

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

**Final version**



**Report Publication Date: 6 June 2019**

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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>Completed off track</b>	<b>Off track - requires escalation</b>
<b>On track</b>	<b>Cancelled / Deferred</b>

# 1. Corporate Dashboard – All Services

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

### Chief Executive's summary:

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

Particular headlines at the end of the financial year are:

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

In the coming year, we are focusing on:

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

expert support.

- National political and Brexit-related uncertainties.

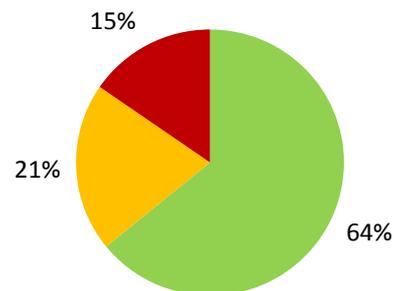
As we enter a new financial and civic year, and work with a new local political reality, the officer team at Waverley Borough Council is in a strong position to continue to provide high quality services. National political, funding and economic uncertainty presents great risks to this council, as it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

**Tom Horwood, Chief Executive**

## Performance Indicators Status

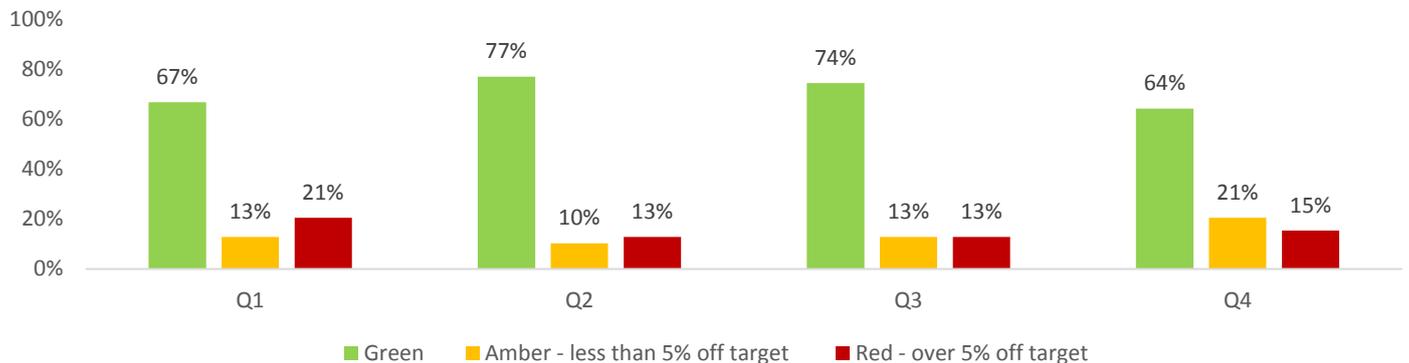
### Q4 All Corporate KPIs

<b>Total</b>	<b>100%</b>	<b>39</b>
<b>Green</b>	<b>64%</b>	<b>25</b>
<b>Amber - less than 5% off target</b>	<b>21%</b>	<b>8</b>
<b>Red - over 5% off target</b>	<b>15%</b>	<b>6</b>
<b>Data only</b>	<b>N/A</b>	<b>12</b>



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

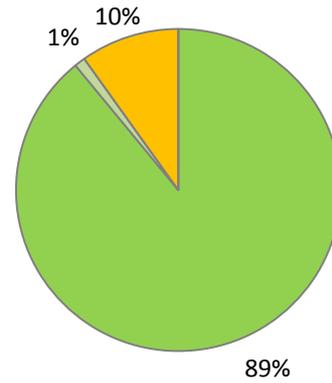
Performance Indicators - Annual Summary  
- Q1 to Q4 2018/19 - % per status



## Service Plans - Actions Status

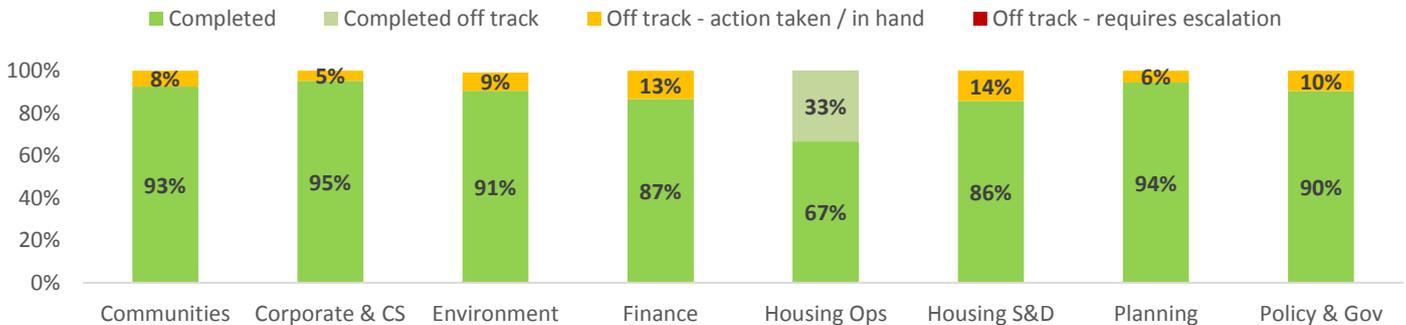
### Q4 Corporate Service Plans

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



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

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



## Internal Audit – Overdue Actions Status

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

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

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

## Complaints

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

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

<b>Total Complaints</b>	<b>107</b>
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	Response Rate	Target	Status
Level 1	84%	95%	over 5% off target
Level 2	100%	95%	on target
Total	88%	95%	over 5% off target

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

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

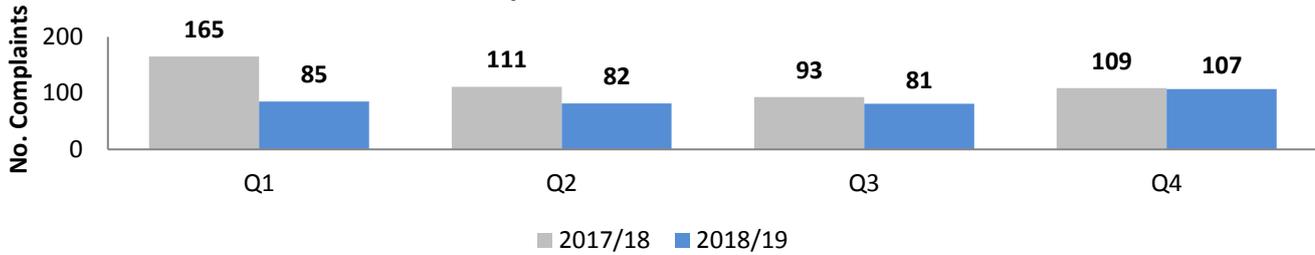
It is encouraging to note that 76% of all complaints were resolved at Level 1.

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

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

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

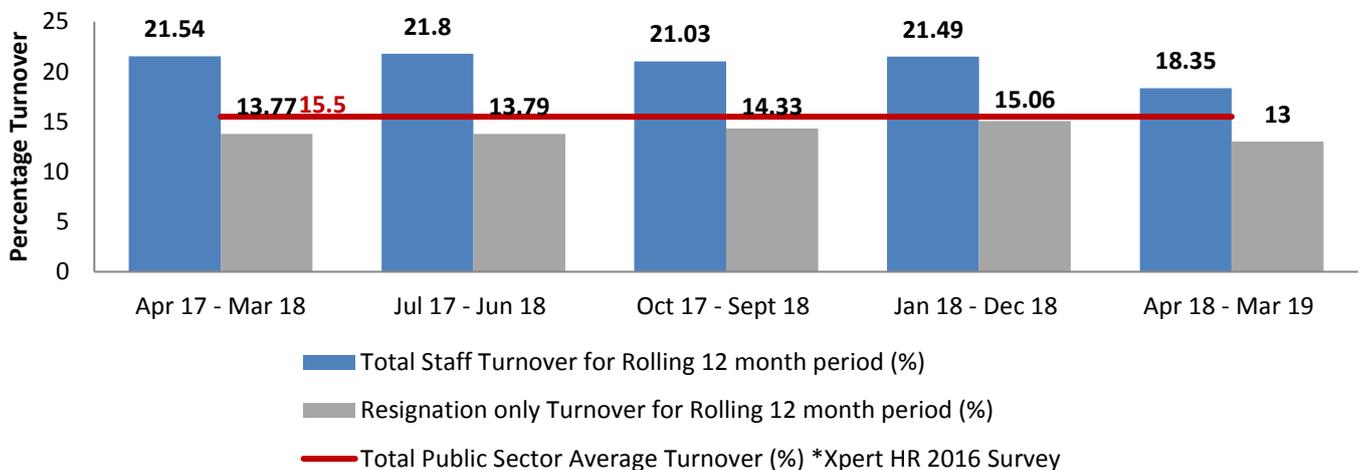
### Total Number of Complaints 1 April 2017 - 31 March 2019



### Workforce data – Corporate Level

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

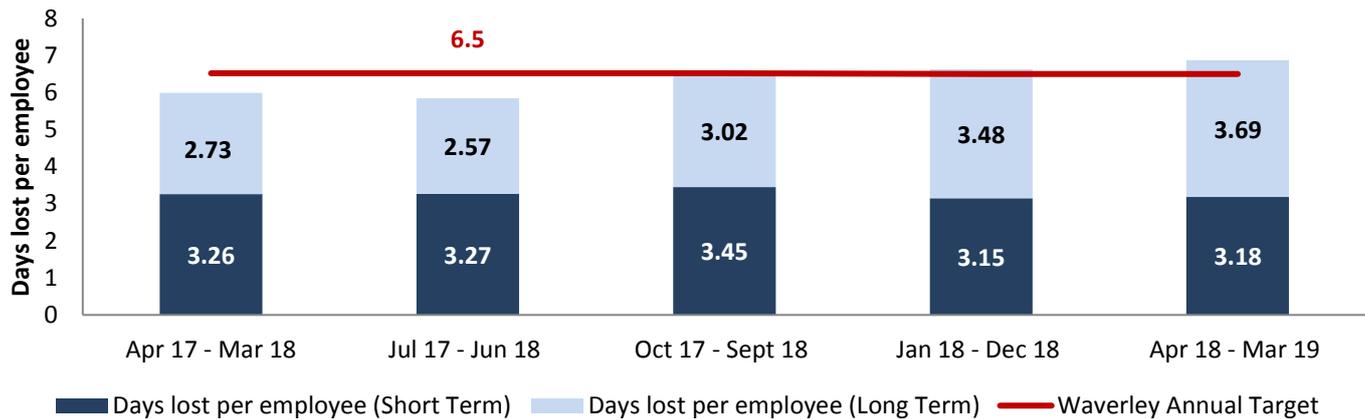
### Staff Turnover % Rolling 12 months - Q4 2017/18 - Q4 2018/19



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

## Absence Data

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



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

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

### Section 151 Officer summary:

#### **Budget Position**

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

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

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

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

## 2. Service Dashboard – Planning

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

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

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

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

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

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

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

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

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

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

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

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

## Performance Indicators Status Q4

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

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

### Proposals for 2019/20 Indicator Set

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

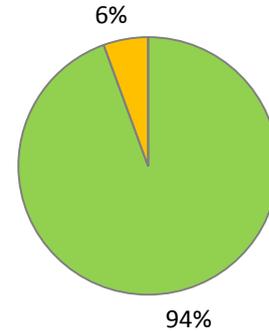
KPI	Description		Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Q4 Target
LP1	Percentage of all planning applications determined within 26 weeks <b>(higher outturn is better)</b>	%	99.6%	99.1%	98.7%	99.3%	99.0%	100%
P151	Processing of planning applications: Major applications - % determined within 13 weeks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

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

### Q4 Planning Service Plans

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



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

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

## Internal Audit - Actions Status Q4

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

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

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

## Complaints Q4 update

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

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

## Workforce – Q4 update

### Q4 - Planning

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

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

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

### 3. Service Dashboard – Environment

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

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

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

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

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

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

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

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

#### Performance Indicators Status

**Comment:**

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

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

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

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

### Proposals for 2019/20 Indicator Set

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

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

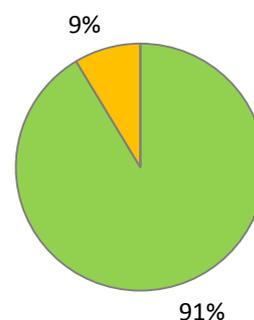
### Air Quality

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

## Service Plans 2018/19 - Actions Status

### Q4 Environment Service Plan Actions

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



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

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

## Internal Audit - Actions Status - Q4 update

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

## Complaints – Q4 update

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

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

## Workforce – Q4 update

### Q4 - Environmental Services

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

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

## 4. Service Dashboard – Communities

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

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

#### Head of Service summary:

The last year has seen some notable achievements for Communities:

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

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

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

### Performance Indicators Status Q4

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

#### Proposals to 2019/20 Indicator Set

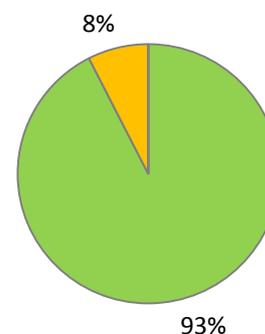
There are no changes proposed to the current corporate indicator set for this area.

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

## Service Plans - Actions Status Q4

### Q4 Communities Service Plans

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



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

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

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

### Internal Audit - Actions Status Q4

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

### Complaints Q4

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

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

### Workforce – Q4 update

#### Q4 - Communities

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

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

## 5. Service Dashboard – Customer & Corporate Services

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

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

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

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

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

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

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

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

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

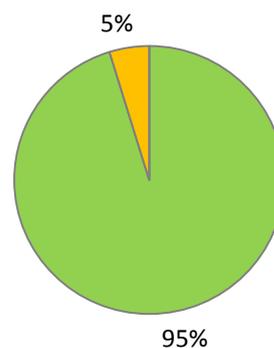
## Performance Indicators Status Q4

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

## Service Plans - Actions Status Q4

### Q4 Cust & Corporate Service Plans

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



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

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

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

## Internal Audit - Actions Status at Q4

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

## Complaints – Q4 update

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

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

## Workforce – Q4 update

### Q4 - Corporate & Customer Service

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

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

## 6. Service Dashboard – Finance

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

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

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

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

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

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

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

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

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

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

### Performance Indicators Status

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

## Proposals to 2019/20 Indicator Set

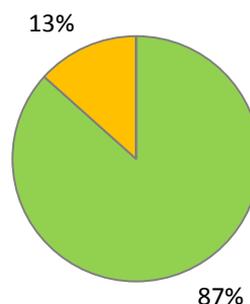
- The local indicator F4, “Percentage of invoices from small/ local businesses paid within 10 days”, introduced to help small/local business during recession, will be discontinued from Q1, however the team will continue to monitoring all invoices paid to our suppliers within the agreed payment terms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

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

## Service Plans - Actions Status Q4

### Q4 Finance Service Plan Actions

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



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

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

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

### Internal Audit - Actions Status Q4

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

### Complaints Q4

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

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

### Workforce – Q4 update

#### Q4 - Finance

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

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

## 7. Service Dashboard – Policy & Governance

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

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

#### Head of Service quarterly feedback:

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

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

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

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

### Performance Indicators Status Q4

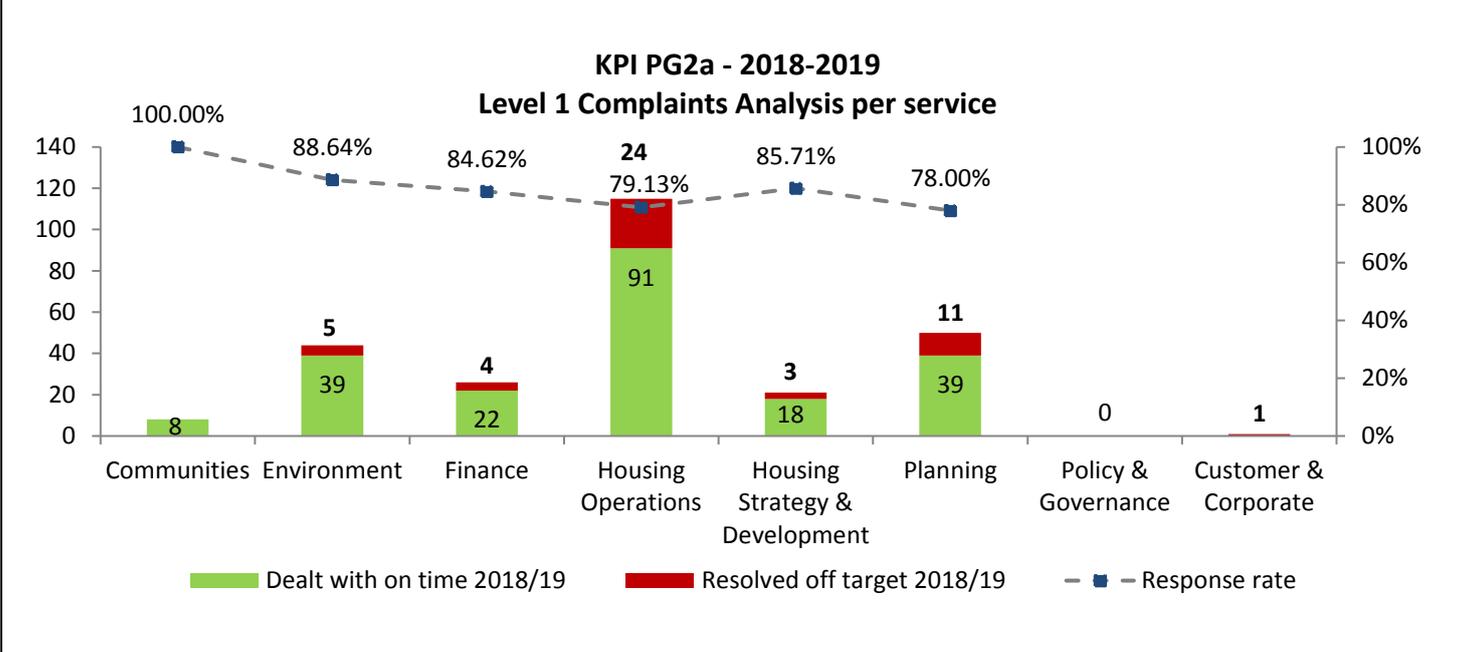
**Comment:** Short and Long Term sickness absence (HR2) rose again slightly in Q4, tipping it into the red classification (more than 5% off target). Further analysis shows that short term absence has decreased and the number of long term (exceeding 20 days) absence cases has remained consistent (9 long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

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

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

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

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



**Service Plans - Actions Status Q4**

**Q4 P&Gov Service Plans**

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

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

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

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

## Internal Audit - Actions Status Q4

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

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

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

## Complaints Q4

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

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

## Workforce – Q4 update

### Q4 - Policy and Governance

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

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

## 8. Service Dashboard – Housing Operations

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

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

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

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

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

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

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

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

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

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

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

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

**Hugh Wagstaff, Head of Housing Operations**

## Performance Indicators Status

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

### Comment:

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



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

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

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

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

### Proposals to 2019/20 Indicator Set

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

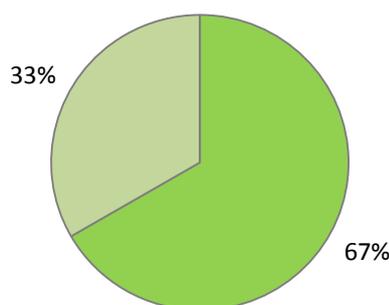
- Indicators H9 will be discontinued, as this indicator was only temporarily included in the corporate indicator set during contractor under performance. H9 has continually met target during 2018/19 and it has been concluded that the indicator H8 (the right first time) is the key driver for the indicator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

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

## Service Plans - Actions Status Q4

### Q4 Housing Operations Service Plans

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



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

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

<b>SP18/19H2.4</b>	Review future of Family Support Team	30/11/18	31/03/2019	<b>Completed – off track</b>	A new due date end March 2019 was agreed in order to clarify future with SCC and Waverley budget setting. This action has been carried forward to 2019/20 service plan whilst Surrey County Council proposals are confirmed and considered.
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## Internal Audit - Actions Status Q4

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

## Complaints Q4

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

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

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

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

## Workforce – Q4 update

### Q4 - Housing Operations

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

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

## 9. Service Dashboard – Housing Strategy & Delivery

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

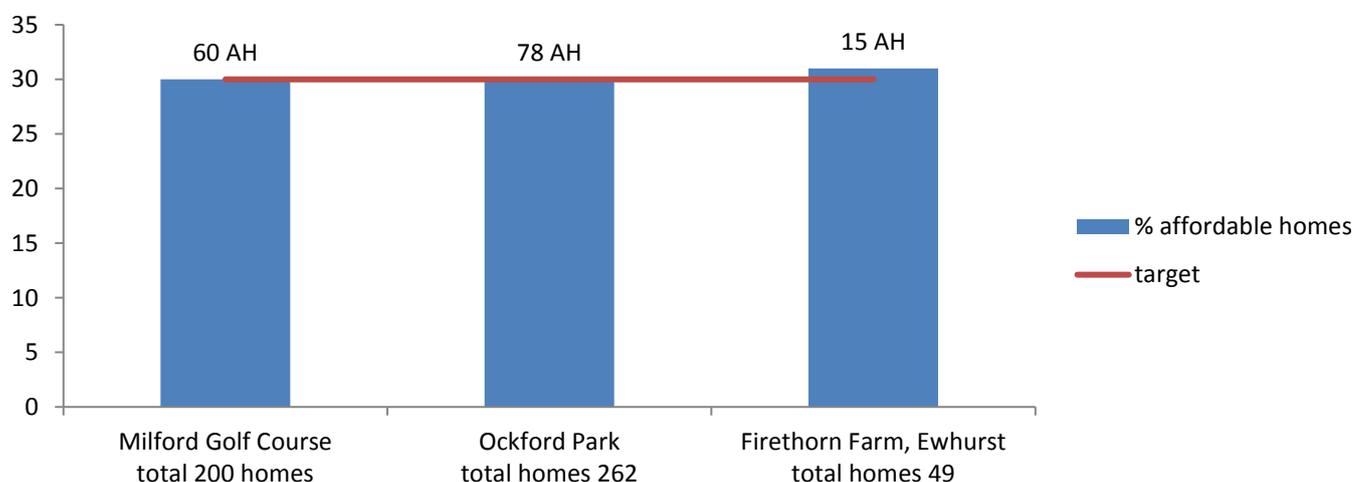
***Andrew Smith, Head of Housing Strategy and Delivery***

## Performance Indicators Status

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

### Comment:

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



## Proposals to 2019/20 Indicator Set

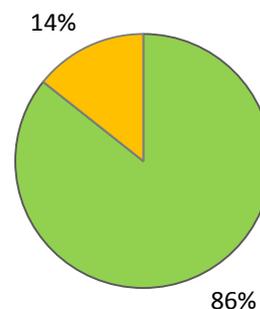
At the end of the financial year the corporate indicator set has been reviewed and changes highlighted below will be introduced from the Q1 2019/2020:

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

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

## Service Plans - Actions Status

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



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

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

## Internal Audit - Actions Status Q4

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

## Complaints - Q4 update

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

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

## Workforce – Q4 update

### Q4 - Housing Delivery and Strategy

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

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