






# Executive

## Annual Service Plans

### Outturn Report 2017/18

(April 2017 - March 2018)

**Action Status RAG Legend**

	Completed Action
	Partially Completed Action
	Delayed or Still Outstanding Action
	Cancelled Action
	Percentage completed

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## Value for Money and Customer Service O&S Committee

Service Plan Annual Outturn Report 2017/18  
(01/04/2017 – 31/03/2018)

**Service: Finance** **Head of Service: Peter Vickers**

**Objective F1: Complete a process review of the Benefit Service to identify and adopt best practice in response to the increasing demand on the capacity of the service from the government's data matching agenda and Universal Credit**

Ref	Action	Status	Final Comments
F1.1	Agree a project plan with Rushmoor Borough Council's experienced in-house process review team (engaged to provide expert guidance).	<b>100%</b>	<p>The process review of the Benefits Service began in January 2017 with the initiation of the Systems Thinking project. This method has been used successfully at Rushmoor Borough Council and Waverley was able to secure a resource from Rushmoor to assist with the project.</p> <p>The project involved a system redesign which was successfully completed and tested and presented to staff on the 10 October. The new design was then rolled out to the whole team. New customer service standards are being achieved and budget savings have been included in the 2018/19 base budget. Customer survey data is being obtained to ensure quality.</p> <p>The project has succeeded in reducing the new claims turn around times from 17.5 days to 13 days at the end of 2017/18 and change events from 8 to 4 days.</p>
F1.2	Identify team resources and back fill capacity.		
F1.3	Implement project plan.		
F1.4	Complete a post implementation review in Feb/March 2018.		

**Objective F2: Enhance the Council's financial governance by implementing a single electronic purchase ordering process (a recently procured functionality within the Council's financial system) that will standardise purchasing authorisation, scrutiny and compliance.**

Ref	Action	Status	Final Comments
F2.1	Agree and produce a project implementation plan in consultation with software provider and senior management.	<b>100%</b>	<p>The project to introduce a single electronic purchase ordering process was successfully delivered on target in January 2018. The system provides all budget holders and managers with real time access to expenditure across the transaction cycle and commitment accounting.</p>
F2.2	Identify project resources and assimilate onto the project working group.		
F2.3	Implement project plan and roll out across the Council. Set up a Finance systems user group and service champion network. Conduct a post implementation review		
F2.4	Conduct a post implementation review.		

**Service: Corporate & Customer Service** **Head of Service: David Allum**

**Objective CCS.1: Deliver a change programme leading to improved customer satisfaction**

Ref	Action	Status	Final Comments
CCS1.1	Complete the customer services review, identify the direction of travel required corporately and develop an action plan to respond to the agreed improvements.	<b>100%</b>	The customer service review has been conducted with the assistance of the Customer Service Foresight Group, selected Heads of Service and Directors. The review has been completed and an action plan agreed. The action plan was presented to the Executive in November 2017 and includes a review of Customer Standards, operational processes and improvements to customer on-line transactions and access.
CCS1.2	Take an active participatory role in the Surrey Customer Care Group.	<b>100%</b>	Attending meetings and hosted event in March 2018.
CCS1.3	Effectively lead the internal Foresight Customer Service Group.	<b>100%</b>	The Customer Service Foresight Group meets on a monthly basis and is active and effective.

**Objective CCS2: Ensure the Council has an appropriate asset portfolio to provide an ongoing income stream to support and fund activity**

Ref	Action	Status	Final Comments
CCS2.1	Take a lead role in servicing and advising the Investment Advisory Board and ensure that the objectives and aims of the Board are realised.	<b>100%</b>	Investment Board meeting regularly and investment opportunities are being pursued. The Property Investment Strategy was agreed at Council in April.
CCS2.2	Identify acquisition opportunities leading to economic development opportunities and/or revenue generation.	<b>100%</b>	Four properties have been acquired during the course of 2017/2018 and are now generating income for the Council.
CCS2.3	Ensure the commercial portfolio delivers the maximum return.	<b>100%</b>	The team monitors the tenancy levels and implements rent reviews when due throughout the year. The portfolio is on course to achieve targets.

**Objective CCS3: Maintaining and improving the IT infrastructure, services and systems which support the daily activity of the Council to meet its priorities**

Ref	Action	Status	Final Comments
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CCS3.1	Deliver the 2017/18 Work Programme in line with the targets.	100%	Work Programme has being delivered as revised and agreed by the IT Strategy Group. Some projects have been carried over into 2018/2019, including; the Planning System due to a change in contractor; the aerial gazetteer project due to a difficulty in sourcing a contractor; and the scanning element of employee records.
CCS3.2	Ensure Public Sector Network (PSN) accreditation is maintained.	100%	Achieved.
CCS3.3	Successful delivery of the Planning System Project.	65%	The original contract did not proceed due to problems identified during the due diligence process. A new contractor was appointed and they are due to present their proposal in Q1 2018/2019.

<b>Service: Policy &amp; Governance</b>	<b>Head of Service: Robin Taylor</b>
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**Objective PG1: Make Waverley's service planning, policy development, decision-making and performance management smarter**

Ref	Action	Status	Final Comments
PG1.1	Refresh and republish Waverley's Corporate Plan, underpinned by SMART targets and actions.	75%	A new Corporate Strategy has been prepared with priorities of People, Place and Prosperity. Two workshops were held with Members in November 2017 and a revised draft incorporating the feedback from these sessions has been considered by Executive members. Two further workshops are planned for June and it is intended that the Strategy will be adopted by Council in July 2018.
PG1.2	Review and update the Council's Constitution and Scheme of Delegation to promote and facilitate swifter and more responsive decision-making at Waverley, without compromising democratic integrity and accountability, transparency or risk management.	100%	The changes to the Constitution and Scheme of Delegation were all completed and agreed by Full Council in the Summer 2017.
PG1.3	Deliver Waverley's Scrutiny Change programme, putting Scrutiny at the heart of the Council's governance processes and ensuring it makes a real difference.	100%	In-depth reviews have been carried out on a variety of subjects across the four O&S Committees during 2017/18 and the work of the committees has added value in terms of both scrutiny and policy development.

**Objective PG2: Ensure Policy and Governance front line and support service functions are responsive, value-for-money and customer friendly**

Ref	Action	Status	Final Comments
PG2.1	Develop and implement phase 2 of Waverley's digital strategy to ensure the Council keeps pace with swiftly changing customer expectations and drives a channel shift to engagement via web and key social media platforms.	99%	The council bid for and successfully won external funding to support this process allowing swift progress in upgrading the online forms to make them mobile responsive and easier to complete, to encourage customers to self serve.  Outcomes were focused on: <ul style="list-style-type: none"> <li>• Making it easier for customer to interact online</li> <li>• Increased customer satisfaction with council services</li> <li>• Increase in the % of forms being started and submitted</li> <li>• Reduction in phone calls by 10%</li> </ul> At the start of the project we identified 122 online forms; 37 were deleted as they were either duplicated or unused.  As of March 2018 all new forms went live with the exception of 2 forms which required final sign off.
PG2.2	Utilise the functionality of our IKEN legal service case management system to provide consistent communication with internal customers and to meet agreed targets for acting on instructions and providing legal advice.	100%	Improved workflows and reporting (both internal and customer-focused) have been implemented within the IKEN case management system and further functionality will be developed during 2018/19.
PG2.3	Monitor and improve the quality of committee reports, minutes and agendas.	100%	The quality of committee reports, agendas and minutes is monitored continually and is part of the core business objective for the Democratic Services Team to delivery high quality services.
PG2.4	Reduce spending on printing committee agenda papers by encouraging greater use of paperless technologies provided by existing software.	100%	Spending on printing has been reduced, but work is ongoing to promote and support greater use of paperless agendas by managers and elected Members.
PG2.5	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by delivering phase 1 of the Licensing Process and Service Re-design programme.	100%	Complete. The team continues to review its performance to apply further efficiencies and to provide service resilience. From April 2018 the Licencing team has moved to the Environmental Services.

**Objective PG3: Ensure that all aspects of Waverley's brand are professionally, positively and consistently communicated to residents and customers**

Ref	Action	Status	Final Comments
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PG3.1	Complete, publish and adhere to Communications and PR standards across all channels of communication and PR, including Waverley's letters, stationery, advertising, publications, uniforms, signs, public notices, web pages, social media content, buildings and vehicle livery and recruitment documentation.	100%	Comprehensive Brand guidelines (including logo guidance) and communications handbook complete, agreed and in place. <ul style="list-style-type: none"> <li>• New photography guide approved and implemented.</li> <li>• Social media pages rebranded</li> <li>• Online recruitment templates in use</li> <li>• New branding in place for the Joint Enforcement Initiative</li> <li>• New ranger vehicles branded</li> </ul>
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<b>Service: Elections</b>	<b>Head of Service: Robin Taylor</b>
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**Objective E2: Maintaining high standards of governance and ethical standards**

Ref	Action	Status	Final Comments
EL2.1	Finish Individual elector registration process.	100%	The transition to Individual Electoral Registration is complete.
EL2.2	Administer successful combined triple or quadruple combined elections.	100%	Triple elections were successfully conducted in May 2017 for Surrey County Council, a town council by-election for Godalming and a neighbourhood planning referendum for Farnham. A snap General Election was called in April 2017 and conducted on 8 June 2017 together with 2 town council by-elections for Haslemere.
EL2.3	If necessary organise Neighbourhood Plan referenda in 2017/18.	100%	A neighbourhood planning referendum was conducted for Farnham on the 4 May 2017.
EL2.4	Conduct annual canvass 2017.	100%	The revised electoral register was published on 1 December 2017. The final overall response rate for the canvass was 97.52%. All related statutory duties required of the Electoral Registration Officer have been completed. A mobile canvassing pilot project was conducted and its effect and impact has been fully reviewed.

<b>Service: Strategic HR</b>	<b>Head of Service: Robin Taylor</b>
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**Objective SH1: To address key staffing gaps in the organisation**

Ref	Action	Status	Final Comments
SH1.1	Support Heads of Service to address all current and emerging recruitment and retention challenges.	100%	Complete / Ongoing. Benchmarking and analysis undertaken in respect of difficult to recruit posts. Following the recent restructure to create a single integrated HT function, work is undertaken to develop a new "People Strategy" for the Council, which will include a refreshed approach to recruitment, retention and succession planning.
SH1.2	Increase Waverley's visibility and attractiveness in the job market as a high quality employer.	50%	This objective is underway but not yet complete. As noted above (SH1.1), the Council's approach to recruitment, retention and succession planning is currently being review and the work will continue in the new financial year 2018/19.
SH1.3	Utilise new electronic channels to communicate the Council's "Offer" and brand to prospective candidates in key skills groups.		

**Objective SH2: Deliver workforce developments arising from the Strategic Review**

Ref	Action	Status	Final Comments
SH2.1	Support the delivery of the outcomes from the Strategic Review.	100%	The Strategic Review Action Plan has been concluded with all services having been actively engaged with the process.

<b>Service: Internal Audit</b>	<b>Service Manager: Gail Beaton</b>
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**Objective A1: Effective Internal Audit service and good relationship with external Auditors**

Ref	Action	Status	Final Comments
A1.1	Continue to monitor external contractor performance and quality.	100%	As part of monitoring the performance of the contractor, yearly performance measures are reported to the Audit Committee by the Internal Audit Client Manager as part of the Annual Internal Audit Report that is presented to the Audit Committee in July each year. As an example the % of the Audit Plan completed by 31 March, was for 2017/18 100%. Previous years average was 82.6%
A1.2	Provide awareness to staff and members on fraud issues that could affect Waverley, obtaining their cooperation in identifying and dealing with these matters if and when they materialise.	100%	Fraud awareness is provided to all new employees at induction and a backstage article and dedicated page is being developed to provide updates and awareness.

**Community Wellbeing O&S Committee**  
Service Plan Annual Outturn Report 2017/18  
(01/04/2017 – 31/03/2018)

<b>Service : Communities</b>	<b>Head of Service : Kelvin Mills</b>
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**Objective CCS1: To successfully complete the Memorial Hall refurbishment creating a new multi-use community facility for Farnham and a new home for the Gostrey Centre and Waverley Training Services**

Ref	Action	Status	Final Comments
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CCS1.1	Management of Refurbishment project	80%	The additional work scope was required on the lower ground floor to enable the relocation of Waverley Training Services and to allow the building to act as an emergency office space in the event of The Burys being unavailable, and these changes were reflected in the project plan. The refurbishment project has been delayed as a result of adverse weather conditions and the impact upon the building. The necessary repairs are currently being undertaken and the new expected completion date has therefore moved from May 2018 to Summer 2018.
CCS1.2	Completion of works / snagging	70%	Works are progressing well and issues are being resolved as they arise. Snagging will not be able to be completed until the final stage of the project.
CCS1.3	Internal Fixtures & Fittings installed	50%	Internal fixtures and fittings have been chosen and where appropriate are being stored off site awaiting completion of the main refurbishment.
CCS1.4	New Centre opens	10%	Plans for the opening have been prepared, however the official opening date cannot be confirmed until handover has been completed.
CCS1.5	New users successfully moved into centre	10%	All users have been kept informed of progress and been made aware of the new expected dates. Tours will be arranged in the coming months.

**Objective CCS2: To increase Waverley Training Services provision to offer increased apprenticeship opportunities and help young adults into employment or further education**

Ref	Action	Status	Final Comments
CCS2.1	Review the management structure of the Waverley Training Services team	100%	Restructure is now complete following an extensive recruitment process.
CCS2.2	Embed new operating processes for Levy Funding Stream	100%	Process completed following funding guidelines from agencies. Process communicated and rolled out to employers and sub-contractors.
CCS2.3	Implement new charging structure for employers and sub-contractors	100%	Competitor analysis carried out and new charges have been agreed and implemented.
CCS2.4	Write and implement new Business Plan	100%	The new Business Plan was presented to the O&S Committee. Implementation of the plan will happen over the next year.
CCS2.5	Write and implement new marketing plan	100%	Marketing plan completed and implemented with focus on levy apprenticeship growth for the public sector provision.
CCS2.6	Deliver Contract Funding Sum	100%	Academic year completed and funding provision delivered within allowed contractual variance.
CCS2.7	Increase direct delivery maximising income from the apprenticeship levy	100%	Direct delivery has increased, but work continues to improve levy organisations take up. Although nationally apprenticeships are around 60% down, Waverley's numbers have increased albeit lower than forecast.

**Objective CCS3: Increased use of Waverley's Careline service to help more vulnerable adults in our community**

Ref	Action	Status	Final Comments
CCS3.1	Write and implement new Business Plan to increase use of the service	100%	Both the Business and the Marketing plans have been written with support from the Communications Team and have been implemented. The continued element of work will be carried forward beyond this financial year. The service has performed well and changes in technology offer further opportunities which are being explored.
CCS3.2	Write and implement new marketing plan to raise awareness and increase use of the service		

**Objective CCS4: Maximise the usage and offering provided by our leisure centres by ensuring that residents are happy with the service and facilities offered by Waverley**

Ref	Action	Status	Final Comments
CCS4.1	Implement a more focused, efficient contract management system	100%	New online system implemented to improve monitoring of contracts and increase speed of rectifications. The centres performed well in 2017/18 with high usage figures.
CCS4.2	Work closely with Places for People to ensure their leisure management approach offers a high level of service for our residents and value for money		
CCS4.3	Tender for, and undertake detailed condition and structural surveys of our centres to inform and understand future lifecycle costs	100%	This is now complete. The work has been identified and scheduled for implementation within lifecycle costs for 2018/19.
CCS4.4	Procure and undertake detailed feasibility study for further investment in the leisure centres.	100%	The detailed feasibility study has been undertaken and completed. The findings were presented to the O&S Committee in October 2017.
CCS4.5	Findings presented to Portfolio Holders for analysis	100%	Complete.
CCS4.6	Options presented for consideration of Executive	80%	The report will be presented to the Executive in July 2018.

**Objective CCS5: Regeneration of the East Street area of Farnham through the delivery of the Brightwells Scheme**

Ref	Action	Status	Final Comments
CCS5.1	Enter into Development Agreement with Crest Nicholson	100%	The Agreement has now gone 'unconditional' and work has begun on the regeneration scheme.
CCS5.2	Review pre-commencement planning conditions and create monitoring regime	100%	System of monitoring is in place giving clarity to the process. Planning meetings have taken place regularly with team to enable accurate and timely monitoring of conditions.

CCS5.3	Pre-commencement works start onsite (bat house/ sewage works / bridge construction)	100%	Pre-commencement works have now started.
CCS5.4	Site fully hoarded and main scheme starts onsite	100%	Plans for the hoardings have now been reviewed. The site will be hoarded at the end of May in line with agreed phasing plan.

**Environment O&S Committee**  
Service Plan Annual Outturn Report 2017/18  
(01/04/2017 – 31/03/2018)

**Service : Environmental Services**      **Head of Service : Richard Homewood**

**Objective ES1: Implement measures to ensure long term improvements in refuse collection, recycling and street cleansing**

Ref	Action	Status	Final Comments
ES1.1	Conduct a strategic review of options for the future arrangements for waste, recycling and street cleaning services.	100%	The strategic review has been completed by the O&S Task and Finish Working Group. The recommendations were presented to the O&S Committee and the Executive has approved them on the 6 February 2018. Work started on the phase 2 of the project in order to progress the three options for the procurement of services from October 2019. Strategic Director and Portfolio Holders for Environment and Finance were asked to identify and action the most advantageous options for Waverley.

**Objective ES2: Implement a Joint Enforcement Initiative to deliver reductions in Environmental Crime and Anti-Social Behaviour**

Ref	Action	Status	Final Comments
ES2.1	Develop and deliver a Joint Enforcement Initiative to ensure effective partnership working and coordination of action against Environmental Crime and Anti-social behaviour.	100%	The Joint Enforcement Initiative has been developed and implemented and has made good progress and achieved more effective joint working with Police and other agencies and between service departments. Fixed Penalty Notices are being issued where CCTV evidence has been obtained. All vehicles and uniforms in use. Fly tipping has increased due to other factors but more proactive responses have meant quicker clearance.

**Objective ES3: Invest in a car parking service improvement programme using new technologies to create a modern, cost-effective, customer-friendly and high quality parking service**

Ref	Action	Status	Final Comments
ES3.1	Upgrade existing payment technology and introduce an expanded range of payment options for customers.	100%	RingGo now has almost 42,000 returning customers. Trial of Check In/Check Out system has not proved popular in Cranleigh, the take up of the system was very low and it has now been stopped. Contactless and Credit Card payment methods have been rolled out to other towns and are proving extremely popular.
ES3.2	Implement car park improvements identified in year 2 of the new Waverley Borough Council 10-year Car Park Maintenance and Improvement Programme.	85%	All but one identified car park improvement work scheduled for 2017/18 have now been implemented. The completion of the Riverside 2 car park improvement project in Farnham was delayed and the outstanding resurfacing work is to be carried forward to the new financial year 2018/19 The ongoing Car Park Maintenance Programme is on schedule.

**Objective ES4: Introduce environmentally sustainable energy resources for Waverley BC**

Ref	Action	Status	Final Comments
ES4.1	Develop proposals and programme for installing Photo Voltaic (PV) panels on Waverley Sheltered Housing Units	Cancelled	After a further review the project was considered financially unfeasible and therefore was discontinued and the capital funding was redirected to other projects.

**Service : Planning**      **Head of Service: Elizabeth Sims**

**Objective P1: Increase the supply of housing to meet Waverley's needs including affordable housing**

Ref	Action	Status	Final Comments
P1.1	To make recommendations on planning applications for housing to secure affordable housing	100%	Continuing to support proposals which include the provision of affordable housing and giving such provision great weight in favour of approving development. Secured through S.106 Legal Agreement and support to Council's own housing development. Section 106 sites approved have generally secured 30% Affordable Housing or more. The Planning Service continues to support the provision of new housing in appropriate locations.
P1.2	Update planning policy and new sites identified	100%	This objective is delivered under the Local Plans Part 1 & Part 2. Further details can be found in P1.3 - P1.6.
P1.3	Local Plan Part 1 (LPP1) adopted	100%	The Local Plan Examination period was extended to allow consultation on Main Modifications. Inspector's report was received on 1st February 2018. The Council formally adopted the Local Plan Part 1 on 20th February 2018.
P1.4	Local Plan Part 2 (LPP2) - Stage 1 of 3 - Identifying and assessing issues and options and producing preferred options	100%	Issues and Options consultation was completed in July 2017. Preparation of Preferred Options was delayed pending outcome of Local Plan Part 1 Examination. Preferred Options version produced and agreed for consultation on 10th April 2018. Consultation on Preferred Options commenced on 25th May 2018.
P1.5	Local Plan Part 2 (LPP2) - Stage 2 of 3 - Consultation on preferred options and draft policies (Regulation 18)	Delayed 0%	Timescale for Preferred Options consultation on LPP2 was linked to successful completion and adoption of LPP1. This was delayed due to the longer time taken for the Examination of LPP1. The Executive agreed LPP2 Preferred Options for consultation to start on 25th May 2018.

P1.6	Local Plan Part 2 (LPP2) - Stage 3 of 3 - Analysis of representations and preparation of pre-submission plan	<b>Delayed 0%</b>	This stage cannot commence until Stage 2 of LPP2 is completed and is expected to start in July 2018.
P1.7	Support the preparation of Neighbourhood Plans by Parish Councils	<b>100%</b>	This is an ongoing task linked to a number of Neighbourhood Plans that are all at different stages. Farnham Neighbourhood Plan was adopted in July 2017 and, with the exception of two that are on hold, other plans are still in preparation.

#### Objective P2: Supporting the needs of businesses

Ref	Action	Status	Final Comments
P2.1	Ensure the planning process is supportive of local businesses. To make recommendations on planning applications for housing to secure employment space (Classes B1a and b).	<b>100%</b>	Continue to support the provision of employment floor space. At Woodside Park in Godalming a redevelopment permission was granted for a commercial site, with element of B1 floor space reprovided to meet needs.

#### Objective P3: To promote and celebrate excellence in design and improve the public realm

Ref	Action	Status	Final Comments
P3.1	Maintain quality of new development	<b>100%</b>	Continue to review appeal performance and outcomes. Where possible, updating Members of the outcome and learnings from appeal decisions. Members now to receive quarterly update via 'Members Bulletin'. Currently there is no process in place to receive feedback from end users of development, however a recommendation of the DM Improvement Plan is to introduce Member site visits to completed developments, which would allow revision of the quality of schemes. The first of these took place in March 2018. In addition, training for Officers and Councillors on design matters has also been provided as part of this option.
P3.2	Carry out Conservation Area Appraisals (CAA) in accordance with programme.	<b>50%</b>	In 2017/18 the team has commenced a Conservation Area Appraisal in Haslemere area and although the work is progressing well, the resource implication of Local Plan Part 2 project work, has slightly delayed completion of the CAA, which is now expected to be finished by Autumn 2018.
P3.3	Tree Preservation Orders kept under review	<b>100%</b>	The annual target for the Tree Preservation Order is at least 10 reviews per year. In 2017/18 7 TPOs were revoked and 4 varied. In addition, a further 60 TPOs have been updated.
P3.4	Preparation and agreement of Buildings of Local Merit (BLM)	<b>100%</b>	This is an ongoing task. Timescales are dependent on the progress made by local groups. A report to adopt BLMs submitted in 2017/18 in Wonersh, Shamley Green and Blackheath wards awaits a sign off from the Planning Portfolio Holder and is expected to be completed by the end of May 2018.

#### Objective P4: Put in place adequate infrastructure to support new development

Ref	Action	Status	Final Comments
P4.1	Secure adequate infrastructure to support development on applicable applications (in kind or on schemes in excess of 10 dwellings) through legal agreement and legal involvement.	<b>100%</b>	The Team has continued to secure appropriate infrastructure improvements via S.106 or in kind by developers. Many of the significant developments yet to reach trigger for delivery. The Team has worked closely with infrastructure providers to secure appropriate provision and justify requests for infrastructure
P4.2	Community Infrastructure Levy (CIL).	<b>80%</b>	Preparation of CIL is linked to progress with Local Plan Part 1. Consultation on Draft Charging Schedule complete. Following Council approval in April 2018, the CIL Draft Charging Schedule was submitted for Examination in May. Hearing date is 17 July 2018.

#### Objective P5: Secure resilient Building Control Team

Ref	Action	Status	Final Comments
P5.1	Provide a self sufficient statutory Building Control Service	<b>100%</b>	The overall inspection market nationally has declined during 2017/18. However, the service has achieved 63% from its lowest level 62% last year (was 77% in 2012/13).  This generated £453,000 (2016/17 £490,000), sufficient to cover its direct operating costs (Surveyors and support staffing) and made a small contribution to the Council's support services.
P5.2	Agree a Business Model for delivering a resilient service in the long term	<b>70%</b>	The forecast for 2018/19 is £520,000 accounting for a 10% fee increase implemented on 1st April 2018 and a 3% market share increase. This will under achieve the 2018/19 income budget (£589,000) which does not reflect the slowdown in the market.  The service focus will be on gaining back domestic market share where added value can be used as a unique selling point to the small builder and bespoke developer centring around extensions, loft conversions and structural changes / internal alterations.

### Housing O&S Committee

Service Plan Annual Outturn Report 2017/18  
(01/04/2017 – 31/03/2018)

Service : Housing Head of Service : Hugh Wagstaff / Andrew Smith

#### Objective H1: To publish a Housing Strategy 2018 – 2023 to set out how the Council will deliver homes for local people in housing need.

Ref	Action	Status	Final Comments
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H1.1	To draft a new strategy	100%	The final draft of the 5 year Housing Strategy setting out a clear direction of travel and outlining key milestones and was endorsed by both Housing O&S Committee (20 March 2018) and the Executive (10 April 2018).
H1.2	To consult with stakeholders	100%	An online residents' survey was promoted in the summer edition of "Your Waverley" and the tenants magazine "Homes and People". The consultation with partner Housing Associations took place in September. The Town and Parish consultation events took place in January 2018. All feedback was considered in drafting the strategy.
H1.3	Council to adopt strategy	100%	Council resolved to adopt the Housing Strategy 2018-23 ( Housing Strategy and Delivery) at their meeting on the 24 April 2018. It has been agreed that the strategy will be reviewed on annual basis.
H1.4	To publish Housing Strategy online	100%	The Housing Strategy has been published on the Waverley BC Website and can be accessed through the link below. <a href="#">Housing Strategy 2018-2023</a>

**Objective H2: To review tenancy agreement(s) to ensure effective management of homes and tenancies**

Ref	Action	Status	Final Comments
H2.1	To identify the issues and/or concerns regarding the current Tenancy Agreement and review; suggesting improvements to ensure fair, legal and appropriate.	100%	The Tenancy and Estates Team reviewed internal issues and complaints regarding the Tenancy Agreement in Spring 2017. A revised agreement was prepared, involving a housing specific legal advisor, to ensure that it complies with the current legislative requirements. The proposal of the new Agreement was presented to the Housing O&S Committee in July 2017 and was well received. The Committee passed on their comments and suggestions back to the officers and they were incorporated in the project delivery plan. Informal consultations were held with tenants at an "All Tenants Open Meeting" in January 2018 and at a "Tenancy Agreement Workshop" in February 2018. The consultation details were published in the winter edition of the tenants newsletter. The formal consultation stage commenced with a preliminary notice being served at the end of February 2018 and the final feedback was received by 23 April 2018. The new "Tenancy Agreement was finalised and was introduced from Monday 4 June 2018.
H2.2	To scope review to ensure Tenancy Agreement reflects recent legislation		
H2.3	To make recommendations to Corporate Overview and Scrutiny Committee on outcomes of reviews.		

**Objective H3: Improve customer service by increasing range of customer contact options. To deliver preferred method of communication through website development, new telephone system for Customer Service Team and expand texting service**

Ref	Action	Status	Final Comments
H3.1	Identify key transactional services that can be delivered online	100%	The key transaction services that could be delivered online in the future have been identified by the team in June 2017 and are listed below. <ul style="list-style-type: none"> <li>•Tenancy and Estates</li> <li>•Aids and Adaptation</li> <li>•Mutual Exchange</li> <li>•Rents</li> <li>•Housing Options</li> <li>•Planned Maintenance</li> <li>•Sheltered Housing</li> <li>•Voids / new tenants</li> </ul>
H3.2	Create online forms and workflow process for identified services	100%	The online forms for the eight key service areas have now been developed and are live on the Waverley BC website as of March 2018.
H3.3	Publicise and refer tenants to online forms	100%	Online services promoted in tenants newsletter, "All Tenants Open Meeting" and ad hoc tenant contacts.
H3.4	Implement new call handling telephone system for Customer Service Team.	100%	New telephone system piloted and was successfully implemented, increasing customer satisfaction and also meeting target on lost calls rate.
H3.5	Increase texting service to range of transactions and promote to tenants	100%	On going programme to check and collect mobile numbers at every customer contact. Contractor is able to text appointment times and progress information and the Rents team are able to text missed payment alerts and direct debit information.

**Objective H4: Implement Executive recommendations regarding the housing maintenance contract procurement to ensure a long term, robust and financially efficient contract**

Ref	Action	Status	Final Comments
H4.1	Retender or renegotiate maintenance contracts	100%	The draft Selection Questionnaire and Invitation to Tender has been reviewed and finalised. The tender information was published on 22 September 2017. The tender process is on target for the new contract to start at the beginning of 2019.
H4.2	Meet project milestones	100%	Project milestones have been met to date. ITT (invitation to tender) submissions have been assessed by quality and price. Responsive repairs and voids negotiations and planned works interviews were arranged for March 2018. Work is on schedule to make the contract selection in the summer of 2018.

**Objective H5: Implement a Vulnerable Persons Resettlement Scheme to assist in the Government's Syrian Refugee Resettlement Programme within Waverley**

Ref	Action	Status	Final Comments
H5.1	Support the resettlement of five families into Waverley over five years	100%	A refugee family arrived and settled in July 2017. The Family Support Team sourced all necessary household items and furniture as the family had arrived with only two carrier bags of personal belongings. Since then the children have started school, the father has found work and they are all taking English lessons.
H5.2	Identify and secure suitable accommodation in the Private Rented Sector	100%	Accommodation was successfully secured for the first refugee family, the team are currently assessing a home for two further families.
H5.3	Resettlement process developed to support work with further families in 2018/19	100%	Resources acquired, local knowledge and lessons learnt during the first family resettlement have been recorded to assist the team with supporting further families in the future.