

**Corporate**  
**Performance Report**  
**Q1 2018/19**  
(April - June 2018)








**Report Publication Date: 31 August 2018**

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## RAG Rating Legend

### Performance Indicators RAG Legend

	<b>Data only</b>	Data only KPI, no target, not due
	<b>Green</b>	On target
	<b>Amber</b>	Up to 5% off target
	<b>Red</b>	More than 5% off target
	<b>Not available</b>	Data not available

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

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

# 1. Corporate Dashboard – All Services

## Quarter 1 2018-19 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern

### **Chief Executive's quarterly report:**

This is the first report in the new format, providing a more comprehensive snapshot of the Council's performance at the end of June 2018. We expect to make further format improvements as a result of feedback on this new style and approach.

Overall performance is very good with most performance indicators and service plan actions on track. The Service chapters include additional commentary on these and on the actions in train on those targets that are off track. The Council's operational finances are also on track compared with the Budget set by councillors in February.

There are many performance highlights that are reflected in the Service chapters, including:

- Workshops with councillors and engagement with external stakeholders on the Council's new Corporate Strategy, which was then adopted in July
- Meeting the new, earlier deadlines for the closure of last year's accounts
- The 'Good' Ofsted rating for Waverley Training Services
- Progress with the Local Plan Part 2
- Successfully-run by-elections in Farnham
- Implementation of the Homelessness Reduction Act
- Progress with new housing at Ockford Ridge, Godalming
- The Council undertaking its Investors in People review, with the news in August that we achieved the new, more rigorous standard

In addition:

- The Council approved new strategies or policies for housing, homelessness, property investment, treasury management, the Community Infrastructure Levy and leisure centre investment
- The new civic year commenced with a new Mayor
- We have implemented the new General Data Protection Regulations
- We have implemented the new requirement to report on our 'gender pay gap' for 2017, which showed that we employ more women than men and more than most councils among the 25% highest paid, but that our overall pay gap in favour of men is higher than the average for councils

In the coming months, we will be focusing on:

- Continuing to work with councillors and staff on the budget for next year and beyond, in the face of massive financial pressure and the elimination of government grant
- Defending the borough's Local Plan from judicial review, with a High Court hearing due in October
- Considering the report of the Planning Service peer review
- Oversight of the Brightwells regeneration scheme in Farnham
- Supporting the Police investigation into air quality data, as reported to the Audit Committee in the Annual Governance Statement
- Developing a new HR Strategy, using the Investors in People report as helpful evidence
- Supporting Surrey County Council on its transformation programme and the publication of the

draft 'Surrey Vision'

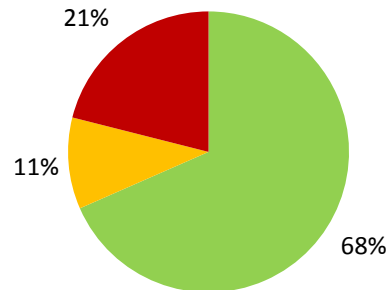
- Government consultations on social housing, right to buy and local government funding
- Preparing for the May 2019 borough, parish and town council elections, including a prospective councillor event on 10 September

**Tom Horwood, Chief Executive**

## Performance Indicators Status

### Q1 All Corporate KPIs

Total	100%	38
Green	68%	26
Amber - less than 5% off target	11%	4
Red - over 5% off target	21%	8

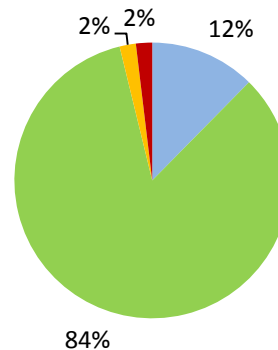


**Comment:** The services performed well in the first quarter with 68% of indicators performing on target. The service specific dashboards contain further details on underperforming indicators and what actions are being taken.

## Service Plans - Actions Status

### Corporate Service Plan Actions

Total	100%	210
Completed	12%	26
On track	84%	176
Off track - action taken / in hand	2%	4
Off track - requires escalation	2%	4
Cancelled	0%	0



**Comment:** The majority of service plan actions are on target. The details of service specific performance can be found under individual dashboards.

## Internal Audit – Overdue Actions Status

**Note:** The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent progress report from the Committee meeting on the 24 July..

1. [IA18/21.005 Final Payment Process](#)
2. [IA18/22.001 Code of Conduct](#)

**Comment:** At the end of first quarter there were two outstanding Internal Audit actions for the service areas of: Finance and Policy and Governance. The details can be found under the individual service specific dashboards

# Complaints

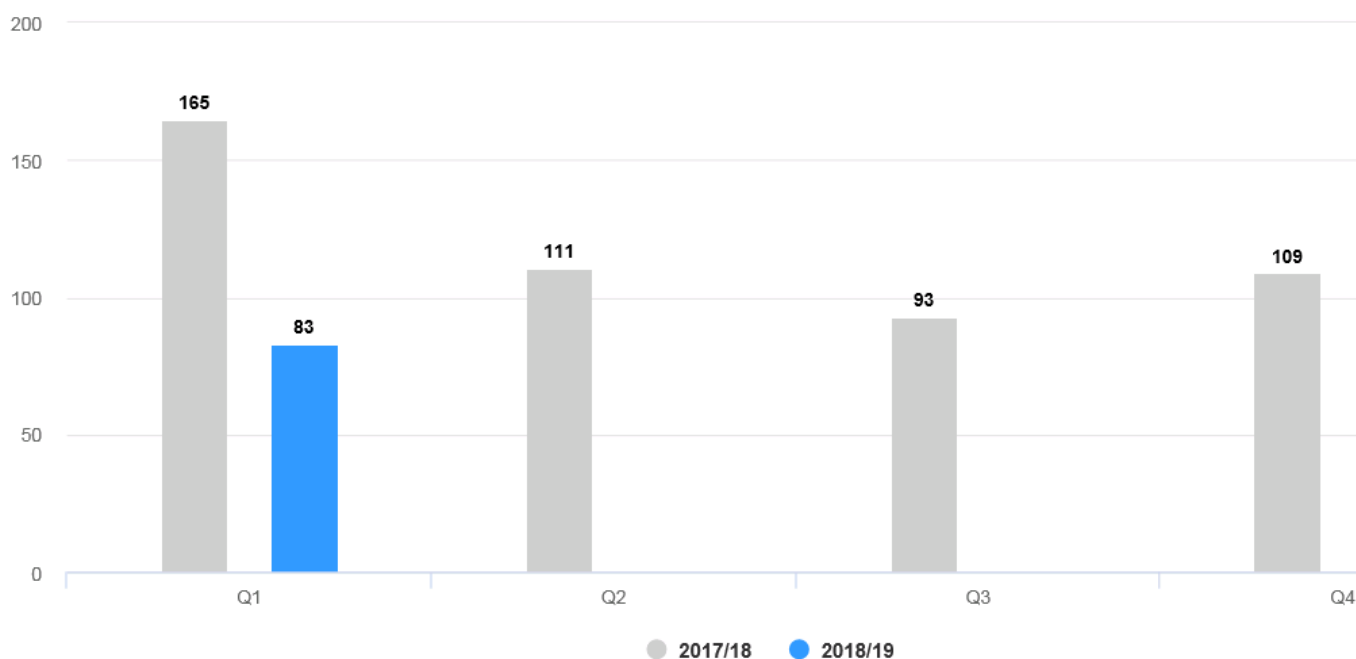
Q1 2018-19 ( 1 April 2018 - 30 June 2018)

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Communities	2	2	100.00%	0	0		0	
Customer & Corporate	0	0		0	0		0	
Environment	13	13	100.00%	2	2	100.00%	0	
Finance	6	5	83.33%	2	2	100.00%	4	Not upheld
Housing Operations	25	18	72.00%	8	8	100.00%	0	
Housing Strategy & Development	8	7		1	1	100.00%	1	Not upheld
Planning	9	6	66.67%	4	4	100.00%	0	
Policy & Governance	0	0		0	0		0	
<b>Total</b>	<b>63</b>	<b>51</b>		<b>17</b>	<b>17</b>		<b>5</b>	<b>0</b>

<b>Total Complaints</b>	<b>85</b>
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	Response Rate	Target		Status
Level 1	80.95%	95%		over 5% off target
Level 2	100.00%	95%		on target
Total	85.00%	95%		over 5% off target

PG1 - Total Number of Complaints

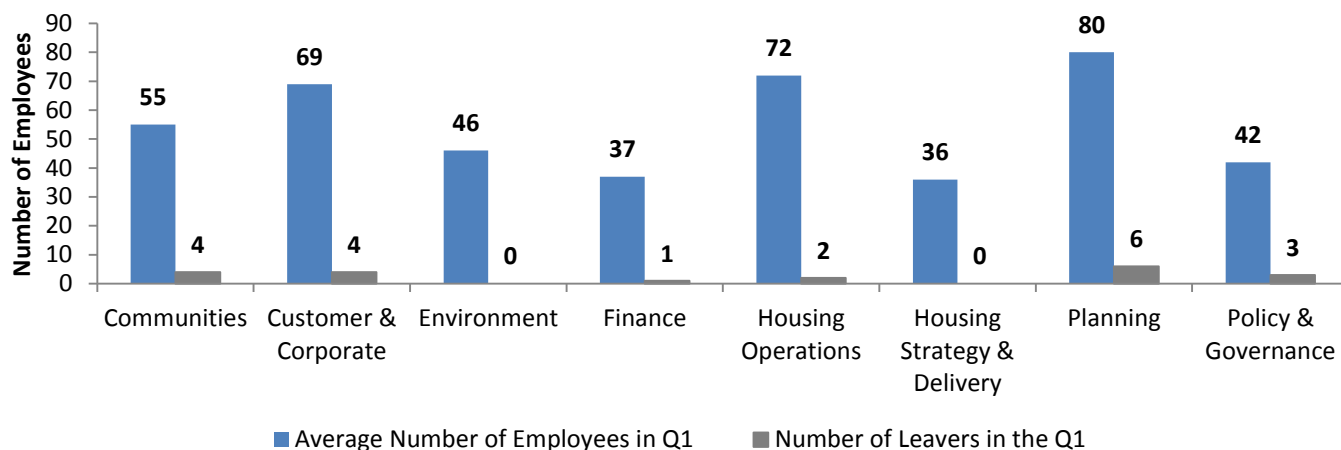


**Comment:** The response rate for complaints at level 2 is on track. However, the overall performance was impacted by the Level 1 response rate in Planning and Housing. Further information on this is within those services' commentaries. The overall number of complaints has fallen from the previous quarter and compared with this quarter last year. Service teams' nominated complaints officers have been asked to identify any wider trends or issues that may need escalation to senior management; none have been identified as yet. The Local Government and Social Ombudsman has concluded proceedings on 5 complaints in the first quarter and none of them were upheld. This referred to Council Tax (2), Benefits (2) and a Housing complaint not related to a tenancy. There were no decisions made by the Housing Ombudsman in that period.

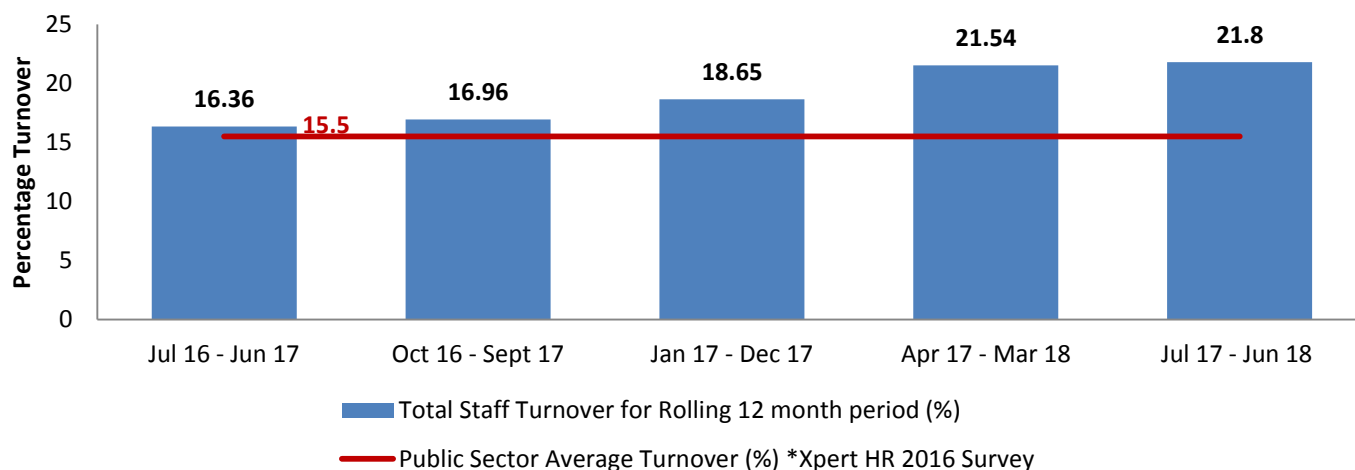
## Workforce data – Corporate Level

### Workforce Levels & Turnover

#### Workforce Levels Q1 2018-19



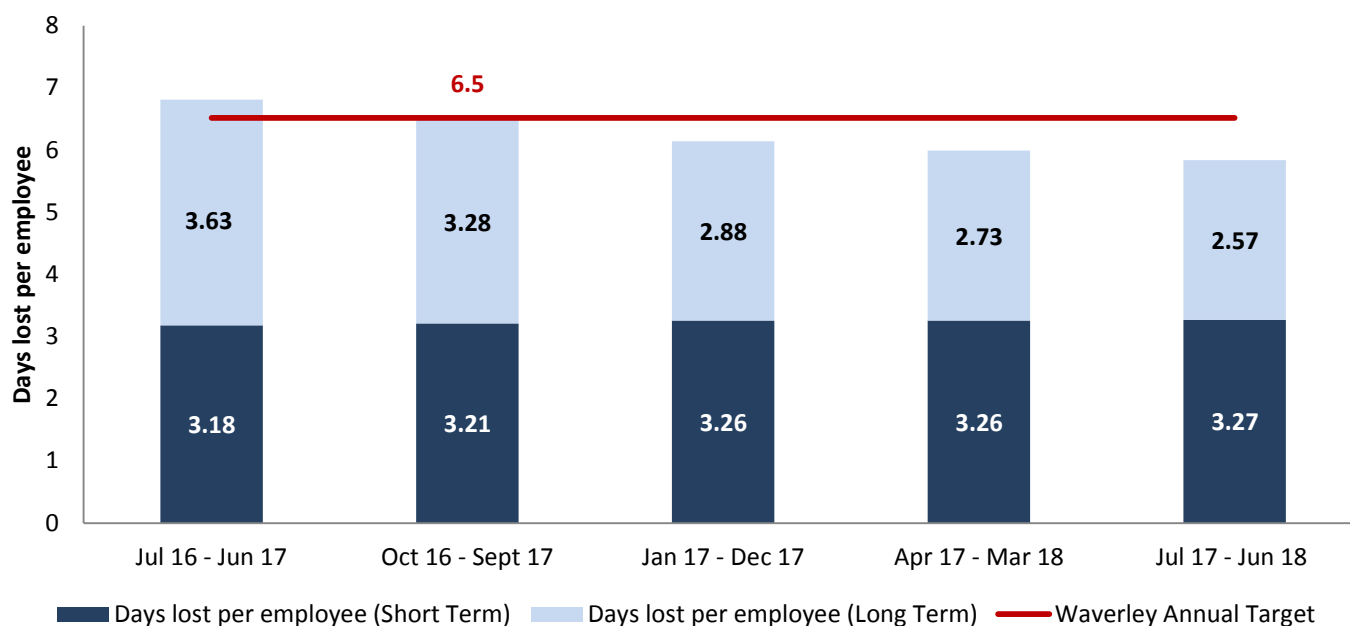
#### Staff Turnover Rolling 12 months - June 2018



**Comment:** The Corporate average of employees in the first quarter was 444 people in total, with 20 leavers in that period. The turnover issues were escalated to the Management Board and the analysis of the underlying data is being conducted to identify causes and to devise an action plan if necessary. Going forward the turnover will be benchmark against the Public Sector Average giving a clearer picture of performance.

## Sickness Levels

### Absence Data Rolling 12 months - June 2018



**Comment:** There are no areas of particular concern regarding staff sickness levels. In the past 4 quarters the aim of keeping low sickness levels has been achieved with the absence remaining within the annual target of 6.5 days.

## Finance Update

Row Labels	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Community	9,985	-7,076	2,908	2,900	-9	Projecting a favourable variance. Borough Hall income targets are challenging; management team are reviewing terms and conditions and operating procedures. Leisure Centre initial profit share has exceeded expectation. However, impact of the closure of Dogflud car park has yet to be felt.
Customer & Corporate	5,668	-6,339	-671	-671	-	On track.
Environment	10,495	-9,211	1,283	1,283	-	On track.
Finance	33,779	-32,412	1,367	1,370	2	Projecting a minor adverse variance.

<b>Planning</b>	8,729	-6,521	2,209	2,196	-13	Projecting a favourable variance. Under-achievement in building control income by an estimated £35,000, partly offset by minimising spend and staff savings. Additional £26,000 S106 monitoring income received for historic agreement (Amlets Lane).
<b>Policy &amp; Governance</b>	6,726	-3,854	2,871	2,877	6	Projecting an adverse variance of £6,000, relating to a spend against the Strategic HR budget in relation to staffing matters.
<b>Housing Operations</b>	32,190	-33,012	-822	-822	-	On track.
<b>Housing Strategy</b>	3,431	-748	2,683	2,683	-	On track.
<b>Grand Total</b>	<b>111,002</b>	<b>-99,174</b>	<b>11,828</b>	<b>11,815</b>	<b>-13</b>	Projecting a favourable variance.

**Section 151 Officer quarterly feedback:**

I have reviewed the position against budget at the end of Quarter one and I am satisfied that the material areas of revenue income and expenditure are broadly on track at this point. This table is a summary of the more detailed financial monitoring work that is undertaken which included detailed monthly reports and analysis on pay costs and weekly income summaries, in addition to the monthly meetings between the finance team and service heads.

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



## 2. Service Dashboard – Customer & Corporate Services

### Key Successes & Lessons Learnt, Areas of Concern

#### Head of Service quarterly feedback:

It has been business as usual across much of the service, although the Team took over full management of the Godalming Community Meals Service earlier this year. This last quarter (Q1 2018/2019) being the first full quarter this has been the case. The dependence on a cohort of volunteers presents a different management challenge.

#### Successes

- Five star health and safety rating for the Restaurant
- Swift action by the Community Meals Team almost certainly saved the life of a customer
- Continued delivery of the IT Service despite the departure of key staff
- Income generated from the commercial property portfolio

#### Areas of Concern

- Re-structures in IT and Scanning/Print/Post
- Marketing Wey Court East
- Recruitment of Cleaning staff

**David Allum, Head of Customer and Corporate Services**

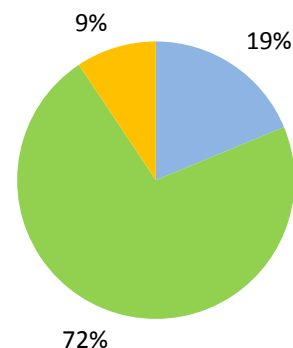
### Performance Indicators Status

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

### Service Plans - Actions Status

#### Customer & Corporate Service Plan Actions

Total	100%	32
Completed	19%	6
On track	72%	23
Off track - action taken / in hand	9%	3
Off track - requires escalation	0%	0
Cancelled	0%	0



**Comment:** The majority of the Service Plan actions are on track for completion. There are 3 actions which are currently off track, but actions are taken to address them.

SP18/19CC1.1 Establish mechanisms to facilitate the implementation of the outcomes of the Foresight Customer Services Review.

SP18/19CC2.5 Agree a future option for the replacement of The Bury's

SP18/19CC5.1 Ensure the Memorial Hall is equipped as a back up centre for the Council's operations in the event of a business continuity incident

A submission on the newly revised Project Initiation Document template has been made for the customer service proposals which if accepted will lead to full implementation.  
The first report from consultants on the options for this site is expected later this month (August 2018)  
The Memorial Hall is expected to be handed over later this month also.

## Internal Audit - Actions Status

**Comment:** There are no outstanding Internal Audit actions for this service area in the first quarter of 2018/19.

## Complaints

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

**Comment:** There were no complaints received for this service area in the first quarter of 2018/19.

## Workforce – Q1 update

**Comment:** No concerns on absence and turnover.

## Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Customer & Corporate	5,668	-6,339	-671	-671	-	On track

### 3. Service Dashboard – Finance

#### Key Successes & Lessons Learnt, Areas of Concern

##### Head of Service quarterly feedback:

Revenues team: A significant amount of work has been done on analysing the current business process and evidence gathering on the current inefficiencies in the administration process. Statement of Accounts for 2017/18 published, with an unqualified audit report, recognising that the new earlier 31 July deadline was achieved.

Budget setting – is now getting underway involving Scrutiny committees, finance team are planning the process and will communicate with the services next week. Managers group budget special is on 6th August.

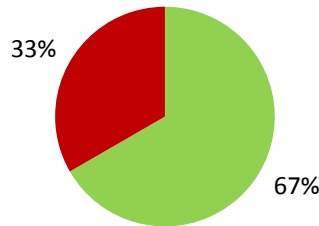
O&S Value for Money and Customer Service strategic budget review is under way. The first of five work streams has been completed, focusing on what services are currently delivered and the opportunity to increase charges and cost recovery. A report will be going to Executive briefing on the findings and recommendations.

**Peter Vickers, Head of Finance**

#### Performance Indicators Status

##### Finance KPIs






Total	100%	6
Green	67%	4
Amber	0%	0
Red	33%	2



...	Code	Value	Target	Short Trend	Long Trend	History
✓	F NI 181a	13.0	20.0	–	↑	
✓	F NI 181b	7.0	9.0	↓	↓	
✓	F1 LI6a	30.2%	24.8%	↓	↓	
✓	F2 LI6b	29.4%	24.8%	↓	↓	
●	F3 LI5	84.55%	99.00%	↓	↓	
●	F4	67.74%	90.00%	↑	↓	

1. **F NI 181a** Time taken to process Housing Benefit/Council Tax Benefit new claims
2. **F NI 181b** Time taken to process Housing Benefit/Council Tax Support change events
3. **F1 LI6a** % of Council Tax collected
4. **F2 LI6b** Percentage of Non-domestic Rates Collected
5. **F3 LI5** % of invoices paid within 30 days or within supplier payment terms
6. **F4** % of invoices from small/ local businesses paid within 10 days

## Legend

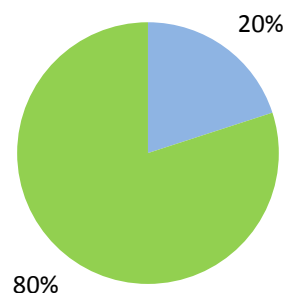
	<b>Data only</b>	Data only KPI, no target, not due
	<b>Green</b>	On target
	<b>Amber</b>	Up to 5% off target
	<b>Red</b>	More than 5% off target
	<b>Not available</b>	Data not available

**Comment:** The service performed well in the first quarter of 2018/19. However, there were still performance issues related to invoice payments due to implementation of the new purchasing application and a high work volume. Improvements have been seen in the number of local business invoices paid (F4) with 67.74% in Q1 compare to 56.4% in Q4 invoices paid on time (21 out of 31). A team supervisor has been recruited to increase leadership.

## Service Plans - Actions Status Q1

### Finance Service Plan Actions


Total	100%	15
Completed	20%	3
On track	80%	12
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



**Comment:** The completion of the service plan progresses well, with all objectives on track for completion.

## Internal Audit - Actions Status Q1

**Note:** The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent progress report from the Committee meeting on the 24 July.

Code & Title	Start Date	Due Date	Head of Service
 IA18/21.005 Final Payment Process	10 Apr 2018	30 Jun 2018	Vickers, Peter

**Comment:** There is 1 overdue Internal Audit action for this service area at the end of Q1 2018-19. This has been resolved and a new final payment process agreed.

## Complaints Q1

Level	Level 1	Level 2	Ombudsman
Quarterly Number	6	2	0
Dealt with on time	5	2	0
Response Time	10 days	15days	
Response Rate	83.33%	100%	N/A

**Comment:** In the first quarter only 1 complaint at Level 1 missed its target response time of 10 days. This concerned a complex issue that required some detailed investigation.

## Workforce – Q1 update

**Comment:** No concerns on absence and turnover.

## Finance Update Q1

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Finance	33,779	-32,412	1,367	1,370	2	

## 4. Service Dashboard – Policy & Governance

### Key Successes & Lessons Learnt, Areas of Concern

#### Head of Service quarterly feedback:

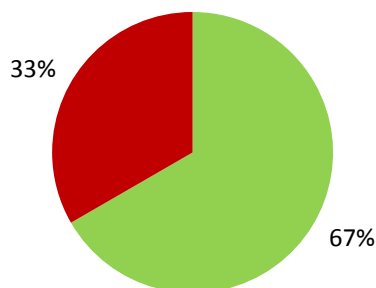
Q1 has been incredibly busy with a number of key actions progressed. The Corporate Policy team supported the Chief Executive in developing and agreeing a new corporate strategy, a new approach to quarterly performance management and a new approach to complaints handling and also led on GDPR preparations and the budget review scrutiny working group. Human Resources became part of the service under a new integrated structure, with a new HR manager and a new office base. A new HR strategy and underpinning action plan was drafted and the liP assessment took place. The Elections team ran a successful by-election in Farnham and continued to plan for all out May 2019 elections. A new Democratic Services Manager was appointed from within the team. She has successfully ensured continuity of the busy committee timetable including two Full Council meetings and is planning a number of service quality improvements. The Legal Team continued to successfully defend a number of high profile and complex legal challenges. Initial drafts of internal and external Communications strategies and the next edition of *Your Waverley* were written.

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

### Performance Indicators Status

#### Policy & Governance KPIs

<b>Total</b>	<b>100%</b>	<b>3</b>
<b>Green</b>	<b>67%</b>	<b>2</b>
<b>Amber</b>	<b>0%</b>	<b>0</b>
<b>Red</b>	<b>33%</b>	<b>1</b>
<b>Data only</b>		<b>6</b>



...	Code	Value	Target	Short Trend	Long Trend	History
	<b>HR1 (LI2c)</b>	4.51%		↑	↑	
	<b>HR2 (LI2)</b>	1.31	1.63	↑	↑	
	<b>PG1 (M2 (LI 1b))</b>	83		↓	↓	
	<b>PG2a</b>	63				
	<b>PG2b</b>	18				
	<b>PG2c</b>	2				
	<b>PG3a</b>	80.95%	95.00%			
	<b>PG3b</b>	100.00%	95.00%			
	<b>PG3c</b>	100.00%	95.00%			

1. **HR1 (LI2c)** Staff Turnover - All leavers as a % of the average number of staff in a period
2. **HR2 (LI2)** Working Days Lost Due to Sickness Absence
3. **PG1 (M2 (LI 1b))** Total number of complaints received
4. **PG2a** The number of compaints received - Level 1
5. **PG2b** The number of compaints received - Level 2
6. **PG2c** The number of compaints received - Ombudsman
7. **PG3a** The % of complaints responded to on time - Level 1
8. **PG3b** The % of complaints responded to on time - Level 2
9. **PG3c** The % of complaints responded to on time - Ombudsman

### Legend

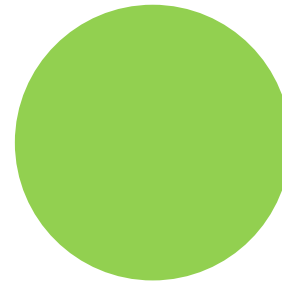
	<b>Data only</b>	Data only KPI, no target, not due
	<b>Green</b>	On target
	<b>Amber</b>	Up to 5% off target
	<b>Red</b>	More than 5% off target
	<b>Not available</b>	Data not available

**Comment:** In the first quarter only 1 indicator didn't meet its target and this concerns the response rate at level 1 which took longer to resolve in three service areas: Finance, Housing and Planning. The new indicators approved by the Executive at the end of last year are now in place measuring the number of complaints and the response rate at Level 1, Level 2 and Ombudsman. The services' nominated complaints officers have been asked to report back to the Management Board on trends and issues.

## Service Plans - Actions Status

### P&G Service Plan Actions

Total	100%	27
Completed	0%	0
On track	100%	27
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0




100%

**Comment:** Currently all 27 service plans actions progress on target.

## Internal Audit - Actions Status

**Note:** The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent progress report from the Committee meeting on the 24 July.

Code & Title	Start Date	Due Date	Head of Service
 IA18/22.001 Code of Conduct		30 Jun 2018	Taylor, Robin

**Comment:** There is one outstanding audit action in Policy and Governance which relates to the gifts and hospitality audit. The action is for the Council to remind all members of staff of the importance of adhering to the staff code of conduct in relation to gifts and hospitality and to update the online gift and hospitality form to include links to the staff gifts and hospitality code of conduct to make it easily accessible. This action will be completed by the Democratic Services Manager in Q2.

## Complaints

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

**Comment:** There were no complaints raise against this service area in the first quarter of 2018/19.



## Workforce – Q1 update

**Comment:** Of the 6 non-apprentice vacancies, 1 is in communications and PR and 1 is in Corporate Policy. The remaining 4 are within Legal Services. All are either at live recruitment stage or will go be advertised within Q2.

## Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Policy & Governance	6,726	-3,854	2,871	2,877	6	Projecting an adverse variance of £6,000, relating to a spend against the Strategic HR budget in relation to staffing matters.

## 5. Service Dashboard – Communities

### Key Successes & Lessons Learnt, Areas of Concern

#### Head of Service quarterly feedback:

**Successes** - Waverley Training Services had an Ofsted Inspection during this quarter and the Service achieved a GOOD score across the board. This is the first time WTS has received such a high grade and is a testament to the hard work of Adele and her team.

There have been a record number of visitors to Frensham Ponds this quarter. The high number of visitors creates challenges for the management team, the challenge has been subject to Joint Action with our ranger, community safety, police, enforcement teams and the national trust working together to minimise anti-social behaviour through education and enforcement which has proven to be successful.

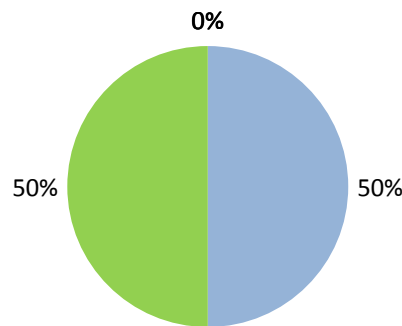
Preparation work has begun on the Brightwells scheme with the completion of the archaeological digs and the improvements to the construction bridge, work is ongoing with the engagement of key stakeholders.

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

### Performance Indicators Status Q1

#### Communities KPIs






Total	100%	8
No Target	50%	4
Green	50%	4
Amber	0%	0
Red	0%	0
Not Available	0%	0



Code	Value	Target	Short Trend	Long Trend	History
✓ C1	501,438	448,000	↓	↓	
📊 C2	1,374				
📊 CS10	1826.00		↓	↓	
✓ CS11	91.11	90.00			
✓ CS12	78.33	75.00	↑	↑	
✓ CS13	77.05	70.00	↑	↑	
📊 CS14	29.00	7.50	↑	↑	
📊 CS9	1,826		↓	↓	

1. **C1** Total number of visits to Waverley leisure centres
2. **C2** Total number of attendees of the health and wellbeing activities throughout the borough in a quarter
3. **CS9** Total number of Careline clients
4. **CS10** Total number of Careline calls per quarter
5. **CS11** Critical faults dealt with within 48 hours per quarter
6. **CS12** Apprentice overall success rate per quarter ( 75% target)
7. **CS13** Apprentice timely success rate in gaining qualification in the time expected ( 70% target) - quarterly figure
8. **CS14** Number of apprentices on study programmes (cumulative year to date with the annual target of 30)

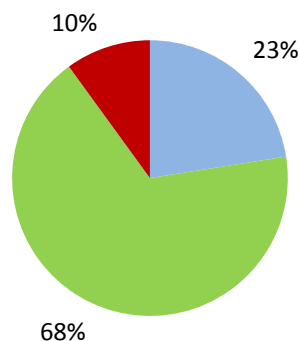
### Legend

	<b>Data only</b>	Data only KPI, no target, not due
	<b>Green</b>	On target
	<b>Amber</b>	Up to 5% off target
	<b>Red</b>	More than 5% off target
	<b>Not available</b>	Data not available

**Comment:** In the first quarter all KPIs with associated target performed well, exceeding targets. There are currently no areas of concern. It is especially pleasing to see the achievement rates of the learners at Waverley Training Services and the number of calls being dealt with effectively in this first quarter by our Careline service.

### Service Plans - Actions Status Q1

<b>Total</b>	<b>100%</b>	<b>40</b>
<b>Completed</b>	23%	9
<b>On track</b>	<b>68%</b>	<b>27</b>
<b>Off track - action taken / in hand</b>	0%	0
<b>Off track - requires escalation</b>	<b>10%</b>	<b>4</b>
<b>Cancelled</b>	0%	0



### Off track actions which requires escalation

1. **SP18/19CS2.1** Complete works and oversee move of Gostrey Centre and Waverley Training Services.
2. **SP18/19CS3.3** Launch new Live Streaming Offer
3. **SP18/19CS4.1** Write and launch Marketing Plan
4. **SP18/19CS8.1** Consult and write a new Economic Development Strategy in line with Council's new corporate priorities. Present to Overview & Scrutiny (VFM). Adoption of Strategy and accompanying action plan by Executive and Council.

**Comment:** Progress on service plan actions is good with most actions progressing on track for completion. There are 4 actions which are currently off track, but corrective steps are being taken:

- SP18/19CS2.1 – The Memorial Hall refurbishment works have been delayed, completion is expected at the end of August. Additional project management expertise has been brought in to oversee the final stages of work.
- SP18/19CS3.3 & S4.1 – the launch of the live streaming offer at the Borough Hall has been put back as equipment had to be replaced before the service could be offered. The Marketing plan will be launched to coincide with the new offer.

- SP18/19CS8.1 – The consultation time for the draft Strategy was extended to allow further feedback. This Strategy is scheduled for October Council.

## Internal Audit - Actions Status

**Comment:** The service area of Communities does not have any outstanding Internal Audit actions in the first quarter of 2018/19.

## Complaints

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

**Comment:** The Service is currently reviewing the handling of complaints to ensure consistency. Clarity is needed around when a service request / complaint to our contractors becomes a complaint for Waverley.

## Workforce – Q1 update

**Comment:** No concerns on absence and turnover.

## Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Community	9,985	-7,076	2,908	2,900	-9	Projecting a favourable variance. Borough Hall income targets are challenging; management team are reviewing terms and conditions and operating procedures. Leisure Centre initial profit share has exceeded expectation. However, impact of the closure of Dogflud car park has yet to be felt.

## 4. Service Dashboard – Environment

### Key Successes & Lessons Learnt, Areas of Concern ( for HoS)

#### Head of Service quarterly feedback:

Good progress is being made on the exploration of the options for the future waste, recycling and street cleaning service following the decision of the Executive at its July meeting.

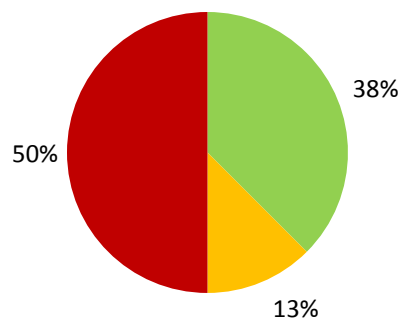
Key area of concern for service is the loss of staff in the Environmental Services (waste services) Team. Recruitment is underway to fill in the vacant posts, and this matter was escalated to the Corporate Management Board for further discussion on the 14 August 2018 and a recovery plan agreed.

**Richard Homewood, Head of Environmental Services**

### Performance Indicators Status

#### Environment KPIs






Total	100%	8
Green	38%	3
Amber	13%	1
Red	50%	4



...	Code	Value	Target	Short Trend	Long Trend	History
✓	E3 (NI 195)	94.00	90.00	↑	↑	
⚠	E NI 182	84%	85%	↓	↓	
✖	E NI 191	95.50	90.00	↓	↓	
✓	E NI 192	58.60%	54.00%	↑	↑	
✖	E1 MRF	11.64%	5.00%	↓	↓	
✖	E2 LEnv5	2.5	2	↓	↓	
✓	E4 Missed bins	34	40	↓	↓	
✖	E5 LEnv7	94%	100%	↓	↓	

1. **E NI 182** Satisfaction of business with local authority regulation services
2. **E NI 191** Residual household waste per household
3. **E NI 192** Percentage of household waste sent for reuse, recycling and composting
4. **E1 MRF** MRF Reject Rate
5. **E2 LEnv5** Average number of days to remove fly-tips
6. **E3 (NI 195)** Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting
7. **E4 Missed bins** Number of missed bin collections per 104,000 collections per week
8. **E5 LEnv7** Percentage of higher risk food premises inspections (category A&B) carried out with 28 days of being due

## Legend

	<b>Data only</b>	Data only KPI, no target, not due
	<b>Green</b>	On target
	<b>Amber</b>	Up to 5% off target
	<b>Red</b>	More than 5% off target
	<b>Not available</b>	Data not available

**Comment:** The target for residual household waste has always been challenging. Whilst recycling rates are improving, the community is clearly generating more waste overall. This could be indicative of the economy as a whole.

The MRF reject rate has increased for two reasons, firstly increased contamination of bring site recyclables and secondly, stricter controls and standards at the MRF due to restrictions imposed by end processors. Discussions are underway at the Surrey Waste Partnership about how to inform the public on the stricter rules, to address this.

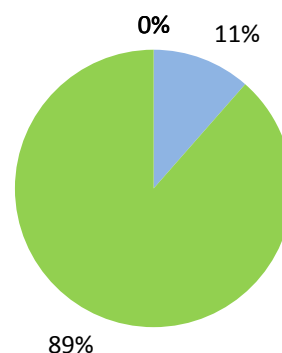
In Q1 2018/19, the number of days taken to remove fly tipping waste has slightly increased due to some hazardous waste cases which took longer to remove.

1 higher risk food inspection was carried out outside of the 28 day target due to the seasonal premises closure which caused a delay (1 out of 16).

## Service Plans - Actions Status

### Environment Service Plan Actions

Total	100%	61
Completed	11%	7
On track	89%	54
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



**Comment:** All actions for the Environmental Services progress on track for completion.

## Internal Audit - Actions Status

**Comment:** currently there are no outstanding Internal Audit actions for this service area.

## Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	13	2	0
Dealt with on time	13	2	0
Response Time	10 days	15 days	
Response Rate	100%	100%	N/A

**Comment:** All the complaints received by the service in the first quarter were dealt with in the target response time for each level.

## Workforce – Q1 update

**Comment:** A number of staff changes will be happening in the Environmental Services team over the next few months due to maternity leave, resignation and retirements. Recruitment to these posts are underway and it is hoped that there will be a smooth transition.

## Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Environment	10,495	-9,211	1,283	1,283	-	On track

## 7. Service Dashboard – Planning

### Key Successes & Lessons Learnt, Areas of Concern

#### Head of Service quarterly feedback:

Planning performance continues to be excellent with all KPIs on target or exceeded. The performance on major appeals (quality indicator) is significantly improving following adoption of the Local Plan and the provision of a five year housing land supply.

Local Plan part 2 consultation on Preferred Options closed on 9 July 2018 – analysing responses.

CIL examination on 17 July 2018 – awaiting Inspector’s report.

Judicial Reviews on Local Plan Part 1 and Dunsfold New Settlement; heard in Court 12 July 2018. One issue (calculation on Woking’s unmet need) to advance to full hearing in October. Peer Review of Planning Committees carried out 25 – 27 July 2018. Development Management Improvement Plan actions being rolled out including new IT system – test environment for Building Control September 2018.

Street Naming income is demonstrating notable over-achievement on budget.

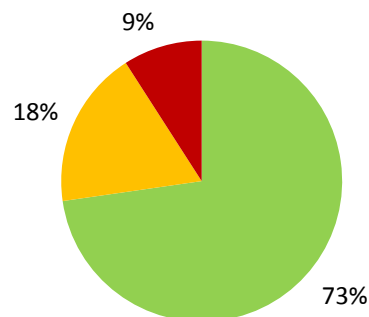
Business Plan for Building Control – un-achievement on income: under close scrutiny.

**Elizabeth Sims, Head of Planning**

### Performance Indicators Status

#### Planning KPIs

Total	100%	11
No Target	0%	0
Green	73%	8
Amber	18%	2
Red	9%	1
Not Available	0%	0





...	Code	Value	Target	Short Trend	Long Trend	History
✓	LP9	93.62%	80.00%	↑	↓	
✓	P151 (NI157a)	88.24%	80.00%	↓	↓	
✓	P123	100.00%	90.00%	↑	↑	
▲	P1 (LPL6)	99.08%	100.00%	↓	↓	
✓	P2 (LPL1a)	26.9%	30.0%	↑	↑	
●	P152 (P3)	11.76%	10.00%	↓	↓	
✓	P4 LPL3b	94.12%	75%	↓	↓	
▲	P5 LPL4	90.48%	95%	↓	↓	
✓	P8 (LPL5a)	91.5%	80%	↓	↑	
✓	P153	96.16%	80%	↓	↓	
✓	P154	1.28%	10%	↑	↑	

1. LP9 Delivery of all other residual applications - % determined within its target
2. P1 (LPL6) Percentage of planning applications determined within 26 weeks
3. P2 (LPL1a) Planning appeals allowed (cumulative year to date)
4. P4 LPL3b Percentage of enforcement cases actioned within 12 weeks of receipt
5. P5 LPL4 Percentage of tree applications determined within 8 weeks
6. P8 (LPL5a) Percentage of complete building control applications checked within 10 days
7. P123 Processing of planning applications: Other applications 2017
8. P151 (NI157a) Processing of planning applications: Major applications
9. P152 (P3) Major planning appeals allowed as a % of Major Application decisions made (cumulative)
10. P153 Processing of planning applications: Non-major applications - % determined within 8 weeks
11. P154 Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative)

### Legend

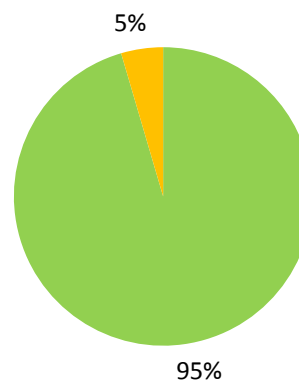
	<b>Data only</b>	Data only KPI, no target, not due
	<b>Green</b>	On target
	<b>Amber</b>	Up to 5% off target
	<b>Red</b>	More than 5% off target
	<b>Not available</b>	Data not available

**Comment:** While Q1 indicates 11.8% against the threshold of 10% for indicator P152 on major appeals, 2 year governmental rolling assessment period for estimates the appeals level of 7.0% at the end of July 2018.

## Service Plans - Actions Status

### Planning Service Plan Actions

Total	100%	22
Completed	0%	0
On track	95%	21
Off track - action take / in hand	5%	1
Off track - requires escalation	0%	0
Cancelled	0%	0



The completion of the service plan progresses well with most of objectives on track for completion. There is only 1 off track action in the Building Control:

#### 1. SP18/19P1.2 Building Control model, break even budget

A mid-year review of progress on the three year recover programme shows that activity in the national building control market has decreased. This is impacting on income achievement against the profiled three year income target and is likely to result in under achievement this year. The team are focusing their marketing on the main income streams such as extensions and conversions.

## Internal Audit - Actions Status

**Comment:** There are no outstanding Internal Audit actions for Planning in Q1 2018/19

## Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	9	4	0
Quarterly Number	6	4	0
Response Time	10 days	15 days	
Response Rate	66.67%	100%	N/A

**Comment:** In the first quarter the response rate on level 1 was affected due to workload in the team. The current procedure has been reviewed and changed. Following an appointment of a new Development Manager, all Level 1 complaints going forward will be closely overseen and monitored by that role and the improvements are expected in the following quarter.

## Workforce – Q1 update

**Comment:** Significant challenges in recruitment of Senior Planners persists, partly covered by interim support.

## Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Planning	8,729	-6,521	2,209	2,196	-13	Under-achievement in building control income by an estimated £35,000, partly offset by minimising spend and staff savings. Additional £26,000 S106 monitoring income received for historic agreement (Amlets Lane).

## 8. Service Dashboard – Housing Operation

### Key Successes & Lessons Learnt, Areas of Concern

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

This month I would like to highlight the success of the Rent Team by sharing the following information:

- We have **3,777** accounts in credit with a total value of **£583,614.26**. For the same period last year we had **3,736** accounts in credit with a total value of **£685,163.91**.
- We have **1,027** accounts in arrears with a total value of **£201,611.82**. For the same period last year we had **1,076** accounts in arrears with a total value of **£282,456.47** a positive swing of **£80,844.65**

#### **Arrears as at Sunday 1 July 2018 (to incorporate last reporting period of the month)**

Bandings (£)	No. of cases	Percentage of arrears cases	Value of debt (£)
0.01 – 100.00	538	52.4	12,303.62
101.00 – 250.00	247	24.1	40,853.24
251.00 – 500.00	139	13.5	49,153.40
500.00 – 1,000.00	72	7.0	49,639.36
1,000.00 – 2,000.00	25	2.4	33,539.91
2,000.00 – 3,000.00	4	0.4	9,590.05
3,000.00 +	2	0.2	6,532.24
<b>Totals</b>	<b>1027</b>		<b>201,611.82</b>

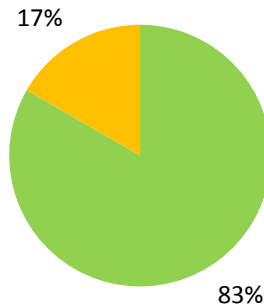
Responsive repairs - The performance of the contractor is still good as we move towards demobilisation. The overall satisfaction with the repairs service remains high – 92% (Q1) – 94% in June.

**Hugh Wagstaff, Head of Housing Operations**

## Performance Indicators Status

### Housing Operations KPIs

Total	100%	6
Green	83%	5
Amber	17%	1
Red	0%	0



...	Code	Value	Target	Short Trend	Long Trend	History
✓	H2 (LHO6)	13	20	↑	↑	
✓	H5 LHO1a	24.85%	24.65%	↓	↓	
✓	H6 LHM2	100.00%	100.00%	—	—	
✓	H7 RR01	92.00%	87.00%	↑	↑	
⚠	H8 RR02	76.00%	78.00%	↑	↓	
✓	H9 RR04	97.00%	97.00%	—	↓	

1. **H2 (LHO6)** Average number of working days taken to re-let 'normal void' property
2. **H5 LHO1a** Percentage of estimated annual rent debit collected
3. **H6 LHM2** Percentage of annual boiler services and gas safety checks undertaken on time.
4. **H7 RR01** Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service)
5. **H8 RR02** Responsive Repairs: Was repair completed right first time? (Tenants' view of the service)
6. **H9 RR04** Responsive Repairs: Did the tradesperson arrive within the two hour appointment slot? (Tenants' view of the service)

### Legend

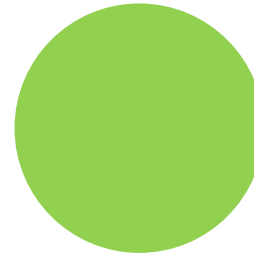
	<b>Data only</b>	Data only KPI, no target, not due
	<b>Green</b>	On target
	<b>Amber</b>	Up to 5% off target
	<b>Red</b>	More than 5% off target
	<b>Not available</b>	Data not available

**Comment:** In the first quarter only 1 indicator have not met its target and this refers to H8 RR02 measuring how many repairs were completed right first time. The drop in performance was affected by the supplier's staff shortages, hence for the work taking longer in some cases to complete. The contractor received a number of resignations due to staff nervousness over job security after the changes to the current contract due to an unsuccessful contract procurement process. This issue is being closely monitored through weekly reporting to ensure that scheduled work is done in agreed time.

## Service Plans - Actions Status

### Housing Operations Service Plans

Total	100%	6
Completed	0%	0
On track	100%	6
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



100%

**Comment:** The completion of the service plan progresses well with all objectives expected to be completed on target.

## Internal Audit - Actions Status

**Comment:** Housing doesn't currently have any outstanding Internal Audit actions.

## Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	25	8	1
Response Time	10 days	15 days	
Response Rate	72%	100%	100%

**Comment:** In the first quarter of 2018/19, 18 out of 25 level 1 complaints were dealt with on time and all 8 complaints escalated to level 2 were responded to with the target. There was only 1 complaint escalated to the Ombudsman and it was also dealt with in a timely manner. The response rate at Level 1 was affected by a handful of complex cases, which took longer to resolve. The lessons learnt from the process are incorporated into the service improvement plan and communicated to managers for action. The overall number of complaints has fallen compare to the previous quarter.

## Workforce – Q1 update

**Comment:** It continues to be difficult to recruit to technical roles – a number of agency staff are being used but within budget.

## Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Housing Operations	32,190	-33,012	-822	-822	-	On track

## 9. Service Dashboard – Housing Strategy & Delivery

### Key Successes & Lessons Learnt, Areas of Concern

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

**Homelessness prevention** - The team continue to keep households out of temporary accommodation and are working hard to manage all the implications of the Homelessness Reduction Act. We are also taking steps to increase the future resilience of the team by reinforcing the technical and administrative capacity using Government funding.

**Housing Development** - The first major development at Ockford Ridge is complete (16 homes) Wey Court – 24 homes – also complete and handed over. First principal phase of refurbishments on Ockford Ridge ran into serious difficulty when the corporate structure of the contractor disintegrated. This could not have been known at the appointment stage, which was meticulously undertaken. Thought is being given to how best deliver the next refurbishment phases.

**Private Sector Housing Team/Better Care Fund** - The team has been gearing up for the introduction of new legislation, particularly around licensing of Houses in Multiple Occupation. The new Home Improvement Policy adopted by Council has resulted in an increase in requests for aids and adaptations. The Council has been working closely with Guildford Borough Council to maintain the Home Improvement Agency and the Handyperson service in the light of Surrey County Council cuts in funding.

**Housing Strategy and Enabling** - Monitoring and delivering the first year's objectives of the Housing Strategy 2018-2023 has started.

**Service Improvement Team** - Staff changes are expected imminently and there will be a review of the team's activities and focus in Qtr. 2.

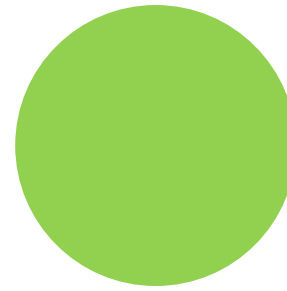
***Andrew Smith, Head of Strategic Housing & Delivery***



## Performance Indicators Status

### Housing Strategy & Delivery KPIs

<b>Total</b>	<b>100%</b>	<b>1</b>
<b>Green</b>	<b>100%</b>	<b>1</b>
<b>Amber</b>	0%	0
<b>Red</b>	0%	0



100%

...	Code	Value	Target	Short Trend	Long Trend	History
	H3	36		↓	↓	
	H4 (NI 156)	1.00	8.00	↓	↓	
	P6 NI 155 (H1)	51		↓	↑	
	P7 (H001)	6		↓	↓	

1. **H3** Housing advice service: Homelessness cases prevented
2. **H4 (NI 156)** Number of households living in temporary accommodation
3. **P6 NI 155 (H1)** Number of affordable homes delivered (gross)
4. **P7 (H001)** Number of Affordable homes permitted (homes granted planning permission)

### Legend

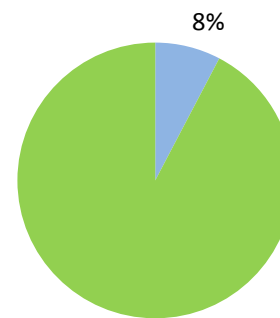
	<b>Data only</b>	Data only KPI, no target, not due
	<b>Green</b>	On target
	<b>Amber</b>	Up to 5% off target
	<b>Red</b>	More than 5% off target
	<b>Not available</b>	Data not available

**Comment:** The service performed well in the first quarter meeting its targets.

## Service Plans - Actions Status

### Hosing Service Plans

<b>Total</b>	<b>100%</b>	<b>13</b>
<b>Completed</b>	8%	1
<b>On track</b>	<b>92%</b>	<b>12</b>
<b>Off track - action take / in hand</b>	0%	0
<b>Off track - requires escalation</b>	<b>0%</b>	<b>0</b>
<b>Cancelled</b>	0%	0



92%

**Comment:** The completion of the service plan progresses well with all objectives expected to be completed on target.

Note: SP18/19H3.5 Implement Homelessness Strategy and adopt measures to address

*Homelessness Reduction Act and including engagement with HAs and statutory agencies - updated to 100%. However, the Duty to Refer legislation (statutory agencies such as NHS, Police, Probation Service, etc., referring potential homelessness applicants to the Council). Impact of this new legislation will not be felt until the beginning of 2019.*

## Internal Audit - Actions Status

**Comment:** Housing doesn't currently have any outstanding Internal Audit actions.

## Complaints

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

In the first quarter of 2018/19, 7 out of 8 level 1 complaints were dealt with on time and all 1 complaints escalated to level 2 were responded to with the target. The team analysis lessons learnt from the process and improvement actions are taken to address recurring issues.

## Workforce – Q1 update

**Comment:** Recruiting a Private Sector Housing Officer (starting July 2018 and funded from the Better Care Fund) and a Housing Development Support Officer (using existing funding)  
Recruited a Housing Specialist Advice Support Officer (funded by Surrey County Council – 2 year post)

## Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Housing Strategy	3,431	-748	2,683	2,683	-	On track