

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Value for Money & Customer Service
(Other Members for Information)

When calling please ask for:
Kimberly Soane, Democratic Services Officer

Policy and Governance

E-mail: committees@waverley.gov.uk

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Calls may be recorded for training or monitoring

Date: 3 July 2020

Membership of the Overview & Scrutiny Committee - Value for Money & Customer Service

Cllr Peter Martin (Chairman)	Cllr Jerry Hyman
Cllr Joan Heagin (Vice Chairman)	Cllr Stephen Mulliner
Cllr Roger Blishen	Cllr Peter Nicholson
Cllr Jerome Davidson	Cllr Julia Potts
Cllr George Hesse	

Substitutes

Cllr Richard Cole	Cllr John Gray
Cllr Simon Dear	Cllr Kika Mirylees

Members who are unable to attend this meeting must submit apologies by the end of Monday, 6 July 2020 to enable a substitute to be arranged.

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE will be held as follows:

DATE: MONDAY, 13 JULY 2020
TIME: 6.00 PM
PLACE: ZOOM VIDEO CONFERENCE

The Agenda for the Meeting is set out below.

The meeting can be viewed remotely in accordance with the provisions of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, via the Council's YouTube page.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate Plan 2016-2019

Priority 1: Customer Service

We will strive to deliver excellent , accessible services which meet the needs of our residents.

Priority 2: Community Wellbeing

We will support the wellbeing and vitality of our communities.

Priority 3: Environment

We will strive to protect and enhance the environment of Waverley.

Priority 4: Value for Money

We will continue to provide excellent value for money that reflects the needs of our residents.

Good scrutiny:

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
- provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;
- is led by 'independent minded governors' who take ownership of the scrutiny process; and

- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.

NOTES FOR MEMBERS

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

AGENDA

1. **MINUTES** (Pages 7 - 12)

To approve the Minutes of the Meeting held on 20 January 2020.

2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Monday 6th July 2020 to enable a substitute to be arranged, if applicable.

3. **DECLARATIONS OF INTERESTS**

To receive Members' declarations of interests in relation to any items included on the agenda for this meeting, in accordance with Waverley's Code of Local Government Conduct.

4. **QUESTIONS FROM MEMBERS OF THE PUBLIC**

The Chairman to respond to any written questions received from members of the public in accordance with Procedure Rule 10.

Questions should be sent to committees@waverley.gov.uk by 5pm Monday 6th July 2020.

5. **QUESTIONS FROM MEMBERS**

The Chairman to respond to any questions received from Members in accordance with Procedure Rule 11.

Questions should be sent to committees@waverley.gov.uk by 5pm Monday 6th July 2020.

6. **CONTINGENCY REVISED BUDGET 2020/21** (Pages 13 - 28)

The COVID-19 emergency continues. This report outlines the latest projections of income and expenditure against budget in 2020/21 and

highlights the significant projected net adverse variances from budget which arise as a result of the known impacts of the COVID-19 pandemic on the Council's services and finances. The extent of any further funding from government is currently unknown and therefore this report presents contingency proposals to address the latest projected budget shortfall on an emergency basis. These proposals have been prepared jointly by officers and the Executive and are presented to the Value For Money Overview and Scrutiny Committee for pre-decision scrutiny ahead of the Executive meeting in July and the special Council meeting in early August.

This report contains the following Annexes:

Annexe 1 – Schedule of projected variations from general fund budget in 2020/21

Annexe 2 - Budget summary and proposed mitigation measures to address budget shortfall

Annexe 3 – Options and alternative mitigation

Annexe 4 – Schedule of projected reserves and balances

Annexe 5 (Exempt) – Leisure Centre operator impact and proposal

Recommendation

It is recommended that the Value for Money Overview & Scrutiny Committee considers the financial position presented in this report, scrutinises the mitigation proposals set out, and passes comments and observations to the Executive to consider prior to seeking Council approval to the revised budget for 2020/21.

7. RECOVERY, CHANGE AND TRANSFORMATION PROGRAMME (Pages 29 - 68)

This Programme seeks to understand the impact of the COVID-19 pandemic on Waverley Borough Council, to acknowledge the change that has been required to respond and to identify the immediate needs of the organisation and community as they move from emergency operations to recovery and planning for the future. The recovery programme involves two main strands of activity, the organisation's recovery and the community and economic recovery of the Waverley area.

The Emergency Budget deals with the immediate impact upon the organisation from Covid-19 and the subsequent 2020/21 budget impact from dealing with the emergency and the consequences of government legislation upon the Council's services; and Phase 2 the RCT Programme, the medium to longer term impacts upon the organisation from Covid-19 some of which will define new working practices going forward to solidify the organisations role within its community.

Recommendation

It is recommended that the Executive approves the Recovery, Change and Transformation Programme and the medium and longer term Project Objectives of the 10 projects that form the RCT Programme.

8. CORPORATE PERFORMANCE REPORT Q4 (2019-20) (Pages 69 - 126)

The Corporate Performance Report provides an analysis of the Council's performance for the fourth quarter of 2019-20 and reflection of the Council's performance throughout the year. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

Recommendation

It is recommended that the Overview & Scrutiny Committee considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate.

9. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation on the motion of the Chairman, if necessary:

Recommendation

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be specified at the meeting).

10. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider any matters relating to aspects of any reports on this agenda which, it is felt, may need to be considered in exempt session.

Officer contacts:

Yasmine Makin, Scrutiny Support Officer
Tel. 01483 523078 or email: yasmine.makin@waverley.gov.uk
Kimberly Soane, Democratic Services Officer
Tel. 01483 523258 or email: committees@waverley.gov.uk

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE - 20 JANUARY 2020

(To be read in conjunction with the Agenda for the Meeting)

Present

Cllr Peter Martin (Chairman)
Cllr Roger Blishen
Cllr Jerome Davidson
Cllr George Hesse

Cllr Jerry Hyman
Cllr Peter Nicholson
Cllr Julia Potts

Apologies

Cllr Joan Heagin and Cllr Stephen Mulliner

42. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 18 November 2019 were confirmed as a correct record and signed.

43. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 2.)

Apologies for absence were received from Councillors Joan Heagin and Stephen Mulliner. Councillors Richard Cole and Simon Dear were present as substitutes.

44. DECLARATIONS OF INTERESTS (Agenda item 3.)

Councillor Peter Martin declared a non-pecuniary interest in item 7 as he was a part of the Property Investment Board. He would stay in the Chair but would not take part in debate.

45. QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 4.)

There were none.

46. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were none.

47. GENERAL FUND BUDGET 2020/21 AND MEDIUM TERM FINANCIAL PLAN (Agenda item 6.)

The Committee received a report outlining the latest Medium Term Financial Plan and the draft General Fund budget for 2020/21/ The Financial Plan set out the key work streams for the Council to focus on which, collectively, aimed to address the significant shortfall in annual budget projected

Peter Vickers, Head of Finance and property, introduced the General Fund budget and medium term financial plan (MTFP) report to the Committee. The report of the Budget was also considered alongside this item which the Portfolio Holder for Finance, Councillor Mark Merryweather introduced.

The Committee was advised that the MTFP had been updated to include the latest General Fund projections, emerging pressures, spending priorities, risks and opportunities. The Plan also set out Waverley's strategy for addressing the projected budget shortfall over the next four years and for putting the council in a strong, sustainable financial position.

The Committee noted the report and discussed the five recommendations as outlined.

In relation to the proposed increase in Waverley's element of the Council Tax, there was much discussion around whether or not this should be set to the maximum or to the rate of inflation. Councillor Jerry Hyman questioned the latter and felt that if they had said they would not raise council tax, why were they doing it now. The proposed increase was not a huge percentage but 1.3% was the rate of inflation, of which, this was above. He also questioned where the Council was with the staff pay negotiations and the real costs of appeals and judicial reviews. It was confirmed that although appeals were not a budgeted item, this did account for some of the council tax. An estimate of the cost of a pay award plus other inflation commitments, were incorporated within the draft budget.

Councillor Simon Dear asked about the proposal to increase fees and charges for car parking which was a particularly sensitive issue, this concern was also raised by Councillor Julia Potts. The car parking review had yet to be published but officers were already proposing a 2.9% increase. Officers advised that this income would not be generated from a blanket increase in all car park charges. Some charges would rise and some could reduce to increase usage and improve the environmental impact. The Council would take a strategic approach to charges in the light of the independent review recently commissioned, the outcome of which was expected to be considered by members early in 2020 and to take effect in 2020/21 although still in progress during the 2020/21 budget setting process. Of the additional income generated, some £100k, was earmarked to pay for the ongoing costs of delivering Waverley's climate change emergency action plan.

The Committee was pleased to note that there would be no increase in charge for the green waste subscription. This charge would remain frozen at £65 which supported and in spirit of the Council's climate change emergency declaration.

Councillor Jerome Davidson asked about investment properties and income streams arising from that, with particular concern in relation to Brightwells. He was advised that the MTFP included an assumption that WBC would succeed in increasing its property income by £300k p.a. for each of the next four years (20/21 to 23/24).

Councillor Jenny Else raised concern about the increase to planning application fees and asked for reassurance that they could give an upgraded service. Zac Ellwood, Head of Planning and Economic development, advised that the fees were set nationally but it was acknowledged that performance should be improved to reflect the increase in charges.

Councillor David Beaman raised concern about business rates and how little was retained by Waverley. It was felt that they should campaign to retain more.

Councillor Carole Cockburn raised concern about the number of uncertainties and Councillor Peter Martin concurred and questioned whether the budget was robust enough. Tom Horwood, Chief Executive, agreed that there were a number of uncertainties and it would be a challenge. He, alongside other South East Councils, would be lobbying government and there were some serious debates to be had.

Following discussion, the O&S Committee generally supported the following recommendations from the Executive to Council:-

- 1. Support a 1.9% increase in Waverley's element of the Council Tax Charge for 2020/21, equivalent to around 7p a week on a Band D property;**
- 2. Support to make no change to the Council's existing Council Tax Support Scheme;**
- 3. Support the proposed Fees and Charges as shown at Annexe 4;**
- 4. Support the General Fund Budget for 2020/21 as described in this report, and in Annexes 2 and 3; and**
- 5. Support the General Fund Capital Programme as shown at Annexe 6.**

Thanks was given to the Budget Strategy Working Group for the work it had done and contributions to the recommendations.

48. SERVICE PLANS 2020-2023 (Agenda item 8.)

The Committee was presented with the service plans covering the period between 2020-2023. The Service Plans had been prepared by Heads of Service in collaboration with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the new Corporate Strategy 2019-2023 and the Medium Term Financial Plan 2020-2023.

It was noted that last year the Council reviewed its approach to service planning, changing them from annual plans, to three yearly rolling plans. This approach allowed not only for an easier alignment with the Council's Medium Term Financial Plan (MTFP), but also a better transparency on delivery of multi-year projects and other initiatives.

The Service Plans specific to the Value for Money and Customer Service O&S were as follows:

- Business Transformation Service Plan
- Finance and Property Service Plan
- Policy and Governance Service Plan
- Building Control only from Commercial Services Service Plan
- Economic Development only from Planning and Economic Development Service Plan

Councillor Jerome Davidson asked to be kept informed of the progress with the business transformation project and the savings that this achieved. It was agreed that this should be carefully monitored by the Committee.

Councillor Jerry Hyman raised concerns around balancing the budget and aligning with the corporate strategy. Concerns were also raised by the Committee regarding the Policy and Governance outcome of "Committee papers are provided and read electronically, ensuring better data protection, lower costs and lower carbon footprint". It was felt that for larger agendas/documents, using an ipad was difficult and made it less accessible. For a Chairman it was also more difficult to follow the agenda.

Zac Ellwood advised that there was the omission of a review of the Economic Development Strategy and he would be looking to make the outputs and actions more 'smart' prior to it being received by the Executive.

49. PLANNING APPEALS PERFORMANCE AND COSTS ARISING FROM JUDICIAL REVIEWS (Agenda item 9.)

The Committee was advised that this report had been prepared in response to Councillor interest in the cost implications of both planning appeals and judicial reviews relating to planning matters. The purpose of the report was to inform Members of the cost implications of planning appeals. The report made recommendations for improvements in respect of planning decision-making and there was a brief commentary in respect of the costs associated with the judicial review into the Waverley Local Plan Part 1.

Concern was raised that for informal hearings applicants were starting to bring legal representatives. Officers advised that informal hearings should not require external counsel but they would do the same if something required a strategic defence. Concern was also raised about the additional costs which were not noted in the papers in terms of administration of appeals. It was noted that there was a budget for dealing with costs of appeals but this was sometimes exceeded. Figures would be shared. It was noted that there was a varying number of appeals across the four areas and additional training to Councillors should be provided to aid more informed decisions.

During consideration of this item, it was noted that there still appeared to be issues with the new online planning system and Members requested that this be looked at to make it more accessible.

50. CAPITAL STRATEGY 2020/2021 (Agenda item 10.)

The Committee received the Capital Strategy which brought together the Council's detailed policies, procedures and plans relating to cash investments and property assets. It incorporated the Treasury Management Framework, prudential indicators and Property Investment Strategy for 2020/2021.

The Committee discussed the Council's Investment Strategy in particular and there was some concern of the proposals to reach into residential schemes. There were more considerations that commercial properties and there were risks but they would be considered carefully.

The Committee broadly accepted the Corporate Strategy but there were concerns over move to investment into residential property.

51. COMMITTEE WORK PROGRAMME (Agenda item 11.)

It was noted that the work programme would be put first on the agenda in future. Added to the work programme were business transformation, economic development review and outcomes of the car parking review.

The meeting commenced at 7.00 pm and concluded at 9.30 pm

Chairman

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY O&S COMMITTEE

13 JULY 2020

Title:

CONTINGENCY REVISED BUDGET 2020/21

Portfolio Holder: Cllr Mark Merryweather, Portfolio Holder for Finance, Assets & Commercial Services

Head of Service: Peter Vickers, Head of Finance and Property

Key decision: Yes

Access: Part Exempt

Note pursuant to Section 100B(5) of the Local Government Act 1972

An Annexe to this report contains exempt information by virtue of which the public is likely to be excluded during the item to which the report relates, as specified in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, namely:

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

1. Purpose and summary

1.1 The COVID-19 emergency continues. This report outlines the latest projections of income and expenditure against budget in 2020/21 and highlights the significant projected net adverse variances from budget which arise as a result of the known impacts of the COVID-19 pandemic on the Council's services and finances. The extent of any further funding from government is currently unknown and therefore this report presents contingency proposals to address the latest projected budget shortfall on an emergency basis. These proposals have been prepared jointly by officers and the Executive and are presented to the Value For Money Overview and Scrutiny Committee for pre-decision scrutiny ahead of the Executive meeting in July and the special Council meeting in early August.

1.2 This report contains the following Annexes:

Annexe 1 – Schedule of projected variations from general fund budget in 2020/21

Annexe 2 - Budget summary and proposed mitigation measures to address budget shortfall

Annexe 3 – Options and alternative mitigation

Annexe 4 – Schedule of projected reserves and balances

Annexe 5 (Exempt) – Leisure Centre operator impact and proposals

2. Recommendations

It is recommended that the Value for Money Overview & Scrutiny Committee considers the financial position presented in this report, scrutinises the mitigation proposals set out, and passes comments and observations to the Executive to consider prior to seeking Council approval to the revised budget for 2020/21.

3. Reason for the recommendation(s)

The annual budget is a major decision for the Council and setting a balanced budget is a statutory requirement. As a result of the sudden and unexpected need to review the 2020/21 budget in the light of the COVID-19 impact, the Council must act quickly to ensure the significant projected net budget shortfall is addressed so that the Council can continue to function. Pre-decision scrutiny of the revised budget proposals demonstrates democratic transparency and good governance

4. Background

4.1 In February 2020 the Council agreed its Medium-Term Financial Plan and set its revenue and capital budget for 2020/21. Councils are required by law to have a balanced budget. There is no set definition in law of 'balanced budget' but the Chief Finance Officer (CFO) must work with the Council to ensure that the budget is robust and sustainable. A prudent definition of a sustainable balanced budget would be a financial plan based on sound assumptions which shows how income will equal spend over the short and medium term. Legislation provides a description to illustrate when a budget is considered not to balance, which is:

- Where the increased uncertainty leads to budget overspends of a level which reduces reserves to unacceptably low levels, or
- Where a council demonstrates the characteristics of an insolvent organisation, such as an inability to pay creditors

4.2 In the budget-setting report each year, the CFO makes a statutory statement about the adequacy of reserves, robustness of estimates and effectiveness of monitoring arrangements. These statements have been updated later in this report to reflect the revised budget proposals put forward. Whilst the 2020/21 budget included a range of estimates based on assumptions, at the time the budget was set the budget was deemed to be robust and deliverable overall. With regard to monitoring, this is undertaken by officers on a monthly basis and reported to Councillors with the quarterly reports. Normally, in-year variations to budget can be addressed with management action under the Council's Financial Regulations and the approved scheme of virements. However, the sudden, unexpected and material adverse impact of the COVID-19 pandemic has necessitated a thorough review of the Council's budgets and assumptions which has identified a projected budget deficit of £6.6m. This is explained in detail in this report. There is a risk that the Council may not have yet identified all of the impacts and that the pandemic may not be controlled as currently envisaged.

4.3 In May, the Executive considered a report on the Council's response to the COVID-19 pandemic which included a summary of the emerging financial impact at that time. That report identified a potential range of budget deficit of £3m to £9m in 2020/21 and set out four interim actions to take, including preparing a

report setting out options for reinstating the £1m working balance used to temporarily prop up the budget pending a full review into the financial impact. The Council is reporting the impact to government each month.

4.4 This report focuses on the urgent action needed to re-balance the 2020/21 general fund budget. Elsewhere on this agenda is a report which sets out the Council's 'Recovery, Change and Transformation' work programme which includes a comprehensive review of the longer-term effect on the approved Medium-Term Financial Plan and considers the Council's future financial resilience, taking account of the wider economic conditions. This will be reported to Councillors in the Autumn.

2020/21 Revised Budget Projections

4.5 Throughout June, the Head of Finance and Property led an exercise with the finance team and all Heads of Service to revisit all budgets and assumptions, identify the budgets impacted and produce a revised forecast for the year based on the best information available. The majority of budget heads were considered to be appropriate and achievable this financial year. However, a number of budgets are showing a material variance projected. A summary of the main headings is included in the table below and a detailed schedule is at Annexe 1.

	£
Leisure facilities	£2.7m
Car park income	£2.0m
Property income	£0.7m
Planning and land charges income	£0.6m
Other costs and loss of income	£0.6m
Total	£6.6m

The financial impact of the pandemic on the Council's budget can be broadly summarised as follows:

- Direct costs. The Council's staff have been redeployed to its own services and to implement government-mandated schemes. The Council has incurred overtime costs and has not made use of the furlough scheme. The Council was already implementing budgeted savings of £0.7m.
- Direct income losses. The government enforced facility closures, including leisure centres and museums, through secondary legislation and thereby triggered contract clauses that impose cost burdens directly on the Council.
- Consequential losses (e.g. car park income, and slow recovery following reopening of facilities)

Proposed Mitigation for budget deficit in 2020/21

4.6 In late April 2020 when the full potential impact on the Council's finances became clearer, Management Board took the decision to suspend all non-critical recruitment, review all external staff costs and suspend non-urgent spending where possible. This was an interim measure to help reduce costs. Furlough was

considered but was not possible as most functions of the council continued to operate and some areas experienced significantly greater demand. In addition to business as usual, the government and the Surrey Local Resilience Forum required Waverley to implement a range of COVID-19 support measures on the ground, such as business grants and housing rough sleepers, so staff in lower priority service areas were voluntarily redeployed. The government also communicated to councils that the furlough scheme was not intended for public service organisations, except in limited circumstances.

- 4.7 The government has so far given the Council £1.281m of COVID-19 support grant towards its £6.6m projected budget deficit, leaving a balance of £5.3m to be mitigated. On 2nd July the government announced further financial support to local authorities, particularly in relation to lost income from fees and charges. However, at the time of publishing this report the precise amount that Waverley may receive is not known. It is clear from the Government's announcement that the additional funding, whilst welcome, will not be sufficient to offset the full impact and will probably leave a substantial deficit still to address. Therefore, until clarity is given by the Government, £5.3m of budget mitigation must be identified and put forward to Council for approval.
- 4.8 The exercise undertaken with Heads of Service has identified a number of revenue and capital cost savings measures and these are included in the table at Annex 2. The Head of Finance and Property has also reviewed the Council's earmarked and non-earmarked reserves and, working with the Portfolio Holder for Finance and the Executive, a package of reserve movements is proposed which is also included at Annex 2. Clearly the Council did not intend to be in this position and reducing service costs and switching reserves from their intended prudent purpose to meet a one-off need is not a sustainable position. There will be risks and impacts arising from these proposals, which are identified later in the report.

Options and potential alternative mitigation

- 4.9 The proposals set out in Annex 1 are considered by officers and the Executive to be the least-worst approach to addressing the budget deficit, taking account of agreed Corporate Strategy priorities. However, to assist the scrutiny process, a list of other options that were identified but not included in the proposed measures at this stage have been included at Annex 3. Members of the Committee may also wish to propose other suggestions to the Executive. Whilst the options in Annex 3 are not included in the revised budget put forward, officers are considering them as part of the review of future years' budgets and the MTFP.

Other matters to consider

Leisure Centres

- 4.10 In common with most other borough councils, the highest value variation against Waverley's budget this year is the impact of the government's decision in March to require all leisure centres to close. The Council's budget in 2020/21 includes a net management fee paid to the Council of £400k. Places Leisure (PL) (part of Places for People Group Ltd.) wrote to the Council, immediately following the

legislation taking effect, setting out the financial and contractual steps that they had to take. This has significant financial implications for the Council. Officers have sought external legal advice and have been in active dialogue with PL to try to reach an acceptable settlement position. As this is not resolved yet and still subject to negotiation and agreement, the financial and legal details that are relevant to the decision that Council will need to take are set out in the Exempt Annexe.

- 4.11 There are two aspects to any agreement. Firstly, the position on the closure period and how PL's loss of income and unmitigated costs compare to the expected management fee payment. Secondly, there is the detail of PL's reopening plan and the financial impact of this. At the time of writing this report, the Government has not confirmed when leisure centres can reopen. Even when this is clear, it will take many months to fully open and many more months to restore a full trading position.

Cash Flow

- 4.12 Whilst this report is concerned with the Council's budgets, its cash flow is also being monitored closely. This is different from the council's budgets and funding and, as identified in the medium-term financial plan (MTFP), Waverley BC handles over £200m of cash in a year. The main areas impacted by COVID-19 are council tax and business rate collection and income from fees and charges, such as car parks. At this stage, it is expected that overall cashflow in quarter 1 can be managed without taking drastic action as the Government has deferred some major payments and officers have retained sufficient liquidity in treasury activity but the position may deteriorate in quarter 2 of the financial year as the business grants are finalised and payments to the government resume.

Council Tax, Business Rates and benefits

- 4.13 The amount of council tax that will be paid to each of the precepting bodies, including Waverley, Surrey County Council and the parish and town councils, is fixed for the financial year. Any variation in actual compared to estimated forecasts used in calculating the council tax base and/or the estimated in-year collection rate will impact in the following and subsequent years. For example, if Council Tax Support caseload and value increase above the estimated amount, or if the collection rate was lower than the assumed amount, the collection fund will fall into deficit which will be apportioned in future years. Government Covid19 support to business in the form of reliefs and grants will be fully reimbursed and not impact on Waverley's finances. In the 2nd July announcement, the Government has stated that it will support councils by allowing them to spread the impact over three years. The details are not available yet but this could be a helpful measure to smooth the pressure on Waverley's budget in future years.
- 4.14 At the end of May, council tax support caseload was 15% up (and rising) and the collection rate was 1.5% down on the same period last year. This impact will be examined in more detail in the review of the Medium-Term Financial Plan and scenarios modelled. Business rates are 4% down on the same period last year. The number of households in Waverley receiving Universal Credit increased from 2,158 in March to 3,264 in April. May's figures are not available from the Department for Work and Pensions yet but this is an early indication of the severe impact on household income.

Housing Revenue Account (HRA)

- 4.15 It is estimated that there will be some impact against the HRA budget in 2020/21, albeit less severe than on the General Fund. Reduced income and additional costs will arise from higher numbers of void properties as contractors are not able to undertake the works necessary to re-let properties quickly when they become vacant. There could be additional pressures on rent collection over the course of the year as some tenants' household income could be affected by the COVID-19 impact. This is being monitored closely by the housing team. The Head of Housing Operations expects the overall net impact on the HRA budget to be met from within existing budgets over the year so no action is required at this stage.

Town and Parish Councils

- 4.16 The government grant received of £1.281m is to help mitigate the costs incurred by the Council in responding to the impact of COVID-19 and further funding could follow as announced on 2nd July. The government recently wrote to town and parish councils to acknowledge that their finances may also have been affected but there would be no new funding given to them directly and they should discuss their impact with their higher tier councils. The Council invited parish and town councils to share their financial impacts so they could be included in the government returns. The total budget impacted across all town and parish councils in 2020/21 is currently estimated to be £270k.
- 4.17 The proposal put forward in this report for consideration and decision is that £80k of the government grant be top-sliced to support town and parish councils that can demonstrate a net loss of income due to COVID-19. At the time of writing this is higher as a percentage of impact than WBC is receiving. An assessment process will be worked up by officers in consultation with the Leader, Deputy Leader and Finance Portfolio Holder. In the event that Waverley receives further non-ringfenced Covid-19 support grant from Government, the amount to be made available to Town and Parish Councils will be reviewed. It is proposed that such a review would follow the broad principle that the percentage of grant for T&P councils, compared to their total loss, will be higher than the equivalent calculation for Waverley BC.

Risk and Impact

- 4.18 There is a risk that, if not monitored adequately, the proposed measures will have an adverse impact on services. Specifically, the prolonged vacancy freeze, reduced capital spend and pared back service costs could put pressure on services, particularly if the Council experiences further pressure as a result of the predicted wider economic downturn.
- 4.19 The impact in future years of Waverley needing to unexpectedly draw down significant value of reserves is difficult to assess but, given the £5.4m budget shortfall pa already projected in the medium term, these measures will put serious pressure on the Council's financial resilience. The proposals aim to maintain the general fund working balance at the prudent £3.2m level but draw down other prudent amounts set aside for specific risks such as property void and business rates equalisation. The imminent review of the MTFP will need a strong

focus on ensuring robust approach to reserves in the future. In the light of the Covid-19 impact, the government need to urgently give clarity to councils on business rate funding and address the growing risk of business rate appeals and declining rateable values to local council budgets.

S151 Officer Summary

- 4.20 Officers will need to increase the robustness and frequency of monitoring against budget throughout the rest of the financial year to ensure that there is an early warning of any worsening of the position so that further action can be quickly taken. Similarly if the position improves, action to relax the measures may be appropriate if there is sufficient confidence that this can be achieved. More specifically, if the Government gives Waverley further non-ringfenced Covid19 grant in addition to the £1.3m referred to in this report, it is proposed to apply this to reduce the identified draw from reserves. Given the significant budget deficit already forecast in the MTFP of £5.4m and the likely longer term impact of this emergency situation, this would maximise flexibility and partially restore resilience in future years.
- 4.21 If the Council fails to agree quick and effective action to bring the budget into balance, officers will need to consider what urgent action is necessary. Much has been said in national reports about councils needing to issue a Section 114 notice, which is effectively a statutory call for action from the S151 officer, normally in consultation with the council's external auditors. This should only be considered as a last resort and the proposals included in this report, whilst difficult to accept and challenging to deliver, set out an achievable plan for agreeing a contingency revised budget. Robust scrutiny and councillor briefing will be essential leading up to full council decision.

5. Relationship to the Corporate Strategy and Service Plan(s)

- 5.1 Having a robust, sustainable budget is essential to deliver all aspects of the Corporate Plan.

6. Implications of decision(s)

6.1 Resource (Finance, procurement, staffing, IT)

All decisions made with regard to the budget will impact on Waverley's resources

6.2 Risk management – covered above

6.3 Legal

The Coronavirus Act came into force on 25 March 2020, and since that date the government has introduced a significant amount of secondary legislation (statutory instruments) that has required the Council to change the way in which its services are delivered; required partner organisations and contractors to change their operational pattern, or temporarily cease operations altogether; and placed additional temporary functions within the Council's statutory powers, including additional enforcement powers in relation to businesses and additional homelessness duties.

6. Implications of decision(s)

Throughout this period the Council's Legal Services team has supported the Council's COVID-19 response by providing advice in relation to any and all suspended, additional and revised discretionary and non-discretionary functions, to ensure the Council has continued to operate lawfully in accordance with both existing and COVID-19-related legislation.

Over the coming months as the impacts of the effect of COVID-19 continue to be evaluated, that advice will continue so as to enable the Council to function lawfully in circumstances where the financial resources available to its non-discretionary and discretionary services are under far greater pressure than anticipated when the 2020/21 budget was set. Any and all further legislative changes and statutory guidance will be assessed and the Council's service supported with advice targeted to those changes, including through the Recovery, Change and Transformation programme.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report, however, an equality impact assessment of the detailed budget proposals will be completed to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

There are no direct implications arising from this report but reference is made to the need for the main budget proposals to address the resource requirement for the emerging climate change action plan. The current proposals retain in full the budget for delivering the action plan.

7. Consultation and engagement

- 7.1 The full budget proposals and options are before the Value For Money Overview & Scrutiny Committee for discussion and scrutiny. In advance of the meeting, there is an all-member briefing in the subject to enable councillors to receive a presentation on the main issues and ask questions ahead of the Council meeting in August. Officers have been working with the Staff side/Union in the formation of the Recovery, Change and Transformation programme and this work will continue. In parallel to the council's scrutiny and decision making process, officers will discuss the position and proposals with Grant Thornton, Waverley's external auditors.

8. Other options considered

- 8.1 Options considered are set out in the report and the annexes.

9. Governance journey

- 8.1 The budget proposals included in this report are presented to the Value for Money Overview & Scrutiny Committee for pre-decision scrutiny ahead of consideration by Executive and Council in July/August.

Background Papers

There are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

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Agreed and signed off by: Graeme Clark and Councillor Merryweather
Legal Services: Daniel Bainbridge, Borough Solicitor
Head of Finance:
Strategic Director:
Portfolio Holder:

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Annexe 1 – Schedule of projected variations from general fund budget in 2020/21

General Fund Forecast variance to budget 2020/21	£ `000	2021/22 impact	
Leisure Facilities	2,744	Possible	Impact on leisure facilities - see exempt annexe for details
Car Parks General	1,994	Not expected	Full year budget is £5m, assumes charging starts beginning of July with 50% of average 3 years monthly income, increasing 10% per month. If capacity in July is 50% add £200k, 40% add £433k and 30% add £860k
Investment Properties Target	500	Possible	Represents £200k 2019/20 and £300k 2020/21, need to invest C.£25m to achieve £500k full year effect.
Development Management	454	Possible	Full year budget is £1.56m, shortfall represents 30% reduction, 10% equates to £156k income. Assumption on forecast is that June and July will be same income levels as May and then start to recover at three year average from August, it is quite an optimistic forecast and likely to get worse. Currently down 20% on 2019/20, could be an additional £260k deficit.
Investment properties	242	Possible	Net adjustment including MRP and Wey Court East is unlikely to be let in 2020/21.
Land Charges	106	Not expected	Full year budget is £405k, assumes property market transactions will resume post lockdown.
Parks and Countryside	59	Not expected	Full year budget is £430k, Events, pitch hire and Frensham car park income not achieved April-July, varying assumptions on speed of recovery.
Borough Hall	57	Not expected	Full year budget is £106k, Site closed for events, assumed no income April-June, 40% July then increasing 10% per month thereafter, no cinema income for the year as unlikely to be able to run with social distancing.
Building Control	46	Not expected	Full year budget is £630k, Service has been operational during lockdown
Memorial Hall	38	Not expected	Full year budget is £129k, Site closed for events, assumed no income April-June, 50% July then increasing 10% per month thereafter
Careline	23	Not expected	Full year budget is £500k, Unable to install new equipment for new customers so income is impacted.
Debt recovery court costs recovery	83	Possible	Council tax and Business rates recovery of court costs, unlikely to be progressing debt recovery via liability orders in light of Covid economic impact
Financial Expenses	(40)	Not expected	Reduced number of card payment fees
Green Waste Recycling	(19)	Will increase	Reflects a significant increase in the number of subscriptions and additional collection costs.
Covid-19 - PPE	9	Possible	Additional office hygiene provision will be expected whilst the virus is not contained
Covid-19 Additional Staffing Revenues and Housing benefits	205	Possible	Increased debt arrears and economic recession impact on peoples income will require more work on income recovery benefit administration
Covid-19 Admin costs for grants/shielding/rough sleepers	80		
Covid-19 Additional cleaning staff	40	Possible	Additional office hygiene provision be expected whilst the virus is not contained
Covid-19 - Biffa bring site additional servicing	37	Not expected	
Other small variances	(22)		
Forecast operating deficit	6,636		Sensitivity range on income areas is an additional £1.5m: Car Parking £1m, Development Control £260k, others combined £250k

Annexe 2 - Budget summary and proposed mitigation measures to address budget shortfall

	£ `000	
General Fund Forecast variance to budget 2020/21	6,636	
Revenue and capital cost savings measures		
Covid-19 Costs Government Grant	1,281	
Covid-19 Government reimbursement of grants/shielding/rough sleepers	80	
Expenditure review	436	See below *
Capitalise Transformation team and fund from capital receipts	175	
Staff travel cost reduction	40	
Staffing conference and training costs	23	
Staff salaries: vacancy saving from a recruitment freeze	600	
Cancelled revenue contributions to reserves	510	See below *
Reduced revenue contribution to capital programme	472	
Total mitigation from 2020/21 revenue budget	3,617	
To be financed from reserves	3,020	
<u>Ear Marked Reserves:</u>		
		Remaining Bal
Flexible Homelessness Support Grant	474	(500)
Emergency Funding	17	(0)
Brightwells Reserve	296	(16)
Place Shaping	188	(132)
Investment Advisory Board	418	(2,014)
Business Rates Revaluation Reserve	795	(3,255)
SANG Site acquisition	200	(800)
Commercial Property Void provision	425	0
	0	0
Climate change	0	(300)
Local Plan Reserve	0	(236)
Revenue Reserve Fund - Capital Programme funding	0	(197)
Insurance Reserves	0	(566)
Borough Elections Reserve	0	(63)
Insurance Reserve - MMI run off	0	(188)
Total available earmarked Reserves		(8,266)
General Fund working balance: min balance £3.2m	206	(3,200)
Total reserve drawdown	3,020	
* Expenditure review	Budget	Adjustment
Operational budget adjustments	1,374	398
Mayors Costs	5	1
Farnham Maltings Museum management fee	71	20
Waverley magazine	32	17
Total expenditure review	1,482	436
* Cancelled revenue contributions to reserves		
New Homes Bonus to Property Investment reserve	260	
Local Plan Part 2 costs	40	
Business Rates Equalisation reserve	210	
Total cancelled revenue contributions	510	

Annexe 3 – Options and alternative mitigation

Further Items/Options to Explore	£ `000	Action	Impact
Leisure Centres	?	Review detailed options in the light of Government announcements and further negotiation with contractor	?
Green Waste subscription Fee	85	Consider increase in annual fee to £70	Potential drop off in users, so far Waverley has experienced increases in the customers regardless of fee increases.
Better Care Fund	?	Review Better Care Fund guidance to see if allowed to use more flexibly to fund staff support in in administration and management of facilitating people to stay at home longer.	Utilising unused grant balances
Grass verge cutting	95	Reduce the enhanced specification of the grass verge cutting SCC contract to maintain the service within the SCC contract sum.	Safety concerns, Potential improved biodiversity
Grounds maintenance temporary contract reduction	319	Negotiate a 10% reduction in the grounds maintenance contract for 2020/21 and hold back on the one off additional works budget.	May result in redundancies as staffing has been hired for the seasonal work.
Community organisation Service Level Agreements - temporary reductions	126	Some of the organisations ceased to operate during lockdown and have accessed government assistance. Reduce the SLA payments in line with reduced costs.	Should be minimised if they have accessed alternative funding.
Total	625		

Annexe 4 – Schedule of projected reserves and balances

	Forecast balance available	Used in budget review	Planned use in 2020/21	20/21 contribution	2019-2020
General Fund Useable Revenue Reserves	`000	`000	`000	`000	`000
Flexible Homelessness Support Grant	(500)	474	221	(542)	(653)
Commercial Property Void provision	0	425	0	(400)	(25)
Emergency Funding	(0)	17	0	0	(17)
Climate change	(300)	0	0	(300)	0
Brightwells Reserve - licence from dogflud	(16)	296	0	0	(311)
Local Plan Reserve	(236)	0	0	0	(236)
Place shaping	(132)	188	0	0	(320)
Investment Advisory Board	(2,014)	418	95	0	(2,527)
Revenue Reserve Fund - Capital Programme funding	(197)	0	717	(578)	(336)
Insurance Reserve - MMI run off	(188)	0	0	0	(188)
Insurance Reserves	(566)	0	0	0	(566)
Borough Elections Reserve	(63)	0	0	(30)	(33)
Business Rates Equalisation Reserve	(3,055)	795	0	0	(3,850)
SANG Site acquisition	(800)	200	0	0	(1,000)
General Fund working balance: min balance £3.2m	(3,200)	206	119	0	(3,525)
Total General Fund Useable Revenue Reserves	(11,266)	3,020	1,151	(1,850)	(13,587)
Capital Grants Unapplied Account	(862)	0	98	0	(960)
Capital Receipts Unapplied	(1,619)	0	1,967	(52)	(3,534)
Brightwells capital receipt: £2.5m committed	(2,676)	0	0	0	(2,676)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICES
OVERVIEW & SCRUTINY COMMITTEE

13 JULY 2020

Title:

Recovery, Change & Transformation (RCT) Programme

Portfolio Holder: Cllr J Ward Leader, Cllr P Follows Deputy Leader

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: Yes

Access: Public

1. Purpose and summary

This Programme seeks to understand the impact of the COVID-19 pandemic on Waverley Borough Council, to acknowledge the change that has been required to respond and to identify the immediate needs of the organisation and community as they move from emergency operations to recovery and planning for the future. The recovery programme involves two main strands of activity, the organisation's recovery and the community and economic recovery of the Waverley area.

The Emergency Budget deals with the immediate impact upon the organisation from Covid-19 and the subsequent 2020/21 budget impact from dealing with the emergency and the consequences of government legislation upon the Council's services; and Phase 2 The RCT Programme, the medium to longer term impacts upon the organisation from Covid-19 some of which will define new working practices going forward to solidify the organisations role within its community.

Phase 1

The financial impact on the organisation against its agreed operational budget for 2020-21 is already significant.

This result of this impact requires key decisions to be made in-year to nullify this gap, an emergency budget is required and is one objective of the Finance project of the RCT Programme.

Phase 2

Seeks to harness the learning from the new ways of working experienced during the lockdown period and the impact this has on the longer term structure and priorities of the Council to support the organisation itself so that it can play a pivotal role in the recovery of our economy and community into the medium and longer term. This will include a review of the Medium Term Financial Plan.

2. **Recommendation**

It is recommended that the Executive approves the Recovery, Change and Transformation Programme and the medium and longer term Project Objectives of the 10 projects that form the RCT Programme.

3. **Reason for the recommendation**

It is recommended that this Programme be approved so that Officers can move forward with the programme with clear direction from the Executive and to allow the organisation to effectively 'recover' to enable support for its community and economy.

4. **Background**

The COVID-19 pandemic has had, and will have a significant affect on the Council, its services, residents, businesses, staff and Councillors. The exceptional situation has resulted in significant operational changes. As the pandemic abates and the organisation starts to recover, an understanding of how it should move forward is essential to ensure a recovery for organisation and the community it serves.

The full financial impact on both the organisation and community are not yet understood, although it is predicted that the pandemic will cause an economic recession in the country and possibly worldwide.

To address these challenges the Programme concentrates on the organisation and its community. There are ten projects that have been identified these can be seen in Annex 1 which shows the Programme Structure. For clarity they are:

Organisational Change projects

- Service Plans assessment and update
- People & Staff
- Corporate Projects
- Finance
- Housing

Organisaiton Transformation Projects

- Agile working and IT
- Governance Decission Making
- Future Office Requirements

Community Recovery Projects

- Economic Recovery
- Commiunity Resilliance

The objectives also identify clear timelines of deliverables with the objective of culminating in a report to Council later this year setting the new direction for the Council. Some projects are more urgent than others and we have sought to clarify this on the third page of Annexe 1, Priorities & Timelines.

Annexe 2 shows the detailed SWOT analysis' that were carried out to inform each of the projects' objectives and deliverables Annexe 3.

This is a complex piece of work and requires a governance structure that allows informed decisions to be made to be made quickly to enable the tight project timetable to be achieved and is detailed in Annex 1.

5. Relationship to the Corporate Strategy and Service Plan

The current Corporate Strategy (2019-23) was agreed in September 2019. Since September 2019, the Coronavirus Pandemic has resulted in a change of priority in the emergency situation we find ourselves in. Our main objective currently is

'to arrange our resources to support the immediate health, wellbeing and safety of local residents, particularly the vulnerable'.

As the impact and extent of the pandemic is uncovered we realise that our state of normal will need to be revised. And as we move from the initial emergency state to the start of recovery, the first phase of work will be to understand that impact across all services and their service plans.

This programme of work sets to explore how the council will need to operate as a result of the impact and agree a way forward to the 'new normal' and arrange its priorities and services to reflect that. It is likely that as a result the Corporate Priorities will need to be refreshed in line with the Corporate Vision.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Income to the council has been significantly impacted by the Coronavirus and to continue without a full review of services, alongside the loss of income, would be detrimental to the council's agreed budget 2020-21.

The Council has agreed a temporary re-deployment policy. The programme will look at current service priorities and re-deploy staff to ensure that the new priorities can be met.

Each Project within the Programme must consider the budget impact as a cross-cutting theme, this will feed into the overall Programme through the Working Group and Programme Board.

6.2 Risk management

The corporate risk register will be updated as well as an overall Programme Risk Register – this will be reviewed by the Programme Board and Portfolio Holders on a monthly basis. Should 'red' risks continue for more than 3 months, a full assessment of the on-going mitigation will be made.

One overriding risk that would impact on the deliverables of all the projects is that of a second wave, or localised spread, of Covid-19 resulting in another declaration of an emergency state.

6.3 Legal

The Recovery, Change and Transformation project is provided with legal support at the Programme Working Group level with representation by the Borough Solicitor, and each Project Board workstream is supported by either active participation or call-on when required support from a specific member of the Legal Services team. This ensures that any legal risks and opportunities are identified within each workstream and coordinated at the overarching Working Group.

6.4 Equality, diversity and inclusion

There is no Equality & Impact assessment for the programme but each project will have its own assessment.

6.5 Climate emergency declaration

Sustainability has been identified as a cross-cutting theme across all projects within the programme. Sustainability and the climate emergency will be considered within each project.

7. Consultation and engagement

Heads of Service have contributed to the overall Programme through Senior Management Briefings and indeed, the majority of Heads of Services are a Project Sponsor for one of the 10 projects.

8. Other options considered

To continue without a formal programme that does not address the financial the impact of the pandemic would mean that the Council could not continue to operate its full range of services and would have to take drastic cost cutting measures to balance its budget. It would also bring into question the longer term financial resilience of the Council. Each of the work projects will be identifying options for change and transformation that will be considered by members in due course .

9. Governance journey

9.1 O&S VFM Committee (13 July), Executive (28 July)

Annexes:

Annexe 1 – Programme Structure -

Annexe 2 – SWOT analysis from each project -

Annexe 3 - Objectives from each project -

Background Papers

There are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

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Agreed and signed off by:

Legal Services: 15/06/2020

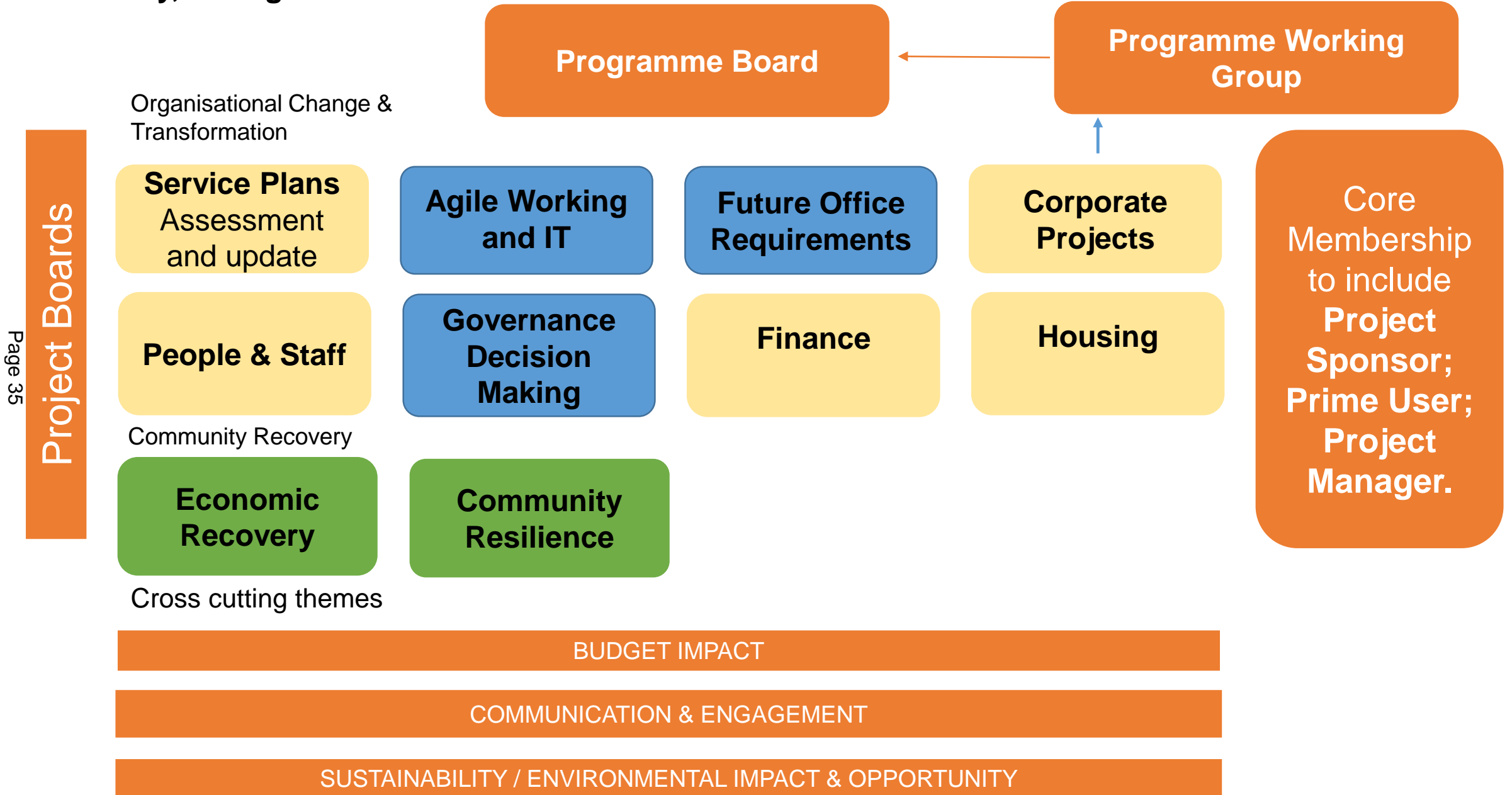
Head of Finance: date

Strategic Director: 25/06/2020

Portfolio Holder: date

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Recovery, Change and Transformation Structure



Proposed Project Boards

Project Sponsor, Prime User and Project Manager

Service Plans

Robin Taylor
Louise Norrie
Yasmine Makin

Agile Working and IT

David Allum
Linda Frame
Wendy Cooper

Future Office Requirements

David Allum
Wendy Cooper
Caroline Wallis

Corporate Projects

Kelvin Mills
Candice Keet
Fotini Vickers
Adam Holt

People & Staff

Robin Taylor
Sally Kipping
Tamsin McLeod

Governance Decision Making

Robin Taylor
Fiona Cameron
Fotini Vickers

Finance

Peter Vickers
Rosie Plaistowe
Tamsin McLeod

Housing

Hugh Wagstaff
Heather Rigg
Annalisa Howson

Economic Recovery

Zac Ellwood
Catherine Knight
Adam Holt

Community Leadership

Andrew Smith
Katie Webb
Adam Holt

A representative from
Finance, Comms and
Sustainability will be on
each group

Priorities and Timelines – May 2020

0-3 months

**Agile Working
and IT**

**Corporate
Projects**

People & Staff

**Governance
Decision
Making**

**Finance
Phase 1**

3-6 months

**Service Plans
Assessment
and update**

**Finance
Phase 2**

Housing

**Economic
Recovery**

**Community
Leadership**

6 months plus

**Future Office
Requirements**

We would expect that all projects will have elements that continue for longer than those outlined above. However it is felt that peaks of work will appear within the timeframes identified.

RCT Programme Board and Programme User Group (26th May 2020)

Programme Board – to meet every 2 weeks (to be reviewed periodically)

Tom Horwood
Annie Righton
Graeme Clark
Kelvin Mills
Robin Taylor
Peter Vickers
Debbie Smith
Kimberley Soane (support)

Project Board members invited as and when required

Programme Working Group – to meet every 2 weeks

Kelvin Mills
Robin Taylor
Peter Vickers
Harri Robinson
Dan Bainbridge
Debbie Smith
Adam Holt

Invitation made to Project Board members as and when required

Agenda items

Approve / reject recommendations by Working Group
Review RED risks
Understand high level programme and critical path
Facilitate decision making and communicate to the Executive and Council as appropriate

Agenda items

Prioritise and keep on track the RCT Programme of work
Track and review Project objectives
Ensure cross-cutting themes are monitored – including overall comms plan.
Make recommendations to the Programme Board
Ensure no overlap of projects
Monitor and take action on risks and issues

RCT Programme Project SWOT Analysis

Date: 18/06/20

Contents

Service Plans Project	2
People and Staff Project.....	3
Agile working and IT Project	4
Governance & Decision Making Project.....	5
Future Office Requirements Project.....	6
Finance Project	7
Corporate Projects Review Project	9
Housing Project	11
Economic Recovery Project - Internal.....	13
Economic Recovery Project – External.....	14
Community Resilience Project.....	15

Service Plans Project

Project SWOT Analysis

REPORT DATE: 21/5/20

Project Title: Service Plans

Key People:

Project Sponsor – Robin Taylor

Prime User – Louise Norie

Project Manager – Yasmine Makin

Portfolio Holders – Cllrs John Ward and Paul Follows

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Relative political stability of administration + recent period of visible cross-party working
Relatively few existing strategic commitments or 'old promises' to be publicly de-commissioned or backtracked on
Existing review and organisational change programmes to build on: Scrutiny including budget review; customer services review; climate change plan; Business Transformation programme.
Weaknesses
Overcommitting and not clearly prioritising, with the effect of reducing outcome quality, strategic attention, timeliness of delivery or organisational resilience
Uncertainty over pre-covid strategic agenda so starting from a strategically weak position
Residual perception of Waverley as inward-looking
Opportunities
Fundamentally reviewing and as necessary reshaping the Council's strategic position and direction
Meaningful public conversation and engagement – co-production of services?
Close 'reality gap' between budget and corporate strategy to create a costed plan for the Council
Threats
Severe budget situation
Uncertainty about effects of pandemic on local economic and social capital
Forced policy change by central government

Project SWOT Analysis

REPORT DATE: 21/5/20

Project Title: People and Staff

Key People:

Project Sponsor – Robin Taylor

Prime User – Sally Kipping

Project Manager – Tamsin McLeod

Portfolio Holders – Cllrs John Ward and Paul Follows

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Positive feedback on approach taken and guidance issued by HR team over covid situation
Existing programme of wellbeing underway (we plan to expand on this)
Good relationships and lines of communication between unions, staff and members.
A key selling point of the Council's employment offer is flexible working – we are well-placed to build on this
Period of intensive work to enable home working, improve IT capacity and remote meeting attendance via zoom
Well established governance structures, including Joint Consultative Committee, Management Board, SMT and Managers' Group
Emergency staff redeployment in the early weeks of the Council's response to the Covid-19 pandemic demonstrated flexibility / agility amongst many Waverley staff
Integrated, well-resourced and proactive HR team following a relatively up to date and ambitious HR strategy
Weaknesses
Mental health issues amongst existed pre-covid. These will have worsened, despite a focused programme of support.
Uncertainty over Burys project / lack of flexibility within existing building
Short timescales to ensure and enable the safe return of staff to the office
Opportunities
Opportunity to fundamentally review ways of working / modernise
Potential for a smaller footprint of HQ – financial and place-shaping benefits?
Catalyst for accelerating existing change plans: performance management; staff travel; internal talent management; L&D etc
Opportunity to look at alternative models of service delivery and ways of working including collaboration with other local authorities, greater use of technology, outsourcing
Threats
Uncertainty of pace, scale and nature of government relaxation of lockdown restrictions
Lack of PPE
Severity of budget situation / uncertainty of govt funding situation / likely recession.
Staff are resistant to the change in working practices during the recovery phase and post Covid

Agile working and IT Project

Discussed with Cllr Clark at DA/Portfolio Holder mtg 18/5

S.W.O.T Analysis

Strengths:

- Liberty Create software procured and training underway
- First draft of applications to build (leading towards a CRM-esque product)

Weaknesses:

- Killer question answers required to determine IT infrastructure and staff capability

Opportunities:

- Significant savings to be realised to support existing Business Transformation projects
- Behavioural change of staff due to Covid19 lockdown means new skills and ways of working have been established
- Project could help support Council's Climate Change ambitions

Threats:

- Release of lockdown might encourage old ways of working to be established
- Decisions which significantly support the Climate change ambitions may be more costly than decisions with more limited climate change impacts

Governance & Decision Making Project

Project SWOT Analysis

REPORT DATE: 21/5/20

Project Title: Governance and Decision-Making

Key People:

Project Sponsor – Robin Taylor

Prime User – Fiona Cameron

Project Manager – Fotini Vickers

Portfolio Holders – Cllrs John Ward and Paul Follows

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Existing Governance Review group, waiting in the wings to be reconvened and re-scoped as a vehicle for governance change – no need to start from scratch
Genuine appetite amongst administration for a new approach to governance and decision-making?
Short/Medium term issues of transition to Zoom remote meetings etc substantially if not completely bedded in so can now turn attention to MT / LT governance change
Weaknesses
Starting point is not lean - some governance structures and processes are perhaps unnecessarily complicated (planning, scrutiny, exceptions added to scheme of delegation). Some, if not all, of this process and tradition is held dear.
Too much time spent on running transactional processes, too little time spent on value-adding and checking work. Too many mistakes.
Lack of member trust in officers has led to overly complicated checks, processes and documented exceptions. 'Process load' is high and doesn't achieve the control it is meant to.
A fundamental governance review requires investment of officer time. Is there sufficient resource?
Opportunities
Reset button on Governance?
Remote attendance potentially widens opportunities for democratic participation and public engagement
Increased devolution / partnership working?
Simplified, transparent governance arrangements have the potential to save time for all officers, by streamlining decision-making without reducing member oversight, making clear which decisions go to Members and why, setting the conditions for officers delivering the customer-facing services.
Threats
Forced local government reorganisation?

Future Office Requirements Project

Not required as this is a mature project.

Project SWOT Analysis

REPORT DATE: 06.06.20

Project Title: Finance

Project Team:

Project Sponsor – Peter Vickers

Project Lead – Rosie Plaistowe-Melham

Project Manager – Tamsin Mcleod

Portfolio Holder – Mark Merryweather

SECTION A: PROJECT STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths
Officers and Members have a detailed understanding of the council's finances and service costs.
The Finance team has sufficient capacity, experience and capability to financially model covid-19 impact, monitor the finances and support the recovery programme.
The council has a significant level of discretion on what services are delivered, quantity, demographic and method.
The council has a lot of scope to corporately challenge traditional thinking and values to reshape services and break down service silos and duplication.
The council is only just beginning its digital transformation journey to deliver transactional and administrative efficiencies.
Already planned to lose the £2m business rates support within base budget in next 3 years.
The covid-19 pandemic has facilitated a seismic shift in corporate culture away from office based service delivery and tested service capacity and demand.
Diverse political membership has offered opportunities to call on expertise regardless of affiliation, but possibly not under stress going forward.
Weaknesses
There are limited reserves and capital receipts in context of the estimated magnitude of the revenue deficit and financial impact of actions required to restructure to a lower cost base.
Diverse political membership and the democratic process will make service reduction/restructure decisions difficult to achieve a lower cost base.
Strong officer and political leadership will be needed to identify and override service self interest.
There is limited time to achieve financial payback on the cost of making service changes.
Staff demographic makes the cost of head count reduction challenging to achieve financial payback.
Staffing represents half the gross cost and virtually all of the service delivery capacity.
Significant/material contract costs are locked in for long periods, variations will require long payback timescales.
IT infrastructure and property related costs are a significant element in the budget and have limited scalability.
Significant service changes will require public consultation which takes time and resources.
The MTFP has a pre-covid-19 deficit of £5m with a high dependency on transformation and property investment to close the budget gap.
The council is over dependant upon car parking and council tax income which are sensitive to the economic situation.
The BSWG review didn't identify any further opportunities below what is already in the MTFP which are under threat
Opportunities
Lower interest rates will enable the council to capitalise longer term payback restructuring costs and borrow to finance the capitalisation, requiring Central Government permission.

Property investment market will be significantly different post covid-19 with opportunities to purchase viable property being sold under financial distress.
Unique opportunity to reposition the council's role in the wider public service economy and redefine its relationship with the public.
Explore what we can do to underpin the local economy to drive resident & business wealth and underpin our tax & commercial income.
Threats
No idea what the new environment will look like: local economy, government funding, cost demands
Unintended consequences of service reductions will be financially difficult to mitigate.
Cost shunting between agencies will be inevitable and difficult to avoid.
Local Authority partnership working will take time to set up and will not necessarily deliver savings in the medium term, short to medium term objective will have to focus on pooling capacity to provide resilience.
PWLB investment borrowing consultation will restrict the ability to pursue the investment strategy to generate income.
May need the available reserves to invest in property to generate a return due to low yields in a long term economic depression.
Outcome of government finance support and fair funding review may not provide any additional financial support at 2 nd tier level.
Government reorganisation, although this will override the recovery if Waverley starts a process to amalgamate into a other form of entity.
HMG may regulate our options on F&Cs and PWLB may be tightened up to stop us investing in residential, which would limit commercial decisions.

Corporate Projects Review Project

Project SWOT Analysis

REPORT DATE: 8 JUNE 2020

Project Title: Corporate Projects

Project Sponsor – Kelvin Mills

Project Manager – Fotini Vickers

Portfolio Holder – Cllr Merryweather

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
<p>Opportunity to save money</p> <ul style="list-style-type: none"> • This review of the projects is taking place early in the financial year so we may have the ability to change project priorities without too much impact • Ability to help close the budget deficit for 2020/21 • Some projects can still be delivered with no or minimal impact to the General Fund e.g. those that are externally/grant funded or those that are delivered under a development agreement.
<p>People</p> <ul style="list-style-type: none"> • Project Managers are fully aware of the challenges now being faced and will understand corporate role • Project will potentially enable resources to be designated to ‘new corporate projects’ • Strong motivated project team supported by clear political leadership
<ul style="list-style-type: none"> • Clear objectives set for project
Weaknesses
<p>Time</p> <ul style="list-style-type: none"> • Short timescales to evaluate the projects • A number of projects are already underway and ongoing • May take time to agree the assessment criteria which will slow the delivery of this project
<p>Other processes that may overlap</p> <ul style="list-style-type: none"> • Some Corporate projects might be reviewed under different work streams, potentially causing duplication or gaps • Difficulty in assessing corporate priorities of individual projects before the Council Corporate priorities are reviewed and updated post-Covid • Political pressure from wider Council could impact on decisions being made • Some projects will have to continue for contractual / legal reasons although they are not a priority
<p>Money</p> <ul style="list-style-type: none"> • Stopping / pausing projects could impact external funding already received • Potential money saved is insufficient to materially affect in-year budget deficit • Stopping/pausing an Invest to save project that may be financially positive in the short term, may impact income generation or capital savings in the medium/longer term
<p>People</p> <ul style="list-style-type: none"> • Project managers may be defensive of their own projects
Opportunities
<p>Review processes and council priorities</p> <ul style="list-style-type: none"> • Seizing the opportunities of the already implemented responses to the pandemic, particularly in relation to climate change • Re-prioritisation of projects in line with new priorities that emerged as a result of the transition period that Covid19 “imposed” on us • Engage members in the process of prioritising projects generating greater political alignment and awareness
Threats
<p>Covid19 impact sustained for longer than anticipated which could result in:</p> <ul style="list-style-type: none"> • Providers requiring additional expenditure or extra time to deliver projects • Further loss of income for the council

<ul style="list-style-type: none"> • Intended end users/stakeholders may have changing priorities/needs to when a project was initiated
<p>Political threat</p> <ul style="list-style-type: none"> • Negative public reaction to projects paused or stopped • Reputational risk for the council • Central Government could change
<p>Human resource and contract implications</p> <ul style="list-style-type: none"> • Pausing a project could require work to be re-commissioned at higher rates • Providers may no longer be operating • Commitments to external providers/funders have already been made that means the project cannot be changed
<p>Money</p> <ul style="list-style-type: none"> • External funding sources may no longer be available if projects are postponed

SECTION B: SUMMARY

The reprioritisation of the corporate project list allows the Council to realign itself post-Covid. It gives the potential to not only save money to help close the budget deficit but attribute funds to new priorities that positively impact the Waverley community. It is a core strand of RCT Programme and carries strong political support. It is one that could deliver savings in this budget year helping to close the in-year budget deficit. Councillors and members of the public will see the material benefits of the project in their community.

Housing Project

Project Title: Housing HRA Recovery

Project Sponsor: Hugh Wagstaff

SWOT Analysis

(in no particular order)

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • Financial reserve • Strong leadership and Team management • Top quartile rent collection • Professional and qualified team, reactive to change and challenge • Good relationship with tenants – customer focus • Healthy capital budget • Local knowledge of communities and homes • Contract management • Clear, adhered to processes • Good performance reflected in KPIs monitoring • Positive relationship with Council Members and communities • Positive relationship with Homes England and Chartered Institute of Housing • Continuous staff development • Positive contribution to reduce carbon objective 	<ul style="list-style-type: none"> • Backlog of responsive repairs (contractor change and covid-19 crisis) • Delay in capital spend • Ability to recruit technical staff • Lack of confidence in housing management IT systems • Indications that customer may not always be put first ie complaints
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New ways to engage with tenants/ deliver services (digitising service eg online forums and videos conferencing) • Efficient “bundle“ of works • Flexible working hours extending service hours • Responsive and adaptable teams • Maximise use of Income Analytics software • To future proof housing management IT systems • Develop current staff for technical roles • Full implementation of new housing management team to be proactive more than reactive (smaller patch sizes) 	<ul style="list-style-type: none"> • Ongoing lockdown restricting access to homes • Ongoing pandemic impact on economy • Unable to recovery rent arrears • Unable to deliver H&S works – result in accident, claim • Delay in new homes development • Unable to let homes and applicants unable to move in due covid-19 • Unable to take legal action against breaches in tenancy • Housing IT systems company acquired by others • Legal action from tenants for right to repair • Poor customer satisfaction / unmet expectations • Disrepair of homes reduced assets

<ul style="list-style-type: none">• Relationship with CIH and Homes England• New ways for working reduce carbon footprint	<ul style="list-style-type: none">• Uncertainty of central government policies on all aspects of social housing• Poor internal and external communication in rapidly changing environment
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Project SWOT Analysis of Economic Development within Waverley Borough Council

REPORT DATE: 19/06/20

Project Title: Economic Recovery Project

Project Team: Project Lead – Catherine Knight/Gill Dally, Project Sponsor – Zac Ellwood, Project Manager – Adam Holt, Portfolio Holder – Cllr Townsend

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Experienced and efficient team with recognised history of effective business support
Strong and long term partnerships with local chambers of commerce, Business South/Enterprise First and EM3 LEP, neighbouring authorities (including town and parish councils)
Executive committed to Economic Development in the borough
Property Investment Board
Effective Comms channels through website & newsletters
Links with Waverley Training Services providing training and apprenticeships throughout Surrey and border areas
Weaknesses
Lack of team capacity and resources for wider economic development projects (1.4 FTE)
Lack of focus on Key Account Management and proactive investment support from SCC
No comprehensive database for communications, project work etc.
No formal channel for cross-service team working internally e.g. business rates, planning, property, parks & countryside, env. health, licensing, culture etc
Limited capacity for investigating funding opportunities, writing bids/expressions of interest
Opportunities
Improved cross-service work streams
Proactively seeking funding and identifying opportunities in new government policies e.g. trade deals.
Working with Property Investment Board and commercial agents
Improved business data and market research
Set priorities and KPIs for Surrey CC key account manager
Expand Comms through business specific Facebook and Twitter accounts
Threats (ED Team – internal practices)
Reduced funding from Government, SCC and other bodies as all face budgetary pressures
Significant contraction in the local economy, business rates and council tax base
Reduced capacity of other service teams to engage with ED team due to capacity/resources
Possibility of future lockdowns and knock-on impact – e.g. family commitments, illness etc
Brexit
UK wide sharp recession

Project SWOT Analysis of Waverley as a place for business

REPORT DATE: 19/0620

Project Title: Economic Recovery Project

Project Team: Project Lead – Catherine Knight/Gill Dally, Project Sponsor – Zac Ellwood, Project Manager – Adam Holt, Portfolio Holder – Cllr Townsend

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Strong recognition from Executive that economic development fundamental to recovery
Adopted Local Plan
Growth of housing and businesses at Dunsfold Aerodrome
Extensive natural capital
Skilled Workforce
Tourism Industry
Well-established Chambers of Commerce
Weaknesses
Membership of Chambers of Commerce limited
High numbers (91%) of small and micro businesses difficult to communicate effectively across all these sectors
High house prices greatly exceeding local salaries
High numbers of outward commuting skilled professionals
High dependency on limited range of key business sectors
Rural Road network and limited public transport
Opportunities
Potential growth of certain key sectors e.g. local green technology companies, land based businesses (including food production), IT sector etc.
More residents working from home – potential benefit to local economy
Potential for more companies to be attracted to relocate from densely populated cities to more rural areas
Increased investment in residential property in terms of home improvements – bigger local spend, planning applications etc.
Increased numbers of staycations
Tap into innovation in identified growth sectors, including upskilling and education
Threats
Sharp recession. Estimated 30% of businesses might not reopen (FSB) – threat to employment, mental health, well-being
Reduced demand/need for larger commercial space through increased working from home
Potential for increase in crime and anti-social behaviour
Potential Mismatch between employee skills and market demand
Uncertainty surrounding Brexit. Increase in tariffs to export, and loss of EU funding programmes, and change in immigration rules following Government policy after EU withdrawal
Interruption in children’s education creating a disadvantaged generation.
Predicted severe % impact on employment sectors in Waverley including retail and service industries

Community Resilience Project

The SWOTs are to be completed by external partners and collated by WBC during June 2020. The template, developed with the portfolio-holder, which has been distributed is shown here for information. It has been sent to existing organisations and specific C-19 response groups.

COVID-19 and Community Resilience

Questionnaire on the Impact of COVID-19 on Voluntary, Community and Faith Sector Organisations

The Coronavirus has brought new challenges and opportunities to the voluntary, community and faith sector. The response to the virus has been amazing, and invaluable in helping residents in Waverley get through these difficult times.

The Council would like to find out how the pandemic has been affecting your organisation and what you feel the future may hold. We would be grateful if you could take a few minutes to complete this short questionnaire. This vital information will help the council evaluate the success of the community involvement in the response to COVID-19: what worked well, what hasn't worked so well and how your organisation sees the future as we start to come out of lockdown.

The results will help create the Council's long-term plan for community engagement and partnering that builds on the successful measures implemented during the pandemic. As part of this, we are also working with colleagues at the County Council and in Health.

Please return your completed form to: communities@waverley.gov.uk by **12 noon on Wednesday 10 June 2020**.

Questionnaire

Section A

1. What type of service does your organisation provide (eg COVID specific, older people, mental health)?
2. What geographical area in Waverley does your organisation support (eg village specific, say Milford, or borough-wide)?
3. What size is your organisation? (write yes beside answer)
Income of less than £10,000 - Income of £10,001 to £100,000 - Income of £100,001 and above -

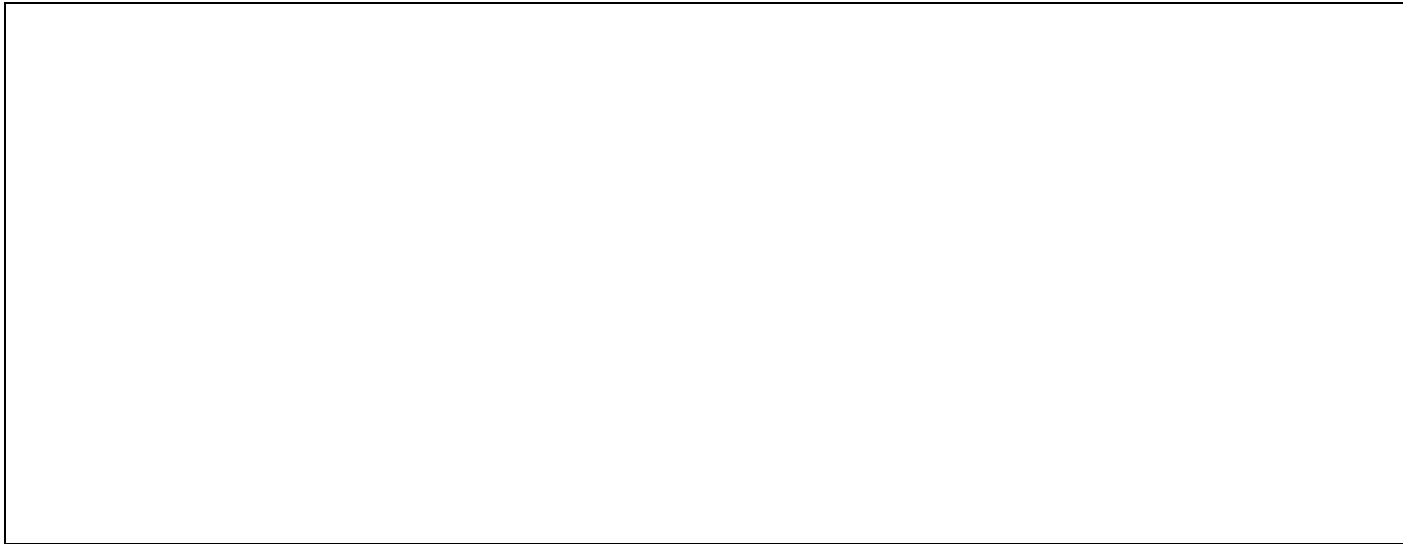
Section B

Please provide as much detail as possible to the following four points.

Strengths – eg commitment of our 5 staff, strong community connections with the Parish Council who helped source PPE.
Weaknesses – eg Poor IT with staff not able to work from home initially and took 2 weeks to set this up, 70% of our volunteers are over 70 so suddenly couldn't help as they were self-isolating.
Opportunities – eg 10 new volunteers have come forward who want to continue to help over the summer, built a new relationship with local printer who will help print flyers at reduced cost in future.
Threats – eg reduced funding, will need to reduce client numbers by half as they won't be able to socially distance in our building, staff worried about returning to work

Section C

If there is anything else you would like to say about your organisation's experience over the past couple of months and how it feels about the future, please write below.



Email your completed questionnaire to communities@waverley.gov.uk by 12 noon on **Wednesday 10 June 2020.**

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RCT Programme Project Objectives

Date: 16/06/20

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Service Plans Project

	Deliverable / Objective	Priority (Low/ Med/ High)	Estimated time to deliver (in months)	Estimated start date (month)
1.	<p>Create a comprehensive list of all services, for discussion by the Recovery, Change & Transformation Programme Board, provided by the Council that identifies:</p> <ul style="list-style-type: none"> (1) The current operational RAG status of each (2) The current level of demand vs pre-covid level of demand (3) Current staffing levels against establishment (4) Can additional staff be offered up for redeployment? Are additional internal redeployees needed? (5) Where services have been decommissioned, is there a business case for recommissioning them? If so, what is it? If not, what needs to be actioned for an orderly wind-up? (6) Where services have not been decommissioned, how will they be different in the future or will they be the same? 	High	1-2	April
2.	Once review of service plans are completed, review and if necessary, revise all recovery projects to check all areas are covered.	High	0-1	May/June
3.	Revised Service Plans	Medium	4	June
4.	A new Corporate Strategy for Waverley	High	4	June

People and Staff Project

	Deliverable / Objective	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)
1.	1-page SWOT analysis with Portfolio Holder Engagement.	High	0-1	May
2.	Establish a set of principles and values that will guide both our short term and longer term return to a 'new normal' working environment for staff.	High	0-1	May
3.	<p>Preparing and implementing a healthy, safe and positive return of staff and councillors into the office.</p> <p>The plan will seek to limit the risk of infection, support wellbeing and create a positive workplace culture that sets the scene for our longer term HR recovery strategy.</p>	High	0-1	May
4.	<p>Create a plan for managing the transition to a new normal in the medium and longer term.</p> <p>This work stream will support the shift to a new way of working that ensures we are better prepared for a second coronavirus wave / new pandemic and will also accelerate business transformation.</p>	Medium	4	June
5.	Support organisational change and HR activity required to bridge our new budget gap, in particular: restructures; redeployment; and redundancies.	Medium	4	June
6.	Deliver an expanded wellbeing programme for both staff and councillors.	High	12	May

Agile working and IT Project

	Deliverable / Objective	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)	Anticipated Finish date
1.	1-page SWOT analysis with Portfolio Holder engagement	High	1	May	May 2020
2.	Finalise corporate IT Strategy including updates in light of learning from CoVid emergency	Medium	3	Underway	July 2020
3.	Agree digital transformation policy/delivery model with Annie Righton	High	9	June 2020	July 2020
4.	Agree low code development schedule with Annie Righton (?)	High	3	Underway	June 2020
5.	Develop remote working strategy/policy (having synergy with Inspection/Enforcement & Building Control Business Transformation work-stream)	Medium	6	Underway	September 2020
6.	Develop IT infrastructure to support the remote working policy	Medium	3	November 2020	January 2021

Governance & Decision Making Project

	Deliverable / Objective	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)
1.	1-page SWOT analysis with Portfolio Holder engagement.	High	1	May
2.	Revise the Executive Forward programme	High	1	May
3.	Implement phase 1 of agreed remote meetings schedule: Exec, Standards, Extraordinary Council, Planning, priority O&S, Audit	High	3	May
4.	Implement phase 2 of agreed remote meetings schedule (widened schedule)	Medium	3	August
5.	Pre sunset clause review – do any of the temporary governance arrangements need to be extended / changed?	Medium	2	September
6.	<p>Implement (if necessary) phase 3 of remote (or partially remote) meetings schedule if normal business has not been resumed.</p> <p>This phase may also include continuing to allow remote attendance for other reasons during the period the regulations allow for (especially if it seems remote attendance will be allowed in future in non-emergency situations)</p>	Medium	6	November
7.	<p>Re-convene and complete the existing Governance review, taking account of how things changed in terms of both governance and culture as a result of the pandemic.</p> <p>This may also take account of governance changes required as a result of other recovery work streams.</p>	Medium	9	August

Future Office Requirements Project

	Deliverable / Objective	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)
1	1-page SWOT analysis with Portfolio Holder engagement.	High	1	May
2	Identify and agree options for The Burys and associated sites	High	1-2	May
3	Identify office requirements in terms of work-spaces and other facilities to be part of the new development (or moved off-site)	High	3	July
4	Consult with existing tenants and develop a leasing strategy/policy for the future	Medium	6	September 2020
5	Identify/acquire/develop local remote sites in conjunction with the Inspection//Enforcement Business Transformation work-stream	Medium	6	September 2020
6	Identify the IT and Facilities infrastructure to support the new model	Medium	3	September 2020

Finance Project

	Deliverable / Objective	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)
1	Assist all HoS to develop action plans to reinstate all Covid related negatively impacted income streams.	High	1 month for the plans to be agreed	May
2	Develop an emergency budget and options to resolve the 2020/21 projected budget deficit.	High	1 month	June
3	Revise the MTFP assumptions and risk assessment, base budget adjustments and MTFP action plan targets informed by the recovery programme outcomes and objectives 1 and 2.	High	5 months to complete a draft in Sept, pending central gov funding consultation	Started
4	Revised 2020/21 based upon monitoring and 19/20 outturn and develop the 2021/22 budget reflecting objectives 1,2,3.	High	2 months for 2021 revised and 2 months 2021/22 consecutively	July

Corporate Projects Review Project

	Deliverable / Objective	Priority (Low/Med/High) (High to be completed within the first 3 months)	Estimated time to deliver (in months)	Estimated start date (month)
1	1-page SWOT analysis with Portfolio Holder engagement.	High	0-1 month	May
2	Review and consolidate one consistent Corporate Projects list detailing the allocated financial commitments.	High	0-1 months	May
3	Update from Project Leads on Corporate Projects Register in line with new priorities by working with existing Project Managers	High	0-1 months	May
4	Assessment and prioritisation of projects against corporate priorities / agreed criteria ahead of the corporate priorities being re-agreed : Deliverability Impact of stopping Financial & Resource Implications Political Will	High	1-2 months	June / July
5	Creation of corporate project list with recommendations to either: Commit Pause Cancel	Med	1 month	July / August
6	Project list to be approved / amended by Programme Board, Executive / Council as required – in line with Council / Decision making process.	Med	3-4 months	Oct - Nov
7	Communication plan agreed for each project to update key stakeholders on next steps e.g. Project Teams, Community groups	Med	1 month	Sept

Housing Project

	Deliverable / Objective	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)
1	1-page SWOT analysis with Portfolio Holder engagement	High	1 month	May 2020
2	Maximise rental income (support tenants in prioritising rent payments, signpost to benefits, agree repayment plans and consider legal action)	High	11 months annual rent collection until March 2021	April 2020
3	Let homes (complete works on backlog of homes and recommence choice based lettings)	Medium	12 months to clear backlog and return to BAU	May 2020 "essential moves"
4	Reinstate responsive repairs and H&S/compliance works (inc Blunden Court works)	High	12 months to clear legacy works, backlog and return to BAU	Dependent on gov guidelines June 2020
5	Re/commence capital works programme (complete backlog of works, prioritise and programme on hold/ new requests)	Medium	12 months to clear on hold works and return to BAU	Dependent on gov guidelines June 2020
6	Maintain development programme for new homes	Medium	11 months annual development programme	April 2020

Economic Recovery Project

	Deliverable / Objective	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)
1	Undertake early SWOT analysis of the Economic Delivery project strand	HIGH	1	MAY/JUNE
2	Develop and adopt interim Covid-recovery focused Action Plan for Economic Development Strategy (to cover next 12 months) –including SMART targets for more immediate task and finish actions	HIGH	2-3	JUNE
3	Temporary restructure of Economic Development Team to re-purpose and resource it to be able to respond more effectively to Covid emergency – including focused administrative support and potentially additional officer(s) in short term	HIGH	1-2	JUNE
4	Develop Collaboration Strategy for building and enhancing links with other authorities and partners (e.g. Inward Investment Coordinator at SCC, Business South EM3 LEP) avoiding duplication of effort and ensure value for money.	MED	3-6	JUNE
5	Develop/purchase CRM system and robust database of Waverley businesses to enable better understanding of our exposure to economic impacts of Covid-19 and enable detailed, in-depth market sector analysis.	MED	2-3	JULY
6	Supporting the local workforce – providing or sourcing retraining and upskilling opportunities, including online training offering and dedicated library of resources.- links to Waverley Training Services, Job Clubs, etc.	MED	6	JULY
7	Revisit content and focus of Waverley for Business website to ensure strategic approach towards local economic recovery	LOW	6-12	AUGUST
8	Develop and publish updated Economic Development Strategy and Action Plan (longer term Strategy)	LOW	12	JAN 2021

Community Resilience Project

	Deliverable / Objective	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)
1	1-page SWOT analysis with key stakeholders and Portfolio Holder engagement.	High	1 month	May
2	Create a plan to continue implementing the successful interventions in the short term.	High	1 month	May
3	Carry out a review and evaluation of the successes of the community involvement in the response.	Medium	3-6 months	June
4	Create a long term plan for community engagement and partnering that utilises the successful measures implemented during the pandemic.	Medium	3-6 months	Aug
5	Seek Council approval to update corporate priorities to include the measures developed in this project.	Medium	Side by side	The process will probably start when O&S Working group resumes
6	1-page SWOT analysis with Portfolio Holder engagement	High	TBC	TBC

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WAVERLEY BOROUGH COUNCIL

ENVIRONMENT O&S – 24 JUNE 2020

COMMUNITY WELLBEING O&S – 30 JUNE 2020

HOUSING O&S – 6 JULY 2020

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 13 JULY 2020

Title:

CORPORATE PERFORMANCE REPORT

Q4 2019-2020

(JANUARY – MARCH 2020)

Portfolio Holder: All members of the Executive

Head of Service: All Heads of Service

Key decision: No

Access: Public

1. Purpose and summary

The Corporate Performance Report provides an analysis of the Council's performance for the fourth quarter of 2019-20 and reflection of the Council's performance throughout the year. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation

It is recommended that the Overview & Scrutiny Committee considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate.

3. Reason for the recommendation

The quarterly review of the Council's performance is subject to internal as well as external scrutiny in which the O&S committees play a crucial role. This approach allows for a transparent assessment on how each service performs against its set goals and targets. It also allows the O&S Committees to raise any areas of concern to senior management and the Executive, which in turn can result in improvement actions where required.

4. Background

4.1 The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets. The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key performance indicators
- Progress of Service Plans actions
- Progress of Internal Audit recommendations
- Complaints monitoring

- Workforce data
- Financial forecasting
- Housing Delivery monitoring

4.2 The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Finance Director) comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.

4.3 Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report, specific to its service area remit.

5. Relationship to the Corporate Strategy and Service Plans

Waverley's Performance Management Framework and the active management of performance information helps to ensure that Waverley delivers its Corporate Priorities.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The report presents the performance status of a wide range of measures from across the Council, including the quarterly update on the budget position and staffing situation.

6.2 Risk management

The scrutiny process of key performance indicators, goals and targets, laid out in this report, allows for an ongoing assessment of potential risks arising from underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

6.3 Legal

There are no legal implications arising directly from this report, however some indicators are based on statutory returns, which the council must make to the Government.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. Equality impact assessments are carried out when necessary across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

The report doesn't have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in January 2020 to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2019-2023](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019. Further revision of the objectives might be required once the Climate Emergency Action Plan has been created and approved.

7. Consultation and engagement

The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the review by the Overview and Scrutiny Committees at the quarterly cycle and, if required due to any substantial recommendations, travels to the Executive to seek its approval.

8. Other options considered

Standing report, no further considerations required.

9. Governance journey

The Overview and Scrutiny Committees will pass on their comments and recommendations to the senior management or the Executive, who will initiate any improvement actions where required.

Annexes:

Annexe 1 Q4 2019-20 Corporate Performance Report – Annexe 1 Final

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

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Agreed and signed off by:

Strategic Director: 9 June 2020

Portfolio Holder: Executive Briefing 16 June 2020

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Corporate
Performance Report
Q4 2019/20
(January-March 2020)



Report Publication Date: 12 June 2020

Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	Management Board	Management Board	3
Scrutinised by Environment Overview & Scrutiny Committee on 24 June 2020				
2	Service Dashboard	Planning and Economic Development	Zac Ellwood	10
3	Service Dashboard	All Environment Services teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	16
Scrutinised by Community Wellbeing Overview & Scrutiny Committee on 30 June 2020				
3	Service Dashboard	Licensing Team aspect from Environment Services section (when required)	Richard Homewood	16
4	Service Dashboard	Commercial Services	Kelvin Mills	22
5	Service Dashboard	Communities aspect from Housing Delivery and Communities section	Andrew Smith	30
Scrutinised by Housing Overview & Scrutiny Committee on 6 July 2020				
5	Service Dashboard	Housing Delivery and Communities	Andrew Smith	30
6	Service Dashboard	Housing Operations	Hugh Wagstaff	38
Scrutinised by Value for Money & Customer Service O&S Committee on 13 July 2020				
7	Service Dashboard	Business Transformation	David Allum	42
8	Service Dashboard	Finance and Property	Peter Vickers	46
9	Service Dashboard	Policy & Governance	Robin Taylor	49

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 – Q 2019/20

Q4 Chief Executive's summary:

This Quarter 4 report provides a performance overview for the period January to March 2020, as well as further commentary on the year 2019/20. The service chapters provide commentary and detail, focusing on those area of the Council's business that have required intervention to keep them on track.

The international coronavirus pandemic began impacting on the borough and the council towards the end of this quarter. Detail on the Council's initial response was provided to the Executive meeting on 12 May 2020

(<https://modgov.waverley.gov.uk/documents/s35777/200512%20WBC%20response%20to%20Covid-19%20v2.pdf>)

The detail is not repeated in this report. Suffice to note here, that the virus necessitated radical changes to how the council works, in order to help the vulnerable directly and to support health and social care services. This work continues. That report also indicated that the council faces substantial service and financial challenges as a result of the virus and of the economic and social disruption that are its consequences. While the government has provided some welcome funding, the net financial impact on the council within the year 2020/21 and beyond will be far greater than what has been provided to date, and represents a substantial corporate risk to the council. Further detail and decisions will proceed through the usual governance processes, involving the Overview and Scrutiny and Audit Committees and the External Auditor as required.

2019/20 was an extremely unusual year, with unexpected additional work, such as: unscheduled EU Parliamentary and UK Parliamentary elections, Brexit no-deal preparations, severe weather and finally coronavirus. The May borough elections ushered in a new multi-party political administration, which set a new corporate strategy. The council also declared a climate change emergency and a target of net carbon neutrality by 2030, dependent on government support, which will direct and heavily influence the council's plans and policies for implementing the new strategy and for coronavirus recovery.

Particular headlines for quarter 4 are:

- Rapidly reorganising and prioritising services that support the vulnerable and the local economy in the face of the coronavirus pandemic.
- Drafted a climate change action plan.
- Delivered on the budget for 2019/20 on target, with some concerns in a couple of areas offset in others.
- Agreed a budget for 2020/21, which will now be revised in the context of the pandemic.
- Successfully held a neighbourhood plan referendum in Farnham and 'made' the plan as a result.
- Conducted a by-election in Milford to elect a new borough councillor.
- Bedding-in several major contracts and minimal negative impact and resolving issues that arose.
- The Council and its specialist contractors continued to tackle the incidence of non-pneumophila legionella in a property and made plans to replace pipework.
- Dealing with severe weather and flooding in several parts of the borough.

Looking ahead, areas of particular concern this year are:

- The continuing impact of coronavirus on our communities and on our workforce.

- Fundamental issues of financial sustainability in the context of an already-challenging medium term financial plan plus coronavirus impacts, which accelerating our plans for service transformation and digitisation.
- Accelerating our climate change actions and securing government support to achieve the 2030 target.
- The impacts of Brexit, depending on UK-EU negotiations.
- The wider social debate on racial justice and equality and its implications for how public services are delivered.
- Reviewing the corporate strategy in the light of the changed circumstances.
- With Farnham Town Council, supporting Surrey County Council’s project board for the future transport infrastructure of Farnham, to secure improvements in air quality, retail attractiveness and traffic flow.
- Delivering part 2 of the Local Plan and addressing challenging government targets for housing delivery.
- Improving the affordability of homes in the borough.
- Supporting the progress of the Dunsfold garden village.
- Preparing for a bumper elections year in 2021.

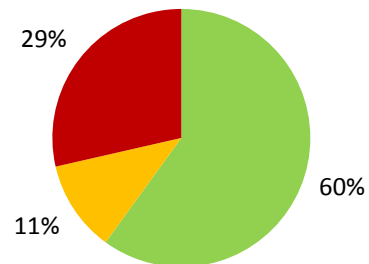
Through this time, the officer team has demonstrated a strong public service ethos, and a high commitment to the borough and to providing quality services. The whole council team of councillors and officers can reflect on the last year with some satisfaction for how it dealt with new challenges, but with no complacency in the face of more to come.

Tom Horwood, Chief Executive

Performance Indicators Status

Q4 All Corporate KPIs

Total	100%	35
Green	60%	21
Amber - less than 5% off target	11%	4
Red - over 5% off target	29%	10



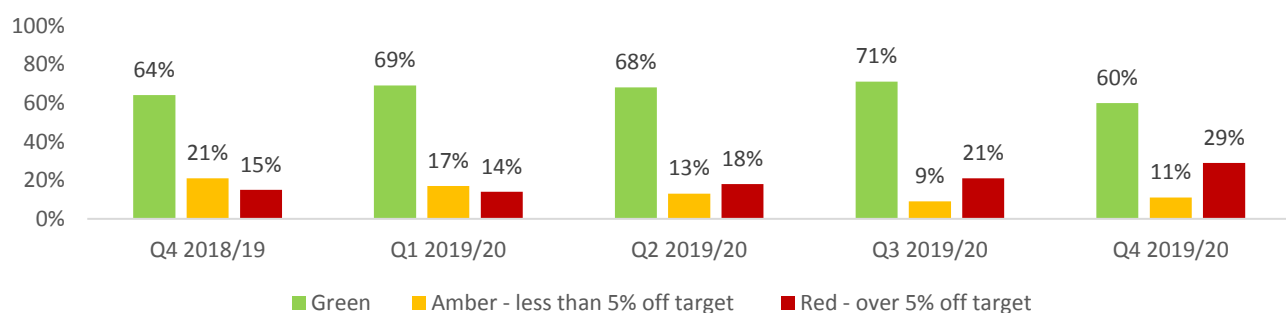
Data only / Not available	N/A	16
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Comment: In the fourth quarter 60% of indicators performed on target, however during this quarter a number of performance figures were unavailable due to the Covid crisis. The annual trend analysis has been included in the chart below. The service specific dashboards contain further details on underperforming indicators, including corrective actions where appropriate.

Performance Indicators - % per status

Q4

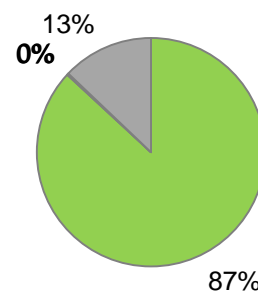
2018/19 - Q4 2019/20



Service Plans - Actions Status

Q4 update on all Service Plans 2019/2022

Total	100%	442
Completed	87%	384
On track	0%	0
Off track - action taken / in hand	0%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	13%	57



Comment: At the end of the year the majority of service plan actions were completed on track, those that were delayed or are still outstanding have been detailed under individual service 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](#)" (AUD 54/19) report from the Audit Committee meeting 2 March 2020.

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

Complaints Q4 2019/20

Q4 2019-2020 (1 January 2020 - 31 March 2020)

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	7	7	100%	1	1	100%		
Environment	25	23	92%	3	3	100%		
Finance & Property	11	8	73%	2	2	100%		
Housing Operations	20	16	80%	8	7	88%		
Housing Delivery and Communities	2	2	100%	3	2	67%	1	Upheld
Planning & Economic Dev	15	13	87%	10	10	100%		
Policy & Governance	2	2	100%	0	0	n/a		
Total	82	71	90%	27	25	93%	1	

Total Complaints	110
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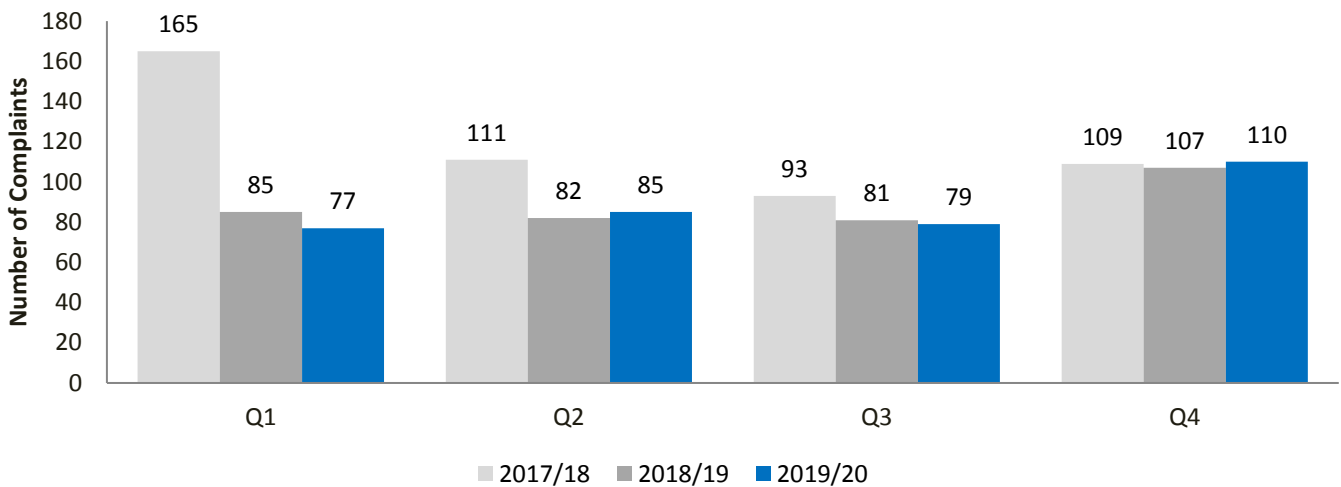
	Response Rate	Target	Status
Level 1	90%	95%	over 5% off target
Level 2	93%	95%	less than 5% off target
Total	91.5%	95%	less than 5% off target

*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: 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 year complaints trends analysis, with a similar number of complaints received this quarter compared to previous years.

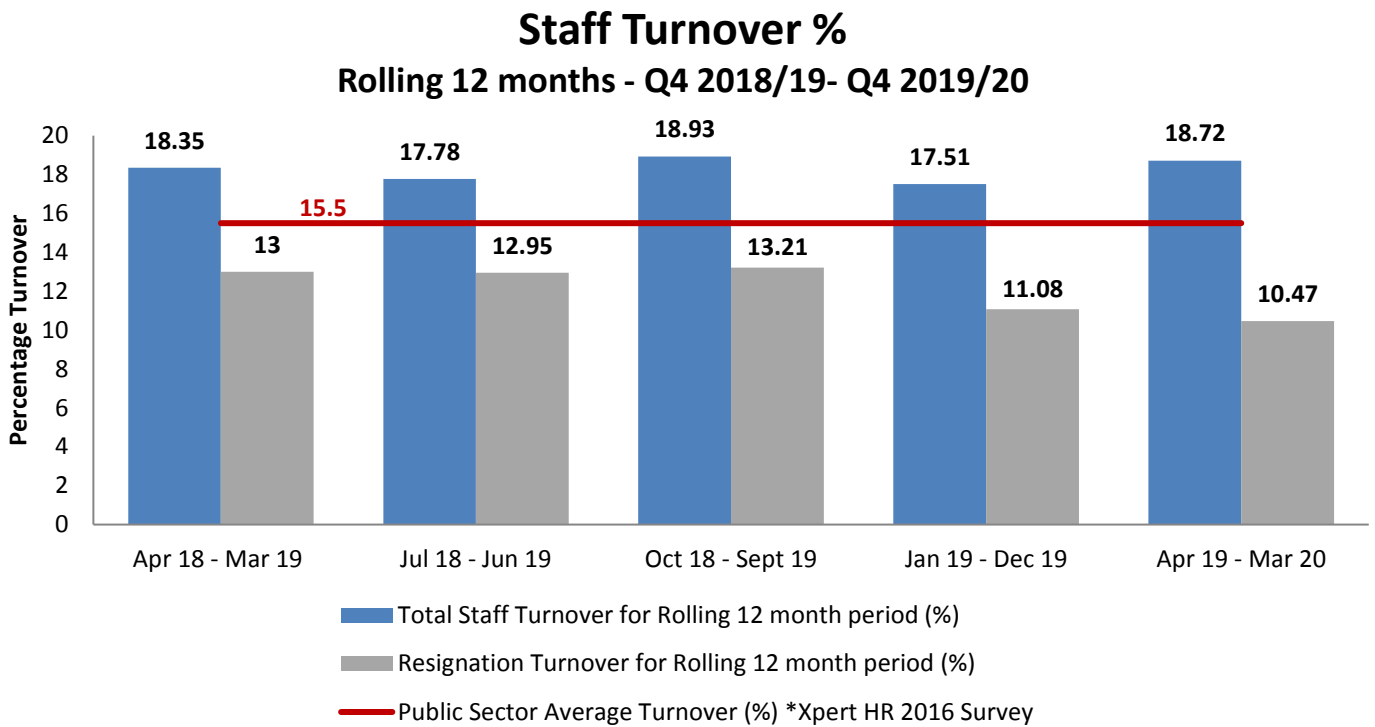
Total Number of Complaints

1 April 2017 - 31 March 2020

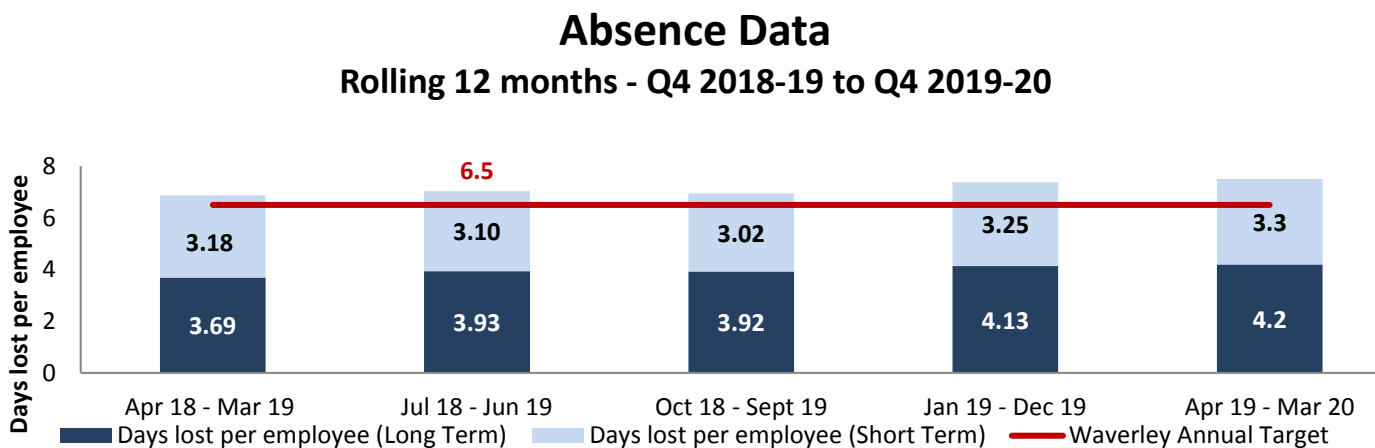


Workforce data – Corporate Level Q3

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.



Comment: Resignation turnover is well below public sector average and has shown an emerging downward trend. We would expect that to continue given the anticipated downturn in the economy. Non resignation turnover has been impacted by a number of retirements. Overall, total staff turnover is within the expected range.



Comment: This quarter covers the initial period of the Covid-19 pandemic which saw sickness reporting due to Covid related symptoms rise sharply in March. Sickness reporting returned to usual levels within 3 weeks, supported by the ability to work from home during self-isolation/shielding. The most common reasons for short term absence have changed towards the end of this quarter to being primarily related to respiratory symptoms. There have also been a number of individuals who have been impacted adversely by mental health issues exacerbated by the pandemic. During this time we have run a mental health survey which has demonstrated that 57% of respondees felt that the pandemic had adversely impacted on their mental health. As a result of this, wellbeing is a key priority of the People and Staff Recovery Project.

Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q4 2019/20

Section 151 Officer summary Q4 2019/20:

Budget Position

I have reviewed the position against budget at the end of the financial year. Detailed outturn statements will be reported in due course and the statutory accounting statements will be produced and considered by the Audit Committee in September. This narrative and the following statement gives a summary of the financial position against budget in the financial year. Coronavirus has not had a material impact on Waverley's General Fund budget in the 2019/20 financial year, with some services only affected from late in March. However, there is a significant impact in 2020/21 which is being considered with top priority and emergency measures being identified through the Recovery, Change and Transformation programme. This will continue to be reported to the Executive and O&S committees throughout the year.

Overall, in 2019/20 a favourable variance against budget of £324k is being reported. Offsetting this are carry forward amounts totalling £118k for specific committed spend where it was not possible to complete the work by 31 March, therefore a net underspend of £206k is showing. There are a range of individual variations against budget included within this net total, many of which have been reported in previous quarters' monitoring reports. The most notable are staff costs which are well within budget and the vacancy target has been exceeded by some £300k on the General Fund. Most of the major income areas are at or above budget level, with the exception being Planning which has fallen significantly short against budget. Planning income has fallen short of budget for three consecutive years so the budget level has been reviewed, also Waverley is experiencing a continued reduction in the number of applications from the previous year. Building Control income continued to show signs of recovery and the service finished the year on net budget overall. Investment interest performed well against budget with a longer-term approach being taken in overall cashflow management.

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 was hoped that lettings would have been secured by the year end, however, the property market became more volatile in Q4 and it was not possible to secure a tenant. Waverley does have an investment void rent provision to cover unexpected shortfalls in income from empty investment properties and the outturn figures draw on this to mitigate the impact against budget this financial year. Investment interest and Waverley Training Services continued to perform well against budget in the year so far. Significant areas of cost including contract spend are within budget and the inflation provision were sufficient to meet demands overall.

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.

Q4 2019-20

General Fund Account				
Services	Approved Budget £'000	Variance £ '000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,648	-173	-5%	Favourable
Income	-450	- 97	21%	Favourable
Business Transformation Total	3,198	-269	-8%	Favourable
Commercial				
Expenditure	6,765	-127	-2%	Favourable
Income	-5,274	221	-4%	Adverse
Commercial Total	1,491	94	6%	Adverse
Environment				
Expenditure	8,590	-75	-1%	Favourable
Income	-7,600	34	0%	Adverse
Environment Total	990	-40	-4%	Favourable
Finance & Property				
Expenditure	31,142	-2,043	-7%	Favourable
Income	-29,102	2,152	-7%	Adverse
Offset transfer from void provision	0	-409	-	-
Finance & Property Total	2,040	-300	-15%	Favourable
Housing Operations				
Expenditure	90	-	0%	Adverse
Income	-90	-	0%	Adverse
Housing Operations Total	0	0	0%	-
Housing Delivery & Communities				
Expenditure	2,652	-217	-8%	Favourable
Income	-722	46	-6%	Adverse
Housing Delivery & Communities Total	1,930	-171	-9%	Favourable
Planning & Economic Development				
Expenditure	3,474	-118	-3%	Favourable
Income	-1,871	688	-37%	Adverse
Planning & Economic Development Total	1,602	570	36%	Adverse
Policy & Governance				
Expenditure	3,760	-231	-6%	Favourable
Income	-966	23	-2%	Adverse
Policy & Governance Total	2,794	-208	-7%	Favourable
General Fund Total	14,046	-324	-2%	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £ '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	20,133	27	-5%	Adverse
Income	-30,246	468	0%	Adverse
Housing Operations Total	-10,113	496	-2%	Adverse
Housing Delivery & Communities				
Expenditure	704	-99	-14%	Favourable
Income	-1	-6	614%	Favourable
Housing Delivery & Communities Total	703	-105	-15%	Favourable
Housing Revenue Account Total	-9,411	391	4%	Adverse

Grand Total GF & HRA	4,635	76	2%	Adverse
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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 – Q4 2019/20

Q4 and end of year summary from Head of Service:

It has been a challenging and fairly unsettled year overall for the Service, particularly in the first part, as the former permanent Head of Service retired with two further interim in post in the top job until the end of Q3 when a new Head joined the Council. The two interims brought their own different ideas and approaches to the Service, but without the ability or time to make any real strategic changes. There has, therefore, been a period of instability, albeit officers have, on the whole, coped admirably in keeping Business as Usual going, processing a large number of applications and appeals, making steady progress with Local Plan Part 2 and 5YHLS statement, and starting to implement the Action Plan within the Economic Development Strategy 2018-32.

The appointment of permanent Head, in itself, already appears to have started to steady the ship and provide a clearer and more consistent approach to how the Service should be taken forward to provide better outcomes for our environment, communities and the local economy. A lot of work and goodwill has gone into assimilating the Economic Development and Planning Services into one effective Service and this is starting to bear fruit with much closer working and collaboration, with improved internal communications.

The number of planning applications, and crucially, fee income has declined further over the year, in line with the national picture and the Service will need to adapt accordingly. We did, however, manage budgets prudently with a small end-of-year underspend and we have already reduced our reliance on agency staff significantly.

The Covid-19 emergency that gained much momentum in the UK March inevitably had some impact on our ability to deliver the full range of services to our customers. Although this involved changes to the way we work, particularly in terms of a massive shift to home-working and a period of time where officers were unable to undertake site visits safely, I was incredibly proud and heartened to see how my officers rose to the challenge thrown down by central government to keep the planning system going during these unprecedented times, so as to support the UK's economic recovery. The Economic Development Team have also played a critical role in supporting our borough's businesses and putting us on a good foot to recover effectively from the economic effects of the Coronavirus.

Moving into the 2020/21 Financial Year, there is a lot to be excited and positive about, despite the obvious challenges facing us. We are moving on at pace with LPP2, which is of crucial importance to the borough and our ability to control what new development goes where and to set higher environmental standards in accordance with the Climate Change Emergency declared in 2019. We will soon be rolling out a new, bespoke application management system that is being designed specifically to meet our needs and which will provide efficiencies to significantly speed up moving applications through to determination. This will tie in with the Council's wider business transformation programme and a proposed restructure within the Service itself. We will shortly be moving, albeit temporarily, to a two-Committee structure in Planning and utilising the latest technology to enable virtual Committee meetings for the first time, and we will bolster our Economic Development Service further, to aid recovery from Covid-19.

Key points from Q4 2019/20

- 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). Performance in this regard is steady and 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 fell well-below our initial income target for the year. This is mainly due to matters outside of our direct control and may be, in part, a reflection of new CIL charges, the impact of economic uncertainty nationally due to Brexit and the state of the world economy generally. An internal audit of planning fees for 2020/21 has been undertaken and will be published imminently.
- An updated Local Development Scheme was published.
- A decision was taken to undertake further evidence gathering for LPP2 – particularly in respect of the housing allocations for Milford/Witley and Haslemere – which has delayed the publication of the Reg.19 consultation document. LPP2 will include updated Development Management policies to replace the ‘saved policies’ from the adopted 2002 Waverley Local Plan and we are working to ensure focus on addressing the Climate Change Emergency.
- Further positive discussions continue with Dunsfold Aerodrome Limited and the masterplan submission is anticipated in Q2 2020/21, with presentations to Councillors planned.
- The Farnham Neighbourhood Plan has now been ‘made’ and forms part of the statutory development plan for Waverley.
- The Planning Policy team continues to support the preparation and examination of Neighbourhood Plans in Cranleigh, Alfold, Bramley Ewhurst, Chiddingfold and Witley.
- Our 5 year Housing Land Supply (5YHLS) 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. The Housing Delivery Test results were published and, as a result of performance, our housing buffer for the purposes of demonstrating a 5-Year Housing Land Supply has reduced from 20% to 5%, which will help in this respect.
- Work continues on implementation of the Brightwells scheme, albeit delayed by Covid-19.
- Further progress made on the introduction of the Horizon IT programme for Development Management with Statmap, albeit now delayed by a couple of months. Testing will begin in 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).
- Customer Service Centre is due to be rolled out in the autumn and will encompass planning.
- Appeals performance overall in Q4 was, again, 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. We lost a couple of high profile residential appeals on the claimed lack of a 5HYLS and there was an award of costs against the Council. This is a crucial issue and will continue to be monitored very closely by the Head of Service and the Development Manager/Area DM Team Leaders.
- The Article 4 Direction for Godalming was progressed and consulted on in Q4 and has since been formally adopted, protecting an employment area from unwelcome and uncontrolled change of use to residential.
- A mini-restructure resulted in the creation of a post of Economic Development Manager to recognise the importance of this part of the Planning & Economic Development Service.

Zac Ellwood, Head of Planning & Economic Development

Performance Indicators Status Q4

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99.0%	99.5%	98.9%	98.8%	98.8%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	92.3%	85.7%	81.8%	86.7%	100.0%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	94.3%	94.4%	92.8%	92.2%	92.7%	80.0%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	93.6%	97.1%	94.7%	91.2%	90.0%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	92.4%	79.4%	86.2%	94.1%	87.6%	80.0%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	38.5%	46.7%	41.3%	40.7%	45.2%	30.0%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	6.3%	7.1%	8.0%	12.5%	16.7%	10.0%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.6%	3.5%	3.1%	2.4%	2.5%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	64.2%	93.2%	86.4%	97.6%	89.0%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	90.5%	98.1%	100.0%	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%	46.99%	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	12.0	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	-531.0	588
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	240.0	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	24.0	588

* 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.

Q4 Comment:

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

P1 – As set out in the Q4 summary above, this is not considered to be a particular area of concern at the current 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.

P3 – Overall appeals performance is disappointing and compares to national average of around 30% of all planning appeals being allowed. We have put 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 – This is a real risk and needs to be monitored closely, because **we are in danger of being identified as a ‘standards authority’ in respect of Major appeals performance**. This will be flagged up to the Planning Committees.

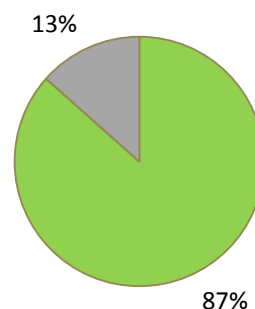
P7 – Housing commencement performance is still disappointing, but is largely out of the control of Waverley BC in its capacity as local planning authority. This does, however, impact on the national Housing Delivery Test and upon our 5 year housing land supply, so we are seeking to be more proactive 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

Q4 Planning Service Plans 2019/2022

Total	100%	67
Completed	87%	58
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	13%	9



Q4 Comment: At the end of the year the majority of service plan actions were successfully completed. The execution of seven actions will continue in 2020/21 and two actions will no longer be pursued. Further details on these exceptions were listed in the table below.

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Action taken to rectify
Outcome 6. New IT system is implemented						
P6.2	Test phase carried out and completed	01/06/19	Development Manager (BHS)	Transfer red	01/07/20	In 2019/20 80% of the project was completed. Go Live date proposed to be 1 July 2020. Migration, testing and training proposed to take place over April, May and June, although this might be slightly delayed due to Covid-19. The project execution will continue in 2020 under the new Service Plan action ref. SP20/21PED6.1-6.3.

P6.3	Training for all Officers/users	01/07/19	Development Manager (BHS)	Transfer red	01/07/20	As per above
P6.4	New system implemented for Development Management/Enforcement	01/08/19	Development Manager (BHS)	Transfer red	01/07/20	As per above
Outcome 7. Enforcement Plan Review complete, adopted and published on website						
P7.1	Planning Enforcement Plan reviewed, adopted, published and implemented in compliance in compliance with NPPF, legal framework and new Local Plan.	31/03/20	Development Manager (BHS)	Transfer red	31/03/21	The execution of this action will continue in 2020 under the new Service Plan action ref. SP20/21PED7.1 - 7.2. Review has taken place but now needs to journey its way through to formal adoption.
P7.2	Training completed for Officers and Councillors on new Enforcement Plan.	01/07/20	Development Manager (BHS)	Transfer red	31/03/21	As per above
Outcome 8. Planning decision making is more efficient and delivery focused						
P8.1	Review of Planning Committee structure completed and implemented	31/03/20	Development Manager (BHS)	Transfer red	31/03/21	The execution of this action will continue in 2020 under the new Service Plan action ref.SP20/21PED8.1.
Outcome 9. Customer satisfaction with Planning Service is improved						
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	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	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 15. Local Plan Part 2 completed and adopted in accordance with agreed milestones						
P15.1	Local Plan Part 2 submitted to Government	31/03/20	Planning Policy Manager (GP)	Transfer red	31/03/21	The execution of this project will continue in 2020/21 under a new action SP20/21PED15. A lot of work was done in 2019/20 however the timescale for LPP2 has been delayed to allow for additional work requested by members and as a result of the impact of the coronavirus.

Internal Audit - Actions Status Q4

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

Complaints Q4 update

Q4 19-20 Planning and Economic Development - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	20	18	10	13	15	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	19	15	7	13	13	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	95%	83%	70%	100%	87%	95%

Q4 19-20 Planning and Economic Development - Level 2 escalations

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	10	11	1	10	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	6	9	10	1	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	90%	91%	100%	100%	95%

Comment: A couple of complaints at Level 1 took longer to respond to due to workload in the service.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Planning & Economic Development				
Expenditure	3,474	-118	-3%	Favourable
Income	-1,871	688	-37%	Adverse
Planning & Economic Development Total	1,602	570	36%	Adverse

Comment: Expenditure was managed prudently with a 3% saving achieved against the spend budget, however, it cannot be ignored that income was very significantly down on the budget projection for the year. Overall application numbers and income from fees continued to reduce, in line with the pattern seen at the national level, and fell well-below our initial income target for the year. This is mainly due to matters outside of WBC direct control and may be, in part, a reflection of new CIL charges, the impact of economic uncertainty nationally due to Brexit and the state of the world economy generally. An internal audit of planning fees for 2020/21 has been undertaken and will be published imminently. We may see a bounce-back in the development industry following Covid-19, but the position needs to be monitored closely.

3. Service Dashboard – Environment

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

Key Successes & Lessons Learnt, Areas of Concern – Q4 2019/2020

- **Q4 and end of year Head of Service summary:**
- This has been an extremely busy and challenging year 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.
- Maintaining service levels with Veolia in the run up to the change of contractor went relatively smoothly as did the initial mobilisation of the new long term contract with Biffa Municipal 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.
- In the New Year the first phase of route optimisation was introduced with collection day changes for a significant number of people in the urban areas of the borough. This again resulted in increased call volumes for the team as residents adjusted to the new arrangements. Phase two of the route optimisation was due to take place in March 2020 but has been delayed due to the impact of the Coronavirus pandemic. Waste services have however been maintained thanks to the cooperation of the contractor and the crews and we did not have to suspend any services apart from some street sweeping, although the streets have not been so littered with people staying at home. A salutary lesson on who causes the problem.
- On the parking scene, the strategic review of parking was started and the Base Case report was circulated to all councillors. Work was progressing on the proposals going forward and development of the overall strategy but this has been delayed by the current crisis.
- Designs and specifications for Weyhill Fairground car park were prepared and consultation on the proposals and its future management arrangements was about to start when the lockdown was imposed. We hope to begin discussions again in the next few weeks.
- Negotiations with Sainsbury's continued and detailed specifications were agreed with Sainsbury's and Crest Nicholson on the refurbishment of South Street car park in Farnham.

Tenders have been received for the work and a preferred contractor identified. It is hoped that work can start in the next month or so so that the project can be delivered by the end of March 2021. Discussions also continue 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, and preferred sites for trials have been agreed.
- Following the MPs air quality summit in Farnham, work had 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 though this has been delayed due to the current crisis. We now have a full 12 month's data for 2019 and work has begun on preparation of the 2020 Annual Air Quality Status Report.
- The Public Space Protection Order No2 in relation to dog controls was 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.
- The coronavirus pandemic has clearly had an impact on all council services and has proved a challenge toward the end of what had already been a busy year. I would commend the efforts of all of the staff and our contractors in maintaining services and responding to the new challenges it has presented. Looking ahead, we will need to learn from the experience as we try to return to a 'new normal' taking advantage of the new ways of working and efficiencies we have developed as a result.

Richard Homewood, Head of Environmental Services

Performance Indicators Status

Q4 Comment:

Abuse of the Household Recycling Centres has continued to be a significant factor and has been the primary cause of higher rejection rates. The reducing rejection rates in Qtr 3 and Qtr 4 are a result of HRC materials being collected separately and being diverted to waste streams rather than recycling streams because of the level of contamination. This is why the residual waste per household has also increased significantly and is likely to show a further increase in Qtr 1 of 20/21 due to lockdown. A separate report on "Household Recycling Centre issues and proposals" was going to be presented to this committee but was delayed due to the Covid-19 crisis. This report is on the agenda for this committee meeting. The report recommends closure of these sites due to the continued high levels of misuse. Since the lockdown and closure of the Surrey County Council Community Recycling Centres the level of abuse and fly tipping at these sites has increased significantly.

Missed bin rates increased at the start of the new contract. Performance had 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 and destination of materials 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 Environmental Partnership. The figure for NI192 is above the target but lower than Qtr 3, it does not however include some data from private contractors collecting textiles who have closed down their operations during lockdown and we have not been able to get the data from them.

The performance on street cleaning toward the end of Qtr 4 has been impacted significantly by the Covid-19 crisis as street cleaning services were cut back to support refuse collection services. Residual waste per household historically increases in Qtr 3 which includes Christmas. It is also significantly affected by the diversion of HRC materials to the waste stream.

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		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	8.1%	7.4%	7.8%	5.3%	3.91	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	2.0	2.0	2.0	1.3	2.0	2.0
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	90.0%	93.0%	89.0%	90.0%	81.3%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	40	24	21	Discontinued – to be replaced by new set of KPIs from Q1 20/21		40
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21						New KPI from Q1	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21							40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	100%	100%	100%	100%	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	81.0%	84.0%	82.0%	93%	97%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	90	86.5	87.5	94.9	105.28	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	54.0%	60.4%	57.8%	57.4%	54.8%	54.0%

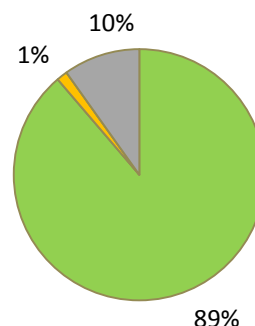
Air Quality

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

Service Plans - Actions Status

Q4 Environment Service Plan Actions 2019/22

Total	100%	71
Completed	89%	63
On track	0%	0
Off track - action taken / in hand	1%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	10%	7



Comment: The majority of Service Plan actions were successfully completed in this financial year. The execution of seven actions will continue on in 2020/21 and one action is still outstanding. Further details on these exceptions can be found in the table below.

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 3.	Team Projects 2019/2022 - Environmental Health					
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)	Transferred	31/06/2020	80% completed. The work will continue in 2020/21, the action transferred for execution via new action in SP20/21ES ref. SP20/21ES3.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 8.	Develop a strategic approach to off street parking provision which maximises capacity to meet demand and supports the local economy					
SP19/20 ES8.4	To generate new income streams by continuing to progress projects that improve and enhances car parks in Haslemere and Farnham.	31/03/20	Environmental and Parking Services Manager (JCP)	Transferred	31/03/21	50% completed. The execution of this project will continue on in 20/21 via new service plans ref. SP20/21ES8.3.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 14.	Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted					

SP19/20 ES14.4	Continue to improve customer focus across all areas of the Council's licensing function through a programme of channel shift and continuing customer services. Skills training is carried out for all Licensing staff.	31/03/20	Licensing and Environmental Enforcement Manager (PH)	Transferred	31/03/21	50% Completed. Part of wave of Channel Shift project. In progress for delivery through the Business Transformation Programme ref. project CPR19-5 BT Workstream - Licensing Review. SP20/21BT16.4.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 16.	Ensure the impact of the organisation's activities on the environment is reduced / minimised					
SP19/20 ES16.1	Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency targets	31/03/20	Sustainability Manager (DB)	Transferred	31/03/21	75% Completed. Action transferred for Execution in 2020/21 ref. SP20/21ES15.1. Climate Emergency Action Plan prioritized and GHG emissions to be included in the quantification for the October 2020 Executive.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 17.	Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources					
SP19/20 ES17.1	Working with the Environmental Protection Team, Environmental Services Team and Waverley Air Quality Steering Group, investigate the potential for use of electric vehicle charging points in off-street parking places, and build business case for implementation	31/03/20	Sustainability Manager (DB)	Transferred	31/03/21	Transferred for execution in 2020/21 ref.SP20/21ES16.3. 50% completed. SCC leading pilot. Business case agreed. Part of 2 year ongoing pilot scheme. No on street chargers have been put in yet however this refers to the business case and that was completed in full by SCC. We are now in the implementation stage.
SP19/20 ES17.2	Introduce trial electric vehicle charging points in selected car parks in each major settlement and evaluate after 12 months.	31/03/20	Sustainability Manager (DB)	Transferred	31/03/21	75% completed. The original plan was for 8 and 6 have been put into Cranleigh, Haslemere and Godalming. Therefore 75% was completed. The outstanding chargers will be in Farnham. The work to be continued in 20/21 ref. SP20/21ES17.2.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 18.	Service wide or cross cutting projects - Head of Environmental Services (RH)					
SP19/20 ES18.4	Work with Safer Waverley Partnership partner agencies to evaluate the need for a Public Space Protection Order in respect of Anti-Social Behaviour and progress such action as deemed appropriate based on the evidence produced.	31/03/20	N/A	Transferred	31/03/21	Transferred for execution through SP20/21ES17.2 as no progress made in 2019/20 due to limited interest from Police.

SP19/20 ES18.13	Develop and implement a corporate system for processing fixed penalty notices and recovering fines	31/03/20	N/A	Off track - action taken	90% Completed. Almost completed. Final set up of software system delayed by Covid 19.
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Internal Audit - Actions Status – Q4 update

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

Complaints – Q4 update

Q4 19-20 Environmental Services - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	10	7	7	18	25	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	6	7	6	16	23	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	60%	100%	86%	89%	92%	95%
Comment	Two Level 1 complaint responses slightly overdue as a result of complexity of answers required.							

Q4 19-20 Environmental Services - Level 2 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	2	3	6	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	2	3	5	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	83%	100%	95%
Comment	No areas of concern. All complaints responded to on time							

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Environment				
Expenditure	8,590	-75	-1%	Favourable
Income	-7,600	34	0%	Adverse
Environment total	990	-40	-4%	Favourable

Comment: Careful budget management throughout the year had ensured budgets were on track but the impact of the Covid-19 crisis and lockdown at year end in March had already started to impact on income levels but these were able to be offset at this stage by savings elsewhere in the budgets. The picture in terms of income levels looking ahead will be very different.

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 – Q4 2019/20

Q4 and end of year summary from Head of Service:

This quarter has been extremely challenging for a multitude of teams in my service.

Covid-19 greatly impacted the use of our leisure centres throughout the quarter and obviously the government's decision to close leisure centres in March meant the centres ceased trading. This impact will be felt for a considerable time after the decision to re-open leisure centres is made. The final part of the quarter has involved working closely with Places Leisure our operator to ensure the centres are secured and being maintained during this period and understanding the steps to re-instating this service. At present nearly all staff have been furloughed therefore we cannot provide usage figures for the quarter, once reopened we will seek to provide this information.

Parks and countryside has also had some tough decisions to be made, interpreting guidance from government to ensure residents can still exercise during lockdown but at the same time not encouraging 'groups' to meet in certain locations compromising the social distancing guidance. Main car parks were closed where possible to beauty spots within the borough, mirroring the approach of the National Trust and wider Surrey sites. We have received some complaints regarding this decision but hope Members understand the reasoning behind the decision. We have also closed all playgrounds in line with guidance. Our contractor Continental has been able to continue to provide the grounds maintenance service for residents within the guidelines of social distancing, they have also made their teams available for re-deployment if needed.

The Memorial Hall has remained operational to allow community meals to be continued to be delivered in Farnham and is now assisting the Royal Surrey Hospital maternity services, where pre & post natal services are being offered throughout the week. All other social functions have ceased.

It is pleasing to report the successes of Building Control, Waverley Training Services and Careline. Their performance throughout the year has been strong, although Building Control and Careline have had IT issues, and throughout Covid all the teams have managed to move to a more agile digital way of working and have continued to offer services to residents. I have been extremely pleased with their commitment and resilience to support their clients and learners.

Notwithstanding the last quarter of this year, the Commercial Services Team have had a strong year. Financially strong performances from Waverley Training Services, Leisure Centres, Careline and Building Control. With two of the services successfully restructuring to ensure they are fit for the future. Learner numbers and achievements rates at Waverley Training Services are at an all time high and visitor numbers to our health and wellbeing classes at our leisure centres have more than doubled over the year. Parks & Countryside successfully renegotiated the Grounds Maintenance contract, creating a saving with improved performance ingrained within the contract. The contract has also been successfully implemented without a break in service for residents, in addition receiving external recognition from 'In Bloom' & Green Flag' for the quality of green space in the Borough.

The Community Halls have improved in user numbers with the Borough Hall offering its first ever pantomime, both Halls exceeded their budgetary targets. Building Control services have been transformed over the year and the Careline team continue to support the most vulnerable in our society, giving support to families in Waverley.

A good year overall with a very challenging end!

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q4

Comment: With Lockdown it hasn't been possible to collect some of the KPI information this quarter. We will seek to address this in the next quarter.

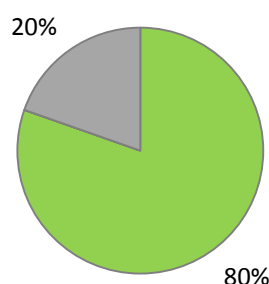
Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	502,964	506,862	459,216	464,452	Awaiting Data	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	6,559	5,886	5,570	6,070	Awaiting Data	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	80.0%	Data not available	Data not available	Data not available	83.89%	80.0%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	N/A	1,925	1,928	1,905	Awaiting Data	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	5,308	5,041	4,953	6,397	Awaiting Data	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%	Awaiting Data	90.0
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	76.2%	78.6%	78.4%	77.3%	77.4%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	69.0%	70.7%	75.7%	71.7%	74.2%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	26	29	24	21	30	Data only

Service Plans - Actions Status Q4

Q4 Commercial Service Plans 2019/2022

Total	100%	107
Completed	80%	86
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0



Cancelled / Deferred / Transferred	20%	21
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Comment: At the end of financial year majority of the service plans actions have been successfully completed. Some actions will be continued in 2020/21 and these exceptions are listed below.

Outcome 1. Culture contributes to the wellbeing of all our communities						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS1.3	Work with cultural partners to explore the potential of underutilised cultural premises such as libraries.	31/03/20	Community Development Officer - Art (CH)	Transferred	31/03/21	Deferred for execution in 2020/21 under SP20/21CS1.3.
Outcome 7. Customers are helped to live independently in their own homes						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS7.3	Create a focused marketing plan to increase client numbers, target increase of 5% pa.	31/03/20	Senior Living and Careline Services Manager (DB)	Transferred	31/03/21	Transferred for execution in 2020/21 SP20/21CS7.2. In 2019 50% of planned work has been achieved. Marketing plan being developed. Careline Officers have been actively promoting the service within their responsible areas. Team Leader now has a more focussed Business Development element to her role. This will allow a greater emphasis on marketing and business development. Due to Coronavirus pandemic, we are only dealing with emergency installations. Any growth target would therefore need to be placed for hold for the foreseeable future.
Outcome 10. Greenspace infrastructure meets future demand and the Councils optimises its interests in new Greenspace provision						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS10.2	Ensure the Council is in the appropriate position to consider taking on new Greenspace provision	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred to 2020.21 Service Plans action to continue with its execution ref. SP20/21CS10.2. 50% completed in 2019/20. Expressions of interest registered in planning process to take on new greenspace infrastructure. However no success so far in ensuring planning service consider WBC

						as first choice for greenspace maintenance. Head of service to escalate.
Outcome 11.	The risk exposure of the Council to potential claims associated with trees is minimised					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS11.2	Performance on delivery of the TRMG to be reported quarterly through year.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	50% completed. The work to be continued in 2020/21, action transferred to SP20/21CS11.2 Not achieved, however reporting system has now been fully developed.
Outcome 13.	Assist the Council in the delivery of Public Space Protection Orders (PSPO) in relation to dog control and dog fouling across the borough					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS13.2	Ensure the public are educated in regards to the control of dogs and dog fouling.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	The execution of this action will by continue by the Environmental Services Team who will lead on that project for delivery in 2020/21. No Comms plan has been developed as of yet, due to the delays in implementing the PSPO's.
SP19/20 CS13.3	Assist in the enforcement of any adopted PSPO	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Cancelled. This action will not be pursued as there is not a viable method for enforcement presently available.
Outcome 16.	The quality and provision of play opportunities for people is improved					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS16.2	Review and update/rewrite of Play Area strategy	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred for execution in 2020.21 action ref. SP20.21CS15.2. In 2019/20 an initial review undertaken, but further work required. Update not completed so far, due to competing work demands. Revised completion date 31/03/2021.
Outcome 17.	Making the Councils Greenspace Assets work better for the Council					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback

SP19/20 CS17.1	Reviewing the processes involved for Event, Filming and General Bookings in the Council and Externally at other local authorities (Local T&P councils and exemplar examples from around the Country). Checking on planning requirements.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred for execution in 2020.21 ref. SP20/21CS16.1. 25% completed. In 2019/20 processes have received initial reviewed. Further work is required and liaison with other local authorities. Work delayed by gm contract mobilisation /exit work. Revise completion date agreed 31/03/2021.
SP19/20 CS17.2	Following review. Ensure that process are streamlined and efficient, so that officer resources are used to their best. Ensure the necessary (if any) planning and common land consents are gained	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred for execution in 2020.21 ref. SP20/21CS16.1. 2019/20 update - Not completed. Work delayed by gm contract mobilisation/exit work. Revise completion date agreed 31/03/2021.
SP19/20 CS17.3	Maximising event, filming and bookings income. Seeking to promote our Greenspaces for events/filming and bookings	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred for execution in 2020.21 ref. SP20/21CS16.2. In 2019/20 75% of work was completed. Capital budget request put forward for film Waverley for next year's budget. Extra £3.5K invoiced for events on WBC land compared to last year. Revise completion date agreed 31/03/2021.
Outcome 19.	Create a new Heathland Hub at Frensham Great Pond to promote the biodiversity and the physical importance of this heathland area and better serve the visitors and users of the site					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS19.1	Obtain enough external grant funding to supplement project's identified budget.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	This action will be pursued in 2020/21 under SP20/21CS19.1. In 2019 we were unsuccessful in lottery bid for £1.2M. Now seeking to submit CIL application April – September 2020.
SP19/20 CS19.2	Seek to identify and gain s106 monies wherever possible, ongoing.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	This action will be pursued in 2020/21 under SP20/21CS19.2. In 2019 16% of the planned work was completed. £61,500, £24,735, £71,100 gained from local development. Total project value £1.2m.

SP19/20 CS19.4	Construct new facilities for Heathland Hub and open	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	This work will be pursued in 2020/21 due to funding difficulties under SP20/21CS19.3. Unable to start construction until budget gap filled.
Outcome 21.	Provision of a Greenspace Strategy for the Council					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS21.3	Approval for final version and Council Adoption of Greenspace Strategy	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred. This work will be completed in 2020/21 under SP20/21CS21.3. Document to be written and produced in due course.
Outcome 27.	The Leisure Development Plan is reviewed and is up-to-date					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS27.3	Inactive residents through maximisation of "Our Parks"	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	The programme will not be continued as it did not deliver the results that we were hoping for.
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	End of year feedback
SP19/20 CS30.5	Procure and appoint external building contractor/s to construct	31/03/20	Leisure Contracts Manager (TM)	Transferred	31/03/21	This work will continue in 2020/21 under SP20/21CS28.4. In 2019 50% of the planned work was accomplished.
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	End of year feedback
SP19/20 CS34.1	Implement agile working for Building Control	31/01/20	Building Control Manager (JC)	Transferred	31/03/21	Transferred for execution in 2020/21 under SP20/21CS32.2. In 2019 50% of planned work was completed. Horizon now not seen as the answer to agile working. Other options are being explored and two potentials have been identified. One which links to the new CMS system.
SP19/20 CS34.2	Develop electronic case management system for SNN	31/01/20	Building Control Manager (JC)	Transferred	31/03/21	Transferred for execution in 2020/21 under SP20/21CS32.3. This work wasn't fully completed in 2019 due to delays from the supplier (Horizon). 40% of planned work was achieved.

Outcome 35.	Review Business Plan and identify other fee earning services					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS35.2	Professional team members and Team Leaders to identify and research viability of additional services with the aim of creating at least one new service which could generate additional income for the team.	31/03/20	Building Control Manager (JC)	Transferred	31/03/21	Transferred for execution in 2020/21 under SP20/2133. At the end of the year 50% of planned work was completed. Changes to Building Regulations and delivery model expected following Hackitt Review and changes to existing model will be required.
SP19/20 CS35.3	Identify cross border working applications, review success and lessons learned; each surveyor to identify more than one new opportunity for cross border working.	31/03/20	Building Control Manager (JC)	Transferred	31/03/21	Transferred for execution in 2020/21 under SP20/2133. At the end of the year 60% of planned work was completed. Developed many CBW opportunities, assessing lessons learned and requirements for the future.
Outcome 37.	Delivery of Weyhill project					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS37.2	Deliver affordable homes for Haslemere on the vacated Wey Hill site.	31/03/21	Head of Commercial Services (KM)	Transferred	31/03/21	Transferred for execution under SP20/21CS34.2. This is a multi-year project and the work will continue in 2020/21. In 2019. 40% of the project was completed.

Internal Audit - Actions Status Q4

Comment: There were no outstanding internal audit actions for this service area at the end of Q4.

Complaints Q4

Q4 2019-20 Commercial Services - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	4	7	5	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	3	5	5	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	75%	71%	100%	100%	95%

Comment No areas of concern.

Q4 2019-20 Commercial Services - Level 2 Complaints								
KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	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	N/A	100%	95%
Comment	No areas of concern.							

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	6,765	-127	-2%	Favourable
Income	-5,274	221	-4%	Adverse
Commercial Total	1,491	94	6%	Adverse

Comment: As reported throughout the year income targets have been difficult to achieve in some areas with certain budgeting issues having to be resolved throughout the year. The impact has not been able to be closed completely, however, efforts were made to reduce expenditure where possible to nullify the impact.

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 – Q4

Q4 and end of year summary from Head of Service:

Communities

During the latter part of quarter 3 and the beginning of quarter 4 the Community Wellbeing Overview and Scrutiny Committee formed a working group to review the Service Level Agreement (SLA) mechanism for funding Waverley's partner voluntary organisations, prior to reviewing the SLAs themselves in April 2021. As part of the process the 12 organisations that are funded through SLAs were requested to undergo Organisational Health Checks in partnership with Voluntary Action South West Surrey. This work has had to be suspended due to COVID-19. Four out of five funded day centres, having had to close their doors to general activities and services, expanded and extended their community meals service, delivering on average 1000 meals a week at time of writing.

The priority to deliver targeted support to all residents in need followed the announcement of the lockdown on 23 March. Four WBC officers were linked to local hubs in Godalming, Farnham, Cranleigh and Haslemere, with responsibility for ensuring communication at all times and provide support where necessary.

In addition, a first point of contact for Waverley residents needing help was established, with a dedicated Waverley helpline managed through the Housing Customer Service Team. This has been a remarkable example of officers and teams stepping up and responding immediately to new and unpredicted challenges.

The Safer Waverley Partnership (SWP) began work on Waverley's sixth Domestic Homicide Review (DHR) and the first two panel meetings have taken place.

The SWP Joint Action Group commissioned a Youth ASB Task and Finish Group to address the issues facing a particular area in order to alleviate serious ASB. Three meetings took place and partners came together to address the issue, and it was agreed to install CCTV and issue regular communication to the local community.

The Safeguarding Policy for Children and Adults at Risk was reviewed during the quarter, approved by the internal Safeguarding Board, Management Board and Executive Briefing. It will now go forward to Executive on 12 May and then full Council.

Housing Delivery

The major regeneration project at Ockford Ridge continues to make excellent progress. The first 15 of the 37 homes on Site A are due to be handed over in early May, only a month later than planned, despite the Covid-19 emergency.

A successful tendering process was carried out for Site B (17 homes), with the announcement of the contractor imminent.

Phases 2 and 3 of the refurbishment programme was completed on target, and a consultant was appointed to look at energy saving and carbon reduction measures that could be incorporated into 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.

The Council has acquired five new homes on the Cala Homes development at Amlets Lane in Cranleigh. As well as the first new Council homes to be delivered through a Section 106 Agreement with a commercial developer, the scheme includes Waverley's first new build shared ownership properties. An open day was held for councillors on 3 March to view the properties. Discussions are at an advanced stage for offers to be accepted and contracts signed for Section 106 homes in Witley and Ewhurst, with more opportunities in the pipeline.

Planning applications were approved for three sites in Chiddingfold, with applications for two further schemes to be submitted shortly (total 25 homes). Applications for two schemes in Churt (total 16 homes) are about to be submitted. A number of schemes across the Borough are coming forward and will be presented to the Housing Delivery Board during 2020.

The Aarons Hill scheme, Godalming, has been considerably held up by footpath issues, but a planning application for the diversion has now been submitted, with work expected to commence later in 2020.

An exceptionally well-attended all-member briefing was held on 11 February by Thakeham Homes, who presented their zero carbon home and hosted an overwhelmingly positive and lively discussion.

Sixty-five new affordable homes were delivered by our Housing Association partners during the quarter, in Farnham, Elstead, Alfold and Cranleigh. This takes the total delivered by housing associations this year to 142, which is a very encouraging result.

The Council has also been able to make grant available from commuted sums during the quarter – paid to the Council by developers in lieu of affordable homes delivered on site. This has enabled homes to be delivered at social rent – at a lower and more affordable level than 'affordable rent', which is calculated at 80%.

The draft Affordable Housing Supplementary Planning Document was finalised post consultation but may now be revised in the light of Local Plan 2 and the Climate Change Emergency. Further discussion will take place with Zac Ellwood, Head of Planning, in due course and decisions will be taken. 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 sets out how the Council and its partners can provide homes at rent levels affordable to all who are in need. This will assume increasing importance as housing need in the Borough will rise post Covid-19.

This was reinforced by a powerful presentation by the Town and County Planning Association (TCPA) to members on 4 March, 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 whom accessing suitable and sustainable housing is increasingly difficult.

The Private Sector Housing Team has appointed a Grants and Empty Homes Officer, who will join the team later in the year. 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.

A quotation has been obtained from the Building Research Establishment to carry out a Borough-wide Stock Condition Survey taking in all tenures; including full enhanced energy data and addressing carbon footprint of all homes through construction, energy consumption following the adoption of the Climate Emergency motion. The survey will use all available modelling and energy efficiency data. It is hoped the work will be commissioned during 2020/21.

Throughout the year the Housing Options Team succeeded in maintaining very low numbers of homeless households placed into temporary accommodation. The high number of 5 households at the end of March was due to the Covid-19 emergency and that has now increased to 14 households at time of writing.

During Covid-19, to avoid rough sleeping, it has been necessary to house people in hotels as the Council and the applicant cannot source any other accommodation.

The extra expense of temporary accommodation placements caused by the lockdown will make an unforeseen dent in the Flexible Homelessness Grant pot unless the Council can receive full reimbursement from the Ministry of Housing, Communities and Local Government.

As restrictions are lifted generally it is very likely there will be an upsurge in private rented/mortgage evictions (currently on hold), due to the impact of unemployment/business collapse and an increase in family/friend evictions who have held onto adult household members whilst the lockdown has been in place.

During quarter 4, the two new team members of the Service Improvement Team continued their induction and have commenced projects to review the ASB Policy and record keeping. One team member has joined the safeguarding champions team and the other has taken responsibility for information governance. Both team members are keen to support the Council more widely and have joined the Health and Wellbeing the Equality and Diversity groups.

An interface was developed to share responsive repair information with the new interim contractors, and following comprehensive testing and problem solving the interface went live in March 2020.

The Team also represented the Council at a MHCLG discussion on stigma in social housing and a Chartered Institute of Housing (CIH) workshop on professionalism. The team worked with the CIH to support national careers week by sharing two housing officers' career stories, thereby promoting careers in housing.

The Service Improvement Manager has had her professionalism blog published by the CIH, which is a considerable achievement and demonstrates the commitment to extending and integrating professionalism within Waverley's Housing Service, which has seen significant impetus during the year.

As a response to the Covid-19 emergency the Team also lead on the creation and introduction of processes to manage welfare calls to all older tenants – creating a script, identifying support resources, key referral agencies and data management system ready for the first tranche of calls to start 1 April 2020. It needs to be noted that the team have made considerable progress with this vital work, and the Tenant Involvement Officer readily accepted a part time secondment to the Communities team, supporting the Covid-19 welfare offer in Godalming.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status Q4

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	1	0	0	0	5	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	153	62	0	14	63	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	59	0	13	19	83	Data only
HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	53	11	31	46	65	Data only

Comment: The Housing Options team continue to successfully prevent homelessness and minimise the need for temporary accommodation. Five households in temporary accommodation in March due to impact of Covid-19.

Details on affordable homes delivered (HD4) in Q4 as well as impact of Covid-19 on the service have been listed below.

Covid 19 Impact:

- 5 x Shared Ownership at Hewitts was due to complete end of March but site closed 24.03.2020. All units have been secured and the Developer has insurance in place. The Developer is undertaking daily site/roving visits and record photos (Clarion site)
- Construction at Miller Lane (Springfield, ERHA site) Dunsfold stopped. The site is closing for the foreseeable future as our contractors, despite their best efforts are unable to source materials
- Longhurst Road (Horsham Road, Southern Site) closed. Units due to be handed over May 2020 will be delayed.

HD4 Number of affordable homes delivered (gross) during Q4 (65):

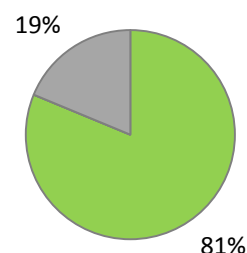
UNITS	SCHEME	TENURE	PROVIDER
13	FEDERAL MOGUL, ELSTEAD	13 X AFFORDABLE RENTS (5 X 1B, 4 X 2B, 4 X 3B)	CLARION
8	LITTLE ACRES, FARNHAM	SHARED OWNERSHIP=2 X 3B AFFORDABLE RENT=4 X 3B/ 2 X 2B	ASTER
8	CRONDALL LANE, FARNHAM	SHARED OWNERSHIP= 4 X 2B AFFORDABLE RENT =1 X 3B/1 X 4B	Aster
9	BAKER OATES, FARNHAM	7 x AFFORDABLE RENTS= 4 X 1B/ 3 X 2B 2 X SHARED OWNERSHIP= 2 X 1B	SAGE
22	SWEETERS COPSE, ALFOLD	SHARED OWNERSHIP= 7 X 2B/4 X 3B AFFORDABLE RENT= 6 X 1B/ 3 X 2B/ 2 X 3B	MTVH
5	AMLET LANE, CRANLEIGH	2 x 2b AFFORDABLE RENTS 3 x 3b SHARED OWNERSHIP	WBC

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 Q4

Q4 Housing Delivery & Communities Service Plan 2019/2022

Total	100%	48
Completed	81%	39
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	19%	9



Comment: The majority of service plan actions were successfully completed. A handful of actions will be executed in 2020/21 and the transfer comment can be found below

Outcome 1	The Ageing Well Strategy (2015 - 18) and Action Plan is reviewed to reflect current needs and priorities					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities.	30-Sep-19	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution in 2020/21 under action ref. SP20/21HDC1.1. Delayed due to continued staff resources through sickness absence – was due to recommence in April 2020, now on hold until Covid-19 recovery phase.
SP19/20HDC1.2	Updated Action and Implementation Plan	30-Sep-19	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution in 2020/21 under action ref. SP20/21HDC1.2. Delayed due to continued staff resources through sickness absence – was due to recommence in April 2020, now on hold until Covid-19 recovery phase.
SP19/20HDC1.3	Coordinate the delivery of the Ageing Well Action Plan 2020 - 2024	31-Mar-21	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution in 2020/21 under action ref. SP20/21HDC1.1, 1.2, 1.3. Delayed due to continued staff resources through sickness absence – was due to recommence in April 2020, now on hold until Covid-19 recovery phase.

Outcome 3						
The organisations funded through Service Level Agreements are delivering the agreed outcomes						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC3.1	Work with the Community Wellbeing Overview and Scrutiny working group to carry out a review of the current Service Level Agreements (SLAs) in order to inform funding decisions for the new round of SLAs starting 1 April 2021.	31-Mar-21	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution to SP20/21HDC3.1. Now on hold until Covid-19 recovery phase.
SP19/20HDC3.2	Carry out Organisational Health Checks on organisations with whom the Council has current Service Level Agreements in order to understand the strength and weaknesses of the individual organisations and support funding decisions for the new round of SLAs s	30-Nov-21	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution in 2020/21 under SP20/21HDC3.2. In 2019/20 8 out of the 12 organisations had started their Health Checks, 1 completed - now on hold until Covid-19 recovery phase.

Outcome 4						
The Waverley Community Safety Strategy priorities are delivered in partnership						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6	31-Mar-20	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution to 2020/21 under SP20/21HDC4.2. Aspects on hold until Covid-19 recovery phase. Chair is still researching aspects of the review.

Outcome 5						
Community Safety is integrated throughout the Council						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC5.1	Train frontline officers and managers on serious and organised	31-Mar-20	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution to 2020/21 under action ref. SP20/21HDC5.1. Planned Staff

	crime, including Modern Slavery and Prevent					Conference / Training postponed due to Covid-19.
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Outcome 9 Regulating private landlords: Housing Strategy Objective: Making best use of existing homes

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1	31-Mar-20	Private Sector Housing Manager (SB)	Transferred	31-Mar-21	Transferred for execution to Service Plans 20/21 ref. SP20/21HDC9.2. The new Private Sector Housing Enforcement Policy, incorporating the new duties and powers, is currently being drafted. Unfortunately this work has been suspended due to other events.

Outcome 12 Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023) Year 1

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC12.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review	30-Sep-19	Service Improvement Manager (AH)	Transferred	31-Mar-21	Full project deferred to be incorporated with Business Transformation Programme. However, increased range of online forms for customers, developed mobile working solutions for housing management and increased take up of "MyAccount" Promotion of reporting repairs online and developing baseline data.

Internal Audit - Actions Status Q4

Comment: At the end of fourth quarter there are no outstanding internal audit actions for this service area.

Complaints – Q4 update

Q4 19-20 Housing Delivery and Communities - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	5	1	3	3	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	5	1	3	2	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	67%	100%	95%

Q4 19-20 Housing Delivery and Communities – Level 2 escalations

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	5	2	0	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	4	2	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	80%	100%	N/A	67%	95%

Comment: There are no areas of concern.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	2,652	-217	-8%	Favourable
Income	-722	46	-6%	Adverse
Housing Delivery & Communities Total	1,930	-171	-9%	Favourable

Comment: The service has benefited from staff savings due to a restructure of some teams early in the year through the business transformation project. In addition, some teams have achieved savings due to reductions in hours and general turnover in staff.

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	704	-99	-14%	Favourable
Income	-1	-6	614%	Favourable
Housing Delivery & Communities Total	703	-105	-15%	Favourable

Comment: Staff savings have been achieved in year. IT projects have been delayed due to the supplier delaying releases of updates which were expected in year.

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 – Q4 2019/2020

Q4 and end of year summary from Head of Service:

The last quarter of 2019/2020 had been business as usual, with the focus on the new interim responsive repairs contract mobilisation, the financial year end activities and the transfer of the Family Support Team and service to Guildford BC, until the declaration of the Covid-19 crisis which has dominated the teams' resources, activities and outcomes in March 2020.

The mobilisation of the new contract and the Lockdown led to a relatively low level of repairs being completed in the period. This trend will continue into 20/21 until Lockdown restrictions are eased. I am proud of how the service has continued to develop and improve during 2019/20 with additional front line officers, full staffing in the compliance team, the celebration of 100 years of council homes and responding to challenges with maintenance contracts. The excellent rent collection performance ensures we can deliver services. The Rent Account Team collected £1m in direct debits, for the first time, during January. The whole housing service has focussed on achieving service plan actions and ensuring our services meet the need of our tenants.

Quarter Four Star Team

The Housing Customer Service Team have shown adaptability, flexibility and customer care during the year becoming responsible for and triaging housing management and Careline initial enquiries. The team supported the changes in responsive repairs contractors with mobilisation, demobilisation and mobilisation (working with three contractors during the year). The team also swiftly created/ adopted new processes to manage community helpline calls providing support, advice and referrals to all Waverley residents during the Covid-19 crisis. Congratulations and many thanks to the whole team.

Recruitment

We have had a successful year recruiting to the compliance, housing management and planned works teams. Internal staff development has led to promotions within housing operations and has provided continuity and career opportunities for the team. At the end of the year there were only three vacancies in the team which were out to advert.

Communications

A special edition of the tenants' newsletter, Homes and People was published in the last quarter of the year to launch the new Housing Team (formally known as Tenancy and Estates). The edition shared the reasons to increase the number of frontline officers (an additional three within existing budget following a restructure) to:

- spend more time on "patch" and meet with more tenants
- respond to enquiries and requests more promptly and
- get to know their area and tenants better and work in a more productive way.

I was delighted to attend the Tenants Panel Open meeting in February to launch the new housing management team with Laura Dillon. I also spoke about the rent increase and how after four years of rent decreases we have the opportunity to invest in current homes and develop new homes for those unable to afford market rates including tenants' children and grandchildren and those providing essential services in the borough. Representatives from our new interim responsive repairs contractor

Ian Williams also attended to share the company’s vision and values and what to expect from the service.

Following the campaign for clear communal areas to reduce fire risks in our schemes 40 bikes were removed in Q4. All residents were written to explaining the need for clear communal areas and during routine checks any items causing a hazard are labelled giving notice that they will be removed if not cleared by a set date.

All tenants received rent increase letters end Feb/early March. The 2.7% increase equates to an average weekly rent of £98.24 for a one bed home, below the 2015/16 average. 2015/6 levels. The Tenants Panel and attendees at the open meeting understood and generally supported the need for a rent increase.

A letter was developed for all tenants to explain the housing services response to covid-19 crisis and sent at the end of March. The letter informed tenants that only emergency repairs would be able to be completed during the lockdown, there would be no home visits or planned works and gave advice on local support available and social distancing.

The team also created processes to manage welfare calls to all older tenants – creating a script, identifying support resources, key referral agencies and data management system ready for the first tranche of calls to start 1 April 2020.

In conclusion the team have had a successful year, which has understandably been overshadowed by the global pandemic. The team have adapted to unprecedented change in circumstances and risen to the challenges of working from home and redeployment to meet the council objective during the Covid-19 crisis.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 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%	0.64%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	20.0	27	22	26	28	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	100.0 %	100.0 %	100.0 %	100.0 %	100.0%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	90.0%	90.6%	92.0%	90.0%	87.0%	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	74.0%	84.6%	80.0%	80.0%	69.0%	78.0%

Q4 Comment:

The rent accounts team performed to target throughout 2019/20 collecting rent efficiently and supporting tenants to prioritise rent payments, providing advice and signposting to budgeting and

benefits advice. The compliance team’s robust programme of inspections has ensured target performance during 2019/20 keeping tenants safe in their homes. The Committee are fully aware of the challenges with responsive repairs and relet performance during 2019/20 due to the change in contractors. This is not the service the team wish to deliver and we are working with the new interim contractor to clear legacy works and improve services. During Q4 61 homes were relet of which 32 (54%) were let within the target of 20 days. A total of 217 (normal void) homes were relet during 2019/20 and only six long term voids. As at 31 March there were 37 normal voids waiting to be relet following works and allocations.

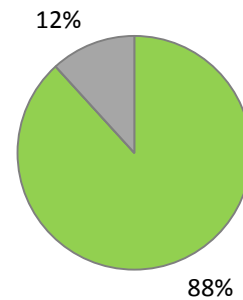
Changes to KPI set for 2020/2021: A new indicator monitoring tenancy audits will be introduced from the 1 April 2020.

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

Service Plan - Actions Status Q4

Q4 Housing Operations Service Plans 2019/2022

Total	100%	17
Completed	88%	15
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	12%	2



Comment: At the end of the financial year all but two actions completed successfully. The remaining actions were transferred/deferred for execution in 2020/21 and further details can be found below.

Service Plans Actions 2019/20 – not completed in the year

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	N/A	Deferred	2020/21	Q4 2019/20 update: This Project was deferred for execution in the coming financial year 2020/21 under the new service plans 2020/21.
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	N/A	Transfer red	2020/21	Q4 2019/20 update: Incorporate to the corporate business transformation programme for execution in 2020/21.

Internal Audit - Actions Status Q

Comment: At the end of Q4 there was one outstanding Internal Audit Action. Additional data quality and system works are required to fully complete the action.

Code & Title	Progress	Status	Due Date
IA20/01 Management of Asbestos	<div style="width: 94%; background-color: red;"></div> 94%	Overdue	31 Mar 2020
IA20/01.002.1 Re-inspections	<div style="width: 50%; background-color: red;"></div> 50%	Overdue	31 Mar 2020

Complaints Q4

Q4 19-20 Housing Operations - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	38	21	25	18	20	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	31	11	15	12	16	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	82%	52%	60%	67%	80%	95%

Housing Operations - Level 2 escalations

Q4 19-20

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	13	5	6	7	8	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	13	4	6	6	7	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	80%	100%	86%	88%	95%

Comment: Pressure of work in the service has impacted the speed of response to complaints at both levels. Despite missing targets, complainants are kept advised verbally of the investigation and actions taken on their complaint. At the March meeting the Committee noted that the level one target had not been achieved for the last year and level two performance inconsistent. On further investigation officers can confirm that the level one performance has not achieved target in the last two years whilst level two only missed target twice.

Finance – Q4 update

General Fund Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Operations				
Expenditure	90	-	0%	Adverse
Income	-90	-	0%	Adverse
Housing Operations Total	0	0	0%	-

General Fund Comment: There are no areas of concern.

Housing Revenue Account (HRA)

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Operations				
Expenditure	20,133	27	0%	Adverse
Income	-30,246	469	-2%	Adverse
Housing Operations Total	-10,113	496	-5%	Adverse

HRA Comment: As previously reported the overall income was £468K lower than budget due to an incorrect rental income budget (rent collected for 52 weeks instead of 53- £620K gap). The shortfall was partially offset by the leasing of void properties held for redevelopment. The underspend of £756K was mainly due to the underspending of the responsive repairs budget.

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 – Q4 2019/2020

Q4 and end of year summary form the Head of Service:

Looking at each of the Business Transformation Service Team's individually:

IT:

This year we have completed the procurement and acquisition of the Master Data Management and Customer Relationship Management (via low code) systems which will enable us to transform the way we operate especially in terms of customer services.

This year has also seen some major changes to existing systems with the move to Office 365, migration of Sharepoint to the cloud and a new server farm environment.

The Team were very significantly impacted by the response to the Covid crisis. In particular we saw an overnight move from an average of less than 20 people per day working at home to over 250. This presented issues around system capacity, equipment needs and training/advice increasing demand on the Support Desk by 100% initially.

There was also an accelerated demand for audio and video conferencing solutions that the Team has had to respond to. Work was already underway and budgets identified but this had to be brought forward at a time of peak demand.

Business Transformation:

The Business Transformation and Strategy were agreed and adopted in Q1 and the Business Transformation Team recruited to in Q2.

There are 10 work-streams in total, two of which have been completed, seven of which are underway and one still has to be started. The Team were on target to deliver the target savings of £1m, but progress has been disrupted by the Covid crisis. Three of the four Team Members were diverted to covid related duties and aspects of the transformation programme creating significant organisational change were put on hold pending the situation re-stablising

Support Services:

This year we have seen changes introduced as regards our post and printing arrangements which is one of the Business Transformation work-streams referred to above.

The new printing contract will deliver savings in excess of £30k and the hybrid mail solution which is currently being rolled out will fundamentally change our practices in this area with correspondence being printed and posted off-site by a third party.

Property and Engineering

During the course of this year we saw a prolonged period of above average rainfall which tested our drainage and flood prevention systems. The Team have developed very good working partnerships with Surrey CC, the Environment Agency and our internal contractors and suppliers. The pro-active work we have done as regards ditch and grill maintenance paid dividends this year

when subjected to heavy rainfall and we saw no serious instances of flooding. It did identify one or two pressure points e.g. Elstead which we will be paying attention to going forward.

Guildford BC have started the debate with us as regards the proposed Guildford Flood Alleviation Scheme which could affect the Tilford area should they go down the natural flood management route. We can expect more on that this coming year.

Facilities

The caretaking, evening reception/security and cleaning services have all performed well this year according to the internal surveys we carried out in Q3. There may be changes with the catering services going forward although these have been put on hold pending the Covid situation.

David Allum
Head of Business Transformation

Performance Indicators Status Q4

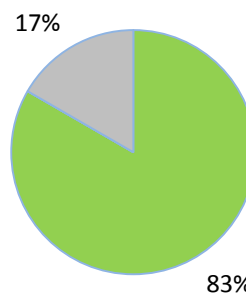
Comment: This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Support Services, Property and Engineering, Business 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 Q4

Q4 Business Transformation Service Plan 2019/2022

Total	100%	36
Completed	83%	30
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	17%	6



Comment: At the end of Q4 the majority of the service plan actions were successfully completed. A handful of actions (4) will be carried forward for execution in 2020/21 and a couple of actions will no longer be pursued. Further details on these exceptions can be found in the table below.

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 1.	Improve customer satisfaction perceptions by encouraging and fostering a culture of positive customer services across Council Services					
BT1.2	Continue to run a programme of mystery shopping to enhance good practice and eradicate poor practice	31/03/20	Head of Business Transformation (DA)	Transferred	31/03/21	This is deferred until 2021/2022 when the new delivery model will be in operation.

Outcome 3. Deliver increased automated options for customers as part of the corporate customer services review outcomes						
BT3.1	Lead the Channel Shift work-stream and in conjunction with other service areas (e.g. IT) develop options and solutions which can deliver on the business plan objectives	31/03/20	Business Transformation Manager (WC)	Transfer red	31/03/21	Transfer comment. Action 50% completed in 2019/2020. The ground work (i.e. customer journey mapping and the acquisition of the IT infrastructure) is underway but will not be in place and fully operational until Q4 2020/2021. More significant progress in translating this into self-serve options for customers will follow on in 2021/2022. To be executed through the Service Plans 2020-23 action ref. PR19BT18.3.
Outcome 8. Enable service areas to evolve and improve their service offer by facilitating business development.						
BT8.1	Complete the implementation of a new core system for Building Control, Planning and potentially Land Charges and Environmental Health	31/03/20	IT Manager (LF)	Transfer red	31/03/21	Transferred for execution through the Service Plans 2020-23 action ref. PR19BT16. 50% completed in 2019/20. The Building Control system is live. We expect the Planning system to go into test in Q4 2020/2021.
Outcome 11. Maintain high satisfaction standards by providing a high quality community meals service						
BT11.1	Ensure high quality meals continue to be delivered to our customer base in Godalming	31/03/20	Support Services Manager (HB)	Cancelled	N/A	Given we expect the service to transfer to Day Centres we will not be carrying out this action.
BT11.2	Effectively market the service to further increase take up and enhance service viability	31/03/20	Support Services Manager (HB)	Cancelled	N/A	We are now seeking to transfer the community meals function to local day centres and expect to do this in Q2 2020/2021.
Outcome 15. Identify a viable option for the Council as regards office accommodation and the future of The Burys						
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)	Transfer red	Q4 2020/21	Transferred for execution through Service Plans 2020-23action ref. PR19BT19. Further to the decision taken at Executive on 7/1/20 we will be commissioning an appraisal with a view to presenting Members with options probably in Q4 2020/2021. However this is very much dependent on securing Member support for the underpinning project documentation. So far that has not proved possible and so progress has stalled somewhat. 20% complete in 2019/20.

Internal Audit - Actions Status at Q4

Comment: Following the audit around vending machine operation a number of recommendations were raised. These have all been completed with the exception of finalising the new policies and procedures which need to be developed to reflect the operational changes we have made. I expect this to be done this quarter

Code & Title	Progress	Status	Due Date
IA20/05 Vending Machines	<div style="width: 94%;"><div style="width: 94%;"></div></div>	94% Overdue	01 Mar 2020
IA20/05.001 Policies and Procedures	<div style="width: 25%;"><div style="width: 25%;"></div></div>	25% Overdue	29 Feb 2020

Complaints – Q4 update

Q4 19-20 Business Transformation - Level 1 escalations

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

Q4 19-20 Business Transformation - Level 2 escalations

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 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	95.0%

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

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Business Transformation				
Expenditure	3,648	-173	-5%	Favourable
Income	-450	- 97	21%	Favourable
Business Transformation Total	3,198	-269	-8%	Favourable

Comment: The budget variances are primarily due to an underspend on staffing budgets and increased income to The Burys (e.g. rental of 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 – Q4 2019/20

Q4 and end of year summary from the Head of Service:

Accountancy / Financial management: The team have the year end financial closedown and statement of accounts production plan under way, the deadline for completion has recently been extended by the government due to Covid, this has freed up capacity to financially manage the Covid impact on the council's financial position.

Benefits and Revenues service: This team is performing well and have responded and flexed to the impact of increased demand and new government welfare related covid initiatives.

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 Q4

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	11.4	12	18	18	17	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	6	4	7	6	7	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98.7	29.7	57.7	85.6	98.0	99.0
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98.0	27.6	51.7	74.8	97.2	99.0
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	99.0	98.4	77.0	97.8	98.0	99.0

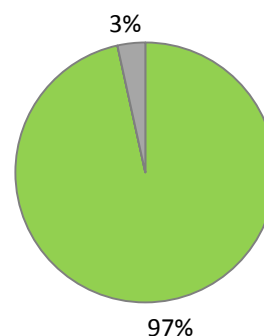
Q4 Comment: Council tax and business rates collection has become more challenging in the last quarter with no specifically service related cause. Post Covid the recovery process and capacity will be fully reviewed.

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 Q4

Q4 Finance & Property Service Plan Actions 2019/20

Total	100%	29
Completed	97%	28
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	3%	1



Comment: At the end of quarter four the majority of service plan actions were successfully completed. 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	Q4 Final Comment
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 Q4

Comment: At the end of Q4 there are no outstanding issues or concerns in governance.

Complaints Q4

Q4 19-20 Finance - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	8	3	7	7	11	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	3	6	5	8	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	88%	100%	86%	71%	73%	95%

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

Comment: The response rate at level 1 has been impacted by the workload in the team. Most complaints require a dialogue with the complainant to resolve, this can take some time.

Finance– Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Finance & Property				
Expenditure	31,142	-2,043	-7%	Favourable
Income	-29,102	2,152	-7%	Adverse
Offset transfer from void provision	0	-409	-	-
Finance & Property Total	2,040	-300	-15%	Favourable

Comment: Comment: Property voids have been a drag on the budget with the full impact represented by the drawdown from the void provision. Housing benefit subsidy recovery performance has contributed to the overall favourable position. All services have otherwise been delivered within budget.

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 – Q4 2019/2020

Q4 and end of year summary from the Head of Service:

2019/2020 has been a very very busy and productive year. The six teams within Policy and Governance have worked very hard to achieve a great deal in challenging circumstances, including:

1. Successfully delivering combined Borough and Parish Elections, UK European Parliament Election, a snap General Election, Neighbourhood Planning Referendum and By-Elections.
2. Preparing for and successfully conducting the annual voter registration process.
3. Inducting 57 new and returning Elected Members to the Borough Council, providing a training and development programme and establishing new committee memberships.
4. Planning and administering a very busy schedule of committee meetings.
5. Supporting the Council's informal working group established to review governance processes.
6. Providing corporate policy support on O&S committees and task and finish groups.
7. Work with officers and Members to identify, plan and budget for legal support in order to support key corporate priorities and ensure the Council acts lawfully, transparently and ethnically.
8. Providing high quality legal, communications, policy, democratic and HR support across a range of corporate priorities including in relation to the Council's business transformation programme.
9. Supporting the development of a new Customer Services Strategy.
10. A return to excellent performance against land charges turnaround times.
11. Development and delivery of a new HR strategy for Waverley, aligned to the Council's strategic priorities and business challenges.
12. Launching a new programme of work to support and promote wellbeing in the workplace
13. Development and delivery of a new Communications and Engagement Strategy, with a new focus on public and community engagement.
14. The successful piloting of the Council's first Listening Panel.
15. Supporting the development and rollout of a new project management toolkit for managers and staff.
16. Coordinating vital public and internal communications, in partnership with the LRF, in respect of the serious flooding incident earlier this year.

In the final weeks of the year, the service focused its efforts entirely on supporting the Council's response to the Coronavirus pandemic, including:

1. Providing vital HR advice, support and guidance to managers and staff on a range of employment topics associated with the emergency situation, for example remote working, safety of front line workers, sick leave, self-isolation, caring for dependents, bereavement, and wellbeing.
2. Coordinating internal and external communications and engagement activity, both at the Waverley level but also as part of the coordinated efforts across Surrey. The remit of this communications activity extended far beyond the usual reach and scope of the team's work

as activity was focused wherever it was needed as part of the broader public service response to the pandemic.

3. Supporting the Council to deal effectively with a range of legal and contractual challenges arising as a direct result of the national lockdown.
4. Working alongside IT colleagues to support the transition, on a temporary basis, to remote committee meetings by Zoom.
5. Providing additional senior management resource on managing non-covid emergency situations during the pandemic. This capacity was utilised in the Council's response to the Netley Mill Water Incident.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q4

Comment: [Short and Long term sickness absence](#)

This quarter covers the initial period of the Covid-19 pandemic which saw sickness reporting due to Covid related symptoms rise sharply in March. Sickness reporting returned to usual levels within 3 weeks, supported by the ability to work from home during self-isolation/shielding. The most common reasons for short term absence have changed towards the end of this quarter to being primarily related to respiratory symptoms. There have also been a number of individuals who have been impacted adversely by mental health issues exacerbated by the pandemic. During this time we have run a mental health survey which has demonstrated that 57% of respondees felt that the pandemic had adversely impacted on their mental health. As a result of this, wellbeing is a key priority of the People and Staff Recovery Project.

The corporate indicator PG2a, which monitors an average response rate to Level 1 complaints across all service areas is still off target ([71 out of 82 dealt with on time](#)). The underperformance concerns the following areas: Environment (92%), Finance and Property (73%), Housing Operations (80%), Planning and Economic Development (87%). Further details can be found in the individual service dashboards. The Level 2 complaints (PG2b) have experienced a small improvement with [2 out of 27 cases](#) taking a bit longer to resolve due to their complexity.

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	18.4	17.8	18.9	17.5	18.72	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.9	7.0	6.8	7.38	7.50	6.52
	ref. HR2a - Short term Sickness Absence	Days	3.2	3.1	3.0	3.3	3.3	6.52
	ref. HR2b - Long term Sickness Absence		3.7	3.9	3.8	4.1	4.2	
PG1a	The number of complaints received - Level 1 (data only)	No.	82	57	68	64	82	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	25	20	25	16	27	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	84.0%	87.2%	81.8%	82.8%	87.0%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	100.0%	94.0%	98.2%	87.5%	93.0%	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 Q4 complaints](#) can be found in the Corporate Dashboard.

Waverley's complaints escalation process:

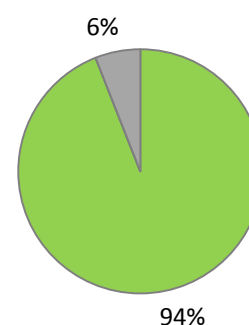
- Level 1 – investigated by the appropriate manager or team leader, with a detailed response within 10 working days.
- Level 2 – if the response received to Level 1 isn't satisfactory, a complaint can be escalated to Level 2 where it will be reviewed by a Head of Service and the Corporate Complaints 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 Q4

Q4 Policy and Governance – Service Plans 2019/20

Total	100%	67
Completed	94%	63
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	6%	4



Comment: The majority of service plan actions were completed in the financial year. A handful of actions will be transferred for execution in 2020/21 and further details can be found below.

Service Plans 2019/2020 – not completed in the year

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 1	The Council has a Corporate Strategy in place, underpinned by an effective performance management framework and culture					
SP19/20PG 1.2	Support effective policy development Ensure that the Council takes a robust and consistent approach to policy development, including clear and documented review and version control processes for strategies, policies and procedures.	31/03/20	Policy & Performance Officer (NC)	Transferred	31/03/21	Transferred for execution in 2020/21. The new corporate policy template including version control has been developed and deployed on Backstage to all staff. A separate project for "Policy Framework" has been launched from November 2019 in order to address issues in policy management across the Council. Delays caused due to workload demands of the project manager.
Outcome 7.						
SP19/20PG 7.3	Ensure our governance protocols remain fit for purpose and efficient Work with the Standards Committee to continue to monitor the effectiveness of the Council's Constitution and Scheme of Delegation to ensure they enable quick,	31/03/20	Democratic Services Manager (FC)	Transferred	31/03/21	50% completed. Transferred for execution in 2020/21, new Service Plans ref. SP20/21PG8.3. Governance Review Working Group established and initial discussions held about governance models but no conclusions reached. Further work to be done in

	transparent democratic process					2020/21 to review governance documents comprehensively.
Outcome 19.						
SP19/20PG 19.1	Freedom of Information system. Research, benchmark and implement the prospect of a new IT system for processing Freedom of Information Environmental	31/03/20	Borough Solicitor (DB)	Transfer red	31/03/21	Transferred for execution in the new financial year under a service plan action SP20/21PG21.2.
SP19/20PG 19.3	Land Charges system Implementation of new Land Charges IT system	31/03/20	Borough Solicitor (DB)	Transfer red	31/03/21	Transferred for execution in the new financial year under a service plan action SP20/21PG21.2.

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 19-20 Policy and Governance - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	3	1	0	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	3	1	0	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	100%	N/A	100%	95%

Comment No areas of concern.

Q4 19-20 Policy and Governance – Level 2 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	1	1	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	1	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	0%	100%	N/A	95%

Comment No areas of concern.

Comment: No areas of concern

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	3,760	-231	-6%	Favourable
Income	-966	23	-2%	Adverse
Policy & Governance Total	2,794	-208	-7%	Favourable

Comment: The small adverse variance on income was more than offset by the favourable variance on expenditure in Q4.

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