

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

Cc: Portfolio Holder for Housing

When calling please ask for:

Kimberly Soane, Democratic Services  
Manager

**Policy & Governance**

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Date: 8 November 2019

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

Cllr Richard Seaborne (Chairman)  
Cllr Peter Marriott (Vice Chairman)  
Cllr Christine Baker  
Cllr Richard Cole  
Cllr Patricia Ellis

Cllr Michael Goodridge  
Cllr Michaela Gray  
Cllr Anna James  
Cllr Jack Lee

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

Terry Daubney

Dennis Smith

**Substitutes**

Cllr Jenny Else  
Cllr Carole Cockburn  
Cllr Joan Heagin

Cllr Jerry Hyman  
Gillian Martin

**Members who are unable to attend this meeting must submit apologies by the end of Wednesday, 13 November 2019 to enable a substitute to be arranged.**

Dear Councillor

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

DATE: WEDNESDAY, 20 NOVEMBER 2019

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

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

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

Waverley Borough Council is an authority which promotes and sustains:

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

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#### **Good scrutiny:**

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

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

### AGENDA

1. MINUTES (Pages 7 - 14)

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 23<sup>rd</sup> September 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 **Thursday 14<sup>th</sup> November 2019** 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 Wednesday 13<sup>th</sup> November 2019.

5. QUESTIONS FROM MEMBERS

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

The deadline for submission of written questions for this meeting is Wednesday 13<sup>th</sup> November 2019.

6. CORPORATE PERFORMANCE REPORT Q2 2019/20 (JULY -SEPTEMBER)  
(Pages 15 - 62)

To consider the performance report and make any observations or recommendations as appropriate.

7. TRANSFORM HOUSING AND SUPPORT

To discuss outcomes from the presentation from Transform Housing & Support on the services they provide and the topic of mental health and housing. To consider potential work or future items to be added to the work programme.

8. HOUSING DEVELOPMENT UPDATE (Pages 63 - 66)

To receive an update from Andrew Smith and Louisa Blundell on the current council housing developments.

9. PRIVATE SECTOR HOUSING (Pages 67 - 74)

Following the September information session, for the Committee to receive an update from Simon Brisk, Private Sector Housing team about the Council's functions and responsibilities regarding private sector housing within the borough.

10. WAVERLEY COUNCIL'S CARBON NEUTRAL COMMITMENT

To consider how the Housing O&S Committee can support the Council to achieve its commitment to be carbon neutral by 2023.

11. PROGRESS OF RECOMMENDATIONS FROM 'COUNCIL HOUSING: PRIDE OR PREJUDICE' REVIEW (Pages 75 - 80)

To scrutinise the progress against the 18 recommendations made as a result of the review, led by Yasmin Meakin and Annalisa Howson.

12. COMMITTEE WORK PROGRAMME (Pages 81 - 88)

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.

13. 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).

14. STATUS REPORT ON IMPLEMENTATION OF HOUSING MAINTENANCE CONTRACTS COMMENCED APRIL 2019 (Pages 89 - 94)

To monitor the implementation of the housing maintenance contracts and particularly the effect on customer service/satisfaction levels through an interim report received from Hugh Wagstaff and Heather Rigg.

15. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

**Officer contacts:**

**Yasmine Makin, Scrutiny Policy Officer**

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**Kimberly Soane, Democratic Services Manager**

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - HOUSING - 23  
SEPTEMBER 2019

SUBMITTED TO THE COUNCIL MEETING - <DATE>

(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 Michael Goodridge
Cllr Christine Baker	Cllr Anna James
Cllr Richard Cole	Cllr Anne-Marie Rosoman (Portfolio Holder for Housing),
Cllr Jerry Hyman (Substitute)	

**Co-opted Members**

Terry Daubney	Gillian Martin (Substitute)
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**Apologies**

Cllr Michaela Gray, Cllr Jack Lee, Dennis Smith (Co-optee,

**Also Present**

Louisa Blundell,	Annalisa Howson,
Louise Norie,	Yasmine Makin,
Mike Rivers,	Andrew Smith,

16. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 25<sup>th</sup> June 2019 were confirmed as a correct record and signed.

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

Apologies for absence were received from Cllr Michaela Gray, Cllr Jack Lee and Mr Dennis Smith (Tenants' Panel).

Cllr Jerry Hyman and Mrs Gillian Martin (Tenants' Panel attended as substitutes.

18. DECLARATIONS OF INTERESTS (Agenda item 3.)

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

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

There were no questions by members of the public submitted to the meeting.

20. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were no questions by members submitted to the meeting.

21. CORPORATE PERFORMANCE REPORT Q1 2019/20 (APRIL - JUNE 2019)  
(Agenda item 6.)

Housing Delivery

Andrew Smith outlined the highlights of the Housing Delivery section of the Corporate Performance Report Q1 2019/20 (April – June 2019).

The Committee was advised that the Ockford Ridge regeneration was going well. The committee members would be invited on a site visit in the autumn to view the progress.

Work was progressing on the use of S106 agreements to purchase housing units from commercial developers. WBC was looking at acquiring units from certain schemes to rent out. The Committee asked if Waverley would be paying the same prices as social housing landlords for these units and were advised that the Council would bid in the same way as them so would not pay any more. Hyde was taking most of the units on the Amlets Lane development but there was opportunity for Waverley to bid on 5 units. The Committee also asked for information on the rent levels to be applied on the development. Advice was given that the provisional rent levels had been based on 80% of market value but the rents would be set when the development was closer to handover. A query was raised as to whether the units acquired would comply with WBC design standards? Louisa Blundell advised that this would all depend on when we started our enquiries with the developers. With regard to the Amlets Lane development we joined the conversation late so the properties may not be totally within our design standards but would be well built.

A query was raised as to why there were fewer KPI's included in this report compared with the report for Q4 2018-19. It was explained that this was the first quarter of the new year and the last committee had removed some of the KPI's which they felt were not informative.

Andrew Smith was asked to clarify the date we would know the level of Better Care Funding for 2020/21 onwards. He advised that this was not known as yet but it was likely the funding would be of a similar level if not more.

SP18/19H3.2 was highlighted as off track and a revised timetable was being drafted. The committee asked if we were now on schedule for a revised timetable to be presented to the next meeting. Andrew Smith was hopeful that this would be available.

Housing Operations

Annalisa Howson outlined the highlights of the Housing Operations section of the Corporate Performance Report Q1 2019/20 (April – June 2019).

The Committee was directed to KPI HO2 and it was explained that the dip in the time to re-let performance was expected due to demobilisation and mobilisation of



the new maintenance contracts. So far in Q2 the average re-let time has dropped to 21 days.

It was highlighted that the introduction of Universal Credit had not had the negative impact on rent arrears that was feared. There were currently 100 claimants on UC in arrears but 144 were in credit.

It was noted that L1 complaint response rates were poor this quarter. This was down to one officer not prioritising responses correctly but this has been identified and additional training has been given. It was, however, noted that complaints had dropped this quarter. The committee asked how many complaints are upheld out of all those received.

It was highlighted that, as a consequence of there being 53 payment weeks in the current year, the annual rent decrease of 1% translated into a weekly reduction of 2.83%. This was explained more clearly to members and advice was given that it would also be explained to residents via the newsletter.

Officers were asked if all options had been exhausted in dealing with the ongoing legionella issue. The Committee was assured this was an ongoing piece of work which would continue until a solution had been found.

Annalisa was asked to explain how properties with long void times affected the figures. She advised with the new contracts this had now been cut down to between 10-15 days so did not adversely affect the figures.

The chairman thanked the officers for their reports.

The Committee **AGREED** the recommendation as set out in the agenda.

## 22. HOUSING DEVELOPMENT UPDATE (Agenda item 7.)

Louisa Blundell updated the Committee on current housing development projects. A graphical representation of the programme was circulated showing the current developments, number of properties and bedrooms within each development and proposed timelines.

Louisa advised that the Ockford Ridge (Site A) was progressing well. Work was being carried out with local partners (church, scout/guide HQ, primary school and Skillway) to deliver a package of community benefits.

Louisa was asked to clarify the circumstances that led to the refusal of planning permission at Ryle Road. She explained this was due to an omission in the application indicating a contribution to the SPA. This would be rectified when re-submission is made.

The Portfolio Holder for Housing was invited to comment on the material presented. She welcomed this report and programme and advised that sharing this information was key to moving forward.

Cllr Hyman questioned the anticipated total cost for the Ockford Ridge development as the net gain overall was only 38 extra homes. Andrew Smith suggested this was

an unfair assumption as the existing properties were no longer fit for purpose and therefore the redevelopment of the entire site was necessary to provide acceptable homes.

The Committee **NOTED** the report and asked that their comments were considered.

23. WAVERLEY HOUSING STRATEGY 2018-23 YEAR 1 ACHIEVEMENTS (Agenda item 8.)

Andrew Smith updated the Committee on achievements by the Housing Delivery and Communities Service against Year One actions in the Council's 2018-2023 Housing Strategy. The Committee was advised that this was a living document that will be reviewed annually and revised as required in line with new government policies and Waverley BC priorities.

Headline Achievements highlighted:

- 36% of new homes completed in 2018/19 were for shared ownership
- 64% of new homes completed in 2018/19 were affordable housing for rent.
- A rural housing needs survey was carried out in the Dunsfold, Elstead, Tilford and Womersley wards.
- A new handy person service for minor home improvements was launched

The Committee was advised that Waverley BC was looking at establishing 3 models of development to bring forward additional affordable homes. This included setting up a Housing Company to acquire homes for rental and better ways to utilise S.106 agreements via joint working with Housing Associations.

The Committee enquired about work being carried out to address the needs of elderly residents. Andrew advised that there was an ability to carry out work on providing over-55 accommodation and advised that the Waverley Design Standards accommodate for aids to be incorporated into new homes to allow them to become 'lifetime' accommodation. He highlighted that items O.d.3 and O.d.4 in the end of year 1 report addressed extra care accommodation.

The Committee asked why, when the strategy was a living document, it had been described as covering a fixed 5 year document. It was suggested this should be a rolling document and not restricted to a fixed 5 years. Andrew agreed and advised that when it was set up there were no clear plans but that this could be reviewed and an update brought to each meeting as a standing item.

The Committee welcomed the setting up of the handyman service. It was highlighted this was not a means tested service and anyone could access it regardless of income. The payment for this service was provided via a disabled facilities grant given to Waverley BC.

The red status around CLH (M.d.1, M.d.2 and M.d.3) in the report was highlighted. There had been no appetite with local groups consulted to prioritise the high level of effort required to bring empty homes back into use. It was hoped that the hiring of a New Grants Officer would enable this issue to be looked at and driven forward.

The Committee **NOTED** the report. Members were requested to feed all future comments on these issues to Alice Lean and/or Andrew Smith for consideration.

24. HOMELESS PREVENTION STRATEGY UPDATE - YEAR ONE (Agenda item 9.)

Mike Rivers updated members on the year one progress of the Homeless Prevention Strategy. He advised that introduction of the Homeless Reduction Act 2017 had not caused any great spike in the homeless figures in Waverley and this had been effectively managed.

The Committee noted the continued successes in keeping the number of households in temporary accommodation to a minimum. Key to Waverley's success has been the dedicated, highly skilled Housing Options team.

The Committee noted that there was some concern as to whether the New Burdens Funding and Flexible Homeless Grant may not be available beyond 2019-20. It was suggested that representation be made to MHCLG regarding this. Mike was optimistic that funding will be available but was not clear how much.

Concern was raised regarding rough sleepers in Farnham. Mike advised that Waverley has to submit an estimate annually on how many there are. However they are continually monitored and partner agencies will engage with them to offer assistance. He pointed out that some refuse offers of help. When this happens enforcement may be necessary. Instances of rough sleeping can be reported to <https://www.streetlink.org.uk/>

The whole Committee congratulated the team on their continued success in preventing homelessness.

The Committee members were accorded an invitation to attend the Homelessness Forum to be held from 9-13:00 in the Council Chamber on 8<sup>th</sup> October 2019.

The Committee **NOTED** the report and asked for comments to be passed to the Executive.

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

Councillor Peter Marriott, the Housing O&S Committee's representative on the Budget Strategy Working Group, updated the Committee on the work carried out so far by the BSWG.

The Committee was advised that:

- The working group had met five times so far this year.
- They were looking at the detailed figures behind the mid-term project plans to address any shortfalls.
- The group was currently focussing on work stream 2 relating to understanding public priorities. This involved sending out a questionnaire to a target group.
- The working group members are meeting with HoS to look at potential efficiency savings in each service area.

- It was hoped the group would be ready to make recommendations by Q4.

The chair thanked Cllr Marriott for his update and the BSWG for their work.

26. COMMITTEE WORK PROGRAMME (Agenda item 11.)

Yasmine Makin highlighted the items in the work programme scheduled for the November meeting.

Items scheduled are:

- Progress of recommendations from 'Council Housing: Pride or Prejudice' Review;
- Status report on implementation of housing maintenance contracts commenced April 2019;
- Affordable housing and housing need within the borough. (a representative of Transform will be attending).

Suggestions for additional items discussed were:

- ASB and its effects on tenants.
- The Committee asked that any plans relating to Waverley's housing stock generated by officers in response to the council's proposal to aim for carbon-neutrality by 2030 be brought to the committee for scrutiny before going to Executive..

The portfolio holder for housing advised she was having a meeting with the Chief Inspector of Godalming Town Council regards to ASB. The Safer Waverley Partnership was also looking at locality issues. She agreed to bring a short update to the next meeting. She advised she was keen to provide regular input into the O&S Committee on provision of housing and community safety issues.

27. EXCLUSION OF PRESS AND PUBLIC (Agenda item 12.)

The Committee considered, 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 a 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.

28. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION (Agenda item 13.)

There were no matters relating to aspects of any reports on this agenda which were felt needed to be considered in Exempt session.

**The meeting commenced at 7.00 pm and concluded at 8.58 pm**

**Chairman**

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**WAVERLEY BOROUGH COUNCIL**

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

**COMMUNITY WELLBEING O&S – 19 NOVEMBER 2019**

**HOUSING O&S – 20 NOVEMBER 2019**

**ENVIRONMENT O&S – 25 NOVEMBER 2019**

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**Title:**

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

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

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**Summary and purpose:**

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

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

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

**Equality and Diversity Implications:**

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

**Financial implications:**

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

**Legal Implications:**

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

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**Background**

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

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

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

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

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

The Overview and Scrutiny Committees remits are listed below:

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

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

## **Recommendation**

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

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## **Background Papers**

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

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## **CONTACT OFFICER:**

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**Title:** Policy & Performance Officer  
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**E-mail:** nora.copping@waverley.gov.uk

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

**Final version**



**Report Publication Date: 7 November 2019**

# Report Content Page

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2	Service Dashboard	<a href="#">Planning and Economic Development</a>	Chris Berry	9
3	Service Dashboard	All <a href="#">Environment Services</a> teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	14
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3	Service Dashboard	Licensing Team aspect from <a href="#">Environment Services</a> section (when required)	Richard Homewood	14
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## RAG Rating Legend

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

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

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

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

## 1. Corporate Dashboard – All Services

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

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

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

Particular headlines for the quarter are:

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

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

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

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

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

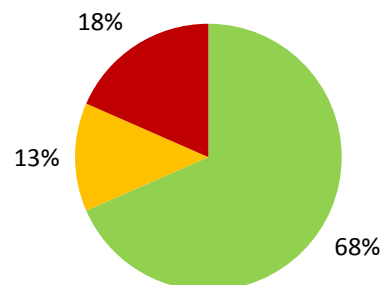
**Tom Horwood, Chief Executive**

## Performance Indicators Status

### Q2 All Corporate KPIs

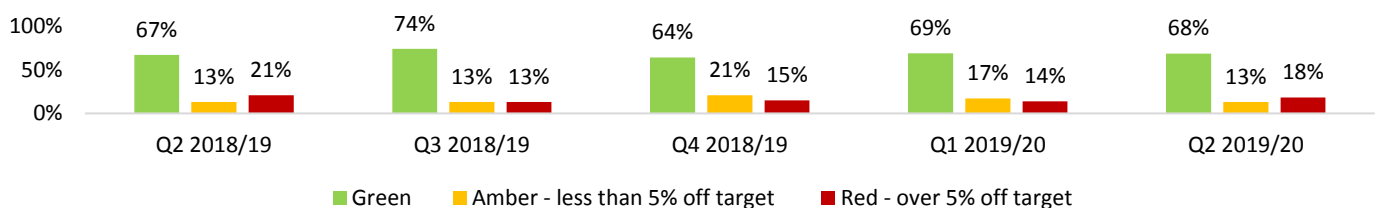
<b>Total</b>	100%	38
<b>Green</b>	68%	26
<b>Amber - less than 5% off target</b>	13%	5
<b>Red - over 5% off target</b>	18%	7

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

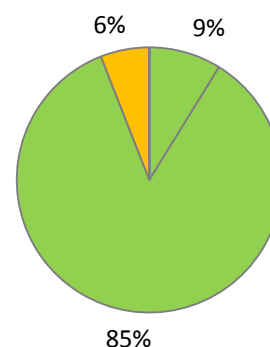
Performance Indicators - % per status  
Q2 2018/19 - Q2 2019/20



## Service Plans - Actions Status

Q2 update on all Service Plans 2019/2022

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



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

## Internal Audit – Overdue Actions Status

The Internal Audit section is included for information only as the scrutiny function for this service falls under the Audit Committee remit, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent "[Progress on the Implementation of Internal Audit Recommendations](#)" report from the Audit Committee meeting 24 September 2019.

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

## Complaints Q2 2019/20

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

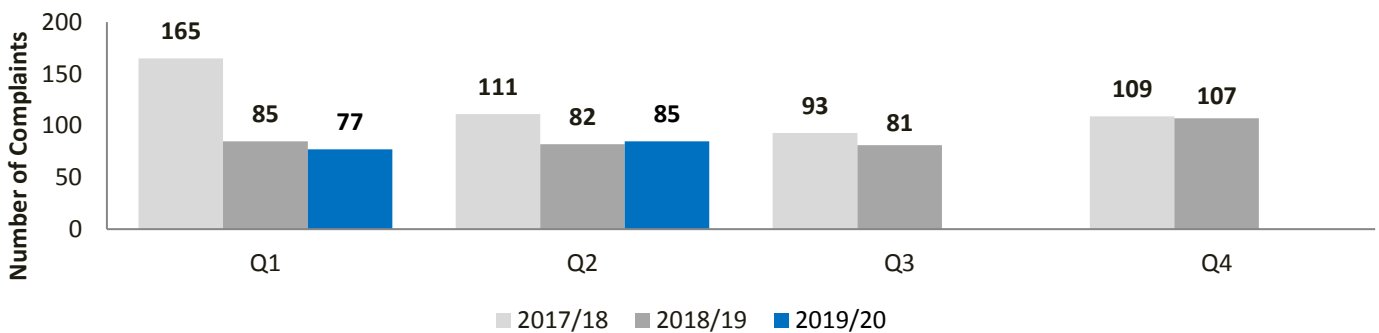
<b>Total Complaints</b>	<b>85</b>
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	Response Rate	Target	Status
Level 1	81.84%	95%	over 5% off target
Level 2	98.18%	95%	on target
Total	90.01%	95%	over 5% off target

**Comment:** Additional monitoring has been introduced at service level in order to improve our response rate. Further details of service specific performance can be found under individual dashboards.

### Total Number of Complaints

1 April 2017 - 30 September 2019

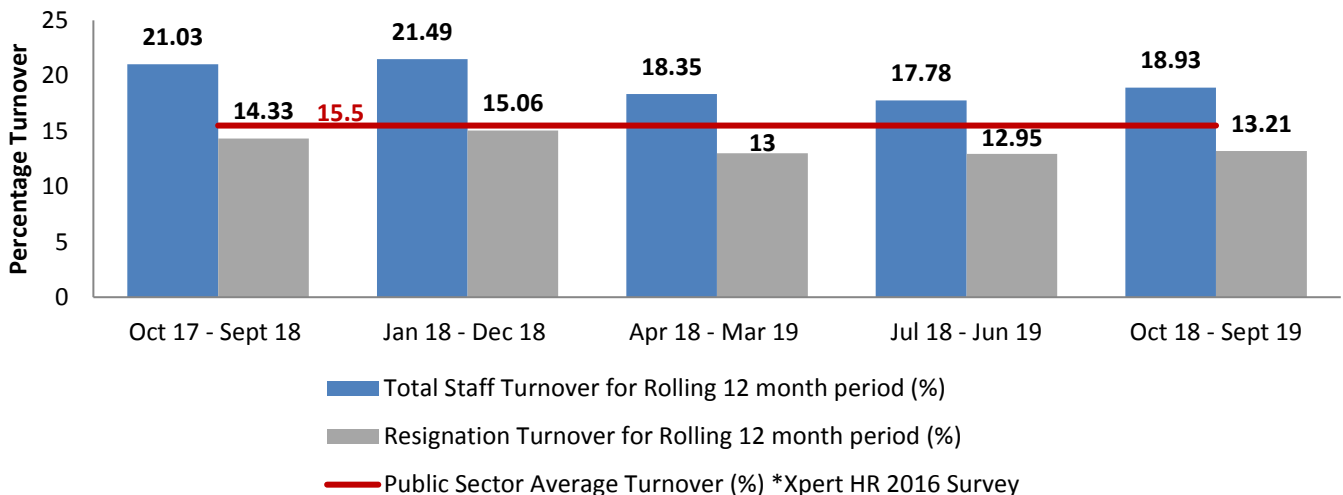


### Workforce data – Corporate Level

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

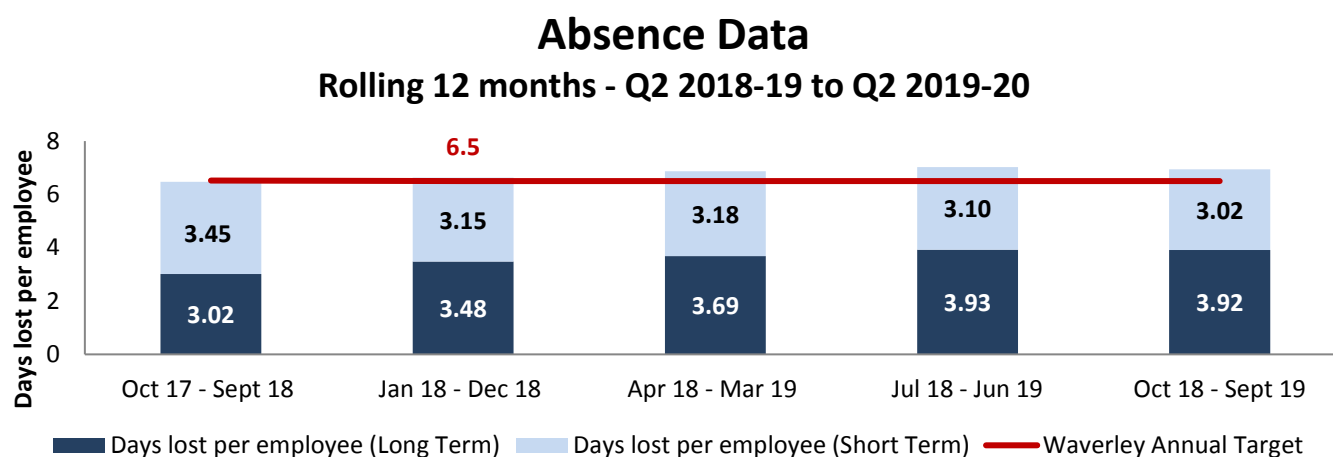
### Staff Turnover %

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





**Comment:** The HR Team has revised the exit interviews process to allow collection of more meaningful data. The team is also currently conducting more in depth analysis and the findings will be reported to senior management.



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

## Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q2 2019/20

### Section 151 Officer summary:

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

I have reviewed the position against budget at the end of the second quarter of the financial year. Overall, staff costs are within budget and at this stage it is forecast that the vacancy target will be achieved. Most of the major income areas are currently being projected to be at or above budget level, with the exception being Planning which is falling short against budget. Planning income has fallen short of budget for three consecutive years so the budget level will be reviewed, also Waverley is experiencing a continued reduction in the number of applications from the previous year. Building Control income continues to show signs of recovery so will be closely monitored throughout the year.

The main concern on general fund income is from the investment property void from one building, Wey Court East, in Farnham. Officers have had interest in renting major parts of this building and it is hoped that lettings will be secured this financial year. Waverley does have an investment void rent provision to cover unexpected shortfalls in income from empty investment properties and officers are proposing to draw on this to mitigate the impact against budget this financial year. Investment interest and Waverley Training Services continue to perform well against budget in the year so far. Significant areas of cost including contract spend are within budget and the inflation provision appears to be sufficient to meet demands overall. There are some non-material cost under and overspends which are explained later in the report.

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

Although a [balanced budget for the coming year 2019/2020](#) has been approved by the Full Council in February 2019, in order to address the [projected budget shortfall between 2020 and 2023](#), the Council has developed a [MTFP Budget Strategy for 2019-2023](#). Preparatory work for its execution is

underway under the main themes of property investment, income generation through our Commercial Services and the Business Transformation programme of council services.

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

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

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

## 2. Service Dashboard – Planning and Economic Development

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

### Key Successes & Lessons Learnt, Areas of Concern – Q2 2019/20

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

Key actions and issues:

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

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

## Performance Indicators Status Q2

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

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

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

P1 – represents 446 out of 448 under 26 weeks - no particular area of concern.

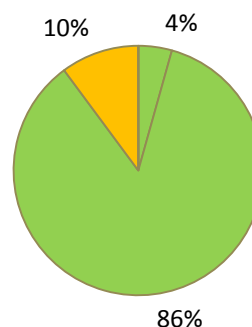
P3 – this local indicator represents 26 appeals allowed out of 63 appeals determined in the first and second quarter. Further detailed analysis of factors impacting on the performance of this indicator will be conducted by the team in Q2 and findings will be presented to the Value for Money and Customer Service O&S and the Environment O&S Committees in November 2019.

P7/P8 – Cumulative figures for the shortfall provision in Q1/Q2 are presented in brackets. There is also an additional shortfall from 2018/19. These figures are not affected by Council actions as permissions granted exceed implementation by a significant margin.

## Service Plans - Actions Status

### Q2 Planning Service Plans 2019/2022

Total	100%	69
Completed	4%	3
On track	86%	59
Off track - action taken / in hand	10%	7
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



**Comment:** The table above presents the progress status of Service Plan actions for this service area at the end of Q2 2019/20. Certain actions have not yet been completed and further details can be found below. Delays have occurred in the IT system (Outcome 6) due to outstanding issues in Building Control and negotiations continue with the contractor to rectify. Significant actions are in place to tackle customer satisfaction (Outcome 9) concerns (Councillors, developers, residents) as noted in Head of Service comments above.

### Outstanding action from Service Plan 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
<b>Outcome 6.</b>	<b>New IT system is implemented</b>					
P6.1	Scoping of project completed	01/03/19	Development Manager (BHS)	<b>Off track - action taken</b>	30/06/20	Scoping stages 90% completed and processes for validation to registration designed. Reviews of other processes commenced.
P6.2	Test phase carried out and completed	01/06/19	Development Manager (BHS)	<b>Off track - action taken</b>	30/06/20	Not started – completion of P6.1 required. New due date agreed as December 2019
P6.3	Training for all Officers/users	01/07/19	Development Manager (BHS)	<b>Off track - action taken</b>	30/06/21	Not started – completion of P6.2 required. New due date agreed as December 2019
<b>Outcome 9.</b>	<b>Customer satisfaction with Planning Service is improved</b>					

P9.1	Customer engagement protocol for Planning Service adopted and implemented to include Councillors, developers, Town and Parish Councils and resident groups	30/06/19	Head of Planning Services	<b>Off track - action taken</b>	31/12/19	Action is being progressed and a new revised date was agreed
<b>Outcome 11.</b>	<b>The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way</b>					
P11.1	Complete task of inputting historic Section 106 information into the Exacom system	30/06/19	Planning Policy Manager (GP)	<b>Completed</b>	30/10/19	Collected and presented through EXACOM

**Outstanding action from Service Plan 2018/2019**

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
P2.4	Systems thinking - review of processes <b>(transferred from Service Plans 2018/19, action ref. SP18/19P1.3)</b>	31/07/18	Development Manager (BHS)	<b>Off track - action taken</b>	31/03/20	30% Completed. Internal discussions with Democratic Services, Legal Services on committee reporting. Benchmark exercise complete for VFM assessment.
P2.4	Explore increased income generating opportunities/selling/ shared services <b>(transferred from Service Plans 2018/19, action ref. SP18/19P1.4))</b>	31/03/19	Development Manager (BHS)	<b>Off track - action taken</b>	31/03/20	60% Completed. Charges reviewed for 2019/20. Internal review of Pre Application Service with a focus on a more efficient response will also generate additional fees.
P19.1	Carry out Conservation Area appraisals in line with Project Plan (2018/19 not delivered – action transferred to 2019/20) <b>(transferred from Service Plans 2018/19, action ref. SP18/19P4.4))</b>	31/10/18	Planning Policy Manager (GP)	<b>Off track - action taken</b>	31/03/20	In 2018/19 Programme of Conservation Area Appraisals temporarily put on hold in view of resource issues arising from vacancies within the Team. This project is to be continued and resourced in 2019/2020.

**Internal Audit - Actions Status Q2**

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

## Complaints Q2 update

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

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

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

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

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

## Finance – Q2 update

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

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

### 3. Service Dashboard – Environment

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

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

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

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

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

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

Consultants have been appointed on Weyhill Fairground car park and are working on the design and specification for the work and consultation will begin on the proposals and its future management arrangements in the coming months. Discussions will also begin shortly on appropriate works for Sun Brow Wood and common land.

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

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

DEFRA have responded positively to the 2019 Annual Air Quality Status Report which showed an improving picture for air quality overall in the borough but identified a hotspot in Farnham which requires more detailed monitoring. Additional monitoring has already been introduced around this area. The report has been presented to the Environment O&S and will be reported to the Air Quality Steering Group (AQSG) over the next few months. Now that there is a full set of data to work with and we have the results of the county wide air quality modelling, the AQSG and the Farnham Air Quality Working Group can now proceed with the review of the Air Quality Action Plan.

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

Other priorities have prevented the completion of training to widen the number of officers able to deal with unauthorised encampments, we have however continued shadowing exercises to enable people to gain experience. Fortunately our robust approach in recent years and the work we have



carried out to protect vulnerable sites has resulted in fewer unauthorised encampments on Waverley BC land this year so far.

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

**Richard Homewood, Head of Environmental Services**

## Performance Indicators Status

**Comment:** The majority of the indicators met their targets. A handful of actions performed off target and further details can be found below:

- E1 – The rejection rate for dry mixed recyclables remains a concern. The increase is thought to be due to tighter restrictions on what will be accepted by end processors in this country and abroad, but also due to a lack of attention by householders and continuing issues with contamination at our bring sites (areas in the local community such as car parks, where non-residential recycling facilities are available to members of public). We are continuing to promote awareness of what can and can't be recycled and this seems to be starting to have an effect.
- E3 – A small dip in the performance, however no escalation required at the moment.
- E NI182 – Business satisfaction has dropped slightly. A number of recent enforcement actions will have influenced this result.

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
E1	Materials recovery facilities (MRF) Reject Rate <b>(lower outturn is better)</b>	%	10.5%	10.0%	8.1%	7.4%	7.75%	5.0%
E2	Average number of days to remove fly-tips <b>(lower outturn is better)</b>	Days	2.0	2.0	2.0	2.0	2.0	2.0
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting <b>(higher outturn is better)</b>	%	84.0%	90.0%	90.0%	93.0%	89.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week <b>(lower outturn is better)</b>	No.	35	22	40	24	21	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due <b>(higher outturn is better)</b>	%	100%	100%	100%	100%	100%	100%
E NI182	Satisfaction of business with local authority regulation services <b>(higher outturn is better)</b>	%	85.0%	100%	81.0%	84.0%	82.0%	85.0%
E NI191	Residual household waste per household <b>(lower outturn is better)</b>	kg	88.3	90.6	90.0	86.5	87.5	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting <b>(higher outturn is better)</b>	%	57.1%	59.0%	54.0%	60.4%	57.8%	54.0%

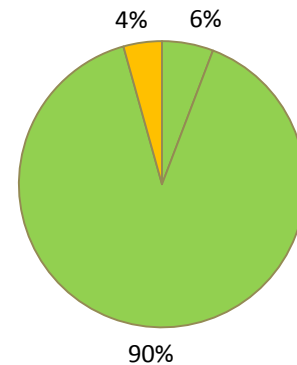
## Air Quality

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

## Service Plans - Actions Status

### Q2 Environment Service Plan Actions 2019/22

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



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

### Outstanding actions for Service Plans 2018/19

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken to rectify
SP18/19ES 3.3	Introduction of Public Space Protection Orders (PSPO) for dog issues and anti-social behaviour in partnership with Surrey Police.	31/12/18	Enforcement Team	Off track – action taken	01/01/20	PSPO Dog Controls presented to Env O&S on 9 September and going to Executive on 5 November then Council in December for adoption.
SP18/19ES 3.10	Implement a procedure training programme for front line field officers for unauthorised encampments	31/12/18	Enforcement Team	Off track – action taken	31/03/21	70% completed. Completion of training delayed by other priorities. Planned for 2020/21
ES16.1	Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency targets (transferred from Service Plans 2018/19, action ref. SP18/19ES11.4)	31/03/19	Sustainability Manager	In progress	31/03/20	Greenhouse Gas Emissions Report completed. Now working on baseline data for Climate Emergency Action Plan

## Internal Audit - Actions Status – Q2 update

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

## Complaints – Q2 update

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

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

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

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

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

## Finance – Q2 update

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

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

## 4. Service Dashboard – Commercial

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

### Key Successes & Lessons Learnt, Areas of Concern – Q2 2019/20

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

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

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

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

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

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

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

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

### Performance Indicators Status Q2

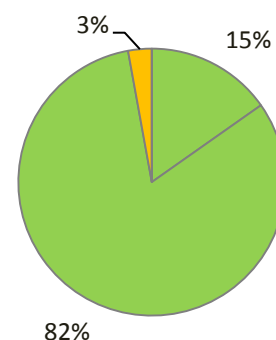
**Comment:** A good performance from all teams. The implementation of a new IT system in the Building Control Team still impacts on the reporting capabilities therefore no data submission was possible in this quarter (C4).

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

## Service Plans - Actions Status Q2

### Q2 Commercial Service Plans 2019/2022

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



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

### Outstanding Service Plan Actions 2019/2022

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

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

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

### Outstanding Service Plan Actions 2018/2019

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken
SP18/19CS1.2	Renegotiate new leisure management contract thresholds to increase guaranteed return (Cranleigh Leisure Centre).	31/08/18	Completed	31/08/19	The negotiations have now been completed with an improved offer for the Council which also reduces risk exposure. This has now been agreed by both parties.

### Internal Audit - Actions Status Q2

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

### Complaints Q2

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

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	4	1	1	4	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	1	1	3	5	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	100.00%	75.00%	71.43%	95.00%

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

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

**Comment:** Two complaints required some additional investigation to complete taking them beyond the deadline, they were resolved satisfactorily and did not progress to a level 2 complaint.

## Finance – Q2 update

### General Fund Account

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

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



## 5. Service Dashboard – Housing Delivery & Communities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Performance Indicators Status

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

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

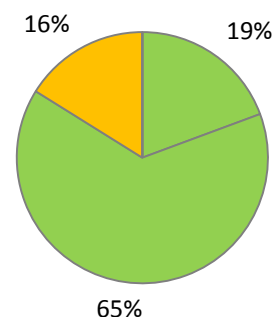
### HD4 Number of affordable homes delivered (gross) during Q2:

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

## Service Plans - Actions Status

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

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



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

## Outstanding Service Plan Actions 2019/2020

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

HDC12.1	Implement the digital transformation strategy to increase range of means to access services: * Develop and deliver at least three initiatives with Housing Service Managers * Increase in online transactions * Reduction in phone calls – work with the Housing Customer Manager to establish a baseline by July 2019 and set target. * System to monitor satisfaction with online services	30/09/19	Service Improvement Manager (AH)	<b>Off track - action taken</b>	31/12/19	Full project deferred to be incorporated with Business Transformation Programme. However, increased range of online forms for customers, developed mobile working solutions for housing management and increased take up of myaccount. Promotion of reporting repairs online and developing baseline data.
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**Outstanding Service Plan Actions 2018/2019**

Code	Title	Original Due Date	Status	Revised Due Date	Actions taken to rectify
SP18/19H3.2	Implement the new Housing and Planning Act powers for Private Sector Housing (SH)	30/09/18	<b>Off track - action taken</b>	31/12/19	The timescales for introducing new aspects of legislation have been fluid and due to pressure of work and no effective additional PSH officer operating within the team during the past year, the update of the Enforcement Policy and new Charging Schedule will be presented to Management Board, then through the Committee process by the end of December 2019. The team has discharged the Council's statutory obligations under the Act: Civil Penalties and Rent Repayment Orders; Banning Orders and contribution to national Rogue Landlord Register.

**Internal Audit - Actions Status Q2**

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

## Complaints – Q2 update

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

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

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

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

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

## Finance – Q2 update

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

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

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

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

## 6. Service Dashboard – Housing Operations

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

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

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

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

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

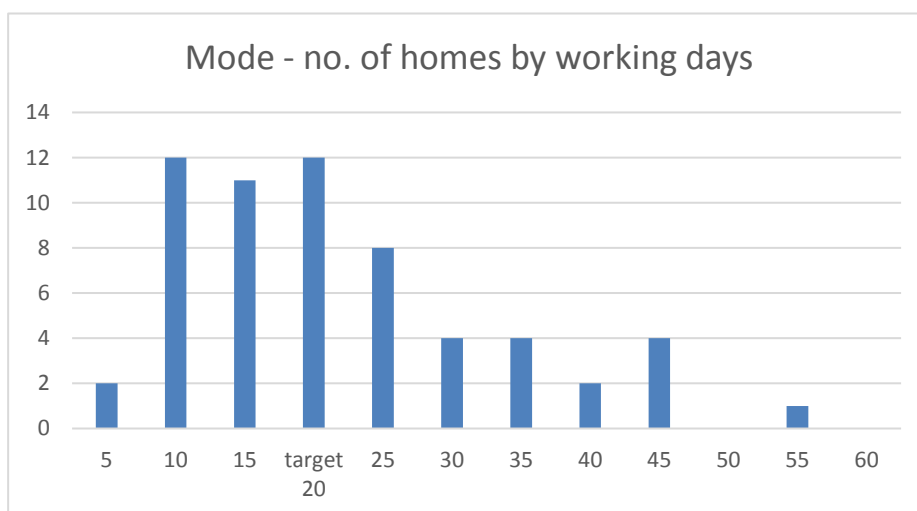
## Performance Indicators Status

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

### Comment:

**HO2 and HO4** - Dip in performance as expected due to demobilisation and mobilisation of contracts. Handover arrangements were agreed with some vacant homes and responsive repairs held for new contract commencement 1 April 2019. There has been an improvement in performance as the contracts become established. The team are working closer to target.

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

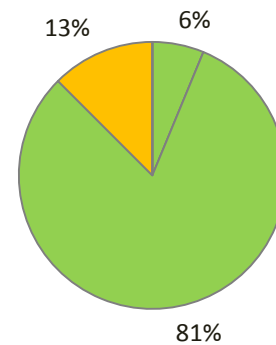




## Service Plan - Actions Status Q2

### Q2 Housing Operations Service Plans 2019/2022

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



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

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

### Outstanding Service Plans Actions 2019/2022

**Business as usual** | **Project**

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

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

## Internal Audit - Actions Status Q2

**Comment:**

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

## Complaints Q2

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

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

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

KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	9	8	13	5	6	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	9	8	13	4	6	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	100.00%	100.00%	80.00%	100.00%	95.00%

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

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

## Finance – Q2 update

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

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

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

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

## 7. Service Dashboard – Business Transformation & Corporate

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

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

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

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

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

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

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

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

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

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

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

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

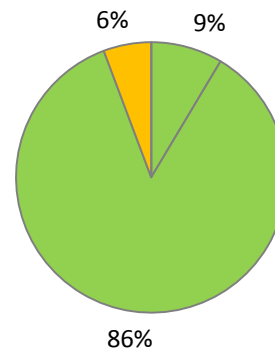
## Performance Indicators Status Q2

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

## Service Plan - Actions Status Q2

### Q2 Business Transformation Service Plan 2019/2022

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



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

### Outstanding Service Plan action 2019/2020

Business as usual | Project

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q1 Actions taken
<b>Outcome 12.</b>	<b>Ensure the post and print delivery model is the most cost effective that can be achieved without compromising quality standards</b>					
BT12.1	Comprehensively review all existing external contracts regarding post and printing services and explore alternative delivery models	30/09/19	Support Services Manager (HB)	Off track - action taken	31/03/20	The review is well underway. Procurement will begin and conclude in Q3. We expect new contractual arrangements to be in place by Q4
<b>Outcome 17.</b>	<b>Identify a viable option for the Council as regards office accommodation and the future of The Burys</b>					
BT17.1	Within the One Public Estate initiative work with our partner organisations to define realistic options for the re-development of this site which will deliver cashable savings	30/06/19	Head of Business Transformation (DA)	Off track - action taken	Q3 2020/2021	We have applied for funding from Surrey CC which if successful will resource the second phase of our development appraisal. We have now been waiting several months for this process to conclude and may have to explore other funding routes if the process does not conclude soon. This has been escalated to Member level.

### Outstanding Service Plan action 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Actions taken
SP18/19 CC3.2	Support the Planning Service in the acquisition of a new core system (Part 1 – Building Control Application, (Part 2 – Internal Planning Application).	31/03/19	N/A	Off track - action taken	Q1 2020/20 21	The Building Control system is live and that element of the project is very close to conclusion. We will be moving into Planning later this quarter although we are unlikely to go live before Q4.

### Internal Audit - Actions Status at Q2

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

### Complaints – Q2 update

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

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

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

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

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

## Finance – Q2 update

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

**Comment:**

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

## 8. Service Dashboard – Finance and Property Investment

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

### Key Successes & Lessons Learnt, Areas of Concern – Q2 2019/20

#### Head of Service summary:

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

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

**Budget Strategy Working Group (BWSG):** The Value for Money and Customer Services Overview & Scrutiny Committee are continuing the strategic work underpinning the delivery of the initiatives required to resolve the council's financial challenge identified within the Medium Term Financial Plan. They will be reporting the outcome of the Workstream 3 (detailed review of service budgets) to the November scrutiny committee.

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

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

### Performance Indicators Status Q2

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

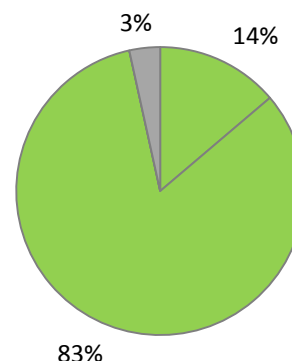


**Comment:** A good performance from the teams in the second quarter, with majority of indicators performing on target. The performance for the indicator F3 was impacted by staff vacancies in a small team, which affected the overall percentage of invoices paid in Q2. The situation has presented an opportunity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

## Service Plans - Actions Status Q2

### Q2 Finance Service Plan Actions 2019/2022

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



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

### Outstanding actions from 2019/20 Service Plan

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

## Internal Audit - Actions Status Q2

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

## Complaints Q2

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

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

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

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

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

## Finance– Q2 update

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

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

## 9. Service Dashboard – Policy & Governance

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

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

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

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

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

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

## Performance Indicators Status Q2

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

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

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

A more granular monitoring has been introduced for each service area, to allow consistent performance analysis. The details specific to each service have now been embedded in every dashboard allowing Heads of Service and their team to take appropriate improvement actions when required.

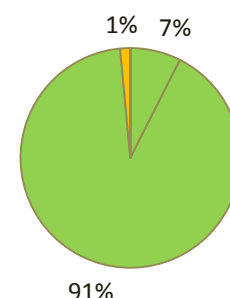
### Waverley's complaints escalation process:

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

## Service Plans - Actions Status Q2

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

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



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

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

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

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

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

**Internal Audit - Actions Status Q2**

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

**Complaints Q2**

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

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

	responded to against the 10 working days target)							
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Q2 19-20		Policy and Governance - Level 2 escalations						
KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	0.00%	95.00%

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

## Finance – Q2 update

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

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

**WAVERLEY BOROUGH COUNCIL**

**HOUSING OVERVIEW & SCRUTINY COMMITTEE**

**20 December 2019**

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**Title:**

**DEVELOPMENT UPDATE**

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

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**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

Planning applications have been submitted for all sites with the exception of Turners Mead. Ward and Parish Council Members have been informed and a letter will be sent to the residents in the vicinity of the sites advising them that the applications have been submitted and provide details of the application reference number.

**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*

The Allocations Panel has now met and the properties have been allocated. 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.

Construction continues and remains on programme with the first roofs are appearing on site. Kitchen fittings, bathrooms and internal décor have now been chosen. A view home will be open for the community to visit ahead of handover of Phase 1 in May 2020.

### *Site B*

The initial stage of procurement has commenced with the issue of the selection questionnaire (SQ) and associated documents now live on the South East Shared Services Portal.

Discharge of conditions from the reserve matters application continues. Tree reduction and boundary hedge works will commence this month, starting with the boundary with Eashing Lane Cemetery.

Street naming consultation is now complete with the approval of Laurel Close as the new name for the cul-de-sac when the development of the site is complete.

A draft Community Benefit Agreement for this site has been prepared for consultation.

### *Site C*

A community drop-in event was held on 24 October, where designs for landscape, highways, footpaths and elevation designs were shared with the community.

Following this event architects are reviewing the feedback received at the consultation event and a reserve matters application will be submitted in mid-November with a date for consideration at Central Planning Committee expected at the end of March 2020.

Detailed designs for the Ridge Walk (footpath) which will form part of this application were also shared at the consultation event. This footpath will run from Hawthorn Drive to The Green and will improve pedestrian links and provide planting of new trees and shrubs.

The scheme was designed to meet the council design guidelines approved in 2018, however the outline consent was granted before Waverley Borough Council declared a climate change emergency and full consideration was given to the impact of this. For this reason the process to procure a build contractor to deliver the new homes on this site has been deferred to enable more time to consider the detailed specification for construction of the homes.

### *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.

### *Refurbishment*

#### Phase 2 & 3

Niblock Building Contractors continue to deliver Phase 2 and Phase 3 refurbishment works and are still on programme to handover all properties by March 2020.



### **Land Adjacent to 13 Ryle Road, Farnham**

2x 1-bed flats

Housing Delivery Board considered the future of this site at a meeting on 25 October and recommended the matter is referred to Executive for a decision.

### **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 Surrey County Council to obtain an order for diverting the public right of way which links this site and the CALA site at Ockford Park.

CALA Homes are currently submitting applications to discharge conditions associated with the planning consent. These applications include a condition in relation to the location of the footpaths within the Ockford Park development and its link to our site at Aarons Hill. When this condition has been considered the matter will be referred back to Surrey County Council to consider further.

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

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

All surveys have been completed which will inform the documents to be included as part of the planning application.

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

The planning application for this site will be submitted at the same time as the scheme at Crossways Close.

### **Churt – Crossways Close**

2 x 1-bed flats

2 x 2-bed flats

2 x 3-bed houses

6 x 2-bed houses

A majority of surveys have been completed and these will inform documents to be included as part of a planning application. The proposed location of the access to the new site has been reviewed and amended following feedback from Surrey County Council Highways and a traffic speed survey will be completed in November.

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

### **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.

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

### **Pipeline Schemes at feasibility stage**

(Not yet in the public domain)

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

**WAVERLEY BOROUGH COUNCIL**

**HOUSING OVERVIEW & SCRUTINY COMMITTEE**

**20 NOVEMBER 2019**

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**Title:**

**PRIVATE SECTOR HOUSING**

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

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**Summary and purpose:**

To provide the Committee with an overview of the Private Sector Housing Teams functions and responsibilities regarding private sector housing within the borough.

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

This report predominately relates to the priorities of People and Place. The delivery of the team's responsibilities and functions, will support improving lives and communities.

**Equality and Diversity Implications:**

For guidance, refer to [Backstage](#).

**Financial Implications:**

To be completed by Finance!

**Legal Implications:**

There are no direct legal implications associated with this report. The various statutory powers and duties are set out in detail within the report and any legal advice required in relation to related future workstreams will be sought from the Legal Services team.

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**1. Background**

The Private Sector Housing team carries out the Council's statutory duties relating to the regulation of private landlords, Houses in Multiple Occupation, caravan sites, distribution of Disabled Facilities grants and other related grants, bringing empty homes back into use, Public Health funerals. These duties are listed in more detail below:

- a) To determine the charges for default works undertaken pursuant to the Public Health and Housing Acts and the fee levels for licensing of Houses in Multiple Occupation and caravan sites.
- b) To undertake all actions relating to the Council's functions under the Housing Grants, Construction and Regeneration Act 1996 and any subsequent legislation including but not limited to Disabled Facilities Grants.
- c) To produce and adopt a Home Improvement Policy

- d) To undertake all actions relating to the Council's functions under the Regulatory Reform (Housing Assistance) (England & Wales) Order 2002 for the provision of financial assistance for the improvement or repair of residential dwellings.
- e) To undertake all actions and exercise all powers relating to the Council's functions under the Housing Acts and any adopted policies of the Council and/or any subsequent legislation in regard to unfit housing and houses in multiple occupation.
- f) To undertake all actions and exercise all powers relating to the Council's functions in accordance with the legislation and any adopted policies of the Council and/or any subsequent legislation:
- g) To arrange the burial or cremation of persons for whom no other suitable arrangements for the disposal of their remains have been made (under Section 46 of the Public Health (Control of Disease) Act 1984) and any necessary administration of the deceased's estate in liaison with the Treasury Solicitor.

## **Requirements and Grants**

### *Disabled Facilities Grant (DFG)*

The government provides funding, known as the Better Care Fund (BCF), towards the cost of Disabled Facilities Grants. It is used flexibly to help reduce care needs and hospital admissions and to provide minor and major adaptations to privately owned properties.

### *Safe and Warm Grant*

Safe and Warm grants are provided for energy efficiency and home security works. Most of the works are boiler repairs and replacements. The majority of clients are elderly and/or disabled.

There is no longer a Council budget for Safe and Warm grants as the Council decided in November 2016 to use the Better Care Fund for these works instead. This has created the potential to widen the scope of the works to include removal of housing hazards and to assist a greater number of customers.

### *Grants administered by the Care and Repair Agency*

The Guildford & Waverley Care and Repair Agency provides a technical support service to prepare specifications and plans, obtain Building Regulation and Planning approval, obtain Contractors' estimates, supervise the works and certify payments. This service is provided for a fee, which can be included in the approval of a grant or loan.

The service is available to any resident of the borough who lives in private sector accommodation and is either elderly (60 or over), disabled or in receipt of a means tested benefit and is not able to undertake these tasks him or herself.

The provision of the Care and Repair technical service is aimed at facilitating adaptations and improvements for people who would otherwise be unable to organise such works themselves. The key outcomes are improving the quality of life of disadvantaged or vulnerable residents and increasing the number of decent homes in the Borough.

### *Handyperson Service*

The Council provides access to a handyperson service to carry out falls prevention, energy efficiency and other minor works for elderly, vulnerable and disabled persons. Any works carried out under one of the grants listed in the Home Improvement Policy will be free of charge. The handyperson can also carry out repairs and improvements that are not covered by this Policy; in this case a charge will be applied for labour and the cost of materials.

### *Prevention Grant*

This is awarded to carry out simple measures to ensure that disabled and elderly residents can occupy their homes safely and to ensure that homes are suitable for these types of residents to be discharged from hospital without delay.

### *Relocation Grant*

This is awarded to assist disabled people with the costs associated with moving to a suitable or more easily adaptable property where it has been assessed that the works required to the existing property are uneconomical or impracticable having regard to its age, condition, size or location.

### *Houses in Multiple Occupation (HMO) licensing*

HMO licences are issued with a schedule of works mainly to improve fire safety and provision of amenities and prevent overcrowding. HMO licences require renewal every 5 years.

The original legislation required all HMOs of three or more storeys and with five or more occupiers to be licensed. New legislation came into force in October 2018 which widened the scope of licensing to include all HMOs with five or more occupiers. This has significantly increased the numbers of licenses that have to be issued.

### *Private Sector Housing service requests and enforcement powers*

Officers investigate complaints about living conditions and illegal evictions or harassment; inspections are carried out and statutory enforcement powers can be exercised by the Council.

The full list of enforcement powers available to us are as follows:

- a) Improvement Notice - requires works to reduce the risk from a hazard to a minimum
- b) Prohibition Order - prohibits the use of part or all of the dwelling by specified numbers or types of occupiers
- c) Hazard Awareness Notice - draws the attention of the owner to a hazard but does not require any action
- d) Suspended Improvement Notice - requires works to reduce the risk from a hazard but only after a specified time or event e.g. vacation by the current occupiers

- e) Suspended Prohibition Order - prohibits the use of part or all of the dwelling but only after a specified time or event
- f) Emergency Remedial Action - the Council takes immediate action to remove an imminent risk of serious harm
- g) Emergency Prohibition Order - prevents occupation of part or all of the dwelling with immediate effect
- h) Demolition Order - requires demolition of the property where this is the most satisfactory course of action
- i) Clearance Area - requires that an area is cleared of all buildings where this is the most satisfactory course of action. There is a very detailed procedure to go through which includes consulting those people who will be affected by the decision.

Failure to comply with a statutory notice could lead to a fine of up to £5,000.

#### *Bringing empty homes back into use*

From the Waverley Private Sector Housing Enforcement Policy:

#### 4.1.4 Empty Dwellings

Government legislation contains powers for local authorities to make Empty Dwelling Management Orders (EDMOs). There are two types of EDMO:-

- i) **Interim EDMO** – this transfers the management of the property to the Council for a period of up to 12 months and creates a duty on the Council to secure that the dwelling becomes occupied;
- ii) **Final EDMO** – this may be made to replace an Interim EDMO where the Council considers it necessary to secure occupation of the dwelling; Final EDMOs may last up to 7 years.

The Council will only make an Empty Dwelling Management Order as a last resort when all informal attempts to secure occupation of an empty dwelling have failed. We will also take enforcement action to deal with the symptoms that arise when a property is left empty where necessary.

In addition to the above there are other enforcement actions the Council may choose to use with respect to empty dwellings:

- Notice under Local Government (Miscellaneous Provisions) Act 1982 section 29 – requires the owner to secure the property or allows the Council to board it up in an emergency
- Notice under Building Act 1984 section 78 – allows the Council to fence off the property
- Prevention of Damage by Pests Act 1949 section 4 – requires the owner to remove waste likely to attract vermin or allows the Council to remove the waste

- Notice under Town and Country Planning Act section 215 (Planning) – requires the owner to address unsightly land or external appearance of the property
- Notice under Building Act 1984 section 77 (Building Control) – requires the owner to make the property safe or allows the Council to take emergency action to make the property safe
- Compulsory Purchase – the Housing Act 1985 section 17 allows the Council to acquire under-used or ineffectively used property for residential purposes if there is a general housing need in the area. Compulsory purchase will only be used as a last resort for returning empty dwellings into use.

#### *Public health burials*

The Council has a duty to arrange funerals for people dying in the Borough where there is no-one else to take responsibility. Where possible the team try to enable other parties to make the arrangements e.g. by accessing Social Fund payments. Where the Council makes the funeral arrangements we have first claim on the estate to offset our costs.

#### *Caravan Sites*

Under the Caravan Sites Control and Development Act 1960 any land that has planning permission for use as a caravan site must also have a site licence unless it falls within one of the exemptions under the Act. This allows the local authority to impose conditions for the health and safety of the residents.

### **Service metrics**

#### *Disabled Facilities Grant (DFG) enquiries*

	<b>Total 2018/19</b>
<b>Enquiries</b>	180
<b>Response within target</b>	93%
<b>OT reports received</b>	111
<b>Grant approvals</b>	85

#### *Disabled Facilities Grant completions*

	<b>Total 2018/19</b>
Completions	84
Grant payments	£463,604
Average grant	£5,519

### *Other grants e.g. Home Improvement, Safe and Warm*

	<b>Total 2018/19</b>
Enquiries	33
Completions	21
Payments	£107,491
Receipts	£8,984

### *Grants administered by the Care & Repair Agency*

	<b>Total 2017/18</b>
No. grants	94
% of grant expenditure	88.8%

### *Houses in Multiple Occupation (HMO) licensing*

	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>
<b>Licence enquiries</b>	1	3	22	6	14	6	4	59
<b>Licence approvals</b>	3	2	5	1	1	0	0	14
<b>Licence renewals</b>	0	0	12	5	8	8	1	8

There have been 50 applications for HMOs of 3 or more storeys since the Prescribed Order was introduced in 2006. Licences have been issued for 49 of these properties. The other application is being processed.

HMO licences are issued with a schedule of works mainly to improve fire safety and provision of amenities. Some of these properties have required several inspections to make sure that these works have been completed satisfactorily. Of the 49 licensed HMOs, seven have either returned into single occupation or been replaced with flats. The remainder have been completely or substantially brought up to standard.

HMO licences require renewal every 5 years and in 2018/19 many of the first group of properties became due for their licence renewals. 17 licence renewal applications were received during 2018/19 and 8 licence renewals were issued.

As part of the licence renewal process the PSH team carry out a full Housing Health and Safety Rating System (HHSRS) inspection of each property and these inspections have identified several issues requiring further attention, mainly in connection with security, electrics and excess cold.

On 1 October 2018 the new legislation regarding licensing of HMOs came into force with the effect that all HMOs with 5 or more occupiers require a licence irrespective of the number of storeys. The team made a considerable effort to make sure all relevant parties were aware of the new legislation and our website was updated to ensure that applications could be made more easily. By the end of March 2019, 40 new licence applications had been received. With the assistance of external contractors all new licensable properties have been



inspected so that any hazards or improvement works could be identified at an early stage. By April 2019, 14 new licences had been approved with many more pending.

*Private Sector Housing service requests*

	<i>Total 2018/19</i>
<b>Complaints about living conditions</b>	85
<b>Illegal evictions / harassment</b>	8
<b>Housing advice</b>	73
<b>Other enquiries</b>	35
<b>Total</b>	<b>201</b>
<b>Response within target</b>	85%

*Public health burials*

	<i>Total 2018/19</i>
Enquiries	5
Funerals arranged	4

*Caravan Sites*

There are 36 licensed caravan sites in Waverley of which 31 are gypsy sites. 28 of the licensed sites are entirely owner occupied i.e. the homes and the land where they are sited. Of the remainder, five are entirely transitory (either in terms of people renting permanent homes or in two cases pitches where people can bring their own homes) and the other three are typical permanent residential park home sites (where the majority of occupiers own their home but not the land where it is sited).

The Mobile Homes Act 2013 enabled local authorities to charge a fee for new or variations of caravan site licences and also an annual fee for regulating sites that are not entirely owner occupied. The new annual fees were first applied to the 6 relevant sites in May 2014 and have been collected each year since.

**Recommendation**

It is recommended that the committee notes the briefing paper and considers any work streams identified as part of the discussion.

## Background Papers

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

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**WAVERLEY BOROUGH COUNCIL**

**HOUSING OVERVIEW AND SCRUTINY COMMITTEE**

**20 NOVEMBER 2019**

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**Title:**

**PROGRESS ON 'COUNCIL HOUSING: PRIDE OR PREJUDICE'  
O&S WORKING GROUP ACTION PLAN**

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**Summary and purpose:**

The purpose of this document is to update the Committee on the progress against the recommendations to the Executive of the 'Council Housing: Pride or Prejudice' in-depth O&S study – the final report of which came to this Committee February 2019.

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

This report directly relates to the Council's Strategy and in particular to its vision to promote and sustain 'housing to buy and rent, for those at all income levels' and 'the value and worth of all residents, regardless of income, wealth, age, disability, race, gender and sexual orientation.'

**Equality and Diversity Implications:**

The review and resulting action plan intrinsically consider equality and diversity implications and draw these out where relevant.

**Financial Implications:**

Actions resulting from the recommendations are being met through existing budget for this year and next year's actions will be within proposed budget for 2020/21.

**Legal Implications:**

There are no direct legal implications associated with this report.

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**1. Background**

Following the publication of the Green Paper 'A new deal for social housing' in August 2018, the Housing O&S Committee set up a working group to identify whether or not there was any existing stigma against social housing within the borough and, if there was, what Waverley could do to tackle it and promote pride in council homes. The working group made 18 recommendations to the Executive on areas ranging from housing services delivered by the Council; communication and promotion, and estate appearance. The final report can be found in the February 2019 papers of the Committee.

Appendix 1 details the recommendations made as a result of the in-depth O&S work and the progress made so far against these recommendations.

## **Conclusion**

Various teams across the Council are progressing the actions recommended within the action plan in order to tackle existing stigma within the borough and promote pride in Council homes. As a working group of this committee, the Housing O&S Committee has a role in scrutinising the progress of the actions.

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## **Recommendation**

It is recommended that the Committee notes and scrutinises the progress against the recommendations.

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## **Background Papers**

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

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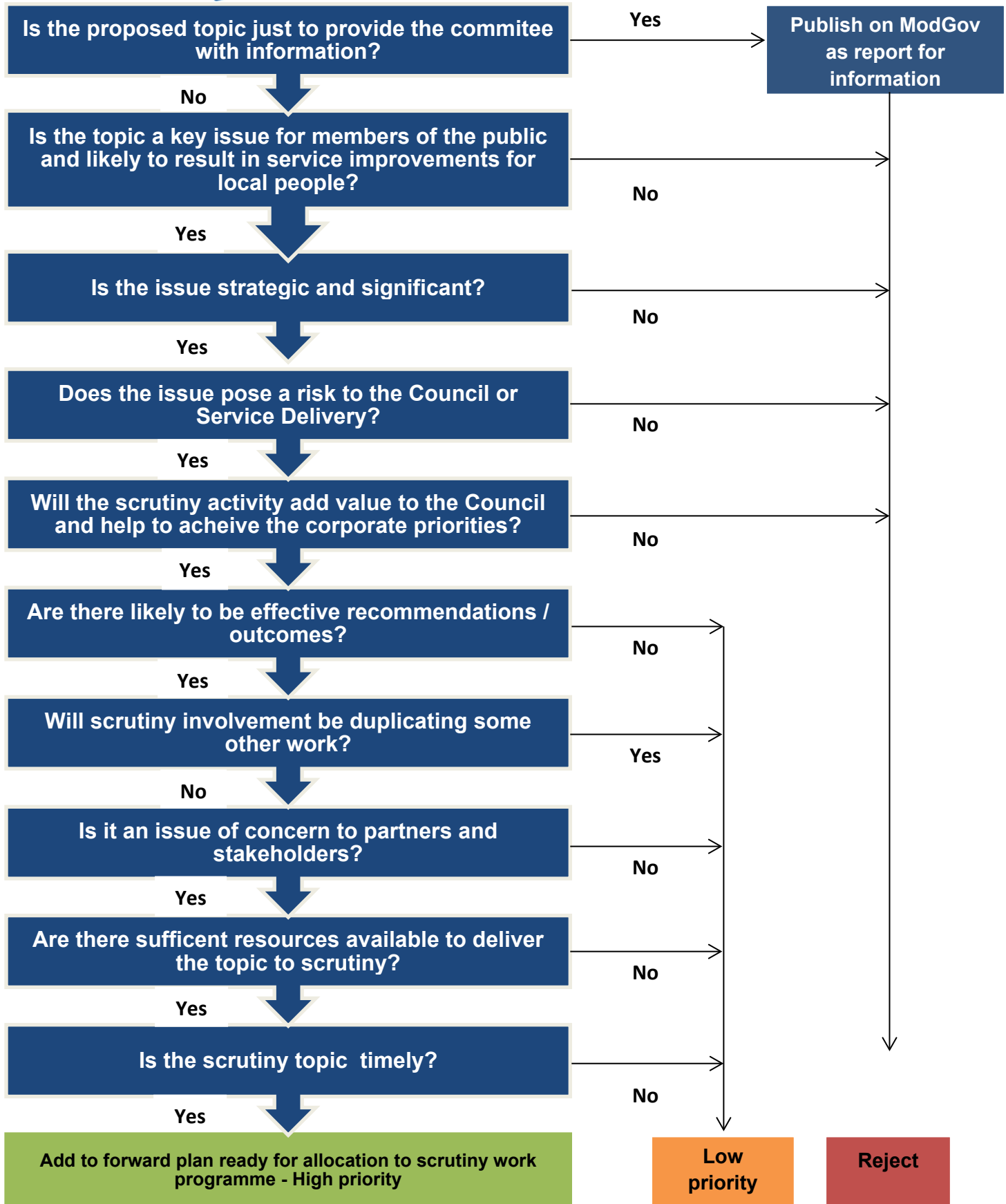
	<b>Recommendation</b>	<b>Owner</b>	<b>Target date</b>	<b>Progress November 2019</b>
1	A review is undertaken of the Council's Allocation policy, to ensure an easy application process for all eligible residents, including local workers, and more representative demand data is collected.	Housing Needs Manager	December 2019 2020	The review of the Allocation Policy was put on hold until the Business Transformation project relating to Housing Options was concluded. This work is now complete and the review will be revisited in the new year.
2	A review is undertaken of the level of customer satisfaction with how enquiries are dealt, comparing existing data with the results of this research, and action taken as necessary.	Service Improvement Manager	January 2020 Summer 2020	The comprehensive tenant satisfaction survey (STAR) is programmed to be completed by the end of Q1 2020/21 and will be compared to the findings of the Council Housing: Pride or Prejudice report.
3	The call for tender and subsequent evaluation of bids for contracts for services that involve entering a tenant's home or engaging with tenants should include focus on the conduct of operatives.	Head of Housing Operations	Ongoing	Waverley's Code of Conduct was included as part of the procurement process for the new repairs and maintenance contract and will be included in the asbestos, gas, water hygiene and electrical testing and associated works contracts being procured in 2020.
4	'Kerb appeal' and maintenance of outside areas should be included in the 2021 – 2026 Asset Management Strategy.	Strategic Asset Manager	September 2020	The new Strategy is being developed and will include provision for maintenance of outside areas.
5	Priority areas for improvement (both by location and type of issue) should be identified with a plan of remedial action created and implemented in order to address areas of external appearance in most need of improvement.	Strategic Asset Manager	December 2019 2020/21	The Asset Management Team will be undertaking stock condition surveys to establish base line and identify priority areas. The budget for this work will be included in the budget proposals coming to this committee January 2020 and Ex
6	Opportunities for the implementation of a maintenance levy applied to right to buy tenants should be investigated in order to	Head of Housing Operations	December 2019 March 2020	The team has identified three possible areas to apply a 'maintenance levy' on homeowners. The investigation into these possibilities will be complete by March 2020.

	secure continued adequate maintenance of outside areas.			
7	Tenants' views provided in the responses should be reviewed to see if there is any correlation between them, either positive or negative, and particular areas of Waverley's social housing stock.	Service Improvement Manager	July 2019 2020	This piece of work is in progress and will be completed in the new year. Its findings will be used to inform the Asset Management Strategy.
8	The Council should review whether or not the introduction of flexible tenancies has so far met the original objectives set in 2014.	Tenancy and Estates Manager	November 2019 2020	Officers will conduct the review when the first cycle of flexible tenancies comes to an end in 2020.
9	The Council should investigate the development of the range of housing available including shared ownership and other sub-market rent tenures.	Head of Housing Delivery and Communities	In progress / 2020	The first handover of shared ownership units (Amlets Lane, Cranleigh) are scheduled for December 2019, with potential for future units in the borough. Delivery of market rented tenure through the General Fund or a Local Housing Company is currently being considered with discussion ongoing and legal advice expected.
10	The Council should develop its communication on allocation criteria to better educate members of the public on who is eligible for social housing.	Service Improvement Manager	April 2020	In progress. Social housing and eligibility was promoted through the 100 year celebrations, staff induction and shared ownership events. Further communications plan to be developed following the Allocations Policy review.
11	Following the implementation of recommendations 1, 7 and 8, the Council should undertake a reassessment of housing need to inform the business case for the development of different types of properties and tenures.	Head of Housing Delivery and Communities	March 2020	Can be progressed after recommendations 1, 7 and 8 are completed. Due March 2020
12	The Committee supports the Affordable Housing Supplementary Planning Document on its agenda for 26 February 2019.	Housing O&S Committee	February 2019	Completed.

13	The outcomes of the reviews in recommendations 1, 2, 5 and 8 should be brought before the Housing O&S Committee for scrutiny.	Policy Officer – Scrutiny	As reviews are completed	As the reviews in 1, 2, 5 and 8 are completed the outcomes will be brought to this committee.
14	The gaps in demographic responses should be filled by approaching schools and those who live in towns with the survey in order to obtain the views of those demographic groups missing from the data.	Policy Officer – Scrutiny	July 2019	Not achieved and not currently a priority.
15	This report should be used in the induction of all staff and councillors to educate them on any misconceptions or potential unconscious bias around social housing, with the purpose of ultimately ensuring professionalism in service delivery.	Corporate Policy Manager and Housing Delivery and Communities	May 2019	The report was used in the induction of both contractors, at the contractor open day, and at staff induction sessions.
16	The Council should consider signing up to the national 'See the Person' campaign.	Service Improvement Manager	May 2019	Completed
17	The composition of regular data sources (for example the Citizens' Panel) should be reviewed in terms of overall representativeness with the intention of identifying and recruiting members in those demographic groups that are currently underrepresented, and with an overall aim of more closely matching the established demographic composition of the borough.	All Heads of Service	December 2019	The Citizens' Panel survey was identified as the only survey of this kind and is being reviewed as part of the new Communications and Engagement Strategy. The participatory budgeting exercise commissioned by the Budget Strategy Working Group surveyed 600 randomly selected representative residents.
18	The data gathered should be offered to universities for use in Master degree studies.	Policy Officer - Scrutiny	March 2019	Completed. The data have been shared with a University of Surrey student completing a masters dissertation on stigma around social housing.

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## **INTRODUCTION TO WAVERLEY BOROUGH COUNCIL**

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

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

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

**Section A**

**Work programme 2019/20**

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Corporate Performance Report	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service / Nora Copping	Quarterly	N/A
Housing Development Update	To receive an update on the current council housing developments.	Andrew Smith/ Louisa Blundell	Standing item	N/A
Transform Housing & Support	An opportunity for the Committee to discuss any points of interest following the presentation from Transform Housing & Support on mental health and housing.	Andrew Smith	November 2019	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
Waverley Council's carbon neutral commitment	To consider how the Housing O&S Committee can support the Council to achieve its commitment to be carbon neutral by 2030. Particular areas of focus should include: <ul style="list-style-type: none"> <li>• Housing delivery and new builds</li> <li>• Carbon emissions of partners, housing associations and contractors</li> <li>• Stock condition survey of all homes in the borough</li> <li>• Current stock</li> </ul>	Hugh Wagstaff / Andrew Smith	November 2019	N/A
Progress of recommendations from 'Council Housing: Pride or Prejudice' review	To scrutinise the progress against the 18 recommendations made to the Executive as a result of the review.	Yasmine Makin / Annalisa Howson	November 2019	N/A

## Housing Overview and Scrutiny Committee

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
Service Plans	To scrutinise the 2020/21 – 2022/23 service plans for the relevant services.	Hugh Wagstaff / Andrew Smith	January 2020	February 2020
Housing Revenue Account (HRA) budget	To scrutinise the HRA budget.	Hugh Wagstaff / Andrew Smith	January 2020	February 2020
Waverley Council's carbon neutral commitment	To scrutinise recommendations to Executive on steps towards carbon neutrality regarding housing.		January/ March 2019	
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
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

**Section B**

**Scrutiny Reviews 2019/20**

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

**Section C**  
**Scrutiny Tracker**  
**2019/2020**

<b>Housing O&amp;S Scrutiny Tracker</b>				
<b>Meeting date</b>	<b>Agenda item</b>	<b>Recommendation / action</b>	<b>Officer / Executive Response</b>	<b>Timescale</b>
<b>3 July 2018</b>	HRA Asset Management Strategy 2021 – 2026 scoping report	<b>ACTION:</b> 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.
<b>June 2019</b>	Corporate Performance Report Q4	<b>ACTION:</b> for an additional key performance indicator to be added to the report between P7 and H10 for ‘detailed consent’.	Officers included this detail in the comments accompanying the key performance indicators.	September 2019
<b>23 September 2019</b>	Corporate Performance Report Q1	<b>ACTION:</b> for the Committee to have a better understanding of the ‘justifiability’ of complaints.	The VFM CS O&S Committee is receiving a report on complaints November 2019 including information on ‘upheld’ and ‘partially upheld’ complaints. Housing O&S members will be sent a link to this report when it is published.	November 2019
<b>23 September 2019</b>	Waverley Housing Strategy 2018-23 Year 1 Achievements	<b>ACTION:</b> for the Strategy to become a rolling strategy in order to be revised on an annual basis.	Officers are working on a 5 year plan which will be featured in the Housing Delivery and Communities service plan 2020/21 being scrutinised by this committee January 2020.	November 2019

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

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