

To: All Members and Substitute Members of

the Overview & Scrutiny Committee -

Housing

(Other Members for Information)

Cc: Portfolio Holder for Housing

Waverley Borough Council

Council Offices, The Burys, Godalming, Surrey GU7 1HR

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When calling please ask for:

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Policy & Governance

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Date: 18 September 2020

Membership of the Overview & Scrutiny Committee - Housing

Cllr Richard Seaborne (Chairman)

Cllr Peter Marriott (Vice Chairman)

Cllr Christine Baker Cllr Richard Cole

Cllr Patricia Ellis

Cllr David Else

Cllr Michael Goodridge Cllr Michaela Gray

Cllr Jacquie Keen

Co-opted Members from the Tenants' Panel

Terry Daubney Dennis Smith

Substitutes

Cllr Jenny Else Cllr Carole Cockburn Cllr Joan Heagin Cllr Jerry Hyman Gillian Martin

Members who are unable to attend this meeting must submit apologies by the end of Monday, 21 September 2020 to enable a substitute to be arranged.

Dear Councillor

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

DATE: MONDAY, 28 SEPTEMBER 2020

TIME: 7.00 PM

PLACE: ZOOM MEETING - VIRTUAL MEETING

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

Most of our publications can be provided in alternative formats. For an audio version, large print, text only or a translated copy of this publication, please contact committees@waverley.gov.uk or call 01483 523351

This meeting will be webcast and can be viewed by visiting www.waverley.gov.uk/webcast

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.

NOTES FOR MEMBERS

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

AGENDA

1. MINUTES (Pages 7 - 12)

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 6 July 2020 are attached, and Members are asked to confirm them as a correct record.

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 5pm on Monday 21 September 2020 to enable a substitute to be arranged, if applicable.

DECLARATIONS OF INTERESTS

To receive from 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 BY 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 submission of written questions for this meeting is 5pm on Monday 21 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 submission of written questions for this meeting is 5pm on Monday 21 September 2020.

6. <u>CORPORATE PERFORMANCE REPORT Q1</u> (Pages 13 - 56)

The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the first quarter of 2020-21. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

Recommendation

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

7. <u>WAVERLEY HOUSING STRATEGY 2019-20 UPDATE</u> (Pages 57 - 70)

The purpose of this report is to update the Committee on progress made on enabling new affordable homes in 2019-20.

Recommendation

The Housing Overview & Scrutiny Committee is asked to note the contents of this report and agree any comments it wishes to pass to the Executive.

8. <u>HOUSING DEVELOPMENT UPDATE</u> (Pages 71 - 78)

Housing Development Manager to give an update on the current housing development programme.

Recommendation

That the Committee notes the current housing development programme.

9. <u>HOMELESSNESS STRATEGY UPDATE</u> (Pages 79 - 86)

The Council adopted its Homelessness Strategy 2018-2023 in April 2018. This report updates the Committee on the Council's and its partners' work to help prevent homelessness in Waverley during the second year of the Strategy (19-20) and will also update Members on the work since the end of March 20 as a result of the COVID 19 pandemic.

Recommendation

The Housing Overview & Scrutiny Committee is asked to note the contents of this report and agree any comments it wishes to pass to the Executive.

10. <u>HOUSING (HRA) RECOVERY CHANGE & TRANSFORMATION PROGRAMME - PROGRESS REPORT</u> (Pages 87 - 92)

To provide the Committee with an update report on the Housing Team's Recovery, Change and Transformation Project, following the easing of the Covid-19 lockdown and the progress made to reinstate services for the Committee's scrutiny.

Recommendation

It is recommended that the committee review this report and agree any

observations or comments it wishes to pass to the Executive.

11. <u>REVISED WAVERLEY CORPORATE STRATEGY 2020-2025</u> (Pages 93 - 100)

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.

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.

12. <u>COMMITTEE WORK PROGRAMME</u> (Pages 101 - 108)

The Housing 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.

13. <u>EXCLUSION OF PRESS AND PUBLIC</u>

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

Recommendation

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

14. 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 need to be considered in Exempt session.

Officer contacts:

Kimberly Soane, Democratic Services Officer Tel. 01483 523 258 or email: kimberly.soane@waverley.gov.uk

Agenda Item 1.

Overview & Scrutiny Committee - Housing 1 06.07.20

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - HOUSING - 6 JULY 2020 (VIRTUAL MEETING HELD VIA ZOOM)

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

Present

Cllr Richard Seaborne (Chairman)

Cllr Patricia Ellis

Cllr Peter Marriott (Vice Chairman)

Cllr Michael Goodridge

Cllr Anna James

Cllr Richard Cole

Cllr Jacquie Keen

Terry Daubney (Co-optee- Tenants Panel)

Apologies

Dennis Smith

Also Present

Cllr Anne-Marie Rosoman, Cllr Jerry Hyman, Cllr Paul FollowsCouncillor Jerry Hyman, Councillor Paul Follows and Councillor Anne-Marie Rosoman

1. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 16th March 2020 were confirmed as a correct record.

The Chairman asked that three items from the minutes be reviewed later in the meeting under agenda item 10 (the Committee's work programme):

- Item 59 The request for an officer report on complaints.
- Item 62 Working group to consider Allocations Policy to be set up in September once the committee had moved away from just business critical items.
- Item 63 Outstanding request for update on Mental Health to be brought back for consideration.

2. <u>APOLOGIES FOR ABSENCE AND SUBSTITUTES</u> (Agenda item 2.)

Apologies for absence were received from Dennis Smith, Co-Optee Tenants' Panel. Since apologies had not been noted a week in advance of the meeting no substitutes were appointed.

3. <u>DECLARATIONS OF INTERESTS</u> (Agenda item 3.)

Cllr Patricia Ellis advised she was the Chairperson for a Voluntary Organisation but felt this was non-pecuniary in relation to the items on the agenda.

4. QUESTIONS BY MEMBERS OF THE PUBLIC (Agenda item 4.)

There were no questions submitted from members of the public for this meeting.

5. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were no questions submitted from Members for this meeting.

6. CORPORATE PERFORMANCE REPORT Q4 2019/20 (Agenda item 6.)

Housing Development

Andrew Smith, Head of Housing Delivery and Communities, outlined the areas of the report that he felt would be of interest to the Committee:

- Homelessness report later in agenda.
- Housing Delivery Site A Ockford Ridge, delivered only 3 weeks late despite the Covid-19 lockdown.
- 142 Affordable homes were delivered over the 2019/20 year.

It was suggested that the issue of viability should be included in the Draft Affordable Housing Supplementary Planning Document, particularly as some developers may be struggling after Covid-19. The Committee were assured this was being considered.

The Committee asked what impact the pandemic had had on housing delivery this quarter and going forward. They were informed that at present there is no indication of any impact.

The Chairman asked Officers to indicate the level of grant needed to move a property from affordable rented to the social rented bracket and to explain what policy is supporting the decision when the Council decides to do that. Andrew Smith advised it depended on the size of the property but affordable rent was usually 80% of market and social rent could be 50% so that gave an idea of uplift required. The Committee was advised that the Council was hoping to set its own 'Waverley' rent based on conversations with the Town and Country Planning Association and hoped to be taking this through the Committee when formulated.

The Chairman asked for an update on the completion of the Key Housing Conditions Survey. Andrew Smith advised this had been quoted at a cost of £40k to complete so would be going to Management Board for funding and approval. The team was hoping to start the work in the New Year.

Housing Operations

Annalisa Howson, Housing Service Improvement Manager, outlined the areas of the report that she felt the Committee should note.

- New housing team launched, who attended the tenants panel open meeting.
- Launched the new responsive repairs contract.
- The Housing Customer Service Team were the star team over the lockdown mobilising to help tenants.
- New repairs contract had a small impact on re-let times. Despite this, and the lockdown, the contractors were scheduling appointments to catch up as soon as possible.

 There had been a slight reduction in the number of complaints in Q4. The Committee was advised that staff had been spoken to about improving targets.

The Committee asked if the interim contractor for housing maintenance was able to cope with the reduced demand as a result of COVID19 and were reassured that the contractor had furloughed some of their staff and managed their costs that way.

The Committee asked if the complaints performance was likely to have been impacted by COVID19, given that the last two weeks of the quarter were the first two weeks of lock down. Officers advised that such a short period was unlikely to have a significant effect and they did not have the data for Q1 2020/21 yet.

The Committee asked if kitchen and bathroom replacements had been suspended? They were advised they were suspended during lockdown but that the program was now being reviewed as lockdown is eased.

Officers were asked if there had been issues with the number of tenants paying the rent during lockdown? They were advised that the main issue was the mechanism for paying rather than affordability. Tenants had been advised regarding online banking etc. Those who were having affordability issues had been supported and advised accordingly.

The Committee CONGRATULATED the Housing Teams on their hard work over the lockdown period supporting tenants.

It was noted there was a £756K underspend on the accounts for repairs. Hugh Wagstaff, Head of Housing Operations, advised this was due to having a substantial budget allocated for the new contractor which was then not used due to the volume of work decreasing over lockdown.

Recommendations:

- The review of the Affordable Housing Supplementary Planning Document should consider climate change aspects and viability.
- The majority of Committee members endorse any future request for funding the Housing Stock Condition Survey, recognising the need to understand the level of issues so appropriate steps can be taken.

The Committee ENDORSED the request from the Housing Team for budget spend to understand what is needed to bring Waverley's homes up to a satisfactory level in relation to Carbon efficiency.

7. PROCUREMENT SCRUTINY TASK AND FINISH GROUP REPORT (Agenda item 7.)

Councillor Peter Marriott presented the report from the Procurement Task and Finish Group. He explained that the group had been tasked with making recommendations regarding the procurement process for the Responsive Repairs Contract, for consideration by the Executive.

Discussions had been comprehensive with the members of the group, officers and FFT (specialist consultants). The group had looked at various models and had felt the way forward was to go with a single contractor.

The Head of Housing Operations suggested recommendation 3 should be less prescriptive and read as below.

9 recommendations had been set out in the report:

- I. Quality/Price split of 60/40 in the marking process for tenders.
- II. Customer Satisfaction to be measured throughout contract.
- III. Site visits to be carried out considered to gain a perspective of previous work completed. (amendment to remove carried out and add considered)
- IV. Average Price Approach to evaluate quotes
- V. Incentives and Penalties not to be included in the contract
- VI. Operatives to be tasked to raise safeguarding concerns when appropriate
- VII. Council to take initial call from tenant and job passed through to contractor (this could be reviewed once trust has been built)
- VIII. Customer satisfaction to be obtained through 3^{rd'} party to avoid bias.
- IX. Alternative delivery option to be laid out in contract. (in case we need to change our operating model)

The Committee AGREED the recommendations subject to alteration of recommendation 3 as laid out above.

8. <u>HOMELESSNESS UPDATE</u> (Agenda item 8.)

Michael Rivers, Housing Needs Manager, updated the Committee on the current status of Waverley's Homelessness.

At the beginning of March the Government became concerned at the level of rough sleepers in the country. At the beginning of lockdown all Local Authorities were required to provide accommodation to all homeless individuals regardless of their priority. This meant that the team needed to place a substantial number of people out of area.

The team had placed over 30 households into temporary accommodation over the last three months. Of those 20 had now gone into longer term accommodation.

The committee were advised that as the team previously had an excellent record for keeping people from being homeless, having to house 30 households had had a huge financial impact. There was a bigger challenge potentially coming up as private landlords had been prevented from evicting tenants over lockdown till end of August. But with many tenants getting into financial difficulty there was potential for private landlords to start evicting tenants in September.

Action: The Committee felt that homelessness was an ongoing issue that may have lasting effects for quite a while so requested updates at the next two meetings in September and November.

Action: The Committee RECOMMEND that requests by the Housing Team for any resources needed to keep on top of the homelessness situation are given serious consideration.

9. HRA RECOVERY PROJECT (Agenda item 9.)

Annalisa Howson outlined the HRA recovery project following the Covid-19 pandemic and lockdown.

The project had five objectives:

- I. Maximise rental income (support tenants in prioritising rent payments, signpost to benefits, agree repayment plans and consider legal action)
 - a. Nationally there had been a 10% increase in rent arrears
- II. Let homes (complete works on backlog of homes and recommence choice based lettings)
 - a. Lettings starting back up
 - b. 30 deaths and next-of-kin not being able to clear the homes due to lockdown has created a backlog of empty homes
- III. Reinstate responsive repairs and H&S/compliance works (inc Blunden Court works)
 - a. Nationally there was a backlog of 800,000 responsive repairs to complete but thanks to our tenants not reporting non urgent repairs our repairs have decreased.
 - b. Gas compliance checks had dropped slightly but this was mainly down to shielded tenants who did not want operatives in their homes.
 84 homes currently had no certificate but most now had appointments booked.
- IV. Re/commence capital works programme (complete backlog of works, prioritise and programme on hold/ new requests)
 - a. Capital works were now restarting, with a focus on external works initially.
- V. Maintain development programme for new homes
 - a. 10 new homes handed over on Ockford Ridge.

The committee asked why Waverley did not use some of the empty homes for the homeless. It was explained we could only use them after health and safety works were carried out, but this did happen in some cases.

Concern was raised regarding the development programme as there was still uncertainty about the availability of materials.

The Committee ENDORSED the objectives set out and congratulated the team on their hard work over the pandemic.

10. COMMITTEE WORK PROGRAMME (Agenda item 10.)

Overview & Scrutiny Committee - Housing 6 06.07.20

Yasmine Makin, Scrutiny Officer, advised the committee that at present the focus would be on business-critical issues. Those items set out in the work programme previously were still there to be arranged as soon as practically possible, dependent on officer resources.

The request for an officer report on why the level of complaints regularly exceeded the target would be held for future consideration.

The Mental Health and Working Group for Allocations Scheme will be held on the work programme for the time being. Officers would keep abreast of the temporary governance arrangements and alter the programme when appropriate.

The committee agreed the Mental Health presentation was a high priority especially after the pandemic. Officers suggested the committee understand what they wanted to achieve with regard to this issue and it was suggested that an informal discussion take place between interested members to agree focus of discussion. It was also noted that Mental Health also came under the Community Wellbeing O&S remit so this could be a cross cutting item.

The meeting commenced at 6.00 pm and concluded at 7.59 pm

Chairman

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING O&S – 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

Title:

CORPORATE PERFORMANCE REPORT Q1 2020-2021 (APRIL - JUNE 2020)

Portfolio Holder: All Portfolio Holders Head of Service: All Heads of Service

Key decision: No Access: Public

1. Purpose and summary

The Corporate Performance Report, set out at <u>Annexe 1</u>, provides an analysis of the Council's performance for the first quarter of 2020-21. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation

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

3. Reason for the recommendation

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

4. Background

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

The performance of some services has been heavily impacted by the pandemic, for example the closure of the leisure centres. The Service Plans are currently being reviewed to take account of the changing conditions and therefore this quarterly report does not include a progress report on Service Plan actions; this will be resumed in quarter 2.

- 4.2 The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Finance Director) comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.
- 4.3 Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report, specific to its service area remit.

5. Relationship to the Corporate Strategy and Service Plans

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

6. <u>Implications of decision</u>

6.1 Resource (Finance, procurement, staffing, IT)

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

6.2 Risk management

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

6.3 Legal

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

6.4 Equality, diversity and inclusion

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

6.5 Climate emergency declaration

The report does not have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in January 2020 to take into consideration new environmental and sustainability objectives arising from the Corporate Strategy 2019-2023 in light of the Climate Emergency introduced by the Council in September 2019.

7. Consultation and engagement

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

8. Other options considered

Standing report, no further considerations required.

9. Governance journey

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

Annexes:

Annexe 1 Q1 2020-21 Corporate Performance Report – Annexe 1 Final

Background Papers

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

CONTACT OFFICER:

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E-mail: louise.norie@waverley.gov.uk

Agreed and signed off by:
Strategic Director 12 August

Portfolio Holder: Executive Briefing 18 August 2020



Corporate Performance Report Q1 2020/21

(April – June 2020)



Report Publication Date: 4 September 2020

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RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

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

1. Corporate Dashboard - All Services

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

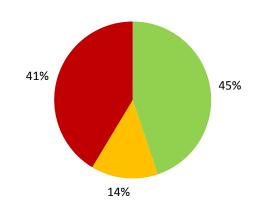
Tom Horwood, Chief Executive

Performance Indicators Status

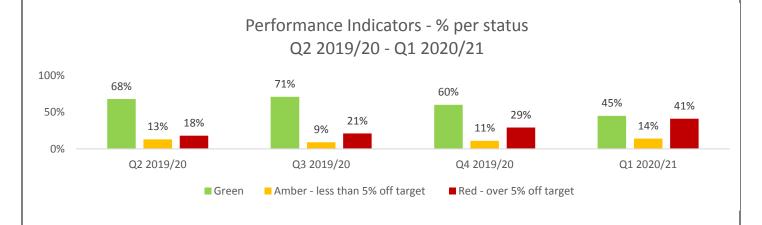
Q1 All Corporate KPIs

Total	100%	29
Green	45%	13
Amber - less than 5% off target	14%	4
Red - over 5% off target	41%	12

Data only / Not available	N/A	28



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



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

	Level 1 (10 w	orking da	ys)	Level 2 (15 working days)			
Service Area	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	
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%	
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	
Total	35	29	83%	16	13	81%	

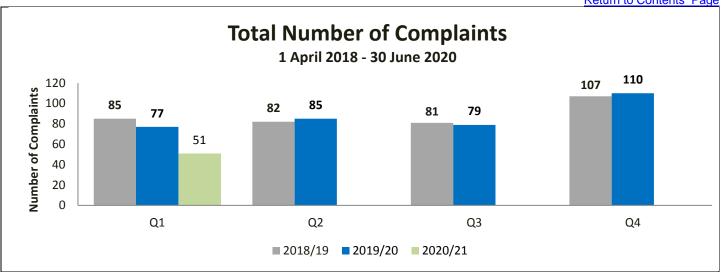
Ombudsman	
Number of Complaints Concluded in the quarter	Status
1	Upheld
1	

Total Complaints 51

	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

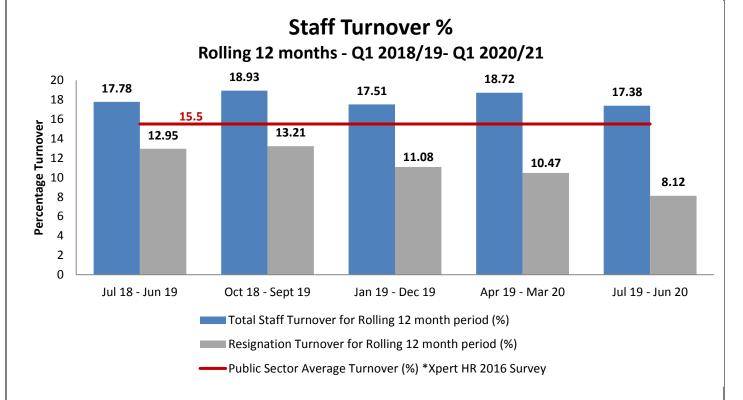
^{*}Details of Local Government & Social Care Ombudsman Decisions can be found on: https://www.lgo.org.uk/decisions. Housing Ombudsman doesn't currently publish their decisions.

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

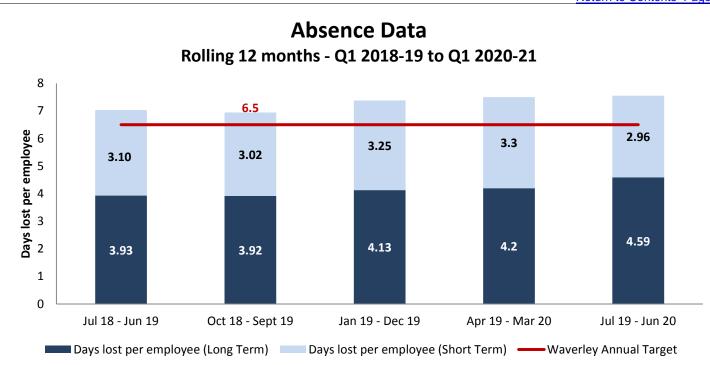


Workforce data - Corporate Level Q1

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.



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.



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%202 9-6-20.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
Business Transformation				
Expenditure	4,938	- 241	-5%	Favourable
Income	- 4,867	19	0%	Adverse
Business Transformation Total	71	- 221	-310%	Favourable
Commercial				
Expenditure	10,858	- 691	- 6%	Favourable
Income	- 5,778	591	- 10%	Adverse
Commercial Total	5,079	-100	- 2%	Favourable
Environment				

		rtotai	<u>n to Contents Pag</u>
11,497	- 53	0%	Favourable
- 7,422	168	- 2%	Adverse
4,074	115	3%	Adverse
32,032	26	0%	Adverse
- 30,899	81	0%	Adverse
1,133	107	9%	Adverse
•			
40	-	0%	-
40	0	0%	-
•			
4,271	84	2%	Adverse
- 1,909	- 123	6%	Favourable
2,362	- 40	- 2%	Favourable
· · · · · · · · · · · · · · · · · · ·			
7,547	- 212	- 3%	Favourable
- 4,805	7	0%	Adverse
2,742	- 204	- 7%	Favourable
6,638	- 230	- 3%	Favourable
- 3,697	- 1	0%	Favourable
2,942	- 231	4%	Favourable
18,444	- 575	- 3%	Favourable
-1,427	-	0%	-
- 600	670	-112%	Adverse
16,417	95	1%	Adverse
	-7,422 4,074 32,032 -30,899 1,133 40 40 40 4,271 -1,909 2,362 7,547 -4,805 2,742 6,638 -3,697 2,942 18,444 -1,427 -600	-7,422 168 4,074 115 32,032 26 -30,899 81 1,133 107 40 - 40 0 4,271 84 -1,909 -123 2,362 -40 7,547 -212 -4,805 7 2,742 -204 6,638 -230 -3,697 -1 2,942 -231 18,444 -575 -1,427 - -600 670	11,497 -53 0% -7,422 168 -2% 4,074 115 3% 32,032 26 0% -30,899 81 0% 1,133 107 9% 40 - 0% 40 0 0% 40 - 0% 40 - 0% 40 - 0% 40 - 0% 40 - 0% 40 - 0% 40 - 0% 40 - 0% 40 - 0% 4,271 84 2% -1,909 - 123 6% 2,362 -40 -2% 7,547 - 212 - 3% -4,805 7 0% 2,742 - 204 - 7% 6,638 - 230 - 3% -3,697 - 1 0% 0% <tr< td=""></tr<>

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

2. Service Dashboard - Planning and Economic Development

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

Key Successes & Lessons Learnt, Areas of Concern – 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 shortterm 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

1/5:	Burning		Q1 19-	Q2 19-	Q3 19-	Q4 19-	Q1 20-	Q1
KPI	Description		20	20	20	20	21	Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	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) (higher outturn is better)	%	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 (higher outturn is better)	%	94.4%	92.8%	92.2%	92.7%	94.9%	80.0%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	97.1%	94.7%	91.2%	90.0%	92.3%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	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) (lower outturn is better)	%	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) (lower outturn is better)	%	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) (lower outturn is better)	%	3.5%	3.1%	2.4%	2.5%	0.8%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	93.2%	86.4%	97.6%	89.0%	89.7%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	98.1%	100.0 %	100.0%	100.0%	91.7%	95.0%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	33.93 %	35.71 %	31.75%	46.99%	4.55%	Data only

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

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.

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

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	0%	Overdue	IA20/08 Planning Enforcement	30 Jun 2020
IA20/14	Community Infrastructure Levy	0%	Overdue	IA20 Internal Audit 2019/20	01 Jun 2020
IA20/14.001	CIL Guide	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

KP	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Target
Leve	Total number of Level 2 complaints received in a quarter	Number	10	11	1	10	5	Data only
Leve	Number of Level 2 complaints dealt with on time in a quarter	Number	9	10	1	10	4	Data only
Leve	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
Planning & Economic Development				
Expenditure	7,547	- 212	- 3%	Favourable
Income	- 4,805	7	0%	Adverse
Planning & Economic Development Total	2,742	- 204	- 7%	Favourable

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 NOx in the area but surprisingly levels of PM₁₀ did not follow a similar pattern indicating that PM₁₀ 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 a 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 (lower outturn is better)	%	7.4%	7.8%	5.3%	3.9%	Awaiting Data	5.0%
E2a	Average number of days to remove fly- tips (lower outturn is better)	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 f	or 2020-2	1	225	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	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 (lower outturn is better) - New from Q1 2020/21			New KP	108	40		
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21			New KF	94	40		
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	100%	100%	100%	Data paused	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	84.0%	82.0%	93%	97%	Data paused	85.0%
E NI191	Residual household waste per household (lower outturn is better)	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 (higher outturn is better)	%	60.4%	57.8%	57.4%	54.8%	Awaiting Data	54.0%

Air Quality

All of our <u>Diffusion Tube monitoring data</u> is published on our website and <u>Waverley's automatic</u> <u>analyser data</u> 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
Environment				
Expenditure	11,497	- 53	0%	Favourable
Income	- 7,422	168	- 2%	Adverse
Environment Total	4,074	115	3%	Adverse

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

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Performance	เทก	licators	Status	(\bullet)
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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 (higher outturn is better)	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 (higher outturn is better)	No.	5,886	5,570	6,070	No data	No data	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	Data not available	Data not available	Data not available	83.89%	87.9%	80.0%
C 5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1,925	1,928	1,905	1,759	1,742	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	5,041	4,953	6,397	5,966	5,379	Data only
С7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100.0%	100.0%	100.0%	100.0%	100%	90.0
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	78.6%	78.4%	77.3%	77.4%	77.9%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	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) (higher outturn is better)	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
Commercial				
Expenditure	10,858	- 691	- 6%	Favourable
Income	- 5,778	591	- 10%	Adverse
Commercial Total	5,079	- 100	- 2%	Favourable

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 redevelopment 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 (lower outturn is better)	No.	0	0	0	5	5	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	62	0	14	63	0	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	0	13	19	83	0	Data only
HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	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
Housing Delivery & Communities				
Expenditure	4,271	84	2%	Adverse
Income	-1,909	-123	6%	Favourable
Housing Delivery & Communities Total	2,362	- 40	-2%	Favourable

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
Housing Delivery & Communities				
Expenditure	1,287	- 37	-3%	Favourable
Income	-696	=	0%	Adverse
Housing Delivery & Communities Total	591	- 37	-6%	Favourable

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 <u>Housing Quality Network Frontline Stars Awards</u> 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 <u>progress report</u> 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 (lower outturn is better)	%	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 (lower outturn is better)	Day s	27	22	26	28	70	20
НО3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	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) (higher outturn is better)	%	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) (higher outturn is better)	%	84.6%	80.0%	80.0%	69.0%	N/A	78.0%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	Nev	w indicat	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							
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	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
Housing Operations				
Expenditure	40	-	0%	-
Housing Operations Total	40	0	0%	-

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
Housing Operations				
Expenditure	25,991	- 1,280	- 5%	Favourable
Income	- 34,061	390	1%	Adverse
Housing Operations Total	- 8,070	- 890	11%	Favourable

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
Business Transformation				
Expenditure	4,938	- 241	- 5%	Favourable
Income	-4,867	19	0%	Adverse
Business Transformation Total	71	- 221	-310%	Favourable

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

			1	1	1			
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%) (higher outturn is better)	%	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%) (higher outturn is better)	%	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 (higher outturn is better)	%	98.4	77.0	97.8	98	98.3	99.0
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	8	11	12	11	15	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	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 1st 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
Finance & Property				
Expenditure	32,032	26	0%	Adverse
Income	- 30,899	81	0%	Adverse
Finance & Property Total	1,133	107	9%	Adverse

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.
- 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 (%) (data only)	%	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 (lower outturn is better)	Days	7.0	6.8	7.38	7.50	7.56	6.52
	ref. HR2a - Short term Sickness Absence	Davis	3.1	3.0	3.3	3.3	2.96	0.50
	ref. HR2b - Long term Sickness Absence	Days	3.9	3.8	4.1	4.2	4.59	6.52
PG1a	The number of complaints received - Level 1 (data only)	No.	57	68	64	82	35	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	20	25	16	27	16	Data only

PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	87.2%	81.8%	82.8%	87.0%	83%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	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

Q 1 20-21	1 oney and Governance - Level 1 complaints							
KPI	Description		Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q1 20- 21	Targe t
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

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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
Policy & Governance				
Expenditure	6,638	- 230	- 3%	Favourable
Income	- 3,697	- 1	0%	Favourable
Policy & Governance Total	2,942	- 231	- 8%	Favourable

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

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

28 SEPTEMBER 2020

Title:

Housing Strategy 2019-20 Update

Portfolio Holder: Cllr Anne-Marie Rosoman, Portfolio Holder for Housing,

Community Safety & Emergency Planning

Head of Service: Andrew Smith, Head of Housing Delivery and Communities

Key decision: No

Access: Public

1. Purpose and summary

1.1 The purpose of this report is to update the Committee on progress made on enabling new affordable homes in 2019-20.

2. Recommendation

2.1 The Housing Overview & Scrutiny Committee is asked to note the contents of this report and agree any comments it wishes to pass to the Executive.

3. Reason for the recommendation

3.1 Information and update.

4. Background

- 4.1 The report sets out affordable housing achievements between April 2019 and March 2020.
- 4.2 An analysis of the 150 new affordable homes which have been completed are broken down by affordable housing partner and geographic area.
- 4.3 In August 2020 the Ministry of Housing, Communities and Local Government published a White Paper (*Planning for the future*) which proposes a new tariff style Infrastructure Levy system. If implemented, the new system would replace existing Section 106 affordable housing requirements. It is not yet clear how such arrangements would ensure the future delivery of genuinely affordable homes for rent on new development sites.
- 4.4 A second consultation in August 2020 (*Changes to the current planning system*) proposes securing 'First Homes' for sale through developer contributions, at the same time raising thresholds so that developments of up to either 40 or 50 dwellings would not be

required to deliver any affordable homes.

4.5 The Council will have the opportunity to respond formally to both statutory consultations before changes are implemented.

5. Relationship to the Corporate Strategy and Service Plan

5.1 This report supports the Council's vision to promote and sustain housing to buy and to rent, for those on all income levels. The provision of affordable housing provides secure, safe and affordable homes for people to thrive and supports the economy. A new housing strategy is planned for 2021 to go alongside the new Corporate Plan.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The strategy and updates have been carried out by existing staff in the Housing Strategy and Enabling team without incurring any extra costs. Additional costs are set out in the SMART action plan which accompanies the 2018-23 Housing Strategy.

6.2 Risk management

The Housing Strategy sets out our priorities for action and reduces the risk of new developments providing insufficient or the wrong type of affordable housing.

6.3 Legal

There are no legal implications arising out of this report in addition to the normal activities undertaken by the Council's Legal Services team in relation to securing Section 106 Agreements.

6.4 Equality, diversity and inclusion

Affordable housing actively promotes equality by offering security and opportunity to households in housing need, who often experience inequalities associated with living on a low income. Women, people with disabilities and BME groups are more likely than other groups to access social housing. The development of new affordable housing therefore benefits these groups.

6.5 Climate emergency declaration

New affordable homes will be required to make a positive contribution to the environment and this will be considered as part of the planning and construction process.

7. Consultation and engagement

7.1 The priorities for the housing strategy were consulted on during the development of the document. Yearly updates have since been provided to Councillors and our partners.

8. Other options considered

NA

9. Governance journey

9.1 The last update was provided to the Overview and Scrutiny committee in September 2019.

Annexes:

Background Papers

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

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Waverley Housing Strategy 2019-20 Update

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What is affordable housing?

Affordable housing is defined in Annex 2 of the National Planning Policy Framework.

Based on an assessment of housing needs, the Local Plan states that 30% of the homes on larger 'market-led' sites should be affordable and that the *overall* affordable housing tenure split should be based on the latest evidence of need. The yield of new build affordable homes as a percentage of *all* new housing on *all* sites (609) for the period 2019-20 is 25%¹. The SHMA recommends 70% of new homes should be for rent and 30% for affordable home ownership. Further analysis of affordability suggests 50% of rented homes should be set at Waverley rents, which is set at no more than 60% of open market rent or Local Housing Allowance; whichever is lower; for all property sizes. Post COVID-19, the need for social rents is likely to increase. The Council also actively encourages the development of rural exception schemes and community-led housing schemes.

¹ Some sites do not meet the thresholds for requiring affordable housing

Why do we need affordable housing?

Waverley is the local housing and planning authority. As such, we have a vital role to play in helping to meet the housing needs of our residents. The high priority the Council gives to enabling the provision of new affordable homes is reflected in its:

Corporate Strategy 2019 – 2023

Housing Strategy 2018 - 2023

Local Plan Part 1 2018 - 2032.

New affordable homes are required because many residents on low and even middle incomes cannot afford to rent or buy market housing. Data from Office of National Statistics (ONS) 2019 shows that the income of those working in the borough is significantly lower than those who live inside but work outside the borough. The median gross income of people working in Waverley is approximately £29,000 and is around £10,000 lower than the median income of Waverley "residents".

The overall average rent for a property in Waverley is £1,257 per month which is close to the Surrey average. A household with an 'average' Waverley workplace income renting a 2 bedroom property privately can expect to spend 44% of their income on renting in the private rented sector. This rises to 57% where all property sizes are taken into account. Where households are having difficulty in paying their rent, they can apply for Local Housing Allowance (LHA) which will pay up to the maximum amount based on their housing need and the size of accommodation and the area they live in, known as the Broad Market Rental Area (BRMA).

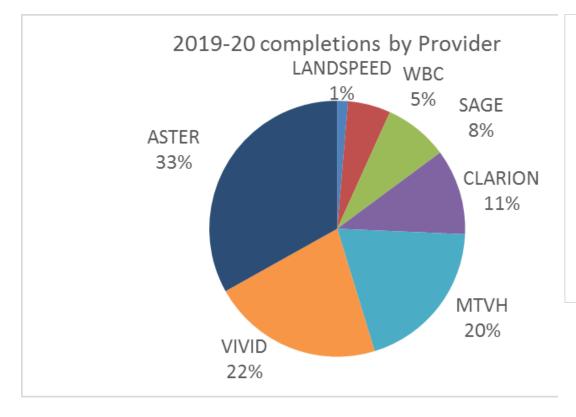
The difference between the open market rent and the maximum allowance for each property varies according to the size of the property and its location. 28% of housing benefit claimants in Waverley are in work, which would suggest that household incomes are insufficient to cover their housing costs. Data released by the Department of Work and Pensions breaks down claimants by tenure type. In the period up to May 2018 there were 1,346 households in receipt of housing benefit living in private rented accommodation.

Affordable homes are also required because the market does not provide the right type of accommodation for some residents – especially people who are older or vulnerable. As at April 2020, there were approximately 985 *households* on the Council's housing waiting list².

² Housing Needs Register

How are affordable homes delivered?

The Council mainly works with six partners who account for 96% of supply 2019-20: Aster, Clarion³, Landspeed, Metropolitan Thames Valley⁴, Sage and VIVID⁵. The Council's Housing Delivery Board facilitates the delivery of new build Council affordable homes. We support rural affordable housing via grant aid for the Surrey Rural Housing Enabler Project. We also support the development of community-led housing schemes by awarding part of our Community Led Housing Allocation to the Surrey Community Housing Partnership. Both these groups are operated by Surrey Community Action. The map overleaf shows the wards of 2019-20 housing association new build⁶.

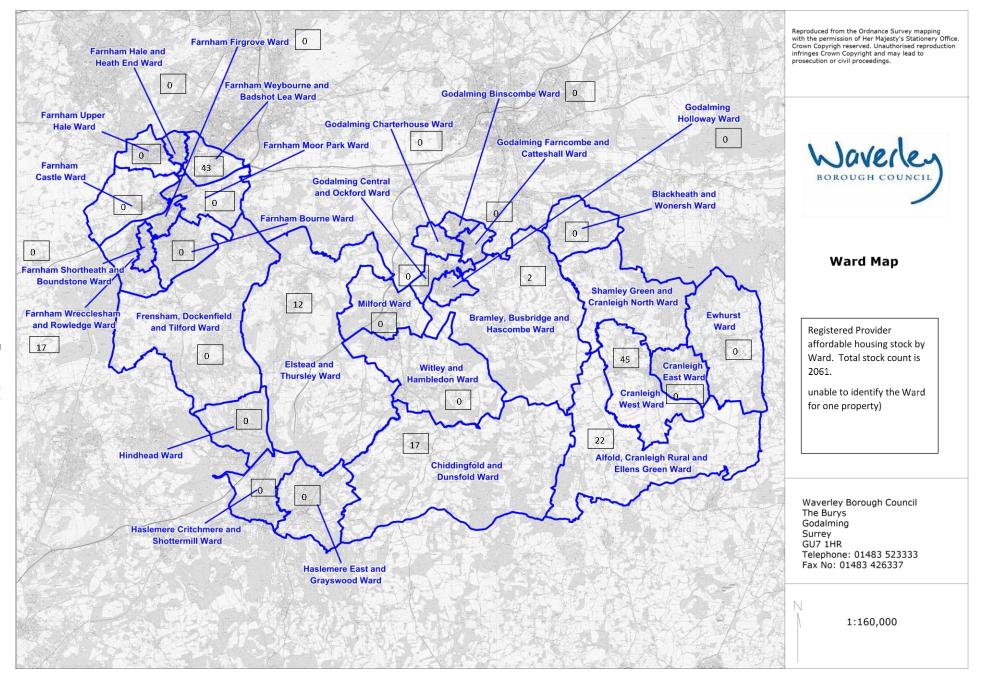


 $^{^{\}rm 3}$ Former through merger of Circle and Affinity Sutton

 $^{^{\}rm 4}$ Formed through merger of Metropolitan and Thames Valley Housing Association

⁵ Former through merger of First Wessex and Sentinel

⁶ Does not include WBC new builds



Completion of 150 new affordable homes, including 8 new Council homes ⁷	75 grants for major adaptations and 20 grants for home energy/safety works completed	Ockford Ridge phase 2 and 3 refurbishment work complete	Affordable Housing Supplementary Planning Document ready for Committee	Allocating Community Led Housing money, to support to 2 Community Land Trusts to develop local needs housing
All new licensable HMOs ⁸ have been inspected and licensed.	Using Better Care Fund over £97k spent on energy efficiency works and removal of housing hazards	Building work starts on 112 new affordable homes	Providing commuted sums to enable social rents	First new Council shared ownership homes
£68k in savings ⁹ delivered by Business Transformation Programme	Do You Like Where You Live, shared ownership, housing needs register and affordability reports completed	560 ¹⁰ clients assisted by Handyperson Scheme	Home Improvement Grant spend of £497k - an increase of £150k from the average annual spend before new Home Improvement Policy introduced	Planning permission for 139 new affordable homes, including Waverley homes in Chiddingfold and rural exception site in Hambledon

 $^{^7}$ (conversion of 3 underused community rooms and 5 homes on a s.106 site 8 identified by 1/4/19 9 Housing Options and Homechoice Team

¹⁰ Approx

Analysis of 2019-20 completions ¹¹	2019-20 150 homes				
Type of home General needs New build -Conversion of existing building	TOTAL 150 147 3	% 100% ¹² 98% 2%			
Tenure Social rent Affordable Rent Shared ownership Shared equity	SMHA/ rec mix 35% 35% Part of 30% Part of 30%	Mix Delivered 1% 58% 40% 1%			
Property size One-beds Two-beds Three-beds Four-beds	SMHA rec mix 40% 30% 25% 5%	Mix Delivered 42% 33% 24% 1%			

SPOTLIGHT ON: NEW WBC AFFORDABLE HOMES AT OCKFORD RIDGE

Number of homes 37

Architect – Sprunt Architects

Contractor Thakeham Client Limited

Green initiatives – Tree planting in rear gardens, provision of swift and bat boxes; rain harvesting water butts supplied as standard; fabric first approach, whole house automatic mechanical ventilation with heat recovery fitted which supplies fresh filtered air to the habitable rooms and extracts stale polluted air from the 'wet' rooms.

Build Cost - £7.0m

Completion – 3 phases – First phase End of May with final handover October 2020.



¹¹ Percentages are rounded

¹² 0% special needs, extra care etc.

Emerging issues

Significant ongoing policy, legislative and funding changes at national level are expected to continue to affect the exact scale and nature of affordable housing delivery in future years. Some examples are:

Post COVID-19

Although sites have re-opened, concern has been raised about the impact lockdown will have had on the solvency of contractors and sub-contractors. A coordinated approach is needed. Builders are reliant on a range of associated professions to be able to build and sell homes, including material suppliers, utility providers and ancillary traders such as plasterers.

Quality and design of new build housing including climate change adaptation and mitigation

This is a major concern and affordable housing providers are responding by

- Refusing to bid for and take on what they perceive to be substandard s106 stock.
- Increasingly developing land led schemes i.e. whole sites that include both market and affordable homes.
- Adopting their own standards for all homes.

In February 2019, the Committee on Climate¹³ change published a report (*UK housing: Fit for the future?*) aimed at assessing the measures needed in the housing sector to both manage climate change impacts and reduce greenhouse gas emissions. That report and its associated recommendations has implications for the Council's development programmes and those of its partners.

In April 2019, the Committee on Climate Change published a further report (*Net Zero – The UK's contribution to stopping global warming*) recommending an ambitious target to reduce greenhouse gas emissions to 'net zero' by 2050. Achieving this target will have significant policy and practical implications, which will filter down across all aspects of our environment, economy and society, including housing delivery.

On 18 September 2019, Waverley Borough Council declared a Climate Emergency and committed itself to being carbon neutral by 2030 to help reduce the risk of temperatures rising in excess of 1.5°C. Although many solutions to climate change need to be tackled at a national or international level, all levels of government, communities, businesses and individuals have a role to play in addressing climate change. The Council has a key role to play in mitigating the effects of climate change – both as a community leader and through the services we provide.

The Council is working with Affordable Housing partners to meet the climate change agenda in terms of incorporating good policy and practice on new affordable housing developments in Waverley.

¹³ The independent statutory body responsible for advising the UK Government and Devolved Administrations on emissions targets and related issues.

Housing Strategy and Enabling Team, June 2020, 7

Following the declaration of the Climate Change Emergency, an Action Plan is being developed. New build Council housing features in the plan and key actions are as follows:

- Review of Waverley Borough Council Housing Design Standards and Specification: this will be carried out by a sub group of the Housing Overview and Scrutiny Committee and will commence in early 2021
- Use of contractor shortlisting and tender process to support the Council's ambition to be carbon neutral by 2030
- Require contractors to include an explanation of how they plan to minimise their carbon impact when delivering a scheme.
 Contractors will be required to demonstrate areas of innovation the firm has developed and how it might introduce and develop with the Council, having regard to our current Employers Requirements.

Funding new affordable homes

Funding affordable homes is complex and subject to rapid and frequent change.

Associations fund new affordable homes on market-led and all other sites via loans, bonds, their capital reserves, receipts arising from the sale of open market homes and shared ownership properties, and rents. To access and raise finance, associations must satisfy the evolving demands and risk appetite of their lenders. Homes England (Government agency) capital grant is not generally available for homes on market-led schemes – except to unlock schemes. Locally, grant has usually only been provided for (a) rural and (b) specialised housing schemes. However, because the amount of grant per unit has been cut, top-up grant funding from the Council via commuted sums has been required to make social rents viable. For many years Homes England would only grant fund rented homes that charged affordable rents. Homes England has recently entered into and funded long term strategic delivery partnerships with housing associations and for-profit providers to increase delivery of homes. Some associations are also entering into partnerships with developers to help bring sites forward. Owing to fixed on-costs, housing associations are generally reluctant to invest in the development of freestanding housing sites smaller than 20 to 30 homes. Associations (and Councils) are investing more in improving existing stock post Grenfell which means less money for the development of new homes. For-profit providers are getting Government grant for shared ownership homes that are over and above s106 requirements. This is an opportunity but also a threat.

In August 2020 the Ministry of Housing, Communities and Local Government published a White Paper (*Planning for the future*) which proposes a new tariff style Infrastructure Levy system. If implemented, the new system would replace existing Section 106 affordable housing requirements. It is not yet clear how such arrangements would ensure the future delivery of genuinely affordable homes for rent on new development sites.

A second consultation in August 2020 (*Changes to the current planning system*) proposes securing 'First Homes' for sale through developer contributions, at the same time raising thresholds so that developments of up to either 40 or 50 dwellings would not be required to deliver any affordable homes.

Both papers raise concerns for the future delivery of affordable housing in Waverley. The Council will have the opportunity to feed back its concerns through the statutory consultations.

New delivery partners

As a result of recent changes to the market and the funding of affordable homes, for-profit providers and housing associations with whom the Council has not previously worked are seeking to develop in Waverley. For example, Sage is a new partner and has developed affordable homes in Farnham. Legal and General, Rent Plus and Stonewater are all actively looking for sites in the borough.

The Social Housing Green Paper

The Government's Social Housing Green Paper – 'A new deal for social housing' – was published in August 2018. One of its main concerns was how best to tackle the stigma around people who live in social housing. The Housing Service has produced a video of a new build tenant talking about their experience and has surveyed residents on new developments. A White Paper is expected to be published by the end of the calendar year for 2020.

Conclusion

Last year Waverley once again successfully delivered a substantial affordable housing development programme. Although COVID-19 has delayed most schemes on site, it is expected that as building work restarts, the Council will deliver another successful annual affordable programme 2020-21.

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

28 September 2020

Title:

HOUSING DEVELOPMENT UPDATE

[Portfolio Holder: Cllr Anne-Marie Rosoman] [Wards Affected: Borough wide]

Ockford Ridge

136 new homes – demolition of 85 homes – net gain of 51

Site A – Whitebeam Way: 37 new homes

Site B: 17 new homes Site C: 30 new homes

Site D: 16 new homes (delivered)

Site E: est. 14 new homes (concept designs to be prepared) Site F: est. 22 new homes (concept designs to be prepared)

Site A - Whitebeam Way

Due to the Covid-19 pandemic, Site A was closed for two weeks from 23 March whilst Thakeham implemented Government, Public Health England and Construction Council Guidelines for safe site operation.

Thakeham have continued to deliver new homes with the site currently operating at reduced production levels to ensure that safe working practices continue. Due to Covid-19 we were unable to offer tenants the opportunity to visit a view home.

On 10 September, Site A closed temporarily for a deep clean, due to a one of the site team having tested positive for Covid-19. Thakeham confirmed that the employee had not been in contact with any of our tenants or in their homes and therefore the risk to them would have been extremely low. The site reopened on 14 September.

27 homes have been handed over and 25 tenants have been moved into their new homes by Pickfords. The remaining ten homes will be handed over on 16 October. The housing officer for the area is currently confirming the allocation of the final few homes to residents living at Ockford Ridge following the Ockford Ridge Lettings Policy.

Site B (21 – 34 Ockford Ridge)

Dorton Demolition has been appointed to undertake the demolition of existing homes on Site B and C. Following a successful procurement exercise Thakeham Homes Limited have been identified as our preferred contractor and will be appointed to deliver 17 new homes on this site under a JCT Design and Build Contract.

All tenants living on Site B have moved to Site A and following boundary clearance works, new hoarding has been erected to secure the site. Utility disconnection works and asbestos surveys continue ahead of demolition which will commence on 19 October.

A pre-contract meeting has been arranged and once in contract Thakeham will start preconstruction design works.

Site C (67 – 84 Ockford Ridge)

Reserve matters application to be submitted to include carbon reduction measures in terms of build and landscaping proposals. Archaeological investigations will be completed in mid-October.

The majority of tenants living in properties which form Site C have either moved to Site A or other council homes at Ockford Ridge or within Waverley. The housing officer continues to liaise with the remaining tenants.

Following boundary clearance works the site will be hoarded and utility disconnection works and asbestos surveys will continue. Dorton Demolition will start demolition in November.

Procurement of a build contractor will commence with the issue of a selection questionnaire. This will facilitate shortlisting of contractors to progress to the next stage of the procurement when full planning permission has been obtained.

Tender for a build contractor for Site C will include the potential for the successful contractor to be appointed to deliver the future scheme on Site F.

Site E (89- 94 Ockford Ridge)

Five of the six tenants have moved to new homes at site A and resulting void properties will be let under license until the site is in a position to be bought forward.

Following submission of a successful tender, Allen Construction Consultancy has been appointed as our Employers Agent and will work with officers to develop/scope the tender pack for procurement of a developer/contractor to bring this site forward. An initial kick-off meeting will be arranged in early October when Site A has been completed and handed over.

Further ground investigations are required, including additional boreholes and level surveys. These surveys were held back as were archaeological investigations on Site C due to the pressure of COVID-19 on tenants but will now be commissioned and scheduled.

There has been some encroachment on the boundary of the site with Cliffe Road. Encroachment letters have been issued and responses received.

Site F (119-134 Ockford Ridge)

All tenants currently living in Site F have been offered a new home on Site A and a majority of tenants have now moved. The housing officer for the area is working with one remaining tenant to allocate a home which will facilitate full site clearance.

Procurement of ground workers and fencing contractors has been completed and they will work together to prepare the site boundary and secure the site when all tenants have moved and ahead of demolition. Briefing documents are currently being prepared to procure other surveys required to obtain demolition consent and to inform a planning application for the site.

Following a successful tender, Stephen Taylor Architects have been appointed as architects for this site, the same architects who designed the scheme for Site C.

Refurbishment

Phase 2 & 3

Niblock Building Contractors have completed works included in Phase 2 and Phase 3 refurbishment works with all works completed and properties handed over in March 2020.

All refurbished homes were allocated and existing tenants have moved in. A twelve-month defect inspection will take place in March 2021.

Land adjacent to 85 Aarons Hill, Godalming

4x 1-bed flats

Waverley Borough Council Planning Services is due to issue a sealed and signed order for the diversion of the footpath to Surrey Council so that they can post the notices/publish the order.

Faithful Farrell Timms has been appointed as the employer's agent for this project and subject to resolution of the diversion of the footpath, the tender which has been prepared for a JCT Design and Build contract will be issued.

Chiddingfold

Hartsgrove: 2x1 bed flats, 2x2 bed houses, 2x3 bed houses

Pathfields: 2x1 bed flats, 9x2 bed houses

Queens Mead: 1x1 bed flat, 1x2 bed flat, 6x2 bed house

Turners Mead: 2x2 bed houses

Planning consent has been granted for sites at Hartsgrove and Pathfields.

Following further planning pre-application advice and completion of the additional bat survey reports, the planning application for the development site at Queens Mead is awaiting consideration by the Southern Planning Committee.

The plans for the development of new homes at Turners Mead have been considered by planning officers and further pre-application advice has been received. The application for two homes on this site is expected to be made shortly.

The housing officer for the area continues to liaise with residents affected by the proposals for the sites.

The first stage of the procurement of a build contractor has concluded and the process of assessment of the initial selection questionnaires and shortlisting is underway. The next stage of the tender process will involve the issue of the tender pack to shortlisted contractors. This will be undertaken following consideration of the remaining two sites Queens Mead and Turners Mead by Southern Planning Committee.

Churt – Parkhurst Fields

4 x 2-bed houses

All surveys have been completed which will inform the documents to be included as part of the planning application.

Residents near the site will be notified when the application has been made and validated and will have a further opportunity to comment as part of the formal planning consultation process.

The planning application for this site will be submitted at the same time as the scheme at Crossways Close.

Churt - Crossways Close

- 2 x 1-bed flats
- 2 x 2-bed flats
- 2 x 3-bed houses
- 6 x 2-bed houses

All surveys have been completed and access to the new site agreed by highways. Planning officers have issued further pre-application advice which officers and the PDP Architects have considered and are making minor amendments to the plans ahead of submission.

Residents near the site will be notified in due course when the application has been validated and will have a further opportunity to comment as part of the formal planning consultation process.

Cranleigh – Amlets Way

2x 2-bed houses (affordable rent) 3 x 3-bed houses (shared ownership)

Waverley entered into a contract with CALA Homes to acquire five new homes on their site in Cranleigh last year. Construction of these homes is now completed and all rented homes are now occupied.

One of the shared ownership properties has been sold and the remaining two are progressing through the conveyancing process.

Witley - Foxglove Meadows

2 x 2 – bed apartments (affordable rent)

1 x 2 – bed coach house (affordable rent)

Waverley have entered into a contract with Langham Homes to acquire three new homes on their site in Witley. Construction is underway and the new homes will be handed over in two phases November 2020 and February 2021.

Pipeline Schemes at feasibility stage

(Not yet in the public domain)

Area	Sites	Potential new homes
Cranleigh	3	11
Farnham	3	15
Godalming	4	13
Haslemere	4	24
Other	4	40
	18	103



RAG	Calendar Year							201	9	20	020		202	21		20	22		20	23		:	2024		20)25		2026	
	Financial Year										20/2	1		21/22			22/2	3		23/	24		24/	25		25/20	3	2	26/27
	Quarter							Q2	Q3 Q4	4 Q1	Q2 C	Q4	Q1	Q2 Q3	3 Q4	Q1	Q2 Q	3 Q4	Q1	Q2	Q3 Q	4 Q1	Q2	Q3 Q	4 Q1	Q2 Q	3 Q4	Q1 Qí	2 Q3 C
		Homes	Net Gain	1 bed	2 bed	3 bed	4 bed																						
	Amlets Close, Cranleigh (s106 delivery on CALA Homes site)	5	5		2	3																							
	Ockford Ridge - Refurbishment phase 2 (On site - external only works)	9	0		9																								
	Ockford Ridge - Refurbishment phase 3 (On site - full refurbishment)	7	0		7																								
	Ockford Ridge, Godalming - Site A (On site)	37	15	4	11	18	4																						
	Ockford Ridge, Godalming - Site B (PP - Full Consent)	17	3	1	12	4																							
	Ockford Ridge, Godalming - Site C (PP - Outline Consent)	30	9	12	14	4							П																11
	Aarons Hill (Awaiting approval for relocation of footpath)	4	4	4																								П	
	Harts Grove, Chiddingfold (PP - Full Consent)	5	3		3	2																						П	
	Pathfield A, Chiddingfold (PP - Full Consent)	6	4	2	4																							П	
	Pathfield B, Chiddingfold (PP - Full Consent)	5	3	1	4																							П	
	Queensmead, Chiddingfold (PA made)	8	4	2	6																								
	Turner's Mead, Chiddingfold (PA to be made)	2	2		2														1 1										
	Ockford Ridge, Godalming - Site F (Indicative numbers)	19	5	4	9	6																						П	
	Ockford Ridge, Godalming, Site E (Indicative numbers)	12	6	4	8																								
	Ockord Ridge refurbishment future phases (On completion of Site A)																											\Box	
	Parkhurst Fields, Churt	4	4		4																								
	Crossway Close, Churt	12	8	2	8	2																				i i			11

TOTALS	182	75	36	103	39	4	182
1 bed			36				
2 bed				103			
3 bed					39		
4 bed						4	
Total Bedrooms							182

Forward programme - Sites currently at feasibility stage	Sites	Potential new homes
Cranleigh	3	11
Farnham	3	15
Godalming	4	13
Haslemere	4	24
Other areas / villages	4	40
Total	18	103



Off track action taken

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE 28 SEPTEMBER 2020

Title:

HOMELESSNESS STRATEGY UPDATE - YEAR TWO

Portfolio Holder: Cllr Anne-Marie Rosoman, Portfolio Holder for Housing, &

Community Safety

Head of Service: Andrew Smith, Head of Housing Delivery and Communities

Key decision: No

Access: Public

1. Purpose and summary

1.1 The Council adopted its Homelessness Strategy 2018-2023 in April 2018. This report updates the Committee on the Council's and its partners' work to help prevent homelessness in Waverley during the second year of the Strategy (19-20) and will also update Members on the work since the end of March 20 as a result of the COVID 19 pandemic.

2. Recommendation

2.1 The Housing Overview & Scrutiny Committee is asked to note the contents of this report and agree any comments it wishes to pass to the Executive.

3. Reason for the recommendation

3.1 For members to be aware of the Council's work in implementing its Homelessness Strategy 2018-2023.

4. Background and Context

- 4.1 Waverley's Housing Options Service is one of the highest performing homelessness services in the South East and nationally. In 2017 it achieved Silver Award following a peer review and assessment by the National Practitioner Support Service- one of only 14 Councils across the country.
- 4.2 The team has an excellent reputation in preventing homelessness and, as a result, keeping the numbers of homeless households having to be placed in temporary accommodation to a minimum. This in turn limits costs to Waverley's General Fund.
- 4.3 The service has two main teams:
 - Housing Options Team the team provide advice, assistance and support to households who are homeless or threatened with homelessness and also

manage the Housing Register for housing applicants who are not already social housing tenants

- The Homechoice Team the team co-ordinate the advertising and allocation social housing properties in Waverley through the Council's Choice Based Letting scheme and they manage Housing Register applications from those who are social housing tenants.
- 4.4 The Council is legally required to have a Homelessness Strategy and adopted its most recent Strategy for 2018-2023 in April 2018. The Strategy contains:
 - a Review of the services and resources currently available in the borough and surrounding areas to meet the needs of people who are homeless or threatened with homelessness
 - a Strategy outlining the main themes and challenges for the strategy period, and
 - an Action Plan to identify the key actions that need to be taken to better meet these challenges
- 4.5 The five key priorities in the Strategy and Action Plan are:
 - The Homelessness Reduction Act 2017
 - Prevention / Early Help
 - Accommodation
 - Support
 - Partnership
- 5. Update on the key priorities during 19-20 and 20-21 to date
- 5.1 Homelessness Reduction Act 2017 (HRA 2017)
- 5.1.1 The introduction of the HRA 2017 in 2018 was a seismic change for Council homelessness services across the Country. The legislation increases the duties owed to homeless households as well as the time timescales within which these duties are owed 56 days prevention duty, 56 relief duty. The legislation also added a much greater administrative burden in regard to the capture of household information and the requirement to confirm in writing when different duties are owed and ended, as well as additional rights of review.
- 5.1.2 During 19-20 the Council has refined and consolidated the new processes introduced as a result of the HRA 2017 so staff can effectively fulfil both client and administrative duties.
- 5.1.3 As a result of COVID-19 the Government introduced additional requirements for local authorities to implement including housing rough sleepers under the 'everyone

in' directive in March 2020 and then to try to secure longer term accommodation options for these clients, where possible.

5.2 Prevention / Early Help

- 5.2.1 The Council maintained its excellent work in preventing homelessness during 19-20 and, as a result, has kept the number of homeless households having to be placed into temporary accommodation to a minimum. However, there was an understandable spike at the end of March 20 due to additional accommodating duties due to COVID-19.
- 5.2.2 The following tables show Surrey Local Authority temporary accommodation numbers as at 31 March, since 2012 and then Waverley's for the same period.

Surrey

2012	2013	2014	2015	2016	2017	2018	2019	2020
357	461	608	707	788	830	834	676 (not including Woking)	799 (not including Woking)

Waverley

2012	2013	2014	2015	2016	2017	2018	2019	2020
2	1	4	5	1	1	0	1	5

5.3 Accommodation

- 5.3.1 In addition to Waverley's social housing new build programme, there have been a number of positive steps to increase the number of supported housing bed-spaces within and outside of Waverley during 19-20
 - A further two supported housing bed-spaces for Waverley referrals in a Transform Housing Scheme in Woking that were previously funded by Surrey County Council. Transform Housing are a specialist housing accommodation and support provider and Waverley now has 7 bed-spaces at the Woking project.
 - Two additional bed-spaces in a Transform Housing Scheme in Farnham (Simmonds Court) that were previously used by Rushmoor Borough Council.
 - Leasing of two under utilised temporary accommodation units in Milford to A2
 Dominion housing to provide supported housing for Waverley referrals.
- 5.3.2 COVID-19 and the 'everyone in' requirement meant Waverley had to procure quickly emergency accommodation options for rough sleepers and those under threat of

rough sleeping. This was particularly challenging given most hotels and B&Bs closed as a result of the pandemic. In the end Waverley was able to provide accommodation at Travelodges in Southampton and Woking, a hotel in London and a B&B in Farnborough.

- 5.3.3 Waverley then managed to secure longer term housing options for 19 clients initially housed under 'everyone in' and these options included: private rented accommodation, refuge provision, supported housing, housing association vacancies and short life Council accommodation identified for future re-development.
- 5.3.4 Given the increased priority to meet the needs of single homeless people, Waverley has submitted a capital and revenue funding bid to MHCLG in August 2020 to purchase 6 modular units of accommodation, to be supported and managed by a specialist worker. The bid outcome will be known in September 2020.

5.4 Support

- 5.4.1 Key to Waverley's success in preventing homelessness over the last few years has been having a dedicated, highly skilled support team (Specialist Housing Options Officers) embedded within the Housing Options Team to help the most vulnerable homeless applicants.
- 5.4.2 Following successful negotiation, Waverley was been able to add capacity to this team using fixed term funding from Surrey County Council from 2018-2020 and this funding has been extended for 20-21.
- 5.4.3 Having extra capacity in the team has been crucial in providing support for vulnerable clients in the first few weeks of their new private rented tenancies, particularly when clients are also having to navigate the complexities of transitioning to Universal Credit. Ensuring that benefit claims, housing register applications and debt re-payment arrangements are in place at the start of tenancies is vital to mitigate the risk of repeat homelessness in the future. In one particular example Waverley successfully helped a client through a DWP Universal Credit appeal tribunal where the judge made special reference to the excellent way the Specialist Housing Options Officer had prepared the information
- 5.4.4 COVID-19 brought particular challenges in trying to provide support to clients placed as far afield as Southampton. Given food was not being provided by the accommodation providers at the time, Waverley had to work with different local charities in separate areas to source essential supplies such as food parcels as well as supporting households make housing benefit and Universal Credit claims.
- 5.4.5 Following the requirement to try to secure longer term accommodation for those housed under 'everyone in', Waverley officers were successful in securing donations from charities for new essential household items such as kettles, toasters, crockery, cutlery etc. to help the homeless households settle into their new homes. Officers then delivered the items to clients in their new homes.
- 5.4.6 Waverley also co-funds an outreach worker based at the York Road Project, Woking. The Outreach worker follows up on referrals regarding rough sleepers in Waverley and supports Waverley clients temporarily accommodated in the night shelter to secure longer term housing and engage with health and welfare benefit services to try to break the cycle of homelessness.

5.5 Partnership work

5.5.1 A successful third annual homelessness forum was held in October 2019 attended by delegates from Waverley's partners, including Health, Social Services, supported housing providers, Citizens Advice Waverley, Probation, DWP, faith groups and other council services/teams.

- 5.5.2 Excellent joint working continues between the Council, Move to Independence and Ethical Lettings to secure long term accommodation in a supported housing scheme for those with mental health issues in Godalming. Without this, the Council would have lost 3 supported housing placements in the borough.
- 5.5.3 Joint working also continues with partners including Ethical lettings, York Road Project, Transform Housing and Support, A2 Dominion Housing, DWP, South West Surrey Domestic Abuse Outreach Services, refuges, Social Services, Probation, the Police, MHCLG, as well as with local landlords and agents and emergency accommodation providers.

6. Challenges ahead - Financial

- 6.1 The extra accommodation costs resulting from providing emergency housing under 'everyone in' and the costs of continuing to support applicants into private rented accommodation, have been met by emergency COVID grants from the Government.
- The financial aspects of the service are covered within the General Fund MTFP and recently agreed Contingency Budget.

7.0 Challenges ahead – service demand and capacity

- 7.1 The fact that the Government withdrew the ability of landlords to enforce evictions through the courts has helped Waverley weather the current COVID-19 storm. However, as things stand the Courts are due to be open again in late September 2020. This could potentially open up the floodgates of many households being made homeless due to the impact of COVID-19 on employment and their ability to pay their rent.
- 7.2 Similarly, a requirement for private landlord's to serve 6 month rather than 2 month Notices expires in February 2021, so again, there is a further potential for an influx of cases.
- 7.3 In the worst case scenario Waverley will need additional resources both for staffing and for emergency accommodation costs if demand significantly increases and homelessness cannot be prevented.
- 7.4 In the event of a 'second wave' of COVID-19 the Government may also re-instate the 'everyone in' policy. Even if this is not the case the fact that we are entering the

winter with the ongoing threat of COVID-19 is likely to mean increased emergency accommodation costs.

- 7.5 The ongoing challenge exists to source affordable private rented accommodation for homeless clients dependent on welfare benefits.
- 7.6 Whilst staff have been managing admirably, the team's capacity is stretched as a result of a long term sickness absence and covering temporary reduced hours.

8.0 Key actions for the remainder of 2020-21

- 8.1 Continue to maintain Waverley's statutory homeless prevention service within the current COVID 19 guidelines.
- 8.2 Carry out the annual rough sleeping estimate exercise scheduled for 11 November 2020.
- 8.3 Provide an update on homelessness in Waverley to the Council's statutory and voluntary partners as an alternative to hosting the Homelessness Forum in November 2020.
- 8.4 If the capital and revenue bid to MHCLG is successful, make arrangements to progress the installation of modular units by 31 March 2021 and recruit to the post that will support the scheme.
- 8.5 Monitor the impact of the ending of the eviction ban and the staffing capacity and, if necessary, bring in additional resources that are needed to manage any increased demand and caseload pressures.

9.0 Conclusion

- 9.1 The Housing Options Service has continued to maintain its excellent record in homeless prevention and has risen to the considerable challenges presented by COVID-19.
- 9.2 The key to maintaining this success will be having sufficient staff and accommodation resources to avoid even greater costs of providing emergency accommodation.

Background Papers

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

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE 28 SEPTEMBER 2020

Title:

Housing (HRA) Recovery, Change and Transformation Project <u>Progress Report</u>

Portfolio Holder: Cllr Anne-Marie Rosoman, Portfolio Holder for Housing,

Community Safety & Emergency Planning

Head of Service: Hugh Wagstaff, Head of Housing Operations

Key decision: No

Access: Public

1. Purpose and summary

To provide the Committee with an update report on the Housing Team's Recovery, Change and Transformation Project, following the easing of the Covid-19 lockdown and the progress made to reinstate services for the Committee's scrutiny.

2. Recommendation

It is recommended that the committee review this report and agree any observations or comments it wishes to pass to the Executive.

3. Reason for the recommendation

To share the progress made against the project objectives and the current and evolving service provision position with Members.

4. Background

Introduction

The Committee received an initial report providing the background to the project, the project five objectives, project actions and sharing the progress made at their July 2020 meeting.

Project Objectives

Five key objectives were identified as essential to the recovery housing landlord services, with timeframes for returning to Business As Usual ("BAU"):

Objective	Estimated time to	Estimated start
	deliver (in	date (month)
	months)	

1.	Maximise rental income (support tenants in prioritising rent payments, signpost to benefits, agree repayment plans and consider legal action)	11 months annual rent collection until March 2021	April 2020
2.	Let homes (complete works on backlog of homes and recommence choice based lettings)	12 months to clear backlog and return to BAU	May 2020 "essential moves"
3.	Reinstate responsive repairs and H&S/compliance works (inc Blunden Court works)	12 months to clear legacy works, backlog and return to BAU	Dependent on gov guidelines June 2020
4.	Re/commence capital works programme (complete backlog of works, prioritise and programme on hold/ new requests)	12 months to clear on hold works and return to BAU	Dependent on gov guidelines June 2020
5.	Maintain development programme for new homes	11 months annual development programme	April 2020

Project Actions

The team developed a plan 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 project has planned and delivered key housing services, to residents during the changing environment, as the pandemic restrictions were eased, to meet the Council's landlord responsibilities.

Each objective has a task focussed project group to review the former practice and programme, working in a pandemic advice and health and safety guidance to deliver services and create a new or revised work programme.

The task project groups considered requirements for:

- policy amendments
- budget revisions
- process amendments including use of IT
- prioritisation of work
- capacity of team, and
- communication to residents

The overarching Project Board will support the task groups and manage the project. The success of the project will be monitored through key performance indicators. BAU will be identified as performance targets are met and the backlog of requests and works are cleared.

Project Objectives Progress

Rent - The team have continued to work with tenants to collect rent during the lockdown. The teams focus is support tenants to pay rent, reassure them of security of home and maintain income. Emergency legislation was passed in March to protect social and private rent tenants to ensure that no renter who lost income due to coronavirus would be forced out of their home. Possession notices were originally extended to give three months notice and all possession proceedings were suspended until 23 August 2020 (extended from original date of 23 June). On 21 August, the stay on possession proceedings was extended by a further month. Further measures to support tenants were announced by Housing Secretary on 10 September increasing the notice periods to six months with exceptions for the most serious circumstances, due to pressure placed on landlords, tenants and local communities - including cases of anti-social behaviour or fraud. In terms of rent arrears, from 29 August notice periods must be at least four weeks where over six months' rent is due (if less than six months' rent is owed then six months' notice must be given). The Courts will start to hear possession hearings again from 21 September but which will be subject to new court processes and procedures developed by the Judiciary. c300 tenants have advised the team that their income has been impacted by the pandemic and there has been c300 new universal credit (UC) claims in the last three months. Previously average 20 new UC per month. There has been an increase in rent arrears, as would be expected, but the figure currently remains within the parameters of the business plan.

Letting homes – The team suspended all lettings as the lockdown was implemented and works on empty homes stopped as the contractor furloughed operatives. Government guidance on essential moves was released in early May and the team began to reviews homes suitable for those identified as essential movers eg homeless applicants, those leaving hospital and victims of domestic abuse. Further guidance on moving home was issued the following week and in line with the government letter to social housing tenants meant that with appropriate safeguards tenants could move home. The contractor's operatives began to return to work and empty homes prioritised. Working practices and viewing and sign up processes have been reviewed and updated to comply with working during the coronavirus guidance. The contractor is taking ten homes a week and has increasing sub contractor labour. An implementation plan has been agreed to address the backlog of relet homes by end October. Council homes have been advertised through choice based letting since the end of May and applicants are bidding – with 30 homes relet in August. There remains a backlog of homes as at end August there were 81 empty homes including 18 senior living homes. Resulting in a potential void rent loss of £400k in 2020/21.

Responsive repairs and compliance – the team suspended all but emergency works as the lockdown was implemented. As the government guidance changed the team held contractor meetings to discuss working regimes under new measures, the expectations of the Council and contractor capacity with operatives returning from furloughed status. The outstanding repairs were reviewed with lan Williams and an action plan developed. Ian Williams Hub is contacting all tenants who had an outstanding repair before lockdown to arrange convenient appointments and explain the safety measures. A letter to tenants advising of the resumption of repairs service was sent on 5 June 2020. The team are receiving 40-50 requests a day. Through out the lockdown the team continued with compliance works including water hygiene and gas servicing. Electrical checks and associated works have were reintroduced in June too. As at end August there

were 17 homes without a gas safety certificate due to access difficulties (99.61% compliance). Due to the suspension of works during the lockdown there is a potential underspend on responsive repairs and staffing of £1.2m.

Capital works – the team reviewed the capital work programmes and held contractor meetings to discuss working regimes under new measures, the expectations of the Council and contractor capacity with operatives returning from furloughed status. They identified that some external capital works programmes could recommence - roofing and external decorations programmes. 30% of the annual budget has been invoiced/or committed. Kitchen and bathroom replacement works remain on hold due to the number of people required to enter a home and the timescale of the works. Bathroom replacement programme recommenced at end of July with a five day replacement programme for 20 homes with non shielding/vulnerable tenants. There is an expected underspend which will be added the HRA reserves.

New homes development – the team have been able to continue business as usual. The team adapted the future procurement process by splitting the contract into two phases (pre construction/design and JCT/construction) to give flexibility and prevent delay claims. The team have continued during lockdown to make planning applications, budget checks, publish tenders and progress the acquisition of land. The new home objective has been successfully completed and the team return to Business As Usual with adapted working practices and updated programme.

Conclusion

The team have progressed work identified in the key service areas to recover services. New ways of working have been implemented to ensure the health, safety and wellbeing of residents, officers and contractors. These areas continue to be closely monitored by the Head of Service through key performance indicators and budget reports until backlogs have been cleared and business as usual.

5. Relationship to the Corporate Strategy and Service Plan

The five key services areas of the project reflect the HRA Business Plan and Housing Operations Service Plan and the Council commitment to promote "housing to buy and to rent, for those at all income levels".

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Project acknowledges impact from 12 week lockdown increase in void rent loss and underspend of capital works and responsive repairs.

6.2 Risk management

A risk assessment has been completed for the project and mitigations identified to be monitored by the Head of Service.

6.3 Legal

Throughout the lockdown period the Housing team has taken advice from Legal Services to ensure that the activities that have been progressed during the lockdown period have been carried out in line with Coronavirus regulations laid

down by the Government, government guidance and to focus on the health and safety of both staff and tenants (including those shielding). This work continues into the recovery phase of the Council's response to the pandemic, with careful assessment of the Council's statutory responsibilities to its tenants – both in terms of its Business As Usual statutory functions and the continuing requirements of the Coronavirus statutory regulations.

6.4 Equality, diversity and inclusion

An equality impact assessment has been completed for the project. Noted the positives of increased communication by phone with all customers including disabled and older tenants to explain working practices and safety processes during the corona virus. During lockdown the team contacted all older tenants to complete a welfare check and as services are restarted tenants are contacted to risk assess before any visit.

6.5 Climate emergency declaration

The lockdown has demonstrated that some services can be managed remotely. There has been a reduction in travel and move to reduce paperwork by offering digital services.

7. Consultation and engagement

Ongoing liaison with Tenants Panel, portfolio holder for housing, housing team and progress reports to Housing Overview and Scrutiny Committee. All tenants information letters sent in March, May and June and tenants newsletter planned for October 2020.

8. Other options considered

Two other options were considered for the project and immediately ruled out.

"Do nothing" is not recommended as the service would continue to lose rental income from vacant homes, depreciate the asset of homes as responsive work, cyclical and improvement works are not completed. Failure to provide homes to those in housing need, increase dissatisfaction with service and risk of legal challenge.

Reinstate service "as was" is not recommended due to the risk of spreading the coronavirus and putting lives at risk.

9. Governance journey

9.1 Housing O&S and Executive as part of Housing O&S minutes/recommendations

Background Papers

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

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Agreed and signed off by:

Legal Services: 15 September 2020 Head of Finance: (18 June 2020) Strategic Director: (25 June 2020) Portfolio Holder: 14 September 2020

WAVERLEY BOROUGH COUNCIL

COMMUNITY WELLBEING OVERVIEW & SCRUTINY 16 SEPTEMBER 2020 VALUE FOR MONEY AND CUSTOMER SERVICE 0&S - 21 SEPTEMBER 2020 ENVIRONMENT 0&S - 22 SEPTEMBER 2020 HOUSING 0&S - 28 SEPTEMBER 2020

Title:

Revised Waverley Corporate Strategy 2020-2025

Portfolio Holders: Cllr John Ward, Cllr Paul Follows

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

Key decision: No

Access: Public

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 7th and 9th 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. <u>Governance journey</u>

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.

Annexe:

Annexe 1 – Draft Revised Corporate Strategy 2020-2025

Background Papers

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

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Agreed and signed off by: Legal Services: N/A Head of Finance: N/A

Strategic Director: 28 August 2020 Portfolio Holder: 2 September 2020





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 wholescale 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:

- 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 decisionmaking.
- 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
- 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.

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 2019/2020

		Housing O&S Scrutin	ny Tracker	
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive Response	Timescale
6 July 2020	Housing Maintenance Contracts Procurement – Working Group Report	The Committee agreed to make the 9 recommendations within the report (with one alteration to the third recommendations) to the Portfolio Holder.	The Portfolio Holder thanked the Committee for its work and agrees to implement the recommendations.	Intention to procure November 2020 Contract commences February 2022
14 January 2020	Housing Revenue Account Business Plan, Revenue Budget and Capital Programme (Hugh Wagstaff)	The Committee generally supported the recommendations listed from Executive to Council.	The recommendations were agreed at full Council Tuesday 18 February 2020.	February 2020
20 November 2020	Private Sector Housing (Andrew Smith)	The Committee requested that officers share the information delivered to the Committee on the role of the Private Sector Housing team with the towns and parishes.	Once the Council's Town and Parish meetings begin again officers will revisit this.	TBC

Housing Overview and Scrutiny Committee

3 July 2018	026 cu er te	(The Committee requested that the current strategy to be updated to ensure it reflects changing technologies, in addition to other considerations listed on page of the report.	Officers will update the Strategy to reflect changes in development and technology. This item is on the work programme and will return to the Committee in the new year.	The new Strategy will be for 2021 – 2026.
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Section B Work programme 2019/20

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	Quarterly	N/A
Housing Development Update	To receive an update on the current council housing developments (not on the agenda for January 2020).	Andrew Smith/ Louisa Blundell	Standing item	N/A
Housing Maintenance – Response Repairs and Voids Contract	For the Committee to remain up to date with the latest developments regarding the contract.	Annalisa Howson / Hugh Wagstaff	September, November 2020	N/A
Recovery, Change and Transformation Project Update (Housing)	To receive an update on the progress made against the objectives of the Housing RCT Project.	Annalisa Howson	Standing item 2020	N/A
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 / Robin Taylor	September 2020	December 2020
Homelessness Strategy Update	To understand the impact of the pandemic on homelessness and our services.	Andrew Smith	September and November 2020	N/A
Housing Strategy Review Update	To scrutinise performance against the Housing Strategy.	Alice Lean / Andrew Smith	September 2020	N/A

Housing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Housing Design Standards – energy efficiency Scoping Document	To agree the scope of an in-depth working group into the Council's housing design standards in light of the Climate Emergency priority.	Scrutiny Policy Officer / Annalisa Howson	November 2020	N/A
Anti-social Behaviour Policy	To contribute to the review of the Policy.	Annalisa Howson	November 2020	
Tenant Involvement Strategy	To scrutinise and contribute to the development of the Strategy.	Annalisa Howson	November 2020	
Housing Revenue Account – updated budget	To scrutinise the revised budget.	Hugh Wagstaff / Lindsay Kennedy	November 2020	December 2020
Service Plans	To consider and contribute to the Service Plans which will be drafted for January 2021 and agreed by Council February 2021.	Annalisa Howson / Andrew Smith	November 2020	February 2021
Accet Management	To receive an update on the progress of the Strategy's development and Committee to share views its content and direction.	Hugh Wagstaff	November 2020	N/A
Asset Management Strategy 2021 – 2026	Following the recommendations of the Committee after considering the scope of the Strategy July 2018 and those made through the <i>Attitudes to Council Housing: Pride or Prejudice Review</i> , to receive the updated Strategy.	Hugh Wagstaff	January / March 2021	Spring 2021
Housing Strategy	To scrutinise and input into the Strategy before it is finalised and approved Spring 2021.	Andrew Smith / Alice Lean	January 2021	Spring 2021
Mental health and housing	To receive a presentation from officers about how the Council works with tenants, and those in housing need, who suffer with mental health issues.	Laura Dillon and Andrew Smith	March 2020	N/A

Housing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Affordable housing and housing need within the borough	Following the Housing Strategy and Enabling team's work into profiling housing need within the borough, for the Committee to understand the role of affordable housing and how it meets the needs of residents.	Andrew Smith / Alice Lean	TBC	N/A
Housing Associations (HAs)	To follow the September 2019 information session, the Committee may wish to invite a representative from a major housing association within the borough to present to the Committee.	Andrew Smith	TBC	N/A

Section C

Scrutiny Reviews 2019/20

Subject	Objective	Key issues	Lead officer	Progress			
Housing Design Standards - energy efficiency	To make recommendations to the Executive on the standards to which the Council should build its homes in terms of energy efficiency.	 Climate Change Declaration (September 2019 Council) Energy Performance Certificates Zero-carbon homes 	Scrutiny Policy Officer and Louisa Blundell	The scoping document for this in-depth review has not yet been drafted but will form an agenda item at the Committee's November meeting.			
Allocation Policy	Following a recommendation by the <i>Council Housing Attitudes: Pride or Prejudice</i> working group to review the Policy to ensure the criteria and process are appropriate and aligned to the Council's priorities.	Eligibility and criteriaCommunication and promotionChoice-based lettings	Scrutiny Policy Officer and Annalisa Howson	To be started once the design standards review is completed (not before 2021).			
Housing Consumer Regulatory Standards	To assess the service and areas for improvement in order to inform the service improvement plan.	Homes and Communities AgencyThe four consumer standards	Scrutiny Policy Officer and Annalisa Howson	This review was included in the Housing Operations Service Plan 2020-23 and has not yet been scoped.			

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Selection Criteria for Overview and Scrutiny topics

