

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Community Wellbeing
(Other Members for Information)

When calling please ask for:
Ema Dearsley, Democratic Services Officer
Policy and Governance
E-mail: ema.dearsley@waverley.gov.uk
Direct line: 01483 523224
Date: 19 June 2020

Membership of the Overview & Scrutiny Committee - Community Wellbeing

| | |
|------------------------------------|--------------------|
| Cllr Kevin Deanus (Chairman) | Cllr Val Henry |
| Cllr Kika Mirylees (Vice Chairman) | Cllr Jacquie Keen |
| Cllr Sally Dickson | Cllr John Robini |
| Cllr Jenny Else | Cllr George Wilson |
| Cllr Mary Foryszewski | |

Substitutes

| | |
|-------------------|--------------------|
| Cllr Chris Howard | Cllr Jerry Hyman |
| Cllr Joan Heagin | Cllr Trevor Sadler |

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 23 June 2020 to enable a substitute to be arranged.

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING will be held as follows:

DATE: TUESDAY, 30 JUNE 2020
TIME: 6.00 PM
PLACE: ZOOM MEETING CONFERENCE CALL
(And, available to watch via the Waverley YouTube channel)

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 Strategy 2019 - 2023

Waverley Borough Council is an authority which promotes and sustains:

- open, democratic and participative governance
 - a financially sound Waverley, with infrastructure and services fit for the future
 - the value and worth of all residents, regardless of income, wealth, age, disability, race, religion, gender or sexual orientation
 - high quality public services accessible for all, including sports, leisure, arts, culture and open spaces
 - a thriving local economy, supporting local businesses and employment
 - housing to buy and to rent, for those at all income levels
 - responsible planning and development, supporting place-shaping and local engagement in planning policy
 - a sense of responsibility for our environment, promoting biodiversity and protecting our planet.
-

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.
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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 confirm the Minutes of the Meeting held on 15 January 2020.

2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Where a Member of the Committee is unable to attend a substitute Member may attend, speak and vote in their place at that meeting.

Members are advised that in order for a substitute to be arranged a Member must give four (4) clear working days notice of their apologies.

For this meeting the latest date apologies can be given for a substitute to be arranged is 23 June 2020.

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.

The deadline for receipt of written questions is 5pm on 23 June 2020.

5. **QUESTIONS FROM MEMBERS**

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

The deadline for receipt of written questions is 5pm on 23 June 2020.

6. COVID-19 RESPONSE AND RECOVERY VOLUNTARY ORGANISATIONS AND COMMUNITY RESILIENCE (Pages 13 - 26)

The purpose of this report is to provide an update to the members of Community Wellbeing Overview and Scrutiny on:

- a. the 12 SLA organisations and the arrangements for the 2nd tranche of funding for 2020/21 (1 October to 31 March)
- b. the community response through the pandemic
- c. The recovery phase, reviewing the impact of COVID-19 on voluntary organisations across the borough and the long-term impact this will have on their resilience and how their services may change.

Recommendation

It was recommended that Community Wellbeing Overview and Scrutiny Committee are asked to note this report and provide observations that could support/shape the delivery of the Community Resilience Project.

7. MUSEUM OF FARNHAM WORKING GROUP UPDATE - THE FUTURE OF THE MUSEUM (Pages 27 - 40)

In July 2019 a small working group comprised of Executive Members and Officers was set up to find solutions to the financial challenge posed by the physical condition of the Museum of Farnham, a grade I listed Georgian property in Farnham.

The purpose of this report is to update The Community Wellbeing O&S Committee on the current situation regarding:

- The poor condition of the museum building and the capital requirement
- Stakeholder consultation
- Funding options
- Governance and long term plans
- Alternative solutions

Recommendation

Members of the Community Wellbeing Committee are asked to note the cost and the critical timing of the museum repair works and to share their views on the following questions:

1. **Should the museum collection continue to be presented in Wilmer House or should the collection be moved to an alternative location to enable the Council to explore a new financial purpose for the building?**
2. **Should the repair works be carried out in 2021 regardless of the building's purpose? This would require the Council to allocate a capital budget of £500,000 and to place an order of bricks by no later than November 2020.**

Depending on the Committee's response to these questions, Members are invited to give further consideration to the following:

- 3. Whether to use some of the capital budget that was set aside in 2017/18 for the museum repairs to contract a specialist bid writer to produce funding applications for the conservation works? This option supports the two assets (i.e. the building and the collection) staying together.**
- 4. The future of the museum service and the collection, which belongs to the council, if the assets are to be separated.**

8. UPDATE ON LEISURE CENTRES

Verbal update on the call-in regarding the Executive decision 3 March 2020 relating to Farnham Leisure Centre – after the call-in was made by the Community Wellbeing O&S Committee the Chair of the Committee met with officers to discuss the further information required. Since then, the work of the Council has been focussed on supporting the Waverley community in responding to the Covid-19 emergency. The continuing impacts on Council operations mean that the original decision is very unlikely to be implemented in the short term. It is recommended that in consultation with officers the Chair reassesses the situation before the next Committee meeting with a view to holding the call-in item when appropriate

Recommendation

To agree any observations or recommendations, as appropriate

9. CORPORATE PERFORMANCE REPORT - Q4 2019-2020 (JANUARY - MARCH 2020) (Pages 41 - 98)

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 of the report, 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.

Recommendations

It is recommended that the Community Wellbeing Overview and 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.

10. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation of the motion of the Chairman:

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).

Officer contacts:

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING - 15 JANUARY 2020

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

Present

Cllr Kevin Deanus (Chairman)
Cllr Kika Mirylees (Vice Chairman)
Cllr Steve Cosser
Cllr Jenny Else

Cllr Val Henry
Cllr John Robini
Cllr George Wilson

Apologies

Cllr Sally Dickson and Cllr Jacquie Keen

Also Present

Councillor Trevor Sadler and Councillor David Beaman

33. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 19 November 2019 were confirmed as a correct record and signed.

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

Apologies for absence were received from Councillor Sally Dickson and Jacquie Keen. Trevor Sadler was in attendance.

35. DECLARATIONS OF INTERESTS (Agenda item 3.)

There were no declarations of interests in connection with items on the agenda.

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

There were none.

37. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were none.

38. SERVICE PLANS (Agenda item 6.)

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 Community Wellbeing O&S were as follows:

- Commercial Services Service Plan (except for Building Control and Green Spaces)
- Communities only from Housing Delivery & Communities Service Plan
- Licensing only from Environment Service Plan

Councillor Steve Cosser was concerned about going into detail of the service plans without a budget agreed. Louise Norie, the Corporate Policy Manager advised that the Service Plans had been prepared in line with the budget process but there were always things that could come up last minute that might change things.

Kelvin Mills, the Head of Service for Communities and Special Projects gave a brief overview of his service area. They were aiming to expand and enhance Careline, achieve a rating of outstanding for Waverley Training Services which was an ambitious target, move forward with a leisure investment programme Farnham being the first then looking at Godalming and Cranleigh which had more complex issues to resolve. They were aiming to review the Taxi and Private Hire Policy and by 2030 wanted all operating vehicles to be ultra low emission.

Councillor Val Henry asked about progress with the proposals for Cranleigh Leisure Centre. Kelvin advised that they had some prices for the works but they were higher than expected. They would be working with the Parish Council and Places Leisure to discuss the way forward. They would have options for the Executive soon and he would keep advised.

Councillor Stephen Cosser commented on the Cultural Strategy and that there was so much being done in Farnham and Cranleigh but not across all four areas of the Borough. Godalming Staycation though had been very successful. Charlotte Hall, the Community Development Officer, agreed that this was a fair point and they had worked more in the more central cultural centres. She had been looking at other avenues to deliver programmes such as touring theatres to more rural locations as well as projects for older people and this was detailed in, and would be focused on in the Action Plan coming forward.

Councillor Kika Mirylees asked about the number of projects delivered outside of the main hubs. Kelvin advised that the Farnham Maltings was doing outreach work and he could share what work was being done. Cllr Mirylees felt that more should be done rurally. Charlotte advised that they were writing to all Towns and Parishes and there was a willingness just it was difficult to resource it all.

Councillor Kika Mirylees asked about what was happening with the Farnham Museum. Kelvin advised that they were exploring options for the management to take forward whilst keeping the museum in operation. This was a live project that they would keep members updated with. Councillor John Robini commented on Haslemere Museum being self funding and was a model that could be used elsewhere.

Councillor Jenny Else thanked Charlotte for her hard work with implementing cultural activities but recognised that Councillors needed to take some responsibility for smaller villages. Charlotte advised that she would like to meet with Councillors to set up locally based meetings to address culture and local challenges and what would work in their communities.

Councillor Kevin Deanus felt that the comment in relation to Careline and financial targets was not appropriate and lacked a human element. It was also slightly too business like and the people were the most important. They needed to decide whether it was a business to make money or a service for the community and the wording should reflect this. He thanked the officers for their hard work and recognised it was challenging times and they would like to do more if they had the money to do it. A question was asked whether there was any threat to the future of Careline with the more wider use of Alexa. Concerns were noted although they delivered a different type of service but this was something they would need to keep in mind.

Andrew Smith, the Head of Strategic Housing and Delivery, gave an outline of the Housing Delivery and Communities service plan. He advised that a lot of work was being carried out across teams around the ageing well strategy and action plan and disabled facilities grant. A lot of work tied into the service level agreements which a review was currently being undertaken of. Representatives from the Safer Waverley Partnership would be coming to an all Member briefing on 28 January and this would include information on safeguarding.

Katie Webb, the Community Service Manager advised that there had been a lot of changes with the Integrated Care Partnership. They were commencing a new project called Reconnections which was aimed at reducing loneliness and isolation. There was only so much the Council could do and they wanted GPs to work more with them. Cllr Robini asked if people knew what work they were doing and was concerned regarding communications. It was felt that there needed to be a briefing on the changes and for the portfolio holder to consider the issues raised around health and wellbeing and how work being done was communicated. Katie concurred but commented that they could only take responsibility for what they should communicate.

The Committee thanked officers for the Services Plans for 2020-2023 and recommended them to the Executive for approval.

39. CULTURAL STRATEGY (Agenda item 7.)

The Committee was reminded that, at the last meeting, they had received the Cultural Strategy Action Plan and had commented on the progress made. A series of meetings would be taking place over the next quarter with Members and stakeholders in order to establish a new two year Action Plan which, noting previous comments, would look to be more geographically spread. This would be brought to the Committee in June to consider.

Councillor John Robini suggested that all councillors should visit the museums around the borough to get a feel of them. Councillor Steve Cosser questioned the funding and how it was spent around the borough. He felt that they must become a facilitator and enabler and support organisations in both urban and rural areas.

Councillor Jenny Else questioned filming in the Borough, particularly in rural areas and respecting biodiversity. There should be special arrangements for this kind of activity.

The Committee thanked officers for the update and would await a new Action Plan in June 2020.

40. YOUTH PROVISION (Agenda item 8.)

The Committee received a report following a request to look into a potential review into youth services in the Borough. Officers had since met with Councillor Kika Mirylees to get more understanding of the subject area.

The report included background and reported how the duty of youth services was on Surrey County Council. Members were asked that in order to provide value to the Committee and to prevent unnecessary work it was useful for the Scrutiny team to gain an understanding of what the Committee would like to explore further in what was potentially a far reaching subject. Three questions were put to the Committee:□

- What role should the Council have in providing facilities and activities for young people?
- Does the Borough Council have a role, or should it have a role, in improving young people's physical and mental health and emotional well-being?
- What further research would the Committee like to see?

Councillor Kika Mirylees explained her concerns regarding the lack of places for young people to go. However, did not realise that this fell under the responsibility of Surrey County Council and funding was scarce. Councillor George Wilson wanted to see what Surrey had done as he felt that they were falling short of duty. Councillor John Robini raised his concern about the use of Hasleway for vulnerable people and that this was being taken away from them. Katie would look into it. The Chairman concluded that they could only resolve what they had the ability to resolve and if they could share good practice in their own areas for what they had done this may help.

41. BUDGET STRATEGY WORKING GROUP (Agenda item 9.)

It was noted that a report would be going to the Value for Money and Customer Services O&S on 20 January from the Budget Strategy Working Group with its initial findings.

42. WORK PROGRAMME (Agenda item 10.)

The work programme would be updated following the meeting and if Members had anything to add, to be in contact with Yasmine.

The meeting commenced at 7.00 pm and concluded at 9.05 pm

Chairman

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WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW AND SCRUTINY

30 JUNE 2020

Title:

COVID-19 Response and Recovery
Voluntary Organisations and Community Resilience

Portfolio Holder: Cllr David Beaman, Portfolio Holder Health, Wellbeing and Culture

Head of Service: Andrew Smith, Housing Delivery and Communities

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 The purpose of this report is to provide an update to the members of Community Wellbeing Overview and Scrutiny on:
- a. the 12 SLA organisations and the arrangements for the 2nd tranche of funding for 2020/21 (1 October to 31 March)
 - b. the community response through the pandemic
 - c. The recovery phase, reviewing the impact of COVID-19 on voluntary organisations across the borough and the long-term impact this will have on their resilience and how their services may change.

1.2 Service Level Agreements

SLA Organisations' response to the pandemic

- 1.3 Prior to the COVID-19 pandemic the Community Wellbeing Overview and Scrutiny Committee had formed a working group to review the SLAs process to determine if it is still fit for purpose. Does the process reflect/contribute to the changing landscape? Should a tender/procurement process be considered going forward?
- 1.4 In parallel to this review each SLA organisation had been asked to complete an Organisational Health Check to help Waverley Borough Council as a key funder understand how each organisation is performing and inform future funding decisions. The outcomes of the Health Checks were to be fed into the SLA Review.
- 1.5 Both these pieces of work were put on hold during the response phase. The Organisational Health Checks have now been superseded by the Community Resilience Project and the SLA Review is a key item to be delivered in partnership with the Community Resilience Project, discussed further in this report.

- 1.6 Community Meals Service – Brightwells Gostrey, Farncombe Day Centre, Hasleway and Rowleys Centre for the Community suspended their normal day centre service, including their ancillary services such as hairdressing. They have continued to deliver the Community Meals Services.
- 1.7 Farncombe Day Centre had been working towards taking on the Godalming area Community Meals Service, which is delivered through the Council's restaurant, in May 2020. However, from the first day of lockdown the Centre started to deliver meals to their own clients and then expanded to meet requests from local residents who were self isolating. The Centre will be taking on the Godalming area clients from 1 July.
- 1.8 In the height of the pandemic the Community Meals Services were delivering up to a 1,000 meals a week across the borough.
- 1.9 The Clockhouse suspended all services one week before the start of lockdown due to many of their volunteers being over the age of 70. The Manager took the opportunity to take early retirement and the remaining staff have been furloughed.
- 1.10 All 5 centres are currently determining how and when they will be able to resume their previous services. Some are already about to reconvene their chiropody services and then possibly hairdressing. Clients are missing the centres but it will be a huge challenge to start services within guidelines and to keep staff and vulnerable clients safe.
- 1.11 Age UK Surrey –funding is provided towards the delivery of an Information and Advice Service and Making Connections Service. Although each of these services has seen a reduction in demand Age UK Surrey have reported a 300% increase in telephone calls from residents for support during lockdown. Staff have been redeployed to support this increase in demand.
- 1.12 Hoppa – The Dial A Ride service has been suspended, which is the service element the Council funds. Hoppa is busy transporting patients out of hospital as part of a contract with the Royal Surrey and expanding to deliver medications and transport hospital staff. Some school children continue to be transported to school through existing contracts.
- 1.13 Citizens Advice Waverley – all offices closed at on the first day of lockdown. However, after a short transition all staff and volunteers have continued to deliver advice services from home. Initially CAB noted a reduction in demand for the service which they feel is due to clients receiving payment holidays for mortgage payments, credit cards, rent etc. As lockdown is eased they are anticipating a significant increase in demand due to the long term impact of the pandemic.
- 1.14 Farnham Assist – normal services have been suspended but they are regularly calling existing clients to see if they are well. They are taking new enquiries and also helping with shopping.
- 1.15 Voluntary Action South West Surrey – established the community welfare line in partnership with the Council although enquiries needed to move across to the council due to technical difficulties and volume of calls. However, officers complete referrals to VASWS for people that need support and signposting to voluntary

organisations. VASWS helped co-ordinate volunteering in the community and supported the establishment of the new COVID support groups, as well as continuing to deliver the Social Prescribing service.

- 1.16 Cranleigh Arts Centre and The Maltings – all services have been suspended. The Maltings is heavily involved in supporting the community response through the Farnham COVID group.

SLA Funding 2020/21

- 1.17 On 30 April the Head of Housing Delivery and Communities wrote to the 12 SLA organisations to inform them that the COVID crisis is expected to impact the Council's finances with a deficit of between £3-6million this financial year and subsequently having long lasting effect on future years budgets (see Annexe 1).
- 1.18 As a gesture of goodwill and to support the ongoing fixed costs of organisations, the Council made all grant payments as normal in April to support the organisations' cash flow.
- 1.19 The letter informed the organisations that the arrangements for the second half of this year (1 October 2020 to 31 March 2021) will need to be considered in line with the Council's overall finances and the services the organisations provided to support the response element of the pandemic.
- 1.20 The annual SLA review meetings have been taking place virtually and this has provided a good opportunity to understand the services organisations have or have not provided through the pandemic.

1.21 Community Response

- 1.22 Waverley Borough Council's community response to the pandemic has exceeded all expectations. Local communities were eager to mobilise and volunteer to support residents who had to self isolate due to their age, medical condition or displaying symptoms etc.
- 1.23 This local response was intuitive, immediate and flexible without the constraints of statutory involvement. Localities across the borough set up coordination groups to manage and support volunteers. VASWS provided support with procedures where necessary to ensure groups safeguarded their volunteers and residents. Officers from the Communities Team have been providing support to these groups, attending meetings and feeding back information to Waverley's senior management team. With this support embedded in the local community, that local support is more likely to continue longer term unlike other boroughs where council officers are moving back to their daily responsibilities.
- 1.24 The Council's Housing Customer Service Team has been operating the Waverley Helpline (non NHS Shielded Residents) and signposting callers to the community offer in the area in which they live.
- 1.25 NHS Shielded Residents were called by officers from a wide range of services across the Council and signposted to the support they needed. Many, however, were receiving support from their families and neighbours, with the most pressing

need being for food and medication. Some are still wanting regular phone calls to ensure they are coping. The greatest cohort of people requiring support were those living alone or older people.

1.26 Community Recovery - Community Resilience Project

- 1.27 As part of the Recovery, Change and Transformation Programme initiated as a response to the COVID-19 pandemic, the Community Resilience Project has been implemented to give a clear understanding of the impact of the pandemic on the Voluntary, Community and Faith sector, record the responses that have been implemented, demonstrate the outlook for the future and recommend long term plans for community engagement and partnering.
- 1.28 Suggested key items to be delivered:
- a. Evaluate and determine the development of initiatives / projects with partners to provide services / activities for residents impacted by COVID-19 in the recovery phase.
 - b. Develop a structure to support Waverley's voluntary organisations to provide services to residents to those still required to self-isolate and social distance following the lifting of lockdown restrictions.
 - c. Building a support structure with partners to help residents who are financially impacted due to covid-19 – this will include advice and support on financial management / simple budgeting / access to benefits / universal credit etc.
 - d. Utilise the outcomes of research on the impact of COVID-19 on voluntary organisations across the borough to feed into the work of the Community Overview and Scrutiny Committee that is reviewing the council's Service Level Agreement funding process.
 - e. Work in partnership with Citizens Advice Waverley to explore the development of a COVID-19 hardship fund for those residents impacted by COVID-19.
 - f. Review the impact of COVID-19 on voluntary organisations across the borough and the long-term impact this will have on their resilience and how their services may change, in partnership with Voluntary Action South West Surrey.
- 1.29 The Project Board have sent out a SWOT Analysis (see Annexe 2) to community groups / voluntary and faith organisations and key stakeholders and partners to find out how the pandemic has affected their community / organisation and what they feel the future may hold. This vital information will help the council evaluate the success of the community involvement in the response to COVID-19: what worked well, what has not worked so well and how they see the future as we come out of lockdown.
- 1.30 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.
- 1.31 The Project Board consists of council officers and key partners and stakeholders. The first meeting of the Project Board is on 30 June 2020 and at this meeting they will be analysing the results of SWOT Analyses which will be informing the key objectives to be delivered.
- 1.32 Officers will report on progress at future meetings of the Community Wellbeing Overview and Scrutiny Committee.

2. Recommendation

- 2.1 Community Wellbeing Overview and Scrutiny Committee are asked to note this report and provide observations that could support/shape the delivery of the Community Resilience Project.

3. Relationship to the Corporate Strategy and Service Plan

- 3.1 The council's partnerships and relationships with the voluntary sector helps ensure that Waverley delivers against all of its Corporate Priorities. The voluntary sector delivers vital community services to some of the Borough's most vulnerable residents, some of which the council might otherwise not be able to provide. All SLA funded organisations deliver services in alignment with the council's corporate priorities as part of their funding arrangement.

4. Implications of decision

4.1 Resource (Finance, procurement, staffing, IT)

There are currently no HR implications associated with this report.

4.2 Risk management

A risk has been introduced as part of the project management for the Community Resilience recovery project. The risk log will be monitored through the Project Board and the Programme Board.

4.3 Legal

There are possible legal implications with the SLA funded organisations due potential changes in funding and the renewal of SLAs for the period 2021/2024.

4.4 Equality, diversity and inclusion

An Equality Impact Assessment will be completed as part of the Community Resilience recovery project which will cover all areas discussed in this report.

4.5 Climate emergency declaration

As part of the COVID-19 recovery project environmental and sustainability objectives will be identified and built in to the workstreams.

5. Consultation and engagement

- 5.1 As part of the recovery workstream Community Resilience partners / stakeholders / community leaders and Community / Voluntary and Faith organisations have been asked to complete a SWOT Analysis (Annexe 2) to find out how the pandemic has affected their community / organisation and what they feel the future may hold.
- 5.2 It is anticipated that there will further consultation as the Community Resilience project develops and identifies

Annexes:

Annexe 1 – Letter Template SLA Funding organisations April 2020

Annexe 2 – Community Resilience – COVID-19 SWOT Analysis

Background Papers

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

CONTACT OFFICER:

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Position: Community Services Manager

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Email: katie.webb@waverley.gov.uk

Agreed and signed off by:

Legal Services:

Head of Finance: Andrew Smith 15 June 2020

Strategic Director:

Portfolio Holder:



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Andrew Smith

Head of Housing Delivery and Communities

E-mail: andrew.smith@waverley.gov.uk

Direct line: 01483 523096

Calls may be recorded for training or monitoring

Date: 30/04/2020

Dear xxx

Service Level Agreement Funding – Year 1 April 2020 to 31 March 2021

We are living in unprecedented times. Nobody could have predicted the position we all find ourselves in, both as citizens and as those whose roles are to work with and support our communities.

The Council is acutely aware of the impact that the pandemic is having on all of its partner organisations. I am writing to you at this early stage to explain that over the coming weeks the Council will need to agree its position in relation to the Service Level Agreement funding for this year. We are estimating that our response to the COVID crisis and the measures we have taken to support the local community will impact on the Council's finances by between £3-6m this financial year and this will also have long lasting effect on our budgets, which will not be covered by government funding. We are having to react to this pressure by examining every cost and income to see how we can cut our cloth and still deliver our services at this time of heightened demand.

All Service Level Agreement partner organisations are currently delivering either a different or reduced service, and some are closed. Given the circumstances and the need to comply with government guidelines we understand the obligation you have to ensure the safety of your service users, staff and volunteers. As a gesture of goodwill and to support the ongoing fixed costs of organisations, the Council will be making all grant payments as normal in April to support your cash flow. This guarantees your funding for the first 6-month period of 2020/21. If you have not already done so, please submit your invoice to claim your normal April grant payment.

On the subject of the arrangements for the second half of this year, the Council will need to consider its position regarding grant payments from 1 October 2020 to 31 March 2021. Even during these difficult times, the Council has a duty to ensure that the services it funds are being delivered. Although we do not know how long the pandemic will affect the delivery of organisations' services, our Executive will consider options for the release of any future payments for the second half of this financial year on an individual basis in light of closure

periods and which services some organisations are continuing to deliver, complementing other Council priorities.

For organisations that receive a smaller grant in one tranche in April, this may mean clawing back some grant if appropriate. This may mean that a retrospective recalculation of the funding will be necessary which could result in a repayment to the Council of some of the grant paid. Our aim is to continue to hold the six month Service Level Agreement review meetings virtually, if possible, or by telephone, which will assist with these decisions. We will be in touch with you soon to make the necessary arrangements.

These are difficult times and I know that you will be very concerned about your organisation's future. Staff and volunteers work tirelessly to support some of our most vulnerable residents and we continue to be grateful for all their efforts. None of us could have anticipated the serious position we find ourselves in and regrettably we cannot avoid the need for the Council to review its funding arrangements given that some organisations are continuing to deliver services and incur costs, whilst some remain closed or have significantly reduced their services.

As mentioned, we will be in touch to arrange a Service Level Agreement review meeting. However, if you have any questions before then, please do not hesitate to contact Katie or me.

Yours sincerely



Andrew Smith
Head of Housing Delivery and Communities



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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 are 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.**

If you have any questions, please call Jane Todd, Community Partnerships Officer, on 01483 523067

Thank you for taking the time to complete this form.

The Communities Team
Waverley Borough Council

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WAVERLEY BOROUGH COUNCIL

THE COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE

30 JUNE 2020

Title:

Museum of Farnham Working Group Update
The Future of the Museum

Portfolio Holders:

Cllr David Beaman, Portfolio Holder for Health, Wellbeing and Culture

Cllr Mark Merryweather, Portfolio Holder for Finance, Assets and Commercial

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: No

Access: Public

1. Purpose and summary

In July 2019 a small working group comprised of Executive Members and Officers was set up to find solutions to the financial challenge posed by the physical condition of the Museum of Farnham, a grade I listed Georgian property in Farnham.

The purpose of this report is to update The Community Wellbeing O&S Committee on the current situation regarding:

- The poor condition of the museum building and the capital requirement
- Stakeholder consultation
- Funding options
- Governance and long term plans
- Alternative solutions

Timeline for decision making:

In considering the building's future, it is imperative that Committee Members are aware of the timeline for decision making as it is driven by the nature and timing of the repair works. If the museum repairs are to commence in April 2021 an order of hand cut bricks must be placed by the end of September 2020. This allows a four month lead-in time to assess the original brickwork and produce the requisite number of new bricks. It is essential that the works are carried in the warmer months of April through to October as lime mortar is used and it does not set in cooler temperatures.

If this timeframe is not achievable the repairs works will need to be deferred to 2022 and the temporary scaffold will have to remain in situation throughout to ensure the safety of the public.

Recommendations

Members of the Community Wellbeing Committee are asked to note the cost and the critical timing of the museum repair works and to share their views on the following questions:

1. Should the museum collection continue to be presented in Wilmer House or should the collection be moved to an alternative location to enable the Council to explore a new financial purpose for the building?
2. Should the repair works be carried out in 2021 regardless of the building's purpose? This would require the Council to allocate a capital budget of £500,000 and to place an order of bricks by no later than November 2020.

Depending on the Committee's response to these questions, Members are invited to give further consideration to the following:

3. Whether to use some of the capital budget that was set aside in 2017/18 for the museum repairs to contract a specialist bid writer to produce funding applications for the conservation works? This option supports the two assets (i.e. the building and the collection) staying together.
4. The future of the museum service and the collection, which belongs to the council, if the assets are to be separated.

2. Reasons for the recommendations:

The recommendations take account of the direction the Working Group were travelling pre-Covid-19 alongside a new financial reality as the Council seeks to understand the economic impact of the crisis on the organisation.

The effect of Covid-19

The advent of Covid-19 has had an untold effect on the Council's finances and priorities are having to change in response to new challenges. The aim of the Covid-19 Recovery, Change and Transformation Programme is to understand the financial cost incurred and to identify opportunities to create savings and address the income gap. Key projects include a re-appraisal of the Council's Corporate Strategy and a review of previously agreed projects in order to reflect these new priorities and ways of working. The recovery programme takes account of the internal organisational health of the Council and its capacity to adapt to change as well as the wider social and economic impact on the borough's communities.

The ongoing cost and inconvenience of the temporary scaffolding

Hockley and Dawson advised the Council of the need to erect the scaffold in November 2018 as a safety precaution. It is not considered safe to remove the scaffold until the high level brickwork and specifically the cornice and parapet have been repaired. There is an ongoing weekly cost for the scaffolding of £237.50 which includes the hire, the license and an inspection fee.

In addition to the ongoing cost, the scaffold is obtrusive and unwelcoming to visitors. It

gets in the way of passers-by and hinders the visibility of drivers joining West street from Bishops Mead. The staff and volunteers receive regular enquiries from the public asking when the works are due to commence and although they do their best to respond positively they are also frustrated by the situation.

Ordering the hand cut bricks and the timing of the repair works

The timing of the brickwork repairs is crucial as it involves the use of lime mortar, which does not set under cooler conditions. The majority of works must therefore take place between the months of April and October. To achieve this timeframe a four month lead in time is required in order to assess exactly how many new bricks are required and how many are viable for re-use. The new bricks will then be hand cut using traditional methods and processes to match the defective bricks.

Further deterioration of the building

The high level masonry is in a fragile and unstable condition so delaying the works may lead to further deterioration or cause structural problems to occur in other parts of the building. If either happens the repair costs will increase.

Reputational risk

As a Grade 1 listed building, Wilmer House has architectural and historical qualities that are considered to be of national importance and therefore worth protecting. The permanent presence of the scaffold sends an inconsistent message that may lead the public to construe the impression that the Council is negligent or struggling with the financial burden of maintaining an important heritage asset in the town. It may also inadvertently send a signal to the owners of other Grade 1 listed buildings in the borough that poor care or inappropriate development is acceptable to the planning authority.

Opportunities

If the issues with the building can be overcome there is an opportunity to do something more exciting with the museum, which positions the house as the 'jewel in the collection' as opposed to a repository for historical objects and artefacts. Wilmer House could be transformed into a 'living museum' bringing the past back to life with set dressed rooms and costumed guides to conduct tours and demonstrate crafts. Living museums convey the experience of what it felt like to live in the past and are popular with schools and the public. Integral to this approach would be the charging of an admission fee to help place the museum on a more sustainable path.

Create momentum

The working group has accepted that there is a lack of internal staffing capacity as well as the specialist knowledge of historic buildings and conservation skills that are required to prepare major funding applications in-house. An independent heritage professional could assist the Council in collaboration with the Maltings to develop an exciting and more devolved future for the museum.

3. Background

Explanation of the building's defects and repairs programme

In 2017/18 a budget of £92,000 was set aside to carry out external repair works to the front facade of the Museum of Farnham (known as Wilmer House). However a survey of the gauged brickwork carried out by Simpson Bricks Conservation Ltd revealed that the extent of the deterioration was worse than anticipated, so an additional budget of £90,000 was requested in 2018/19. Of this budget, £113,000 is still ring fenced.

In June 2018 the consultants, Drake and Kannemeyer met the Council's Property Engineering Manager on site to prepare a specification and project plan for the works. During this meeting concern was raised about the condition of the high-level cornice and the parapet wall directly above the second floor window heads. These observations were followed up with a high level visual inspection carried out by an independent structural engineer from Hockley and Dawson. The consultant engineer advised the Council that although no further signs of deterioration could be detected, hidden defects such as frost/thaw action and poor bonding could not be ruled out.

Taking both expert opinions into account and having discussed at length a range of interim options the Council has come to understand that the only safe and permanent solution would be to carefully record and then dismantle all of the high level masonry above the second floor windows. Any viable brickwork will be carefully stored and reused and new bricks will be cut using traditional methods and processes to match the defective bricks. This level of conservation will ensure that the Grade 1 listed building meets the standard expected by the Council's Conservation Officer and Historic England.

The cost and sequence of the works

In October 2018, Drake and Kannemeyer ran a tender process on behalf of the Council for the complete works programme. An analysis of the responses was carried out and the lowest tender came in at £462,934. The quote includes:

- Detailed survey of the high level brickwork to investigate how many original bricks can be reused and how many new bricks are needed
- Production of new bricks using traditional methods and processes
- Erection of scaffold and work platforms, parapet to be supported to the ground from the inside of the museum.
- Take down and rebuild in sections the parapet, cornice and second floor window arches preserving as much of the original brickwork as possible.
- Pointing repairs to the elevation, renew lead gutter and flashings
- render repairs to the parapet

In addition a further £77,000 is required for professional and management fees bringing the total capital requirement to approximately £540,000.

It should be stressed that the works were tendered over a year ago and therefore costs are likely to have increased and we are advised by approx. 5% per annum. The estimate covers the worse-case scenario that the entire parapet wall needs rebuilding. If however, the damage is found to be less extensive when the structure is opened up and investigated, the works may potentially come in under the estimate. Both consultants have cautioned against starting the works without a sufficient budget in place as any delay once the structure is opened up could cause further damage to the internal fabric of the building.

Timing of the works

Lime mortar is primarily used in the conservation of buildings using historically correct building methods. As lime putty (non-hydraulic lime) does not set in cooler temperatures it is imperative that the works are carried out over the warmer months (April to October). Ahead of the works, there is a considerable lead in time of approximately four months to allow for the detailed recording of the original brickwork and the making of new hand cut bricks.

4. Actions of the Working Group:

Stakeholder engagement

On 5 September 2019 the working group invited 50 stakeholders to a consultation event at the museum. The aim of the meeting was to present the issues and to test the level of support for the building. 36 people attended the event representing the County, Borough and Town Councils, the museum, historic building and local civic societies. Annie Righton, Strategic Director at Waverley chaired the meeting and presentations were received from Cllr Merryweather, Drake and Kannemeyer, Hockley and Dawson, Simpson Brickwork Conservation and Farnham Maltings.

Following the presentations the floor was opened to questions. The consultees were specifically asked to think about the following elements:

- a) Whether the Council's ownership is an impediment to the conservation of the building?
- b) Whether the building forms part of the museum or whether the collections sit separately and could theoretically be housed elsewhere?

All those present contributed to the discussion and the key points are summarised below:

- Support for the meeting and Waverley's willingness to engage with stakeholders.
- Support for the Malting's proposals to set dress the museum in a way that reflects the history of the building.
- Interest in a long lease or a trust arrangement that enables access to funding not available to local authorities.
- The development of a governance structure that protects the interests of the community and the building.
- Unanimity that the building is historically important to Farnham but is also of national importance.
- Unanimity that the building should be repaired and stakeholders took the view that Waverley has a responsibility to do this.

- General agreement that the building should stay in local authority ownership but a trust option should be explored.
- Support for maintaining the links with the Maltings as they can access national and regional funding pots not available to other organisations.
- Suggestion that the Council weighs up the benefits of placing Wilmer House on the Heritage at Risk Register as a way of accessing Historic England's repair fund.
- Agreement that it would be helpful to share the information and to communicate more widely with Farnham residents.
- Suggestion that the opportunity to train conservators may attract funding as they are nationally in short supply.

Historic England's Heritage at Risk Programme

The Working Group has considered the pros and cons of placing Wilmer House on the 'Heritage at Risk Register' (HAR), which is coordinated by Historic England. The HAR register identifies 'listed' buildings and historic sites that are deemed most at risk of being lost as a result of neglect, decay or inappropriate development. When assessing risk, Historic England look at two factors; a poor and deteriorating physical condition and/or whether a building is occupied or vacant.

In addition to the HAR register, Historic England operates a repair grant scheme, which can assist the legal owners of properties (including local authorities) with the costs of urgent repairs and conservation works. Priority is given to buildings on the HAR register although other factors may also be taken into consideration, such as:

- ✓ preventative activities and long term plans to reduce the future risk of damage/neglect
- ✓ public access
- ✓ other sources of funding have been explored
- ✓ projects with a realistic chance of progressing
- ✓ projects which secure a viable future
- ✓ applications based on a thorough understanding of the issues
- ✓ building and conservation works are completed to appropriate heritage standards

Grant offers are made on a case-by-case basis and a decision can take up to six months or longer if the historic property is to be placed on the at risk register.

If the Council were to follow this course of action the Working Group is mindful that an 'at risk' judgement may cause a negative reaction from the public. However, this could be mitigated by the opportunity of a Repairs Grant to assist with the cost of the conservation works. Historic England have given assurances that they would support the Council in conveying a positive message that secures the building's future.

As an initial step, the Council's Conservation Officer has carried out an assessment of the building using Historic England's criteria to determine the risk category. Although this assessment identifies the condition of the building as **poor** and in a **declining** trend the overall assessment is deemed **vulnerable** as opposed to at risk of loss, which is mainly attributed to the fact that the building is fully occupied and has a clear purpose and use.

5. Other External Funding Opportunities

The working group has consulted with major funders, colleagues in the heritage sector and with the staff and Board of Farnham Maltings to identify external funding that the Council, as the lead applicant are eligible to apply to. The largest and most accessible funder is the National Heritage Lottery Fund whose grants range from £3,000 to £5million. The NHLF supports a broad range of heritage activities including large scale capital programmes and repairs to historic buildings. Successful applications must demonstrate that a wider range of people will be involved in heritage as a result of NHLF funding. This means providing more opportunities that lead to greater engagement with people of all ages, abilities, social backgrounds and ethnicities. As well as the mandatory outcome, NHLF are also interested in projects that improve the physical state of heritage, develop new ways to help people make sense of their past, increase the skills of those working and volunteering in the sector, develop wellbeing and connect communities to the places where they live and support organisations in achieving more sustainable futures. Although a proportion of NHLF monies can be spent on conservation and repairs an application which is largely geared towards capital expenditure is unlikely to be successful as their priority is about getting people involved in heritage. The NHLF would definitely be worth applying to if the restoration of Wilmer House could be linked to a more ambitious and longer term development plan for the museum service. The regional office has also shown interest in the development of a joint funding application with Farnham Maltings who deliver the museum service on the Council's behalf.

The Pilgrims Trust also accept funding applications from local authorities for preservation and repairs to historic buildings. The trust are especially interested in projects that give new life or renewed purpose to buildings which are at risk and of outstanding architectural or historical importance. They will also consider projects at an early stage where additional support or expertise is required to develop a scheme. The average grant awarded in 2018/19 was £26,000 and funds can be used for capital, project and revenue expenditure. The Pilgrim Trust is also worth applying to and if successful could help leverage funds from elsewhere.

The Architectural Heritage Fund has launched a new place-shaping grant programme called 'Transforming Places through Heritage'. This Government backed programme offers advice, grants and loans to charities and social enterprises to help them revitalise old buildings; transform high streets and town centres and deliver community-led heritage regeneration. The programme is for individual heritage buildings in, or transferring to community ownership. The location of the heritage building should also be the focus of a wider strategy or initiative which aims to revitalise a high street or town centre. It is a progressive grants programme offering viability grants of up to £15,000 to test options and produce feasibility studies, development grants of up to £100,000 to prepare proposals and funding bids and transformational grants up to £350,000 towards capital costs. In this instance local authorities are not eligible to apply so the Council would either need to work in partnership with an existing charitable organisation or facilitate the creation of a new one.

The Arts Council invest public money from the government and the National Lottery to help develop museums for as many people as possible. Museums can apply for Project Grants for arts and/or museum focused activities. Museum activities supported by the Arts Council include exhibitions and programming, commemorative projects, digital and creative media projects, community consultation and co-design, outreach activity, projects involving children and young people and organisational resilience projects. Museums cannot apply for expenditure associated with building based capital work though an exception could

possibly be made if an existing building is being refurbished or adapted for long term use for arts purposes.

Covid-19 Emergency Funds

Since an initial mapping of the funding environment, which at the best of times is limited and often over-subscribed, the UK has been battling with the challenges presented by the coronavirus. Lockdown has seen the entire cultural sector close its doors to the public and the loss of vital revenue streams as a result.

As an immediate response to the coronavirus crisis national funding bodies have reassigned the majority of their grant funding to provide emergency support to the cultural sector. The Covid-19 emergency funds are designed to provide short term funding to reduce the financial pressure of the lockdown and to enable the safe reopening of arts and heritage buildings. Normal funding programmes are not likely to reopen before October 2020 when the competition for grants is likely to be extremely fierce.

The museum has closed during the lockdown period and the staff are currently furloughed. They do not anticipate fully reopening until the autumn with a slow return of Garden Gallery hires where social distancing can be applied and the likelihood of schools not returning until next year. In the meantime they have applied to Waverley for a £10,000 business grant and are looking smaller funds to assist with the purchase of protective equipment and to implement social distancing measures.

Other funding opportunities

The Community Infrastructure Levy is a charge that local authorities can impose on new development in their area. The money should be used to support the development of an area by funding infrastructure that the council and local community want. Although cultural infrastructure is eligible for CIL there must be a palpable link to either supporting or addressing the demands that development places on an area. It is unlikely that the conservation of the museum building would meet this criteria but if the museum were to move to an alternative site where for example education activities could be increased a more justifiable case for CIL could be made.

There may be some mileage in exploring sponsorship as an option particularly as the museum building was founded on the wealth of the hop trade. Heineken is the most obvious choice as they are the successor to Farnham United Brewery.

6. Partnership working and the setting up of an independent Trust

The working group has taken time to reflect if the local authority's ownership of the building and collection is a barrier to the development of a long term vision for the museum that supports a more independent and financially sustainable future.

In 2012 the Council took the decision to outsource the management operations of the museum to Farnham Maltings. The Maltings receive an annual grant of £70,000 to cover the museum's overheads, which include utilities and staff whom the Maltings employ directly. The Service Level Agreement, re-issued every three years, provides a framework

for the partnership and the Maltings have amended their charitable objects to include the museum within their governance structure.

The Maltings have performed well over the last eight years, investing time and resources in the development of a motivated staff and volunteer team. They have improved the internal decoration and displayed the collection in a way that is more contemporary and engaging. However, the SLA has a narrow focus and its short-term nature has limited discussions around security of tenure and the development of long term objectives. Progress in these areas has not been helped by the on-going uncertainty of the building, which has dominated the agenda in the last few years.

The current situation presents both challenges and opportunities. Firstly, the museum is due to submit an Accreditation Return to the Arts Council. This is a national quality standard that helps guide museums to be the best they can be for current and future users. At the heart of the Accreditation process is the development of a Forward Plan, setting out detailed plans and resource commitments over a five year period. The fact that the current SLA is due to expire months after the Accreditation submission in conjunction the uncertainty around the museum building, makes this a difficult task and it is possible that the Arts Council will reduce the museum's Accreditation status from Full to Provisional.

Farnham Maltings is a successful National Portfolio Organisation (NPO), which means the Arts Council invests in them as a leader in the theatre sector. They are currently preparing a submission for the 2022-26 NPO round and are keen to embed a strong museum offer within their core business. This could potentially unlock developmental and funding opportunities that would assist the museum in moving forward in a new and positive direction.

Finally, if the Council and/or the Maltings are to develop successful funding bids for the museum repairs any funding body will want to see a guarantee of the longevity of their investment. Together with assurances that there is a life and a long term plan for the building and the museum within it.

An Independent Trust versus the current situation

Taking these factors into consideration the Working Group have tentatively explored the idea of setting up a new independent Trust to manage the freehold of the building. Various stakeholders including Farnham Town Council and the Farnham Buildings Preservation Society would be invited to join the board of trustees alongside Waverley Borough Council. The Trust would play an active role in protecting and maintaining the physical building and it is envisaged that a long lease (approx. 20 years) would be issued to Farnham Maltings, so they can continue to deliver and develop the museum service.

The advantages of setting up an independent trust include:

- The building remains in public ownership managed by a Trust that is established purely for this role.
- More stakeholders can be involved in the maintenance of the building, and the responsibility does not therefore lie solely with WBC.
- The Trust, most likely to be constituted as a CIO, will be able to apply for grants.
- The Trust can issue a long-term lease to Farnham Maltings who, with ownership over the collection, can develop the Museum offer.

- FM and the Museum of Farnham can complete all the Accreditation paperwork with clarity around governance and ownership.

Disadvantages are that:

- It may take some time to recruit trustees
- The scale of the repairs may be a deterrent to potential new trustees.
- It removes the potential to sell or re-use the building

If Waverley's ownership of the building does not adversely affect the museum's chances of attracting the external funding then it may be more advantageous to uphold the present arrangement and to issue Farnham Maltings with a long lease that would give them the security of tenure they need to unequivocally invest in the development of a stronger museum offer.

Contracting a Bid Writer

If there is sufficient interest in the Council continuing its guardianship of the building the Working Group would then propose engaging the services of a professional bid writer with a strong track record in the heritage sector. The consultants brief would include advising the Council on the best possible governance option, developing strong ideas and proposals to take the museum forward on a more sustainable footing and to prepare and produce a minimum of two major funding bids with a significant proportion of funds paying for the repair works.

An Alternative Location for the Museum

Over the past few years Officers have spent considerable time researching alternative premises in Farnham that could potentially accommodate the museum. Separating the building and the collection would enable Wilmer House to be released for sale or re-use. The properties we have looked at include:

- Part of Vernon House currently occupied by Creative Response (Vernon House is owned by Surrey County Council and a large proportion of the building houses Farnham Library)
- Retail unit within the Brightwells development
- The New Ashgate Gallery if the current occupiers could be persuaded to move
- Montrose House
- The Waggoner Yard Garages
- Construction in the grounds of The Maltings
- Virtual museum offer with no permanent presence and loanable display cases

Unfortunately, none of the above options are straightforward and in most cases do not offer an appropriate space for the museum. However, the Council has recently been made aware of a new opportunity, which has come to light via the Executive Director of The Maltings. It involves a building in central Farnham that is owned by The Farnham Institute and leased to The Bush Hotel as part of their conferencing facilities. The lease is due to expire and The Institute are looking for a new user of the building. The Maltings are attracted by the potential to create a small flexible performance space with rooms that could accommodate the museum.

More investigation is needed including a site visit as well as comprehensive understanding of the financial and legal implications. However, given the present circumstances and the impact of covid-19 on the Council's finances, it could provide a solution to the building while securing the long term future of the museum service.

7. Summary

This report provides an update from the Museum of Farnham Working Group. It highlights the different areas we have explored in our effort to find solutions to the challenges posed by the museum building and the cost of the repairs.

The report gives an explanation of the building defects and the nature and sequence of the conservation works. It summarises the consultation that has taken place as well as key contributions from stakeholders and it provides a review of the funding environment both pre Covid-19 and in the light of the current crisis. It suggests that we are at a cross roads in the museum's history with an opportunity to make key decisions that will have a long term impact on the future of the building and the museum within it. Finally, it offers some tentative ideas around different governance arrangements and alternative premises that may merit further investigation and discussion.

1. Relationship to the Corporate Strategy and Service Plan

This report relates to the following priority contained within the 2019-23 Corporate Strategy:

- 1.1 High quality public services accessible for all, including sports, leisure, arts, culture and open spaces
- 1.2 Encourage affordable access to sports and leisure facilities and the arts for all, improving services across the borough, focusing on health inequalities ensuring that no area is disadvantaged.

8. Implications of decision

8.1 Resource (Finance, procurement, staffing, IT)

There is budget of £113,000 currently set aside for the museum repairs. However there is an ongoing weekly cost of £237.50 for the scaffolding, which is met from this budget.

There is no provision for the additional budget of circa £500,000 required to complete the works.

8.2 Risk management

Political – The disposal of Wilmer House is potentially controversial to the public

Financial – The financial burden of maintaining Wilmer House. The value of the property

and the constraints of the Grade 1 listing.

Community – Public disapproval for the sale of Wilmer House. Loss of public access to an iconic historic building.

Sector - Uncertainty over the future of the building makes long term planning for the museum difficult. Accreditation status is reduced from Full to Provisional. The cessation of the museum contract with Farnham Maltings.

HR – Since the museum staff are directly employed by Farnham Maltings there are no HR implications for the Council to consider.

8.4 Legal

The Legal Team has sought the advice of a barrister to mitigate any potential public challenge to the disposal of Wilmer House. The advice found there to be no restrictive covenant within the property deeds or within the legislation governing the provision of local authority museums, which would impede the sale or relocation of the collection to an alternative premises. The extent of the advice does not cover any challenges that may arise from the Grade 1 listing or indeed any other statutory obligations placed upon the Council concerning the sale of heritage assets. Subsequently, the Council's Historic Buildings Officer has advised that there are no restrictions regarding a change of use though as a rule of thumb the best use is considered to be what the house was originally intended for i.e. single house occupancy with minimal change to the structure of the building.

8.5 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. However it should be noted that there is no disabled access to the first and second floor galleries of the museum in its current premises. Installing a lift is not a viable option due to the age and layout of the building however, the galleries and collections can be viewed virtually and this element should be further enhanced as part of the museum's future plans.

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.”

a. Climate emergency declaration

This report supports the maintenance and repair of an important heritage building within the Borough. Continuing to use Wilmer House as a museum supports:

- The re-use of an old building as an alternative to new carbon-generating construction activities
- A reduction in carbon by maintaining and repairing an existing old building
- The installation of energy efficient measures
- A focus on how the building is occupied and used
- An increased lifespan - the longer a building can last, the less embodied carbon is

expended over the life of the building.

- The wider social and economic impacts of historic buildings including the role heritage plays in shaping the character of places and enhancing the quality of life and wellbeing of residents.

There is a substantial cost to carrying out the repairs which is increasingly difficult to justify in the current financial context. Other options which have been considered and could be explored further include:

- Locate the museum to an alternative building or occupy a space within a mixed use building that is more cost effective
- The development of a virtual museum offer in conjunction with the loan of displays
- The cessation of a museum offer in Farnham

The impact of these options on the environment is limited.

9. Consultation and engagement

9.1 A stakeholder consultation event was held in September 2019.

10. Other options considered

10.1 The relocation of the museum to an alternative premises, which would enable a different use or the disposal of Wilmer House in order to generate a capital receipt for the Council.

11. Governance journey

This report accompanies a verbal update at the Community Wellbeing O&S Committee meeting on 29 June 2020.

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: Daniel Bainbridge 15.06.2020

Head of Finance: Peter Vickers

Strategic Director: Annie Righton 18.06.2020

Portfolio Holder: Cllr Beaman 18.06.2020
Cllr Merryweather 18.06.2020

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:

- 1) 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 and
- 2) recommends approval by the Executive of the new proposed performance indicators, as set out in the table below, starting from the 1 April 2020.

| Item no. | Service | Performance Indicators affected by annual PI review | Action for OS | Action for Executive |
|----------|---|---|---|---|
| 1 | Environmental Services (remit of Environment O&S) | Ref. E4 - Number of refuse and recycling and food waste missed bin collections per 100,000 collections per week | Recommends discontinuation of the KPI and its replacement by PIs listed below | Approves discontinuation of the KPI and its replacement by PIs listed below |
| 2 | Environmental Services (remit of Environment O&S) | Number of refuse and recycling missed bins out of 100,000 collections per week. | Recommends introduction of this PI as a replacement for E4 | Approves introduction of this PI as a replacement for E4 |
| 3 | Environmental Services (remit of Environment O&S) | Number of food waste missed bins out of 100,000 collections per week | Recommends introduction of this PI as a replacement for E4 | Approves introduction of this PI as a replacement for E4 |
| 4 | Environmental Services (remit of Environment O&S) | Number of fly tipping incidents in a quarter (data only) – data already collected. | Recommends introduction of this new PI | Approves introduction of this new PI |

| | | | | |
|---|--|--|---|---|
| 5 | Housing Operations (remit of Housing O&S) | % of tenancy audits completed against scheduled appointments in a quarter. | Recommends introduction of this new PI | Approves introduction of this new PI |
|---|--|--|---|---|

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.

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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 |
|--|---------------------|---|------------------|------|
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| 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 |
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| 7 | Service Dashboard | Business Transformation | David Allum | 42 |
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RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

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

1. Corporate Dashboard – All Services

Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – 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.

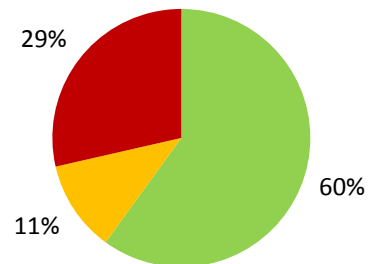
Through this time, the officer team has demonstrated a strong public service ethos, and a high commitment to the borough and to providing quality services. The whole council team of councillors and officers can reflect on the last year with some satisfaction for how it dealt with new challenges, but 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 |



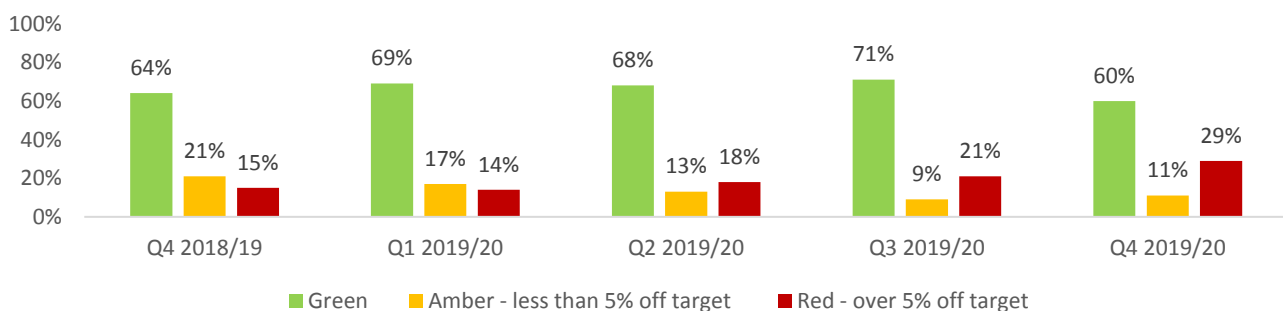
| | | |
|----------------------------------|------------|-----------|
| Data only / Not available | N/A | 16 |
|----------------------------------|------------|-----------|

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

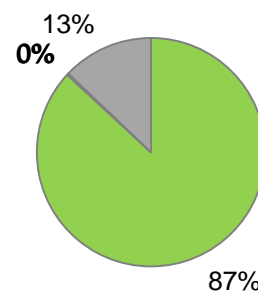
2018/19 - Q4 2019/20



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 |
|-------------------------|------------|

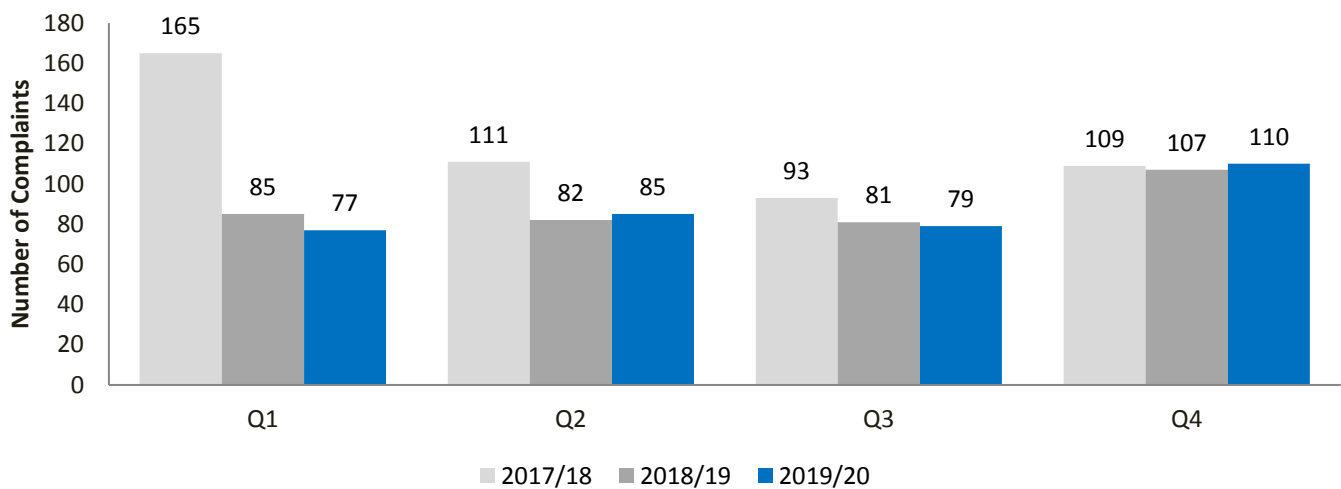
| | Response Rate | Target | Status |
|---------|---------------|--------|-------------------------|
| Level 1 | 90% | 95% | over 5% off target |
| Level 2 | 93% | 95% | less than 5% off target |
| Total | 91.5% | 95% | less than 5% off target |

*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.

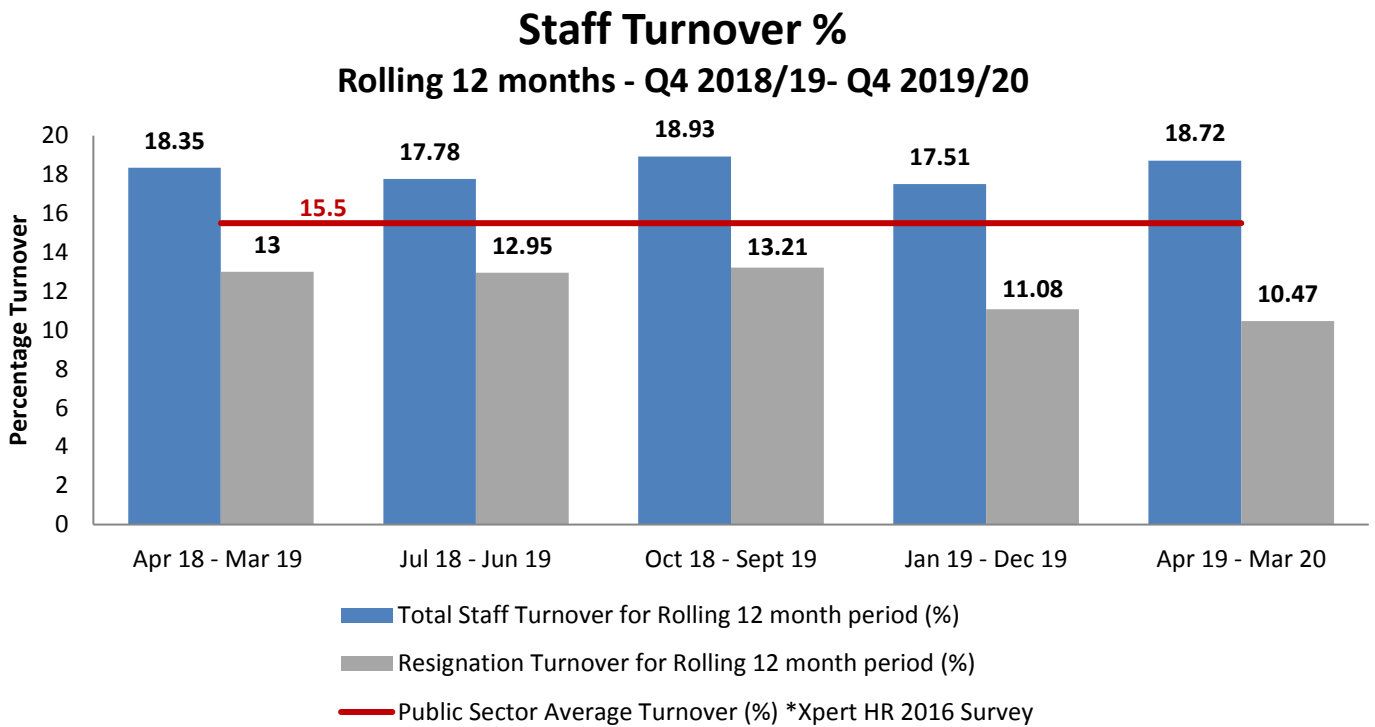
Total Number of Complaints

1 April 2017 - 31 March 2020

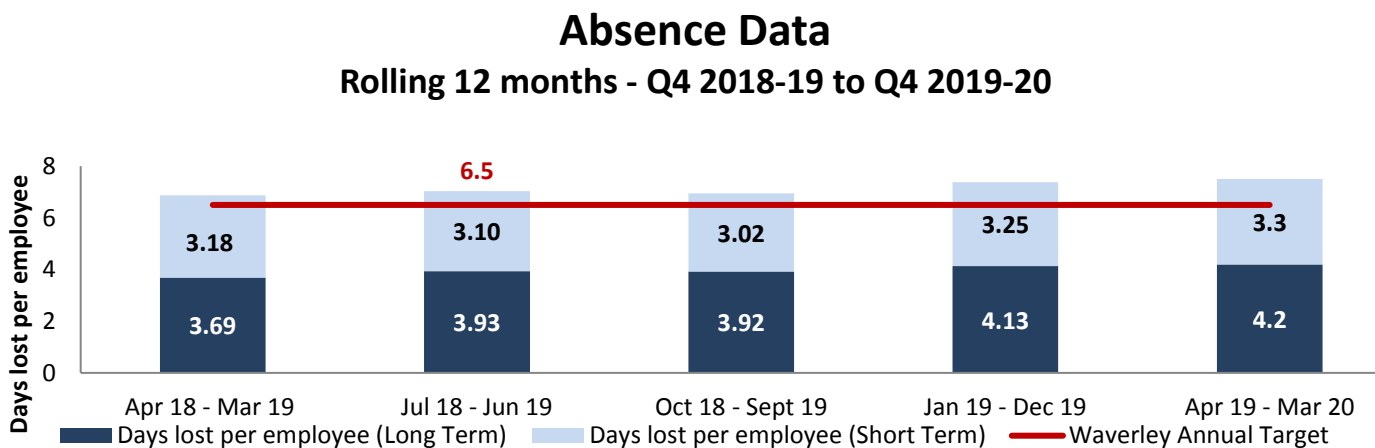


Workforce data – Corporate Level Q3

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 respondents 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 |
|---------------------------------|--------------|-----------|-----------|----------------|

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.

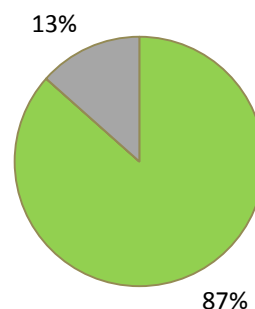
P7 – Housing commencement performance is still disappointing, but is largely out of the control of Waverley BC in its capacity as local planning authority. This does, however, impact on the national Housing Delivery Test and upon our 5 year housing land supply, so we are seeking to be more proactive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

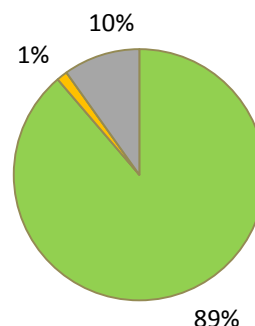
Air Quality

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. |
|----------------------------|--|----------|-----|---------------------------------|---|

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.

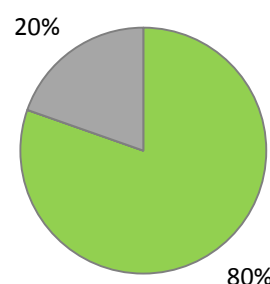
Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

| 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 |
|-----------------------------------|-----|----|

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):

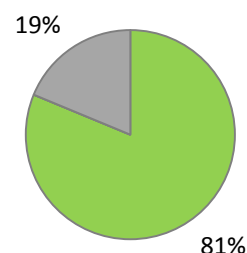
| UNITS | SCHEME | TENURE | PROVIDER |
|-------|------------------------|--|----------|
| 13 | FEDERAL MOGUL, ELSTEAD | 13 X AFFORDABLE RENTS (5 X 1B, 4 X 2B, 4 X 3B) | CLARION |
| 8 | LITTLE ACRES, FARNHAM | SHARED OWNERSHIP=2 X 3B AFFORDABLE RENT=4 X 3B/ 2 X 2B | ASTER |
| 8 | CRONDALL LANE, FARNHAM | 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. |
|--|---|--|--|--|--|--|

| 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.

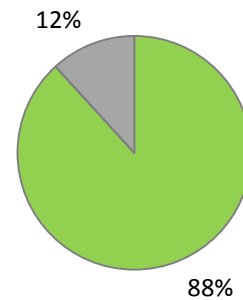
Changes to KPI set for 2020/2021: A new indicator monitoring tenancy audits will be introduced from the 1 April 2020.

- 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

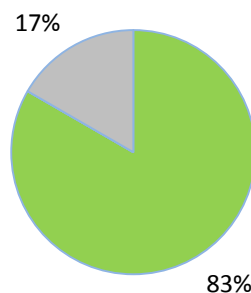
Comment: This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Support Services, Property and Engineering, Business 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> | 94% Overdue | 01 Mar 2020 |
| IA20/05.001 Policies and Procedures | <div style="width: 25%;"></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 |

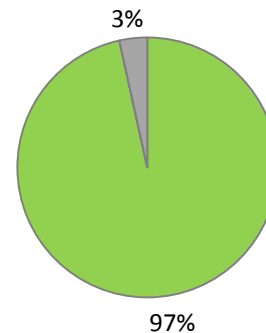
Q4 Comment: Council tax and business rates collection has become more challenging in the last quarter with no specifically service related cause. Post Covid the recovery process and capacity will be fully reviewed.

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:

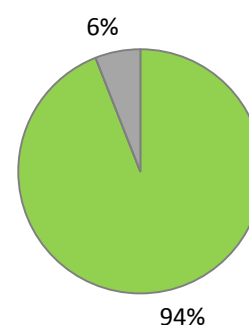
- Level 1 – investigated by the appropriate manager or team leader, with a detailed response within 10 working days.
- Level 2 – if the response received to Level 1 isn't satisfactory, a complaint can be escalated to Level 2 where it will be reviewed by a Head of Service and the Corporate Complaints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