

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

Final version



Report Publication Date: 7 November 2019

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RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

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

1. Corporate Dashboard – All Services

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

Chief Executive's summary:

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

Particular headlines for the quarter are:

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

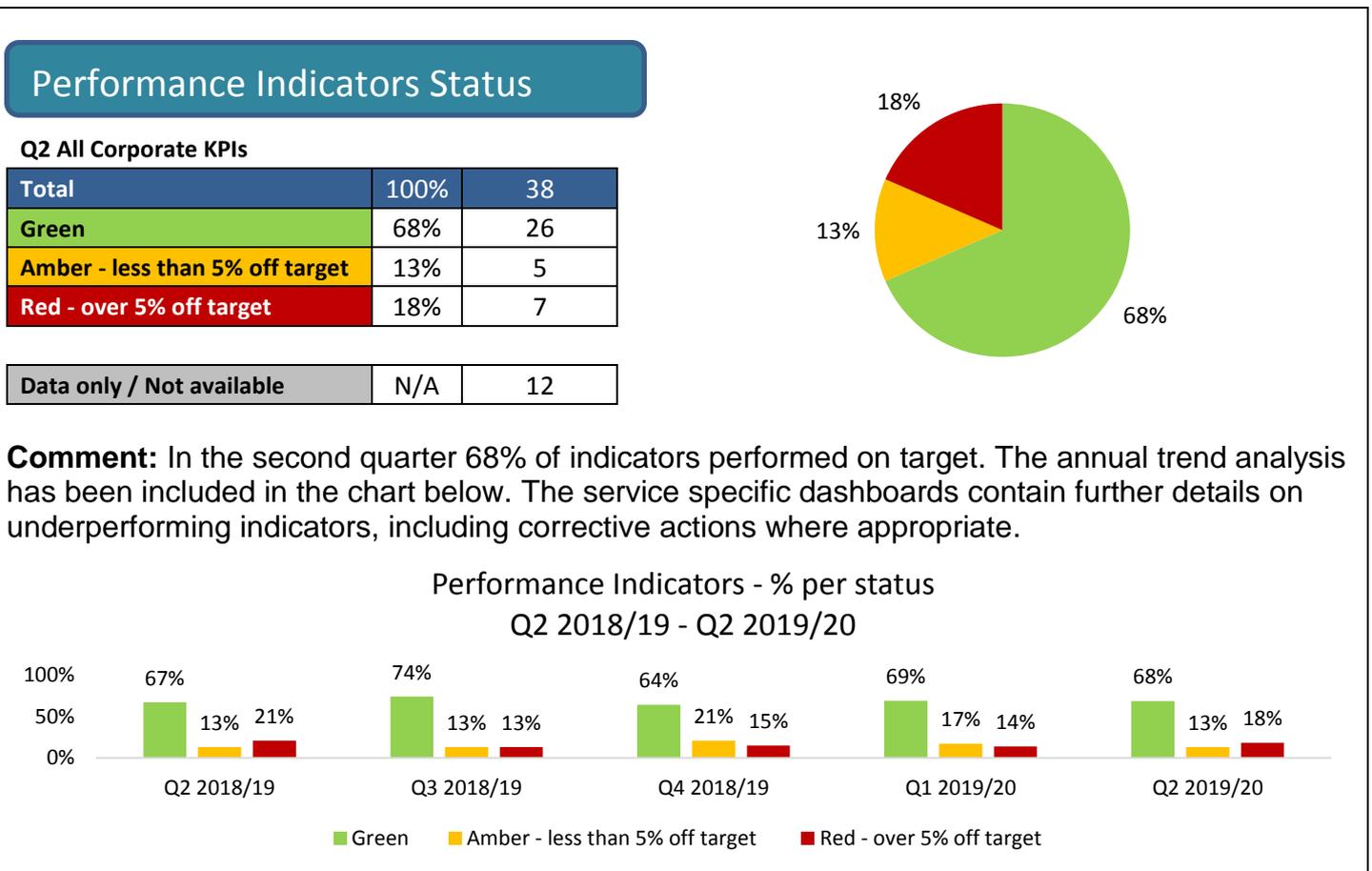
Although this report focuses on Q2, at the time of writing there are also some significant issues that have already occurred in Q3 that are worth noting and some key areas of focus for the rest of the year:

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

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

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

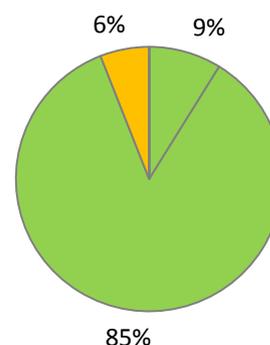
Tom Horwood, Chief Executive



Service Plans - Actions Status

Q2 update on all Service Plans 2019/2022

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



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

Internal Audit – Overdue Actions Status

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

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

Complaints Q2 2019/20

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

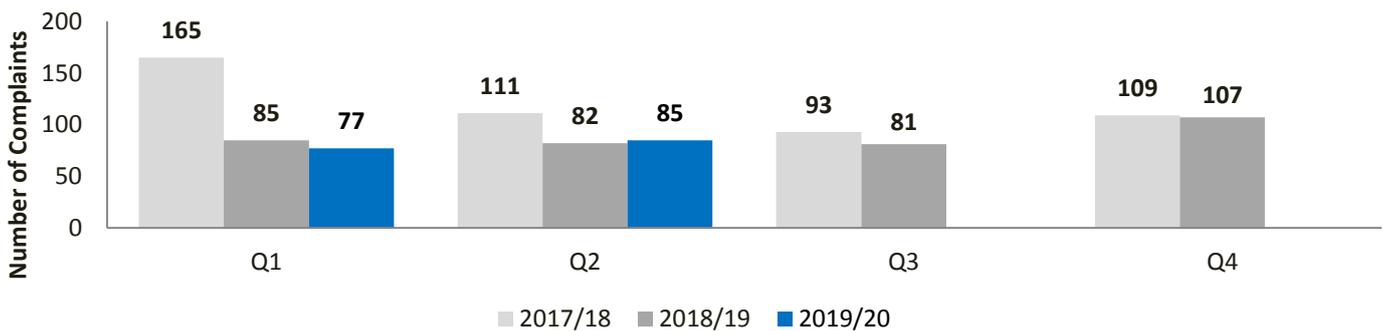
Total Complaints	85
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	Response Rate	Target	Status
Level 1	81.84%	95%	over 5% off target
Level 2	98.18%	95%	on target
Total	90.01%	95%	over 5% off target

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

Total Number of Complaints

1 April 2017 - 30 September 2019

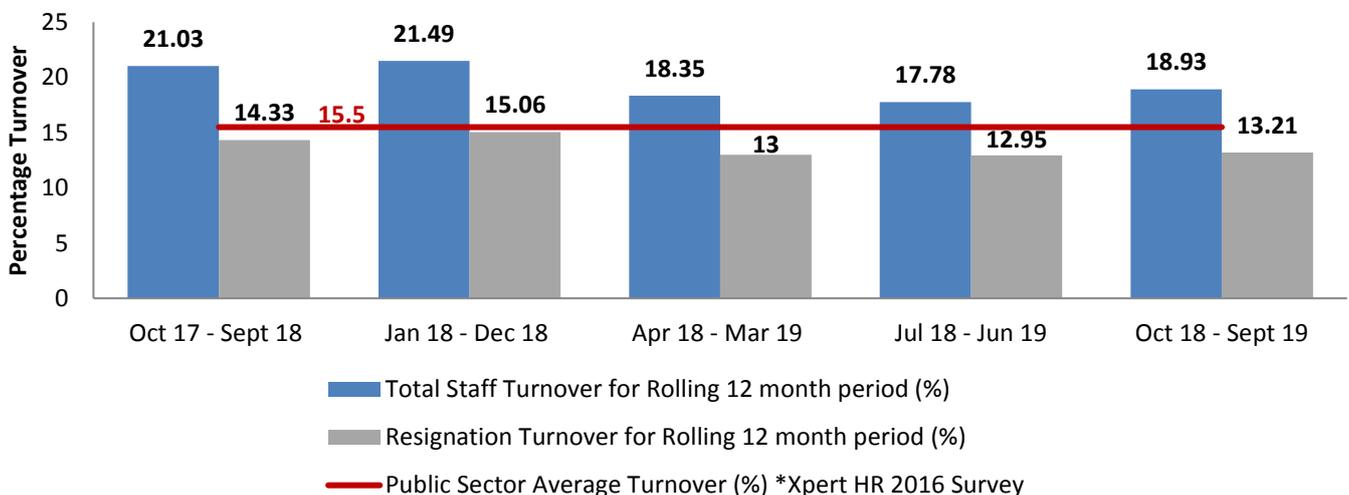


Workforce data – Corporate Level

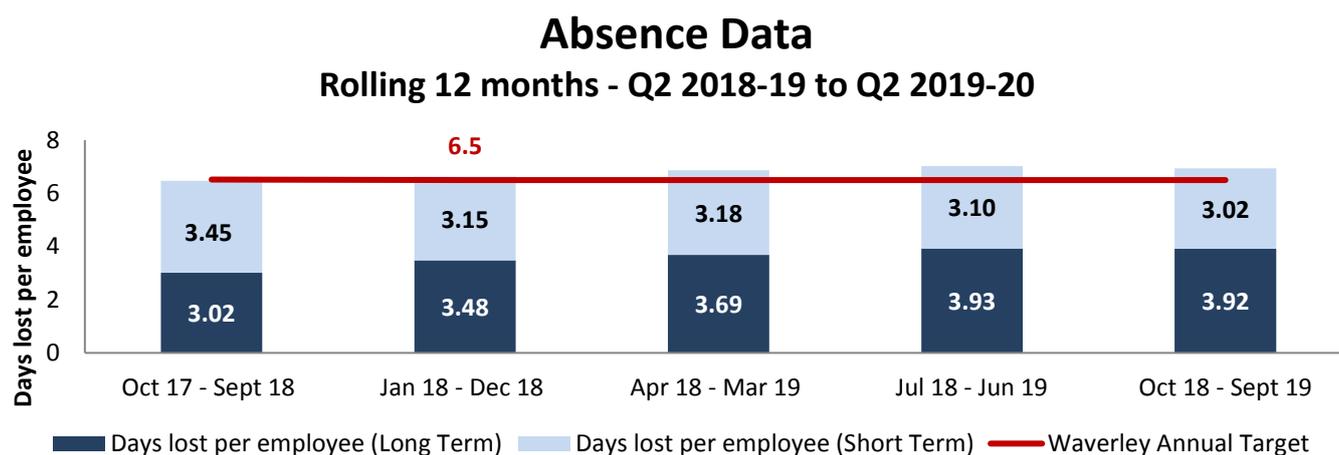
Waverley’s staff are critical to delivering the Council’s immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead. The following KPIs demonstrate our staff turnover and employee sickness absence levels over a 12 month rolling period.

Staff Turnover %

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



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



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

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

Section 151 Officer summary:

Budget Position Q2 2019/20

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

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

Progress of the MTFP Delivery

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

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

Graeme Clark, Strategic Director (and Section 151 Officer)

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

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

2. Service Dashboard – Planning and Economic Development

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

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

Q2 Head of Service summary:

Key actions and issues:

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

Chris Berry
Interim Head of Planning & Economic Development

Performance Indicators Status Q2

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

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

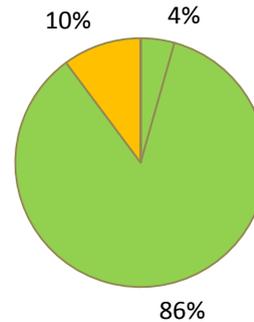
Comment: All statutory indicators performed on target. A handful of local indicators performed off target and further details can be found below:

P1 – represents 446 out of 448 under 26 weeks - no particular area of concern.
 P3 – this local indicator represents 26 appeals allowed out of 63 appeals determined in the first and second quarter. Further detailed analysis of factors impacting on the performance of this indicator will be conducted by the team in Q2 and findings will be presented to the Value for Money and Customer Service O&S and the Environment O&S Committees in November 2019.
 P7/P8 – Cumulative figures for the shortfall provision in Q1/Q2 are presented in brackets. There is also an additional shortfall from 2018/19. These figures are not affected by Council actions as permissions granted exceed implementation by a significant margin.

Service Plans - Actions Status

Q2 Planning Service Plans 2019/2022

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



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

Outstanding action from Service Plan 2019/2020

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

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

Outstanding action from Service Plan 2018/2019

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

Internal Audit - Actions Status Q2

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

Complaints Q2 update

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

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

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

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

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

Finance – Q2 update

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

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

3. Service Dashboard – Environment

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

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

Q2 Head of Service summary:

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

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

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

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

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

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

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

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

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

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

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

Richard Homewood, Head of Environmental Services

Performance Indicators Status

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

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

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

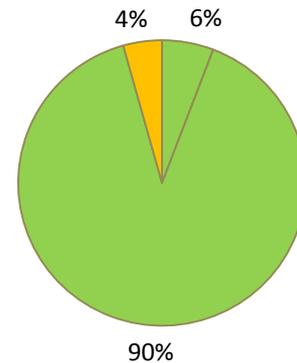
Air Quality

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

Service Plans - Actions Status

Q2 Environment Service Plan Actions 2019/22

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



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

Outstanding actions for Service Plans 2018/19

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

Internal Audit - Actions Status – Q2 update

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

Complaints – Q2 update

Q2 19-20 Environmental Services - Level 1 Complaints

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

Q2 19-20 Environmental Services - Level 2 escalations

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

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

Finance – Q2 update

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

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

4. Service Dashboard – Commercial

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

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

Q2 Head of Service summary:

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

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

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

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

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

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

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q2

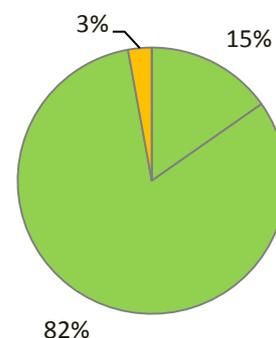
Comment: A good performance from all teams. The implementation of a new IT system in the Building Control Team still impacts on the reporting capabilities therefore no data submission was possible in this quarter (C4).

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

Service Plans - Actions Status Q2

Q2 Commercial Service Plans 2019/2022

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



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

Outstanding Service Plan Actions 2019/2022

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

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

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

Outstanding Service Plan Actions 2018/2019

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

Internal Audit - Actions Status Q2

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

Complaints Q2

Q2 19-20 Commercial Services - Level 1 Complaints

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

Q2 19-20 Commercial Services - Level 2 escalations

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

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

Finance – Q2 update

General Fund Account

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

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

5. Service Dashboard – Housing Delivery & Communities

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

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

Head of Service summary: Q2

Communities

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

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

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

Housing Delivery

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

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

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

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

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

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

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

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

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

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

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

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status

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

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

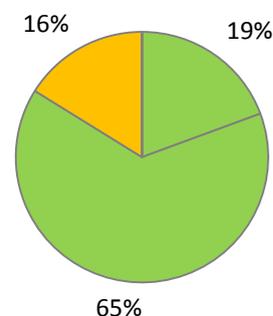
HD4 Number of affordable homes delivered (gross) during Q2:

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

Service Plans - Actions Status

Q2 Housing Strategy & Delivery Service Plan 2019/2022

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



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

Outstanding Service Plan Actions 2019/2020

Project Business as usual

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

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

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

Internal Audit - Actions Status Q2

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

Complaints – Q2 update

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

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

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

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

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

Finance – Q2 update

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

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

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

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

6. Service Dashboard – Housing Operations

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

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

Head of Service summary: Q2

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

Hugh Wagstaff, Head of Housing Operations

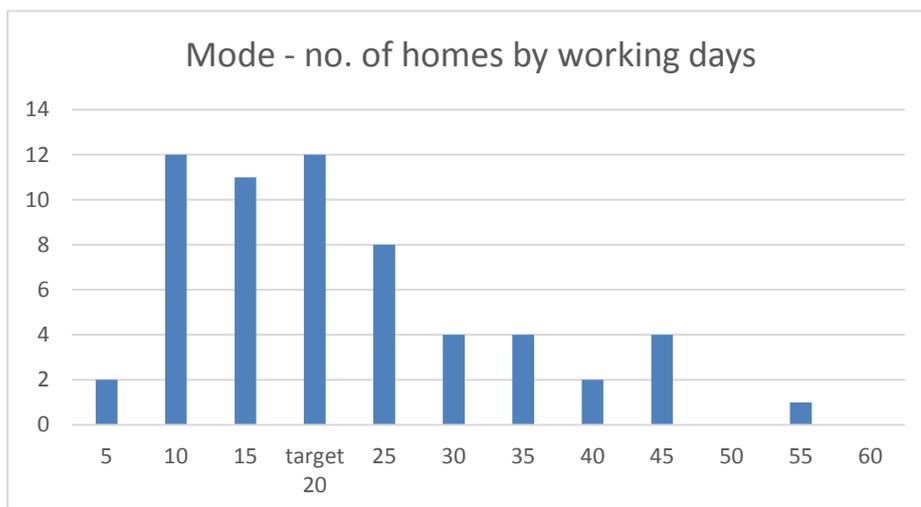
Performance Indicators Status

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

Comment:

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

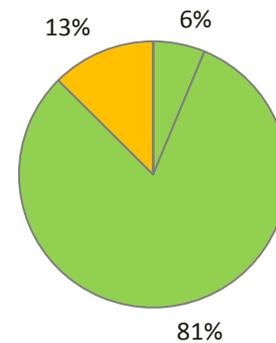
60 homes were relet in Q2 with an average of 22 working days. The performance has improved with 62% of homes let within target in the quarter. The mode performance demonstrates that only five homes took more than eight working weeks. As the backlog is cleared and processes embedded the team are optimistic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



Service Plan - Actions Status Q2

Q2 Housing Operations Service Plans 2019/2022

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



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

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

Outstanding Service Plans Actions 2019/2022

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

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

Internal Audit - Actions Status Q2

Comment:

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

Complaints Q2

Q2 19-20 Housing Operations - Level 1 Complaints

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

Q2 19-20 Housing Operations - Level 2 escalations

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

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

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

Finance – Q2 update

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

General Fund Comment: No areas for concern.

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

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

7. Service Dashboard – Business Transformation & Corporate

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

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

Head of Service summary:

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

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

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

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

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

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

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

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

David Allum
Head of Business Transformation

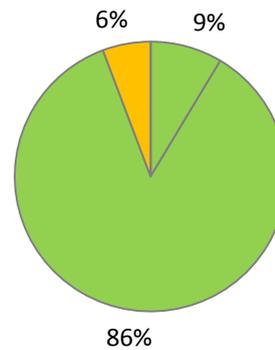
Performance Indicators Status Q2

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

Service Plan - Actions Status Q2

Q2 Business Transformation Service Plan 2019/2022

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



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

Outstanding Service Plan action 2019/2020

Business as usual | Project

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

Outstanding Service Plan action 2018/2019

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

Internal Audit - Actions Status at Q2

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

Complaints – Q2 update

Q2 19-20 Business Transformation - Level 1 Complaints

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

Q2 19-20 Business Transformation - Level 2 escalations

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

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

Finance – Q2 update

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

Comment:

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

8. Service Dashboard – Finance and Property Investment

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

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

Head of Service summary:

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

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

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

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

Peter Vickers, Head of Finance and Property

Performance Indicators Status Q2

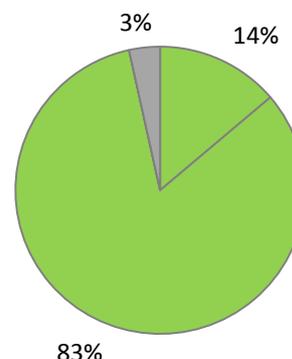
KPI	Description		Q2 18-19	Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q2 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	13	13	11.4	12	18	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)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

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

Service Plans - Actions Status Q2

Q2 Finance Service Plan Actions 2019/2022

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



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

Outstanding actions from 2019/20 Service Plan

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

Internal Audit - Actions Status Q2

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

Complaints Q2

Q2 19-20 Finance - Level 1 Complaints

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

Q2 19-20 Finance - Level 2 escalations

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

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

Finance– Q2 update

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

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

9. Service Dashboard – Policy & Governance

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

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

Head of Service quarterly feedback:

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

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

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q2

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

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

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

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

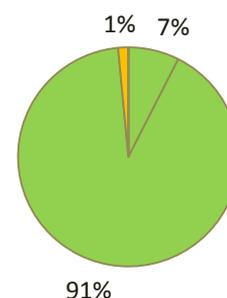
Waverley's complaints escalation process:

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

Service Plans - Actions Status Q2

Q2 P&Gov Service Plans 2019/22

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



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

Outstanding Actions from Service Plans 2019/2020

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

Outstanding Actions from Service Plans 2018/2019

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

Internal Audit - Actions Status Q2

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

Complaints Q2

Q2 19-20 Policy and Governance - Level 1 Complaints

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

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

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

Finance – Q2 update

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

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