

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

When calling please ask for:  
Fiona Cameron, Democratic Services  
Manager

**Policy and Governance**

E-mail: [committees@waverley.gov.uk](mailto:committees@waverley.gov.uk)

Direct line: 01483 523226

Date: 11 September 2020

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

Cllr Peter Martin (Chairman)

Cllr Joan Heagin (Vice Chairman)

Cllr Roger Blishen

Cllr Jerome Davidson

Cllr Jerry Hyman

Cllr Peter Marriott

Cllr Stephen Mulliner

Cllr Peter Nicholson

Cllr Julia Potts

**Substitutes**

Cllr Richard Cole

Cllr Simon Dear

Cllr John Gray

Cllr Kika Mirylees

**Members who are unable to attend this meeting must submit apologies by the  
end of Monday, 14 September 2020 to enable a substitute to be arranged.**

Dear Councillor

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

DATE: MONDAY, 21 SEPTEMBER 2020

TIME: 7.00 PM

PLACE: COMMITTEE ROOM 1, COUNCIL OFFICES, THE BURYS,  
GODALMING

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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This meeting will be webcast and can be viewed by visiting [www.waverley.gov.uk/webcast](http://www.waverley.gov.uk/webcast)

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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**

To confirm the Minutes of the Meeting held on 13<sup>th</sup> July 2020, published on the Council’s website.

### 2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Monday 14<sup>th</sup> September 2020 to enable a substitute to be arranged, if applicable.

### 3. **DECLARATIONS OF INTERESTS**

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

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

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

The deadline for receipt of written questions is 5pm on Monday 14<sup>th</sup> September 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 Monday 14<sup>th</sup> September 2020.

6. MEDIUM TERM FINANCIAL PLAN

To receive a verbal update on progress with the Medium Term Financial Plan.

7. DRAFT CORPORATE STRATEGY (Pages 7 - 14)

To seek the views of the Committee on the draft revised Corporate Strategy and to forward any comments and recommendations they may wish to make to the Executive.

**Recommendation**

It is recommended that the Overview & Scrutiny Committee considers the revised draft Corporate Strategy set out at Annexe 1 to this report and makes any recommendations to the Executive as appropriate.

8. CORPORATE PERFORMANCE REPORT Q1 (Pages 15 - 54)

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2020-2021. 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 the Executive.

9. RCT PROGRAMME UPDATE (Pages 55 - 78)

This report provides an update on the Recovery, Change and Transformation (RCT) projects that the Council has embarked on as a result of the Covid-19 pandemic. There are 10 projects in the overall programme, seven of which report to this O&S Committee. The Programme has been underway since April and there has been significant progress made towards fulfilling the objectives of the programme that were agreed at the Executive meeting in August.

**Recommendation**

It is recommended that the Committee note the progress of the RCT Projects discussed in this report and pass any comments and observations to the Executive.

10. PROPERTY INVESTMENT ADVISORY BOARD UPDATE (Pages 79 - 84)

The purpose of this report is to update the Value for Money and Customer Service O&S Committee (the Committee) on the progress and work of the Property Investment Advisory Board (PIAB), which advises the Executive on property investment matters.

**Recommendation**

It is recommended that the Committee notes the property investment activity and makes any observations or recommendations to the Portfolio Holder and/or Executive as appropriate.

11. COMMITTEE WORK PROGRAMME (Pages 85 - 90)

The Value for Money & Customer Service Overview & Scrutiny Committee is responsible for managing its work programme.

A Scrutiny Tracker has been produced to assist the Committee in monitoring the recommendations that have been agreed at its meetings. The Tracker details the latest position on the implementation of these recommendations and is attached as Part C of the work programme.

12. EXCLUSION OF PRESS AND PUBLIC

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

**Recommendation**

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

13. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

**Officer contacts:**

**Yasmine Makin, Scrutiny Policy Officer**

**Tel. 01483 523078 or email: [yasmine.makin@waverley.gov.uk](mailto:yasmine.makin@waverley.gov.uk)**

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**WAVERLEY BOROUGH COUNCIL**

**COMMUNITY WELLBEING OVERVIEW & SCRUTINY 16 SEPTEMBER 2020**  
**VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 21 SEPTEMBER 2020**  
**ENVIRONMENT O&S – 22 SEPTEMBER 2020**  
**HOUSING O&S – 28 SEPTEMBER 2020**

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**Title:**

**Revised Waverley Corporate Strategy 2020-2025**

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**Portfolio Holders:** Cllr John Ward, Cllr Paul Follows

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

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

- 1.1 This report is being presented to each of the Overview and Scrutiny Committees and its purpose is to seek the views of the Committee on the draft revised Corporate Strategy and to forward any comments and recommendations they may wish to make to the Executive.

**2. Recommendation**

It is recommended that the Overview & Scrutiny Committee considers the revised draft Corporate Strategy set out at Annexe 1 to this report and makes any recommendations to the Executive as appropriate.

**3. Reason for the recommendation**

To ensure the views of the Committee are received and considered by the Executive in finalising the Corporate Strategy.

**4. Background**

- 4.1 The Council's Corporate Strategy is an important document for setting out the direction of the Council for the next five years. It sits above all other strategies and policies and informs the service delivery and business programme for the service areas. The delivery mechanism for the Strategy is an action plan which in turn is reflected in the Service Plans for each service area. These Plans are also an essential part of the performance management framework and each member of staff has targets in order to ensure the effective delivery of the Council's strategic objectives.
- 4.2 The current Corporate Strategy was first published in 2019 and since then the

Council has faced the significant impact of the coronavirus pandemic, continuing uncertainties over Brexit, the recession and imminent Government devolution proposals and the overall financial implications of all of these. The Executive have decided to review the Corporate Strategy in order to be ready to respond to these uncertainties and would value the views of the Committee on the revised draft Strategy.

## **5. Relationship to the Corporate Strategy and Service Plan**

5.1 This is set out in paragraph 4.1 above.

## **6. Implications of decision**

### **6.1 Resource (Finance, procurement, staffing, IT)**

At this stage the objectives are in draft form and these will be costed and the resources identified as the Action Plan is consolidated.

### **6.2 Risk management**

The scrutiny process gives an opportunity to examine the potential risks arising from the corporate objectives. The Corporate Performance Report allows for an ongoing assessment of any risks as a result of 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.

### **6.4 Equality, diversity and inclusion**

The equality impact assessment undertaken on the original Corporate Strategy will be reviewed and any implications brought to the attention of the Executive.

### **6.5 Climate emergency declaration**

The Corporate Strategy sets out the Council's environmental and sustainability objectives and how these will be delivered through the Action Plan.

## **7. Consultation and engagement**

7.1 Together with two Corporate Strategy Councillor workshops on 7<sup>th</sup> and 9<sup>th</sup> September, this report is the first stage of consultation with the Overview and Scrutiny members. The Corporate Strategy will be considered again by the Committee during its November cycle.

## **8. Other options considered**

8.1 None.

## **9. Governance journey**

9.1 The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive who will consider any proposed revisions to the Strategy. The Strategy will be further considered by this Committee at its November meeting.



**Annexes:**

Annexe 1 – Draft Revised Corporate Strategy 2020-2025

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**Background Papers**

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

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**CONTACT OFFICER:**

Name: Louise Norie  
Position: Corporate Policy Manager  
Telephone: 0148 3523464  
Email: louise.norie@waverley.gov.uk

Agreed and signed off by:  
Legal Services: N/A  
Head of Finance: N/A  
Strategic Director: 28 August 2020  
Portfolio Holder: 2 September 2020

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## **Introduction**

Since our Corporate Strategy was first published in 2019 we have all experienced unprecedented change and challenge. In particular, as well as maintaining our critical services, Waverley Borough Council has done an amazing job in responding to the coronavirus pandemic, supporting the vulnerable in our community and helping local businesses, alongside the NHS, the emergency services and other councils.

Despite facing further uncertainty, we felt that now was a good time to review our objectives as a council and to reflect on the work and measures we have put in place to ensure the continued delivery of our services. Some of these measures have created new opportunities to work in different and more agile ways.

We are facing huge uncertainties such as the effects on the UK and Waverley in particular of the finalisation of Brexit at the end of this year; the likelihood of a second peak in coronavirus and the possibility that Waverley may cease to exist as a council after 2022. Our revised Strategy needs to consider how this Council will respond to these uncertainties in order to protect service delivery and the interests of our residents.

## **Financial Management**

Before coronavirus, we were facing a large financial challenge due to cuts in government funding. Through careful financial management we put measures in place through our Medium Term Financial Plan to secure continued service delivery and to respond to the emergency of climate change. However, as a result of the pandemic we are now facing further financial challenges and the likelihood that the local economy and employment will be impacted by recession. We have maintained ambitious objectives in our revised strategy; however, we recognise that these will need to be affordable so our plans will be costed carefully to secure our desired outcomes. We will maximise the use of our assets and work imaginatively to source income, including grants and other funding, whilst protecting those on low incomes.

## **Devolution**

Central Government is about to publish its proposals on devolution which may well result in wholesale changes for local government across the country. Surrey County Council have indicated that they would like to become one large unitary authority, doing away with all the district and borough councils. Waverley Borough Council has passed a resolution in favour of a more localist approach and against a large single-county unitary. We want a solution that is in the best interests of Waverley's residents as we value the importance of delivering services locally and on a scale where knowledge of community matters. We will therefore be working collaboratively

with other Surrey councils to secure the best outcome for our residents both financially and in terms of locally focused services.

### **Health and Wellbeing**

This strategy recognises that the impact of the pandemic may well last for some time and will continue to have an effect on the health and wellbeing of our residents, many of whom are elderly. We will continue to work closely with our partners in the NHS, emergency services, the voluntary sector and other councils to protect and support our residents. We will also make the most of the opportunities arising from the pandemic such as new ways of working including downsizing our accommodation needs.

### **Climate Emergency**

In September 2019 the Council declared a climate emergency with an aim to becoming carbon-neutral by 2030, provided we receive appropriate Government support to do so. Our determination to take urgent action to reduce carbon emissions and conserve biodiversity is embedded in our Corporate Strategy and continues to be an overarching aim. The climate impact of some of our decisions in the coming months and years may not be evident immediately but we are confident that our Climate Emergency Action Plan will ultimately produce beneficial results for our communities. This is not something we can do alone and we will be working with the local community, parish and town councils and all other relevant agencies to support making the entire area carbon-neutral by 2030 – as well as encouraging residents to do their bit to help create a greener, more sustainable and environmentally-friendly borough.

Achieving the target will require additional powers, funding and other resources from central government, so the council will be seeking opportunities to make the case for these to local MPs, Ministers and government agencies.

### **Our commitment**

Despite the uncertainties facing us in the coming years we will work hard to support our communities to withstand the economic and social pressures facing us by delivering services which are more resilient, accessible and ultimately stronger as a result of our experiences in the last year. In order to realise our vision and objectives a Corporate Strategy Action Plan will demonstrate the progress made and the outcomes achieved.

### **Our Vision**

Waverley Borough Council is an authority which promotes and sustains:

- open, democratic and participative governance
- a financially sound Waverley, with infrastructure and resilient services fit for the future
- the value and worth of all residents, with opportunities for all, 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 local communities with neighbourhood planning and engagement in planning policy
- a sense of responsibility for our environment, promoting biodiversity, championing the green economy and protecting our planet.
- the health and wellbeing of our communities

Through our 5 year Corporate Strategy we will:

1. use our powers and resources to protect the health of all our residents, especially our vulnerable residents, during the coronavirus pandemic, to support the capacity of the NHS, and to mitigate the negative effects of the consequent recession
2. develop a more open, inclusive approach to communications and decision-making.
3. support the financial sustainability of the Council by reviewing the Medium Term Financial Plan, including a robust commercial strategy, and lobbying central government to achieve a fair, future-proofed financial settlement
4. protect, support and empower our communities by continuing to work collaboratively with neighbouring councils and towns and parishes to create the best possible governance structure to meet local need.
5. attract and support new business and employment opportunities focusing on economic, social and environmental outcomes
6. support affordable access to sports and leisure facilities, open spaces and recreational areas
7. deliver improvements to services across the borough, focusing on health inequalities ensuring that no area is disadvantaged
8. support an increasing number of young people into employment through Waverley Training Services and apprenticeships
9. work to maximise the availability of housing that meets the needs of local people at all income levels and which is sustainable and energy efficient.
10. ensure, as a housing landlord, that all our tenants have a safe, warm, high quality, energy efficient and affordable home
11. take steps towards our aim of becoming a net zero-carbon council by 2030, encouraging carbon reduction and the promotion of biodiversity and sustainable homes, businesses and transport across the borough
12. promote reduction and re-use as well as recycling
13. work with partners to promote a pedestrian-friendly and cycle-friendly transport network, taking action on air quality issues, especially those caused by vehicle emissions, and encouraging zero-carbon buses and taxis
14. work to ensure that our local plan and neighbourhood plans are consistent with meeting local needs and protecting the Green Belt; an increased focus on engaging with government to promote rebalancing the planning system in favour of localism

15. use the Community Infrastructure Levy fairly and transparently to meet local community infrastructure needs taking into account the government's new proposals.
16. improve and develop engagement with all stakeholders to better control crime and anti-social behaviour
17. issue approval for the Dunsfold new Garden Village Masterplan and joint Design Quality Charter
18. work with Crest Nicholson (developer) and Surrey County Council (owner) to achieve the best possible outcomes for residents from the Brightwells regeneration scheme
19. work with partners to ensure the environmental stewardship of our open spaces are of the highest quality including the promotion of biodiversity, rewilding and the phasing out of pesticide use other than in exceptional and defined circumstances
20. ensure we have robust business continuity plans in place to meet future emergencies and challenges to our ability to deliver services
21. support the most vulnerable in our communities, particularly those experiencing social isolation, and loneliness
22. ensure we have an ICT strategy that supports the effective delivery of all council services as well as being responsive to public demand for the online provision of selected services.
23. achieve a successful transition to paperless council agendas by the end of 2022.

**Corporate**  
**Performance Report**  
**Q1 2020/21**  
(April – June 2020)



**Report Publication Date: 4 September 2020**

# Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	<a href="#">Management Board</a>	Management Board	3
<b>Scrutinised by Environment Overview &amp; Scrutiny Committee on 22 September 2020</b>				
2	Service Dashboard	<a href="#">Planning and Economic Development</a>	Zac Ellwood	10
3	Service Dashboard	All <a href="#">Environment Services</a> teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	14
<b>Scrutinised by Community Wellbeing Overview &amp; Scrutiny Committee on 16 September 2020</b>				
3	Service Dashboard	Licensing Team aspect from <a href="#">Environment Services</a> section (when required)	Richard Homewood	14
4	Service Dashboard	<a href="#">Commercial Services</a>	Kelvin Mills	19
5	Service Dashboard	Communities aspect from <a href="#">Housing Delivery and Communities</a> section	Andrew Smith	23
<b>Scrutinised by Housing Overview &amp; Scrutiny Committee on 28 September 2020</b>				
5	Service Dashboard	<a href="#">Housing Delivery and Communities</a>	Andrew Smith	23
6	Service Dashboard	<a href="#">Housing Operations</a>	Hugh Wagstaff	28
<b>Scrutinised by Value for Money &amp; Customer Service O&amp;S Committee on 21 September 2020</b>				
7	Service Dashboard	<a href="#">Business Transformation</a>	David Allum	32
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## RAG Rating Legend

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

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

### Service Plans, Internal Audit, Project Management RAG

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



# 1. Corporate Dashboard – All Services

## Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2020/21

### **Q1 Chief Executive's summary:**

This Quarter 1 report provides a performance overview for the period April to June 2020. 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 impacted the borough and the council throughout 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 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. A contingency revised budget was approved by the Council on 11 August; the financial sections of this Q1 report compare the projected outturn for the year to the revised budget.

As a result of the pandemic and the necessary diversion of resources, there are many aspects of this report that have been adversely affected. This is picked up in each service's chapter. Despite the negative impact on many metrics, the whole Council team of officers and councillors can be proud of how we have responded to this health crisis so far, while maintaining critical service delivery. In addition, support to local businesses via the Government grants and rate relief schemes provided over £40 million of vital support to the local economy.

At the same time as its massive coronavirus response, the Council:

- Commenced socially distanced meetings with Zoom video-conferencing, once the law was changed to allow this.
- Continued to work remotely and put in place supportive arrangements and technology to enable staff members and councillors to do this.
- Issued a call for sites for Haslemere, Milford and Witley as part of the Local Plan Part 2.
- Supported Farnham's successful bid to be designated a World Craft City.
- Worked with the emergency services, other councils and the local community to tackle a fire on Thursley Common, and initiated a lesson-learning exercise with those agencies to pick up on aspects of the initial response and communication that did not work well, with a view to making changes to all the agencies' emergency plans as necessary.
- With specialist contractors continued plans to replace pipework to tackle the incidence of non-pneumophila legionella in a property, as reported previously.
- Opposed the application to Surrey County Council for drilling for oil and gas at Loxley Well.

Looking ahead, areas of particular attention for the next quarter are:

- The continuing impact of coronavirus on our communities and on our workforce, and the potential of a local lockdown.

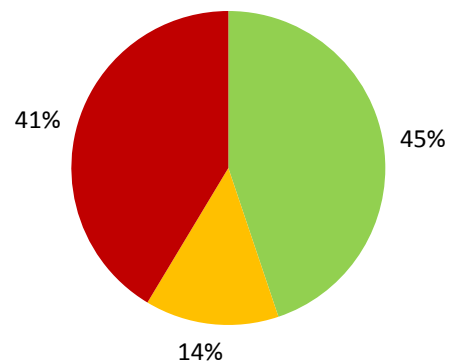
- Fundamental issues of financial sustainability in the context of an already-challenging medium term financial plan plus coronavirus impacts, and implementing our recovery and transformation plans.
- Accelerating our climate change actions and the need for government support to achieve the 2030 target.
- Planning for the impacts of Brexit, depending on UK-EU negotiations.
- The debate on local government reorganisation prompted by Surrey County Council’s request to bid for a single county unitary and the forthcoming Recovery and Devolution White Paper.
- Reviewing the corporate strategy in the light of 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.
- Planning for the potential of adverse winter weather in the context of coronavirus.

**Tom Horwood, Chief Executive**

## Performance Indicators Status

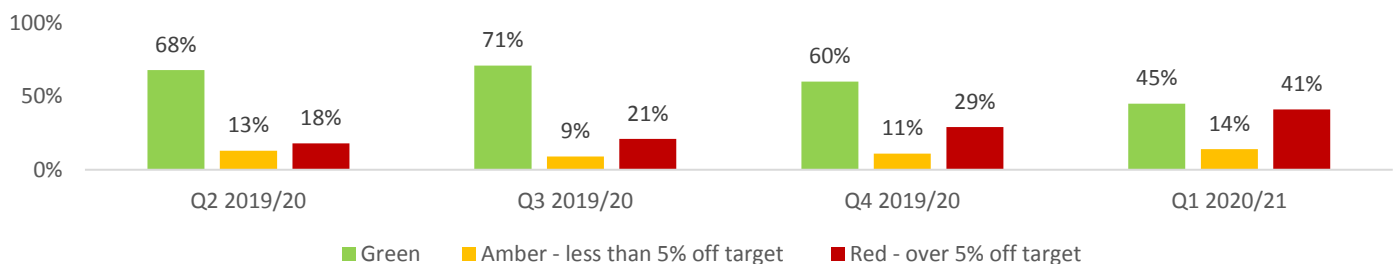
### Q1 All Corporate KPIs

<b>Total</b>	<b>100%</b>	<b>29</b>
<b>Green</b>	<b>45%</b>	<b>13</b>
<b>Amber - less than 5% off target</b>	<b>14%</b>	<b>4</b>
<b>Red - over 5% off target</b>	<b>41%</b>	<b>12</b>
<b>Data only / Not available</b>	<b>N/A</b>	<b>28</b>



**Comment:** Performance was impacted by the pandemic. Commentary on specific PIs can be found in the individual service areas.

### Performance Indicators - % per status Q2 2019/20 - Q1 2020/21



## Service Plans - Actions Status

### Outstanding actions from 2020-21 Service Plan

During the first quarter a number of Service Plan actions have had to be suspended to ensure we focused all our resources on supporting our communities during the Covid pandemic, in particular the vulnerable and the elderly. Service Plans are currently being reviewed to consider the impact of Covid and this review is part of the Recovery Change and Transformation Programme. For this reason there is no report on Service Plan progress in this Performance Report; it will be resumed in the second quarter.

## Internal Audit – Overdue Actions Status

The Internal Audit section is included for information only as the scrutiny function for this service falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent "[Progress on the Implementation of Internal Audit Recommendations](#)" report from the Audit Committee meeting 20 July 2020.

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

## Complaints Q1 2020/21

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		N/A	0	N/A	N/A		
Commercial	2	2	100%	1	1	100%		
Environment	14	14	100%	3	3	100%		
Finance & Property	2	1	50%	5	4	80%		
Housing Operations	8	7	88%	1	0	0%	1	Upheld
Housing Delivery and Communities	2	1	50%	1	1	100%		
Planning & Economic Dev	7	4	57%	5	4	80%		
Policy & Governance	0	N/A	N/A	0	N/A	N/A		
<b>Total</b>	<b>35</b>	<b>29</b>	<b>83%</b>	<b>16</b>	<b>13</b>	<b>81%</b>	<b>1</b>	

<b>Total Complaints</b>	<b>51</b>
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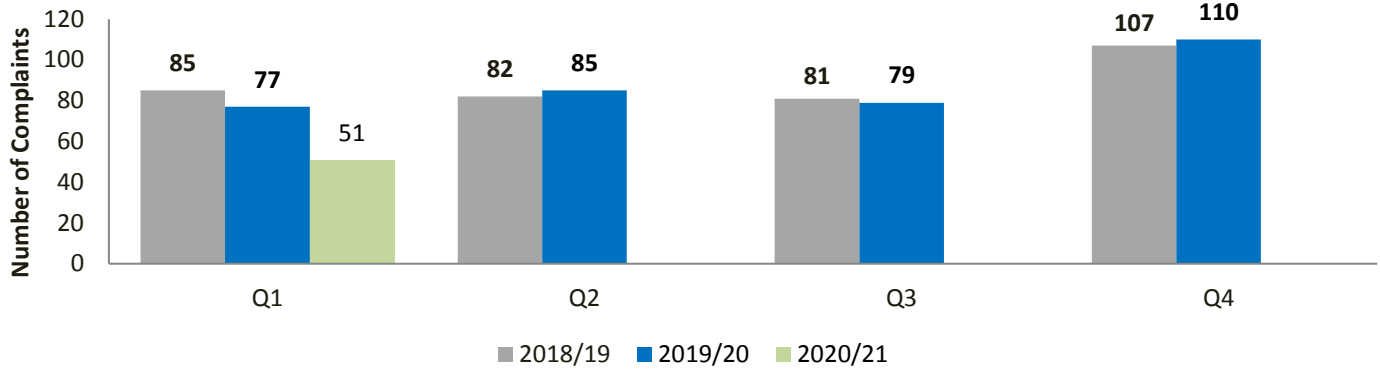
	Response Rate	Target	Status
Level 1	83%	95%	over 5% off target
Level 2	81%	95%	over 5% off target
Total	82%	95%	over 5% off target

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

**Comment:** Further details of service specific performance can be found under individual dashboards, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart below illustrates the three yearly complaints trends analysis, with a similar number of complaints received this quarter compared to previous years.

## Total Number of Complaints

1 April 2018 - 30 June 2020

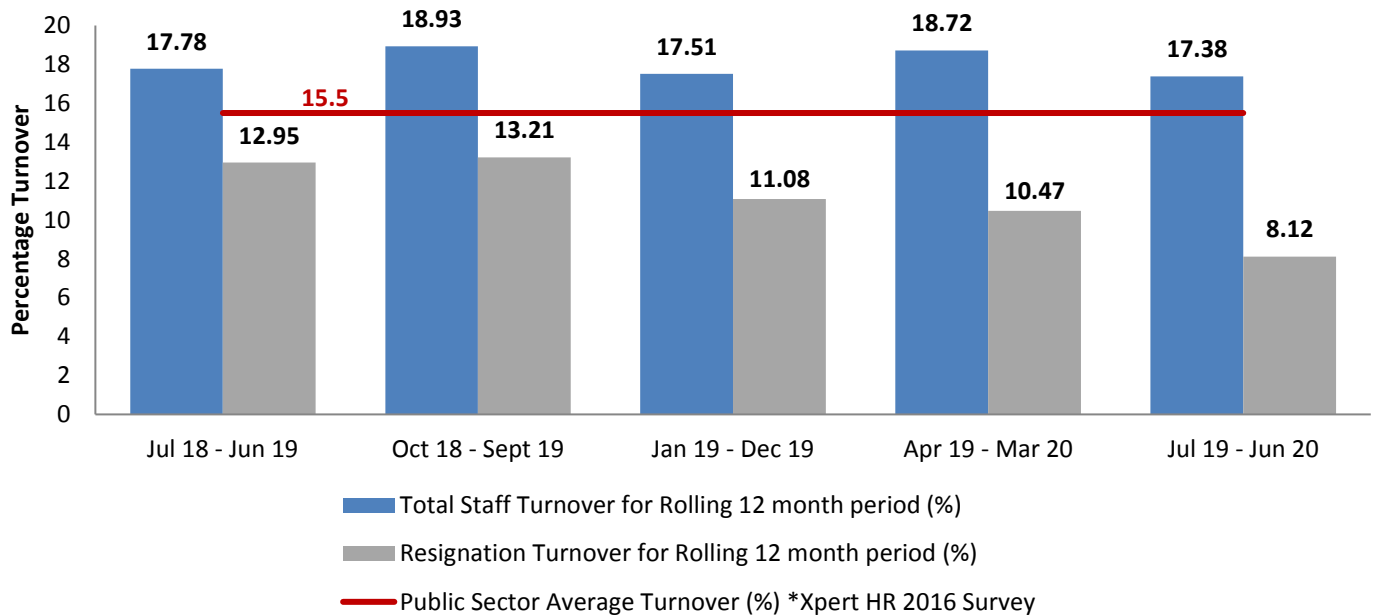


### Workforce data – Corporate Level Q1

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

## Staff Turnover %

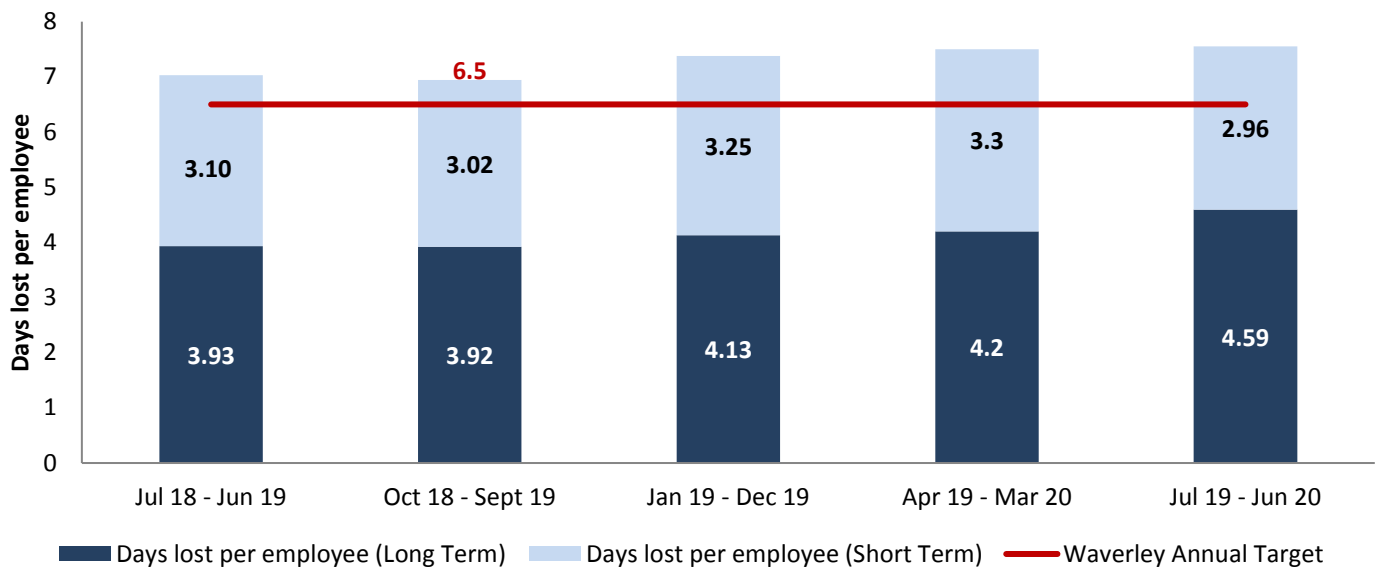
Rolling 12 months - Q1 2018/19- Q1 2020/21



**Comment:** Resignation turnover continues on the downward trend and is well below the public sector average. 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.

## Absence Data

### Rolling 12 months - Q1 2018-19 to Q1 2020-21



**Comment: Comment:** Absence shows a slight fall in short term sickness and a corresponding increase in long term sickness. This data reflects some of the Covid-19 increase in sickness reported in February/March 2020. The long term trend particularly picks up on a few individual long term absences specifically related to mental health and anxiety which we have seen increase over the last 12 months and particularly as a result of Covid-specific anxiety. Our expectation is that short term sickness rates will fall with the increase in home working, however long term sickness will remain stable or slightly increase as a result of covid-related illness including mental health.

## Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q1 2020/21

### Section 151 Officer summary Q3 2019/20:

#### Budget Position

The direct and indirect impact of Covid19 on Waverley's finances has dominated financial monitoring in Q1. The Council set its 20/21 budget in February which included a range of already challenging, but achievable, savings and income targets. In March, the Government commenced a legal lockdown which restricted the movement and activity of most people, it also introduced emergency laws that affected some of the council's functions, including the immediate closure of our five leisure centres and various other venues. Like most other councils, Waverley suspended the enforcement of car park charges from April to June and was required to suspend recovery action on most of its core debts. At the same time, Waverley responded to the emergency by processing the payment of nearly 2000 grants to businesses totalling £24m and applied a further £16m of business rate relief whilst also processing a 50% increase in council tax support claims compared to normal for the period.

The total projected impact on Waverley's 20/21 budget is £6.6m. At its meeting on 11 August, the Council approved a range of mitigation measures to re-balance the budget. These included cost savings, further efficiency measures and a range of unplanned drawing down from earmarked reserves. The full report is available at

<https://modgov.waverley.gov.uk/documents/s37102/General%20Fund%20Budget%2020%2021%202021-2022-2023.pdf> link. There is still significant uncertainty in the financial projections as it is impossible to predict how quickly car park income and leisure centre trading will return to normal, if at all, plus the potential for a second wave of the virus and resultant government imposed lock down measures

presents further risk. The council has significantly increased the frequency of monitoring and reporting against the revised targets so that early warning of further material variations is in place. The government has agreed grant of £1.4m to Waverley and indicated that further support towards income loss will be made available later in the summer. Whilst welcome, this support is not expected to be anywhere near sufficient to meet the full loss so the council will still bear a huge budget deficit in the year.

The latest projections for the year are set out in the table below which compare estimated outturn for the year against the revised budget. Overall an adverse variation of £95k is projected against a £12m net budget. Under the circumstances, I consider that this is an acceptable tolerance at this stage of the year but it will be monitored closely and action taken if necessary throughout the remaining 7 months of the financial year.

**Progress of the Medium Term Financial Plan (MTFP) delivery**

A balanced budget for the current year 2020/2021 was approved by the Council in February 2020, however, in order to address the projected budget shortfall between 2021 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 in q1
- property investment
- income generation through our commercial review
- Business Transformation Programme of council services.

The Covid19 impact will be significant beyond the revised budget recently agreed for the current financial year. Some of the income streams from car parks, leisure centres and community facilities may not recover for many years. This coupled with continued pressure on council tax and business rate collection and increased council tax support, will place further pressure on the council’s budget in future years. The emergency budget agreed for 20/21 agreed to draw unplanned reserves totalling £3.3m which has forced a review of certain capital projects and financial risk mitigation. The council has agreed a new Recovery, Change and Transformation programme to bolster the existing work in place to address the financial challenges. A specific project under this programme is the review of the MTFP and this will be undertaken in the summer/autumn 2020 with a revised plan being reported to council no later than December.

On the Housing Revenue Account, the table below shows some impact on income, mainly from additional voids during lockdown, but this is more than offset by projected savings in costs partly arising from reduced availability of contractors during the 3 month lockdown period.

**Graeme Clark, Strategic Director and S151 Officer**

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Business Transformation</b>				
Expenditure	4,938	- 241	-5%	Favourable
Income	- 4,867	19	0%	Adverse
<b>Business Transformation Total</b>	<b>71</b>	<b>- 221</b>	<b>-310%</b>	<b>Favourable</b>
<b>Commercial</b>				
Expenditure	10,858	- 691	- 6%	Favourable
Income	- 5,778	591	- 10%	Adverse
<b>Commercial Total</b>	<b>5,079</b>	<b>-100</b>	<b>- 2%</b>	<b>Favourable</b>
<b>Environment</b>				

Expenditure	11,497	- 53	0%	Favourable
Income	- 7,422	168	- 2%	Adverse
<b>Environment Total</b>	<b>4,074</b>	<b>115</b>	<b>3%</b>	<b>Adverse</b>
<b>Finance &amp; Property</b>				
Expenditure	32,032	26	0%	Adverse
Income	- 30,899	81	0%	Adverse
<b>Finance &amp; Property Total</b>	<b>1,133</b>	<b>107</b>	<b>9%</b>	<b>Adverse</b>
<b>Housing Operations</b>				
Expenditure	40	-	0%	-
<b>Housing Operations Total</b>	<b>40</b>	<b>0</b>	<b>0%</b>	<b>-</b>
<b>Housing Delivery &amp; Communities</b>				
Expenditure	4,271	84	2%	Adverse
Income	- 1,909	- 123	6%	Favourable
<b>Housing Delivery &amp; Communities Total</b>	<b>2,362</b>	<b>- 40</b>	<b>- 2%</b>	<b>Favourable</b>
<b>Planning &amp; Economic Development</b>				
Expenditure	7,547	- 212	- 3%	Favourable
Income	- 4,805	7	0%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>2,742</b>	<b>- 204</b>	<b>- 7%</b>	<b>Favourable</b>
<b>Policy &amp; Governance</b>				
Expenditure	6,638	- 230	- 3%	Favourable
Income	- 3,697	- 1	0%	Favourable
<b>Policy &amp; Governance Total</b>	<b>2,942</b>	<b>- 231</b>	<b>4%</b>	<b>Favourable</b>
<b>General Fund Sub-Total</b>	<b>18,444</b>	<b>- 575</b>	<b>- 3%</b>	<b>Favourable</b>
Covid-19 Local Authority Grant	-1,427	-	<b>0%</b>	-
Corporate Staff recruitment freeze target	- 600	670	<b>-112%</b>	Adverse
<b>General Fund Total</b>	<b>16,417</b>	<b>95</b>	<b>1%</b>	<b>Adverse</b>

<b>Housing Revenue Account</b>				
<b>Services</b>	<b>Approved Budget £'000</b>	<b>Variance £'000</b>	<b>% Variance</b>	<b>Adverse/ Favourable</b>
<b>Housing Operations</b>				
Expenditure	25,991	- 1,280	- 5%	Favourable
Income	- 34,061	390	1%	Adverse
<b>Housing Operations Total</b>	<b>- 8,070</b>	<b>- 890</b>	<b>11%</b>	<b>Favourable</b>
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,287	- 37	- 3%	Favourable
Income	- 696	-	0%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>591</b>	<b>- 37</b>	<b>- 6%</b>	<b>Favourable</b>
<b>Housing Revenue Account Total</b>	<b>- 7,479</b>	<b>- 1,265</b>	<b>17%</b>	<b>Favourable</b>
<b>Grand total</b>	<b>8,938</b>	<b>- 1,170</b>	<b>- 13%</b>	<b>Favourable</b>

## 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 – Q1 2020/21

#### **Q1 summary from Head of Service:**

It's been a challenging quarter for the various teams within the Planning and Economic Development Service. The Covid-19 emergency inevitably had some impact on our ability to deliver the full range of services to our customers but it was still around 80% business as usual in response to the call from central government to keep the planning system going during these unprecedented times, so as to support the UK's economic recovery.

Some areas of performance have, understandably, been detrimentally impacted, but overall it has been relatively steady given the unprecedented circumstances, and officers within the Planning and Economic Development Service have risen to the challenge. Staff have worked extremely hard to keep services going and to engage with customers and other stakeholders whilst working remotely. In addition to business as usual, notable efforts have been made in the following areas:

- Supporting the local business community during and following lockdown with advice, information and liaison with the business grants team.
- Developing an Economic Development Covid Recovery Action Plan for the borough.
- Major progress with implementing new planning IT systems which will drive more efficiency and new customer facing functionality into the service.
- Supporting the corporate business transformation projects of customer service and planning review with new service designs and customer journey mapping. These projects will save money for the council and improve the offer to customers.
- Significant evidence gathering (including a targeted call for sites) and working with councillors in the final stages of the development of Local Plan Part 2 for councillor scrutiny ahead of submission for examination. This work will continue over the coming months
- Leading the implementation of the government's 'opening high streets safely' scheme following lockdown initiative, liaising with business community and town and parish councils.
- Supporting the changes to the Planning Committee system, moving to remote meetings and reduced number of committees, and servicing weekly meetings since June to keep applications moving through the system.
- Implementing and reacting quickly to emergency changes to permitted development rights made by central government in response to the Coronavirus emergency.
- Digesting and advising on a raft of new government initiatives about the future of planning, including most recently a new White Paper setting out very major changes to the way Planning will be delivered in the UK, together with a further consultation setting out short-term changes to the system that will have significant impacts themselves.
- Positively progressing enforcement investigations, where the ability to visit sites allowed, including seeking an Injunction in respect of a particularly challenging site which has, so far, had its desired effect of limiting any further breaches.

***Zac Ellwood, Head of Planning & Economic Development***



## Performance Indicators Status Q1

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q1 Target
P1	Percentage of all planning applications determined within 26 weeks ( <b>higher outturn is better</b> )	%	99.5%	98.9%	98.8%	98.8%	98.1%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) ( <b>higher outturn is better</b> )	%	85.7%	81.8%	86.7%	100.0%	100.0%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks ( <b>higher outturn is better</b> )	%	94.4%	92.8%	92.2%	92.7%	94.9%	80.0%
P123 (NI)	Processing of planning applications: Other applications ( <b>higher outturn is better</b> )	%	97.1%	94.7%	91.2%	90.0%	92.3%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) ( <b>higher outturn is better</b> )	%	79.4%	86.2%	94.1%	87.6%	86.8%	80.0%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) ( <b>lower outturn is better</b> )	%	46.7%	41.3%	40.7%	45.2%	23.1%	30.0%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) ( <b>lower outturn is better</b> )	%	7.1%	8.0%	12.5%	16.7%	16.7%	10.0%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) ( <b>lower outturn is better</b> )	%	3.5%	3.1%	2.4%	2.5%	0.8%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt ( <b>higher outturn is better</b> )	%	93.2%	86.4%	97.6%	89.0%	89.7%	75.0%
P5	Percentage of tree applications determined within 8 weeks ( <b>higher outturn is better</b> )	%	98.1%	100.0%	100.0%	100.0%	91.7%	95.0%
P6	Percentage of pre-application advice provided within 28 days target ( <b>higher outturn is better</b> )	%	33.93%	35.71%	31.75%	46.99%	4.55%	Data only

<b>P7</b>	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	<b>No</b>	<b>14.0</b>	<b>20.0</b>	<b>11.0</b>	<b>12.0</b>	<b>4.0</b>	<b>147</b>
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		<b>No</b>	-133	-260	-396	-531	-143	147
<b>P8</b>	Actual number of dwellings completed (all housing providers) (higher outturn is better)	<b>No</b>	<b>80.0</b>	<b>108.0</b>	<b>184.0</b>	<b>240.0</b>	<b>90.0</b>	<b>147</b>
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		<b>No</b>	-67	-106	-69	24	-57	147

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

**Q1 Comment:** Performance in processing and determining planning applications remained relatively steady, despite the challenges of lockdown and the fact officers were not able to undertake site visits for a month or two. Overall appeals performance [P3] was very encouraging with only 23.1% of all appeals (3 out of 13) being allowed against a target of 30%. This is the first time in over a year that we have managed to meet/exceed the target and deserves recognition.

Performance in terms of Major planning appeals allowed as a % of Major Application decisions made (cumulative) [LP152] fell short for the third quarter in a row, which could be a concern. However, the statistic of 16.7% relates to just one Major planning appeal being allowed out of total of 6 Major decisions during the quarter. The low number of Major decisions made overall during this period partly reflects the fact that we did not recommence holding Planning Committees until late in the quarter (June). We will continue to monitor this KPI closely as it is linked to government targets.

Our pre-application advice service performance took a big hit during the quarter, mainly down to officers' inability to undertake site visits, but measures are already being put in place to overhaul the pre-app process to make it fit for purpose and more customer-focused.

The number of dwellings commenced and completed has been significantly impacted by the lockdown and the impact on contractors with most construction sites being closed for a substantial part of the first quarter period. This is consistent with the picture at the national level but it will be monitored closely in the coming months to seek to ensure targets are met. However, it should be recognised that ongoing restrictions and the overall economic climate may continue to have an impact on Q2's figures.

## Service Plans - Actions Status

### Outstanding actions from 2020-21 Service Plan

During the first quarter a number of Service Plan actions have had to be suspended to ensure we focused all our resources on supporting our communities during the Covid pandemic, in particular the vulnerable and the elderly. Service Plans are currently being reviewed to consider the impact of Covid and this review is part of the Recovery Change and Transformation Programme. For this reason there is no report on Service Plan progress in this Performance Report; it will be resumed in the second quarter.

## Internal Audit - Actions Status Q1

### Comment:

There were three outstanding internal audit actions for this service area at the end of Q1. These will be actioned as soon as possible.

IA20/08.001	Target Response Times	<input type="checkbox"/>	0% Overdue	IA20/08 Planning Enforcement	30 Jun 2020
IA20/14	Community Infrastructure Levy	<input type="checkbox"/>	0% Overdue	IA20 Internal Audit 2019/20	01 Jun 2020
IA20/14.001	CIL Guide	<input type="checkbox"/>	0% Overdue	IA20/14 Community Infrastructure Levy	01 Jun 2020

## Complaints Q1 update

### Q1 20-21 Planning and Economic Development - Level 1 Complaints

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	18	10	13	15	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	15	7	13	13	4	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	83%	70%	100%	87%	57%	95%

### Q1 20-21 Planning and Economic Development - Level 2 escalations

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	10	11	1	10	5	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	9	10	1	10	4	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	90%	91%	100%	100%	80%	95%

**Comment:** Whilst the service was operating remotely, with reduced staff numbers and continued high numbers of activity, the Level 1 response performance was still disappointing. I recognise the need to review our process for responding to complaints to ensure that we make every effort to meet agreed response times. The service will be participating in a corporate review in September.

## Finance – Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Planning &amp; Economic Development</b>				
Expenditure	7,547	- 212	- 3%	Favourable
Income	- 4,805	7	0%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>2,742</b>	<b>- 204</b>	<b>- 7%</b>	<b>Favourable</b>

**Comment:** The income budget was significantly reduced in the revised contingency budget due to the Covid19 impact on planning applications and the table above shows that this is on target overall now. The cost saving is mainly due to the recruitment freeze and a number of posts in planning are currently vacant to contribute to the overall corporate target agreed, as set out at the foot of the summary table on page 9. I will continue to monitor the impact of these vacant posts on the service throughout the year.

### 3. Service Dashboard – Environment

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

#### Key Successes & Lessons Learnt, Areas of Concern – Q1 2020/2021

##### **Q1 Head of Service Summary:**

Quarter 1 began with the Covid-19 lockdown which saw sweeping changes in how the council was to operate and plans were quickly put in place to try to ensure essential environmental services were maintained.

- A key priority for Environmental Services was to maintain refuse and recycling collections and the team worked closely with our contractor Biffa. Thanks to the cooperation of the contractor and the crews services were maintained. Sickness levels due to Covid-19 in the contractor's workforce were thankfully low, in spite of their exposure to potential infection, visiting every property in the borough and handling over 100,000 bins each week. Whilst at one point it looked as though we would have to suspend the garden waste service due to staff absence, the contractor was able to bring in additional staff and we did not have to suspend any services.
- Some resources were diverted from street cleaning to maintain collection service levels. The streets were not so littered with people staying at home. A salutary lesson on who causes the problem.
- The closure of the Surrey County Council Community Recycling Centres resulted in significantly increased fly tipping at Waverley's Household Recycling Centres which are only meant for recyclable items. The volumes of waste being dumped at these sites and a general increase in recycling required an additional vehicle and crew to clear them and increased costs for the council. Some offenders were however identified and a number of warnings and fixed penalty notices were issued.
- With most people staying at home our car parks remained virtually empty and income fell dramatically. The council listened to Government recommendations and recognised the work of key workers and volunteers by initially agreeing to recognise the permit scheme set up by the Government and Surrey County Council. It was subsequently decided however that in view of the very limited use of the car parks and the vast number of local volunteers some of whom might not have permits, that enforcement would be suspended. Enforcement resources were then redeployed to support the response to Covid-19, assisting with food deliveries, fly tipping enforcement etc. Work to prepare for the re-introduction of enforcement and charging from 1 July was underway as this quarter closed, including Covid-19 signage and markings and encouraging people to pay by phone rather than touch pay and display machines and handle cash.
- Work on the Parking Strategy has been delayed during lockdown whilst energies have been focussed on the Covid response. Work has however started on the South Street car park refurbishment project as the construction industry returned to work and is progressing well. The Weyhill Fairground car park refurbishment has not progressed.
- Whilst routine inspections were suspended the Environmental Health Team were extremely busy during lockdown supporting businesses with advice and guidance on the restrictions imposed. Many businesses seeking to diversify into food deliveries and take away services were given advice on food safety, health and safety and infection control measures necessary.

- The team were also in close contact with Public Health colleagues at Surrey County Council and Public Health England preparing for assistance with Track and Trace and outbreak management.
- Licensing Team colleagues were also kept busy offering advice and guidance to licensees of the Covid-19 restrictions on licensed premises and what was and what was not permitted.
- Both the Environmental Health and Licensing Teams were also kept busy investigating reports of businesses trading contrary to the restrictions.
- The Licensing Team also worked very closely with the taxi and private hire trades seeking to help minimise the risk to the drivers whilst enabling them to continue to work and provide a service. Approval was given for screens to be installed in cars and advice provided on wearing masks, signage to encourage passengers to wear masks etc.
- The Environmental Protection Team experienced an increase in smoke nuisance complaints as more residents lit bonfires to dispose of garden and other waste and worked closely with the Communications to raise awareness of the nuisance and annoyance caused by bonfires as well as the adverse environmental and health impacts. There was also a slight increase in noise complaints as more people were staying or working at home.
- With roads almost devoid of traffic there was a significant reduction in levels of NO<sub>x</sub> in the area but surprisingly levels of PM<sub>10</sub> did not follow a similar pattern indicating that PM<sub>10</sub> levels are influenced by many other factors, such as wind-blown dust, as well as vehicle emissions.
- The Annual Air Quality Status Report for 2020, reviewing pollution levels during 2019 has now been submitted to DEFRA and is published on our website along with the results of an air quality modelling study carried out for Surrey local authorities by Cambridge Environmental Research. These reports will assist in further developing the Air Quality Action Plan and work with colleagues through the Air Quality Steering Group and Farnham Air Quality Working Group.
- Work on the Climate Emergency Action Plan has continued in the background although some resources were diverted to support the Shielding programme. The draft Action Plan is now published on the website and the consultation process has begun. It is anticipated that a report on the draft Action Plan and the feedback from the consultation will be presented in December.
- The Covid response obviously kept the Emergency Planning Service busy supporting the corporate Covid Response Group established by the Chief Executive and maintaining close liaison with the Surrey Local Resilience Forum and county wide support groups.
- The Emergency Planning Officer also had to maintain the core service and keep a watchful eye on non-Covid emergencies, looking ahead at flood risk and severe weather events as well as responding to heathland fires and water supply problems whilst keeping the focus on Covid-19.
- All in all an extremely challenging time for the service and I must thank all of the staff and our contractors for the extreme effort and commitment they have shown during this very difficult and challenging period.

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

## Performance Indicators Status

### **Q1 Comment:**

Abuse of the Household Recycling Centres had continued to be a significant factor but the reduced rejection rates in Qtr 1 are a direct result of HRC materials being collected separately and being diverted to waste streams rather than recycling streams because of the level of contamination. A separate report on "Household Recycling Centre issues and proposals" was presented to this committee and to the Executive. As a result the dry mixed recycling facilities at the HRCs will be phased out during July whilst the bins for textiles and small electrical appliances will remain until kerbside collection services for these materials are introduced in the Autumn.

Missed bin rates were affected during this quarter by the use of agency staff and other crew members unfamiliar with the rounds to cover sickness absence and self-isolation. Phase two of route optimisation began in July and this could impact on missed bin rates in the next quarter until the new round structures settle down and crews become familiar with the new routes.

Fly tipping numbers were high during quarter 1 but as the County Council CRCs re-opened levels of fly tipping were beginning to reduce toward the end of the quarter. This will be carefully monitored as the Waverley HRCs are phased out as people's habits will take time to change. As noted above some resources were diverted from street cleaning during the lockdown to maintain collection services and whilst there was less litter with people staying at home, weeds continued to grow. Monitoring of street cleaning was suspended during lockdown as staff focussed on fly tipping and other priorities to maintain refuse and recycling collection services. We are working closely with the contractor to ensure street cleaning is brought back up to standard during quarter 2.

Volumes of domestic waste have increased during lockdown as more food and other goods have been consumed at home rather than at workplaces. County wide there are reports of significant increase in both residual waste and recycling as more residents have also been buying more goods on line with a significant increase in cardboard collected.

As per Food Standards Agency advice the routine inspection programme has been suspended due to COVID 19. Remote assessments have been carried out and physical inspections will be recommenced when permitted. The monthly survey of business customers of Environmental Health has therefore been paused due to Covid 19.

Recycling performance dipped slightly due to issues with Textiles collections from bring sites as contractors furloughed staff and ceased operations for a period.

**New KPIs for 2020/2021.** Three new indicators have been introduced from 1 April 2020.

- 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		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q1 Target
E1	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	7.4%	7.8%	5.3%	3.9%	Awaiting Data	5.0%
E2a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	2.0	2.0	1.3	2.0	2.0	2.0
E2b	Number of fly tipping incidents in a quarter (Data only)		New PI for 2020-21				225	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting ( <b>higher outturn is better</b> )	%	93.0%	89.0%	90.0%	81.3%	Data Paused	90.0%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - <b>New from Q1 2020/21</b>		New KPI from Q1				108	40
E4b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - <b>New from Q1 2020/21</b>		New KPI from Q1				94	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	100%	100%	100%	100%	Data paused	100%
E NI182	Satisfaction of business with local authority regulation services ( <b>higher outturn is better</b> )	%	84.0%	82.0%	93%	97%	Data paused	85.0%
E NI191	Residual household waste per household ( <b>lower outturn is better</b> )	Kg	86.5	87.5	94.9	105.3	Awaiting Data	90.0
E NI192	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	60.4%	57.8%	57.4%	54.8%	Awaiting Data	54.0%

## Air Quality

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

## Service Plans - Actions Status

### Outstanding actions from 2020-21 Service Plan

During the first quarter a number of Service Plan actions have had to be suspended to ensure we focused all our resources on supporting our communities during the Covid pandemic, in particular the vulnerable and the elderly. Service Plans are currently being reviewed to consider the impact of Covid and this review is part of the Recovery Change and Transformation Programme. For this reason there is no report on Service Plan progress in this Performance Report; it will be resumed in the second quarter.

## Internal Audit - Actions Status – Q1 update

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q1.

## Complaints – Q1 update

### Q1 20-21 Environmental Services - Level 1 Complaints

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	7	7	18	25	14	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	6	16	23	14	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	86%	89%	92%	100%	95%

**Comment:** It has been possible to maintain levels of response during lockdown.

### Q1 20-21 Environmental Services - Level 2 Complaints

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	3	6	3	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	3	5	3	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	83%	100%	100%	95%

**Comment:** It has been possible to maintain levels of response during lockdown.

## Finance – Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Environment</b>				
Expenditure	11,497	- 53	0%	Favourable
Income	- 7,422	168	- 2%	Adverse
<b>Environment Total</b>	<b>4,074</b>	<b>115</b>	<b>3%</b>	<b>Adverse</b>

**Comment:** The most significant impact on the budget has been the loss of parking income during this quarter due to the suspension of enforcement. There have also been reductions in income from licensing as licence renewals have been deferred under the Government's Covid guidance. The re-introduction of parking charges from 1 July will, it is anticipated, see a gradual recovery of parking income but it is uncertain that it will recover to previous levels given the changes in work patterns and shopping habits resulting from the Covid-19 lockdown. These impacts have been reflected in the revised budget showing in the table above but will require weekly monitoring.



## 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 – Q1 2020/21

#### **Q1 summary from Head of Service:**

This quarter has been extremely challenging for a multitude of teams in my service. It can be split into two distinct sections the Covid Emergency response and the recovery phase to the 'new normal.'

#### **Covid Emergency Response**

As commercial services oversees many of the income generating functions of the Council offering services to residents and customers, many of the areas ceased operating during lockdown following governmental direction. Therefore, throughout this emergency period many of the commercial services team were redeployed within the Council to focus on key corporate objectives. The team were refocused on assisting with the distribution of business grants, welfare calls to our most vulnerable residents, the coordination and setting up of testing centres at leisure centre sites and visitor management of our key 'tourism site' Frensham Ponds.

In addition to focusing on the above corporate priorities the service was also designated as the recovery lead for the Council. Throughout the lockdown period the team has made considerable progress in preparing the Council for the next stage of recovery. We oversaw and set up the Recovery, Change and Transformation (RCT) programme a set of ten key projects designed to lead the Council and help the community through recovery and refocus the Council's corporate priorities post Covid. Members of the commercial services team are fulfilling the Project Manager role of the RCT Projects supporting the Project Sponsors and focusing the teams on the agreed objectives and timescales. Of the ten identified projects eight are organisationally focused:

**Service Plan Review** – revision of the adopted service plans culminating in a refreshed Corporate Strategy.

**People & Staff** – looking at the 'new normal' working environment; overseeing the introduction of the new Return to Office Working and Working from Home policies designed to embrace new ways of working. Also focusing on generating an expanding well-being strategy for our staff and councillors.

**Agile Working (Business Transformation Project)** – new IT Strategy to reflect Covid impact to support working from home.

**Future Office Requirements (Business Transformation Project)** – reflect new protocols and define what services and facilities are needed in The Burys longer term – learning and capitalising from the ways of working imposed on us due to lockdown.

**Finance** – develop an emergency budget and revise the Medium Term Financial Plan assumptions.

**Corporate Projects** – review service plan projects and re-prioritise post Covid reflecting the financial challenges and revised corporate priorities of the Council.

**Housing (HRA)** – focused on reinstatement of deferred repairs and maintenance and maintain development.

The remaining two projects are externally focused:

**Community Resilience** – evaluation of the community involvement in the Covid response and update corporate priorities to support our communities to recover.

**Economic Recovery** – review Economic Strategy and refocus the action plan to support economic recovery.

This element of work has been challenging and time consuming working closely with the relevant Portfolio Holders and Councillors and I would like to thank the team for all their efforts during this challenging period. The Programme will play a key role in reshaping the Council over the coming months as it starts to return to business as usual.

### **Recovery Phase**

The decision to allow leisure centres to open has now been made by the Government. This quarter has been a testing time trying to alleviate the financial impact of the closure to the Council and re-open the leisure centres as quickly and as safely as possible. By working in partnership with Places Leisure, subject to Council approval, we will be opening the all the leisure centres on 17 August 2020. The leisure team are continuing to explore ways to get our residents active and will be looking to launch services in the coming months such as Xplorer (family orienteering) and skate park workshops.

Covid-19 has fundamentally impacted our approach to health & wellbeing and to that end we have delayed the review of our current Strategy to allow us to fully comprehend how the pandemic has impacted our services. We will now look to review the Health & Wellbeing Strategy in 2021 (its final year).

Our greenspaces have been used extensively by residents and visitors throughout this quarter, with all areas seeing a substantial increase in visitor numbers. Continental Landscapes have needed to increase litter picking to levels unheard of in previous years to try and keep our sites clean. There has been extremely high visitor numbers at Frensham Ponds in particular which has impacted the residents of the area. We have worked tirelessly with the key statutory authorities, including the police, SCC Highways, the National Trust and the Parish Council, to minimise this impact wherever possible. This has been extremely difficult but we would like to thank everyone for their efforts to reduce the problems, although they still exist the actions of the group have improved the safety of the site for visitors and residents. Work will continue to take place over the coming months to introduce further measures for subsequent years.

The Memorial Hall has remained operational to allow community meals to be delivered in Farnham and is now assisting the Royal Surrey Hospital maternity services, with pre & post-natal services being offered throughout the week. As with the Borough Hall, we are now exploring ways to welcome back regular hirers and attract new users to the centre in a safe and hygienic way. The financial impact for both of these facilities has also been understood and mitigated for within the emergency budget.

We are yet to understand the full impact on the delivery Brightwells Yard and are awaiting updated project plans showing the impact of Covid-19, this information is expected within quarter 2.

It is pleasing to report the successes of Building Control, Waverley Training Services and Careline throughout this period. Their performance throughout this quarter has been strong maintaining the much needed services to support our clients.

**Kelvin Mills, Head of Commercial Services**

### Performance Indicators Status Q1

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q1 Target
C1	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	506,862	459,216	464,452	No data	No data	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	No.	5,886	5,570	6,070	No data	No data	Data only
C4	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> ) (P8)	%	Data not available	Data not available	Data not available	83.89%	87.9%	80.0%
C5	Total number of Careline clients ( <b>data only, no target set - higher outturn is better</b> )	Clients	1,925	1,928	1,905	1,759	1,742	Data only
C6	Total number of Careline calls per quarter ( <b>data only, no target set</b> )	Calls	5,041	4,953	6,397	5,966	5,379	Data only
C7	Critical faults dealt with within 48 hours per quarter ( <b>higher outturn is better</b> )	Faults %	100.0%	100.0%	100.0%	100.0%	100%	90.0
C8	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	78.6%	78.4%	77.3%	77.4%	77.9%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected ( <b>higher outturn is better</b> )	%	70.7%	75.7%	71.7%	74.2%	70.3%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	29	24	21	30	35	Data only

**Comment:** The leisure centres have been closed throughout this period so there are no figures for C1 & C2.

Building control (C4) has performed well during this period as have Waverley Training Services (C8, 9 & 10).

Careline numbers look lower but are somewhat a result of cleaning up the database as well as not accepting new clients throughout this first quarter. We continue to monitor this performance closely we are predicting an impact upon performance as a result of Covid-19.

### Service Plans - Actions Status Q1

#### Outstanding actions from 2020-21 Service Plan

During the first quarter a number of Service Plan actions have had to be suspended to ensure we focused all our resources on supporting our communities during the Covid pandemic, in particular the vulnerable and the elderly. Service Plans are currently being reviewed to consider the impact of Covid and this review is part of the Recovery Change and Transformation Programme. For this reason there is no report on Service Plan progress in this Performance Report; it will be resumed in the second quarter.

## Internal Audit - Actions Status Q1

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q1.

## Complaints Q1

### Q1 2020-21 Commercial Services - Level 1 Complaints

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	4	7	5	7	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	3	5	5	7	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	75%	71%	100%	100%	100%	95%

**Comment:** All complaints were dealt with in the correct timescales during this quarter.

### Q1 2020-21 Commercial Services - Level 2 Complaints

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	1	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	1	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	100%	100%	95%

**Comment:** All complaints were dealt with in the correct timescales during this quarter.

## Finance – Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Commercial</b>				
Expenditure	10,858	- 691	- 6%	Favourable
Income	- 5,778	591	- 10%	Adverse
<b>Commercial Total</b>	<b>5,079</b>	<b>- 100</b>	<b>- 2%</b>	<b>Favourable</b>

**Comment:** The adverse financial position is a result of Covid-19 and has been reported as part of the Emergency Budget. All income generating areas have been severely impacted and the leisure centre closure by the government has had a significant financial impact on the service. Overall my service is projecting a net underspend compared to the revised budget.

## 5. Service Dashboard – Housing Delivery & Communities

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

### Key Successes & Lessons Learnt, Areas of Concern – Q1

#### **Q1 summary from Head of Service:**

##### **Communities**

The priority for the Communities Team was to deliver targeted support to all residents in need following the announcement of the lockdown on 23 March. Four 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 was a remarkable example of officers and teams stepping up and responding immediately to new and unpredicted challenges. Members of the Communities Team also joined a cross-service team to phone shielded residents.

At the beginning of lockdown 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 during the height of the pandemic.

The team also worked with Citizens Advice Waverley to promote Waverley Covid-19 Support Fund, which is due to be launched shortly.

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 understand the impact on the local community, the Council's ability to support the organisations that meet the needs of local people and to establish any future actions required.

The Project will ultimately recommend the future partnering arrangements with the voluntary sector and whether and how the Council provides funding for the sector.

The Project requires close involvement of other key stakeholders and a number of meetings have been held with full engagement from Surrey Heartlands Integrated Care Partnership (ICP), Guildford and Waverley CCG, Voluntary Action South West Surrey (VASWS), Surrey County Council – Partnerships, Policy & Commissioning, Farnham and North East Hants CCG and Surrey Community Action (SCA).

The Safer Waverley Partnership (SWP) continued to work on Waverley's sixth Domestic Homicide Review (DHR) and the first three panel meetings have taken place. A draft report is due shortly. 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. Although incidents have tailed off in the last three months, a level of recurrence has been noted and CCTV has now been installed.

The Safeguarding Policy for Children and Adults at Risk was approved by full Council on 9 June 2020.

## Housing Delivery

The Housing Delivery Team has not slowed up during the pandemic. Work has continued at pace.

The major regeneration project at Ockford Ridge continues to make excellent progress. The first 15 of the 37 homes on Site A were handed over in May, only a month later than planned, despite the Covid-19 emergency. The contractor has managed to pull back time lost due to impact of Covid-19, with final handover dates received from the contractor for the end of September 2020.

A successful tendering process was carried out for Site B (17 homes). The contractor will commence work in early 2021.

Site C at Ockford Ridge 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.

Following the successful acquisition of new homes on the Cala Homes development at Amlets Lane in Cranleigh, work is ongoing for Section 106 homes in Witley and Ewhurst, with more opportunities in the pipeline.

Having been granted planning permission, tenders are now out 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.

The Housing Strategy Annual Progress Review was drafted and is currently being finalised before presentation to Executive Briefing and the Housing Overview and Scrutiny Committee in September.

The draft Affordable Housing Supplementary Planning Document was finalised post consultation. The adopted document will give clear and detailed guidance to planning officers, developers and affordable housing delivery partners on the delivery of affordable housing in the Borough. 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.

The Document will be presented to Executive Briefing and the Housing Overview and Scrutiny Committee in September.

Although landlord inspections and other housing regulatory work carried out by the Private Sector Housing Team has fallen off to a certain extent, the team has seen an increase in requests for public health funerals during the pandemic, which was to be expected.

During the quarter and due to lockdown there was an initial requirement to house rough sleepers and those threatened with rough sleeping, into emergency accommodation. The Housing Options Team placed over 30 households and this has been far from straightforward, particularly helping people claim benefits/universal credit and liaising with charities in regard to accessing food supplies. This was made even more difficult due to the fact that the Council's usual hostel accommodation had closed to new referrals and very few hotels were open at the start of the pandemic. It meant for the first few weeks Waverley's COVID 19 emergency placements were in Southampton, London, Woking and Farnborough.

At the end of the quarter there were four single households in B&B/hotels and one couple in Council owned temporary accommodation.

In addition to their usual homeless prevention and housing register work, the Housing Options and Homechoice teams also successfully arranged move-on accommodation for at least 20 households who were previously placed in emergency COVID 19 accommodation. The accommodation used for move-on has included refuges, supported housing, private rented accommodation, housing association properties and guardianship Council properties - properties due for future re-development that have been re-purposed for temporary emergency use.

The move-on work has also included securing charitable funding to purchase and deliver essential items such as kettles, toasters, camp beds, crockery, cutlery etc. to help households settle into their new accommodation.

Given the impact of the COVID 19 crisis on employment, it is very likely that Waverley and other Councils will face a second wave of homeless applications due to private rented tenancies ending and this in turn will mean there is a strong likelihood that emergency temporary accommodation costs will reach much higher levels in the short to medium term future. The costs will also be greater than at present given these homeless households are much more likely to include families with children whereas those having to be housed currently have been single person households or couples.

To keep such emergency accommodation costs to a minimum the Housing Options Team will continue to try to prevent homelessness wherever possible. However, this work also entails financial outlay on the General Fund to fund rent deposits and rent in advance payments and purchasing supported housing bed-spaces.

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

### Performance Indicators Status Q1

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q1 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter <b>(lower outturn is better)</b>	No.	0	0	0	5	5	5.0
HD2	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	62	0	14	63	0	Data only
HD3	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	0	13	19	83	0	Data only
HD4	Number of affordable homes delivered by the Council and other providers (gross) <b>(Data only - higher outturn is better)</b>	No.	11	31	46	65	20	Data only

**Comment:** Due to the pandemic, the Council had to accommodate all homeless households and rough sleepers. Having had to place thirty households towards the beginning of lockdown, and then end quarter 1 with only four households remaining in temporary accommodation is a remarkable achievement by the Housing Options and HomeChoice Teams.

**HD4 Number of affordable homes delivered (gross) during Q1 (20):**

UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
15	Social rents	Ockford Ridge	WBC	June 2020
5	5 x shared ownership	Hewitts, Cranleigh	Clarion	June 2020

**Service Plans - Actions Status Q1**
**Outstanding actions from 2020-21 Service Plan**

During the first quarter a number of Service Plan actions have had to be suspended to ensure we focused all our resources on supporting our communities during the Covid pandemic, in particular the vulnerable and the elderly. Service Plans are currently being reviewed to consider the impact of Covid and this review is part of the Recovery Change and Transformation Programme. For this reason there is no report on Service Plan progress in this Performance Report; it will be resumed in the second quarter.

**Internal Audit - Actions Status Q1**

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q1.

**Complaints – Q1 update**
**Q1 20-21 Housing Delivery and Communities - Level 1 Complaints**

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	3	3	2	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	3	2	2	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	67%	100%	100%	95%

**Q1 20-21 Housing Delivery and Communities – Level 2 escalations**

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	5	2	0	3	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	2	0	2	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	80%	100%	N/A	67%	100%	95%

**Comment:** All complaints were addressed and completed well within the target times.



## Finance – Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Delivery &amp; Communities</b>				
Expenditure	4,271	84	2%	Adverse
Income	-1,909	-123	6%	Favourable
<b>Housing Delivery &amp; Communities Total</b>	<b>2,362</b>	<b>- 40</b>	<b>-2%</b>	<b>Favourable</b>

**Comment:** The adverse variance is mainly due to an expected overspend in bed and breakfast and homelessness costs (rent in advance, deposit, etc.). The pandemic has significantly affected homelessness. Since the lockdown started, more households have been placed in temporary accommodation. This costly spend is forecast to continue into the future. Furthermore, if there is no change in policy regarding when private landlords can evict tenants from properties, it is estimated homelessness costs will rise from the end of Quarter 2.

The adverse variance is netted off against the favourable variance on income which relates to additional income on the homelessness Rent in Advance and deposits as well as Government grant which offsets a significant proportion of the B&B overspend.

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,287	- 37	-3%	Favourable
Income	-696	-	0%	Adverse
<b>Housing Delivery &amp; Communities Total</b>	<b>591</b>	<b>- 37</b>	<b>-6%</b>	<b>Favourable</b>

**Comment:** Spend is lower by 37K in the Service Improvement Team and 29K in Housing Development due to vacancies not filled.

## Service Dashboard – Housing Operations

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

### Key Successes & Lessons Learnt, Areas of Concern – Q1 2020/2021

#### **Q1 summary from Head of Service:**

The first quarter of 2020/2021 has been unprecedented with the majority of the team working from home and managing the prioritisation, withdrawal and recovery of services during the coronavirus crisis.

#### **Housing in Lockdown**

Our key priorities are to make sure that tenants, homes and our employees are safe. From 23 March 2020 we followed government guidance and stopped all but emergency, health and safety and/or safeguarding visits to homes but continued to contact tenants by phone or email as necessary. As elements of usual work were suspended essential support projects were implemented.

The Housing Customer Service Team were transformed into the Waverley Community Support Helpline responding to over 1,000 calls per month. Connecting residents to volunteer groups to provide shopping, prescriptions, befriending and foodbank services. The team were shortlisted for the [Housing Quality Network Frontline Stars Awards](#) in June.

Members of the housing team have been making proactive welfare calls to our most vulnerable residents. The Senior Living team have been contacting all their 200 tenants daily with weekly visits to schemes during lockdown. A cross team group was set up to contact all council tenants over the age of 60 in general needs homes (over 2,000 people) checking in with tenants providing a friendly chat, advice and support. The Rents team are providing a bespoke financial advice to maintain rent payments and give assurances about security of home. In addition members of the housing team were redeployed to assist with processing business grants providing essential advice and funds to businesses in the borough.

I am proud of all the teams' adaptability and genuine desire to ensure the welfare of residents at this challenging time. However my **Quarter One Star team** is the 13 officers from a range of housing teams who made calls to the most vulnerable residents identified by SCC as shielding. Armed with just a name and number they cold called residents to offer support and ensure their needs were being met. They spoke to extremely vulnerable people and were able to make an immediate difference to protect the health, wellbeing and safety of these residents. The team made 60% of the 9,000 calls made by Waverley, with special thanks to Hilary Leigh and Darren Speed who made c1,000 calls each.

#### **Recovery**

As lockdown restrictions were eased the team started to plan how to restore services and respond to the backlog of requests. A phased approach, fundamentally putting the health and safety of tenants, visiting operatives and officers first, based on agreed priorities and team capacity, was developed.

The HRA Recovery, Change and Transformation Project identified five key objectives; maximise rental income, let homes, reinstate responsive repairs and H&S works, re/commence capital works

programme and maintain the development programme. A [progress report](#) was reported to Housing Overview and Scrutiny Committee 6 July 2020.

### Communications

It has been important to keep tenants updated with changes to the housing service and provide advice and support. A letter was sent to all tenants in May advising of the phased introduction of services as lockdown restrictions lift and a further letter advising of the resumption of the repairs service in June.

The team and contractors have also been contacting individual tenants to arrange appointments and explain how works and/or visits will be completed whilst maintaining social distancing and preventing the spread of the virus. We've also worked with the communications team to ensure the website and social media posts were kept up to date.

The team worked with Councillor Rosoman to agree the recovery project objectives and completed a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis for the service.

I have been impressed with how we have been able to continue to work with the Tenants Panel due to their enthusiasm and commitment to make Zoom work for everyone. We have shared monthly updates and project objectives with them. They also successfully met with the Rent Accounts Team to review and improve the rent collection process by putting tenants at the heart of the process.

In conclusion the team have used and adapted their skills to provide alternative and ongoing services to residents in a professional, personal and compassionate manner in a time of extreme uncertainty.

**Hugh Wagstaff, Head of Housing Operations**

### Performance Indicators Status

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-12	Q1 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	0.68%	0.66%	0.65%	0.64%	0.86%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property <b>(lower outturn is better)</b>	Days	27	22	26	28	70	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time <b>(higher outturn is better)</b>	%	100.0%	100.0%	100.0%	100.0%	98.3%	100.0%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	90.6%	92.0%	90.0%	87.0%	N/A	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	84.6%	80.0%	80.0%	69.0%	N/A	78.0%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	New indicator for 2020/21				N/A	90%

### Q1 Comment:

The performance indicators reflect the change in circumstances during the coronavirus crisis.

The rent arrears have increased with over 300 tenants making Universal Credit claims as their financial circumstances changed. There is a five week wait between application and the first payment which causes budgeting issues reflected in the rent arrears. The collection rate is improving from 0.92% at the end of May. The performance still exceeds peer organisations with HouseMark Covid 19 impact monitoring stating that average rent arrears at 3.27%.

The relet performance is at an all time low as all empty homes were held during lockdown. There were no relets in April. Restarted service late May to clear backlog of c70 homes. There were three lettings in May and 10 in June. Current void loss at £130k, £56K above projected figure. The team are working closely with contractor to clear the backlog - two additional sub contractors have been recruited to assist.

The gas safety check performance has fallen, there are 74 homes without CP12. This is unusually high due to COVID-19 pandemic and residents denying access due to self isolation or shielding. We are working with residents to ensure safe access, appointments have been made with the majority and escalation steps to be taken as appropriate.

The responsive repairs and tenancy audit figures are not available this quarter due to change in contract, halt to visits and redeployment of resources.

### Service Plan - Actions Status Q1

#### Outstanding actions from 2020-21 Service Plan

During the first quarter a number of Service Plan actions have had to be suspended to ensure we focused all our resources on supporting our communities during the Covid pandemic, in particular the vulnerable and the elderly. Service Plans are currently being reviewed to consider the impact of Covid and this review is part of the Recovery Change and Transformation Programme. For this reason there is no report on Service Plan progress in this Performance Report; it will be resumed in the second quarter.

### Internal Audit - Actions Status Q

#### Comment:

There were no internal audit housing reports completed within Q1.

### Complaints Q4

Q4 19-20			Housing Operations - Level 1 Complaints					
KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	21	25	18	20	8	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	11	15	12	16	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	52%	60%	67%	80%	88%	95%

Q4 19-20 Housing Operations - Level 2 escalations			Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
KPI	Description		5	6	7	8	1	Data only
Level 2	Total number of Level 2 complaints received in a quarter	Number	5	6	7	8	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	6	6	7	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	80%	100%	86%	88%	0%	95%

**Comment:**

There was a reduction in complaints during the lockdown period. Only two complaint responses were out of time but due to the small number of complaints they had an adverse impact on the PI. The level one complaint was four days overdue and the level two only one day over. Given the challenging circumstances with officers working from home on limited IT equipment the team have worked well to respond to complaints effectively.

The team also received positive feedback during lockdown on the service provided by the Community helpline and the contact made during welfare calls to tenants. Residents greatly appreciated the thought, support and information.

## Finance – Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Housing Operations</b>				
Expenditure	40	-	0%	-
<b>Housing Operations Total</b>	<b>40</b>	<b>0</b>	<b>0%</b>	<b>-</b>

**Comment:**

The approved budget is for the Syrian vulnerable person resettlement programme which is fund by fully central government grants. There are no variances to note.

Housing Revenue Account (HRA)				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Housing Operations</b>				
Expenditure	25,991	- 1,280	- 5%	Favourable
Income	- 34,061	390	1%	Adverse
<b>Housing Operations Total</b>	<b>- 8,070</b>	<b>- 890</b>	<b>11%</b>	<b>Favourable</b>

**Comment:**

The coronavirus crisis has resulted in a forecast underspend for maintenance works (c£1m) and salaries (c£200k) with reduced income from rent (£390k). The HRA Business Plan remains healthy with an overall favourable outcome.

## 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 – Q1 2020/2021

#### **Q1 summary from the Head of Service:**

Looking at each of the Business Transformation Service Teams individually:

#### **IT:**

During this quarter the impacts of Covid lockdown became very quickly apparent and the demands on the IT Service were unprecedented and immense.

Overnight we saw the numbers of people working from home rise from about 10% of the work-force to 90% and this has not changed appreciably since with around 85% of the work-force working from home on any given day by the end of the quarter. Providing equipment and connectivity to the many staff working at home for prolonged periods for the first time was extremely challenging. Initially we had an issue with our internet capacity which was affecting system speed which we resolved in April. Since then we have been responding to requests to equip or facilitate people to work from home more effectively, this an ongoing and continuing stream of work.

The demand for video conferencing was another service where we had to accelerate our plans. We were already researching the market but to improve our existing teleconferencing skype service and to respond the requirement to create a remote democratic governance function meant a much more rapid procurement process. During this quarter we acquired a fixed facility in Committee Room 1 and also a mobile facility.

Also in Q1 we have seen ongoing migration to Office 365 including Sharepoint which is a major operation in itself, intensive training on the Netcall low code solution to support the Customer Services Project and also the repeated breakdown of the air conditioning units which has required an emergency procurement exercise to replace them.

#### **Business Transformation:**

During Q1 we saw three of the four members of the Team diverted onto Covid specific tasks although all three returned to the Team by the end of the quarter.

Despite this interruption we have still seen significant progress on the Customer Services Project and towards the end of the quarter formal consultation began as regards the creation of the Customer Services Centre. The IT infrastructure preparation work has continued and we have signed the contract with the supplier of our new web site.

We have also made progress in the Planning Service preparing for the vital testing process for the new line of business Horizon system. We are also working with the service in terms of the design of their future delivery model.

Q1 also saw the Staff Travel Project Group finalise its recommendations for consideration by the Programme Board. There are potentially almost £200k of savings deliverable here so it is an important work-stream.

#### **Support Services:**

The Support Services Team are very much affected by the Customer Services Project, the entire team will be impacted by the proposals in one way or another and so the effect on them is material.

In Q1 we have seen the continued roll-out of the hybrid mail facility with 75% of the organisation now using the tool by the end of the quarter. Covid has had a very significant impact on paper usage which we are now investigating as we are using 300 fewer reams of paper per month (or 150,000 sheets of paper).

### **Property and Engineering**

The Team are assisting in a re-design of the building layout to accommodate the new Customer Services Team; this will also see changes to the Reception Area.

We are still following up on carrying out maintenance work revealed as necessary by the very wet winter.

### **Facilities**

The Team have been very much impacted by the Covid situation not least because a number of the Team have had to shield for prolonged periods. The importance of cleaning has been emphasised because of the risks of infection spread and we have had to introduce a number of new practices as well as taking the opportunity to carry out some deep cleans with relatively few staff in the building.

At the very end of the quarter we saw the transfer of the community meals service to Farncombe Day Centre which has an impact on the future viability of the Staff Restaurant.

**David Allum**

**Head of Business Transformation**

## Performance Indicators Status Q1

**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.

## Service Plan - Actions Status Q1

### **Outstanding actions from 2020-21 Service Plan**

During the first quarter a number of Service Plan actions have had to be suspended to ensure we focused all our resources on supporting our communities during the Covid pandemic, in particular the vulnerable and the elderly. Service Plans are currently being reviewed to consider the impact of Covid and this review is part of the Recovery Change and Transformation Programme. For this reason there is no report on Service Plan progress in this Performance Report; it will be resumed in the second quarter.

## Internal Audit - Actions Status at Q1

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q1.

## Complaints – Q1 update

### Q1 20-21 Business Transformation - Level 1 escalations

KPI	Description		Q1 19- 20	Q2 19- 20	Q3 19-20	Q4 19-20	Q1 20-21	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%

### Q1 20-21 Business Transformation - Level 2 escalations

KPI	Description		Q1 19- 20	Q2 19-20	Q3 19- 20	Q4 19-20	Q1 20-21	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%

## Finance – Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Business Transformation</b>				
Expenditure	4,938	- 241	- 5%	Favourable
Income	-4,867	19	0%	Adverse
<b>Business Transformation Total</b>	<b>71</b>	<b>- 221</b>	<b>-310%</b>	<b>Favourable</b>

### Comment:

Much of the variances are explained by counter-balanced changes in income and expenditure generated by the shift in provider of community meals. The largest of the favourable cost saving is due to posts being held vacant to meet the corporate target agreed in the revised budget and pending the various business transformation projects.



## 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 – Q1 2020-21

#### Q1 summary from the Head of Service:

**Accountancy / Financial management:** The Statement of accounts and financial year end has been completed to plan despite the challenges the team faced by covid to review the budgets so early on in the year.

**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 Q1

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q1 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	29.7	57.7	85.6	98	29.6	24.8
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	27.6	51.7	74.8	97.2	19.7	24.8
F3	Percentage of invoices paid within 30 days or within supplier payment terms <b>(higher outturn is better)</b>	%	98.4	77.0	97.8	98	98.3	99.0
F4	Time taken to process Housing Benefit new claims <b>(lower outturn is better)</b>	Days	8	11	12	11	15	Data only
F5	Time taken to process Housing Benefit change events <b>(lower outturn is better)</b>	Days	3	5	5	3	5	Data only

**Q1 Comment:** The focus on debt recovery is as prior. Additional capacity and service resilience has been secured from a joint working agreement with Reigate and Banstead Council debt recovery team to target Business Rates and Council tax from 1<sup>st</sup> September.

### Service Plans - Actions Status Q1

#### Outstanding actions from 2020-21 Service Plan

During the first quarter a number of Service Plan actions have had to be suspended to ensure we focused all our resources on supporting our communities during the Covid pandemic, in particular the vulnerable and the elderly. Service Plans are currently being reviewed to consider the impact of Covid and this review is part of the Recovery Change and Transformation Programme. For this reason there is no report on Service Plan progress in this Performance Report; it will be resumed in the second quarter.

## Internal Audit - Actions Status Q1

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q1.

## Complaints Q1

### Q1 20-21 Finance - Level 1 Complaints

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	3	7	7	11	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	3	6	5	8	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	86%	71%	73%	50%	95%

**Comment:** Some complaints are particularly complex when dealing with individuals circumstances and perceptions of entitlement, this takes time to resolve. Whilst a complaint was not closed within the time scale, a dialogue is maintained with the complainant.

### Q1 -20-21 Finance - Level 2 escalations

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

**Comment:** Some complaints are particularly complex when dealing with individuals circumstances and perceptions of entitlement, this takes time to resolve. Whilst a complaint was not closed within the time scale, a dialogue is maintained with the complainant.

## Finance– Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Finance &amp; Property</b>				
Expenditure	32,032	26	0%	Adverse
Income	- 30,899	81	0%	Adverse
<b>Finance &amp; Property Total</b>	<b>1,133</b>	<b>107</b>	<b>9%</b>	<b>Adverse</b>

**Comment:** Services are being delivered within budget except for the commercial income due to the long term void on Wey Court East. Negotiations are still ongoing to resolve this challenging issue. The deficit will be covered this year by the void provision. These variations have been reflected in the revised budget included in the table above.

## 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 – Q1 2020/21

#### **Q1 summary from the Head of Service:**

In Quarter 1, the service initially focused its efforts entirely on supporting the Council's emergency 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.

Later in the quarter, the Council's focus began to shift towards recovery, change and transformation and the Policy and Governance service focused significantly on supporting this programme. In particular, the service has:

1. Led the 'people and staff' recovery, change and transformation workstream, with a particular focus in Quarter 1 on developing a plan for managing a gradual, controlled, safe and positive return to some degree of office working by Council staff.
2. Led the 'governance and decision-making' recovery, change and transformation workstream, with a particular focus in Quarter 1 on managing the governance arrangements around remote working, including temporary arrangements to enable planning decisions to continue and the implementation of virtual meeting procedure rules.

3. Led the 'service plans' recovery, change and transformation workstream, supporting the Executive and Senior Management team to develop a plan for reviewing and revising the Council's Corporate Strategy and Service Plans, including plans for input from scrutiny committees before new plans are agreed by the end of the calendar year.
4. Ensured all workstreams within the recovery, change and transformation programme are fully supported with legal advice and communications and engagement planning.

Some of the usual Policy and Governance services were necessarily delayed whilst the service focused squarely on supporting efforts in respect of Covid. In particular, the delivery of the Land Charges service and the timeliness of the handling of complaints made to me as Monitoring Officer relating to the councillor code of conduct were affected.

**I would like to take this opportunity to say a huge thank you to all the staff within Policy and Governance who responded so excellently and diligently with hard work, tenacity, patience and adaptability in order to support the Council's efforts in the light of the coronavirus pandemic.**

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

## Performance Indicators Status Q1

### Comment:

HR2. Absence shows a slight fall in short term sickness and a corresponding increase in long term sickness. This data reflects some of the Covid-19 increase in sickness reported in February/March 2020. The long term trend particularly picks up on a few individual long term absences specifically related to mental health and anxiety which we have seen increase over the last 12 months and particularly as a result of Covid-specific anxiety. Our expectation is that short term sickness rates will fall with the increase in home working, however long term sickness will remain stable or slightly increase as a result of covid-related illness including mental health.

PG2. The timeliness of response to complaints deteriorated within in the quarter. The percentage of level 2 complaints responded to on time moved back into 'red' from amber. The table on page 5 of this report sets out the timeliness of complaints responses across each of the Council's services. Individual commentary on complaints may be found in each of the service dashboards.

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q4 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	17.8	18.9	17.5	22.1	17.38	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	7.0	6.8	7.38	7.50	7.56	6.52
	ref. HR2a - Short term Sickness Absence	Days	3.1	3.0	3.3	3.3	2.96	6.52
	ref. HR2b - Long term Sickness Absence		3.9	3.8	4.1	4.2	4.59	
PG1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	57	68	64	82	35	Data only
PG1b	The number of complaints received - Level 2 <b>(data only)</b>	No.	20	25	16	27	16	Data only

PG2a	The % of complaints responded to on time - Level 1 ( <b>higher outturn is better</b> )	%	87.2%	81.8%	82.8%	87.0%	83%	95.0%
PG2b	The % of complaints responded to on time - Level 2 ( <b>higher outturn is better</b> )	%	94.0%	98.2%	87.5%	93.0%	81%	95.0%

Waverley's complaints escalation process:

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

## Service Plans - Actions Status Q1

### Outstanding actions from 2020-21 Service Plan

During the first quarter a number of Service Plan actions have had to be suspended to ensure we focused all our resources on supporting our communities during the Covid pandemic, in particular the vulnerable and the elderly. Service Plans are currently being reviewed to consider the impact of Covid and this review is part of the Recovery Change and Transformation Programme. For this reason there is no report on Service Plan progress in this Performance Report; it will be resumed in the second quarter.

## Internal Audit - Actions Status Q1

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q1.

## Complaints Q1

### Q1 20-21 Policy and Governance - Level 1 Complaints

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	3	1	0	2	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	3	1	0	2	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	N/A	100%	N/A	95%

**Comment:** No level 1 complaints were received in this quarter.

### Q1 20-21 Policy and Governance – Level 2 Complaints

KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	1	1	0	0	Data only

Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	1	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	0%	100%	N/A	N/A	95%

**Comment:** No complaints were escalated to level 2 in this quarter.

## Finance – Q1 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Policy &amp; Governance</b>				
Expenditure	6,638	- 230	- 3%	Favourable
Income	- 3,697	- 1	0%	Favourable
<b>Policy &amp; Governance Total</b>	<b>2,942</b>	<b>- 231</b>	<b>- 8%</b>	<b>Favourable</b>

**Comment:** The significant favourable variance in expenditure arises mainly from posts being held vacant to meet the corporate target set in the revised budget and in preparation for the various business transformation projects. The loss of income within the quarter relating principally to the Land Charges function which was suspended as a result of Covid-19, has now been included in the revised budget.

**WAVERLEY BOROUGH COUNCIL**

**VALUE FOR MONEY OVERVIEW & SCRUTINY**

**21 SEPTEMBER 2020**

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**Title:**

**Recovery, Change & Transformation (RCT) Projects update**

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

**Head of Service:** Kelvin Mills, Head of Commercial Services

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

This report provides an update on the Recovery, Change and Transformation (RCT) projects that the Council has embarked on as a result of the Covid-19 pandemic. There are 10 projects in the overall programme, seven of which report to this O&S Committee. The Programme has been underway since April and there has been significant progress made towards fulfilling the objectives of the programme that were agreed at the Executive meeting in August.

**2. Recommendation**

It is recommended that the Committee note the progress of the RCT Projects discussed in this report and pass any comments and observations to the Executive.

**3. Reason for the recommendation**

To note the update and feedback any questions or comments.

**4. Background**

4.1 The COVID-19 pandemic continues to have a significant effect on the Council, its services, residents, businesses, staff and Councillors. The exceptional situation has resulted in significant operational changes and financial impact. To address these challenges the RCT Programme concentrates on the organisation and its community. The seven projects that have been identified for the O&S VFM Committee to have oversight of are:

Organisational Change projects

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

- Finance

#### Organisation Transformation Projects

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

4.2 A summary of the objectives and their status can be found in Annexe 1. The objectives have been colour coded - those objectives that are blue are complete. Green means the objective is on track, amber is a warning that the objective is close to requiring to be completed, red is off track and not completed in time. Each project reports to the Programme Board on a monthly basis via a highlight report. The reports for each can be found in Annexe 2.

### **5. Relationship to the Corporate Strategy and Service Plan**

5.1 One of the key strands of work from this programme is the update to the current Corporate Strategy and Service plans, having taken into account the impact of the pandemic. All elements of the Programme need to feed into this and timing is crucial to enable the right amount of reflection of the emergency period and our next phase of normal is considered to inform the Corporate Strategy and our priorities for the on-going years.

### **6. Implications of decision**

#### **6.1 Resource (Finance, procurement, staffing, IT)**

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

#### **6.2 Risk management**

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

#### **6.3 Legal**

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

#### **6.4 Equality, diversity and inclusion**

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

#### **6.5 Climate emergency declaration**

Sustainability has been identified as a cross-cutting theme across all projects within



the programme.

## **7. Consultation and engagement**

7.1 Each project has its own communication and engagement thread and plan.

## **8. Other options considered**

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

## **9. Governance journey**

9.1 O&S Value for Money Committee 21<sup>st</sup> September 2020

### **Annexes:**

Annexe 1 – Objectives – tracked analysis

Annexe 2 – Project Highlight reports – September 2020

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### **Background Papers**

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

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### **CONTACT OFFICER:**

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Agreed and signed off by:

Legal Services: 7<sup>th</sup> September 2020

Head of Finance: date

Strategic Director: 8<sup>th</sup> September 2020

Portfolio Holder:

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## Objectives and tracked progress

To note that those objectives that are blue are complete. Green means the objective is on track, amber is a warning that the objective is close to requiring to be completed, red is off track and not completed in time.

### SERVICE PLANS:

OBJECTIVE	TIMELINE	% COMPLETE
Review Service Plans	April - May	100%
Once review of service plans are completed, review and if necessary, revise all recovery projects to check all areas are covered - CHECK POINT	May - June	100%
Revise Service Plans - Exec sign off in October and then return to usual quarterly reporting (revised to December)	June – December (adjusted from October finish)	20%
A new Corporate Strategy for Waverley	August – December (adjusted from September finish)	35%

### PEOPLE & STAFF:

OBJECTIVE	TIMELINE	% COMPLETE
Establish a set of principles and values that will guide both our short term and longer term recovery	May	100%
Preparing and implementing a healthy, safe and positive return of staff and councillors into the office. Implemented 27/07.	May - June	100%
Create a plan for managing the transition to a new normal in the medium and longer term (working from home safely policy)	June - September	25%
Support organisational change and HR activity required to bridge our new budget gap	June - September	25%
Deliver an expanded wellbeing programme for both staff and councillors.	May 2020- May 2021	30%

**AGILE WORKING & IT (part of Business Transformation Board):**

OBJECTIVE	TIMELINE	% COMPLETE
Finalise corporate IT Strategy including updates in light of learning from CoVid emergency	December (adjusted from July finish)	80%
Agree digital transformation policy/delivery model	June-July	100%
Agree low code development schedule (working document)	April-June	100%
Develop remote working strategy/policy (having synergy with Inspection/Enforcement Business Transformation work-stream)	April-September	30%
Develop IT infrastructure to support the remote working policy	November – January	0%

**GOVERNANCE & DECISION MAKING:**

OBJECTIVE	TIMELINE	% COMPLETE
Revise the Executive Forward programme	May	100%
Implement phase 1 of agreed remote meetings schedule: Exec, Standards, Extraordinary Council, Planning, priority O&S, Audit	May-July	100%
Implement phase 2 of agreed remote meetings schedule (widened schedule)	August-October	50%
Pre sunset clause review – do any of the temporary governance arrangements need to be extended / changed? Standards Committee in September and review in November	September - October	0%
Implement (if necessary) phase 3 of remote (or partially remote) meetings schedule if normal business has not been resumed.	November – April	0%
Re-convene and complete the existing Governance review, taking account of how things changed in terms of both governance and culture as a result of the pandemic	August - April	0%

**FUTURE OFFICE REQUIREMENTS (part of Business Transformation Board):**

OBJECTIVE	TIMELINE	% COMPLETE
Identify and agree options for The Burys and associated sites – Note that this is now part of the Property & Investment Board.	May- June	100%
Identify office requirements in terms of work-spaces and other facilities to be part of the new development (or moved off-site) - <i>including lessons learned and feedback from home working during lockdown</i> –	July-September	100%

Business Transformation project		
Consult with existing tenants and develop a leasing strategy/policy for the future – <i>Note that this is now part of the Property &amp; Investment remit.</i>	September – February	0%
Identify/acquire/develop local remote sites in conjunction with the Inspection//Enforcement Business Transformation work-stream - Enforcement & Inspection project	October – March '21	0%
Identify the IT and Facilities infrastructure to support the new model – Business Transformation element	September – November	0%

### **FINANCE:**

<b>OBJECTIVE</b>	<b>TIMELINE</b>	<b>% COMPLETE</b>
Assist all HoS to develop action plans to reinstate all Covid related negatively impacted income streams.	May- June	100%
Develop an emergency budget and options to resolve the 2020/21 projected budget deficit	June	100%
Revise the MTFP assumptions and risk assessment, base budget adjustments and MTFP action plan targets informed by the recovery programme outcomes and objectives 1 and 2	June – October	20%
Revised 2020/21 based upon monitoring and 19/20 outturn and develop the 2021/22 budget reflecting objectives 1,2,3	Feb 21	On track

### **CORPORATE PROJECTS:**

<b>OBJECTIVE</b>	<b>TIMELINE</b>	<b>% COMPLETE</b>
Review and consolidate one consistent Corporate Projects list detailing the allocated financial commitments.	May	100%
Update from Project Leads on Corporate Projects Register in line with new priorities by working with existing Project Managers	May	100%
Assessment and prioritisation of projects against corporate priorities / agreed criteria ahead of the corporate priorities being re-agreed	June – July	100%
Creation of corporate project list with recommendations to either: Commit, Pause, Cancel	July-August	80%
Project list to be approved / amended by Programme Board, Executive / Council as required – in line with Council / Decision making process.	October – November	0%
Communication plan agreed for each project to update key stakeholders on next steps e.g. Project Teams, Community groups	September – November	0%

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## Project Highlight Report – Service Plans



REPORT DATE: 02/09/2020

### SECTION A. PROJECT DETAILS

<b>Project Name:</b>	<b>Service Plans Assessment and Update (RCT Project)</b>		
<b>Project Manager</b>	Yasmine Makin	<b>Project Start Date</b>	May 2020
<b>Project Sponsor</b>	Robin Taylor	<b>Project Original Finish Date</b>	September 2020
<b>Project Ref. No</b>	<i>If applicable</i>	<b>Project Expected Finish Date</b>	December 2020

Project Priorities & Status	
Project Priority Status RAG*	Off track - action taken
On track	Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Quality	On track	Annual leave season risks incomplete returns on Service Plan revision documents (different from impact assessments) (deadline for HoS 10 September). Under-resourced Corporate Policy team also risks quality of outcomes.
2	Time	On track	At the moment project running to timetable. Deadline 10 September for HoS to return SPs. Draft Corporate Strategy to be published on O&S agenda Friday 4 September.
3	Cost	On track	No costs above establishment expected.

### SECTION B. PROJECT HIGHLIGHTS

Overview
<p>This project will deliver new/revised Service Plans and Corporate Strategy. Documents to capture both impact and changes to Service Plans have been prepared and have been shared with HoS for them to complete by 10 September with support of Corporate Policy. Executive members have shaped the new draft Corporate Strategy through discussions and Executive Briefing meeting 25 August. The draft will be going on the O&amp;S agenda, dispatched Friday 4 September, and to Member Workshops on 7 and 9 September.</p>
Issues, Risks, Comments
<p>Tight timescales for new Corporate Strategy especially with competing priorities and leave arrangements – must be managed carefully. Corporate Policy team currently not at full capacity.</p>
Outputs for this period
<p>Draft Corporate Strategy discussion at Executive Briefing. Revised version of Strategy with new narrative content.</p>
Outputs for next period
<p>Feedback on Corporate Strategy from O&amp;S committees and Member Workshops. Returns of reviewed and revised SP documents from HoS (deadline 10 September).</p>
Stakeholder Activity
<p>PfHs involved in discussions with HoS re new Corporate Strategy. HoS sent SP revision document to complete. O&amp;S having first opportunity to input into draft strategy at O&amp;S committee cycle September. All member briefing on Corporate Strategy w/c 7 September.</p>

# Project Highlight Report – People & Staff



REPORT DATE: 02.09.20

## SECTION A. PROJECT DETAILS

<b>Project Name:</b>	<b>People and Staff (RCT Programme)</b>
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<b>Project Manager</b>	Tamsin McLeod	<b>Project Start Date</b>	May 2020
<b>Project Sponsor</b>	<b>Robin Taylor</b>	<b>Project Original Finish Date</b>	June 2021
<b>Project Lead / Prime User</b>	Sally Kipping	<b>Project Expected Finish Date</b>	June 2021

### **Project Priorities & Status**

<b>Project Priority Status RAG*</b>
<b>On track</b>
<b>Off track - action taken</b>
<b>Off target – requires escalation</b>

<b>Priority</b>	<b>Quality / Cost / Time</b>	<b>RAG Status</b>	<b>Comments</b>
1	Time	On track	
2	Quality	On track	
3	Cost	On track	

## SECTION B. PROJECT HIGHLIGHTS

<b>Overview</b>
<p>The new Return to Office Working policy has been successfully implemented, bringing staff back to the office environment in a safe and managed way. A total building capacity of 120 has been determined and service caps provided to ensure that we do not exceed the recommended levels. Managers have submitted rotas for staff that need to return. With an increase in numbers needing to return in September this will need to be monitored very closely.</p> <p>A Return to Office Working checklist has also been developed and implemented to support the policy, with all necessary actions undertaken to ensure a safe return to the office. Including; posters, floor markings, numbered desks, updated First Aid Policy, published Risk Assessment and Council Chamber Zoom capability installed and tested.</p> <p>The Working from Home Safely guidelines have been developed with Unison to complement the Return to Office Working Policy, Agile Working and IT Strategy, and to reflect the current situation and significant impact on home working. The document covers key decisions and priorities to enable our councillors and staff to continue to work from home, following the Covid-19 pandemic, in a safe way so that they may continue to focus on the delivery of services.</p>



	<b>Deliverable / Objective</b>	<b>Status</b>
1.	1-page SWOT analysis with Portfolio Holder engagement.	Completed
2.	Establish a set of principles and values that will guide both our short term and longer term return to a 'new normal' working environment for staff.	Completed
3.	Preparing and implementing a healthy, safe and positive return of staff and councillors into the office.	Completed
4.	Create a plan for managing the transition to a new normal in the medium and longer term.	In progress
5.	Support organisational change and HR activity required to bridge our new budget gap, in particular: restructures; redeployment; and redundancies.	In progress
6.	Deliver an expanded wellbeing programme for both staff and councillors.	In progress

### **Issues, Risks, Comments**

The following key issues/risks have been identified and mitigation put in place;

1. Working together quickly with SMT, Unions and others to agree policy – note this risk has not realised. Severity and impact of long term external issues, such as a recession, on people.
2. Councillors and staff not adhering to new policies – monitoring in place
3. Mental health issues amongst those that existed pre-Covid – enhanced health & Well-being programme up and running
4. Uncertainty over Burys project / lack of flexibility within existing building – working closely with this project to make sure they are linked
5. Short timescales to ensure and enable the safe return of staff to the office – not realised as a slow return to the office
6. Uncertainty of pace, scale and nature of government relaxation of lockdown restrictions – not realised as following guidance and producing our own
7. Lack of PPE – presently not a risk
8. Staff are resistant to the change in working practices during the recovery phase and post Covid – looking to change hearts and mind through Phase 2 comms plan
9. Lack of cohesion between this project and the agile working project – enhanced communication and linkage created through the programme.

### **Outputs for this period**

1. Return to Office Working policy implemented across the organisation.
2. Return to Office Working checklist applied and all necessary actions completed to ensure policy implementation.
3. The Working from Home Safely guidelines developed and shared with Unison.
4. Comms plan developed to incorporate next phase, including Wellbeing Week.
5. Risk Register developed and shared with Programme Board.
6. Wellbeing tasks/activities completed;
  - a. Wellbeing plan developed
  - b. Time to talk sessions taken place, with very positive feedback
  - c. Wellbeing Week plans developed and shared with Unison

### **Outputs for next period**

1. PWG to review project objectives and remit.
2. All staff to ensure that the Return to Office Working policy is being adhered to, including service capacities, desk usage, social distancing, one-way route.
3. Comms to highlight Return to Office Working policy and provide top ten tips.

4. Working from Home Safely guidelines to be taken to Management Board for feedback.
5. Wellbeing Plan to be further developed.
6. Wellbeing Week plans to be developed by the Wellbeing Group and brought back to this PWG for comment.

#### **Stakeholder Activity**

All internal stakeholders have been consulted, where relevant, including Portfolio Holders, Unison, Facilities, Health & Safety and Comms. This will ensure that the vital documents meet all regulations/guidelines, as well as being reasonable and practical to enforce.

The Comms team are playing an integral part of the PWG to ensure that relevant information is communicated effectively to all people and staff.

# Agile Working & IT Project Highlight Report



REPORT DATE: 3 September 2020

## SECTION A. PROJECT DETAILS

<b>Project Name:</b>	<b>Agile Working and IT Project Name (RCT Programme)</b>
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<b>Project Manager</b>	Wendy Cooper	<b>Project Start Date</b>	May 2020
<b>Project Sponsor</b>	<b>David Allum</b>	<b>Project Original Finish Date</b>	March 2021
<b>Project Lead / Prime User</b>	Linda Frame	<b>Project Expected Finish Date</b>	March 2021

### Project Priorities & Status

<b>Project Priority Status RAG*</b>
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Cost	Off track - action taken	Lack of resources has impacted on ability to commence the Enforcement & Inspection Business Transformation (BT) Project (with its £80k savings target)
2	Quality	On track	High quality customer services to customers is critical to the Council - Core principles significantly drafted – but require BTB approval for September and October BT Boards.
3	Time	On track	Focus is on getting the right solution and bringing customers and the organisation with the programme, whilst still delivering against cost reduction targets – consideration to the agile working for delivering digital transformation is continuing. Remote working for staff is continued to be managed through business as usual IT service delivery.

## SECTION B. PROJECT HIGHLIGHTS

<b>Overview</b>
Ongoing work predominantly through the BT Customer Services Programme – particular focus: <ul style="list-style-type: none"> <li>a) continuing the first 5 builds (IT service desk, FOI, ES missed bins and order new bin and payments integration module ~ doing the customer journey and specification work and then build and setting up for later builds (i.e. Garden waste pool, car bookings, Report it)</li> <li>b) progressing Biffa / whitespace, MDM, Converse (CSC telephony) integrations</li> <li>c) developing the Waverley digital transformation service manual of principles and architecture</li> <li>d) IT strategy confirmed at SMT 4/8/2020 – action plan to be shared with SMT September/October</li> </ul>
<b>Issues, Risks, Comments</b>
Issue – ongoing capacity issue to support digital transformation work Risk –integration between Liberty Create with other systems (Biffa Whitespace, Adelante, MDM etc.) - this

will be more complex than originally hoped.

Risk – possible lack of alignment and dependency between IT strategy, HR policies about return to the office / remote working, Future Office strategy and working – working together through the RCT programme to alleviate this.

#### **Outputs for this period (August 2020)**

- Start to agree the core principles that inform the digital transformation policy with BT Board
- Continue development remote/mobile working strategy/policy liaising with HR and RCT People & Staff project

#### **Outputs for next period (September+ 2020)**

- Gain wider agreement to the core principles that inform the digital transformation policy with BT Board
- Continue to Liberty Create training for the low code builders
- Continue to complete the Priority Build xls to set out the demand for digital transformation, allocated priority and links to CSP customer journeys and online forms
- IT roadmap for line of business systems and plan to convert over to create and switch off (part of the financial business case)

#### **Future Stakeholder Activity**

Regular monthly Business Transformation Portfolio holder meeting with Project Sponsor Sally Kipping (HR) to link with working at home policy etc.

# Project Highlight Report – Governance & Decision Making



REPORT DATE: 4<sup>th</sup> September 2020

## SECTION A. PROJECT DETAILS

<b>Project Name:</b>	<b>Governance Decision Making</b>
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<b>Project Manager</b>	Debbie Smith	<b>Project Start Date</b>	May 2020
<b>Project Sponsor</b>	<b>Robin Taylor</b>	<b>Project Original Finish Date</b>	April 2021
<b>Project Lead / Prime User</b>	Fiona Cameron	<b>Project Expected Finish Date</b>	April 2021

### **Project Priorities & Status**

<b>Project Priority Status RAG*</b>
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Quality	On Track	On track
2	Time	On Track	Within the timescales of the projects deliverables
3	Cost	On Track	No cost implications

## SECTION B. PROJECT HIGHLIGHTS

<b>Overview</b>					
Update on Project Objectives:					
	<b>Deliverable / Objective</b>	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)	Update
3.	Implement phase 2 of agreed remote meetings schedule (widened schedule)	Medium	3	August	In progress – returning as part of Business As Usual as Prime User schedules the meetings as usual.
4.	Pre sunset clause review – do any of the temporary governance arrangements need to be extended / changed?	Medium	2	September	To be reminded of this as government updates policies – to be reviewed at Standards Committee in September
5.	Implement (if necessary) phase 3 of remote (or partially remote) meetings schedule if	Medium	6	November	To be explored later

	<p>normal business has not been resumed.</p> <p>This phase may also include continuing to allow remote attendance for other reasons during the period the regulations allow for (especially if it seems remote attendance will be allowed in future in non-emergency situations)</p>				
6.	<p>Re-convene and complete the existing Governance review, taking account of how things changed in terms of both governance and culture as a result of the pandemic.</p> <p>This may also take account of governance changes required as a result of other recovery work streams.</p>	Medium	9	August	On track – to be completed by Prime User. Decision required on what further support needed on this objective (comms, project support etc.)

The next stage of the project is to ensure that learning is captured from the new ways of working regarding on-line meetings as it appears that this way of working will be required for the coming months.

The Coronavirus Bill was brought into being as emergency legislation - the Sunset Clause enables Ministers to review the bill at 6 months, which means September. Should the government wish to change this view then the way we are operating may also need to change. A discussion is due at the Standards Committee on this topic is due this month.

#### Issues, Risks, Comments

Risk should the government change the Governance arrangements for how Councils work within the Coronavirus Bill and we are not prepared to act on the changes.

#### Outputs for this period

Forward programme  
DPIA - draft

#### Outputs for next period

Finalise Project Plan – not required  
Risk Register – *in draft*  
Equality and Data impact assessments – *in draft*  
DPIA – *in draft*

## Stakeholder Activity

Engagement and communication will be key for Objective 6 more so than the other objectives of this project therefore a comms plan will be devised to assist with its delivery.

# Future Office Requirements Project Highlight Report

REPORT DATE: 3 September 2020

## SECTION A. PROJECT DETAILS

Project Manager	Wendy Cooper	Project Start Date	May 2020
Project Sponsor	David Allum	Project Original Finish Date	2025
Project Lead / Prime User	Caroline Wallis	Project Expected Finish Date	2025

### Project Priorities & Status

<b>Project Priority Status RAG*</b>
<b>On track</b>
<b>Off track - action taken</b>
<b>Off target – requires escalation</b>

Priority	Quality / Cost / Time	RAG Status	Comments
1	Cost	<b>Off track - action taken</b>	The Future Office Requirements Business Transformation Project has a savings target of £100,000 to be achieved as a result of reduced utilities and maintenance once WBC was in the new Council HQ – the delay to approving The Burys Development PID on 28/7/20 has impacted on both the target and the maintenance cost implications.
2	Quality	<b>Off track - action taken</b>	Given the potential for substantial ongoing maintenance costs – quality of design and build are considered key to the project - <i>The delay the project is adding to the ongoing maintenance list.</i>
3	Time	<b>Off track - action taken</b>	The project is a long term venture with significant cost and stakeholder, tenant and user implications. It is important to manage the timescales but time is not the driving force for the project - the delay to approving The Burys Development PID has had a significant impact on this dependent project timescale.

## SECTION B. PROJECT HIGHLIGHTS

<b>Overview</b>
Head of Business Transformation has drafted Future Office Strategy to start engaging with key internal stakeholders to shape the project. The project PID will be written to align with the agreed strategy and the dependency of the Burys Development project.
<b>Issues, Risks, Comments</b>
Issue – substantial project delay due to the dependency with the progress of The Burys Development project – mitigating this risk by working with the estates team to progress this as quickly as possible. Issue – there is a strong risk that the £100k savings will not be deliverable in the next 3 years – mitigating the risk by working with finance to understand the impact if the £100K savings are not achieved. Risk – separating the project into two interdependent projects that critically rely on each other (the asset and how it is used)



**Outputs for this period (August 2020)**

Future Office Strategy drafted – and engagement with Project Executive and HR Manager on content.  
Liaison with HR Manager regarding draft cultural vision to link with FO strategy  
Staff working at home survey monkey – detailed analysis completed (shared with BTB on 23/7)

**Outputs for next period (September +)**

Gain approval for Future Office Strategy  
Draft a Future Office Requirement Project PID for agreement  
Complete and gain support for cultural vision  
To confirm non office space requirements for the new Council HQ (in conjunction with the art of the possible commission for the Burys Development project) to determine requirements for democratic, customer, tenant and ancillary space.  
Linkages made with Agile Working and IT project and IT strategy

**Future Stakeholder Activity**

Engagement with Project Sponsor, Portfolio Holder – Business Transformation and Management Board to agree revised focus of project and revised approvals timescales

# Project Highlight Report - Finance



REPORT DATE: 02.09.20

## SECTION A. PROJECT DETAILS

<b>Project Name:</b>	<b>Finance (RCT Programme)</b>
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<b>Project Manager</b>	Tamsin McLeod	<b>Project Start Date</b>	May 2020
<b>Project Sponsor</b>	<b>Peter Vickers</b>	<b>Project Original Finish Date</b>	February Council 2021
<b>Project Lead / Prime User</b>	Rosie Plaistowe	<b>Project Expected Finish Date</b>	February Council 2021

### Project Priorities & Status

<b>Project Priority Status RAG*</b>
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	On track	
2	Quality	On track	
3	Cost	On track	

## SECTION B. PROJECT HIGHLIGHTS

### Overview

The emergency budget has been developed, approved by Council in August and now being implemented, to address the immediate budget deficit due to the loss of income on Council services.

An overarching Comms plan has been developed for the RCT programme, which covers the finance project. The current financial position of the Council and impact of Covid-19 has been presented to all staff.

	<b>Deliverable / Objective</b>	<b>Status</b>
1	Assist all HoS to develop action plans to reinstate all Covid related negatively impacted income streams	Completed
2	Develop an emergency budget and options to resolve the 2020/21 projected budget deficit	Completed
3	Revise the MTFP assumptions and risk assessment, base budget adjustments and MTFP action plan targets informed by the recovery programme outcomes and objectives 1 and 2	In progress
4	Revised 2020/21 based upon monitoring and 19/20 outturn and develop the 2021/22 budget reflecting objectives 1,2,3	Due in February 2021

## Issues, Risks, Comments

The Risk Register has been developed and mitigation put in place. Those that remain significant even with mitigation are.

1. Government extends or re imposes lockdown and prevents income streams returning.
2. Unable to reimburse working balance by approved £1m to maintain a reasonable reserve.
3. Covid-19 impact delays plans for future year's savings targets in current MTFP.
4. No idea what the new environment will look like: local economy, government funding, cost demands
5. Local Authority partnership working will take time to set up and will not necessarily deliver savings in the medium term, short to medium term objective will have to focus on pooling capacity to provide resilience.
6. Outcome of government finance support and fair funding review may not provide any additional financial support at 2nd tier level.
7. Government reorganisation, although this will override the recovery if Waverley starts a process to amalgamate into another form of entity.

## Outputs for this period

1. Objectives - 1 and 2 have been completed, with the emergency budget approved by Council in August.
2. Project Plan - further developed to incorporate a detailed plan for the next phase with all necessary actions completed on time.
3. Risk Register - further developed with detailed risks and impacts and shared with Programme Board for input.
4. MTFP - plan being developed to achieve MTFP, including expectations and key milestones (note that revised MTFP will be reported to council via O&S in Dec 2020)
5. Weekly monitoring of income and the financial impact of Covid-19.

## Outputs for next period

1. MTFP - further development of the plan to achieve MTFP, including;
  - a. Evaluate Contingency Budget Annexe 3 options
  - b. Review SWOT analysis from services impact on finances and risks
  - c. Assess progress on achieving current MTFP targets
2. Risk Register - share with Portfolio Holder and Programme Board for comment.
3. Income - weekly monitoring ongoing, with conclusions at the end of September to inform the MTFP, including efficiencies identified in Business Transformation plan and the Property Strategy.
4. Funding - continuing to look at other external opportunities.

## Stakeholder Activity

All internal stakeholders have been consulted, where relevant, including Portfolio Holders, HoST and Comms.

The Comms team are part of the weekly PWG and an integral part of the project to ensure that information is communicated effectively to staff and councillors.

All Staff briefings have taken place to update on current financial position and impact of Covid-19.

# Project Highlight Report – Corporate Projects



REPORT DATE: 02 September 2020

## SECTION A. PROJECT DETAILS

<b>Project Name:</b>	<b>Corporate Projects Re: (RCT Programme)</b>
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<b>Project Manager</b>	Fotini Vickers	<b>Project Start Date</b>	May 2020
<b>Project Sponsor</b>	<b>Kelvin Mills</b>	<b>Project Original Finish Date</b>	Mar 2021
<b>Project Lead / Prime User</b>	Debbie Smith/Adam Holt	<b>Project Expected Finish Date</b>	Mar 2021

### **Project Priorities & Status**

<b>Project Priority Status RAG*</b>
<b>On track</b>
<b>Off track - action taken</b>
<b>Off target – requires escalation</b>

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	On track	On time with project timescales
2	Quality	On track	All capital projects are being reviewed under this process
3	Cost	On track	No costs incurred or expected.

## SECTION B. PROJECT HIGHLIGHTS

<b>Overview</b>
<p>The purpose of this project is to support the delivery of the Medium Term Financial Strategy as well as identifying savings to be incorporated within the mid-year budget report.</p> <p>The first phase of the project saw the review of all capital projects funded from the GF and a saving of £480k has been achieved.</p> <p>The second phase of the project involves the assessment of the corporate projects against a number of criteria in order to produce list of projects that may continue, may be postponed or stopped entirely.</p> <p>The scoring criteria have now been developed and signed off by the portfolio holder.</p> <p>All have now been assessed against the criteria and a report will be produced for SMT to review and sign off in September.</p> <p>Project plan is up to date.</p>
<b>Issues, Risks, Comments</b>
No issues or risks to report.

<b>Outputs for this period</b>
Assessment criteria have been finalised All projects have been assessed against primary and secondary criteria.
<b>Outputs for next period</b>
SMT sign off Consideration by the Board
<b>Stakeholder Activity</b>
Head of service engagement.

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**WAVERLEY BOROUGH COUNCIL**

**VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW AND SCRUTINY  
COMMITTEE**

**21 SEPTEMBER 2020**

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**Title:**

**Property Investment Advisory Board update**

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**Portfolio Holder: Cllr M Merryweather, Portfolio Holder for Finance, Assets and Commercial Services**

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

**Key decision: No**

**Access: Public**

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**1. Purpose**

- 1.1 The purpose of this report is to update the Value for Money and Customer Service O&S Committee (the Committee) on the progress and work of the Property Investment Advisory Board (PIAB), which advises the Executive on property investment matters.

**2. Recommendation**

It is recommended that the Committee notes the property investment activity and makes any observations or recommendations to the Portfolio Holder and/or Executive as appropriate.

**3. Reason for the recommendation**

The PIAB works on behalf of, and advises, the Executive regarding property investment matters and decisions. This report provides an overview of the work of the PIAB to the O&S Committee whose role it is to scrutinise the decisions of the Executive.

**4. Relationship to the Corporate Strategy and Service Plan**

- 4.1 The Corporate Strategy and Service Plans are currently under review given the impact of COVID19. The current Service Plan (2020-23) for Finance and Property aims to increase revenue from the Council's commercial portfolio (Outcome 7).

**5. Implications of decision and consultation and engagement**

- 5.1 There are no legal implications arising directly from this report.

5.2 This is an update report on the progress of the PIAB and no decision is being made at O&S. All implications of Executive decisions (resource; risk; legal; equality, diversity and inclusion, and climate) should be fully considered before decisions are made, in addition to any appropriate consultation and engagement.

**6. Governance journey**

6.1 The PIAB reports to the Executive with its advice regarding property investment. This report was produced for the O&S Committee to note the PIAB's recent activity.

**Annexes:**

Annexe 1 – Property Investment - update

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**Background Papers**

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

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**CONTACT OFFICER:**

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Position: Head of Finance

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Agreed and signed off by:

Legal Services: 9 September 2020

Strategic Director: 10/09/2020

Portfolio Holder: 10/09/2020



## Property Investment – Update

## Annexe 1

Proposals considered by Property Investment Advisory Board (PIAB)	Executive/Property Investment Advisory Board (PIAB) date	Status
Wey Hill, Haslemere	08/07/2020 – agreed commissioning of a detailed development for the site	Montagu Evans instructed to carry out 2 <sup>nd</sup> stage feasibility – work started
Broadwater Park	08/07/2020 – agreed commissioning of a further detailed options appraisal	Was on hold for call in process
Red Cross building, Godalming purchase*	08/07/2020 – purchase of freehold building with tenant	Purchase completed
Wey Court East	08/07/2020 and 01/07/20 – considering a range of uses including: <ul style="list-style-type: none"> <li>• Residential conversion</li> <li>• Co working space</li> <li>• Disposal</li> </ul>	Interest from a range of potential occupants being explored
Nuffield Lease Regear*	28/07/20 – lease regear in exchange for capital sum agreed	Being progressed
The Burys Development	28/07/20 – PID approved	Further options appraisal to be commissioned – long term project

\*In total, and additional £240k pa income secured from £2.5m capital outlay

In addition to the above specific cases, the PIAB has reviewed the Property Investment Strategy approved by Council in February 2020, in the light of Covid impact and current market conditions. This work will be progressed through the appropriate governance route in the coming months.

Other potential opportunities being explored		Status
Supermarket site – in Borough	PIAB agreement to assess further	Off market opportunity- figures being worked up with external consultants
Retail Park in borough	PIAB aware of opportunity	Industrial Potential / Regeneration potential – being investigated currently
New retail development – out of borough	To be reported to PIAB when more details available	Awaiting further information.
Enterprise Centre – out of borough but in area of economic influence	PIAB discussion ongoing.	Complex acquisition as not built yet, awaiting further details from advisors. Currently PIAB have dismissed due to risk profile but may be reviewed if position changes significantly.
Other supermarket interest in borough	PIAB aware of opportunity	Being explored with officers

Nine further acquisition opportunities are being explored. Not yet at the stage of being able to report with high degree of certainty about outcomes in terms of volume, values or timing.

Seven opportunities have been explored and either rejected as not in line with Council's strategy or they were withdrawn from the market

### Other Non-PIAB investment/regeneration property schemes

Brightwells Yard	Approval to proceed in 2016. SCC will own and operate the commercial lettings.  Not currently being considered by PIAB	<b>Overview</b> The Brightwells scheme was closed down in March due to the coronavirus restrictions and a number of key staff were furloughed. The site started to re-open in early June and Crest are now working at around 80% productivity due to the current Covid restrictions.
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		<p><b>Work on site</b> Work is progressing well with a number of buildings taking shape – most notably the new car park is past the 6<sup>th</sup> floor and internal fit outs underway for the building known as D1 behind the Slug &amp; Lettuce for both commercial and residential units.</p> <p><b>Timeline</b> Since starting back on site, Crest have re-programmed the work to ensure that key areas stay as close as possible to original timelines for opening. Centre Opening is now programmed for July 2021 (previously March), with the Cinema opening in August 2021.</p> <p>Some units of housing will be delivered next year with the first block delivered to Metropolitan Thames Valley Housing Association in June 2021. Ongoing risks to this programme should there be further restrictions imposed re Covid and bad winter weather.</p>
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## **INTRODUCTION TO WAVERLEY BOROUGH COUNCIL**

### **OVERVIEW AND SCRUTINY WORK PROGRAMME**

The programme is designed to assist the Council in achieving its corporate priorities by ensuring topics add value to the Council's objectives, are strategic in outlook, are timed to optimise scrutiny input and reflect the concerns of Waverley residents and council members. The programme is indicative and is open to being amended with the agreement of the Chair with whom the item is concerned. The work programme consists of three sections:-

- Section A – Lists the Scrutiny tracker of recommendations for the municipal year.
- Section B – Lists items for Overview and Scrutiny consideration. It is not expected that the Committee cover all items listed on the work programme and some items will be carried over into the following municipal year. In-depth scrutiny review topics for consideration by the respective Committee will also be listed in this section.
- Section C – Lists live in-depth scrutiny task and finish groups, including objectives, key issues and progress.

Section A

Scrutiny Tracker 2020/21

Value for Money and Customer Service O&S Scrutiny Tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
13 July 2020	Contingency Revised Budget 2020/21	The Committee considered the proposed contingency budget produced in response to the immediate financial impacts of covid and made the following suggestions regarding the MTFP: wider use of the Better Care fund; an increase in the green waste subscription fee, and cutting grass verges to the standard allowed with funding from SCC. The Committee also suggested reconsideration of the SANG reserve to contribute to the short-term shortfall.	The contingency budget 2020/21 was passed at Council 11 August 2020. The suggestions for the MTFP were noted and the Committee will have a chance to consider these in more depth when it considers the revised MTFP November 2020.	August 2020
20 January 2020	Medium Term Financial Plan 2020/21 – 2023/24 and General Fund Budget 2020/21	The Committee generally supported the five recommendations from Executive to Council.	The recommendations were agreed at full Council 18 February 2020.	February 2020
18 November 2019	Budget Strategy Working Group Interim Report	The Committee <b>recommended</b> that transformation costs should be carefully estimated with regard to both quantum and timing and included in the MTFP model.	The transformation costs will be included in the revised MTFP which is being worked on and will be reported in November 2020.	November 2020
	Review of Complaints Closed in 2018/19	Given the higher number of complaints for Housing Operations compared to other services, the Committee requested officers undertake some research into the number of complaints of other local authorities with a similar level of housing stock.	Initial research has been carried out but it has been very difficult to find published data from similar organisations. The Housing O&S Committee are continuing to monitor the level of complaints.	June 2020

Value for Money and Customer Service Overview and Scrutiny Committee

24 June 2019	Work programming	The Committee agreed to invite the Portfolio Holder to address the Committee regarding finalisation of Community Infrastructure Levy governance arrangements and any anticipated change of policy direction.	The Committee did have this item on the work programme for June 2020 but the disruption caused by covid means it remains on the work programme to be considered at a later date.	2021
26 June 2017	Performance Management Report	The Committee requested suggestions from officers for establishing customer satisfaction baseline data.	Key performance indicators and management information should be in place by the end of this financial year.	March 2021

## Section B

## Work programme 2020/21

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Corporate Performance Report	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service / Louise Norie	Quarterly	N/A
<i>Commercial Strategy – income generation projects</i>	<i>To scrutinise the progress of specified income generation work-streams with the Commercial Strategy against the targets within the Medium Term Financial Plan.</i>	<i>Kelvin Mills</i>	<i>TBC</i>	<i>N/A</i>
<i>Brightwells Yard</i>	<i>To monitor the income generation element of the Brightwells Yard development.</i>	<i>Kelvin Mills</i>	<i>TBC</i>	<i>N/A</i>
<i>Budget Strategy Working Group Update</i>	<i>To receive an update on the progress of the working group.</i>	<i>Peter Vickers / Yasmine Makin</i>	<i>TBC</i>	<i>N/A</i>
<i>Property Investment quarterly report (exempt)</i>	<i>To receive an item detailing the performance of property portfolio.</i>	<i>Peter Vickers</i>	<i>TBC</i>	<i>N/A</i>
Recovery, Change and Transformation Programme update	To update the Committee on the progress of the RCT Projects that fall under the remit of this Committee.	Kelvin Mills	September 2020	As and when within the projects
Draft Corporate Strategy	To receive and scrutinise the draft Corporate Strategy before it returns to O&S in November and is agreed December 2020.	Louise Norie	September 2020	December 2020
Property Investment Advisory Board Activity update report	To receive a report updating the Committee on the progress and activity of the Property Investment Advisory Board.	Peter Vickers	September 2020	N/A
Medium Term Financial Plan timetable and progress update	To receive a verbal report on the timetable for agreeing a revised MTFP and the progress towards this.	Graeme Clark	September 2020	N/A
<i>Economic Development Strategy (EDS) action plan*</i>	<i>To scrutinise performance against the EDS action plan.</i>	<i>Zac Ellwood / Catherine Knight</i>	<del>March 2020</del> <i>TBC</i>	<i>N/A</i>
<i>Community Infrastructure Levy (CIL)</i>	<i>To receive and scrutinise the annual review of CIL governance arrangements after the first bidding round.</i>	<i>Graeme Clark</i>	<del>September 2020</del> <i>TBC</i>	<i>N/A</i>



## Value for Money and Customer Service Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
<i>Car Parking Review Report (in relation to the remit of the Committee)</i>	<i>To scrutinise the income element of car parking, with particular focus on its relevance to meeting the Medium Term Financial Plan.</i>	<i>Peter Vickers / Richard Homewood</i>	<i>June 2020 Spring 2021</i>	<i>TBC</i>
<i>Economic Development Strategy (EDS) review*</i>	<i>To review and scrutinise the refreshed Economic Development Strategy.</i>	<i>Zac Ellwood / Catherine Knight</i>	<i>June 2020 TBC</i>	<i>TBC</i>
Business Transformation	To scrutinise the progress of the transformation projects designed to deliver against the Medium Term Financial Plan targets.	David Allum / Cllr John Neale	TBC	N/A
<i>Workforce profile report</i>	<i>To understand the latest figures concerning the workforce (including focus on sickness and turnover).</i>	<i>Sally Kipping / Robin Taylor</i>	<i>March 2020 January 2021</i>	<i>N/A</i>

\*the Economic Development team has created and is implementing an 18month recovery action plan as a result of the pandemic. An update on the Economic Recovery RCT Project went to the Community Wellbeing O&S Committee September 2020. A review of the Strategy is no longer scheduled at the moment.

### Section C

#### Scrutiny Reviews 2020/21

Subject	Objective	Key issues	Lead officer	Progress
Budget Strategy Working Group	To strategically support the MTFP initiatives by implementing a support strategy that investigates the reduction of costs through efficiency measures and divesting services alongside a transformation programme.	<ul style="list-style-type: none"> <li>• Medium term financial plan</li> <li>• Budget gap</li> <li>• Revenue support grant</li> <li>• Income generation</li> <li>• Participatory budgeting</li> <li>• Service delivery</li> <li>• Asset utilisation</li> </ul>	Peter Vickers	A written report was presented to the Committee at the January 2020 meeting.

