

Corporate
Performance Report
Q3 2019/20
(October–December 2019)

Final version



Report Publication Date: 6 March 2020

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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 – Q3 2019/20

Q3 Chief Executive's summary:

This Quarter 3 report provides a performance overview for the period October to December 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:

- Service and financial plans are largely on track, albeit with some areas of risk outlined in more detail in this report.
- A snap General Election was called for 12 December and then managed successfully at the most challenging time of the year.
- As requested by the Council, officers continued to develop a plan to meet the climate emergency target of net carbon neutrality by 2030.
- We mobilised major new contracts for waste, recycling, street cleaning and grounds maintenance.
- The Court of Appeal supported emphatically the Council's Local Plan Part 1 and the challenge to the Council was not successful.
- The Council approved an Article 4 Direction in Godalming to help protect offices from being converted to flats.
- A new Communications and Engagement Strategy was agreed by Full Council.
- The periodic polling place review concluded and was approved by Full Council, to take effect at the scheduled May 2020 election for the Surrey Police and Crime Commissioner.
- The Council and its specialist contractors continued to tackle the incidence of non-pneumophila legionella in a property, with some positive progress.
- The criminal investigation that the Council invited into historical air quality data resulted in a conviction.
- Brexit 'no deal' preparations continued and were then abandoned, both as directed by the Government.
- We were greatly saddened at the sudden passing of Cllr Jack Lee, who, in his short time on the Council, impressed all with his dedication to the community and his good humour.

The quarter has seen some momentous decisions and projects, and I am proud of the staff team for bringing so many important initiatives to fruition while providing high quality services every day.

Particular issues for attention in quarter 4 are:

- Agreeing a climate emergency action plan, with the lobbying for funding and Government support to make it achievable.
- Agreeing and implementing a balanced budget for 2020/21, in challenging financial circumstances and amid continuing uncertainty from Government about its strategy for sustainable public services.
- Continuing to implement our business transformation, customer service and commercial projects that are each crucial elements of our financial plan.
- Progressing with Local Plan Part 2, and the Farnham Neighbourhood Plan referendum.
- Progressing the Farnham strategic plan project, in collaboration with the community and the town and county councils, to improve air quality and traffic, and to agree a long-term vision for the borough's largest settlement.
- Continuing our housing projects and seeking opportunities to develop new truly-affordable homes.
- Bringing forward options for the future of our leisure and housing maintenance services.

The Council continues to perform very well in challenging times and is setting out strategies and plans to put valued local services on a more sustainable footing. As Government policy is such a key factor in this, we will be increasing our lobbying efforts and seeking alliances with others to support our future plans and corporate strategy.

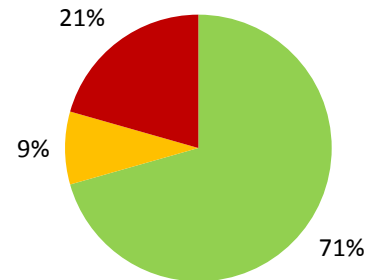
Tom Horwood, Chief Executive

Performance Indicators Status

Q3 All Corporate KPIs

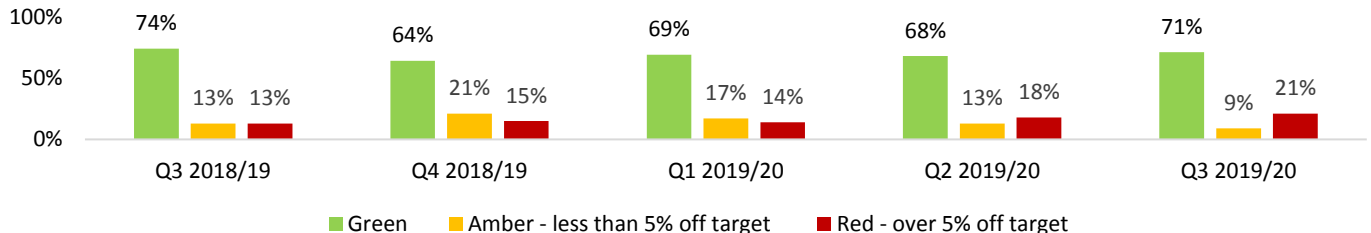
Total	100%	34
Green	71%	24
Amber - less than 5% off target	9%	3
Red - over 5% off target	21%	7

Data only / Not available	N/A	16
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Comment: In the third quarter 71% of indicators performed on target. The annual trend analysis has been included in the chart below. The service specific dashboards contain further details on underperforming indicators, including corrective actions where appropriate.

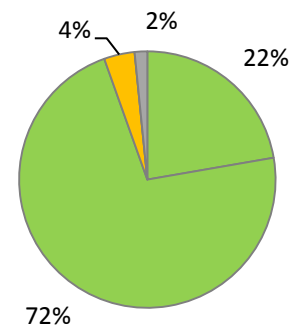
Performance Indicators - % per status
Q3 2018/19 - Q3 2019/20



Service Plans - Actions Status

Q3 update on all Service Plans 2019/2022

Total	100%	440
Completed	22%	98
On track	72%	318
Off track - action taken / in hand	4%	17
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	2%	7



Comment: At the end of the third 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 remit of the Audit Committee, 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 26 November 2019.

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

Complaints Q3 2019/20

Q3 2019-2020 (1 October 2019 - 31 December 2019)

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Business Transformation	0	0	n/a	0	0	n/a		
Commercial	5	5	100%	0	0	n/a		
Environment	18	16	89%	6	5	83%		
Finance & Property	7	5	71%	1	1	100%		
Housing Operations	18	12	67%	7	6	86%	1	No maladministration found
Housing Delivery and Communities	2	2	100%	0	0	n/a		
Planning & Economic Dev	13	13	100%	1	1	100%	2	Both closed after initial enquiries with no further action
Policy & Governance	0	0	n/a	1	1	100%	1	Closed after initial enquiries with no further action.
Total	63	53	84%	16	14	88%		

Total Complaints	79
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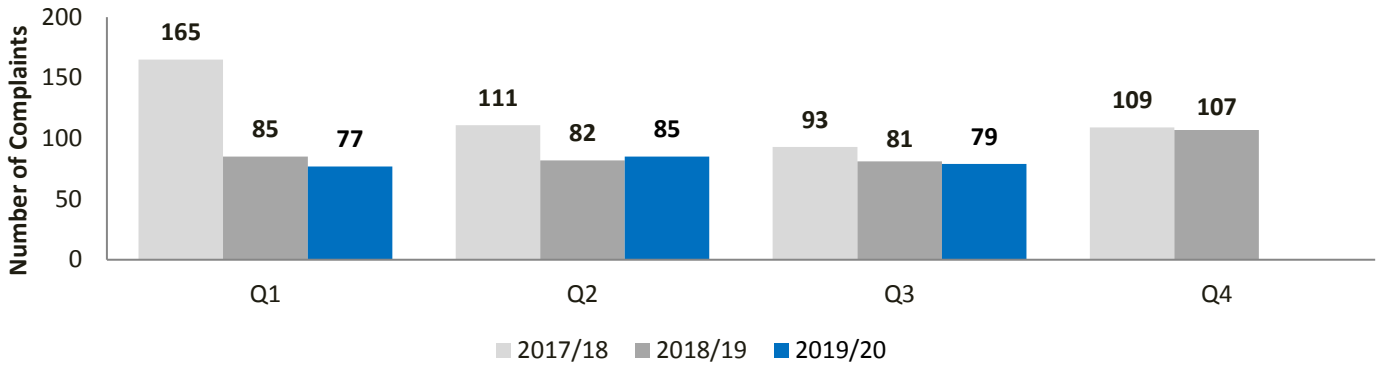
	Response Rate	Target	Status
Level 1	84.13%	95%	over 5% off target
Level 2	87.50%	95%	over 5% off target
Total	85.81%	95%	over 5% off target

*Details of Local Government & Social Care Ombudsman Decisions can be found on: <https://www.lgo.org.uk/decisions>. Housing Ombudsman doesn't currently publish their decisions.

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, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart below illustrates the three yearly complaints trends analysis, with an average lower number of complaints received compared to previous years.

Total Number of Complaints

1 April 2017 - 31 December 2019

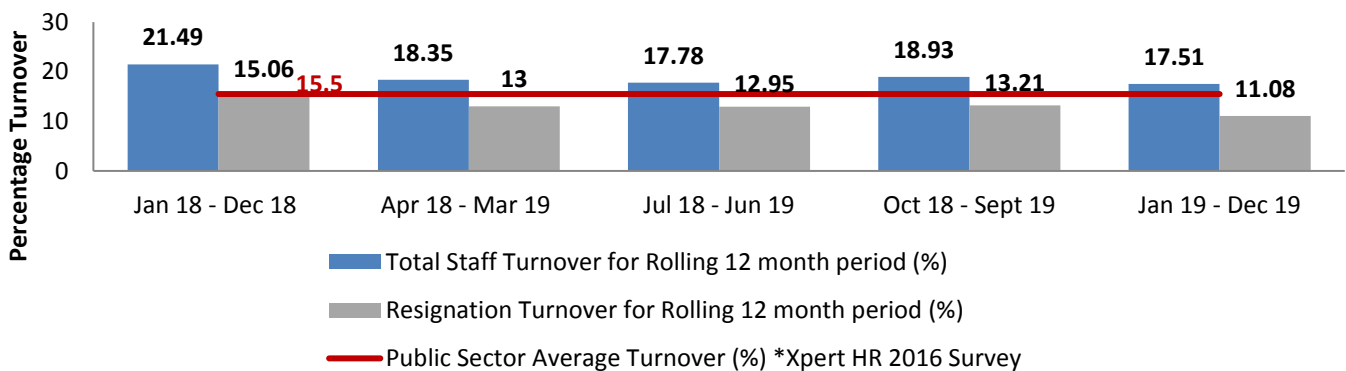


Workforce data – Corporate Level Q3

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 %

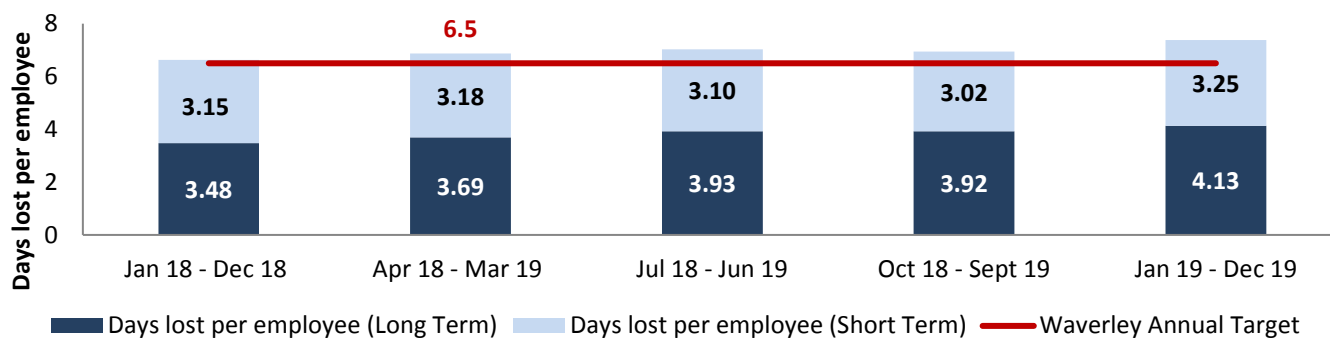
Rolling 12 months - Q3 2018/19- Q3 2019/20



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.

Absence Data

Rolling 12 months - Q3 2018-19 to Q3 2019-20



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 third quarter the sickness level has slightly increased compared to quarter two. 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) – Q3 2019/20

Section 151 Officer summary Q3 2019/20:

Budget Position

I have reviewed the position against budget at the end of the third 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 significantly short against budget. Planning income has fallen short of budget for three consecutive years so the budget level is being reviewed, also Waverley is experiencing a continued reduction in the number of applications from the previous year. An audit of planning income is underway to provide assurance on the controls and accounting framework in this area. Building Control income continues to show signs of recovery and 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 Medium Term Financial Plan (MTFP) delivery

A balanced budget for the current year 2019/2020 was approved by the Council in February 2019, however, in order to address the projected budget shortfall between 2020 and 2024, the Council has developed a [MTFP 2020-24](#) Budget Strategy for this period. Preparatory work for its execution is underway under the main themes of

- cost review
- property investment
- income generation through our commercial review
- Business Transformation Programme of council services.

For further details please refer to the [Full Council meeting from the 18 February 2020](#).

Q3 2019-20

General Fund Account				
Services	Approved Budget £'000	Variance £ '000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,596	-12	0%	Favourable
Income	-446	-84	19%	Favourable
Business Transformation Total	3,150	-96	3%	Favourable
Commercial				
Expenditure	6,736	-222	3%	Favourable
Income	-5,249	242	5%	Adverse
Commercial Total	1,487	20	1%	Adverse
Environment				
Expenditure	8,611	-21	0%	Favourable
Income	-7,408	-72	1%	Favourable
Environment Total	1,203	-93	8%	Favourable
Finance & Property				
Expenditure	31,143	21	0%	Adverse
Income	-29,188	243	1%	Adverse
Offset transfer from void provision	0	-395	-	-
Finance & Property Total	1,954	-131	7%	Favourable
Housing Operations				
Expenditure	22	0	0%	-
Income	-22	0	0%	-
Housing Operations Total	0	0	0%	-
Housing Delivery & Communities				
Expenditure	2,630	-109	4%	Favourable
Income	-680	0	0%	-
Housing Delivery & Communities Total	1,950	-109	6%	Favourable
Planning & Economic Development				
Expenditure	3,607	-68	2%	Favourable
Income	-1,812	549	30%	Adverse
Planning & Economic Development Total	1,795	481	27%	Adverse
Policy & Governance				
Expenditure	3,840	-122	3%	Favourable
Income	-986	27	3%	Adverse
Policy & Governance Total	2,854	-95	3%	Favourable
General Fund Total	14,393	-23	0%	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £ '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	20,215	-1,024	5%	Favourable
Income	-30,321	593	2%	Adverse
Housing Operations Total	-10,106	-431	4%	Favourable
Housing Delivery & Communities				
Expenditure	696	-67	10%	Favourable
Income	-1	-7	714%	Favourable
Housing Delivery & Communities Total	675	-74	11%	Favourable
Housing Revenue Account Total	-9,411	-505	5%	Favourable

Grand Total GF & HRA	4,982	-528	11%	Favourable
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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 – Q3 2019/20

Q3 Head of Service summary:

Key actions and issues:

- Planning applications processing has met all required targets for major, minor and other categories – other than in respect of KPI P1 relating to the ‘Planning Guarantee’ (i.e. the percentage of all planning applications determined within 26 weeks). Q3 output was 401 out of 406 applications determined within the ‘guarantee period.’ However, performance in this regard is consistently hovering around the 99% mark and is not considered to be an issue of significant concern at the present time.
- Overall application numbers and income from fees continue to reduce and we are projected to fall well-below our income target for the year. This is mainly due to matters outside of our direct control and may be, in part, a reflection of the impact of economic uncertainty nationally due to Brexit and the state of the world economy generally. The introduction of our CIL Charging Schedule in March 2019 may have also been an influencer – noting that in Q4 2018/19 we determined 477 applications (as opposed to 406 in Q3 2019/20) suggesting that many applications were pushed through in advance of CIL taking effect. The Planning Service is not able to set its own application fees to ensure cost recovery, as these are set nationally, but we do need to look critically at our charging structure for non-statutory functions, such as providing pre-application advice, hard copies of documents, etc. An internal audit of planning fees for the 2020/21 financial year will be undertaken shortly, with the draft report expected at the end of April 2020.
- A new Local Development Scheme has been published in January 2020 that includes an updated timetable for the preparation of Local Plan Part 2 (LPP2). The timetable is challenging, with the Reg.19 Consultation Draft of the LPP2 due to be considered by Full Council on 21 April 2020. If approved by Council, the 6-week public consultation will take place in May/June of this year, with an Examination to follow in late 2020/early 2021. Formal adoption is anticipated in late Spring/early Summer 2021. The Planning Policy team is working hard to meet the reporting deadlines as the draft will, in turn, need to go to O&S, Executive, and then on to Full Council. LPP2 will include some additional housing allocations for Milford/Witley and Haslemere. A focused green belt assessment has been commissioned in respect of the two former settlements and discussions are ongoing with Haslemere Town Council and the Ward Councillors regarding proposed allocations for the latter. LPP2 will include updated Development Management policies to replace the ‘saved policies’ from the adopted 2002 Waverley Local Plan and to take account of the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG). These will include further focus on addressing the Climate Change Emergency that the Council declared in autumn 2019.
- Planning Performance Agreements are in place for the Milford Golf Course and Woodside Park proposed development, as well as for Dunsfold Aerodrome.

- The Planning Policy team continues to support the preparation and examination of Neighbourhood Plans in Farnham (referendum scheduled for 12 March 2020), Cranleigh, Alfold, Ewhurst, Chiddingfold and Witley.
- A Housing Delivery Action Plan (HDAP) has been prepared, to include information regarding housing starts, completions and performance. This is required in connection with the new Housing Delivery Test.
- Contractor activity has ceased on the Woolmead development in East Street, Farnham, but a S73 (Minor Material Amendment) application to reduce the overall level of car-parking to serve the development has now been submitted and is under consideration.
- Work continues apace on implementation of the Brightwells scheme.
- Good progress made on the introduction of the Horizon IT programme for Development Management with Statmap, with rollout scheduled for July 2020. It is believed this will reduce double-handling of data and help address the current significant delays in validating applications, which has a negative knock-on impact on our performance against KPIs P1, P2, P123, P151 and P153 (see table below).
- 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. A draft report is in preparation.
- We have initiated a process review of technical and administrative support to the Development Management function; to include customer service and an integrated support approach. The Customer Service Centre is due to be rolled out in the autumn and will encompass planning.
- Appeals performance overall in Q3 was disappointing and we are putting measures in place to improve our chances at appeal and to have a more collegiate approach to defending our decisions across Development Management and Planning Policy. A comprehensive review of appeals costs and performance was taken to the Environment and VFM & Customer Services O&S Committees in January 2020.
- The Appeal Court decision on Local Plan Part 1 was quashed and the LPP1 has full weight as part of the development plan.
- Our 5 year Housing Land Supply is coming under significant pressure, with numerous challenges from developers/applicants at planning appeals. We are proactively undertaking further detailed work to seek to demonstrate a 5 year supply and are seeking counsel's advice on calculation methodology, given some inconsistencies in recent appeal decisions.
- Positive discussions with Dunsfold Aerodrome Limited have started again with a number of Planning Performance Agreement meetings and Workshops scheduled for Q4 2019/2020 with the aim of the masterplan being submitted early in the next financial year.

Zac Ellwood, Head of Planning & Economic Development

Performance Indicators Status Q3

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99.3%	99.0%	99.5%	98.9%	98.8%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	100.0%	92.3%	85.7%	81.8%	86.7%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	93.4%	94.3%	94.4%	92.8%	92.2%	80.0%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	90.3%	93.6%	97.1%	94.7%	91.2%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	93.1%	92.4%	79.4%	86.2%	94.1%	80.0%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	39.6%	38.5%	46.7%	41.3%	40.7%	30.0%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	7.4%	6.3%	7.1%	8.0%	12.5%	10.0%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.5%	1.6%	3.5%	3.1%	2.4%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	81.3%	64.2%	93.2%	86.4%	97.6%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	100.0%	90.5%	98.1%	100.0%	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%	31.75%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	New KPI introduced from Q1 2019/20		14.0	20.0	11.0	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	(2018/19 - annual backlog 373 / 590)		-133.0	-260.0	-396.0	441
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	New KPI introduced from Q1 2019/20		80.0	108.0	184.0	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	(2018/19 - annual backlog 244 / 590)		-67.0	-106.0	-69.0	441

* 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: Q3 All statutory indicators performed above target. A handful of local indicators performed off target and further details are set out below:

P1 – represents 401 out of 406 applications determined within 26 weeks – as set out in the Q3 summary above, this is not considered to be a particular area of concern at this time. However, the Planning Guarantee does involve the potential for application fees to be refunded upon demand, so it cannot be overlooked entirely, particularly at a time when our overall fee receipts have dropped significantly.

P3 – this cumulative local indicator represents 33 appeals allowed or allowed in part out of 81 appeal decisions to date, during 2019/20. Overall appeals performance is disappointing and is consistently hovering around the 40% mark, as opposed to national averages of around 30% of all planning appeals being allowed. A comprehensive review of appeals costs and performance was taken to the Environment and VFM & Customer Services O&S Committees in January 2020 with a number of suggested actions that were welcomed by Councillors. We are also putting measures in place to improve our chances at appeal and to have a more collegiate approach to defending our decisions across Development Management and Planning Policy

LP152 – Q3 was a particularly difficult quarter in terms of three major appeals having been allowed in the quarter, taking our cumulative performance to 5 out of 40 major appeal decisions going against the Council in the year to-date (12.5%). However, the government assessment of this KPI in terms of identifying potential 'standards authorities' is calculated over a 2-year rolling period, as opposed to annual, and our outturn performance in 2018/19 was just 6.25% (5 out of 80 major decisions) meaning our 2 year rolling performance is currently standing at 8.33% (i.e. 10 out of 120 major decisions being allowed on appeal)

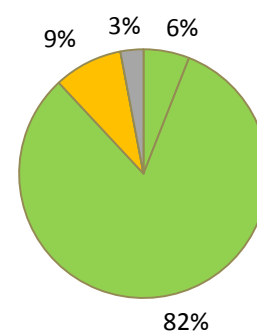
P7 – Housing commencement performance is still disappointing, but is largely out of the control of Waverley BC in its capacity as local planning authority. This does, however, impact on the national Housing Delivery Test and upon our 5 year housing land supply, so we need to be more proactive with developers in seeking to bring forward sustainable and policy-compliant development. The 2020/21 Service Plan touches on this.

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plans - Actions Status

Q3 Planning Service Plans 2019/2022

Total	100%	67
Completed	6%	4
On track	82%	55
Off track - action taken / in hand	9%	6
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	3%	2



Q3 Comment

The table above presents the progress status of Service Plan actions for this service area at the end of Q3 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) and negotiations continue with the contractor to rectify and it is coming back on track.

Outstanding action from Service Plan 2019/2020						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Action taken to rectify
Outcome 6.	New IT system is implemented					
P6.1	Scoping of project completed (transferred from Service Plans 2018/19, action ref. SP18/19P1.1)	01/03/19	Development Manager (BHS)	Off track - action taken	01/07/20	Q3 2019/20 update. 80% Completed. Go Live date proposed to be 1 July 2020. Migration, testing and training proposed to take place over April, May and June. New due date 01/07/2020.
P6.2	Test phase carried out and completed	01/06/19	Development Manager (BHS)	Off track - action taken	01/07/20	Q3 2019/20 update. As per above
P6.3	Training for all Officers/users	01/07/19	Development Manager (BHS)	Off track - action taken	01/07/20	Q3 2019/20 update. As per above
P6.4	New system implemented for Development Management/Enforcement	01/08/19	Development Manager (BHS)	Off track - action taken	01/07/20	Q3 2019/20 update. As per above
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 (ES)	Off track - action taken	31/03/20	Q3 2019/20 update. Arrangements underway to organise Town and Parish Council forums. Procedures being updated to highlight importance of engaging with Members throughout pre-application, application and post-decision processes. Revised due date 31/03/2020
P9.5	Scope parameters of the Systems thinking review of processes. (transferred from Service Plans 2018/19, action ref. SP18/19P1.3)	31/08/19	Head of Planning Services (ES)	Cancelled	N/A	Q3 2019/20. Cancellation comment: This action will no longer be pursued due to change of priorities in the service. New improvement approach has been included in the Service Plans for 2020/21.
P9.6	Systems Thinking review undertaken and actions implemented. (transferred from Service Plans 2018/19, action ref. SP18/19P1.3)	31/08/19	Head of Planning Services (ES)	Cancelled	N/A	Q3 2019/20. Cancellation comment: This action will no longer be pursued due to change of priorities in the service. New improvement approach has been included in the Service Plans for 2020/21.

Outcome 19.	Suitable communication channels to reach businesses, investors and homeworkers are developed					
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	Q3 2019/20 update: The Springhead and River Wey Conservation Area Appraisal is on track for being adopted by April 2020. The forward programme for delivering CAAs is currently under review and it is expected that a new CA designation for the Shepherd & Flock Roundabout will be brought forward as the next CAA.
Outcome 22.	Suitable communication channels to reach businesses, investors and homeworkers are developed					
P22.1	Development of external website hub and regular e-newsletter to increase awareness of Council's support of business	31/07/19	Economic Development Project Officer (GD)	Complete	N/A	Q3 2019/20 update: Completed Dec 2019. Newsletter completed, takes place regularly.
Outcome 24.	Support healthy town centres by working closely with the local chambers and town clerks					
P24.1	Fund a Business Improvement (BID) feasibility study for the four town centres	01/07/19	Economic Development Partnerships Officer (CK) /Community Service Manager (KW)	Complete	N/A	Q3 2019/20 update: Completed. Researching request for further loan funding 2020.
Outcome 25	The actions of the Economic Development Strategy Action Plan (2018 - 2020) are delivered and monitored					
P25.2	Present performance indicators of action plan to Overview and Scrutiny annually.	30/11/19	Economic Development Project Officer (GD)	Complete	N/A	Q3 2019/20 update: This action will be completed at the end of March 2020.

Internal Audit - Actions Status Q3

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

Complaints Q3 update

Q3 19-20 Planning and Economic Development - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	11	20	18	10	13	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	19	15	7	13	Data only

Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	36.36%	95.00%	83.33%	70.00%	100.00%	95.00%
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Q3 19-20 Planning and Economic Development - Level 2 escalations

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	6	10	11	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	5	6	9	10	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	83.33%	100.00%	90.00%	90.91%	100.00%	95.00%

Comment: The Service met the Level 1 and Level 2 targets for response rates in 100% of cases, albeit it is acknowledged that there was an unusually small number of Level 2 complaints within the quarter.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Planning & Economic Development				
Expenditure	3,607	-68	2%	Favourable
Income	-1,812	549	30%	Adverse
Planning & Economic Development Total	1,795	481	27%	Adverse

Comment: Our Q3 expenditure has been managed successfully, partly as the result of vacancies not being filled immediately and more prudent use of consultants and agency staff.

There was reduced development activity as a result of wider economic circumstances. Overall application numbers and income from fees continued to reduce in Q3 and we are projected to fall well-below our income target for the year. This is mainly due to matters outside of our direct control and may be, in part, a reflection of the impact of economic uncertainty nationally due to Brexit and the state of the World economy generally. The introduction of our CIL Charging Schedule in March 2019 may have also been an influencer – noting that in Q4 2018/19 we determined 477 applications (as opposed to 406 in Q3 2019/20) suggesting that many applications were pushed through in advance of CIL taking effect.

The Planning Service is not able to set its own application fees to ensure cost recovery, as these are set nationally, but we do need to look critically at our charging structure for not statutory functions, such as providing pre-application advice, hard copies of documents, etc.

An internal audit of planning fees for the 2019/20 financial year will be undertaken shortly, with the draft report expected at the end of April 2020.

Discussions are continuing with Business Transformation with regard to the introduction of systems which will increase efficiencies and lead to lower staff resource requirements. As the new Head of Service, I will be looking critically at our staffing needs across the board, particularly if fee income continues to reduce/stagnate.

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 – Q3 2019/2020

Q3 Head of Service summary:

- Qtr. 3 has been an extremely busy period with the new refuse, recycling and street cleaning contract, work on the parking strategy and progress on a number of projects whilst work has also continued on planned work programmes.
- The Council has recently mobilised a long term contract with Biffa Municipal for the supply of refuse, recycling and street cleaning services which started on 2 November 2019. As part of this mobilisation, there were changes to the kerbside service which presented some challenges. This was due to the introduction of new food waste only vehicles and new food waste collection rounds.
- These allowed Biffa to ensure operational efficiencies by having to tip less frequently, and reduce the mileage and travel time associated with tipping. It is fair to say that although every household was informed of this change, it did generate a high level of queries and reports of missed bins, particularly where people were calling to report that their recycling or residual waste bin had been emptied, but their food waste caddy had not. In reality the food waste vehicle had not arrived at their address by the time of their call but was following on later in the day. To mitigate some of the operational time pressures, Biffa introduced additional vehicles to support food waste collections a week into the start of the contract. This meant that for up to four weeks at the start of the contract food waste rounds were being changed and balanced to ensure consistent workloads across the rounds. Drivers were therefore having to learn new rounds and locate properties new to them, particularly in rural areas. This is not uncommon at the start of a contract, and generally as an industry it would be expected that with any significant change such as this, the collections would take around 10-12 weeks to settle down.
- Christmas arrived closely behind these changes to food waste collections, just 7 weeks into the start of the contract. In spite of a comprehensive communications plan being delivered, the changes to collection days over Christmas combined with a lack of tipping facilities preventing Sunday working, certainly compounded the levels of complaints and delayed the recovery after Christmas.
- The level of performance is much improved currently, however, we will be going into another period of change from the end of February when we carry out the route optimisation.
- On the parking scene, the strategic review of parking is continuing and the Base Case report has been circulated to all councillors. Work is progressing on the proposals going forward and development of the overall strategy.
- Consultants appointed for Weyhill Fairground car park are continuing to refine 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 specifications have been agreed 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. Tenders have now been invited for the work. Discussions are also underway with Crest Nicholson on 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).

- Following the MPs air quality summit in Farnham, work has begun by Surrey County Council, Farnham Town Council and Waverley Borough Council on developing ideas to address the air quality issues in Farnham. This work will continue through the Air Quality Steering Group and the Farnham Air Quality Working Group. We now have a full 12 month's data for 2019 and work will begin on preparation of the 2020 Annual Air Quality Status Report.
- The Public Space Protection Order No2 in relation to dog controls has been adopted by Council and took effect on 1 January 2020. Minor changes to the restrictions in some areas are under discussion following feedback from councillors and residents. A low key targeted approach to enforcement is being applied based on reports of problems from residents.
- 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. Discussions are under way on a county wide basis regarding potential transit sites which will strengthen our ability to deter unauthorised encampments.
- 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: Rejection rates for Dry Mixed Recyclables (DMR) continue to be a concern and the problems with abuse of the Household Recycling Centres is a significant factor. A separate report on "Household Recycling Centre issues and proposals" will be presented to this committee in due course. Work continues with the contractor to identify contamination of household DMR collections and the use of bin hangers and warning letters to those who present contaminated bins.

Missed bin rates have increased since the start of the new contract. A report has been prepared on the performance of the new contractor over Christmas 2019 and has been circulated to all councillors. Performance has been affected by a combination of contract mobilisation, the introduction of new food waste collection rounds with crews unfamiliar with the area, revised Christmas collection arrangements and tipping facilities not being available on Sundays over the Christmas period.

The change of the contractor has affected the receipt of data for the waste, recycling and reject rate (ref. indicators E1, E NI 191, E NI 192), with delays in obtaining these figures from Surrey Waste Partnership experience across the county. The situation is monitored closely.

The current indicator E4 has been discontinued as it reflected performance of the previous contractor, and will be replaced by two new indicators to reflect the new performance measurement method used by the new contractor, splitting monitoring of refuse and recycling missed bins from missed food collections, as these are now done by different vehicles and as such counted separately. The data is being collected and will be included in this report once the mobilisation period and rounds rearrangement has been completed and a "new normal" has been established.

Proposed changes to KPI set for 2020/2021. There are three new proposed indicators to be introduced from 1 April:

- 1) Number of refuse and recycling missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 2) Number of food waste missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 3) Number of fly tipping incidents in a quarter - **Data only** – (**data already collected for LG Inform**)

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	10.0%	8.1%	7.4%	7.8%	Awaiting data	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	2.0	2.0	2.0	2.0	1.3	2.0
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	90.0%	90.0%	93.0%	89.0%	90.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	22	40	24	21	Discontinued – to be replaced by new set of KPIs	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)	%	100%	81.0%	84.0%	82.0%	93%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	90.6	90	86.5	87.5	Awaiting data	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	59.0%	54.0%	60.4%	57.8%	Awaiting data	54.0%

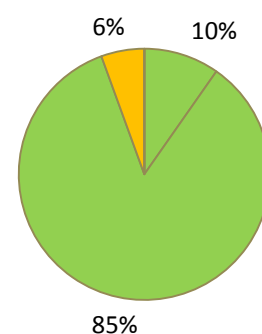
Air Quality

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

Q3 Environment Service Plan Actions 2019/22

Total	100%	72
Completed	10%	7
On track	85%	61
Off track - action taken / in hand	6%	4
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 details on outstanding and completed actions from this and the previous year have been listed below including further details on their progress.

Outstanding actions for Service Plans 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 3.	Team Projects 2019/2022 - Environmental Health					

SP19/20 ES3.2	Contribute and monitor progress on the Surrey Air Alliance Schools Air Quality Programme in respect of participating schools in Waverley. Review progress at stakeholder meetings	31/12/19	Environmental Health Manager (VB)	Complete	30/09/20	Q3 2019-20 update. The Programme has been extended and WBC is part funding. The extended programme will run until Sept 2020. Six WBC schools are participating in the programme. Updates will be given to the Air Quality Steering Group.
SP19/20 ES3.4	Once the modelling project is complete (ES 3.3) develop a revised Air Quality Action Plan with stakeholders to reduce emissions to air and improve air quality. Review progress at stakeholder meetings	31/12/19	Environmental Health Manager (VB)	Off track - action taken	31/06/20	Q3 2019-20 update. The draft modelling report is being considered by Surrey Air Alliance. A further interpretive report is being commissioned. The report will be used to inform the revised Air Quality Action Plan which will be shared with the Air Quality Steering Group.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 4.	The standard of performance of the current waste, recycling and street cleaning contractor during the final year of the contract is maintained.					
SP19/20 ES4.1	Maintain close working relationship with the contractor and hold regular performance review meetings to ensure the existing high level of performance is maintained for the remainder of the contract	31/10/19	Environmental Services Manager (JCP)	Complete	N/A	Q3 2019-20 update. Pressure was maintained on the outgoing contractor to maintain performance until the end of the contract.
Outcome 5.	Improved customer satisfaction with waste, recycling and street cleaning services.					
SP19/20 ES5.2	Monitor street cleaning performance to ensure 100% of scheduled street cleans take place on time. When inspected, at least 90% of street cleans carried out to be graded as grade A (immaculate) or B (small levels of detritus)	31/10/19	Environmental Services Manager (JCP)	Off track - action taken	N/A	Q3 2019/ 20 update. In Q3 90% of streets were graded as A or B so this target is well on track.
SP19/20 ES5.3	Work with contractors to ensure missed collections per week do not exceed 40 per 104,000 collections.	31/10/19	Environmental Services Manager (JCP)	Off track - action taken	N/A	Q3 2019/20 update. The level of performance dipped when Biffa took over the contract- this is explored more in the performance report and in the appended detail. However, the main reasons for this were changes to the food waste services, and collections being operated on separate vehicles, meaning new rounds, new crews on food waste, leading to much higher than expected missed caddy collections.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify

Outcome 10.	Improve local arrangements to support the Councils legal responsibility under the Civil Contingencies Act (CCA) 2004 to provide Emergency Planning					
SP19/20 ES10.1	Work with Surrey Local Resilience Forum for the combined development of recovery and response planning within the Borough of Waverley.	01/10/19	Emergency Planning Officer	Complete	N/A	Q3 2019/20 update. Waverley is now represented at the Resilience Forum and a local emergency group for emergency planning, in order to participate in development of the combined recovery and response plan. Waverley's Emergency Planning Officer will represent local authorities at the next COMET emergency exercise taking place in May 2020.
SP19/20 ES10.2	Review/update and deliver appropriate contingency plans on time.	01/12/19	Emergency Planning Officer	Complete	N/A	Q3 2019/20 update. The Flood plan has been fully updated. The work will continue in the new financial year through new Service Plans 2020/21 to deliver the review of the overarching emergency plan.
Outcome 11.	Continue to build and grow Waverley's Business Continuity Management Planning					
SP19/20 ES11.1	Embed into the organisation Business Continuity Management - regular training and exercising	01/12/19	Emergency Planning Officer	Off track - action taken	29/05/20	Q3 2019-20. All but one service completed their business impact analysis in preparation for the review of business continuity procedures, followed by training and exercises. An additional couple of months are required for full completion.
Outcome 12.	Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act					
SP19/20 ES12.2	Monitoring and investigating accidents and near misses. Identifying trends and implementing control measures to reduce direct and indirect costs to the Organisation.	31/03/19	Emergency Planning Officer	Complete	N/A	Q3 2019-20 update. The ongoing monitoring and investigation of accidents and near misses is now well established with the use of an internal "ReportIt!" system available to all staff.

Outstanding action for Service Plans 2018/19

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP18/19E S3.3	Introduction of Public Space Protection Orders (PSPO) for dog issues and anti-social behaviour in partnership with Surrey Police.	31/12/18	Enforcement Team	Complete	10/12/19	Q3 2019/20 update. Approved by the Full Council 10 December 2019.
SP18/19E S3.10	Implement a procedure and training programme for front line field officers for unauthorised encampments	31/12/18	Enforcement Team	Complete	31/08/19	Q3 2019/20 update. The action was completed on the 31/08/2019. Further training planned during 2020.

Internal Audit - Actions Status – Q3 update

Comment: At the end of Q3 there are no outstanding Internal Audit actions for this service area.

Complaints – Q3 update

Q3 19-20 Environmental Services - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	10	10	7	7	18	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	10	6	7	6	16	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100.00%	60.00%	100.00%	85.71%	88.89%	95.00%
Comment	Two Level 1 complaint responses slightly overdue as a result of complexity of answers required.							

Q3 19-20 Environmental Services - Level 2 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	3	2	3	6	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	3	2	3	5	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	66.67%	100.00%	100.00%	100.00%	83.33%	95.00%
Comment	One Level 2 complaint response overdue by 1 day as a result of ill-health of those preparing the response.							

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Environment				
Expenditure	8,611	-21	0%	Favourable
Income	-7,408	-72	1%	Favourable
Environment Total	1,203	-93	8%	Favourable

Comment: There are no areas of concern.

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 – Q3 2019/20

Q3 Head of Service summary:

This has been a great quarter for Waverley Training Services (WTS) who successfully passed their quality assurance assessment Matrix. This is a quality standard mark for information advice and guidance for learners, employers and parents, another external verification of the quality of provision offered by WTS. This quality is further demonstrated by the fact that the service is now offering more apprenticeships than ever before, well done all.

The Memorial Hall in Farnham continues to develop as a key community Hall in the area, hosting a variety of events from swing dancing, hairdressing, to wedding fayres and parties. The Borough Hall in Godalming hosted its first pantomime which created an exciting buzz within Godalming, another great success and recognition of the team's hard work.

Positive discussions have happened with our Towns and Parishes and we have agreed to begin the transfer of key land assets back to more local stewardship. We look forward to maintaining positive working relationships as we look to work closely together in partnership on place making projects across the Borough. An unsung area within Commercial services is that of the Tree Risk Management Team, a group who assess trees in our ownership to ensure the safety of our residents. One member of the team attained their Level 6 qualification in Arboriculture with a further member of team well on their way to achieving this as well. With this level of expertise we hope to be able to carry out further partnership working with our Towns & Parishes.

The Leisure team continue to manage our leisure contract well. The challenges of overseeing an ageing leisure centre such as Cranleigh are multiple and the team work well with our contractor to ensure the service continues to thrive. The next quarter looks to be one of progress for the leisure investment projects and I look forward to updating Councillors and members of the public soon.

The Cranleigh Friday Night Project has won the Active Surrey 'Active Community Project of the Year' award. The project was launched in November 2018 by the Leisure team in partnership with Places Leisure, and with funding from Active Surrey and Cranleigh Parish Council. It has exceeded all expectation attracting an average of 70 young people per week to take part in activities at Cranleigh Leisure Centre. This award is recognition of all the hard work of everyone involved.

Building Control continues to perform well this year whilst facing several IT challenges. This quarter has seen a new Team Leader start and we look forward to fully embedding the outcomes of the transformation project over the coming months. We will look to bring forward key performance indicators for the coming year.

This quarter is always a tough one for the clients of Careline, the cold weather can be hard for some of our vulnerable clients. The service took its highest numbers of calls reflecting these issues but it is pleasing to report that all calls were dealt with proactively and our clients were supported well throughout this period. The team also took it upon themselves to be available over the Christmas period to ensure, if required, that our equipment continued to operate effectively over this critical period.

This has been another positive quarter for the Commercial Services Team.

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q3

Comment: A good performance from all teams.

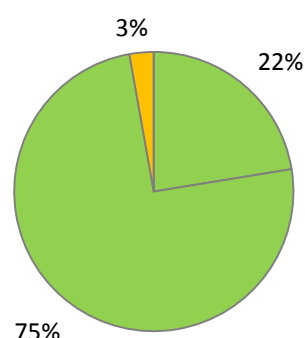
Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	473,507	502,964	506,862	459,216	464,452	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	6,112	6,559	5,886	5,570	6,070	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	98.7%	80.0%	Data not available	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	1,925	1,928	1,905	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	5,444	5,308	5,041	4,953	6,397	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)	%	82.1%	76.2%	78.6%	78.4%	77.3%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70.0%	69.0%	70.7%	75.7%	71.7%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	19	26	29	24	21	Data only

Service Plans - Actions Status Q3

Q3 Commercial Service Plans 2019/2022

Total	100%	107
Completed	22%	24
On track	75%	80
Off track - action taken / in hand	3%	3
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: The majority of the service plan actions are progressing on target for completion. The list of outstanding actions as well as those completed in the quarter can be found in the table below, with the comments on actions taken and where required new revised due dates.

Outstanding Service Plans Actions 2019/2020

Outcome 8. Delivery of high performing grounds maintenance service for the Council						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify

SP19/20CS8.2	Development of new Grounds Maintenance database is fully tested and commissioned to allow more effective contractual management.	01/11/19	Green Spaces Manager (ML)	Complete	N/A	The IT team needed to carry out additional work to ensure the Grounds Maintenance Database fully interacted with all other software applications.
Outcome 22. The service supports young people into work and education and is sustainable						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS22.3	Create a marketing and communication s strategy that increases learner and employer numbers	01/12/19	WTS Manager (AO)	Complete	N/A	This work was carried out in partnership with the Communications Team and is now completed. Apprenticeship numbers are currently at their highest ever.
Outcome 23. A service is created capable of achieving Ofsted Outstanding						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS23.1	Create a governance structure that effectively challenges the delivery of Waverley Training Services.	31/07/19	WTS Manager (AO)	Complete	N/A	The last quarter has seen the appointment of a critical friend to the governance group. Adding the final element to create an effective group
Outcome 24. Focus team direction with implementation of an overarching Leisure Policy						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS24.1	Review and update the Leisure Contract O&S review and produce an overarching Leisure policy	31/12/19	Leisure Contracts Manager (TM)	Complete	N/A	Written and completed.
SP19/20CS24.2	Leisure Policy adopted; via consultation with O&S and Executive	31/12/19	Leisure Contracts Manager (TM)	Complete	N/A	Completed
Outcome 28. Dementia friendly opportunities within our leisure facilities						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS28.1	Effective management and increased participation of skate park events in four population centres	31/08/19	Leisure Contracts Manager (TM)	Complete	N/A	All events organised and delivered with numbers at a record high.
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	Q3 Actions taken to rectify
SP19/20CS30.2	Negotiate financial return with Places Leisure	31/12/19	Leisure Contracts Manager (TM)	Complete	N/A	Negotiations finalised and legal documentation completed creating an improved financial position for the Council.
SP19/20CS30.5	Procure and appoint external building contractor/s to construct	31/12/19	Leisure Contracts Manager (TM)	Off track - action taken	TBC	Slight delay as adjusted facility mix needs to be agreed by Executive. Following this the appointments can be made.
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	Q3 Actions taken to rectify
SP19/20CS34.1	Implement agile working for Building Control	31/01/20	Building Control Manager (JC)	Off track - action taken	TBC	IT supplier is required. This will not be delivered until later this calendar year.
Outcome 37.	Delivery of Weyhill project					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS37.1	Oversee the successful relocation of key community groups such as St John; Guides; Scouts & Cadets	01/01/20	Head of Commercial Services (KM)	Off track - action taken	TBC	Agreement has been reached with all groups. Next steps to be agreed by governance board. This will be completed later this calendar year.

Outstanding Service Plans Actions 2018/19

Outcome 1. Maximisation of The Leisure Centres operated by Place for People (PfP) on behalf the Council, in usage, service offering and profitability						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
SP19/20CS1.6	Design and tender the project	31/10/19	Leisure Contracts Manager (TM)	Transferred	31/10/2020	Q3 2019/20 Transfer comment. This action will be now executed under the new Service Plans 2020/21. Transferred to action SP20/21CS28.3 for completion by 31/10/2020.

Internal Audit - Actions Status Q3

Comment: There were no outstanding internal audit actions for this service area at the end of Q3.

Complaints Q3

Q3 2019-20 Commercial Services - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	1	4	7	5	Data only

Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	3	5	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%	75.00%	71.43%	100.00%	95.00%

Comment No areas of concern.

Q3 2019-20 Commercial Services - Level 2 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 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 No areas of concern.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	6,736	-222	3%	Favourable
Income	-5,249	242	5%	Adverse
Commercial Total	1,487	20	1%	Adverse

Comment: The small adverse financial position reported reflects a much improved position from the previous quarter. This recognises the improvement in the financial performance of Waverley Training Services and Careline. Throughout the final quarter all efforts will be made to achieve budget.

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 – Q3 2019/2020

Head of Service summary: Q3

Communities

The Safer Waverley Partnership (SWP) began work on Waverley's sixth Domestic Homicide Review (DHR) and the first panel meeting is set for early January.

Youth anti-social behaviour (ASB) is a major challenge to the SWP. The SWP Joint Action Group has commissioned a Youth ASB Task and Finish Group to address the issues facing a particular area in order to alleviate serious ASB. A meeting was held for the community in October, hosted by the Town Council and concentrated intervention work with the Police and the SWP Community Harm and Risk Management Meeting is ongoing.

Organisations that the Council funds through Service Level Agreements are carrying out Organisational Health Checks, overseen by Voluntary Action South West Surrey. The first two are underway. One organisation saw a root and branch restructure with a new Board in place before Christmas, and a new interim manager in post first week of January. It is hoped that the organisation will now become firmly financially established and develop its offer to the community, particularly in the area of those experiencing dementia and their carers.

The Community Wellbeing Overview and Scrutiny Committee has set up a working group to look at the best way of funding and monitoring the organisations supported by the Council, and whether the current range of services provided by these organisations needs to be expanded. The group had its first meeting in November.

Housing Delivery

The major regeneration project at Ockford Ridge continues to make excellent progress. The first of the 37 homes on Site A are due to be handed over in spring 2020. The Executive were able to see the work first hand when they visited the site in November.

The contractor is hard at work on phases 2 and 3 of the refurbishment programme, with work due to complete in March 2020. Tender documents are being prepared for Site B. A community consultation event was held prior to submission of an application for reserved matters for Site C. This scheme is being actively considered for the introduction of fabric first and energy reduction measures, including options on electric boilers, ground and air source heat pumps and use of solar panels, as we look to respond to the Climate Change Emergency declared by the Council.

Work has progressed well on the CALA Homes development at Amlets Lane in Cranleigh, where the Council will acquire five new homes – they will be handed over early in 2020, and marketing is underway for the shared ownership properties. These will be Waverley's first new build homes for this tenure. Discussions are at an advanced stage for offers to be accepted and contracts signed for S.106 homes in Witley and Ewhurst.

Planning applications were submitted for three sites in Chiddingfold (total 25 homes) and applications for two schemes in Churt (total 16 homes) are nearing completion, with outstanding highways consultation remaining. A number of schemes across the Borough are coming forward and will be presented to the Housing Delivery Board early in 2020.

The Aarons Hill scheme, Godalming, has been considerably held up by footpath issues. Work is expected to commence in Spring 2020.

Forty six new affordable homes were delivered by our Housing Association partners during the quarter, with the bulk in Farnham. One scheme has been completed by Aster, who are a new partner developing in the Borough.

Planning permission was granted for 8 new affordable homes in Hambledon in November. English Rural Housing Association will build the homes for those with a strong local connection to the parish. Officers took part in English Rural's Surrey Hills Housing Summit in October, which was also attended by Waverley councillors.

The draft Affordable Housing Supplementary Planning Document was finalised post consultation and will now go through the Committee process to adoption. 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. Work has been undertaken on affordability of rents across the Borough, and a report is being prepared for Management Board initially on how the Council and its partners can provide homes at rent levels affordable to all who are in need.

This was driven in part by a powerful presentation by the Town and County Planning Association (TCPA) urging the Council to take a very strong line with developers and affordable housing providers on delivering homes that were genuinely affordable to our residents, especially those on the lowest incomes for who accessing suitable and sustainable housing is increasingly difficult. A similar event for members to be run by the TCPA is scheduled for March 2020.

The Private Sector Housing Team reviewed its structure and advertised for a Grants and Empty Homes Officer. The new post will facilitate an increasing number of disabled facilities grants, which are given to enable residents to stay in their own homes. The new officer will also explore ways of bringing the many empty homes in Waverley back into use. Until now, there has not been the resource to carry out this work.

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, and staff have now been appointed to the scheme through Guildford Borough Council.

The Housing Options Team reported continued success in maintaining very low numbers of homeless households placed into temporary accommodation. The Ministry of Housing Communities and Local Government confirmed Flexible Homelessness Grant funding for another year, and again the Council's success in preventing homelessness and delivering suitable and sustainable housing options was recognised.

The completion of the Business Transformation work stream in November 2019 resulted in an annual saving of over £60,000. This contributes to the targets set out in the Medium Term Financial Plan. As part of the transformation work benchmarking with equivalent services in Surrey was carried out, the work and methodology of the Team were re-examined.

The staffing structure was streamlined by the departure of a number of long serving staff.

A very successful Homelessness Forum took place in October, attended by statutory and voluntary partners, and a number of councillors. The Forum clearly demonstrated the partnership work going on across the Borough to prevent and relieve homelessness.

The Service Improvement Team successfully recruited to two Service Improvement Officer posts adding capacity to the team to develop and implement Service Plan actions.

The celebration of 100 years of council housing continued in October as we hosted an event with the Chartered Institute of Housing for housing professionals and interested Members and tenants. We presented our *Attitudes to Council Housing: Pride or Prejudice* scrutiny report and displayed the 100 year of council homes timeline. The event was well received and Waverley’s commitment to social housing was recognised.

In November over 100 Waverley and Guildford tenants attended our Home Exchange event to meet each other and explore a mutual exchange (home swap). The event was supported by our Tenants Panel and Homeswapper (online national database). A number of tenants found homes to view and consider.

The tenants newsletter, *Homes and People Winter Edition* was drafted and designed but was put on hold during the pre-election period and published in early January 2020. The edition includes a wide range of articles celebrating the work we do, advice on housing, health and wellbeing and many ways to exchange views and suggestions.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	1	1	0	0	0	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	69	153	62	0	14	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	21	59	0	13	19	Data only
HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	8	53	11	31	46	Data only

Comment: The Housing Options team continue to successfully prevent homelessness and minimise the need for temporary accommodation.

Details on affordable homes delivered (HD4) in Q3 were listed below:

HD4 Number of affordable homes delivered (gross) during Q3 (46):

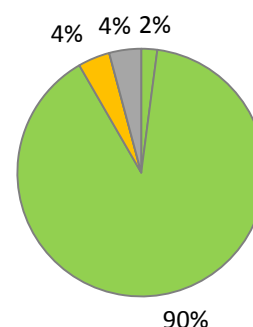
UNITS	SCHEME	TENURE	PROVIDER
12	Little Acres, Badshot Lea	Affordable rents	Aster
7	Juniper Close, Farnham	Five shared ownership and two affordable rents	Metropolitan Thames Valley
10	Skylark Place, Farnham	Five affordable rents and five shared ownership	VIVID
17	Nugents Close, Dunsfold	Eight shared ownership, seven affordable rents and two social rent	VIVID

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plans - Actions Status Q3

Q3 Housing Delivery & Communities Service Plan 2019/2022

Total	100%	48
Completed	2%	1
On track	90%	43
Off track - action taken / in hand	4%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	4%	2



Comment: The majority of service plan actions are progressing on track for completion by the end of the financial year. The details of any exceptions occurring during the quarter has been listed below highlighting any outstanding, completed or transferred actions.

Outstanding actions - Service Plans 2019/20

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 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	Q3 2019/20 update: 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).TBC
HDC1.2	Updated Action and Implementation Plan	30/09/19	Community Services Manager/ Community Partnerships Officer (KW)	Off track - action taken	31/03/20	Q3 2019/20 update: 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).
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)	Complete	30/11/19	Q3 2019/20 update: Cashable saving of £68k to the General Fund realised without any redundancies HRA/General Fund resource levels re-balanced Debate opened on debt collection performance and practice balanced with vulnerability of the client group and on the strategic/ financial value in preventing homelessness by helping clients secure private sector accommodation
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)	Transferred	N/A	Q3 2019/20 update: This Project was deferred and incorporated into the corporate business transformation programme for execution in the coming financial year 2020/21.

Outstanding actions - Service Plans 2018/2019

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
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SP18/19H3.2	Implement the new Housing and Planning Act powers for Private Sector Housing (Transferred for execution to action SP20/21HDC9.1)	30/09/18		Transferred	31/03/20	Q3 2019/20. 75% Completed. Work is progressing on the new Enforcement and Charging Schedule and will be presented to Management Board by 31 March 2020. The Audit Committee is requested to allow this short extension. Interview are taking place 30 January for additional PSH officer bringing team up to strength. Transferred for execution to action SP20/21HDC9.1 under the new Service Plans 2020/21.
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Internal Audit - Actions Status Q3

Code & Title	Progress	Start Date	Due Date
IA18/25 Management of the housing register	<div style="width: 99%; background-color: red;"></div> 99%	16 Mar 2018	31 Dec 2019
IA18/25.001 Housing Allocation Scheme	<div style="width: 99%; background-color: red;"></div> 99%	16 Mar 2018	31 Dec 2019
IA18/25.002 Documents provided to support application	<div style="width: 99%; background-color: red;"></div> 99%	16 Mar 2018	31 Dec 2019

Comment: Due to the election and change in Committee, this work had been pushed back. A report has been produced on the up-to-date Allocation Scheme which is going to Housing Overview & Scrutiny in March 2020. The Committee may consider the Scheme as fit-for-purpose or commission a task-and-finish group to review the scheme.

However the audit recommendations highlighted above have been completed and evidence was uploaded onto the performance management system Pentana.

We also have just completed a report on affordability of rents – and that might have an impact on any review of the Allocation Policy.

Complaints – Q3 update

Q3 19-20 Housing Delivery and Communities - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	5	1	3	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	5	1	3	2	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%	100.00%	100%	100%

Q3 19-20 Housing Delivery and Communities - Level 2 escalations								
KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	1	5	2	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	1	4	2	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%	80.00%	100.00%	N/A	95.00%

Comment: There are no areas of concern.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	2,630	-109	4%	Favourable
Income	-680	0	0%	-
Housing Delivery & Communities Total	1,950	-109	6%	Favourable

Comment: When we give a deposit or rent in advance it is a debit to the homelessness account. However, when we raise an invoice for the debt we are credited the same amount in accounting terms. Therefore as we have over spent in terms of providing deposits and rent advance our 'income' in accounting terms is also up on what was budgeted for as we have raised invoices for the deposits etc.

NB: This does not relate to the actual collecting of the debt.

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	696	-67	10%	Favourable
Income	-1	-7	714%	Favourable
Housing Delivery & Communities Total	675	-74	11%	Favourable

Comment: The 714% variance is due to rental from the York Road Project. It is a high % as the budget was so small.

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 – Q3 2019/2020

Head of Service summary: Q3

It has been a full and active quarter in the run up to the end of the decade. The team effectively managed legal cases, continued our celebration of 100 years of Council housing, successfully recruited to key positions, improved community areas, supported corporate projects and responded to notice of a contract termination.

Quarter Three Star team

We gained possession orders to recover three homes to relet to people in genuine need. None of the three tenants were living in the homes, two had moved abroad and one to another council home with a new partner (he was also suspected of illegally subletting his home). Over two years of investigation and evidence gathering resulted in the successful possession cases and we were awarded legal costs.

I am delighted with the work undertaken by the team and the support of neighbours who gave evidence to tackle tenancy fraud. The majority of tenants value their homes and recognise the scarce resource of social housing. Although tenancy fraud is not a big issue in Waverley we take it seriously and investigate all reports to ensure our homes are used appropriately.

Our Fraud Investigation Officer has also successfully completed a three month intensive training course to become an Accredited Counter Fraud Specialist. He shares his knowledge with ongoing training to the wider team on the signs of fraud, appropriate actions and case law.

Last quarter I reported the success of joint working with the police to gain a closure order following ongoing anti-social behaviour. The former tenant breached the injunction to stay away from the property. He appeared in court and has received a suspended four week prison sentence for the duration of the order until September 2021.

Events

The celebration of council housing continued in October as we hosted an event with the Chartered Institute of Housing for housing professionals and interested Members and tenants. We presented our Attitudes to Council Housing: Pride or Prejudice scrutiny report and shared the 100 year of council homes timeline. Both pieces of work were well received and Waverley's commitment to social housing was recognised.

In November over 100 Waverley and Guildford tenants attended our Home Exchange event to meet each other and seek a mutual exchange (home swap). The event was supported by our tenants Panel and Homeswapper (online national database). A number of tenants found homes to view and consider.

The team assisted with the General Election in December providing support by responding to telephone enquiries and providing polling station and count staff whilst maintaining usual services

All managers in housing attended a corporate training session on Action Centred Leadership which was cascaded to all housing operations team leaders. The training supported the teams work on developing a comprehensive service plan focussing on peak performance by considering task, team and individual.

Community works

Our Community and Estates Development team have been working with tenants, homeowners, Surrey County Council and Councillors to resolve long standing problems on a number of un-adopted roads in the borough. Seeking funding for improvement works and ongoing maintenance. Pot holes have been filled and new bollards and planters installed to designate parking spaces. The work has been positively recognised by councillors and the community.

I have previously advised on the works at Blunden Court to address the presence of legionella. The ongoing monitoring is showing a reduction in bacteria and we will meet with tenants in the New Year to discuss replacing the water pipes in the scheme.

In the run up to the festivities our Family Support Team worked with Eagle Radio to deliver food parcels and presents to 35 local families who needed a little support this Christmas.

Strategic view

The team have been busy consulting, reviewing and developing key documents to run the service in 2020. The draft service plan and HRA Business Plan were on the Housing Overview and Scrutiny Committee Agenda for January 2020.

The team are also working with the Corporate Business Transformation team. Members of the service improvement team attended customer journey mapping training and jointly held the first workshop to map the customer journey for aid and adaptations requests. Work will progress during 2020 to map "as is" and "to be" main housing enquiry processes focusing on customer needs and developing a digital first and digital support scheme to simplify processes, set expectations and be more efficient.

Recruitment

Following the internal appointment of the Tenancy and Estates Manager three new Housing Officers have been appointed. The new team has been created by reallocating resources to frontline roles. The new team will be publicised to tenants in the Spring.

A permanent Compliance Manager has also been recruited due to start in March 2020. The current interim will remain in post during January and February.

The Service Improvement Team also successfully recruited to two Service Improvement Officer posts adding capacity to the team to develop and implement the service plan actions

Communications

The tenants newsletter, [Homes and People winter edition](#) was drafted and designed but was put on hold during the pre-election period and published in early January 2020. The edition includes a wide range of articles celebrating the work we do, advice on housing, health and wellbeing and lots of ways to share views and suggestions.

A letter was sent to all tenants and copied to Members the week before Christmas advising them of the future change in our responsive repair contractor. The current contract will end March 2020 following the receipt of notice to terminate the contract early from MPS. We had expected that a termination may be served so the team had initiated alternative provision enquiries and Executive approval to waive procurement rules to appoint an interim contractor. The team's focus is on delivering a responsive repairs service to tenants and they are working hard to ensure the service is not adversely impacted.

The team continue to be industrious and committed and are looking forward to 2020 to develop and deliver improved services reflecting tenants’ needs and aspirations

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 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%	0.65%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	21	20.0	27	22	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100%	100%	100%	100%	100%	100.0%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	89%	90%	90.6%	92.0%	90%	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	78	74%	84.6%	80%	80%	78.0%

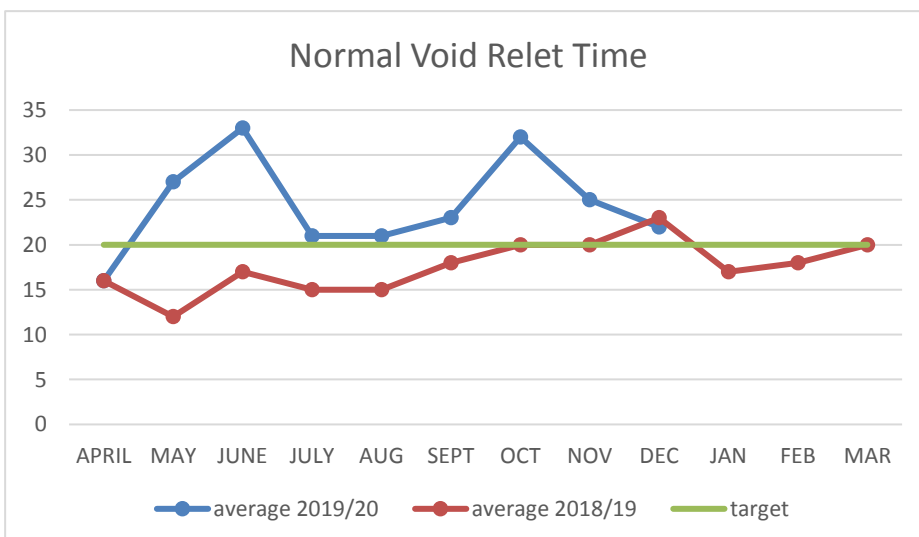
Q3 Comment: The rents team continue to collect rent efficiently and support tenants on Universal Credit to prioritise rent payments. The compliance team have a robust programme to maintain 100% annual gas boiler and safety checks continually achieving target since April 2017 (the last 11 quarters).

We continue to experience challenges with responsive repairs and void contract which is impacting satisfaction and relet performance.

A total of 52 normal voids were relet in Q3. On average homes were relet in 26 working days. 27 homes (52%) were let within the target of 20 working days and 25 homes over target (the longest taking 120 days and six homes took over two months to be relet).

A range of issues including two homes held for decant / disabled adaptations cases, gas pipe installation, poor DIY and contract issues contributed to failing to meet target.

However performance has improved month on month during the quarter as backlogs are cleared.



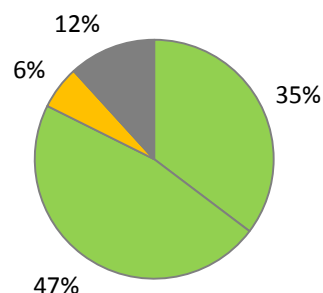
Proposed changes to KPI set for 2020/2021: A new indicator monitoring tenancy audits will be introduced from the 1 April 2020.

- HO6 - % of tenancy audits completed against scheduled appointments in a quarter.

Service Plan - Actions Status Q3

Q3 Housing Operations Service Plans 2019/2022

Total	100%	17
Completed	35%	6
On track	47%	8
Off track - action taken / in hand	6%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	12%	2



Comment: At the end of the third quarter, six actions have been completed including the review of HRA, mobilisation of 2019 maintenance contracts, minimising risk of Universal Credit and active CIH partner. The majority of service plan actions are progressing on track for completion, with exceptions listed below.

Outstanding Service Plans Actions 2019/2022

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken
Outcome 2. The service meets the needs of residents by meeting satisfaction targets annually						
SP19/20HO 2.1	Implement the "understanding residents' needs" project recommendations to ensure the service provides choice, information and communication that is appropriate for the diverse needs of tenants.	31/03/20		Deferred	2020/21	Q3 2019/20 update: This Project was deferred for execution in the coming financial year 2020/21 under the new service plans 2020/21
Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023)						
SP19/20HO 3.2	Develop Housing Human Resources action plan to support Corporate Human Resources Strategy to recruit, retain and develop high quality staff to deliver high quality, value for money frontline service	31/10/19		Off track - action taken	TBC	Q3 2019/20 update: 75% Completed. Analysed housing teams responses to Staff Survey identifying key areas of good practice and for improvement. Opportunities to train in role and successful internal recruitment to promotions. Initiatives and actions taken to be recorded in formal action plan.
Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually						
SP19/20HO 5.2	Implement the digital transformation strategy to increase range of means to access services	31/03/20		Transfer red	N/A	Q3 2019/20 update: Incorporate to the corporate business transformation programme for execution in 2020/21.

Internal Audit - Actions Status Q3

Comment: At the end of Q3 there were no outstanding Internal Audit actions for this service area.

Complaints Q3

Q3 19-20 Housing Operations - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	33	38	21	25	18	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	28	31	11	15	12	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	84.85%	81.58%	52.38%	60.00%	66.67%	95.00%

Housing Operations - Level 2 escalations

Q3 19-20

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	13	5	6	7	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	13	4	6	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%	80.00%	100.00%	85.71%	95.00%

Comment: There has been a reduction in the total number of complaints with only one recorded in December. This can be attributed to the communication work the team are completing. Despite a fall in responsive repairs service performance and contract uncertainty, the Housing Customer Service Team are keeping tenants up to date with progress and booking mutually convenient appointments.

Cases not meeting target have raised complex issues requiring the involvement of contractors and third parties. Complainants are kept updated whilst waiting for a formal response.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	22	0	0%	-
Income	-22	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	20,215	-1,024	5%	Favourable
Income	-30,321	593	2%	Adverse
Housing Operations Total	-10,106	-431	4%	Favourable

Q3 HRA Comment: The favourable expenditure variance is largely due to the reduced responsive repairs and grounds maintenance expenditure. There have been fewer responsive repairs than originally predicted as demand changed and a new grounds maintenance contract commenced in November 2019. The reductions are partially offset by increased council tax arising from vacant (decant) homes at Ockford Ridge.

7. Service Dashboard – Business Transformation & Corporate

This service area covers teams of Facilities, IT, Office Support, Property/Engineering and Business Transformation

Key Successes & Lessons Learnt, Areas of Concern – Q3 2019/2020

Q3 Head of Service summary:

This quarter we have seen accelerated progress in respect of the Business Transformation Programme and preparation for some significant changes for our IT systems.

During Quarter 2 we made three fixed term contract appointments to the Business Transformation Team will all three appointees taking up their posts at the beginning of Quarter 3. The additional staff resource has enabled us to make much more meaningful progress in the delivery of the Business Transformation Project.

The Customer Services Project is the largest extending to all parts of the organisation. There are three current work-streams all now underway. Work-stream 1 is around the procurement and provision of the IT infrastructure that we will need. The Master Data Management system has been acquired and the Team has made its recommendation in respect of the Customer Relationship Management system and associated Service Centre telephony. Work-stream 2 is the mapping of all customer journeys so we have a comprehensive picture of customer touch-points which will allow us to replicate journeys electronically and allow the development of self-service options as well as re-evaluating and optimising existing procedures. Work-stream 3 is the development of the Customer Service Centre which actually began early in Quarter 4.

We have also made good progress with:

- The Staff Travel Project as we look at alternatives to the current arrangements
- Planning, as we seek to dovetail changes to procedure demanded by the new Horizon IT system and Customer Services as well as accounting for any changes to governance arrangements
- Print, Post and Planning as we ran the procurement exercises for new post and print contracts
- Housing, which concluded by delivering a £68k saving to the General Fund
- The Burys, culminating in a report to Executive seeking funding for a development appraisal.

In IT terms as well as supporting the changes required by the Customer Services Review the service also made preparations for the organisation wide transitions to Microsoft In Tune, Office 365 and the new Citrix Environment following the upgrade to the server farm delivered at the start of the quarter.

David Allum
Head of Business Transformation

Performance Indicators Status Q3

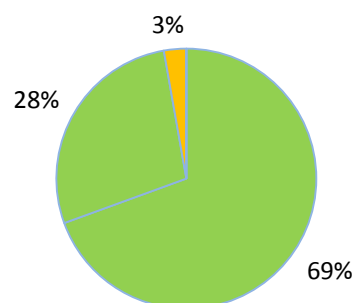
Comment: This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Support Services, Property and Engineering, Business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

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plan - Actions Status Q3

Q3 Business Transformation Service Plan 2019/2022

Total	100%	36
Completed	69%	25
On track	28%	10
Off track - action taken / in hand	3%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: The majority of the service plan actions are progressing on track for completion. The table above presents the progress and status of all Service Plan actions for this service area at the end of third 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

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 6.	Provide a profitable staff catering service					
BT6.2	Ensure staff satisfaction increases as evidenced by internal survey returns.	30/11/19	Facilities Manager (SH)	Complete	N/A	Q3 2019/20 update. Survey completed with the results generally being positive.
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)	Complete	31/03/20	Q3 2019/20 update. Procurement for both contracts has concluded.
Outcome 15.	Identify a viable option for the Council as regards office accommodation and the future of The Bury					
BT15.1	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	Estates and Valuations Manager (AC)/Head of Customer and Corporate Services (DA)	Off track - action taken	Q3 2020/21	Q3 2019/20 update. The Executive have agreed to fund via the Investment Advisory Board a Development Appraisal. Tender documentation has been drafted.

Outcome 18.	Review and determine the corporate strategy for the maintenance of Waverley owned bus shelters					
BT18.1	Assess the cost implications for effectively maintaining the 95 bus shelters for which we have responsibility and test the corporate appetite for the continued provision of this service	30/06/19	Property and Engineering Manager (NL)	Complete	N/A	Q3 2019/20 update. Assessment completed. A consultation exercise is planned to be carried out with Towns and Parishes about ongoing management options.

Outstanding Service Plan action 2018/19

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 3.	Maintain and improve the IT infrastructure which supports the activity of the Council.					
SP18/19C C3.2	Support the Planning Service in the acquisition of a new core system (Part 1 – Building Control Application, (Part 2 – Internal Planning Application). (Transferred to Service Plans 2020/21 action ref. PR19BT16.2)	31/03/19	Facilities Manager (SH)	Transferred	31/10/20	Q3 2019/20. Transfer comment. The Building Control system is live and that element of the project is very close to conclusion. We hope to be in the test period for the Planning system in Q4. To be executed under action PR19BT16.2 by 31/10/2020.

Internal Audit - Actions Status at Q3

Comment: There were no outstanding Internal Audit actions at the end of Q3 for this service area.

Complaints – Q3 update

Q3 19-20 Business Transformation - Level 1 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	0	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)	%	0.00%	N/A	N/A	N/A	N/A	95.00%

Q3 19-20 Business Transformation - Level 2 escalations

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	N/A	N/A	N/A	N/A	95%

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

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,596	-12	0%	Favourable
Income	-446	-84	19%	Favourable
Business Transformation Total	3,150	-96	3%	Favourable

Comment: The favourable financial position is partly generated by underspend on the IT staffing budget. This has been generated by us deferring recruitment of a systems analyst post pending procurement of the CRM system.

It is also partly generated by increased income for a range of services including cleaning and the staff restaurant also by the income for the licensing of the Wharf Car Park.

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 – Q3 2019/20

Q3 Head of Service summary:

Accountancy / Financial management: The Executive have recommended approval of the draft Medium Term Financial Plan (MTFP) and 2020/21 Budget proposals by [the Full Council at their meeting on the 18th February 2020](#). The team have the year end financial closedown and statement of accounts production plan under way. Automation and externalisation of the invoice scanning process is now underway with a specialist provider called Proactice. This will be live at the end of April.

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 reported findings on the budget scrutiny to the Executive, incorporating the outcome of the public consultation.

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 Q3

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q3 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	13	11.4	12	18	18	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	7	6	4	7	6	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	86.2	98.7	29.7	57.7	85.6	74.3
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	74.7	98.0	27.6	51.7	74.8	74.3
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	95.5	99.0	98.4	77.0	97.8	99.0

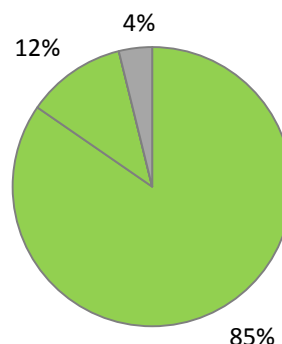
Q3 Comment: A good performance from the teams in the third quarter, with all indicators performing on target. In Q2 the performance for the indicator F3 was impacted by staff vacancies in a small team, which affected the overall percentage of invoices paid in Q2. The situation has presented an opportunity 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. This will be live in April, the contract has a target that all invoices will be processed within two days and ready for approval.

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plans - Actions Status Q3

Q3 Finance & Property Service Plan Actions 2019/20

Total	100%	26
Completed	85%	22
On track	12%	3
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	4%	1



Comment: At the end of quarter three the majority of service plan actions are progressing on track for completion. One action was transferred to the Business Transformation Team to be executed in 2020/21 as a work stream of the Business Transformation Programme.

Outstanding actions from 2019/20 Service Plan

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 7.	The Agresso financial IT system and supporting financial administrative processes provide an efficient and cost effective					
F7.1	Develop a work programme of service reviews (interventions) to identify the required Agresso configuration, including cost benefit analysis for each intervention.	31/03/19	Head of Finance (PV)	Transferred	To be executed as one of Business Transformation Programme work streams. To be delivered by March 2021	Q1 2019/20 comment. This has now been included within the transformation programme to compliment the work being undertaken corporately

Internal Audit - Actions Status Q3

Comment: At the end of Q3 there were no outstanding internal audit recommendations for this service area.

Complaints Q3

Q3 19-20 Finance - Level 1 Complaints

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

Comment	Two Level 1 complaints overdue by 2 and 9 days respectively as a result of workload and reduced staffing.
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Q3 19-20 Finance - Level 2 Complaints

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

Comment	No areas of concern, all complaints responded to on time.
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Finance– Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Finance & Property				
Expenditure	31,143	21	0%	Adverse
Income	-29,188	243	1%	Adverse
Offset transfer from void provision	0	-395	-	-
Finance & Property Total	1,954	-131	7%	Favourable

Q3 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 – Q3 2019/2020

Q3 2019/2020:

Q3 was busy for all teams within the Policy and Governance service. Amongst a range of other matters, the following were progressed during the quarter:

- Planning and successfully delivering the snap General Election for the South West Surrey Constituency. The elections team and the wider team of temporary staff pulled together in difficult circumstances and challenging timescales to deliver an efficient and effective polling day and count.
- Further work of the informal working group undertaking a comprehensive review of the Council's corporate governance
- Arranging, supporting and recording a busy timetable of public committee meetings, including: Executive; Full Council; Overview and Scrutiny; Licensing; Standards, Audit and Planning committee meetings.
- Budget review and service planning activity, including identification of 5% budget savings and engagement with the Budget Strategy Working Group process
- Appointment of a new HR Manager
- Completion of the Annual Canvass of Electors
- Adoption of a new Communications and Engagement Strategy, with a greater focus on public engagement and more strategic approach.
- 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.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q3

Comment: [Short and Long term sickness absence](#) (HR2) target was not met in Q3 of 2019/20. Further analysis shows the top three reasons for absence in this quarter were "Mental health – anxiety & stress", "General Surgery" and also a spike in the number of spells of "Cold & Cough and Flu-like symptoms". While Cold and flu-like symptoms can be called seasonal, the council is aware of the staff's rising mental health issues. Various measures like "Time to talk" are being taken by Waverley to increase mental health awareness.

The corporate indicator PG2a, which monitors an average response rate to Level 1 complaints across all service areas is still off target ([53 out of 64 dealt with on time](#)). The underperformance concerns the following areas: Environment (89%), Finance and Property (71%), Housing Operations (67%), Housing Delivery and Communities (67%). Further details can be found in the individual

service dashboards. The Level 2 complaints (PG2b) have also experienced a small dip with [2 out of 16 cases](#) taking a bit longer to resolve due to their complexity.

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q2 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	21.5	18.4	17.8	18.9	17.5	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.6	6.9	7.0	6.8	7.38	6.52
	ref. HR2 - Short term Sickness Absence	Days	3.2	3.2	3.1	3.0	3.3	6.52
	ref. HR2 - Long term Sickness Absence		3.5	3.7	3.9	3.8	4.1	
PG1a	The number of complaints received - Level 1 (data only)	No.	63	82	57	68	64	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	18	25	20	25	16	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	79.4%	84.0%	87.2%	81.8%	82.8%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	88.9%	100.0%	94.0%	98.2%	87.5%	95.0%

More detailed 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 teams to take appropriate improvement actions when required. [The table presenting a summary view of Q3 complaints](#) can be found in the Corporate Dashboard.

[Waverley's complaints escalation process:](#)

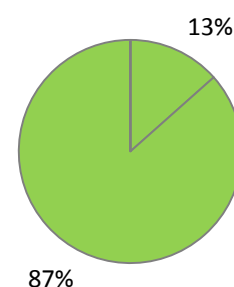
- Level 1 – investigated by the appropriate manager or team leader, with a detailed response within 10 working days.
- Level 2 – if the response received to Level 1 isn't satisfactory, a complaint can be escalated to Level 2 where it will be reviewed by a Head of Service and the Corporate Complaints 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).

Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

Service Plans - Actions Status Q3

Q3 Policy and Governance – Service Plans 2019/20

Total	100%	67
Completed	13%	9
On track	87%	58
Off track - action taken / in hand	0%	0
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 three and those still overdue can be found in the table below.

Outstanding or Completed Actions from Service Plans 2019/2020

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 8	Deliver an excellent programme of Councillor Learning and Development					

PG8.2	Induct, inform and support new and returning members. Deliver an Induction Programme for Councillors following elections in May 2019.	31/12/19	Democra tic Services Manager (FC)	Complete	N/A	Q3 2019/20 update: This action was successfully completed, with a series of topic specific training sessions and workshops taking place throughout spring, summer and autumn. On-going evaluation of training needs is taking place as part of the "business as usual" team activities.
Outcome 9.	The Council prepares for, organises and conducts all types of elections, polls and referendums held in the Waverley borough.					
PG9.3	Canvass Prepare for and conduct annual voter registration canvass process.	13/12/19	Elections Manager	Complete	N/A	Q3 2019/20 update: Annual canvass was completed when we republished the revised Register of electors on 5 November 2019. This was brought forward due to the snap General election. There are no actions to follow up.
Outcome 11.	Undertake electoral / community governance reviews					
PG11.1	Review polling places in the Borough Prepare for and conduct Borough wide polling places review including consultation process and assessment of any alternative polling places identified.	31/01/20	Elections Manager	Complete	N/A	Q3 2019/20 update: The Polling Districts and Places review was completed in November and passed at full council on December 10 2019. All new Polling Stations have now been written to and confirmed for the May 2020 PCC elections.

Internal Audit - Actions Status Q3

Comment: There were no outstanding internal actions at the end of third quarter for this service area.

Complaints Q3

Q3 19-20 Policy and Governance - Level 1 Complaints

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

Comment No areas of concern.

Q3 19-20 Policy and Governance – Level 2 Complaints

KPI	Description		Q3 18-19	Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	1	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	1	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	0.00%	100.00%	95.00%

Comment No areas of concern.

Comment: In the third quarter one complaint was escalated to Level 2 and was resolved on time. One complaint was escalated to the Local Government and Social Care Ombudsman regarding a Policy and Governance matter, but was closed after initial enquiry with no further action.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	3,840	-122	3%	Favourable
Income	-986	27	3%	Adverse
Policy & Governance Total	2,854	-95	3%	Favourable

Comment: A modest underspend is currently projected.