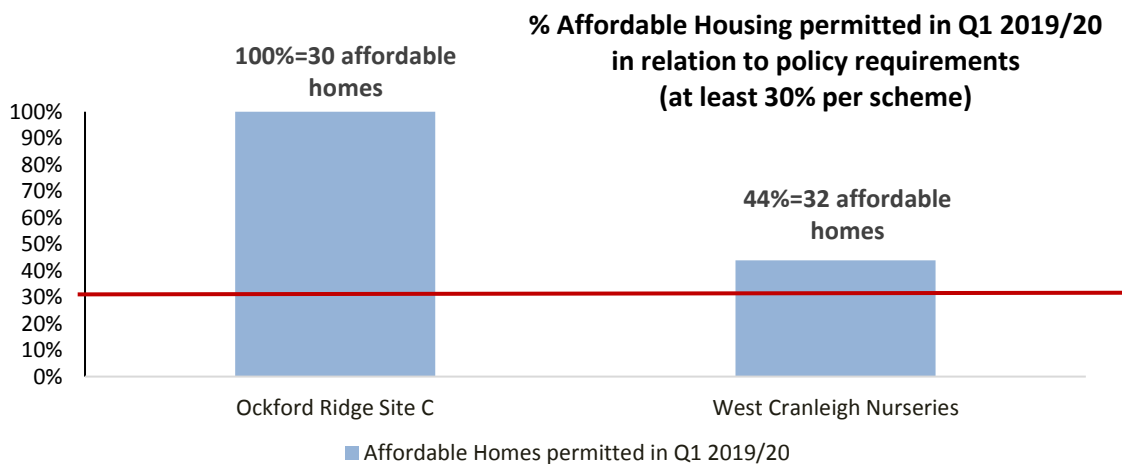
Plans are in place to celebrate 100 years of council housing. In 1919 the Addison Act promised 'homes for heroes' leading to the first large scale council housing build programme. The Housing team is hosting a series of summer parties to celebrate 100 years of Council housing. A timeline has been created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

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status

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

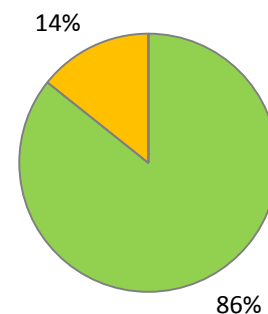
Comment: A good performance from the team. 30 affordable homes granted outline consent at Ockford Ridge on Council new build of 100% affordable housing, following demolition of 18 dwellings, resulting in net gain of 12. 32 affordable homes on scheme of 73 granted detailed consent at West Cranleigh Nurseries.



Service Plans - Actions Status

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

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



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

Outstanding Service Plan Actions 2019/2020

No outstanding actions

Outstanding Service Plan Actions 2018/2019

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

Internal Audit - Actions Status Q1

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

Complaints – Q1 update

Q1 Housing Delivery and Communities - Level 1 Complaints

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

Q1 Housing Delivery and Communities - Level 2 escalations

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

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

Finance – Q1 update

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

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

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

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

6. Service Dashboard – Housing Operations

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

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

Head of Service summary: Q1

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

Hugh Wagstaff, Head of Housing Operations

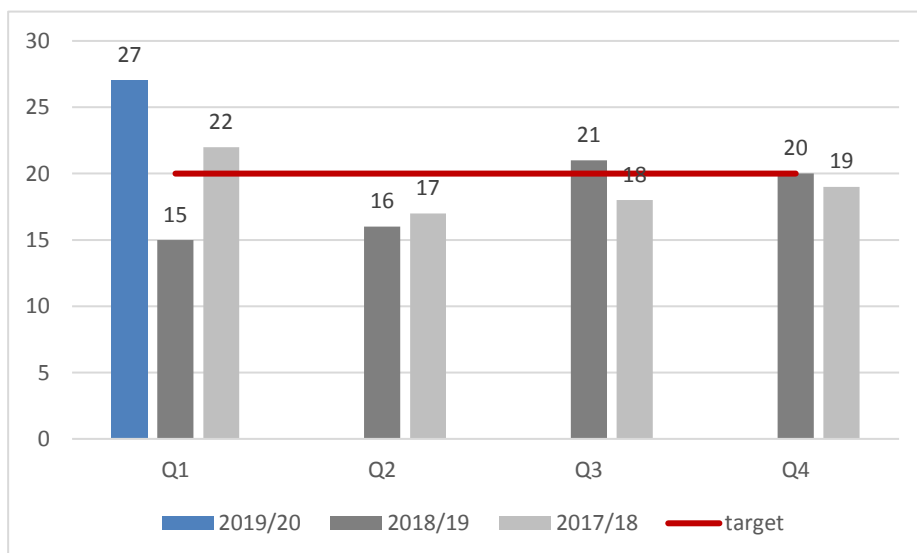
Performance Indicators Status

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

Comment: Q1 comment

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

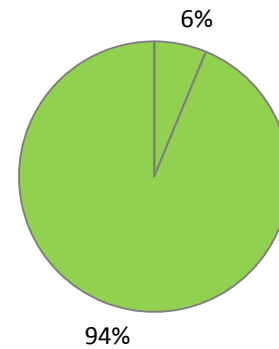
34 homes were relet in Q1 with an average of 27 working days. 90% homes were let within target in April but as the held homes were relet only 40% of homes were relet within the 20 day target in May and June. As the backlog is cleared the team are optimistic to improve performance over Q2.



Service Plan - Actions Status Q1

Q1 Housing Operations Service Plan 2019/2022

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



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

Completed Service Plans Actions 2019/2020

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

Outstanding Service Plans Actions 2018/2019

Code	Title	Due Date	Lead Officer	Status	Revised Due date	Actions taken to rectify
SP18/19H2.4	Review future of Family Support Team	30/11/18	Family Support Team Manager (JS)	Transferred to Service Plans 2019/20. New ref. HO2.2	31/03/20	A new due date of end of March 2019 was agreed in order to clarify future with SCC and Waverley budget setting. This action has been carried forward to 2019/20 service plan whilst Surrey County Council proposals are confirmed and considered.

Substitute action in 2019/20 Plan

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

Internal Audit - Actions Status Q1

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

Complaints Q1

Q1 Housing Operations - Level 1 Complaints

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

Q1 Housing Operations - Level 2 escalations

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

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

Finance – Q1 update

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

General Fund Comment: No areas of concern.

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

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

7. Service Dashboard – Business Transformation & Corporate

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

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

Head of Service summary:

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

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

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

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

In addition we have made progress with;

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

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

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

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

David Allum
Head of Business Transformation

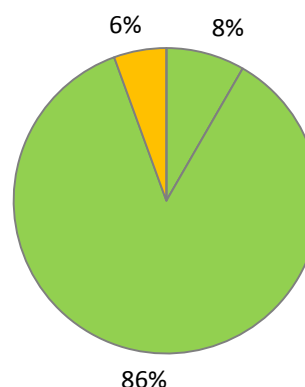
Performance Indicators Status Q1

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

Service Plan - Actions Status Q1

Q1 Business Transformation Service Plan 2019/2022

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



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

Outstanding Service Plan action 2019/2020

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

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

Outstanding Service Plan action 2018/2019

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

Internal Audit - Actions Status at Q1

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

Complaints – Q1 update

Q1 Business Transformation - Level 1 Complaints

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

Q1 Business Transformation - Level 2 escalations

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

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

Finance – Q1 update

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

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

8. Service Dashboard – Finance and Property Investment

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

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

Head of Service summary:

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

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

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

Peter Vickers, Head of Finance and Property

Performance Indicators Status

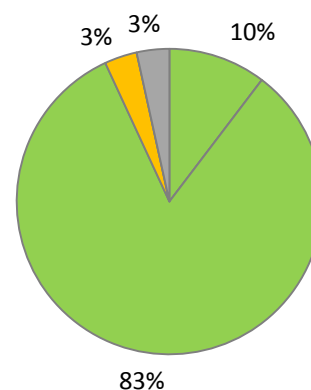
KPI	Description		Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q1 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	13	13	13	11.4	12	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)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

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

Service Plans - Actions Status Q1

Q1 Finance Service Plan Actions 2019/2022

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



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

Outstanding actions from 2019/20 Service Plan

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

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

Internal Audit - Actions Status Q1

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

Complaints Q1

Q1 Finance - Level 1 Complaints

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

Q1 Finance - Level 2 escalations

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

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

Finance– Q1 update

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

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

9. Service Dashboard – Policy & Governance

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

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

Head of Service quarterly feedback:

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

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q1

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

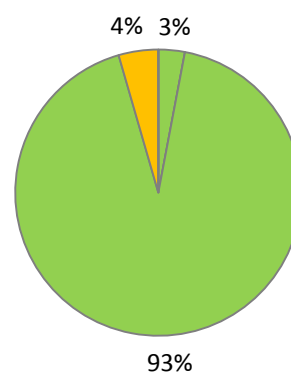
The complaints response rate at Level 1 (PG2a) has improved in Q1, although still performing off target. The areas of underperformance concern the following teams: Commercial Services (75%), Housing Operations (52%) and Planning & Economic Development (83%). Starting from Q1, a new more granular monitoring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

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

Service Plans - Actions Status Q1

Q1 P&Gov Service Plans 2019/2022

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



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

Outstanding Actions from Service Plans 2019/2020

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

Outstanding Actions from Service Plans 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19PG2.1	Increase levels of community engagement, including participatory budgeting:	31/12/18	Communications & Engagement Manager	Off track - action taken	31/10/19	75% Completed. The timetable for this piece of work was revised to inform the Medium Term Financial Plan. The preparation of the survey is underway (to go live in the Autumn).
SP18/19PG2.4	Review / refresh / relaunch Waverley's Communications and PR Strategy.	31/12/18	Communications & Engagement Manager	Off track - action taken	31/10/19	90% Completed. The review and research processes are complete and the consultation draft strategy is also complete. The draft strategy will be considered in Q1 with the intention of formal adoption in Q2 of 2019/20.

Internal Audit - Actions Status Q1

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

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

Comment: At the end of Q1, the only outstanding Internal Audit Actions related to the December 2018 internal audit review of the Council's flexi-time system. The audit report concluded that the Council could take partial assurance that the controls to manage this area of work were suitably designed and being consistently applied. The Council accepted the five management actions issued. However, following the adoption of a new HR Strategy and associated change plan in respect of systems and procedures, and following consultation with Staffside, whilst the principle of the recommendations is still accepted, these actions and timescales are now under review in consultation with the Council's Audit Team.

Complaints Q1

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

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

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

Finance – Q1 update

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

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

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

23 September 2019

Title:

HOUSING DEVELOPMENT UPDATE

[Portfolio Holder: Cllr Anne-Marie Rosoman]

[Wards Affected: Chiddingfold and Dunsfold; Godalming Central and Ockford]

Chiddingfold

Queens Mead: 1x1 bed flat, 1x2 bed flat, 6x2 bed house
Hartsgrove: 2x1 bed flats, 2x2 bed houses, 2x3 bed houses
Pathfields: 2x1 bed flats, 9x2 bed houses
Turners Mead: 2x2 bed houses

Pre-application advice has been obtained for the sites and proposals for the sites adjusted to reflect the advice received. All surveys required to support the planning applications have been completed at three sites but further investigations related to a tree on the boundary of the site are required at Turners Mead.

The schemes have been designed using Waverley Borough Council design standards and applications will be submitted in late September.

The initial tenant engagement took place in mid-February ahead of the Neighbourhood Plan Group public event on 22 – 24 February. The Housing Development Team also held a separate drop-in consultation event for the tenants and residents living in the community near the sites on 14 March 2019. A letter will also be sent to these tenants and residents before the planning applications are submitted.

Financial appraisals have been undertaken for each scheme based on current cost estimates. All show a positive result based on charging an affordable rent (80% market rent).

Ockford Ridge

136 new homes – demolition of 85 homes – net gain of 51

Site A – Whitebeam Way: 37 new homes
Site B: 17 new homes
Site C: 30 new homes
Site D: 16 new homes (delivered)
Site E: est. 14 new homes (concept designs to be prepared)
Site F: est. 22 new homes (concept designs to be prepared)

Site A – Whitebeam Way

Thakeham Client was appointed as the contractor for Site A. Work started in April and the first 15 new homes are expected to be handed over in by the end of May 2020. The remaining properties will be handed over in three further phases with the final phase expected to be completed by October 2020. Most of the new properties on this part of Ockford Ridge will have the address Whitebeam Way.

The Ockford Ridge Allocation Policy determines how the new build property is allocated and the allocation process will be concluded in September 2019. Tenants will be notified in writing and the Tenancy and Estates and Home Choice Team will be available to answer any questions they may have.

Staff from Thakeham Client are working with Waverley and other local partners to deliver a package of Community Benefits which have included working with the local church, scouts primary school and Skillway.

Site B

Planning consent was granted in August 2017. Officers and consultants now are working to discharge all the conditions to the application to enable demolition to commence when current tenants have moved to a new home. Tenancy Audits were completed in the summer to ensure that information held about housing need is up to date. This site could not progress until Site A was delivered to provide the new homes for tenants to move into.

The process to procure a build contractor to deliver the new home on this site will commence in October 2019.

Site C

An outline planning application for 30 new homes was considered and granted by Central Planning Committee in April 2019. Architects are preparing information to share with residents of Ockford Ridge in October about the detailed design for the site before a reserved matters application is made in November this year. Detailed designs are also being prepared for the Ridge Walk which will form part of this application. This footpath will run from Hawthorn Drive to The Green and will improve pedestrian links and provide planting of new trees and shrubs.

Tenancy Audits were completed in the summer to ensure that information held about housing need is up to date.

The process to procure a build contractor to deliver the new homes on this site will commence in October 2019. The appointment will be subject to the approval of the reserved matters planning application.

Sites E & F

Site E: 89 – 94 Ockford Ridge: three pairs of small, semi-detached houses whose rear gardens fall away steeply down to Cliffe Road. This site will be bought forward with investigation and concept designs prepared in the next 12 months.

Site F: 119 - 134 Ockford Ridge (excluding 125,126): a mixture of small semi-detached and terraced houses.

Following Management Board approval of the business case to deliver new build housing on this site rather than undertake refurbishment works, the communications and housing development teams prepared an information pack for tenants impacted by the proposals. This included an updated Ockford Ridge Allocations Policy to reflect the addition of these two further sites to the redevelopment sites at Ockford Ridge.

Appointments were made so each tenant living in homes on these sites could talk to officers. A Drop in Surgery was also arranged and well attended.

Refurbishment

Phase 2 & 3

Niblock Building Contractors were appointed to undertake the next two refurbishment phases and a drop-in event was held to provide residents with an opportunity to meet the Niblock team.

Phase 2 will deliver external works and phase 3 is a full refurbishment phase.

Work started on these phases in July and properties will be handed over in a phased basis with all works expected to be completed by March 2020.

One property will provide adapted ground floor accommodation for an existing tenant at Ockford Ridge (Site C) with a long term health condition.

Land Adjacent to 13 Ryle Road, Farnham

2x 1-bed flats

A planning application was submitted and 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.

Following the refusal, officers have been advised by planners to resubmit a pre-application, while actively engaging with Ward Councillors.

Officers have commissioned a valuation of the site. The resulting valuation report will inform discussions about the future of this site that will be considered at a meeting diaried to take place in late September.

Land adjacent to 85 Aarons Hill, Godalming

4x 1-bed flats

A planning application was submitted and approved by the Central Planning Committee in March.

An application has been submitted to obtain an order for diverting the public right of way. The right of way links Aarons Hill estate to the new Ockford Park development and discussions are underway with the developer for this site, CALA Homes, to agree on the new point of access. An employers agent has been appointed and a tender for a build contractor will be issued when the diversion has been agreed.

Community Rooms: conversion to 1 and 2-bed flats: Stonepit Close, Godalming, Griggs Meadow, Dunsfold, and Woodyers Close, Wonersh

2 x 1-bed flats
1 x 2-bed flat

Niblock builders were appointed as the contractor and works were completed with three new homes handed over and occupied in April.

Churt – Parkhurst Fields

4 x 2-bed houses

Following receipt of pre-application advice, proposals for the site were shared with local residents at a consultation event in April.

Surveys have been completed to inform documents that will be included as part of a planning application which is due to be submitted in October.

Residents near the site will be notified when the application has been validated and will have a further opportunity to comment as part of the formal planning consultation process.

Officers have also met with Ward Members and Parish Council who were supportive of the proposal to develop this site.

A financial appraisal has been prepared based on estimated costs at this stage and charging affordable rent (80% market rent).

Churt – Crossways Close

2 x 1-bed flats
2 x 2-bed flats
2 x 3-bed houses
6 x 2-bed houses

This site is currently occupied by four bungalows with large gardens and open space beyond the footpath which provides a link between Crossways Close and Parkhurst Fields.

The communications and housing development teams prepared an information pack for the tenants impacted by the proposals and appointments were made to meet them ahead of the public consultation event.

Surveys have been completed to inform documents that will be included as part of a planning application which is due to be submitted in October.

Residents near the site will be notified when the application has been validated and will have a further opportunity to comment as part of the formal planning consultation process.

A financial appraisal has been prepared based on estimated costs at this stage and charging affordable rent (80% market rent).

Cranleigh – Amlets Way

2x 2-bed houses (affordable rent)

3 x 3-bed houses (shared ownership)

Waverley entered into a contract with CALA Homes to acquire five new homes on their site in Cranleigh.

Officers attend monthly site meetings with our employer's agent to review progress on site. Our clerk of works also regularly attends site to inspect the workmanship, quality and safety of work and reports findings to the Council.

Progress on site is good with the two shared ownership homes due to be handed over in December 2019 and rented homes in the new year.

Pipeline Schemes at feasibility stage

Area	Sites	Potential new homes
Cranleigh	3	11
Farnham	3	15
Godalming	4	13
Haslemere	4	24
Other	4	40
	18	103

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

23 SEPTEMBER 2019

Title:

**WAVERLEY HOUSING STRATEGY- 2018-2023
YEAR 1 ACHIEVEMENTS
HOUSING DELIVERY AND COMMUNITIES**

**[Portfolio Holder: Cllr Anne-Marie Rosoman]
[Wards Affected: All]**

Summary and purpose:

To report on achievements by the Housing Delivery and Communities Service against Year One actions in the Council's 2018-2023 Housing Strategy and provide a summary of affordable housing reports that will inform Year 2 actions.

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

This report relates to the Council's People/ Place/ Prosperity priorities through the provision of affordable housing for people in housing need and the social, economic and community benefits to wider society.

Equality and Diversity Implications:

There are no direct equality and diversity implications arising from this report.

Financial Implications:

Any additional costs are set out in the action plan.

Legal Implications:

There are no direct legal implications arising from this report.

Introduction

1. This report sets out achievements against Year One actions from the Housing Strategy, between April 2018 and March 2019.
2. The Council's Strategic Housing and Delivery services comprises:
 - Housing Strategy and Enabling
 - Housing Delivery (new build council housing)
 - Housing Needs
 - Private Sector Housing
3. The Housing Strategy sets out the Council's strategic housing objectives from 2018-2023. As national and local housing policies change, and the needs of the Borough

change over time, it is essential that the Strategy is reviewed every year. Progress against the objectives must be monitored and the objectives realigned to enable the Council to meet the housing need of local people.

Year One Headline Achievements

36%
of New Homes completed in 2018/19 were for Shared Ownership

Local Lettings Plan for Dunsfold Park drafted

112
Affordable Homes started on site

Downsizing Day held to support older people who wish to find suitable alternative accommodation and Homelessness Forum with Statutory and Voluntary Partners

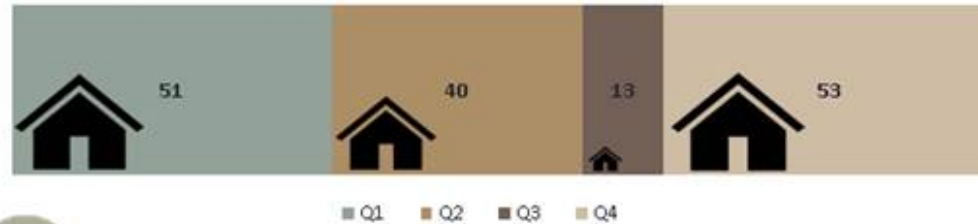


Homelessness Strategy Action Plan adopted ✓
Annual report produced for Affordable Housing Delivery Plan ✓
New home improvement plan successfully implemented ✓

Annual report produced for Affordable Housing Delivery Plan



Completion of 157 Affordable Homes



64%
of New Homes completed in 2018/19 were Affordable Housing for Rent

Affordable Housing Supplementary Planning document drafted and ready for public consultation

40 Houses In Multiple Occupation Licences received

Start of Handy Person Service to keep older residents safe and secure in their homes

Completion of

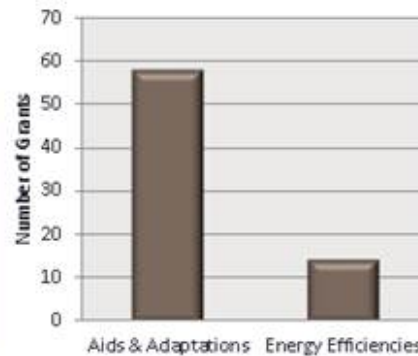
45

new Council affordable homes, including 4 adapted units at Ockford Ridge

Rural Housing Needs Surveys carried out in Dunsfold, Elstead, Tilford and Wonersh

Introduction of new Handy person Service for Home Improvements

Grants issued for...



Waverley
Housing Strategy Achievements for 2018/19

264 Affordable Homes granted planning permission

Details of all actions and achievements can be found in the [Waverley Housing Strategy Year One Action Plan Achievements](#)

Year Two Actions

Objective H.c.1 in the Housing Strategy commits the Council to establishing three new models of development to bring forward additional affordable homes to meet local need. One of the proposed models is to create a Local Housing Company. A Company could cross subsidise affordable housing and/or directly develop temporary accommodation. It could provide for long-term investment through the development of housing for market rent to support council services in the future and potentially deliver a pipeline of rented homes which would add to the overall housing offer in the borough, where good quality, well managed market rented housing is in very short supply.

The Year 2 Actions also include a series four of profiling reports which have already been compiled. These interrelated reports provide more detail about local housing need and affordability. The principal findings are outlined below. The full reports are available on request.

Headlines from each report:

According to the [Affordability Report](#), the median property price in Waverley is £465,000.

The median earning is £37,076. Workers in a number of occupations such as primary school teachers (£27,474), builders (£23,707), nurses (£23,664) and firefighters (£22,459) earn significantly less. Many of these services are key to the wellbeing of our local communities and economies.

These groups will need to consider affordable housing to rent or buy to resolve their housing need and will benefit from the development of new affordable homes.

63% of local employers in the [Survey of Employers](#) felt the lack of housing people can afford in the local area had the greatest impact on the local economy. 77% of respondents believed if more housing was built, this would have a positive impact. 70% of respondents strongly agreed that the cost of buying a home that people can afford in Waverley is a problem. 67% of respondents felt the lack of housing people can afford had a great impact on their ability to recruit and retain staff.

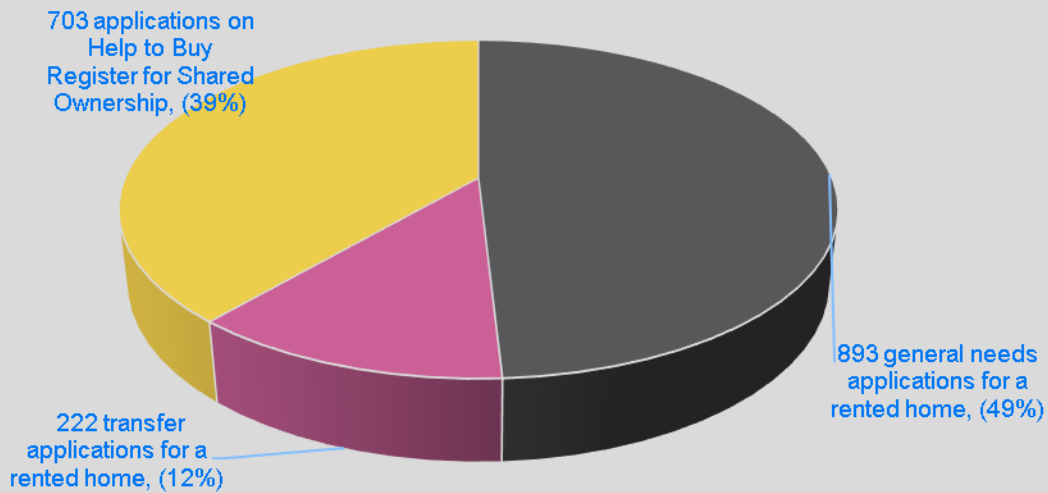
On 1 March 2019 the [Council's Housing Needs Register](#) held 893 applicants for general needs housing and an additional 222 households for a transfer application. Most general needs applicants were aged between 31-50 and in need of a one bed property and most transfer applicants needed a two bedroom property. Over 80% of general needs housing applicants were registered in Band C, which contains those with the least urgent need. The average waiting time in Band C is nearly 3 years.

The [Help to Buy Register](#) holds 703 applications for affordable home ownership from eligible households with a residence or work connection to Waverley. 68% of all applicants (480 households) live in Waverley. 22% of the applicants registered (156 households) both live and work in the borough. A further 28% live in Waverley but work elsewhere (200 households). 44% are renting privately and 41% are living with family and friends. Waverley's Help to Buy applicants have an average household income of £34,906. 59% have savings of less than £10,000

This is an under-representation of need as does not include households without a connection to Waverley who under Homes England policy would still be eligible to apply for an affordable home ownership product in the borough.

Housing Need in the borough is broken down in the following chart (1 March 2019).

Waverley Households Registered for an affordable home



4.

Recommendation

The Housing Overview and Scrutiny Committee are asked to note the achievements against Year One of the Housing Strategy and initial findings from the four profiling reports, which will inform any realignment of the Strategy during year 2 (2019-20)

Background Papers

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

CONTACT OFFICERS:

Name: Alice Lean, Housing Strategy and Enabling Manager

Telephone: 01483 523252

Email: alice.lean@waverley.gov.uk

Name: Andrew Smith, Head of Strategic Housing and Development

Telephone: 01483 523096

Email: andrew.smith@waverley.gov.uk

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Waverley Housing Strategy

Year One Action Plan Achievements

**April
2018-
March
2019**

ACTION POINT HOLDERS; TO UPDATE ACTION PLAN ON QUARTERLY BASIS

ROLE	OFFICER NAME	EMAIL	PHONE	ACTIONS
Housing Development Manager	Louisa Blundell	Louisa.blundell@waverley.gov.uk	01483 523205	H.b.1/ H.b.3 O.d.2/ e.1
Private Sector Housing Manager	Simon Brisk	Simon.brisk@waverley.gov.uk	01483 523363	M.a.3 M.b.1/ M.b.2/ M.b.3/ M.b.4/ M.c.1/ M.c.2/ M.c.3/ M.c.4/ M.c.5/ M.c.6 M.d.2/ M.d.3/ M.d.4/ e.3
Senior Living and Careline Service Manager	David Brown	David.brown@waverley.gov.uk	01483 523358	O.b.1/ O.b.2/O.b.3
Planning Lawyer	Barry Devlin	Barry.devlin@waverley.gov.uk	01483 523561	H.a.2
Principal Planning Officer	Matthew Ellis	Matthew.ellis@waverley.gov.uk	01483 523297	O.e.1
Housing Strategy and Enabling Manager	Alice Lean Esther Lyons	Alice.lean@waverley.gov.uk Esther.lyons@waverley.gov.uk	01483 523523 01483 523430	H.a.1/ H.a.3 H.b.2 H.c.2/ H.c.3/ H.c.4 O.c.2/ O.f.2 O.g.1/ O.g.2 H.b.2/ H.c.5 O.d.1/ O.f.1/ M.a.2 M.d.1/ e.2
Housing Needs Manager	Mike Rivers	Michael.rivers@waverley.gov.uk	01483 523013	O.a.1/ O.a.2/ O.a.3 O.c.1/O.c.3/ O.c.4 M.a.1/ M.a.4/ M.b.5 e.4
Head of Housing Delivery and Communities	Andrew Smith	Andrew.smith@waverley.gov.uk	01483 523096	H.c.1/ O.b.4

WE WILL WORK TOWARDS ACHIEVING OUR GOAL OF EVERYONE HAVING A HOME THROUGH THE FOLLOWING ACTION PLAN

H	Increase delivery of well designed, well built affordable HOUSING
a.	Place-shaping to Enable New Affordable Homes

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
H.a.1.	Use our place shaping skills to work with our Housing Association and Development partners on the Dunsfold Aerodrome scheme through the delivery of a Local Lettings Plan	December 2018	Housing Strategy and Enabling Manager	Officer time	Affordable Housing Provider working in partnership with developer Lettings plan in place	Engaging with internal partners to ensure s.106 delivery of affordable housing	Local Lettings Plan drafted and circulated	Ongoing	<u>GREEN</u> <u>ACHIEVED</u> REMOVE FROM Y2 ACTIONS AS LOCAL LETTINGS PLAN COMPLETE
H.a.2.	Produce a template s.106 agreement in order to maximise opportunities for affordable housing and promote transparency.	October 2018	Planning Lawyer	Officer time	Template s.106 agreement available on website	Legal services currently working on template. To be provided as part of Supplementary Planning Document	Template drafted, working group met October 2018	To be included with SPD consultation	<u>GREEN</u> <u>ONGOING</u> REMOVE FROM Y2 ACTIONS AS PART OF AH SPD SPD to Housing O&S Feb 2019

H.a.3	Support the delivery of Local Plan Part 1 including setting our expectations about the tenure of affordable housing.	March 2019	Housing Strategy and Enabling Manager	Officer time	Local Plan Part 2 Adopted March 2019	Draft of SPD complete. Ready to consult with Affordable Housing Working Group (AHWG) and Development Control (DC)Team	AHWG have gone through all of document; consultants (SDS) have advised on viability section Soft launch with planning and presented at DC workshop November 2018 and Planning Committee Chairs	Feedback incorporated from RPs Met with Portfolio Holders Nov 2018	<p><u>GREEN</u></p> <p><u>ONGOING</u></p> <p>SPD to Housing O&S Feb 2019 to approve consultation. Timetabled for after purdah</p>
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H	Increase delivery of well designed, well-built affordable HOUSING
b.	Building New Affordable council Homes which are Sustainable and Energy Efficient

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
H.b.1	Develop 20 new council homes pa which meet criteria specified in Waverley New Build standards.	As per timescales in Housing Delivery Plan	Housing Development Manager	As set in Housing Delivery Plan	Increased supply of Council homes for rent and shared ownership	Wey Court (24)	Ockford Ridge-site D (16)	3 x Community Room units due to be completed by end of March	GREEN ONGOING 3 x Community Rooms handover delayed due to utility works. Now due 18 April 2019. Start on site at Ockford Ridge Site A (1.4.19) on with handover of Phase 1 by April 2020.
H.b.2	Carry out 'Do You Like Where You Live' surveys on a sample of 5 x new private, Housing Association and council new build homes on an annual basis	April 2018 and annually	Housing Strategy and Enabling Manager	Officer time Additional office support required	Survey complete Report of findings circulated and on website	Included in role of Strategic Housing Apprentice bid successful June 2018. To start September 2018	Unable to appoint successful candidate at interview . To re-advertise	Housing Development Team to lead	GREEN ONGOING Customer satisfaction to dovetail with needs and profiling reporting

H.b.3	Develop a new Affordable Housing Delivery Plan every 5 years	Reviewed annually	Housing Development Manager	Officer time	New plan adopted and available on website	Annual report produced with 5 year plan as Annexe	Ongoing	Annual report produced with 5 year plan as Annexe. Will be updated for the next Housing O&S committee	<u>GREEN</u> <u>ACHIEVED</u> Annual report produced with 5 year plan as Annexe. Will be updated for the next Housing O&S committee in June 2019
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H	Increase delivery of well designed, well-built affordable HOUSING
c.	Working in Partnership with Housing Associations and other housing providers

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
H.c.1	Establish 3 models of development to bring forward additional affordable homes to meet local need	March 2020	Head of Housing Delivery and Communities	Officer time Funding Sites	<p>Joint working on s.106 with Housing Associations and other development partners to provide a range of tenures, including new public/ private partnerships</p> <p>Acquire homes for development under s.106 agreements</p> <p>Explore setting up a Local Housing Company</p>	<p>RP partnership</p> <p>Routinely looking at s.106 sites for WBC development</p> <p>Facilitated land purchase arrangements with HA on Dairy Crest site, Farnham; generating 21 affordable units/ site of 100% AH</p> <p>Discussions with Woking BC re their Thameswey Housing Company which they have used to develop new homes</p> <p>Exploring new products e.g. shared equity</p>	<p>Ongoing</p> <p>Offers on s.106 sites made at Chiddingfold, Elstead, Cranleigh and Witley sites</p>	<p>Looking at modular housing and holding shared ownership workshops</p> <p>Progress on s.106 site at Cranleigh</p>	<p><u>GREEN</u></p> <p><u>ONGOING:</u></p> <p>Shared ownership policy workshops completed and policy drafted. Capability audit underway.</p> <p>Review of legal documents ahead of signing for affordable housing units at Cranleigh.</p> <p>Further offers made on sites in Godalming and Ewhurst. Meetings with developers to</p>

						via Landspeed, Rent Plus, Discounted Market Sales			promote Waverley Borough Council as a potential development partner on S106.
H.c.2	Enable the development of s.106 sites including Furze Lane, Bourne Mill and Amlets Lane at planning stage and throughout the development process	As development schedule	Housing Strategy and Enabling Manager	Officer time	Increased supply of housing association homes for rent and intermediate tenures	51 affordable homes completed Q1 2018-19; 65% for rent, 35% shared ownership, closely aligned to SHMA recommended tenure split of 70% rent/ 30% shared ownership	40 affordable homes completed Q2 2018-19; 95% rent, 5% shared ownership	8 homes completed Q3: 100% shared ownership Aster and Bellway in contract for 28 homes at Little Acres (Dec 2018) 69 units granted PP in Q3 Quarterly reporting % AH on s.106	<u>GREEN</u> <u>ONGOING</u> 23 shared ownership homes out of a total of 53 completed Q4 (43%) 153 affordable homes granted PP in Q4 on s.106 sites, providing 30% AH
H.c.3	Work with Housing Association partners to facilitate the development of their own sites	As development schedule	Housing Strategy and Enabling Manager	Officer time	Making public subsidy go further, ongoing viable development programme	Completion of 6 affordable homes on mixed tenure site, developed by Mount Green	Work on site at Federal Mogul, Elstead (Clarion), Planning consent at KPI, Cranleigh (A2 Dominion)	Ongoing	<u>GREEN</u> <u>ONGOING</u>

H.c.4	Work with our partners to bring forward 540 affordable homes at Dunsfold Park.	As development schedule	Housing Strategy and Enabling Manager	Officer time	New affordable homes at Dunsfold Park	Engaging with internal partners to ensure s.106 delivery of AH	LLP drafted	Ongoing	<u>GREEN</u> <u>ONGOING: INCORPORATED INTO H.a.1 in Y2 action plan</u>
H.c.5	Support our Housing Association partners in achieving the best possible outcome for residents and the environment on new Housing Association schemes in the borough.	As development schedule	Housing Strategy and Enabling Manager	Officer time	Good quality affordable housing	SPD setting standards and expectations. Good quality pre-app and consultation advice provided. Measure outcomes with surveys	Ongoing As Q1	Performance reporting planned for Q1 2019-20 Ongoing consultation responses re: NDSS and SPD	<u>GREEN</u> <u>ONGOING</u>

O	OPTIMISE Social and Economic Wellbeing
a.	Enabling affordable housing to Support a Vibrant Economy

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
O.a.1	Work to maximise delivery of affordable housing in a range of types and sizes to meet the needs of people working in Waverley	As development schedule	Housing Strategy and Enabling Manager	Officer time	Tenure mix of housing meets identified needs	Draft Economic Strategy/ Corporate Strategy demonstrating strong links with Housing Strategy/ Need for AH 33 affordable rents and 18 shared ownership homes completed Q1	Using SPD to prioritise AH over less critical infrastructure	Employers Survey planned for Q4 2019-20 Responding to essential worker proposal at John Wiskar Drive	<u>GREEN</u> <u>ONGOING:</u> Employers Survey, Housing Needs Register profiling and shared ownership profiling and affordability reports in draft
O.a.2	Continue to prioritise households working in Waverley and those seeking employment in Waverley for shared ownership properties.	As development schedule	Housing Strategy and Enabling Manager	Officer time	Tenure mix of housing meets identified needs	Updating SO prioritisation for SPD, as now unable to restrict to Local Connection on schemes funded by Homes England, inc 18 SO homes completed Q1 at Langham	2 x SO completed at Amlets Lane, Cranleigh in Q2 Ongoing support and advice to prospective shared owners	8 x SO completions at St Georges Road, Farnham Ongoing SO support Initial discussions on allocations	<u>RED: NOT ACHIEVED</u> 703 applications from households with a live/ work connection to Waverley on help to buy register (February 2019) Home ownership event planned for September 2019 REMOVE FROM Y2 ACTIONS AS NO LONGER ABLE TO PRIORITISE

						Court and Bourne Mill		scheme review Help to Buy Zone Agent contract out for tendering	UNDER HOMES ENGLAND POLICY
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O	OPTIMISE Social and Economic Wellbeing
b.	Meeting Housing Needs in our Rural Communities

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
O.b.1	Work with the Rural Housing Enabler to commission at least 2 x housing needs surveys per annum to measure need and support for rural exception schemes	2 surveys per year	Housing Strategy and Enabling Manager	£4,500pa to support Rural Housing Enabling Service	Increased amount of affordable housing in rural areas, helping to maintain the vitality of villages in Waverley	Dunsfold HNS complete (April 2018) and paid for by WBC. Possible HNS for 2018-19 in Hascombe and Tilford Wonersh PC finalising questions for HNS June 2018 Contribution towards RHE post 2018-19 £4,500 from Enabling Budget	Postage and printing paid for on Dunsfold/ Wonersh/ Tilford HNS	Ongoing Tilford PC meeting to discuss HNS results	<u>GREEN</u> <u>ACHIEVED</u> Dunsfold, Wonersh, Tilford and Elstead HNS reports completed 2018-19
O.b.2	Jointly manage the Surrey Community Housing Project in a partnership with 7 other local authorities for a period of 2 years to work with local communities who wish to develop their own housing projects	March 2019	Housing Strategy and Enabling Manager	Ministry for Housing, Communities and Local Government Allocation	Community Led housing schemes in the borough	Application Pack produced. Allocation for publicity funding made to Haslemere CLT Project Manager working with Chiddingfold re possible CLT	Ongoing As Q1	Ongoing	<u>GREEN</u> <u>ONGOING:</u> Initial discussions with Thursley PC Older persons co-housing group interest in Farnham following workshop at the Maltings

O	OPTIMISE Social and Economic Wellbeing
c.	Preventing Homelessness

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
O.c.1	Deliver the Homelessness Strategy Action Plan	Adopted May 2018	Housing Needs Manager	Officer time Funding	Fewer households become homeless. Cost of emergency accommodation is reduced	Adopted April 2018	Partner Forum arranged for 09.10.18 to agree 2019 priorities	Update report prepared for 2019	<u>GREEN</u> <u>ONGOING</u>
O.c.2	Continue to ensure fair and sustainable allocation of affordable homes in Waverley through Allocation Scheme .	Allocation Scheme constantly under review	Housing Needs Manager	Officer time	Housing Register applicants secure affordable, suitable and sustainable homes	To publish half year stats in October 2018 Possible exercise to embed new build programme planned for 2018-19	Review of allocation scheme planned for autumn 2019	Initial scoping meeting in Dec 2018. Agreed to retain CBL, minor updates to scheme and streamline processes	<u>GREEN</u> <u>ONGOING</u>
O.c.3	Work with our partners to enable the development of new housing across a range of tenures to meet the needs of households threatened with homelessness	As Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs	Meeting with Niche PRS. Agreed to look for opportunities on sites of 35+ units	Meeting to discuss Godalming site October 2018 Commissioning unfunded supported housing with A2 dominion, Stonham, York Road	Still awaiting a suitable site for Niche PRS scheme	<u>GREEN</u> <u>ONGOING</u> Fresh radio campaign for 2019/20 to maximise access to PRS

									<p>2 hard to let properties leased via a third party to households threatened with homelessness</p> <p>Ongoing relationship management with local letting agents</p>
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O	OPTIMISE Social and Economic Wellbeing
d.	Meeting Housing Needs of Older People

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
O.d.1	Enable older people to stay in their own home for longer, through the use of assistive technology, aids and adaptations	Ongoing	Senior Living and Careline Service Manager Private Sector Housing Manager	Funding Officer time	77 new Careline customers in Q1. Total no. of Careline customers at end June 2018: 1826.	Q1:6 grants providing aids and adaptations, 4 grants to improve thermal insulation for the benefit of disabled/ elderly clients	36 grants for aids and adaptations and 12 grants for energy efficiency etc. works in the first 6 months of 2018/19 83 new care line customers in Q2, out of a total of 1,835 customers (5%)	Careline: Total number of customers : Oct 1884 Nov 1880 Dec 1841	<u>GREEN</u> <u>ONGOING</u> Careline: Total number of customers: Jan 1831 Feb 1820 March 1785 The decline in numbers is due to a data cleansing exercise.

O.d.2	Support older people to find suitable alternative accommodation, when required; whether downsizing in the private sector, or accessing specialist housing to meet their care needs	Ongoing	Senior Living and Careline Service Manager	Funding Sites Officer time	Mix of housing meets identified needs	Easy Move and Mutual Exchange identification/ signposting included in Senior Living Co-ordinator role	Ongoing	<p>Re downsizing: Open Day held at one scheme in Oct. Dates set for 2019 to hold an open day at each scheme to promote service</p> <p>Links developed with RPs with hard to let senior living secured for those facing homelessness</p>	<p><u>GREEN</u></p> <p><u>ONGOING:</u> The third open day was held in Q4. This was attended by 14 interested people, with a view of downsizing and moving into Senior Living. Dates are set for open days at the remaining schemes during Q1 and Q2 of 2019/20. The Senior Living officers continue to make contact with the identified tenants and look to build an ongoing relationship to help meet their housing needs and promote the SL service.</p>
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O.d.3	Plan strategically for the development of a range of housing options for older people including Extra Care housing and dementia specialist care, in partnership with Adult Social Care Commissioning team	Ongoing	Senior Living and Careline Service Manager Housing Strategy and Enabling Manager Private Sector Housing Manager	Funding Sites Officer time	Mix of housing meets identified needs	Information pooled between services to plan strategically for future need	Meeting with SCC re 6 Acres, Farnham cancelled by SCC. Further discussions with SCC Adult Social Care and property teams ongoing.	<u>GREEN</u> <u>ONGOING</u>
O.d.4	Commit to find a site for at least 1 new build Extra Care Scheme	March 2023	Head of Housing Delivery and Communities	Funding Sites Officer time	Mix of housing meets identified needs	Ongoing consideration of emerging sites including Dunsfold Aerodrome	As above	<u>GREEN</u> <u>ONGOING</u>

O	OPTIMISE Social and Economic Wellbeing
e.	Meeting Housing Needs of Younger People

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
O.e.1	Work with partners to increase provision of suitable specialist and supported housing for young people where needed.	As Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs	Commission pilot scheme for up to 3 supported housing bed spaces at The Crescent, Woking (HSAP 3.10) Make use of opportunity to refer young homeless clients needing emergency Accommodation into Surrey CC family HOST service and explore possibility of expanding to service for older clients (HSAP 3.12) Monitor and review shared house scheme (HSAP 3.5)	Ongoing As Q1	As quarter 1 with potential option of leasing TA units to a supported housing provider	<u>GREEN</u> <u>ONGOING</u> 4 bed spaces commissioned at The Crescent in Woking with the ability to spot purchase an additional 2 (achieved), service commissioned for 19/20 5 supported housing bed spaces for vulnerable people and young parents following withdrawal of HRS funding for 19.20. 2 bed spaces funded and filled at Transform Housing (Simmonds Court) following withdrawal of Hants HRS funding. 1 supported housing bed space secured at Step By Step pending ongoing negotiations

									<p>3 supported housing spaces for vulnerable people with mental health support needs in a WBC property.</p> <p>REMOVE FROM Y2 AS PART OF JOINT WORKING ACTIONS AND EXTEND TO ALL AGES</p>
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O.e.2	Bring forward a range of types and sizes of affordable homes for general needs through the planning process, to include smaller units suitable for young single people and couples	As development schedule	Housing Strategy and Enabling Manager	Integrated approach. Strategic joint working with planning service	Mix of housing meets identified needs Annual housing needs reports published	51 Q1 completions: 31% as 1 bed 49% as 2 bed 20% as 3 bed No 4 beds. Higher proportion of 2 and 3 beds than SHMA recommended mix due to shared ownership homes at Bourne Mill	40 Q2 completions : 20% as 1 bed 45% as 2 bed 30% as 3 bed 5% as 4 beds. Lower proportion of 1 beds as Ockford is replacement of existing units, smaller units at Amlets delivered in different phase	13 Q3 completions: 75% as 1 bed 25% as 2 beds	<u>GREEN</u> <u>ONGOING</u> 53 Q4 completions: 38% as 1 bed 47% as 2 bed 15% as 3 bed
O.e.3	Work to retain existing resources and facilities for young people in housing need in the borough	As Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers; Officer time	Young people accessing the homes they need	Agree resolution with Step by Step regarding nominations rights for Aldershot scheme	Ongoing	Meeting delayed until September 2019 but Options now able to refer to up to 3 vacancies in the meantime	<u>GREEN</u> <u>ONGOING</u> <u>MOVE ACTION TO JOINT WORKING SECTION FOR Y2</u>

O.e.4	Work in partnership and improve communication with Surrey County Council Children's Services and Families teams to ensure that young people receive the housing related support they need	As Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Young people accessing the homes they need	Housing Options Support staff to attend and contribute to Early Help Local Family partnership meetings in Waverley (HSAP 5.7)	Pilot Local Family Partnership in Haslemere November 2018	Pilot of local family partnerships delayed due to SCC re-structure	<u>RED: NOT ACHIEVED DUE TO SCC REORGANISATION</u> <u>REMOVE FROM Y2 ACTIONS</u>
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O	OPTIMISE Social and Economic Wellbeing
f.	Meeting Housing Needs of People with Disabilities

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
O.f.1	Continue to work closely with Adult Social Care Commissioners (ASCC) to ensure that new development meets the identified and emerging needs of the groups above and to explore alternative models of support where necessary.	As development schedule	Housing Strategy and Enabling Manager	Strong partnership working with housing providers; Officer time	Mix of housing meets identified needs	Strengthening links with ASCC via Surrey Enabling Officers Group and following up with individual borough discussions Meeting with SCC re: extra care planned for August 2018	Extra care meeting postponed by SCC	Engaging with SCC on Transforming Care Partnership (LD and Autism)	<u>GREEN</u> <u>ONGOING</u>
O.f.2	Explore opportunities for accessible housing provision on new council owned sites	As timescales in Housing Delivery Plan	Housing Development Manager	As set out in Housing Delivery Plan	Mix of housing meets identified needs	Site C four adapted units. All new build will be required to meet M4(2) as adopted by LPP2. Disabled M4 (3) as and when need identified.	Ongoing	Site C four adapted units. All new build will be required to meet M4(2) as adopted by the local plan. Disabled M4 (3) as and when need identified. One community room to be adapted to meet M4(3) requirements	<u>GREEN</u> <u>ONGOING</u>

O	OPTIMISE Social and Economic Wellbeing
g.	Meeting Housing Needs of Travellers

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
O.g.1	Increase supply of pitches and plots for Travellers in suitable locations to meet need	As timescales in Local Plan Part 2	Principal Planning Officer	As Local Plan Part 1, Policy AHN4	Travellers' housing need is met	Council is proposing to allocate 43 pitches for Gypsy and Travellers and 2 Traveller Show People plots, over the local plan period	LPP2 preferred options consultation May- July 2018	Ongoing	<u>GREEN</u> <u>ONGOING</u>

M	MAKE best use of existing homes
a.	The Private Rented Sector

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
M.a.1	Ensure there are sufficient good quality private rented homes available to enable to council to discharge the homelessness duty into the private rented sector including encouraging provision of purpose built private rented accommodation	Ongoing	Housing Needs Manager	Possible additional officer resource	Extended opportunities in Private Rented Sector to those in need	Radio advertising to attract new landlords; Explore and trial landlord incentives, Liaison with agents/Landlords (HSAP 3.5)	Ongoing	Ongoing	<u>GREEN</u> <u>ONGOING</u>
M.a.2	Explore the role we can play in enabling the University of Creative Arts to address the lack of student accommodation in Farnham including the use of private landlord accommodation	March 2019	Housing Strategy and Enabling Manager	Officer time	Provision of adequate student accommodation for University of Creative Arts	Planning response recommendation of support new student accommodation at UCA	Ongoing	Planning application received in Q1 approved 19.09.18	<u>GREEN</u> <u>REMOVE FROM Y2 AS APPLICATION APPROVED</u>
M.a.3	Review condition of the Housing stock	Ongoing	Private Sector Housing Manager	BRE Desktop study £10,000	Making proper decisions about the actions we need to take to deal with unsatisfactory housing	NA	NA	NA	<u>GREEN</u> <u>ONGOING</u>

M.a.4	Support landlords through our Landlord Resource Centre	Ongoing	Housing Needs Manager	Officer time Sufficient number of willing landlords	Landlords willing to house households nominated by the Council Customers able to self serve where possible so that telephone and in person interactions with the Housing Options team are maximised (HSAP 2.8)	Online information up to date and is helping clients self serve where possible	Ongoing	Ongoing	<u>GREEN</u> <u>ACHIEVED</u> REMOVE FROM Y2 ACTIONS
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M	MAKE best use of existing homes
b.	Houses in Multiple Occupation

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
M.b.1	Develop our knowledge of the number and location of Houses in Multiple Occupation in Waverley	June 2018	Private Sector Housing Manager	IT support Possible additional officer resource	Database established	Database updated and using information from the tenancy deposit websites and questionnaire.	Research complete. Build up database. Using in practice to contact landlords	Approx. 40 licence applications received. Inspections have commenced.	<u>GREEN</u> <u>ONGOING:</u> All licensable HMOs have been inspected. Licences have been issued to approx. 50 Identification of licensable HMOs under new legislation and receipt of 40 new licence applications
M.b.2	Educate and inform landlords, managing agents, letting agents as well as statutory and voluntary agencies about the standards required in Houses in Multiple Occupation	From April 2018	Private Sector Housing Manager	Possible additional officer resource	Continued good relationships with landlords, maintaining access to the private rented sector for low income households		Updated website with more information. Landlords Forum planned for 2019-20	As before	<u>GREEN</u> <u>ONGOING</u> As above
M.b.3	Support the retention of a well managed,	Ongoing	Private Sector	Possible additional	Landlords continue to provide good	An additional officer will start on 23	Officer in post. Able to respond	Additional contract officer has been	<u>GREEN</u> <u>ONGOING</u>

	good quality private Houses in Multiple Occupation market		Housing Manager	officer resource	quality rented housing	July (2 year fixed term)	more quickly to complaints etc with additional resource	employed to carry out HMO inspections on piece rate basis.	Additional contract officer has been employed to help complete licensing process.
M.b.4	Enhance the quality of Houses in Multiple Occupation stock and private sector in general by tackling poor property and management standards where there are vulnerable tenants	Ongoing	Private Sector Housing Manager	Possible additional officer resource	Better quality housing in the private sector	An additional officer will start on 23 July.	Officer in post. Able to respond more quickly to complaints etc with additional resource	Response rate has improved since additional officer started	<u>GREEN</u> <u>ONGOING</u> New in house EHO has been appointed 2 grants approved and completed to help relocate families with disabled children to a more suitable home
M.b.5	Educate and inform tenants referred into HMO by Housing Options Team about their rights and responsibilities	Ongoing housing advice	Housing Needs Manager	Qualified Housing Options Team	Landlords are aware of their rights and responsibilities	Expanded support team to advise tenants at early stages	Tenancy support visits 2 weeks after moving in	Ongoing	GREEN ONGOING Remove from Y2 actions as part of support for all tenants, not limited to HMO

M	MAKE best use of existing homes
c.	Home Improvement

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
M.c.1	Contribute to the Decent Home Standard in the private sector	Ongoing	Private Sector Housing Manager	Officer time	Good quality homes for tenants	Ongoing	Ongoing	Ongoing	<u>GREEN</u> <u>ONGOING</u>
M.c.2	Increase grant funding on energy efficiency and home security works to £50,000 per year	Ongoing	Private Sector Housing Manager	£50,000 pa	Fuel costs reduced for residents. Reduction in carbon emissions	The current commitment for 2018/19 is £55k. Current spend is £6k.	Using Better Care Fund Home Improvement Policy in place. £78k committed, £48k spent	As before. £115k committed and £60k spent.	<u>GREEN</u> <u>ONGOING</u> Total net grant spend for 2018/19 was £100k.
M.c.3	Implement a new Home Improvement Policy (HIP) to maximise use of the increased government funding in order to help meet the objectives of the Care Act 2014	April 2018	Private Sector Housing Manager	Effective joint working with Guildford Borough Council	Residents safe and secure in their homes	New Home Improvement Policy was introduced on 1 January 2018. The Council is working with Guildford and Adult Social Care to maximise use.	Ongoing	New Grant/admin officer has started to help with promotion of new policy.	<u>GREEN</u> <u>ONGOING</u> Temp admin officer has now finished but was successful in promoting grant policy and handyperson service on website, local magazine and social media.
M.c.4	Help to reduce hospital/care home admissions, care packages and	Ongoing	Private Sector Housing Manager	Officer time	Residents safe and secure in their homes	As above.	HIP allows to do work to reduce home admissions	New handyperson service started on 1 October.	<u>GREEN</u> <u>ONGOING</u>

	delays in hospital discharge				Reduced delays in hospital discharge		etc. Handy person service about to start via Guildford	New grant admin will help with promotion of new HIP.	As above 260 clients assisted by end March 2019.
M.c.5	Remove housing hazards and improve the condition of the local private sector housing stock	Ongoing	Private Sector Housing Manager	Officer time	Better quality housing in the private sector	As above.	HIP allows to do work to reduce home admissions etc. Handy person service about to start via Guildford	New HIP, grant admin and handyperson will help owner-occupiers and new EHO has increased inspections of rented properties.	<u>GREEN</u> <u>ONGOING</u> New Home Improvement Policy and Handyperson service has had major effect on grant provision. New EHO starts soon to help enforcement activity in private rental sector.
M.c.6	Increase speed to private disabled adaptations from date of initial enquiry to date of completion of works	Ongoing	Private Sector Housing Manager	Officer time	Adaptations completed more quickly	Process has speeded up through use of private OT and fast-track grants.	HIP allows to do work to reduce home admissions etc. Handy person service about to start via Guildford	As before. Handyperson service has started.	<u>GREEN</u> <u>ONGOING</u> Increased flexibility under new HIP, new Handyperson service and use of private OTs have all helped to increase speed of adaptation works.

M	MAKE best use of existing homes
d.	Empty Homes

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE STATUS
M.d.1	Work with local groups via the Community Housing Project Manager to identify local priorities for improvements including an assessment of empty homes work	March 2019	Housing Strategy and Enabling Manager	Ministry of Housing, Communities and Local Government Allocation Officer time	Local priorities identified and pursued	Community Led Housing Project steered by priorities of local groups, exploration of empty homes issues where local drive to do so	Ongoing	Empty homes not identified as a priority for emerging CLT groups	RED NOT ACHIEVED REMOVE FROM Y2 ACTIONS AS EMPTY HOMES NOT IDENTIFIED AS EMERGING PRIORITY FOR CLT GROUPS
M.d.2	Develop and maintain a comprehensive database of empty homes so that information becomes more accessible and provides for better monitoring	September 2018	Private Sector Housing Manager	Officer time IT support	Empty properties identified and brought back into use	Apprentice to assist	Unable to recruit	New grant admin officer may be able to assist.	RED NOT ACHIEVED Currently no capacity
M.d.3	Engage with owners to provide advice to encourage properties to be re-occupied or prevent them from becoming vacant, for	Ongoing	Private Sector Housing Manager	Officer time	Fewer long terms empty properties Increased supply of homes in the Private Rented Sector	Ongoing Apprentice to assist	Unable to recruit	As above	RED NOT ACHIEVED As above

	example through our Tenant Finder scheme								
M.d.4	Work with other councils and housing providers to access government funding opportunities	Ongoing	Private Sector Housing Manager	External funding Officer time Strong partnership working	Reduction in number of empty properties	Ongoing	Ongoing	Ongoing	<u>GREEN</u> <u>ONGOING</u>
M.d.5	Increase Waverley's Council Tax premium for long term empty properties to 100%	When Gov has published the necessary regulations/ given authority	Head of Finance	Officer time Gov regulations/ authority	Reduction in number of empty properties	Paper to Exec February 2018. Bill currently in the Lords with third reading due for 18.07.18. Section 2 of the bill indicates the increased charge will begin 01.04.19	Ongoing		<u>GREEN</u> <u>ACHIEVED</u> <u>Remove from Y2 actions</u> Executive decision to apply 50% discount for 1 month from 1.4.19 200% extra for properties empty 5-10 years from 1.4.20, 300% extra for properties empty 10+ years from 1.4.21

E ENGAGE with partners to achieve our joint aims

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	Q1 UPDATE	Q2 UPDATE	Q3 UDPATE	Q4 UDPATE STATUS
e.1	Work in partnership with local community to regenerate council owned site at Ockford Ridge	As timescales in Housing Delivery Plan	Housing Development Manager	As Housing Delivery Plan Officer time Adequate time for redevelopment and refurbishment	All homes on Ockford Ridge up to Decent Homes Standard	Site D handover July 2018 Phase 1 refurb completed July 2018 Phase 2/3 tender August SOS October Site A – demolition start 9 July 2018.	Ongoing	Site D handover July 2018 Phase 1 refurb completed July 2018 Phase 2/3 tender January 2019 SOS March 2019 Site A – demolition completed. SOS April 2019	<u>GREEN</u> <u>ONGOING</u> Phase 2 & 3 Refurbishment tender complete and contractor appointed. Mobilisation in May with start on site in June 2019. Site A – OJEU procurement completed and contractor appointed. Started on site April 2019 with first handovers expected April 2020.
e.2	Support the development of rural affordable homes, in partnership with the Surrey Rural Housing Enabler, parish councils, landowners and local	As Community Led Housing Project Plan	Housing Strategy and Enabling Manager	Ministry of Housing, Communities and Local Government Allocation Officer time	Waverley community led housing schemes developed in borough	Application Pack produced. Allocation for publicity funding made to Haslemere CLT June 2018	Ongoing	Ongoing	<u>GREEN</u> <u>ONGOING</u> Initial discussions with Thursley PC and Jigsaw at Dunsfold

	communities and through the Community Led Housing Project.					CLH Project Manager working with Chiddingfold re possibility of CLT			Affordable Housing Parish Council Roadshow visits carried out to Thursley, Wonersh, Elstead, Churt, Cranleigh, Tilford, Bramley, Dunsfold, and Witley
e.3	Work in partnership to provide the Guildford and Waverley Care and repair agency and joint handyperson service to eligible residents	June 2018	Private Sector Housing Manager	Funding Effective joint working with Guildford Borough Council	Excellent service to customers in terms of ensuring homes are safe and secure	Currently taking part in the Surrey Equipment and Adaptations Project.	Surrey wide project to look at eligible service users	Home Improvement Agency and Handyperson service are in place through joint working with Guildford.	<u>GREEN</u> <u>ONGOING</u>
e.4	Work closely with Woking and Guildford Borough Councils, the York Road Project and Riverside to secure funding for a mental health support service to rough sleepers.	September 2018	Housing Needs Manager	Officer time Effective partnership working	Clients with support needs accessing appropriate housing	Fund three bed spaces at York Road Project, Woking as Y1 action in HSAP 3.4	Unable to recruit. To go back to Gov to get consent to use funding for outreach worker instead	Awaiting update from YRP on attempts to re configure proposal and recruit	<u>GREEN</u> <u>REMOVE FROM Y2 ACTIONS AS PART OF PREVENTING HOMELESSNESS ACTIONS</u>

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

23 SEPTEMBER 2019

Title:

HOMELESSNESS STRATEGY UPDATE – YEAR ONE

[Portfolio Holder: Cllr Anne-Marie Rosoman]

[Wards Affected: All]

Summary and purpose:

The Council adopted its Homelessness Strategy 2018-2023 in April 2018. This report updates the Committee on the Council's and its partners' work to help prevent homelessness in Waverley.

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

Equality and Diversity Implications

Homelessness can have a devastating impact on health and welling and life chances for those affected by it. By providing services to prevent and relieve homelessness and to give support those affected by it, the work of the Housing Options Team supports Waverley's commitment to ensuring that those that live and work in Waverley have equal life chances.

Financial Implications:

Waverley currently benefits from new burdens and flexible homelessness funding from the Government but this is only guaranteed until April 2020. This report highlights some of the areas where this money has been used to help maintain Waverley's success in preventing homelessness.

Legal Implications:

Waverley has a statutory duty to assess homeless applications and to provide housing advice to its residents under Part VII of the Housing Act 1996 (as amended by the Homelessness Reduction Act 2017))

Background and Context

1. Waverley's Housing Options Service is one of the highest performing homelessness services nationally and in the South East. In 2017 it achieved Silver Award following a peer review and assessment by the National Practitioner Support Service- one of only 14 Councils nationally.
2. The team has an excellent reputation in preventing homelessness and, as a result, keeping the numbers of homeless households having to be placed in temporary accommodation to a minimum. This in turn limits costs to Waverley's General Fund.

3. The service has two main teams:
 - **Housing Options Team** - the team provide advice and assistance to households who are homeless or threatened with homelessness and also manage the Housing Register for housing applicants who are not already social housing tenants
 - **The Homechoice Team** - the team co-ordinate the advertising and allocation social housing properties in Waverley through the Council's Choice Based Letting scheme and they manage Housing Register applications from those who are social housing tenants.
4. The Council is legally required to have a Homelessness Strategy and adopted its most recent Strategy for 2018-2023 in April 2018. The Strategy contains:
 - a **Review** of the services and resources currently available in the borough and surrounding areas to meet the needs of people who are homeless or threatened with homelessness
 - a **Strategy** outlining the main themes and challenges for the strategy period, and
 - an **Action Plan** to identify the key actions that need to be taken to better meet these challenges
5. The five key priorities in the Strategy and Action Plan are:
 - The Homelessness Reduction Act 2017
 - Prevention / Early Help
 - Accommodation
 - Support
 - Partnership
6. This report gives an update on the Council's work to implement these five priorities during 2018-19 and then highlights some of the challenges and proposed actions to maintain a successful homeless prevention service for 2019-2020.
7. Annexe 1 contains an updated Homelessness Strategy Action Plan showing what actions have been achieved (or achieved and ongoing) and the actions that have been partially achieved to date.

Homelessness Reduction Act 2017

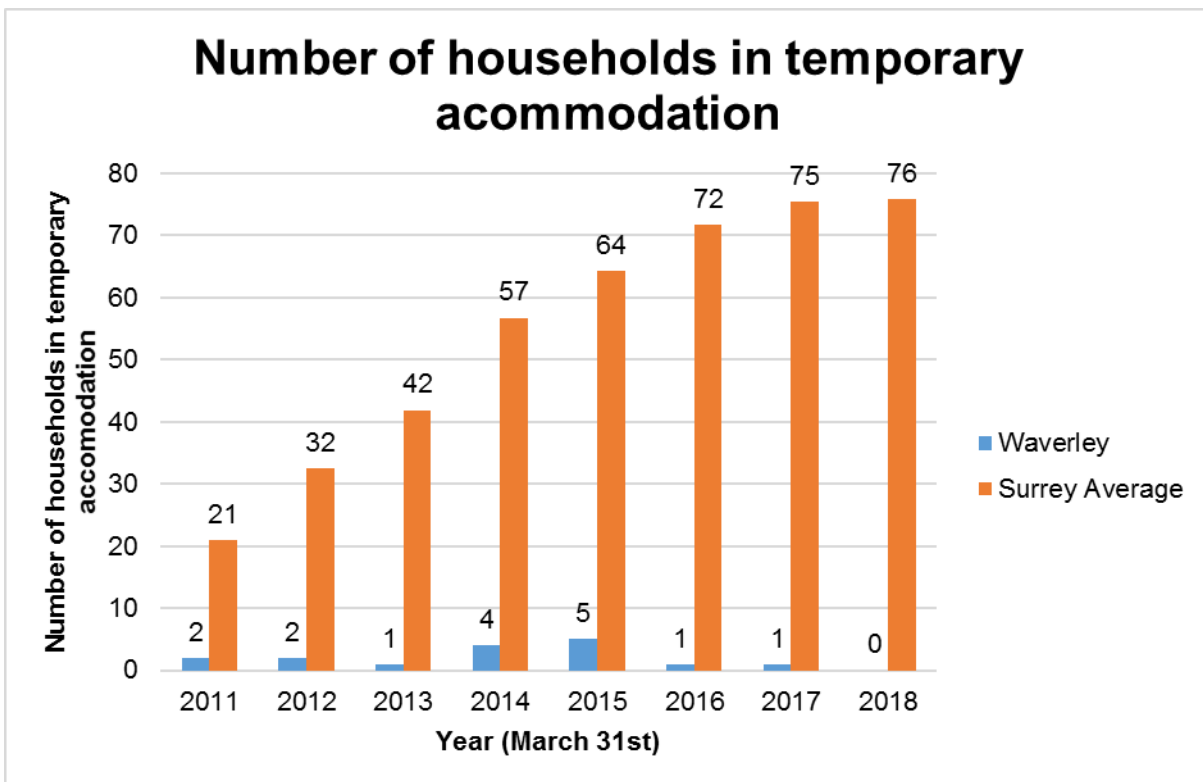
8. Members of the Housing Overview and Scrutiny Committee received an update report on the Council's work to meet its new Homelessness Reduction Act 2017 duties on 27 November 2018. This work has included:
 - training staff and representatives from the Council's statutory and voluntary partners
 - introducing a new IT system to capture the additional data required by Government

- adjusting the housing options staff structure and areas of responsibility
- amending procedures, processes and website information

Prevention / Early Help

9. The Council has maintained its excellent work in preventing homelessness and, as a result, has kept the number of homeless households having to be placed into temporary accommodation to a minimum.

10. The following table shows Waverley’s temporary accommodation performance compared to the Surrey average for the same period.



Accommodation

11. In addition to Waverley’s social housing new build programme, there have been a number of positive steps to increase the number of supported housing bed-spaces within and outside of Waverley:

- Five bed-spaces for Waverley referrals in a Transform Housing Scheme in Woking that were previously funded by Surrey County Council. (Transform Housing are a specialist housing accommodation and support provider).
- Two additional bed-spaces in a Transform Housing Scheme in Farnham that were previously used by Rushmoor Borough Council.
- Five bed-spaces for young parents, couples or singles in a housing scheme in Milford managed by A2 Dominion from April 2019, again previously funded by Surrey County Council. (A2 Dominion are a specialist housing accommodation and support provider).

12. The ability to purchase these bed spaces has only been possible as a result of Waverley receiving additional Government funding (New Burdens Funding and Flexible Homelessness Grant). It is still not clear as to whether funding will be available beyond 19-20.

Support

13. Key to Waverley's success in preventing homelessness over the last few years has been having a dedicated, highly skilled support team embedded within the Housing Options Team to help the most vulnerable homeless applicants.

14. Following successful negotiation, Waverley has been able to add an additional fixed-term, full time role to this team, funded by Surrey County Council until March 2020. In addition, it has also been possible to increase the hours of two existing part-time officers by half a day each.

15. Having extra capacity in the team has been crucial in providing support for vulnerable clients in the first few weeks of their new private rented tenancies, particularly when clients are also having to navigate the complexities of transitioning to Universal Credit. Ensuring that benefit claims, housing register applications and debt re-payment arrangements are in place at the start of tenancies is vital to mitigate the risk of repeat homelessness in the future.

16. Additionally Waverley also co-funds an outreach worker based at the York Road Project, Woking. The Outreach worker follows up on referrals regarding rough sleepers in Waverley and supports Waverley clients temporarily accommodated in the night shelter to secure longer term housing and engage with health and welfare benefit services to try to break the cycle of homelessness.

Partnership work

17. Some notable example of partnership working in the last few months include:

- A successful second annual homelessness forum held in October 2018 attended by 48 delegates from Waverley's partners including Health, Social Services, supported housing providers, Citizens Advice Waverley, Probation, DWP, faith groups and other council services/teams.
- Excellent joint working between the Council, Move to Independence and Ethical Lettings to secure alternative accommodation for a supported housing scheme for those with mental health issues in Godalming. Without this, the Council would have lost 3 supported housing placements in the borough.
- The Council has been instrumental in helping facilitate the successful transfer of the South West Surrey Domestic Abuse Outreach Service to Citizens Advice Waverley. This protects the future of this vital outreach service for victims of domestic abuse in Waverley and Guildford and provides resilience and economies of scale to Citizens Advice Waverley.

Challenges ahead

18. Whilst the Council has so far managed the difficult transition to working under the Homelessness Reduction Act 2017, many of the other challenges remain the same, namely:

- The undersupply of social housing in Waverley
- The unaffordability of so much private sector housing in Waverley for those on low incomes or who are dependent on welfare benefits
- Persuading landlords and letting agents to rent their properties within the Local Housing Allowance rates to those who are dependant on state benefits
- Having sufficient funds to provide financial assistance to customers to secure suitable properties through the Council's Rent Deposit Bond Scheme. Increasingly the Council is having to fund six months rent in advance. Whilst payments against bonds and rent in advance are repayable loans to customers, for many, it will take many years to repay the loans to the Council.
- Having sufficient funds to continue to purchase supported housing bed-spaces.

Key actions for 2019-20

19. The key actions for the year ahead include:

- Maintain and build on the successful transition to working under the Homelessness Reduction Act 2017 e.g. adjust processes and review statistical information and trends, so resources are targeted effectively.
- Take the opportunity of recent retirements to re-configure the Homechoice and Housing Options Teams to maintain excellent performance, maximise resources and build on the already close joint working between the Homechoice and Housing Options Teams and wider housing and communities teams.
- Monitor the effectiveness of the fixed term, Surrey County Council funded Housing Options Support Officer role. Explore whether it would be necessary to fund the role beyond March 2020 using flexible homelessness grant, if Surrey decide to no longer fund the service.
- Monitor the effectiveness of the fixed term Housing Options Coordinator role and the merits of extending the role beyond March 2020 using flexible homelessness funding.
- Review funding arrangements for supported housing bed-spaces from March 2020 onwards in the light of Government announcements regarding flexible homelessness grant / new burdens funding beyond 2020.

- Maximise the use Discretionary Housing Payments to help households secure or retain private rented accommodation to prevent homelessness. This will reduce the burden of funding deposits and rent in advance from the General Fund and minimise customer debt to Waverley.
- Support the more vulnerable homeless customers as they move into private rented properties so that their tenancies can be successfully sustained to avoid repeat homelessness.
- Host and co-ordinate a third Homelessness Forum In October 2019 to build and develop increased partnership working to prevent homelessness with the council's statutory and voluntary partners
- Monitor the recent increase in begging / rough sleeping in the Borough (particularly in the Farnham area) and explore how best to ensure that those who are genuinely homeless can be encouraged to engage with the advice and assistance available through Waverley (or through neighbouring Boroughs/Districts for those with no connection with Waverley).
- Review the Council's Allocation Scheme to ensure it continues to comply with legislation, helps those in housing need in the Borough and continues to support Waverley's homeless prevention approach.

Conclusion

20. The Council has so far successfully navigated the introduction of the Homelessness Reduction Act 2017 and has achieved the vast majority of its Homelessness Strategy Action Plan targets (See Annexe1).
21. The Council's ability to maintain its success in preventing homelessness is very much dependant on:
 - having a highly skilled and dedicated staff working in its Housing Options and Homechoice Teams
 - excellent joint working and liaison with its statutory and voluntary partners
 - Government funding to purchase additional supported housing bed spaces and to cover the increased expenditure needed to secure private rented accommodation

Recommendation

The Housing Overview & Scrutiny Committee is asked to note the Council's progress in implementing its Homelessness Strategy Action Plan and agree any comments it wishes to pass to the Executive.

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: Michael Rivers
Housing Needs Manager

Telephone: 01483 523013
E-mail: michael.rivers@waverley.gov.uk

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Homelessness Strategy Action Plan 2018 - 2023

Strategic Priority One: Homelessness Reduction Act 2017 (HRA 2017)

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / comments
1.1	<p>Year 1- Train Housing Options staff in regard to new HRA 2017 duties.</p> <p>Years 2-5 – Update training as required including case law updates</p>	Staff have a good working knowledge of the new legislation and able to correctly discharge the Council’s statutory duties	Housing Options Manager	Waverley Borough Council	<p>All Housing Options Staff attended NPSS training (March 2018) and received internal training from Senior Officers.</p> <p>Senior Officers attended NPSS training in April and July 18</p>	Achieved and ongoing
1.2	<p>Year 1- Procure and implement new IT database and train staff</p> <p>Years 2-5 – review IT database to ensure is fit for purpose and is able to reflect changes in legislation and best practice</p>	An IT system that can capture the necessary household, circumstance and legal details and be able to populate the new HCLIC Government returns	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>IT Development Manager</p>	<p>Waverley Borough Council</p> <p>IT Providers</p>	<p>IT system procured December 2017 and used by staff ahead of implementation from February 2018.</p> <p>HCLIC (Govt. statistical return) successfully submitted Sept 2018, Nov 2018, Jan 2019, April 2019.</p> <p>Text service and Duty to Refer add-on procured</p>	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
1.3	<p>Year 1 – Review reception desk arrangements</p> <p>Procure portable IT tablets/ lap tops for use in reception and on home visits</p> <p>Years 2-5 – Review IT hardware and reception facilities to ensure continued suitability.</p>	<p>Customers seen in reception receive a professional and efficient service</p> <p>Housing options staff have the an IT product to capture household and circumstances information and provide customers with a printed Personalised Housing Plan</p> <p>IT system that can that can record statistical information for DCLG</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>IT Development Manager</p>	Waverley Borough Council	<p>Housing Options Officers triage cases at desks used by Housing Benefit. Discussion ongoing regarding possibility of using the reception desk previously used by the Police</p> <p>Housing Options Officers (particularly Support Officers) able to use tablets to update housing plans with customers when doing home visits.</p>	Partially Achieved
1.4	<p>Year 1 - Amend homelessness procedures and processes (including reviews arrangements) to reflect new work flow required under HRA 2017.</p> <p>Years 2-5 - Keep under review.</p>	<p>Customers receive a consistent and legally sound service and staff have the necessary tools to manage their workload</p>	Housing Options Manager	Waverley Borough Council	<p>Procedures and processes amended and these integrate with new database (Jigsaw)</p>	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
1.5	<p>Year 1 - Prepare templates for letters and Personal Housing Plans</p> <p>Years 2-5 - Keep under review</p>	Customers receive written advice in regard to legal duties owed to them and their responsibilities to work with Officers to help resolve their homelessness.	Housing Options Manager	Waverley Borough Council	Templates for letters and Personal Housing Plans have been uploaded to database (Jigsaw) and are being used	Achieved
1.6	<p>Year 1 - Train agencies in regard to the HRA 2017 and housing options work and agree local arrangements for statutory and non statutory referrals and Pathway plans for vulnerable groups</p> <p>Year 2-5 Update training as required</p>	Agencies are able to correctly identify and refer clients to the Council and in doing so are able to set customer expectations at a realistic and consistent level	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Specialist Housing Options Officer</p>	<p>Waverley Borough Council</p> <p>Community Mental Health Recovery Service</p> <p>Surrey CC – Adults and Children</p> <p>Citizens Advice Waverley</p> <p>York Road Project</p> <p>Health</p> <p>Probation</p> <p>Domestic abuse outreach</p> <p>Surrey Districts & Boroughs</p>	<p>A number of agencies received initial training in regard to the HRA 2017 in early 2018 e.g. YRP Woking, representatives of the faith forum and single housing panel. Further training and consultation took place at the Council's multi agency Homelessness Forum in October 2018, including training on the 'Duty to Refer' duties.</p> <p>Pathway plans in place for ex offenders, armed forces, victims of domestic abuse, care leavers etc.</p>	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
1.7	<p>Year 1 – develop and introduce a Portal through which public bodies specified in the regulations can refer people who are homeless or a risk of homelessness</p> <p>Train staff and partners</p> <p>Years 2-5 – monitor and review arrangements</p>	Public bodies are able to correctly identify and refer homeless clients to the Council	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>IT Development Manager</p>	<p>Waverley Borough Council</p> <p>IT provider</p>	<p>Council has decided to use a portal developed by Housing Partners (Alert) that links with HRA 2017 database (Jigsaw)</p> <p>A dedicated ‘duty to refer’ email has been set up with a link to the Portal and there is also a link on website</p> <p>Training on the Portal for partners was part of the agenda for the Homelessness Forum – 9.10.18</p>	Achieved
1.8	<p>Year 1 - Amend Out of Hours arrangements to reflect HRA 2017 duties</p> <p>Years 2-5 – Review as needed</p>	Council able to effectively fulfil its statutory duties out of hours	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Pinnacle</p> <p>Mole Valley Telecare</p>	Out of hours arrangements with Mole valley updated to reflect HRA 2017 duties.	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
1.9	<p>Year 1 - Amend Allocation Scheme as needed to reflect changes that are required following HRA 2017 implementation</p> <p>Years 2-5 – Update Allocation Scheme as required</p>	Allocation Scheme legally sound and continues to complement Waverley’s homeless prevention approach	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Homechoice Manager</p>	Waverley Borough Council	<p>Allocation scheme updated in April 2018.</p> <p>Further updates will be made as part of larger review of Allocation Scheme in 2019 and to reflect any emerging case law or best practice</p>	Achieved and ongoing
1.10	<p>Year 1 - Review Options Team staffing in the light of operating HRA2017. If additional staffing required, identify funding, prepare & evaluate Job descriptions & advertise & recruit</p> <p>Years 2-5 – Keep under review</p>	Housing Options team has sufficient staffing to ensure Waverley’s statutory duties fulfilled and low numbers of households in temporary accommodation maintained.	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Strategic HR</p>	Waverley Borough Council	<p>Extra capacity within Housing Options Team for housing/tenancy support secured through grant from Surrey County Council – see 4.3</p> <p>Vacant Housing Options Advice Officer post upgraded to a Senior Housing Options Officer role to enhance resilience in the team, provide oversight of cases and deal with review requests.</p> <p>Creation of a part-time, fixed term Housing Options Co-ordinator role to assist with extra administration impacts of the HRA 2017.</p>	Achieved and Ongoing

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
1.11	<p>Year 1 - Update Housing Options Website pages to reflect new HRA 2017</p> <p>Years 2-5 - Monitor, review and update as needed to reflect legislative changes and case law</p>	Website is able to guide customers threatened with homeless as to what duties may be owed to them and help set realistic expectations	<p>Housing Options Manager</p> <p>Website Manager</p>	Waverley Borough Council	Web pages updated to reflect HRA 2017 duties and processes	Achieved

Strategic Priority Two: Prevention / Early Help

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
2.1	<p>Year 1 – Maintain good quality housing options advice, casework and other interventions through the Council's Housing Options Team</p> <p>Years 2-5 – Monitor and review</p>	<p>Customers homelessness prevented and temporary accommodation numbers kept to a minimum</p> <p>Staff receive required training and supervision</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Private landlords</p> <p>Letting agents</p> <p>Supported housing providers</p>	<p>238 Customers have received help to end homeless prevention or relief duties</p>	<p>Achieved and ongoing</p>
2.2	<p>Year 1 -Continue to fund the HELP school education project run by Step by Step</p> <p>Year 2-5</p> <p>Monitor and Review</p>	<p>Prevention of homelessness among young people</p> <p>Step by Step Education Project is delivered by young people who have experienced homelessness. By receiving training to present their experiences to other young people, they develop their skills to help with future employment opportunities.</p>	<p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Step by Step</p>	<p>: HELP Peer School Education project funded with grant payment for 18-19</p>	<p>Achieved</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
2.3	<p>Year 1 - Continue to use the homelessness budget flexibly to help prevent homelessness e.g. spend to save payments, paying rent in advance, payments for landlord fees etc.</p> <p>Years 2-5 – Monitor and review</p>	<p>Prevention of homelessness and minimising the upheaval for customers</p> <p>Value for Money by targeting resources at the most cost effective solution to prevent homelessness.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Private landlords</p> <p>Letting agents</p>	<p>The Housing Options Team continue to exercise flexibility when needed in order to prevent homelessness through a spend to save approach</p>	<p>Achieved and ongoing</p>
2.4	<p>Year 1 - Continue to fund Sanctuary Scheme to help victims of domestic violence safely remain in their homes.</p> <p>Year 2-5 - Monitor and review</p>	<p>Victims of domestic abuse made safe & able to avoid the upheaval of moving away from support networks</p> <p>Reduced costs in providing emergency temporary accommodation</p>	<p>Specialist Housing Options Officer</p> <p>Housing Options Manger</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Waverley's Building Contractor – Mears</p> <p>Police</p> <p>Fire Service</p>	<p>10 Sanctuary schemes provided 2018-19</p>	<p>Achieved and ongoing</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
2.5	<p>Year 1 - Monitor impact of Welfare Reform changes e.g. Benefit cap, role out of Universal Credit, Freeze in Local Housing Allowance(LHA) rates</p> <p>Years 2-5</p> <p>Monitor and review</p>	<p>Clear picture of impact of the welfare changes</p> <p>Ability to target resources such as Discretionary Housing Payments (DHPs), welfare benefit advice, downsizing advice and tenancy support to those most in need.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p> <p>Benefits Manager</p> <p>Rent Accounts Manager</p> <p>Welfare Benefit Officer</p>	<p>Waverley Borough Council</p> <p>Citizens Advice Waverley</p>	<p>Meeting with key representatives from DWP took place on 3 July 2018 followed by further training for staff on 4 September 2018.</p> <p>Role out of UC from October 2018</p> <p>Subsequent internal meetings with housing and benefit staff clarified how support was to be given to vulnerable households pending support being provided by Citizens Advice Waverley from April 2019.</p>	Achieved and ongoing
2.6	<p>Years 1 - 5 – Monitor data from new IT database regarding reasons for homelessness so prevention measures can be targeted effectively</p>	<p>New Government required data recording from April 2018 and the new IT database will provide much more detailed household/demographic information.</p> <p>Database will highlight primary causes of homelessness in Waverley & what prevention actions are most effective so resources can be targeted effectively</p>	<p>Housing Options Manager</p> <p>Specialist Housing Options Officer</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Statutory and Voluntary Partners</p>	<p>Initial assessment of stats – most common reason for loss of home is ending of an Assured Shorthold private rented tenancy followed by applicants being asked to leave accommodation shared with family or friends. Further analysis will take place as more cases are assessed and database reporting improved.</p>	Partially achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
2.7	<p>Year 1 – Maximise use of Discretionary Housing Payments (DHP) so they targeted at those in most need and reflects a joined up approach between Housing and Benefits Services</p> <p>Years 2-5 - Monitor and review</p>	<p>Households under pension age, under-occupying social housing assisted to move to smaller accommodation rather than remaining in unaffordable accommodation with the help of DHPs</p> <p>Increased availability of family sized accommodation to those on the Housing register</p> <p>Greater use of DHP budget for rent deposits and rent in advance to reduce costs on homelessness budget (General fund) and reduced debts for customers.</p> <p>Households in unaffordable private rented accommodation assisted to move to affordable accommodation</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Benefits Manager</p> <p>Homechoice Manager</p> <p>Welfare Benefit Officer</p>	<p>Waverley Borough Council</p> <p>Housing Association partners</p>	<p>There is much closer liaison between the Homechoice Team and Benefit Team in regard to decisions to award DHP's to under occupiers in social housing stock. for those under occupying.</p> <p>Further discussions are ongoing to further develop joint working and update the DHP policy</p>	<p>Partially achieved</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
2.8	<p>Years 1-5 Ensure that online information regarding the Housing Options Service is up to date and is helping clients self serve where possible</p>	<p>Customers able to self serve where possible so that telephone and in person interactions with the Housing Options team are maximised</p>	<p>Housing Options Manager Website Manager</p>	<p>Waverley Borough Council</p>	<p>The new homelessness database (Jigsaw) gives customers the option of uploading documents onto their case files. However, the HRA 2017 code of guidance encourages Councils to have face to face interactions with customers in order to fully understand the circumstances and therefore maximise successful prevention outcomes</p>	<p>Achieved</p>
2.9	<p>Years 1-5 – Ensure that as many housing options clients as are eligible are registered on the Council's Housing Register</p>	<p>Ensures that households who the Council has helped into private rented accommodation, to prevent their homelessness, have maximised their chances of future social housing.</p> <p>This means that in the event of future threatened homelessness households may be able to resolve their difficulties by bidding successful for social housing.</p> <p>Reduced costs to the council in preventing homelessness</p>	<p>Housing Options Manager</p>	<p>Waverley Borough Council</p>	<p>It is standard practice as part of the housing options process to ensure that homeless applicants are encouraged to register on Waverley's Housing Register, if they are eligible to do so. Whilst social housing is very rarely an option to resolve current homelessness due to the waiting times involved, it can be an option to prevent future homelessness.</p>	<p>Achieved</p>

Strategic Priority Three: Accommodation

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
3.1	<p>Year 1 –</p> <p>Encourage households under occupying social housing to downsize e.g. Transfer incentive scheme, mutual exchanges, high banding priority, closer liaison between Homechoice team and Housing Benefit regarding decisions to award Discretionary Housing Payment awards to under occupiers.</p> <p>Years 2-5 –</p> <p>Monitor and Review outcomes</p>	<p>Family sized properties released for those who need them.</p> <p>Smaller households and those who are elderly or have disabilities helped into accommodation that is more suitable for their needs</p> <p>Social housing stock maximised</p> <p>Reduced use of Discretionary Housing Payment budget for under occupiers will mean budget can be targeted at those in greatest need.</p>	<p>Homechoice Manager</p> <p>Rents Accounts Manager</p> <p>Housing Benefit Manager</p> <p>Housing Needs Manager</p>	Waverley Borough Council	<p>19 households downsized to smaller accommodation during 18-19 releasing 16 x 2 beds and 3 x 3 bed properties</p> <p>There is joint working between Housing Benefit Officers and the Homechoice team in regard to decisions to award or renew DHP for under-occupying tenants</p>	<p>Achieved and ongoing</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
3.2	<p>Year 1 -Develop new Waverley owned affordable housing</p> <p>Years 2-5</p> <p>Development of new Waverley owned affordable housing</p>	<p>New Council-owned homes for Housing Register applicants</p> <p>(48 new units expected 18-19)</p>	<p>Head of Strategic Housing & Development</p> <p>Housing Development Manager</p> <p>Head of Planning</p>	<p>Waverley Borough Council</p> <p>Building Contractors</p>	<p>45 new build affordable rent Council properties completed and let Apr 18- End Mar 19</p>	Achieved and ongoing
3.3	<p>Year 1 - Support and enable development of more affordable and supported housing developed by housing associations / Voluntary groups</p> <p>Years 2-5 – Monitor & review</p>	<p>Increase in supported and affordable housing for Housing Register applicants and customers facing homelessness</p>	<p>Head of Strategic Housing & Development</p> <p>Housing Strategy & Enabling Manager</p> <p>Head of Planning</p>	<p>Waverley Borough Council</p> <p>Housing Associations</p>	<p>112 new build affordable rent Housing Association properties completed and let Apr 18 – End Mar 19</p>	Achieved and ongoing
3.4	<p>Year 1- Fund three bed spaces at York Road Project, Woking</p> <p>Years 2-5 – Monitor and review</p>	<p>Accommodation with day centre support for single homeless clients</p>	<p>Housing Options Manager</p> <p>Housing Strategy & Enabling Manager</p>	<p>Waverley Borough Council</p>	<p>3 bed spaces funded at York Road Project for 18-19</p>	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
3.5	<p>Year 1 - Increase supply of private rented accommodation for all household groups, but particularly single homeless households. e.g. :</p> <ul style="list-style-type: none"> -Monitor and review shared house scheme with Ethical Lettings and Woking Borough Council -Radio advertising to attract new landlords - Explore and trial landlord incentives -Liaison with agents/Landlords <p>Year 2-5 - Monitor and review</p>	<p>Housing Options team have a range of accommodation options that can be offered to those to whom a homelessness prevention or relief duty is owed.</p> <p>Reduced use of & cost of emergency B&B accommodation</p> <p>Waverley's deposit scheme remains attractive to landlords and is competitive compared with others.</p>	<p>Housing Options Manger</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Ethical Lettings</p> <p>Woking Borough Council</p> <p>Letting Agents</p> <p>Private landlords</p>	<p>Shared houses: 4 shared houses in use (20 bed spaces – approx. 50% Waverley clients)</p> <p>Radio campaign with Eagle radio and Ethical lettings. New advert May 2018 – resulting in increase in website inquiries.</p> <p>The Options team is continuing assistance with rent deposits and rent in advance</p> <p>Continued minimal use of B&B</p>	<p>Achieved and ongoing</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
3.6	<p>Year 1 - Explore opportunities to purchase additional bed spaces in supported housing schemes</p> <p>Years 2-5</p> <p>Monitor and review</p>	<p>Increase in number and variety of units for single vulnerable clients</p> <p>Reduced use of & cost of emergency B&B accommodation</p>	<p>Housing Options Manager</p> <p>Housing Needs Managers</p>	<p>Supported Housing Providers e.g. York Road Project Woking, Transform Housing etc.</p>	<p>2 Additional bed spaces purchased at Simmonds Court, Farnham (Transform Housing) and following review of funding by Surrey, Waverley now have access to 11 bed-spaces in the 13 bed space scheme</p> <p>5 additional bed-spaces at Pilgrim Court , Milford purchased from A2 for 2019-2020</p>	<p>Achieved and ongoing</p>
3.7	<p>Year 1 - Monitor impact of Homelessness Reduction Act 2017 on temporary accommodation units required. Currently 4 Council owned shared units available</p> <p>Years 2-5</p> <p>Monitor and review.</p>	<p>Adequate supply / balance of temporary accommodation.</p> <p>Emergency B&B costs and void costs in empty temporary accommodation kept to a minimum</p> <p>Flexibility to use permanent Council stock as temporary accommodation when all other alternatives are exhausted</p> <p>Flexibility to explore having additional homeless prevention units in new or existing housing association stock.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough council</p> <p>Housing Association partners</p>	<p>Households in temporary accommodation at end of quarter:</p> <p>1 household – 30 June 2018</p> <p>0 household – 30 Sept 2018</p> <p>1 household – 31 Dec 2018</p> <p>1 household - 31 Mar 2019</p>	<p>Achieved and ongoing</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
3.8	Explore opportunities of capital investment in out of borough housing schemes in return for nomination rights to bed spaces	<p>Increase in supply of emergency and short to medium term accommodation for homeless households</p> <p>Reduced costs of emergency B&B accommodation</p> <p>Reduced rough sleeping</p>	<p>Head of Strategic Housing & Development</p> <p>Housing Strategy and Enabling Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Housing Providers</p> <p>Other Borough / District Councils</p>	Discussions progressing but still at an early stage	Partially achieved
3.9	<p>Year 1 – Monitor / review lease arrangements for unused / harder to let Council properties to assess effectiveness in preventing homelessness and providing move on accommodation from supported housing</p> <p>Years 1-5 – assess whether other Council owned units can be used similarly</p>	<p>Reducing void loss and maximising rental income to the HRA on harder to let properties</p> <p>Move on accommodation for supported housing schemes provides much needed turnover in higher support schemes to help prevent homelessness</p> <p>Use of harder to let stock to prevent or relieve homelessness</p>	<p>Housing Options Manager</p> <p>Head of Housing Strategy & Development</p> <p>Housing Needs Manager</p> <p>Legal Services Manager</p>	<p>Waverley Borough Council</p> <p>York Road Project</p> <p>Riverside Housing</p> <p>Ethical Lettings</p>	Leases are kept under review and opportunities are explored with any upcoming Council vacancies earmarked for redevelopment to maximise income and prevent homelessness	Achieved and ongoing

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
3.10	<p>Year 1 – Commission pilot scheme for up to 3 supported housing bed-spaces at The Crescent, Woking</p> <p>Years 1-3 Review and monitor</p>	<p>Additional supported housing for vulnerable clients - particularly suited to younger age group</p> <p>Partnership working to help ensure viability of the scheme to meet the needs of other clients e.g. homeless young people owed a duty by Surrey Children's Services.</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Transform Housing & Support</p>	<p>3 Bed spaces purchased initially followed by 2 more bed spaces – total 5</p>	<p>Achieved</p>
3.11	<p>Year 1 – Agree a suitable resolution to Waverley's lack of access to nomination rights at Step by Step Project in Aldershot due to change in how support costs are funded.</p> <p>Years 2-5 – Monitor and review</p>	<p>Funding for support costs identified and agreed</p> <p>Waverley able to nominate eligible young people to Step by Step project in line with nomination agreement</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Step by Step</p> <p>Surrey County Council</p>	<p>Meeting with new CEO of Step by Step on 18 July 2018 and discussions ongoing to achieve a mutually beneficial outcome. Temporary referral arrangement agreed for 3 bed spaces up to March 19. Further meeting to be arranged for 19-20.</p>	<p>Partially Achieved</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
3.12	<p>Year 1 - Make use of opportunity to refer young homeless clients needing emergency accommodation into Surrey CC family HOST service and explore possibility of expanding to service for older clients</p> <p>Help Surrey County Council in advertising to recruit additional host families</p> <p>Years 2-5 – monitor and review</p>	Reduced use of less suitable B&B or other unsupported emergency accommodation for young people.	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Surrey County Council</p>	Whilst Housing Options staff are aware of the scheme, to date cases have not approached that were appropriate to refer.	Partially Achieved

Strategic Priority Four: Support

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
4.1	<p>Year 1 -Maintain and develop the housing options support service provided by the Housing Options Support Officer and Specialist Housing Options Officer</p> <p>Years 2-5- Monitor and review</p>	<p>Assessment of the needs and homelessness duties owed to vulnerable housing options clients.</p> <p>Tenancy and welfare support to vulnerable clients in living in all tenures to help ensure accommodation sustained and homelessness prevented.</p> <p>Co-ordination with other statutory and voluntary agencies e.g. Social Services, Domestic Violence Outreach Service, Police, Health</p>	<p>Specialist Housing Options Officer</p> <p>Housing Options Support Officer</p>	Waverley Borough Council	<p>Additional fixed term full time post funded by Surrey CC – see 4.3 below.</p> <p>Benefits of the new role will be monitored and if successful the Council will explore funding opportunities to continue with the role beyond March 2020.</p> <p>Existing 2 x part-time Support Officer posts extended from 2.5 days a week to 3 days a week.</p>	Achieved and ongoing
4.2	<p>Year 1 - Continue to joint fund with Woking Borough Council the Outreach Support post managed by York Road Project, Woking</p> <p>Years 2-5 – Monitor and review</p>	<p>Specialist advice and support to rough sleepers and those at risk of rough sleeping in Waverley</p> <p>Clients' Housing and welfare needs assessed and assisted to engage with health and welfare services</p> <p>Reduced costs of providing emergency temporary accommodation</p>	<p>Housing Options Manager</p> <p>Head of Housing Strategy & Development</p>	<p>Waverley Borough Council</p> <p>Woking Borough Council</p> <p>York Road Project, Woking</p>	Post funded for 18-19	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
4.3	<p>Year 1 - Explore possibility of securing 2 year Surrey County Council funding to recruit to an additional Housing Options Support Officer role within the Housing Options team</p> <p>Year 2 – If role and 2 year funding agreed, review effectiveness and whether there is a need to continue the role with alternative funding beyond March 2020</p>	<p>Additional resource to help the Council fulfil its HRA 2017 duties and Social Services Better Care duties.</p> <p>Tenancy and Welfare support to prevent homelessness and promoted health and well being of clients</p>	<p>Housing Needs Manager</p> <p>Specialist Housing Options Officer</p>	<p>Waverley Borough Council</p> <p>Adult Social Care Surrey</p>	<p>Service Level Agreement signed between Waverley and Surrey CC 11 July 2018 and 22 Aug 2019.</p> <p>New Officer commenced in post 23 July 2018</p>	<p>Achieved and ongoing</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
4.4	<p>Year 1 - Review Don't Lose your Home or Business Service</p> <p>Years 2-5 – Review and monitor</p>	Review whether the Service should continue (in the light of reduced demand)	<p>Housing Needs Manager</p> <p>Head of Strategic Housing & Development</p> <p>Head of Housing</p>	Waverley Borough Council	Scheme ended in March 2019.	Achieved
4.5	Year 1 - Monitor change in remit of Welfare Benefit Officer role within Rents Team	<p>Rather than directly support customers, the Welfare Benefit Officer will provide expertise and support to Rent Officers and other housing staff to help them support Council tenants adjusting to welfare benefits changes.</p> <p>Maximising benefits and income to sustain tenancies and prevent homelessness</p>	<p>Rent Accounts Manager</p> <p>Welfare Benefit Officer role</p>	Waverley Borough Council	Following Citizens Advice Waverley assisting applicants making their first UC claim from April 2019 and rent officers being able to follow up on updates on Council tenants' benefit status through an online portal; the need for a stand-alone officer has reduced to the extent that the role is no longer needed.	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
4.6	<p>Year 1 -Monitor deposit and rent in advance repayment arrangements from customers</p> <p>Years 2-5 – Monitor & review</p>	<p>Deposit scheme customers set up and maintain realistic and sustainable repayment arrangements</p> <p>Income recovery maximised, legal collection costs through third parties minimised, customers opportunity of bidding successfully for social housing in the future is maximised</p>	<p>Housing Options Manager</p> <p>Housing Options Co-Ordinator and Recovery Officer</p>	Waverley Borough Council	<p>Sign up arrangements updated to include new tenants signing up for repayment arrangements for rent advance deposits etc.</p> <p>Second week tenancy support visit monitors whether arrangement in place and being paid</p>	Achieved and ongoing

Strategic Priority Five: Partnership Work

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
5.1	<p>Years 1-5 - Maintain Housing Service representation and participation at multi agency meetings e.g. Surrey Housing Needs Managers Meeting, MARAC, MAPPA, Social Services case conferences, Housing Association Forum, CHarMM.</p>	<p>Partnership working to achieve best possible outcomes for clients, avoid duplication and maximise/share resources</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Specialist Options Officer</p>	<p>Waverley Borough Council</p> <p>Surrey Boroughs / Districts</p> <p>Surrey County Council</p> <p>Surrey Police</p> <p>Health</p> <p>Housing Associations</p> <p>Probation</p> <p>Community Mental Health Recovery Service (CMHRS)</p>	<p>Housing Options Officers/Managers continue to attend Surrey Housing Needs Managers Meetings, MARAC, MAPPA, Social Services case conferences, CHarMM meetings</p>	<p>Achieved and ongoing</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
5.2	<p>Year 1 - Continue to manage and coordinate Waverley's Single Housing Panel</p> <p>Years 2 – 5 Monitor and review</p>	<p>Housing and support needs of vulnerable clients assessed and suitable housing and support options identified.</p> <p>Partnership working to achieve best possible outcomes for clients, avoid duplication and maximise/share resources</p>	Housing Options Manager	<p>Waverley Borough Council</p> <p>Supported housing providers</p> <p>Floating Support Services</p> <p>Health</p> <p>CMHRS</p> <p>Social Services</p> <p>Probation</p>	Meetings held at least quarterly	Achieved and ongoing
5.3	<p>Year 1- Maintain Waverley's Family Support Service</p> <p>Years 2-5 - Monitor and review</p>	<p>Early Help and support to vulnerable families to stabilise and promote Health and Wellbeing, Education, Employment and Housing.</p> <p>Fulfil the Council's commitments to the Government's Syrian Vulnerable Person Resettlement Programme</p>	<p>Waverley Family Support Manager</p> <p>Head of Housing Operations</p>	<p>Waverley Borough Council</p> <p>Social Services</p> <p>Police</p> <p>Schools</p> <p>Health</p>	<p>Family Support Service has continued. Future focus and location of service being reviewed currently.</p> <p>Fifth and final Syrian vulnerable household assisted with accommodation and support from April 2018</p>	Achieved and ongoing

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
5.4	<p>Year 1 - Work with partners to provide Severe Weather Emergency Provision (SWEP) for single homeless clients</p> <p>Years 2-5 – Monitor and review</p>	Waverley rough sleepers offered emergency accommodation during cold weather periods (3 consecutive nights forecast temperature 0 or below) to mitigate health risks.	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Guildford, Woking and Surrey Heath Councils</p> <p>York Road Project, Woking</p> <p>Number Five Project, Guildford</p> <p>B&B providers</p>	18-19 SWEP arrangements duplicated previous years i.e. joint working between YRP Outreach and Housing Options Team to identify rough sleepers and arrange emergency accommodation either at hostels or B&B	Achieved and ongoing
5.5	<p>Year 1 – Co-ordinate Waverley’s rough sleeping estimate in the autumn of 2018</p> <p>Years 2-5 – Continue - subject to Government and local requirements</p>	<p>An accurate estimate of those sleeping rough in the Waverley area to gauge the effectiveness or otherwise of Waverley’s homelessness prevention approach</p> <p>Statistical information for the Government</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Police</p> <p>York Road Project</p> <p>Probation</p> <p>CMHRS</p> <p>Faith forum/groups</p> <p>Citizens Advice Waverley</p>	<p>Rough sleeping estimate took place on 14 November 2018</p> <p>2 rough sleepers identified</p>	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
5.6	<p>Year 1 Continue to support the work of Citizens Advice Waverley and monitor performance through Service Level Agreement</p> <p>Years 2-5 – Monitor and review</p>	<p>Waverley residents receive independent, free advice in regard to debt, welfare benefits, employment and housing rights and responsibilities etc.</p> <p>Maximisation of income & welfare benefits, social inclusion and prevention of homelessness.</p>	<p>Community Services Manager</p> <p>Housing Benefit Manager</p> <p>Housing Options Manager</p> <p>Tenancy and Estates Manager</p> <p>Rent Manager</p>	<p>Waverley Borough Council</p> <p>Citizens Advice Waverley</p>	<p>New SLA signed for 2018 – 2021</p> <p>Regular monitoring through SLA monitoring meetings and partnership working</p>	<p>Achieved and ongoing</p>
5.7	<p>Year 1 – Housing Options Support staff to attend and contribute to Early Help Local Family partnership meetings in Waverley</p> <p>Years 2-5 – Monitor and Review</p>	<p>Multi agency partnership work to co-ordinate support for vulnerable households.</p> <p>Prevention of homelessness and promotion of health and well-being of children and parents/guardians</p> <p>Co-ordinated support, maximising/sharing resources</p> <p>Identify gaps in provision of services/support & training/ awareness raising</p>	<p>Specialist Housing options Officer</p>	<p>Waverley Borough Council</p> <p>Children’s Services</p> <p>Schools Health</p> <p>CMHRS</p> <p>Police</p> <p>Domestic Abuse Outreach Service</p> <p>Voluntary groups</p>	<p>Senior Options Officers attended Early Help Advisory Board meetings in June, July & September 2018. Local launch of Family Partnership meetings delayed until 2019-20 due to Social Services re-organisation.</p>	<p>Achieved and ongoing</p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
5.8	Years 1 – 5 – Arrange and co-ordinate an annual Homelessness Strategy conference	<p>To review the Council and its partners' progress in preventing homelessness and delivering homelessness strategy priorities.</p> <p>Identify and celebrate successes</p> <p>Identify emerging challenges and agree partnership actions to meet the challenges.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Adult Social Care</p> <p>Children's Services</p> <p>Citizens Advice Waverley</p> <p>CMHRS</p> <p>Supported Housing Providers</p> <p>Health</p> <p>Probation</p> <p>Letting Agents / Private landlords</p> <p>Ethical Lettings</p> <p>Neighbouring Boroughs/Districts</p>	<p>Second Strategy conference/homelessness forum held on 9 October 2018</p> <p>Third conference/forum arranged for 8 October 2019</p>	Achieved and ongoing

INTRODUCTION TO WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY WORK PROGRAMME

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

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

Section A
Work programme 2019-20

Subject	Purpose for Scrutiny	Lead Member / officer	Date for O&S consideration	Date for Executive decision (if applicable)
Corporate Performance Report	To scrutinise the performance of the areas within the Committee's remit.	Nora Copping / Heads of Service	Quarterly	N/A
Housing Development Update	To receive an update on the current council housing developments.	Andrew Smith/ Louisa Blundell	Standing item	N/A
Annual Review of Housing Strategy 2018 – 23	To review the Housing Strategy and scrutinise the achievements made during the first year of the Strategy and contribute to the development of future years of the Strategy.	Andrew Smith / Alice Lean	September 2019	
Homelessness Prevention Strategy 2018 – 23	To contribute to updating the Strategy, receive updates on actions contained within it and learn about the challenges and opportunities going forward.	Andrew Smith / Mike Rivers	September 2019	
Progress of recommendations from 'Council Housing: Pride or Prejudice' review	To scrutinise the progress against the 18 recommendations made as a result of the review.	Yasmine Makin / Annalisa Howson	November 2019	N/A

Status report on implementation of housing maintenance contracts commenced April 2019	To monitor the implementation of the contracts and particularly the effect on customer service/satisfaction levels through an interim report (Nov) and annual (July).	Hugh Wagstaff / Heather Rigg	November 2019 and July 2020	N/A
Affordable housing and housing need within the borough	Following the Housing Strategy and Enabling team's work into profiling housing need within the borough, for the Committee to understand the role of affordable housing and how it meets the needs of residents.	Andrew Smith / Alice Lean	TBC	N/A
Link between housing and mental health	To hear from an external expert organisation about the link between mental health and housing to gain an understanding to underpin any further work on housing allocations.	Andrew Smith / Yasmine Makin	TBC	N/A
Review of Housing Allocations Policy	For the Committee to contribute to the review of the Housing Allocations policy.	Andrew Smith / Mike Rivers	TBC	
Housing Associations (HAs)	To follow the September information session, the Committee may wish to invite a representative from a major housing association within the borough to present to the Committee.	Andrew Smith	TBC	N/A
Private Sector Housing	Following the September information session, for the Committee to hear from the Private Sector Housing team about the Council's functions and responsibilities regarding private sector housing within the borough.	Andrew Smith / Simon Brisk	TBC	N/A

Section B

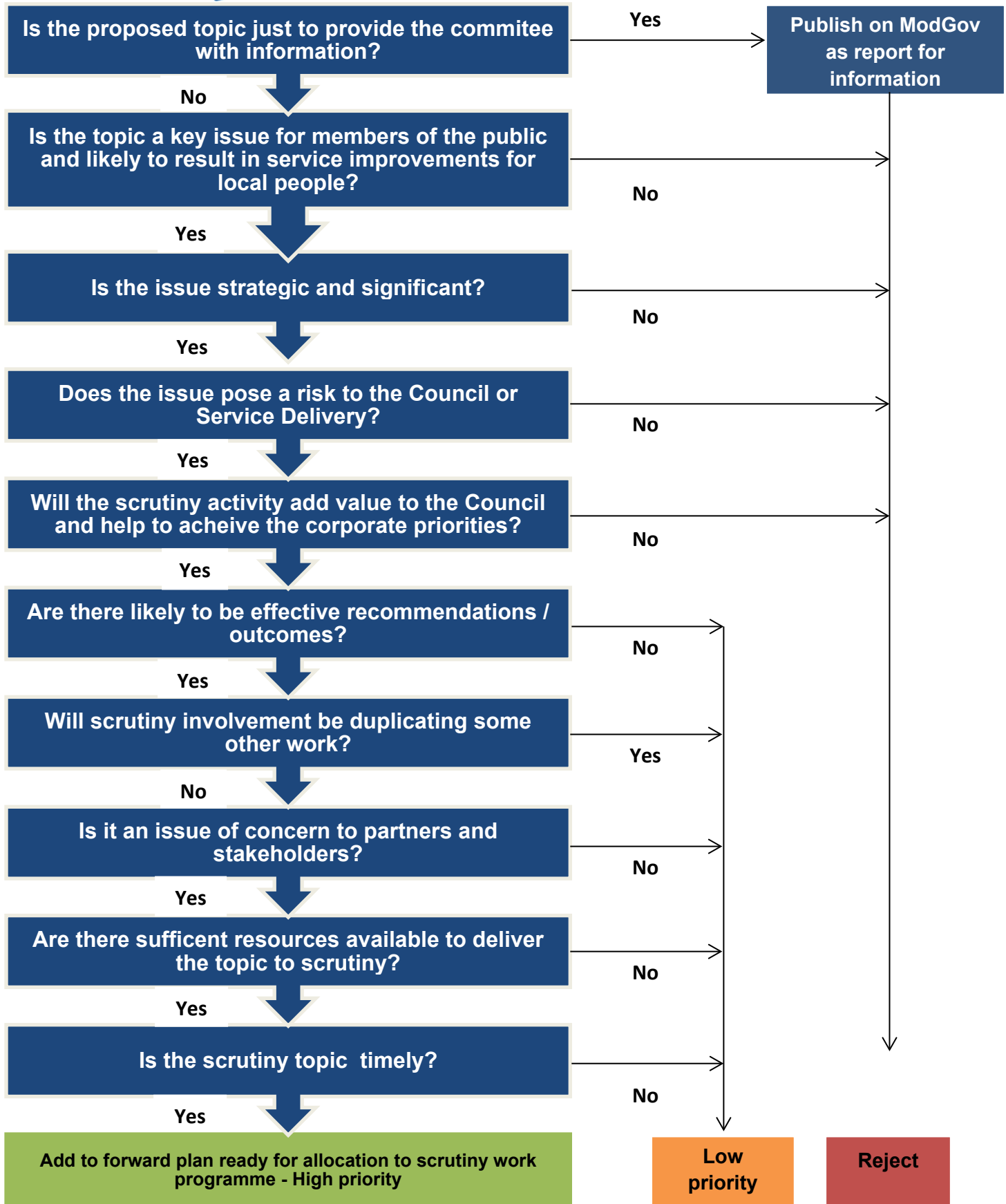
In-depth scrutiny reviews 2019-20

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

Section C
Scrutiny tracker 2019-
2020

Housing Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive	Timescale
3 July 2018	HRA Asset Management Strategy 2021 – 2026 scoping report	OUTCOME: for the current strategy to be updated to ensure it reflects changing technologies, in addition to other considerations listed on page of the report.	Officers will update the Strategy to reflect changes in development and technology.	The new Strategy will be for 2021 – 2026.
25 June 2019	Corporate Performance Report Q4	OUTCOME: for an additional key performance indicator to be added to the report between P7 and H10 for 'detailed consent'.	Officers will include this detail in the comments accompanying the key performance indicators.	TBC

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**Waverley Borough Council
Key Decisions and Forward Programme**

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

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

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

Executive Forward Programme for the period 1 September 2019 onwards

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

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

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

Background Information

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

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

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

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

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