

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

Cc: Portfolio Holder for Housing

When calling please ask for:

Georgina Hall, Democratic Services Officer

Policy & Governance

E-mail: georgina.hall@waverley.gov.uk

Direct line: 01483 523 224

Date: 28 May 2021

Membership of the Overview & Scrutiny Committee - Housing

Cllr Richard Seaborne (Chairman)
Cllr Peter Marriott (Vice Chairman)
Cllr Christine Baker
Cllr Patricia Ellis

Cllr David Else
Cllr Michael Goodridge
Cllr Michaela Wicks
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 Tuesday, 1 June 2021 to enable a substitute to be arranged.

Dear Councillor

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

DATE: TUESDAY, 8 JUNE 2021

TIME: 7.00 PM

PLACE: COUNCIL CHAMBER

The Agenda for the Meeting is set out below.

Please note that due to current Covid restrictions, seating in the public gallery is extremely limited. The meeting can be viewed remotely via [Waverley Borough Council's YouTube channel](#) or by visiting www.waverley.gov.uk/webcast.

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 2020 - 2025

Vision

Our vision is that Waverley will be environmentally, economically and financially sustainable with healthy, inclusive communities and housing available for all who need it.

Our strategic priorities:

- ✓ Local, open, participative government
- ✓ Supporting a strong, resilient local economy
- ✓ Taking action on Climate Emergency and protecting the environment
- ✓ Good quality housing for all income levels and age groups
- ✓ Effective strategic planning and development management to meet the needs of our communities
- ✓ Improving the health and wellbeing of our residents and communities
- ✓ Financial sustainability

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. **CONFIRMATION OF CHAIRMAN AND VICE CHAIRMAN**

To confirm the Chairman and Vice Chairman at the start of the new council year.

2. **MINUTES**

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 9 March 2021 are available on the Council's website, and Members are asked to confirm them as a correct record.

3. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of 1 June 2021 to enable a substitute to be arranged, if applicable.

4. **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.

5. **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 Tuesday 1 June 2021.

6. **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 Tuesday 1 June 2021.

7. CORPORATE PERFORMANCE REPORT QUARTER 4 (Pages 7 - 60)

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee:

- 1) Considers the performance of the service areas under its remit, as set out in Annexe 1 to this report, and makes any recommendations to senior management or the Executive as appropriate, and
- 2) considers the Annual Review of Performance Indicators, as set out in the table below, and makes any comments or recommendations to the Executive.

The Policy and Performance Officer will lead on this item

The section of the performance information relating to Housing Delivery and Communities starts on page 39 of the document pack and the section relating to Housing Operations starts on page 46 of the document pack.

8. ANNUAL KPI REVIEW

To consider any additional KPI's the Committee would like reported on or changes to existing KPI's relating to this committee's remit of Housing Delivery and Housing Operations. Please refer to the report attached to agenda item 7.

The Policy and Performance Officer will lead on this item

9. HOUSING STRATEGY UPDATE REPORT (Pages 61 - 100)

The Housing Strategy / Enabling Manager will lead on this item

Recommendation

It is recommended that the Committee:

- i. reviews this report and agrees any observations or comments it wishes to pass to the Executive

10. REPORT FROM THE HOUSING DESIGN STANDARDS TASK AND FINISH GROUP

The Chairman of the Housing Design Standards Task and Finish Group will lead this item.

This item will follow as a supplement.

11. HOUSING MAINTENANCE - RESPONSE, REPAIRS AND VOIDS CONTRACT

The Head of Housing Operations will lead this item. It will be a verbal update.

12. HOUSING - RELATED COMPLAINTS 2019/20 (Pages 101 - 106)

The Housing Service Improvement Manager will lead on this agenda item.

Recommendation

It is recommended that the Committee
i reviews this report and identifies any areas of further scrutiny and / or
ii agrees any observations or comments it wishes to pass to the Executive

The Housing Service Improvement Manager will lead this item.

13. **COMMITTEE WORK PROGRAMME** (Pages 107 - 116)

The Housing Overview & Scrutiny Committee, is responsible for managing its work programme.

The work programme (attached) takes account of items identified on the latest Executive Forward Programme (Annexe 2) as due to come forward for decision.

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.

The Scrutiny Officer will lead this item.

14. **EXCLUSION OF PRESS AND PUBLIC**

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).

15. **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:
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Tel. 01483 523078 or email: mark.mills@waverley.gov.uk
Georgina Hall, Democratic Services Officer

Tel. 01483 523 224 or email: georgina.hall@waverley.gov.uk

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE – 08 JUNE 2021

Title:

Q4 2020-21 Corporate Performance Report and Annual review of Performance Indicators

Portfolio Holder: Cllr Anne-Marie Rosoman, Portfolio Holder for Housing and Community Safety

Head of Service: Hugh Wagstaff, Head of Housing Operations
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 present the Corporate Performance Report for the fourth quarter of 2020/2021 and the Annual Review of Performance Indicators.

1.2. The Corporate Performance Report provides analysis of the Council's performance for the fourth quarter of the 2020/2021 and reflection of the Council's performance throughout the year. The report, set out in Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation

It is recommended that the Housing Overview & Scrutiny Committee:

- 1) Considers the performance of the service areas under its remit, as set out in Annexe 1 to this report, and makes any recommendations to senior management or the Executive as appropriate, and
- 2) considers the Annual Review of Performance Indicators, as set out in the table below, and makes any comments or recommendations to the Executive.

Housing Delivery & Communities (Housing Delivery only)				
PI	Description		Target	Comments
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	5.0	Unchanged

HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	Data only	Unchanged
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	Data only	Unchanged
HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	Data only	Unchanged
Housing Operations				
PI	Description		Target	Comments
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.7% 1%	New target proposed
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	20	Unchanged
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100%	Unchanged
HO4*	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	93%	Existing PI
	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	7	Proposed change to PI HO4
HO5*	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	78%	Unchanged
	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better)	%	10%	Proposed change to PI HO5
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	90%	Unchanged

*Interim PI proposed. To return to tenants' satisfaction PI when new contract is live in 2022 for 2022/23 reporting.

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 transparent assessment on how each service performs against its set goals and targets, and if those targets are still relevant. It also allows the O&S Committees to raise any concerns to senior management and the Executive, which in turn can result in improvement actions where required.

4. Background

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

- 5.1 Waverley's performance management framework, and active management of performance information helps ensure that Waverley delivers against all its Corporate Priorities.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

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

6.2 Risk management

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

6.3 Legal

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

6.4 Equality, diversity, and inclusion

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

6.5 Climate emergency declaration

The report does not have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in March 2021 which take into consideration objectives arising from the [Climate Change and Sustainability Strategy 2020-2030](#) and [Carbon Neutrality Action Plan 2020-2030](#).

7. Consultation and engagement

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

8. Other options considered

- 8.1 Standing report, no further considerations required.

9. Governance journey

- 9.1 The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive, who will take these into consideration when approving the proposals. Once approved the reviewed Performance Indicators will inform the Quarterly Corporate Performance Reports for 2021/2022, when the next annual review will be considered.

Annexes:

Annexe 1 Q4 2020-21 Corporate Performance Report – Annexe 1

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:

Name: Louise Norie
Position: Corporate Policy Manager
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Agreed and signed off by:
Legal Services: N/A
Head of Finance: N/A
Strategic Director: May 2021
Portfolio Holder: May 2021

Corporate
Performance Report
Q4 2020/21
(January – March 2021)

Final version



Report Publication Date: 19 May 2021

Officer Name: Louise Norie **Title:** Corporate Policy Manager

Telephone: 01483 523464 **Email:** Louise.Norie@waverley.gov.uk

Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	Management Board	Management Board	3
Scrutinised by Environment Overview & Scrutiny Committee on 07 June 2021				
2	Service Dashboard	Planning and Economic Development	Zac Ellwood	13
3	Service Dashboard	All Environment and Regulatory Services teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	20
Scrutinised by Community Wellbeing Overview & Scrutiny Committee on 25 May 2021				
3	Service Dashboard	Licensing Team aspect from Environment and Regulatory Services section (when required)	Richard Homewood	20
4	Service Dashboard	Commercial Services	Kelvin Mills	25
5	Service Dashboard	Communities aspect from Housing Delivery and Communities section	Andrew Smith	29
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5	Service Dashboard	Housing Delivery and Communities	Andrew Smith	29
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RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

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

1. Corporate Dashboard – All Services

Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q4 2020/21

Q4 Chief Executive's summary:

This is the performance report for the fourth quarter of the year and effectively is the end-of-year review.

The year has, of course, been dominated by the response to the Covid pandemic. This has been detailed in previous reports. How the council and our communities in Waverley responded in difficult circumstance has been awe-inspiring and should rightly be a source of pride for all. While the infection rates have fallen by the end of the quarter to 7.1 per 100,000 population from a high of 722 on the 4th January, 246 residents have tragically passed away as a result of this awful virus.

The council continues to work hard on dealing with the consequences and implications of the pandemic – medical, social, economic and regulatory – and its effects will be felt for a long time in the borough.

One of the consequences of redeploying staff and resources to support the vulnerable and our communities during the pandemic, has been the impact on the council's finances. This is detailed in the [S151 Officer's report](#). The medium term picture is especially challenging and requires us to accelerate our transformation projects and develop further plans to reduce cost and increase income.

Another consequence is the development of backlogs in some service areas. The Senior Management Team has identified these and is activating plans to bring those areas back on track. This may be reported in future quarterly reports.

This quarter saw late confirmation from Government of both the continuation of the May 2021 Police & Crime Commissioner and Surrey County Council elections, and the cessation of the legal powers that enabled formal councillor meetings to take place via Zoom. While councillors must now attend in person to participate in formal meetings, Zoom and flexible working are here to stay for employees and councillors, and our 'Where Work Happens' project is planning for a different balance in how we work in future, to reduce the need for office space, improve our attractiveness in the recruitment market, and reduce traffic and carbon emissions.

Other highlights of the quarter included:

- The responses to our climate emergency survey revealed wide concern about climate change and provided insights in residents' priorities for tackling it.
- A consultation on a new Public Space Protection Order in Godalming, which was approved.
- The approval of a difficult but balanced Budget for 2021/22.
- The publication of the report by KPMG on local government collaboration, commissioned by the eleven district councils of Surrey.
- Agreement to explore options for collaboration with Guildford Borough Council.
- Progress with and consultations on Bramley and Haslemere draft Neighbourhood Plans.
- Designating Shepherd and Flock roundabout as a conservation area.

Performance overall has been good, in difficult circumstances.

Looking ahead, key areas of focus will be:

- Continuing to tackle Covid and its implications, while supporting recovery.
- Engaging with Trinity College, Cambridge, as it prepares to sell Dunsfold Park.
- Developing options and projects to enable important council services to continue to be delivered in the face of the financial challenge.
- The Local Government Boundary Commission’s review of Waverley wards, to take effect in May 2023.

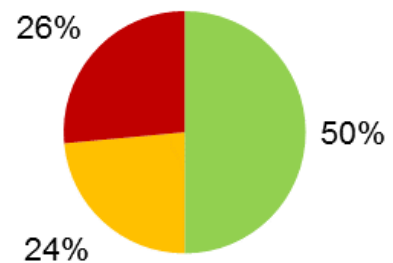
Our excellent councillor and officer team will continue to work hard to support our communities in these challenging times.

Tom Horwood, Chief Executive

Performance Indicators Status

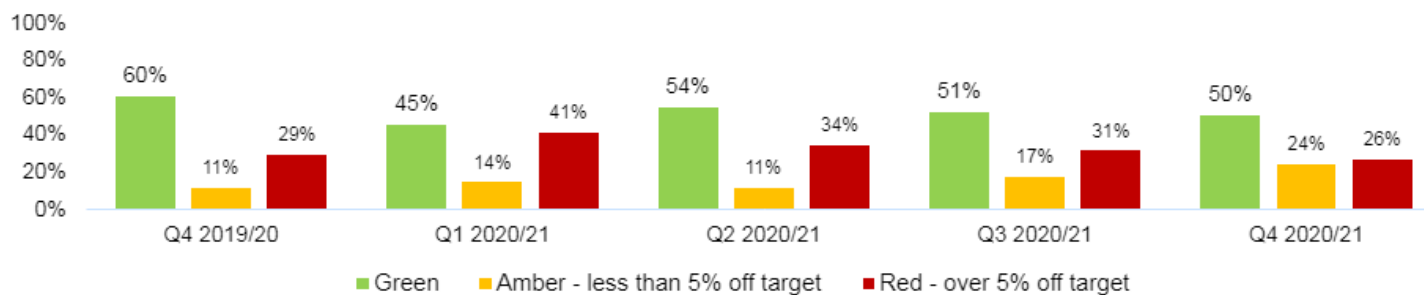
Q4 All Corporate KPIs

Total	100%	34
Green	50%	17
Amber - less than 5% off target	24%	8
Red - over 5% off target	26%	9
Data only / Not available	N/A	15
Data suspended due to Covid implications	N/A	7



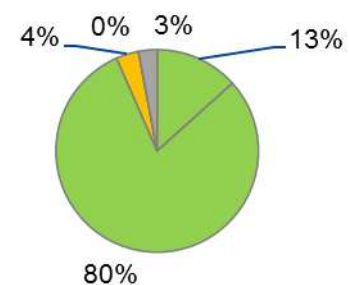
Comment: Commentary on specific PIs can be found in the individual service areas.

Performance Indicators - % per status
Q4 2019/20 - Q4 2020/21



Service Plans - Actions Status

Total	100%	472
Completed	13%	63
On track	80%	378
Off track - action taken / in hand	4%	17
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	3%	14



Comment: At the end of Q4 the majority of service plan actions are on target for completion. Further details of service specific performance can be found under individual dashboards.

Internal Audit – Overdue Actions

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 01 March 2021.

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

Complaints Q4 2020/21

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Business Transformation	0	0	N/A	0	0	N/A		
Commercial	0	0	N/A	0	0	N/A		
Environment	6	3	50%	0	0	N/A	1	1 x Fault found
Finance & Property	0	0	N/A	0	0	N/A	1	1 x Fault found
Housing Operations	20	17	85%	11	11	100%		
Housing Delivery and Communities	3	3	100%	2	2	100%		
Planning & Economic Dev	14	10	71%	4	4	On	2	1 x Fault Found 1 x No fault found
Policy & Governance	0	0	N/A	0	0	N/A		
Total	43	33	77%	17	17	100%	4	

Total Complaints	60
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	Response Rate	Target	Status
Level 1	77%	95%	over 5% off target
Level 2	100%	95%	On track
Total	88.5%	95%	over 5% off target

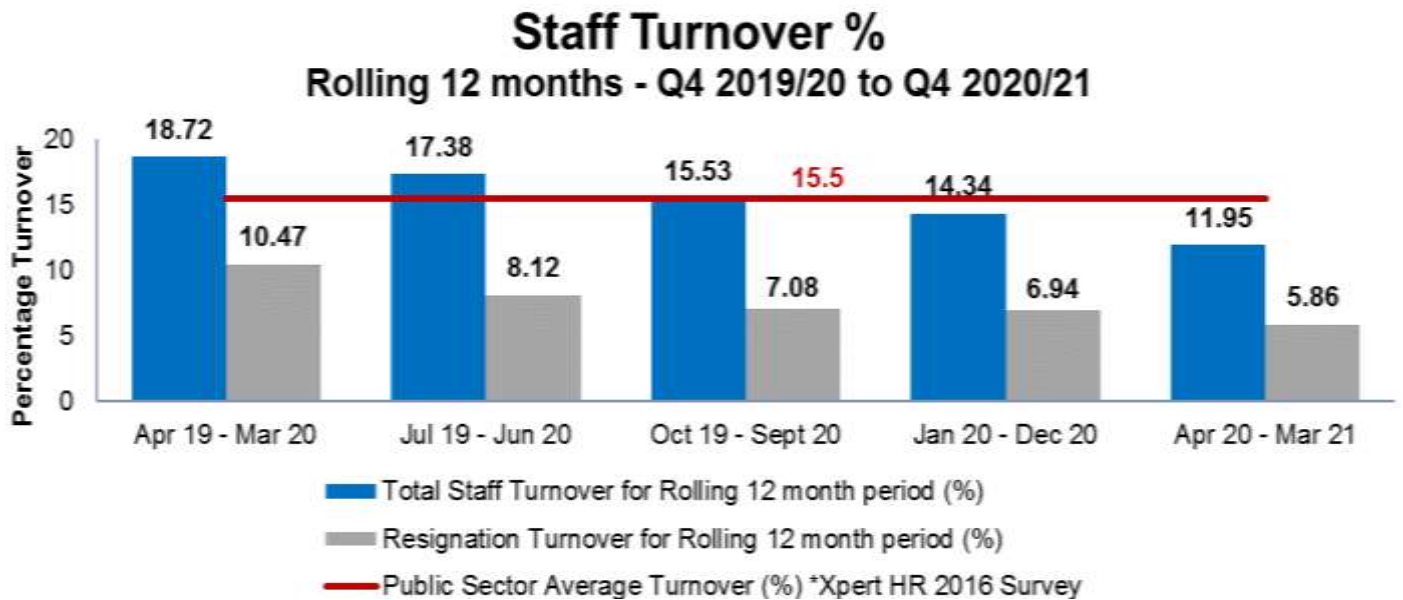
*Details of Local Government & Social Care Ombudsman Decisions can be found on: <https://www.lgo.org.uk/decisions>. Housing Ombudsman doesn't currently publish their decisions.

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



Workforce data – Corporate Level Q4

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.

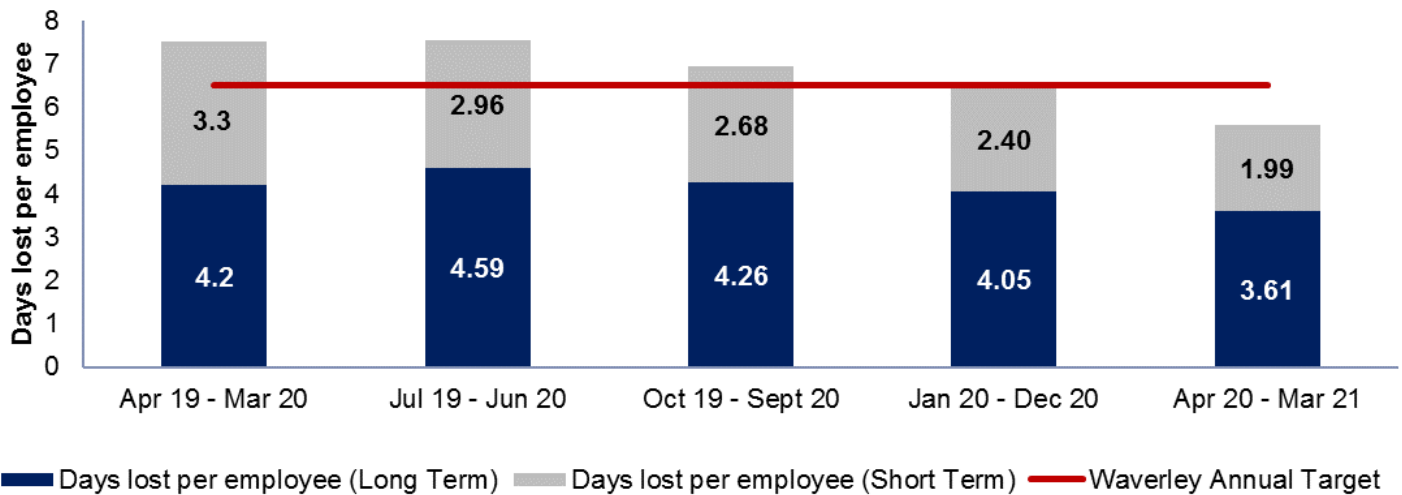


Comment: As might be expected due to the current economic and social context, resignation turnover continues to reduce and has done since the beginning of the pandemic in March 2020.

This trend reflects uncertainty in the job market and a lack of confidence in change generally. Whilst the workforce therefore continues to be relatively stable, it is anticipated that there will be a spike in resignations as the job market begin to recover later this year, particularly in view of the impact on change at Waverley and the continued focus on the management of costs.

Absence Data

Rolling 12 months - Q4 2019/20 to Q4 2020/21



Comment: This quarter has seen the continuation of the trend for a steady decline in short term sickness. This continues to be impacted by a combination of home working and improved infection measures.

Long term sickness also continues to fall.

The key reasons for long term absence remain mental health (anxiety and depression) with a notable spike in January 2021 corresponding with the spike in infections and the imposition of the national lock down.

It is essential that the council remain focussed on mental health and wellbeing support. HR continue to focus on long term sickness reduction with pro-active expert case management and support.

Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q4 2020/21

Section 151 Officer summary Q4 2020/21:

I have reviewed the position against budget at the end of the financial year. The statutory accounting statements will be produced and considered by the Audit Committee in September. This narrative and the following statements give a summary of the financial position against budget in the financial year. The outturn position set out in this report compares to the latest approved budget as the Council had to take the unprecedented step of agreeing a contingency revised budget mid-year given the significant impact that the pandemic has had on its finances.

The 2020/21 financial year has seen significant uncertainty and risk hit the agreed budget and Waverley’s Medium Term Financial Plan. In August the Council agreed a major revision to the approved 2020/21 general fund budget to react to a forecast £6.6m adverse variance resulting from the direct and indirect impact of Covid on planned income and expenditure. In context, this is approximately 50% of the net budget. Waverley received £1.5m of general Covid funding from government towards this impact and is claiming for an additional £2.8m towards lost income. Further analysis of Covid financial support is included later in this financial summary. The council agreed a package of urgent measures to address this sudden and unexpected budget shortfall including cost reductions, scaling back of capital investment and drawing from reserves that were

earmarked for other specific purposes. The latest forecast shows that the additional government support enables a substantial amount of the agreed reserve drawdown to be rolled forward to support the ongoing impact of Covid in future years' budgets.

The main table below, which shows the outturn for the year, highlights that most of the revised estimates are holding up well. The main adverse variance to date is car park income which suffered again from the second lockdown in November through the Tier 4 period into the Jan-April lockdown. Whilst the outturn for car park income is showing a shortfall, a large proportion of this should be recoverable from the government under the fees and charges compensation scheme which also includes the temporary suspension of the green waste collection service. The temporary restrictions placed on staff recruitment have resulted in significant savings and the overall revised target has been achieved over the financial year. The highest value budget impact addressed in the contingency budget agreed by Council in August 2020 was leisure centres. The Government introduced emergency laws that closed leisure centres for two lock down periods during the financial year and statutory operating restrictions have been imposed on the facilities for the remainder of the year. The following table shows the outturn position compared to Council approval, taking account of government support that has been secured. This table shows that the balance of the budget approval, a net £390k, will be carried forward to 21/22 to help mitigate the further statutory lockdown and restricted use period in this financial year.

	Total Approved Budget £'000	Initial Approval £'000	Outturn £'000	Variance from Approved Budget £'000	Variance from Initial approval £'000
March - June closure	500	500	454	-46	-46
Reopening Costs	1,721	1,000	1,306	-415	306
Leisure Support Grant			-236	-236	-236
Sales, Fees & Charges Compensation			-415	-415	-415
Total	2,221	1,500	1,109	-1,112	-391

Overall, on the General Fund in 2020/21 a favourable variance against budget of £672k is being reported. Offsetting this are carry forward amounts totalling £494k for specific committed spend where it was not possible to complete the work by 31 March, therefore a net underspend of £178k is showing. There are a range of individual variations against budget included within this net total, many of which have been reported in previous quarters' monitoring reports. The most notable are staff costs which are within budget and the vacancy target has been exceeded. Most of the major income areas are at or above the revised budget level, with the exception being car parks as previously mentioned. Building Control income continued to show signs of recovery and the service finished the year on net budget overall. Investment interest performed well against budget with a longer-term approach being taken in overall cash flow management. The main concern on general fund income is from the investment property void from one building, Wey Court East, in Farnham. Officers have had interest in renting major parts of this building and it was hoped that lettings would have been secured by the year end, however, the office property market has been very volatile and it was not possible to secure a tenant. Waverley does have an investment void rent provision to cover unexpected shortfalls in income from empty investment properties. The Housing Revenue Account budget has been impacted by Covid in terms of income loss from non-collection and from a higher number of void properties in the lockdown period. This has been offset in the Business Plan by savings in expenditure so overall the HRA is forecast to be under budget by £0.6m in the year.

Progress of the Medium Term Financial Plan (MTFP) delivery

Waverley agreed its updated Medium Term Financial Plan in February 2020 but due to the severity of the impact of the pandemic in 2020/21 and beyond, the MTFP was comprehensively reviewed in December 2020, particularly given the need to revise reserve levels. A further revision was made in February 2021 to bring the Plan up to date alongside the budget setting report. The MTFP contains a forecast of the budget shortfall over the next four years and sets out the Council's strategy for addressing this. The main measures to be taken are:

- Business transformation and efficiency
- Income generation from fees and charges and council tax
- Property income
- Cost control
- Exploring collaboration opportunities

For further details please refer to the Full Council meeting from the 23 February 2021

Financial Regulations – reporting of budget carry forwards from 2020/21

Where project or specific expenditure is not completed by the end of the financial year a budget carry forward can be considered. Each request is subject to a robust challenge by the finance team and then requires the approval of the Chief Finance Officer under delegation as per Financial Regulation 4.30. Agreed carry forwards are then reported to the Executive under Finance Regulation 4.31. These carry forwards are accounted for in the outturn and do not have resource implications on the following years' budgets. For the 2020/21 financial year the carry forwards approved under delegation are itemised in the tables below for information.

Graeme Clark, Strategic Director and S151 Officer

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	5,344	- 218	-4%	Favourable
Income	- 5,523	- 8	0%	Favourable
Business Transformation Total	- 179	- 226	126%	Favourable
Commercial				
Expenditure	11,181	- 856	-8%	Favourable
Income	- 5,575	3	0%	Adverse
Commercial Total	5,606	- 853	-15%	Favourable
Environment				
Expenditure	12,059	- 309	-3%	Favourable
Income	- 7,944	1,125	-14%	Adverse
Environment Total	4,115	816	20%	Adverse
Finance & Property				
Expenditure	31,154	- 394	-1%	Favourable
Income	- 30,192	212	-1%	Adverse
Finance & Property Total	962	- 182	-19%	Favourable
Housing Operations				
Expenditure	12	-	0%	-
Income	- 12	- 16	133%	Favourable

Housing Operations Total	0	- 16	-	Favourable
Housing Delivery & Communities				
Expenditure	5,140	- 38	-1%	Favourable
Income	- 3,579	- 45	1%	Favourable
Housing Delivery & Communities Total	1,561	- 83	-5%	Favourable
Planning & Economic Development				
Expenditure	7,852	- 82	-1%	Favourable
Income	- 4,918	- 35	1%	Favourable
Planning & Economic Development Total	2,934	- 117	-4%	Favourable
Policy & Governance				
Expenditure	7,068	- 266	-4%	Favourable
Income	- 3,717	- 18	0%	Favourable
Policy & Governance Total	3,351	- 284	-8%	Favourable
General Fund Sub-Total	18,350	- 945	-5%	Favourable
General Fund Funding				
Expenditure	1,863	- 86	-5%	Favourable
Income	- 15,666	161	-1%	Adverse
General Fund Funding Total	- 13,803	75	-1%	Adverse
Covid-19 Local Authority Expenditure Grant	- 1,527	-	0%	-
Covid-19 Local Authority Sales, Fees & Charges Compensation Grant	-	- 2,822	-	-
Reserve Draw down - contingency budget	- 3,020	3,020	-100%	-
General Fund Total	-	- 672	-	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,012	- 466	-2%	Favourable
Income	- 34,061	358	-1%	Adverse
Housing Operations Total	- 8,049	- 108	1%	Favourable
Housing Delivery & Communities				
Expenditure	1,266	4	0%	Adverse
Income	- 696	26	-4%	Adverse
Housing Delivery & Communities Total	570	30	5%	Adverse
Housing Funding				
Expenditure	7,700	- 375	-5%	Favourable
Income	- 221	- 154	70%	Favourable
Housing Funding Total	7,479	- 529	-7%	Favourable
Housing Revenue Account Total	-	- 607	-	Favourable
Grand total	-	- 1,279	-	Favourable

General Fund Revenue Carry Forwards		
Services		£'000

Business Transformation	Joint Surrey IT fund	10
	Museum of Farnham scaffolding	5
Commercial	Places Leisure - Licence	6
	Legal costs for Places Leisure Contract	5
Finance & Property	Rent Reviews in progress as at 31/3/21	7
	Internal Audit slippage due to Covid-19	15
Housing Delivery & Communities	Housing enabling affordability update	6
Planning & Economic Development	Income to fund additional staff resource	25
Policy & Governance	Partnership working support	15
	Independent remuneration panel - members allowances	6
	Freedom of Information support	4
Sub-Total General Fund Revenue Carry Forwards		104
Ongoing Covid-19 impact on Leisure Centres due to closure and legal restrictions for first quarter - balance of budget approved by Council August 2020 net of government funding		390
Total General Fund Revenue Carry Forwards		494

General Fund Capital Project Carry Forwards		
Services		£'000
Business Transformation	Business Transformation – one off cost	7
	Tape backup works	3
	Disaster Recovery	28
Commercial	Badshot Lea recreation ground	51
	Leisure Centre Maintenance delayed due to Covid-19	61
	Haslemere LC Maintenance delayed due to Covid-19	41
	Parks infrastructure works	68
	Parks security	6
	Playground replacement programme	26
	Woolmer Hill 3G pitch - CIL funded	175
	Weyhill Site project – enabling costs	419
	Land Asset Review	7
	Riverside Car Park	1
Environment	Woolmer hill energy efficiency works	14
	Assure Database upgrade	8
	Environment recycling projects	35
	Weyhill Car Park - Sunbrow woods	30
	South Street Car park	5
	EV charging points	19
Finance & Property	Village Way car park	30
	The Burys Feasibility Study	40
	Payment Collection System Upgrade	21
Total General Fund Capital Carry Forwards		1,092

The following table summarises the latest COVID grants position.

	Amount £'000	Notes
Support for WBC budget impact		
General grant towards costs	1527	Received
Fees and charges income grant	2822	Applied for, estimated eligible amount but unconfirmed
Leisure Centre grant	236	To meet additional costs
Other support for additional functions/costs		
Homelessness/rough sleepers	13	To meet additional costs
Homelessness Next Steps	15	To meet additional costs
Contain Outbreak Management Fund	508	To meet additional costs
Clinically Extremely Vulnerable support funding	210	To meet additional costs
Reopening High Streets Safely Fund	111	To meet additional costs
Compliance and Enforcement Grant - Surge Enforcement	41	To meet additional costs
Council Tax Support hardship funding	527	To pay to council tax payers
Emergency assistance for food and essential supplies - SCC	56	To meet additional costs
Business Grant Admin	246	To meet additional costs
Council Tax Support Admin	88	To meet additional costs
Test & Trace Admin	25	To meet additional costs
Covid-19 Response	40	To meet additional costs

2. Service Dashboard – Planning and Economic Development

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

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/21

Q4 summary from Head of Service:

Q4 was challenging in Development Management because of an increase in application numbers received, combined with the ongoing testing and training for the Horizon system being required in addition to business as usual. The testing and training took several administrative and planning officers away from their day-to-day work for significant periods of time but, despite this, performance remained steady during the quarter.

The actions in the Development Management Improvement Plan began to be rolled-out in respect of the six key areas for attention, namely:

1. Systems and Processes
2. Staff and Structure
3. Communications and Engagement
4. Customer Focus
5. Performance
6. Decision Making

Our focus during Q4 was on the first two of these issues. A successful process was undertaken to recruit to two new posts within Planning and Economic Development, namely a Business & Performance Manager and a Systems & Processes Team Leader. These new officers will head up a new Business Support Team focused on efficiencies and customer care.

A restructure of the Development Management function was also undertaken, to be implemented in Q1 2021/22.

The Economic Development Team progressed a number of initiatives from the approved Covid-19 Action Plan and the Planning Policy Team were busy assessing the substantial number of representations received in response to the public consultation on Part 2 of the Local Plan and supporting the development of Neighbourhood Plans and overseeing the CIL bidding process.

Achievements and issues of note in Q4 included:

- Progressing the Affordable Housing SPD (Supplementary Planning Document) towards adoption in collaboration with Housing Delivery Officers
- Supporting a number of Towns and Parishes in progressing their Neighbourhood Plans
- Continuing to support the local business community during and following lockdown with advice, information and liaison with the business grants team
- Working closely with the Customer Service Centre
- Actively progressing a large number of enforcement investigations
- Servicing the Farnham Infrastructure Project
- Continued strong performance in defending planning & enforcement appeals

Zac Ellwood, Head of Planning & Economic Development

Performance Indicators Status Q4

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99%	98%	99%	95%	96%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	100%	100%	83%	50%	90%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	93%	95%	92%	81%	88%	80%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	90%	92%	96%	92%	86%	90%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	88%	87%	80%	76%	80%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	45%	23%	23%	25%	29%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	17%	17%	6%	5.0%	3.3%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	3%	1%	1%	1.0%	1.3%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	89%	90%	85%	72%	74%	75%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	100%	92%	99%	96%	96%	95%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	47%	5%	29%	15%	15%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	12	4	17	23	75	147

Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-531	-143	-273	-397	-469	147
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	240	90	188	145	109	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	24	-57	-16	-18	-56	147

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

Comment: Performance in processing and determining planning applications and in investigating enforcement cases remained relatively steady overall, albeit the need to take officers away from day-to-day work to undertake testing/training on the Horizon IT system inevitably had some detrimental impacts, particularly on P123.

P151 performance on Majors improved and for the municipal year the cumulative figure was 87% (26 out of 30 Major applications determined in accordance with the target of 13 weeks or where an extension of time was agreed in writing with the applicant).

Overall appeals performance for the year [P3] exceeded the <30% target with cumulatively only 29% of all appeals having been allowed by the Planning Inspectorate. This is positive performance that is encouraging and indicates we are on the right lines in terms of decision making.

Performance in terms of Major planning appeals allowed as a % of Major Application decisions made (cumulative) [LP152] is also extremely healthy at less than 5%, against a target of <10%, being allowed cumulatively. This indicator is linked to government minimum performance targets that could lead to some Councils being designated as ‘standards’ authorities.

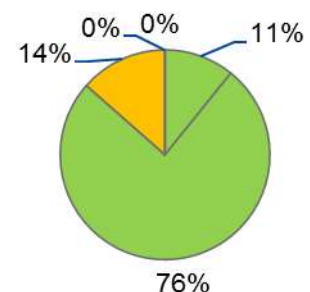
Our pre-application advice service performance is still below expectations and where it needs to be, and the system is due to be comprehensively overhauled in line with the Development Management Improvement Plan. A Working Group has been set up to take this initiative forward and an inception meeting was held in Q4.

The number of dwellings commenced and completed continues to be below target, albeit these indicators are largely outside of the Council’s direct control as local planning authority.

Service Plans - Actions Status

Q4 Planning Service Plans 2020/2023

Total	100%	74
Completed	11%	8
On track	76%	56
Off track - action taken / in hand	14%	10
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Service Plans Actions 2020/23 – actions deferred/extensions

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify

Outcome 6.	New IT system is implemented (transferred from Service Plans 2018/19, action ref. SP18/19P1.1).					
PR20P6.3	New system implemented for Development Management/ Enforcement	28/02/2021	Development Manager (BHS)	Completed	N/A	Completed 06/04/2021.
Outcome 7.	Enforcement Plan Review complete, adopted and published on website.					
PR20P7.1	Planning Enforcement Plan reviewed, adopted, published and implemented in compliance in compliance with NPPF, legal framework and new Local Plan.	31/03/2021	Development Manager (BHS)	Off track action taken	31/08/2021	Delayed due to workload. Carried forward to 21/24 SP (5.5).
PR20P7.2	Training completed for Officers and Councillors on new Enforcement Plan	31/03/2021	Development Manager (BHS)	Off track action taken	31/08/2021	Delayed due to workload. Carried forward to 21/24 SP (5.5).
Outcome 8.	Planning decision making is more efficient and delivery focused.					
PR20P8.1	Review of Planning Committee structure completed. Joint project with Democratic and Legal Services	31/03/2021	Head of Planning and Economic Development (ZE)	Off track action taken	30/06/2021	Council decision on Planning Committee frequency made at Council Meeting 20/04/2021. Carried forward to 21/24 SP (22.1).
Outcome 9.	Customer satisfaction with Planning Service is improved.					
PR20P9.1	Customer engagement protocol for Planning Service adopted and implemented to include Councillors, developers, Town and Parish	31/03/2021	Head of Planning and Economic Development (ZE)	Off track action taken	30/09/2021	We will be reviewing this under our emerging Development Management Improvement Plan

	Councils and resident groups					
Outcome 10.	Recruitment and retention of planning staff are improved.					
PR20P10.1		31/03/2021	Head of Planning and Economic Development (ZE)	Off track action taken	30/06/2021	New structure being rolled out to provide greater opportunities for continuous professional development and job satisfaction.
Outcome 14.	Housing delivery is maintained to ensure availability of affordable and other housing to meet needs and to maintain Council control over decision making.					
SP20/21P14.2	Expand the scope of monitoring information reported in the Authority's Monitoring Report (AMR) to include monitoring the effectiveness of the adopted LPP1 policies	31/03/2021	Planning Policy Manager (GP)	Off track action taken	31/12/2021	Ongoing.
SP21/22P14.3	Implement the actions in the 2020 Housing Delivery Action Plan (HDAP)	31/03/2021	Planning Policy Manager (GP)	Off track action taken	30/09/2021	Actions from 2020 are being implemented. The Housing Delivery Test was met in 2020 meaning there is no need to produce a further Housing Delivery Action Plan for 2021
Outcome 19.	Environmental quality is maintained and enhanced.					
PR20P19.5	Local Heritage Assets (LHA) consolidated from existing information to move away from	31/03/2021	Planning Policy Manager (GP)	Off track action taken	31/12/2021	Ongoing, but not a priority action currently.

	the Lotus Notes application.					
Outcome 24.	Support healthy town centres by working closely with the local chambers and town clerks.					
PR20P24.1	Support the development of four Business Improvement Districts (BID) for the four town centres. Establish baseline agreements and possibly support with private investment fund software for the Business Rates levy.	31/03/2021	Economic Development Partnerships Officer (CK) with Legal, Environment and Electoral Services.	Off track action taken	2022-23	The work on BIDS has been postponed on the basis it is not the right time to take this forward now due to the pandemic.

Internal Audit - Actions Status Q4

Comment: There were two outstanding internal audit actions for this service area at the end of Q4.

Action Code	Description	Audit Code and Description	Due Date
IA20/08.001	Target Response Times	IA20/08 Planning Enforcement	31/03/2021
IA20/08.002	Out of Date Enforcement Plan	IA20/08 Planning Enforcement	31/03/2021

Complaints – Q4 update

Q4 20-21 Planning and Economic Development – Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	15	7	16	13	14	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	13	4	9	12	10	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	87%	57%	56%	92%	77%	95%

Q4 20-21 Planning and Economic Development – Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	10	5	8	9	4	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	10	4	8	8	4	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	80%	100%	89%	100%	95%

Comment: Level 1 complaint response time performance in Q4 was still short of the 95% target we have set for ourselves, and the number of Level 1 complaints remained high and comparable with Q4 2019/20. Most complaints received related to determination delays or substandard communications. The root causes behind the more common complaints that could potentially have been avoided will be analysed and addressed through measures in the Development Management Improvement Plan, so that the Service responds better to the needs of our customers and stakeholders.

All four Level 2 complaints received in Q4 were responded to by the Head of Service within the 15 working day target.

Only two Ombudsman complaint decisions were received during Q4. One, relating to a planning enforcement investigation found some fault with advice given to a complainant resulting in the payment of compensation of £500. Another planning enforcement decision was not investigated on the basis that the complainant has a right of appeal.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Planning & Economic Development				
Expenditure	7,852	- 82	-1%	Favourable
Income	- 4,918	- 35	1%	Favourable
Planning & Economic Development Total	2,934	- 117	-4%	Favourable

Comment: The Planning & ED Service managed to slightly over-perform against our budget targets, partly through prudent management of resources/spend and also as the result of better-than-expected income through an increase in overall planning application submissions.

3. Service Dashboard – Environmental and Regulatory Services

This service includes the following teams: Environmental Health, Environmental Protection, Licensing, Waste and Recycling, Street Cleaning, Emergency Planning and Sustainability

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/2021

Q4 summary from Head of Service:

This has been a challenging Quarter across the Environmental and Regulatory Services teams. The second spike in Covid infections hit our waste and recycling contractor hard, with significant numbers of cases and contacts. As a consequence garden waste collection services were suspended for a period of six weeks and crews were diverted from street cleaning to maintain the refuse, recycling and food waste services. Thanks to the cooperation of the contractor we were able to work through this with as little disruption as possible and by the end of the Quarter we were able to resume the garden waste collections and refocus on street cleaning as staffing levels returned to near normal. In the background a new bin provision policy was approved by the Executive on 30 March to help manage bin supply and costs more effectively going forward.

Tonnages of dry mixed recycling, food waste and residual waste continued to be much higher than normal due to the lockdown and more people staying at home. These increased volumes continued to add pressure on our contractor by increasing working hours and vehicle journeys to the transfer stations.

Car parking income was again hit by the lockdown and continued at very low levels through this Quarter. Work continued on the fine details around the Brightwells multi-storey car park and how we will operate it in future. The Parking Place Order is in the process of being amended to include the car park so it can be managed effectively and proposals for the charges for the car park are under discussion. Our phase of the South Street car park refurbishment is almost completed and the developers will soon begin their work on the road widening, lift refurbishment and the new staircase to improve access to the lower level.

The Environmental Health and Licensing Teams have continued to support and advise businesses on Covid-19 compliance issues and ensure that businesses complied with the restrictions in place at any one time. This has proved extremely challenging and demanding on the staff who are also trying to maintain 'business as usual' as far as possible. Additional funding has been provided to recruit additional staff to support this increased workload, but recruitment is problematic as almost all local authorities are trying to recruit at the same time.

Two significant licensing policy reviews were completed during the quarter. The Street Trading Policy Review made significant changes to the control of street trading in the borough after a rise in complaints about nuisance from mobile traders. The new rules around Street Trading Consents came into effect at the start of April. The Taxi and Private Hire Licensing Policy review introduced new national provisions and requirements for the phasing in of Ultra Low Emission and electric vehicles over the next few years as part of our drive for carbon neutrality.

Effective coordination of the response to the Covid-19 pandemic has been crucial and the Emergency Planning Officer has played a key role in linking our Covid Response Group with the Local Resilience Forum.

Work has begun on several projects included in the Carbon Neutrality Action Plan including electric vehicle charging, cycle shelters and cycle greenways. Funding was also awarded from the Public Sector Decarbonisation Scheme for work to reduce carbon emissions at the Memorial Hall. Work is underway to investigate the use of PV arrays on some of our larger buildings and a feasibility study is being commissioned into solar farms on a number of possible sites across the borough. The Transport Projects Officer has joined the Sustainability Team and is already adding impetus to the work on transport projects. The Electric Vehicle Strategy was approved by the Executive on 30 March and we have been successful, in partnership with other Surrey councils, in bidding for a grant to promote the uptake of EV Taxis and Private Hire cars.

There was wide consultation on proposals for a Public Space Protection Order to help address anti-social behaviour in the Godalming Town Council area involving several meetings and lengthy discussion before the draft Order was finalised for presentation to the Council in April.

Another extremely challenging Qtr. all round. I think it is important not to underestimate the pressure that keeping business as usual going whilst responding to the Covid pandemic has put on both staff and our contractors and thanks must go to all of them for their efforts during unprecedented times.

Richard Homewood, Head of Environmental & Regulatory Services

Performance Indicators Status

Comment:

The MRF rejection rate is exceeding the target (lower is better) and remains one of the lowest rejection rate in Surrey.

The number of fly tips is slightly lower this quarter which is encouraging and could coincide with the reopening of the SCC sites. There have however been several large commercial fly tips and some involving asbestos which requires specialist contractors to remove at significant cost to the council. Performance on clearing fly tips has improved and is back on target.

Street Cleaning performance has dipped slightly due to resources being diverted to refuse and recycling collections to cover Covid absences. Missed bin rates have also increased slightly due to Covid absences and unfamiliar crews being deployed. It is hoped that both of these will improve as the vaccination programme and the road map roll out and the incidence of Covid lessens.

Monitoring the satisfaction of food businesses has been put on hold during the pandemic.

Residual household waste is now exceeding the target again in Qtr. 4 as a consequence of the second lockdown and people producing more waste at home rather than at work or at hospitality venues. The provisional figure for recycling has dropped slightly but is just achieving the target. The main reason for this was the suspension of the garden waste service for six weeks during this quarter.

New KPIs for 2020/2021. Three new indicators were introduced from 1 April 2020.

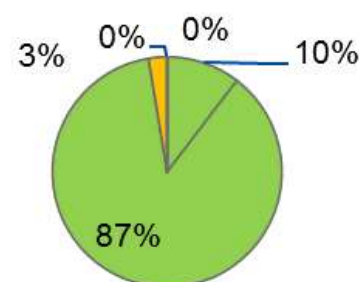
- 1) Number of refuse and recycling missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 2) Number of food waste missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 3) Number of fly tipping incidents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

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	3.91%	3.24%	3.5%	5.0%	3.91%	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	2	3	4	2	2.0
E2b	Number of fly tipping incidents in a quarter (Data only)		New PI for 2020-21	225	266	238	228	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	81.3%	Data paused	93.7%	93%	89.71%	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 PI for 2020-21	108	68	30	46	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 PI for 2020-21	94	65	26	44	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%	Data paused	Data paused	Data paused	Data paused	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	97%	Data paused	Data paused	Data paused	Data paused	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	95.68	98.32	86.0	96	103	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	57.4%	59.7%	59.8%	58%	54%*	54.0%

Service Plans - Actions Status

Q4 Environment Service Plan Actions 2020/2023

Total	100%	77
Completed	10%	8
On track	87%	67
Off track - action taken / in hand	3%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Outstanding actions from 2020-23 Service Plan

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
Outcome 5.	Improvements in recycling rates and reduction in waste collected per household.					
ES 5.4	Contribute to the reduction in carbon emissions by working with Town and Parish Councils to introduce additional water refill stations across the borough and reduce the use of single use plastic water bottles.	31/03/2021	Environmental and Parking Services Manager (JCP)	Off track action taken	31/03/22	Work delayed by Covid response

Outcome 11.	Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act					
ES 11.3	Ensure the Emergency Planning, Resilience and Safety Officer becomes NEBOSH* certified to allow for increased competency on health and safety matters within the organisation. (*National Examination Board in Occupational Safety and Health)	28/02/2021	Emergency Planning Officer	Off track action taken	31/12/2021	NEBOSH Certificate National General NG1 exam in June 2021. NG2 practical examination in December 2021. Certification complete before the end of 2021.

Internal Audit - Actions Status – Q4

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

Complaints – Q4 update

Q4 20-21 Environmental Services - Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	25	14	22	17	6	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	23	14	20	17	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	92%	100%	91%	100%	50%	95%

Q4 20-21 Environmental Services - Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	3	2	5	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	3	1	5	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	50%	100%	N/A	95%

Comment: One Ombudsman complaint closed in Q4 for Refuse Collection, no fault found.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Environment				
Expenditure	12,059	- 309	-3%	Favourable
Income	- 7,944	1,125	-14%	Adverse
Environment Total	4,115	816	20%	Adverse

Comment: The significant drop in parking income has continued to have the biggest impact on the budget this quarter as a result of the second lockdown. Environmental Enforcement income from FPNs (Fixed Penalty Notice) also fell significantly due to resources being diverted to Covid related activity. Taxi licences and Other Licence demand fell due to Covid. Loss of this income was softened slightly from lower spend on DBS/Health checks from Licence applications and lower spend to GBC for taxi inspections. In the waste budgets the variance was due to garden waste services being suspended for 6 weeks at the beginning of 2021, leading to the fall in 20/21 income. There was an additional variance from lower than expected SCC recycling credits and no income from textiles collections which were suspended during the Covid pandemic. Other budgets have been managed effectively resulting in a slight underspend.

4. Service Dashboard – Commercial

This service area includes the following teams: Arts & Culture, Careline, Green Spaces Team, Waverley Training Services, Leisure and Building Control (including Street Naming).

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/21

Q4 summary from Head of Service:

The leisure centres remained closed for the entire quarter although preparation work began on readying the centres for reopening on the 12 April 21.

Building control have continued to operate well throughout this quarter. As a result of the initial lockdown and the resurgence of construction the quarter has been extremely busy. Surveyors have been focusing on site visits to reduce the backlog and maintaining a good service to our clients. During this period our Street naming Team absorbed the responsibility of the Address Gazetteer service, and now oversee the full process from agreeing postcodes and road names to updating the national records. We have also upgraded the process to be more efficient, removing potential operator errors, by introducing new software to streamline the service. In addition, we have also carried out a small restructure creating more resilience.

The community halls largely remained closed this quarter the Memorial Hall continues to host the community meals service for Farnham and has been booked consistently by the Royal Surrey Hospital Maternity Services. Both the Borough & Memorial Halls began preparing for the reopening of the halls to regular hirers in April ensuring the sites were safe and ready to open from 12 April.

Our green spaces, recreation grounds and play areas continue to be heavily used by residents throughout this period. Although numbers are not monitored it has been evident that residents have truly valued these spaces throughout this restrictive time. The increased usage has created a greater workload for our greenspaces team but they have risen to the challenge and maintained these fantastic high quality open spaces for residents. It is also pleasing to note the first full year's performance of our grounds maintenance contractor, Continental, has been exceptional. We have received positive comments from the professional auditors, our internal management and most importantly the public on how well they have performed during the year. We would like to thank them for their flexibility and commitment throughout a very busy year for our local greenspaces.

Work continued with stakeholders regarding Frensham Ponds, a site that attracted large visitor numbers last year, focusing on site management from Easter onwards historically a peak time. Systems were reviewed and put into place seasonal rangers and Covid enforcement officers have been recruited to give greater management cover for the site throughout this period. The Stakeholder Group will reconvene to review actions taken and their successes later next quarter.

Brightwells Yard continues to gain momentum with structures now being clearly seen on the site. Brightwells Yard car park and the commercial element of the site is planned to open in the summer of 2021. Crest continues to work at attracting additional retailers to the site. We understand that there are a number of interested parties continuing to talk to Crest and we await their firm commitment to proceed. It is pleasing to note greater engagement with Surrey County Council on the future operational elements of the site and looking holistically at the traffic improvements for Farnham, an element of which rests with Crest as part of the scheme.

Careline and Waverley Training Services have continued to operate throughout this quarter supporting both our older and younger residents effectively giving them the support they need during this trying time.

Lastly, I would like to personally thank the Commercial Services Team for their commitment, positivity and flexibility throughout this year playing a key role in maintaining services for residents and supporting our communities throughout the pandemic.

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q4

Comment:

The leisure centres remained closed this quarter.

We continue to focus the Building Control Team on plan checks although and will continue to monitor and assess performance.

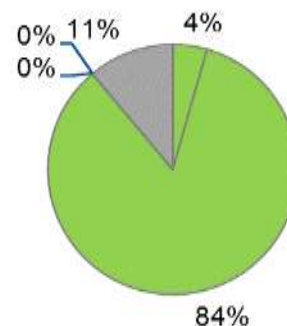
Calls to our Careline centre were higher throughout this period and were dealt with effectively. We were not accepting new clients throughout this quarter because of the vulnerability of the clients we deal with and the Covid risk however processes are being refined to facilitate new clients from the next quarter.

Waverley Training Services continues to achieve its targets and welcomed back students to the site during this quarter.

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	No data	No data	54,656	81,438	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.	No data	No data	No data	No data	No data	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	83.89%	87.9%	67.1%	86%	77%	80.0%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	No data	1,742	1,732	1,689	1635	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	No data	No data	4,145	5,929	6,273	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	90%
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	77%	78%	79%	78%	76%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	74%	70%	72%	71%	71%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	30	35	38	21	30	Data only

Service Plans - Actions Status Q4

Total	100%	90
Completed	4%	4
On track	84%	76
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	11%	10



Comment: At the end of Q4 all Service Plan actions are on track.

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 2020-21 Commercial Services - Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	7	2	1	2	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	2	1	2	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	100%	N/A	95%

Q4 2020-21 Commercial Services - Level 2 Complaints

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

Comment: There were no complaints received for this service area in Q4.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	11,181	- 856	-8%	Favourable
Income	- 5,575	3	0%	Adverse
Commercial Total	5,606	- 853	-15%	Favourable

Comment: Quarter 4 financial performance is favourable largely because of an improved financial position against the emergency budget. We were able to attract some financial support for leisure centres from Sport England that was not budgeted for, and when opened the centres operated better than anticipated. It should be noted that throughout the last year Waverley has given, and continues to give, significant financial support to our leisure operator. The remainder of the 15% is a result of monitoring expenditure closely and the deferment of numerous projects whilst the team focused on the response to the pandemic.

5. Service Dashboard – Housing Delivery & Communities

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

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/2021

Q4 summary from the Head of Service:

Each of the teams within the service have performed above expectations during the past year, whether it is continuing solidly with 'business as usual', rising to the additional challenges of the pandemic, or almost completely changing focus to meet the needs of our communities in difficult and unprecedented times.

Communities

The Communities Team has worked tirelessly throughout the year with local community groups to support residents during the pandemic. During the last quarter, the team continued to manage the Waverley Community Helpline and signpost residents to organisations who could provide support and services. In the recent lockdown enquiries received were predominantly about financial support and hardship, and the demand on foodbanks and community stores have significantly increased. The team has directed residents to the local hardship funds that have been established. As we move towards recovery the Communities Team will maintain the Waverley Community Helpline to signpost residents if required.

It is worth noting that during the past year:

The total number of community meals delivered = **42,000**

The total number of calls to the Helpline = **5,900**

The team has been working closely with partners, including Health authorities and Surrey County Council, to deliver activities digitally. The voluntary organisations that we work with have established on-line activities, doorstep conversations and quizzes as well as delivering art and craft packs and hosting virtual afternoon tea parties where a tea is delivered and participants eat and converse digitally. As we go forward these organisations are working closely with centres that deliver services to our older residents as the centres plan for re-opening within the government regulations.

Officers worked with the Executive to agree funding arrangements for the 12 existing Service Level Agreements (SLAs) for 2021/22. It was agreed to extend the SLAs for one year whilst officers work with the Executive to determine possible new funding priorities and mechanisms that will come into force from April 2022. Officers have been working with Community Wellbeing Overview and Scrutiny SLA working Group to explore possible new funding criteria and priorities. The report will be presented to the Overview and Scrutiny Committee in May and will contain recommendations for the Executive to consider.

During the past year and increasingly in the last quarter we have seen a rise in community tension, particularly residents experiencing anti-social behaviour from their immediate neighbours and the surrounding community. There has also been an increase in the reporting of domestic abuse. The Community Safety Team have been working with the Safer Waverley Partners in relation to these issues.

Maintaining appropriate safeguarding is essential and every two years the Council has to undergo a Surrey Safeguarding Children's Partnership (SSCP) Section 11 (statutory) self- assessment audit and a separate internal Safeguarding Policy and Procedural audit. Both of these audits were carried out in the latter part of Quarter 3 and Quarter 4. Officers were notified in March that the organisation has met the requirements of the Section 11 Standards and had provided the SSCP with the reassurance required that the Council understands and is meeting its responsibilities for safeguarding children and young people. We are awaiting the results of the internal audit. Once the report is received an implementation plan will then put together to address actions and recommendations from both audits.

Housing Delivery

The Housing Development Team secured delivery of the 37 new homes on Site A, Ockford Ridge. The 12-month defect period is in place and end of defects inspections have been arranged for the properties handed over in the first phase. Concerns raised by some tenants about poor drainage in their rear gardens is being investigated and will be resolved before the end of the defects period.

Demolition of properties on Site B has been completed, and the contractor has begun initial demolition work at Site C.

Thakeham Homes has been appointed as build contractor for Site B - to deliver 17 new homes and will start on site with site setup and ground works w/c 19 April 2021.

A Reserved Matters planning application for Ockford Ridge, Site C, has been submitted and is expected to be considered at planning committee in May. The tendering process for the build contract for 30 homes on Site C has been issued.

Preparatory works have progressed to bring Sites E and F forward, with most tenants already having moved into new homes. Architects have been appointed for Site F and surveys commissioned to inform demolition and design of the scheme and written pre-application advice from planning officers is expected shortly. An Employers Agent has been appointed for Site E and the tender pack is being drafted.

Planning permission has been granted for all five sites in Chiddingfold: Hartsgrove, Pathfields (x2), Queens Mead and finally Turners Mead, which was considered by planning committee in early April.

The planning application for Parkhurst Fields in Churt has been submitted and will be considered by planning committee 26 April. (*STOP PRESS! Consent granted!*) A planning statement has now been commissioned to support the application for Crossway Close, Churt, and an application is expected to be submitted in April.

The site at Aarons Hill, Godalming, now has an order in place to divert the footpath and when the notice period has concluded officers should be in a position to progress this site in early May. The tender for the build contractor has been prepared.

A scheme is being prepared for Springfield, Elstead, and features in the Neighbourhood Plan. Work is progressing on site layout and design; the scheme will deliver a gain of 16 homes. The concept design and artist illustration have been prepared for issue in April.

The Council was successful in securing Ministry of Housing, Communities and Local Government (MHCLG) Next Steps Accommodation funding to deliver two new modular homes to a Passivehaus standard on a site in Badgers Close, Farncombe. The application was considered, and consent granted on 31 March 2021.

Three rented properties were acquired from Langham Homes on a site in Witley as part of the developer's planning obligations. However, due to a delay in utility connections to the site these homes are expected to be handed over in mid-April.

Waverley were also successful with an expression of interest for four homes on a site in Ewhurst and solicitors have been appointed to complete the legal process of acquisition. There are further sites being considered for acquisition of homes under Section 106 Agreements.

The Housing Strategy and Enabling Team has worked continually through the year with affordable housing providers, and in spite of delays caused by the pandemic, 130 new homes were completed in 2020-21. These were provided by five organisations across nine development sites. The fourth quarter completions are detailed in HD4.

However, Planning permissions across the year appear low. The team is working to address this in several areas.

First, there is a need to increase momentum of the Council's build programme, with a new housing strategy to be focused on delivery.

Secondly, developers' viability cases against providing affordable housing must be challenged more rigorously. The Affordable Housing Supplementary Planning Document (SPD) will, once adopted, provide clear guidance for developers on the Council's expectations regarding viability appraisals, and how the Council will independently scrutinise these. Having an adopted Affordable Housing SPD will strengthen the Council's position.

In addition, a tender has gone out for the Council to set up a panel of independent consultant viability assessors. The consultants would be called upon on a rotational basis to independently scrutinise developers' viability submissions. Having a panel in place will mean that case officers can access timely advice from qualified professionals, ensuring both quality and value for money. The panel setup ensures impartiality: where one consultant has a conflict of interest on a specific site, the job will go to the next consultant. This will put the Council in a stronger position to challenge the developer's argument with robust, independent and impartial assessment of the viability of the development. The intention is to review this panel after a 2 year period.

We are increasing our support housing associations to deliver additional affordable housing units and were able to provide funding from the Council's commuted sums pot (monies paid by developers in lieu of affordable housing on site) to provide homes at social rent levels in Cranleigh.

Landlord inspections and other housing regulatory work carried out by **the Private Sector Housing Team** remains steady. However, requests for public health funerals during the pandemic, although much higher than normal during 2020, have dropped back to normal.

Despite a large increase in Disabled Facilities Grant activity in the second half of 2020/21, the grant spend has dropped since the previous year. The grant spend is now only slightly above the levels seen before the new Home Improvement Policy was introduced although the number of grants completed has only dropped slightly. This is because the team has had to concentrate on ramps and stairlifts, which involve minimal contact with occupiers but are low-cost works.

We were able to appoint a Grants and Empty Homes Officer in March who will engage in cross-service working to make the most of the grant we receive and the opportunities presented. Work to address the empty homes in the Borough can also start in earnest – the issue previously has always been one of resources as bringing empty homes back into use is a time-consuming and complex process.

There has been a large increase in enquiries for other grants (including Safe and Warm) compared to last year. However, the grant spend has dropped although still higher than before the Home Improvement Policy was changed. This is not surprising given the difficulty in gaining access due to Covid 19. As a result most of the works taking place have been essential boiler replacements or works to temporarily empty properties to facilitate hospital returns. Eight of the completed grants were works to improve thermal efficiency and the others were: removal a serious housing hazard, insulation of a park home, decluttering/cleaning of hoarded properties and replacement doors and windows. Thirteen of the clients were disabled and the remainder were low-income households.

The Housing Options Team continued to prevent homelessness during the quarter (there was only one household in temporary accommodation as the end of quarter four) and advise on and facilitate suitable accommodation for those who were homeless. A successful bid was also achieved for MHCLG Rough Sleeping Initiative revenue funding for 21-22 (£105,834) based on funding a full time Rough Sleeper Outreach Worker employed by the York Road Project in Woking, a full time Tenancy Support worker to support rough sleepers placed in short term accommodation and funding for additional emergency and supported housing placements for single homeless clients.

The implication of 19 on employment means that it is very likely that Waverley and other councils will face a further wave of homeless applications due to private rented tenancies ending. This in turn will mean that emergency temporary accommodation costs could reach higher levels in the short to medium term.

The costs could be greater than at present as 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.

The Service Improvement Team had a successful fourth quarter whilst continuing to work in challenging circumstances. A range of projects and service actions were completed: highlights include supporting the ongoing professional development of the Housing and Communities Service by arranging Equality, Diversity and Inclusion training, assisting in the development of the Corporate complaints system and holding an internal review of a disrepair claim. The team have continued to support tenant engagement and communications by developing a service update note for all tenants and upgrading the MyAccount service, enabling tenants to view their rent account details online. The team also closed the HRA Recovery, Change and Transformation Project, following the successful management and re-introduction of five key services following the initial lockdown.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status Q4

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	5	5	3	2	1	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	63	0	17	8	4	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	83	0	53	0	43	Data only

HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	65	20	53	28	39	Data only
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Comment: The Housing Options and HomeChoice Teams have continued to keep households in temporary accommodation to a minimum and move those households on to more permanent accommodation as soon as possible.

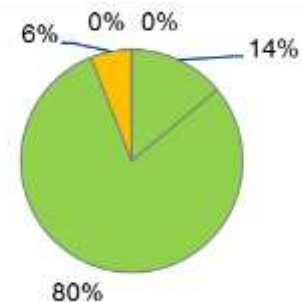
HD4 Number of affordable homes delivered (gross) during Q4 (39):

Units	Tenure	Scheme	Provider	Completed
10	9 Affordable Rent 1 Shared Ownership	Cron dall Lane	Aster Housing Association	March 2021
4	4 Affordable Rent	Hewitts, Cranleigh	Clarion	March 2021
8	8 Shared Ownership	Little Acres, Farnham	Aster	March 2021
17	8 Affordable Rent 9 Shared Ownership	Horsham Road, Cranleigh	Clarion	January 2021

Service Plans - Actions Status Q4

Q4 Housing Delivery and Communities Service Plan 2020/2023

Total	100%	50
Completed	14%	7
On track	80%	40
Off track - action taken / in hand	6%	3
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Service Plans Actions 2020/23 – actions deferred/extensions.

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
Outcome 9.	Regulating private landlords: Housing Strategy Objective: Making best use of existing homes.					
SP20/21 HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1.	31/03/2021	Private Sector Housing Manager	Off track action taken	31/10/2021	Work delayed by increase in workload due to Covid response
Outcome 2.	The service meets the needs of all tenants and their families.					

PR21HO2.3	Review "Regulatory Consumer Standards" with tenants and Members to assess service and areas for improvement to inform the service improvement plan.	31/03/2021	Service Improvement Manager (AH)	Off track action taken	31/12/2022	Initial review completed identified areas for development.
PR21HO2.7	Relaunch the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services.	31/03/2021	Service Improvement Manager (AH)	Off track action taken	30/04/2021	Consultation completed. Strategy gained plain English accreditation. Awaiting charter mark to be published online April 2021

Internal Audit - Actions Status Q4

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

Complaints – Q4 update

Q4 20-21 Housing Delivery and Communities – Level 1 Complaints

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

Q4 20-21 Housing Delivery and Communities – Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	1	2	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	1	1	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	67%	100%	50%	N/A	100%	95%

Comment: Complaints have remained low during this quarter and when received responded to accordingly.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	5,140	- 38	-1%	Favourable
Income	- 3,579	- 45	1%	Favourable
Housing Delivery & Communities Total	1,561	- 83	-5%	Favourable

Comment: Homelessness prevention spend is within budget; Government funding (Flexible Homelessness Grant) covering costs and reducing impact on General Fund.

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	1,266	4	0%	Adverse
Income	- 696	26	-4%	Adverse
Housing Delivery & Communities Total	570	30	5%	Adverse

Comment: The overspend is due to the development team not being capitalised to the value budgeted.

To meet accounting standards, we can only charge to capital the staff costs on projects where a new asset has been delivered in year.

As some of these sites are not in a building phase (feasibility or demolition, for example) their costs cannot be capitalised their costs.

Therefore, a larger charge of the overall staff cost has had to be funded from revenue.

6. 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 – Q4 2020/2021

Q4 summary from Head of Service:

During Quarter Four the team have continued to predominantly work from home and focus on delivering services in a COVID-19 compliant manner. There has been an additional focus on customer feedback this quarter. The team have supported the development of a new corporate complaint system providing details of categories, themes and reporting requirements. Rigorous analysis of complaints provides a greater understanding of issues, matters and areas for improvement. Recommendations for improvements have been made following an internal review of a disrepair claim. The key learning was the importance and necessity of record keeping and the routine monitoring of cases.

I was delighted to learn that two of our Tenants Panel have been appointed to join the [Housing Ombudsman Service Resident Panel](#). They will provide input and feedback as the service is developed. The Housing Ombudsman Service have also published Case Studies and Spotlight Reports demonstrating common failings in housing management and maintenance. These reports are used to assist internal process reviews to improve Waverley services.

I also wrote to all tenants last month, to provide an update on how we are currently working and to encourage tenants to keep in touch. It is important we hear tenants' views on what is going well, so we can do more of it and what is not working, so we can make it better. The update acknowledged that the responsive repairs service is not performing as well as it should and explained that we are working hard to make the service better. Contact details for advice and support was also included in the update.

The rent increase process was successful with all tenants receiving a rent increase notification letter at least four weeks before the increase. An upgraded MyAccount service was launched on 1 March enabling tenants to view their rent account details. Over 400 tenants had registered for the service by the end of March.

We have also taken the time to support the ongoing professional development of the team with Equality, Diversity and Inclusion training. We recognised the need for the team to be familiar and comfortable with talking about and addressing EDI issues in the 2020/21 service plan. This is essential to ensure we deliver the best and most professional services we can and became even more relevant during 2020, with Black Lives Matter and the inequalities highlighted by the coronavirus pandemic. Over 90% of the housing team attended the training with overwhelming positive feedback. Five officers also attended the IOSH (Institution of Occupational Safety and Health) Managing Safely course. They undertook training over three days and completed the course by successfully passing a test. The course included assessing and controlling risks, understanding responsibilities and hazards and will support the team to apply best practice health and safety principles.

Further to my previous updates, the pipe replacement project, at the scheme where Legionella was present, is continuing to progress well and is due to finish in July 2021. The work in the communal areas is complete and the contractors have started in the tenants' homes. The most recent test results from February and March 2021 indicate that the levels of the bacteria are relatively low.

The team also closed the HRA Recovery, Change and Transformation Project, following the successful management and re-introduction of five key services following the initial lockdown.

For Quarter Four I recognise the whole Housing Operations team for working in exceptional circumstances this year. The team have supported residents and each other whilst recovering services and keeping the essential services going in a time of ongoing challenges and uncertainty.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

KPI	Description		Q4 19-20	Q1 20-12	Q2 20-21	Q3 20-21	Q4 20-21	Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.64	0.86	0.98	0.96	0.96	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	28	70	112	60	36	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100	98.30	99.84	99.88	99.4	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	87	N/A	N/A	N/A	N/A	93%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	69.0	N/A	N/A	N/A	N/A	78%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	New indicator for 2020/21	N/A	N/A	N/A	N/A	N/A

Comment: The performance indicators reflect the ongoing impact of the coronavirus crisis and the efforts to return to and maintain essential services during 2020/21.

The level of **rent arrears** has remained consistent into Q4. As at the end of the financial year the total rent arrear was £238k. This has reduced since midyear (Sept 2020) when the total arrear was £295k. Given the current circumstances the team have performed exceptionally well, maintaining arrears at <1% compared to the national average of 3.68%. The team continue to work with tenants, providing support and advice to ensure incomes are maximised and rent payments and repayments arrangements are made. Officers propose the target is changed to 1% for 2021/22 to reflect the current financial circumstances. 1% is a challenging yet realistic target and is top quartile performance within benchmark group.

The **relet** performance continues to greatly improve as the backlog of homes held during the lockdown period (March to end May) and subsequent vacancies are cleared. A total of 89 homes were relet in Q4 compared to 98 homes in Q3, 56 in Q2 and 13 in Q1. A total of 256 homes were let in 2020/21 compared to 215 in 2019/20 and 225 in 2018/19. As at 31 March there were c40 empty homes, compared to c70 at the end of Q3. The majority, 28 homes, had been vacant for less than 28 days. The team are working collectively to meet the target of clearing the backlog in spring 2021.

Officers propose the 20-working day target is kept for 2021/22 as the backlog is clearing and the target reflects the performance set in the responsive repairs and voids contract.

The **gas** safety performance has declined as the November lockdown has impacted our ability to access homes. There were 24 homes without a valid gas safety certificate as at the end of March. A significant increase from the five homes at the end Q3. Four checks were completed within the first two weeks of April and a further six have appointments agreed. Of the outstanding checks five tenants are shielding or not happy to arrange an appointment during lockdown. The team and contractors are working with residents to ensure safe access as soon as practicable. The remaining nine tenants have not contacted the team and escalation processes have commenced. Officers propose the target remains 100% to reflect the legal requirement for all homes to have a valid gas safety certificate.

The **responsive repairs and tenancy audit** figures have not been available, during 2020/21, due to change in contractor, halt to visits and redeployment of resources.

The independent satisfaction survey contract ended March 2020. The interim responsive repairs contractor were unable to collect tenant satisfaction data as the priority had been to mobilise the contract and the operatives have reduced time and contact with tenants during the visits. Surveys were restarted in January 2021; however insufficient data has been collected for meaningful reporting.

Officers propose to replace the tenant evidenced KPI responsive repairs with contract performance indicators during the interim contract period:

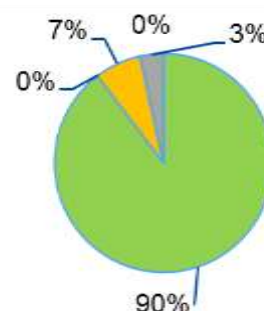
- Responsive Repairs: Average number of days to complete a repair. Target seven days
- Responsive Repairs: Percentage of jobs not completed within 28 days. Target 10%

The Housing Management Team have prioritised contacting vulnerable and shielding tenants during the coronavirus pandemic. Tenancy audits are being completed by phone but the action to develop the IT system to provide statistical reporting was placed on hold due to staff vacancies and re prioritisation of tasks. Work to develop the statistical reporting will recommence in April 2021.

Service Plan - Actions Status Q4

Q4 Housing Operations Service Plans 2020/2023

Total	100%	29
Completed	90%	26
On track	0%	0
Off track - action taken / in hand	7%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	3%	1



Comment: The service plan actions were reviewed in April to identify the resources, capacity and relevance following the change in Council’s objectives in response to the Coronavirus. One item was deferred for 12 months and a further four had timescales extended. All but two actions were completed within the year and most actions have been included in the rolling programme.

Service Plans Actions 2020/23 – actions deferred/ extensions.

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
Outcome 2.	The service meets the needs of all tenants and their families.					

PR21HO2.7	Relaunch the "Tenant Involvement Strategy" ...	31/03/2021	Service Improvement Manager (AH)	Off track action taken	30/04/2021	Consultation completed. Strategy gained plain English accreditation. Awaiting charter mark to be published online April 2021
Outcome 1.	The service is financially robust with at least £2m reserve.					
SP20/21HO 1.2	Develop "New Asset Management Strategy"	31/07/2020	Asset Manager	Off track action taken	01/09/2021	Research underway to c/f to 2021/22 Service Plan - delay in project due to pandemic and change in manager.

Internal Audit - Actions Status Q4

Comment: There were no outstanding internal audit actions for this service area at the end of Q4. Nine actions were completed to meet the recommendations following the BACS Process audit, the Rent Collection audit and the Decant and Demolition Procedure audit.

Complaints Q4

Q4 20-21 Housing Operations – Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	20	8	17	34	20	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	16	7	14	24	17	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	80%	88%	82%	71%	85%	95%

Q4 20-21 Housing Operations – Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	1	6	8	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	7	0	6	7	11	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	88%	0%	100%	88%	100%	95%

Comment:

There has been a reduction in formal complaints following the initial increase in complaints as services were reintroduced and we experienced difficulties in the management of backlog of works. Despite the increase in the number of complaints received the total level of complaints remains similar to previous years. However, the team are seeking more feedback and we may see an increase in the number of complaints in 2020/22 as we continue to focus on feedback and complaints to understand and listen to our residents' needs.

As previously reported where cases take longer as than expected complainants are advised of the delay in responses and are responded to as promptly as possible.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	12	-	0%	-
Income	- 12	- 16	133%	Favourable
Housing Operations Total	0	- 16	-	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,012	- 466	-2%	Favourable
Income	- 34,061	358	-1%	Adverse
Housing Operations Total	- 8,049	- 108	1%	Favourable

Comment: An adjustment for the PWLB (Public Works Loan Board) loan payment (£4.3m) has still to be made, reducing the favourable variance to £1.1m.

7. Service Dashboard – Business Transformation

This service area includes the following teams: Facilities, IT, Office Support, Property/Engineering and Business Transformation

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/2021

Q4 summary from the Head of Service:

Looking at each of the Business Transformation Service Teams individually:

IT:

In Q4 the ICT Strategy was approved at Full Council. This is a critical document as it will shape our approach as we move into a much more digitalised environment with remote working now being a routine feature of working life.

Q4 saw the start of whole organisation migration of Citrix to Office 365 which will create a much smoother user experience as we move away from Office 2016. We expect the move to complete in Q1 2021/2022.

The low code facility we acquired last year is now beginning to bear fruit. The first two builds (My Rent Account and Complaints) were launched at the end of Q4 and a number of others will follow this quarter with Green Waste expected in May.

Horizon - The new planning system went live very close to the end of the quarter. As would be expected given the complexity of the solution and given the length of time we had the old system there are some teething issues which we are working through.

Business Transformation:

The main projects the Team worked on during this quarter were:

Staff Travel - This is a significant project in financial terms and we expect to deliver a net saving of £150k. In Q4 informal consultation concluded and we presented findings and recommendations to staff via Briefings and then individual correspondence in a bid to gain consent to the proposed contractual changes. Not everyone has done so which has led to a further round of formal consultation which will take place in Q1 2021/2022.

Enforcement/Inspection - This project is still in the scoping stage. The Project Initiation Document has been drafted and was agreed early in Q1 which will drive the discovery process during the rest of the quarter.

Planning – This project is now fully mobilised. In addition to the launch of the Horizon system we have seen an early re-configuration of the Development Management Team. This will deliver a cashable saving and has resulted in the appointment of a Business Manager supported by a Systems/Processes Manager. Both appointees will be in post mid Q1. The review will subsequently focus in on customer demand and the processes we have in place to respond to that.

Customer Services:

In Q4 we saw the Team get to grips with the general enquiries that were formerly dealt with by the switchboard. This has put pressure on waiting times as the Team are dealing with more calls. This was exacerbated by the Covid impact on the Waste Collection Contractor which saw customers calling in unprecedented numbers to report missed bins. In the medium term some of this demand will re-route to self-serve solutions which should come online in either Q1 or Q2. We have also been unable to cross-train staff many of whom are working at home given the lockdown advice. The Team also supported the Planning Service by temporarily carrying out administrative work as regards Decision Notices. All in all, it was a challenging quarter not least because of the impact of Covid.

Front Reception was closed throughout the quarter but re-opened on an appointment only basis early in Q1.

Property and Engineering:

This quarter, the major projects the team have been working on include:

Flood Prevention – The second half of Q4 was very dry so there have been no actual incidents to respond to. The Team met with Elstead Parish Council to discuss the ongoing issues and proposed solutions in the Springfield area.

Farnham Park - The contract for the drainage works was completed in Q4.

Roof Works - There have been a number of roof leaks on our properties that have required attention and resources including The Burys and Rowleys Day Centre. The re-roofing of the Wey Centre was agreed as a capital item for next year and the tendering process will soon be underway for that.

Facilities:

The Team have taken over management of the Farnham Depot storage area and we will see a major clearance exercise in Q1.

In accordance with the Climate Emergency, we have taken the decision to adjust our existing contract so that 50% of the energy we consume will be from green energy. That process will conclude in Q1.

We are now focusing on the return to the office as we anticipate a new normal remembering the need to align with the Finance/Property project looking at the replacement of The Burys. The project has divided into three sub-groups and the Team is particularly involved at looking at the practicalities of reducing our footprint. To gauge the temperature of the organisation we are sending out a staff survey to see how people feel about returning to the office and about the benefits/disbenefits of working at home. We are anticipating that we will need to respond to the need for collaboration/team engagement, but other things may emerge also. Helpfully the University of Hull have done a comprehensive piece of research on this very subject with four local authorities in their area (Hull City Council, East Riding, North Lincs, North-East Lincs) which can help us to measure ourselves against a much bigger staff population.

David Allum, Head of Business Transformation

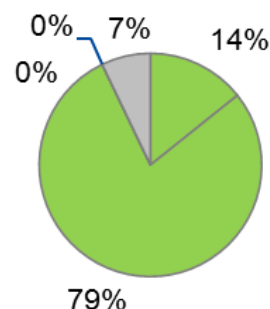
Performance Indicators Status Q4

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

Service Plan - Actions Status Q4

Q4 Business Transformation Service Plan 2020/2023

Total	100%	42
Completed	14%	6
On track	79%	33
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	7%	3



Comment: At the end of Q4 all Service Plan actions are on track.

Internal Audit - Actions Status at Q4

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

Complaints – Q4 update

Q4 20-21 Business Transformation - Level 1 Complaints

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

Q4 20-21 Business Transformation - Level 2 Complaints

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

Finance – Q4 update

General Fund Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	5,344	- 218	-4%	Favourable
Income	- 5,523	- 8	0%	Favourable
Business Transformation Total	- 179	- 226	126%	Favourable

Comment: The favourable budget position has been achieved by a combination of:

- Savings on the mobile phone contract
- Closure of the staff restaurant
- Income received by the letting of a compound in Wharf Car Park
- Letting of the former staff restaurant area to the Comino Café
- Savings on printing due to a reduction in demand and less paper consumption
- Higher than expected staff vacancy rate.

8. Service Dashboard – Finance and Property Investment

This service includes the following teams: Accountancy, Benefits and Revenues, Exchequer Services, Insurance, Procurement and Property Investment.

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020-21

Q4 summary from the Head of Service:

Performance in the last quarter of the year has been consistent with the previous three quarters. Service delivery has been challenging under the Covid conditions and the services have performed excellently whilst being under significant pressure. The main concern is the collection of council tax and business rates due to the economic conditions. We have secured expertise and capacity from Reigate and Banstead council to assist with this aspect which has contributed to maintaining tax collection rates just below target and more than we hoped for. Since the onset of Covid the team have administered a total of £36million (as shown below) in grant aid to local businesses and individuals. It has also been important to ensure that the Council's cash flow is holding up and this was covered in detail in the contingency budget. Our Treasury Management team manage cash flow through the Treasury Management strategy parameters, all of which have been met and performance is expected to remain within parameters for the rest of the financial year, performance statistics are included in the finance section below.

Grant Scheme	No. of Payments	Amount Paid
November 2020 Lockdown 5/11/20 to 1/12/20	744	£1,289,282
Tier 2 restrictions for pubs, bars and social clubs	30	£39,715
Tier 2 restrictions for hospitality, leisure, hotels and B&B	116	£131,250
Tier 4 restrictions	740	£457,436
6-week payments	1,466	£3,901,148
Additional Restrictions Grant – discretionary grants	379	£1,648,360
Christmas Support Payments for wet-led pubs	50	£50,000
Closed Business Lockdown Payment	736	£3,823,000
BSGF (Business Support Grant Funding)	1,113	£11,130,000
Retail Hotel Leisure Grant £10k	193	£1,930,000
Retail Hotel Leisure Grant £25k	388	£9,700,000
March 2020 discretionary grants	152	£1,452,500
Totals:	6,107	£35,552,691

Peter Vickers, Head of Finance and Property

Performance Indicators Status Q4

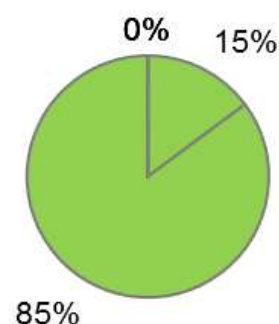
KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98	29.6	56.3	84.3	97.5	99%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	97.2	19.7	48.4	71.1	95.9	99%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98	98	98	99	98	99%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	11	15	11	11	10	Data Only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	3	5	5	4	5	Data Only

Comment: The non-collection of council tax and business rates is a key risk area under Covid. Whilst the performance is below target the situation has been mitigated from earlier expectations entering the pandemic. The payment of invoices performance is logistically exceptional against a challenging target of 99%. The transfer of invoice scanning and digital recognition to an external service provider earlier in the year has been seamless, is delivering a budget saving, is supporting the team and has ensured business continuity at a time when staff and businesses are under pressure. The Housing Benefit service has also seen an understandably unprecedented level of demand through new claims and changes in circumstances. There is clearly a success story worth recognising in maintaining the level trend. The challenge ahead is to maintain the current service levels and we are addressing resourcing to ensure the service has adequate capacity.

Service Plans - Actions Status Q4

Q4 Finance Service Plan Actions 2020/23

Total	100%	27
Completed	15%	4
On track	85%	23
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of Q4 all Service Plan actions are on track.

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 20-21 Finance & Property - Level 1 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	11	2	1	2	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	8	1	1	1	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	73%	50%	100%	50%	N/A	95%

Q4 20-21 Finance & Property - Level 2 Complaints

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

Comment: One Ombudsman complaint was closed in Q4, for Council Tax. Fault was found and repayment of £421.23.

Finance– Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Finance & Property				
Expenditure	31,083	- 271	-1%	Favourable
Income	- 29,996	15	0%	Adverse
Finance & Property Total	1,087	- 256	-24%	Favourable

TREASURY MANAGEMENT - as at 31/03/2021

Year	Average Annual Investment	Average days invested in year	Annual interest achieved	Budget	Rate of return %	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	77.5m	205	£660,000	£630,000	0.89%	0.10%

Comment: The service budgets are holding up with some cost pressure coming through from council tax and business rates recovery. The Treasury management key performance indicators are provided above for information.

9. Service Dashboard – Policy & Governance

This service includes the following teams: Legal Services; Democratic Services; Elections; Corporate Policy (including customer complaints); Communications and Engagement; and Human Resources.

Key Successes & Lessons Learnt, Areas of Concern – Q4 2020/21

Q4 summary from the Head of Service:

Quarter 4 was particularly busy. Alongside the delivery of business-as-usual functions during quarter the Policy & Governance service, also:

1. Put in place interim management arrangements following the departure of the Council's previous communications and engagement manager which have been working well. Thank you to Ian Mackie and your team for your excellent work and effectively managing that transition.
2. Recruited to critical vacant posts within the service, including within the newly combined Democratic Services and Business Support team. Thank you to Sally and Kipping and Rebecca Noke and your teams for managing this process and helping the new team to bed in.
3. Prepared for County and Police, Crime Commissioner and other elections in May in unprecedented circumstances. The elections team (supported by the wider Waverley team) put in place a comprehensive range of mitigation measures to ensure that the elections and the counts could be done as safely and healthily as possible, whilst still delivering a large scale democratic event. Thank you Louise Stamp, Rebecca Wimsett and the whole electoral services team.
4. Effectively coordinated a substantial programme of committee meetings including a number of Full Council meetings. Quarter 4 was Fiona's last full quarter in her post as Democratic Services Manager before taking on her new role as Senior Governance Officer. I would like to say a big thank you to Fiona for her hard work as the Council's Democratic Services Manager and especially for all of her work during 2020/2021 moving the Council's programme of Council meetings to Zoom.
5. Coordinated the Council's corporate response to the size submission phase of the Local Government Boundary Commissions review of Waverley Borough Council. Thank you Louise Norie for your work coordinating this process and ensuring challenging deadlines were met.
6. Processed a number of complex and challenging corporate and standards complaints, reviews and investigations. Although, as the performance data below indicates, the turnaround times for stage 2 corporate complaints were negatively impacted during quarter 4, behind this bare statistic there was a huge amount of work done by colleagues. I would particularly like to thank my colleagues Sue Petzold and Daniel Bainbridge for their patience and excellent support to me in processing on some particularly complex and challenging complaints and investigations. Colleagues in IT and Business transformation supported us in Quarter 4 to prepare the new low code complaints database which I hope will positively

impact our ability to process complaints in a timely way.

2020/21 was a challenging year for all of the teams within Policy and Governance, not least of all because of the Covid 19 situation which created additional workload for the entirety of the year. The service was heavily involved in the Council’s emergency response to the Coronavirus pandemic and the corporate and community recovery work streams that ran in parallel during the year. The service has:

7. Provided 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.
8. Coordinated 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.
9. Supported the Council to deal effectively with a range of legal and contractual challenges arising as a direct result of the pandemic and its impact on services.
10. Led the ‘people and staff’ recovery, change and transformation work stream, including the development and implementation of Covid secure working practices for the limited numbers of staff who could not work from home.
11. Led the ‘service plans’ recovery, change and transformation work stream, supporting the review and revision of the Council’s Corporate Strategy and Service Plans.

I am grateful to those colleagues and councillors who have supported me and all staff within the service during the past 12 months.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q4

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
HR1a	Total Staff Turnover for Rolling 12-month period (%) (data only)	%	19	17	16	14	12	Data only
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	7.50	7.56	6.94	6.45	5.60	6.52
	ref. HR2a - Short term Sickness Absence	Days	3.3	3.0	2.7	2.4	1.99	6.52
	ref. HR2b - Long term Sickness Absence		4.2	4.6	4.3	4.1	3.61	
PG1a	The number of complaints received - Level 1 (data only)	No.	82	35	59	71	43	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	27	16	19	24	17	Data only

PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	87%	83%	80%	84%	77%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	93%	81%	89%	88%	100%	95.0%

More detailed monitoring has been introduced for each service area, to allow consistent performance analysis. The details specific to each service have now been embedded in every dashboard allowing Heads of Service and their teams to take appropriate improvement actions when required. The table presenting a [summary view of Q4 complaints](#) can be found in the [Corporate Dashboard](#).

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

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

Staff Turnover Comment: As might be expected due to the current economic and social context, resignation turnover continues to reduce and has done since the beginning of the pandemic in March 2020.

This trend reflects uncertainty in the job market and a lack of confidence in change generally. Whilst the workforce therefore continues to be relatively stable, it is anticipated that there will be a spike in resignations as the job market begin to recover later this year, particularly in view of the impact on change at Waverley and the continued focus on the management of costs.

Staff absence comment: This quarter has seen the continuation of the trend for a steady decline in short term sickness. This continues to be impacted by a combination of home working and improved infection measures.

Long term sickness also continues to fall.

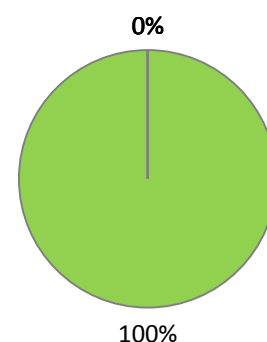
The key reasons for long term absence remain mental health (anxiety and depression) with a notable spike in January 2021 corresponding with the spike in infections and the imposition of the national lock down.

It is essential that the council remain focussed on mental health and wellbeing support. HR continue to focus on long term sickness reduction with pro-active expert case management and support.

Service Plans - Actions Status Q4

Q4 Policy & Governance Service Plan 2020/2023

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



Comment: At the end of Q4 all Service Plan actions are on track.

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 20-21 Policy and Governance – Level 1 Complaints

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

Q4 20-21 Policy and Governance – Level 2 Complaints

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	1	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	0%	N/A	95%

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	7,068	- 266	-4%	Favourable
Income	- 3,717	- 18	0%	Favourable
Policy & Governance Total	3,351	- 284	-8%	Favourable

Comment: The service's vacancy factor was the biggest contributor to the underspend at year end. The overall position at quarter 4 was favourable.

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

8 JUNE 2021

Title:

Housing Strategy Action Plan Update: 2020 – 2021

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

To provide the committee with an update on actions and achievements from the Housing Strategy during 2020/21.

2. Recommendation

It is recommended that the Committee:

- i. reviews this report and agrees any observations or comments it wishes to pass to the Executive

3. Reason for the recommendation

To support and raise awareness of achievements from the Housing Strategy.

4. Background

The Strategy was due to run from 2018 to 2023 but officers have been tasked with writing a new strategy; work is currently underway.

5. Relationship to the Corporate Strategy and Service Plan

The report reflects the Housing Strategy, Housing Service Plan and the Council's commitment to promote "*Good quality housing for all income levels and age groups*".

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Financial support is provided via commuted sums secured in lieu of affordable housing and Community Led Housing Government Grant. 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 direct 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 and Nomination 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

Not applicable

8. Other options considered

Not applicable

9. Governance journey

Housing O&S as part of Housing O&S minutes/recommendations

Annexes:

Annexe 1 – Housing Strategy Update Covering Report and Action Plan Update

Background Papers

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

CONTACT OFFICER:

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Agreed and signed off by:
Legal Services: DB 20.05.21
Financial Services Manager: RP 18.05.21
Strategic Director: AR 20.05.21
Portfolio Holder: AMR 20.05.21

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Housing Strategy Update

**Year Three
Achievements**

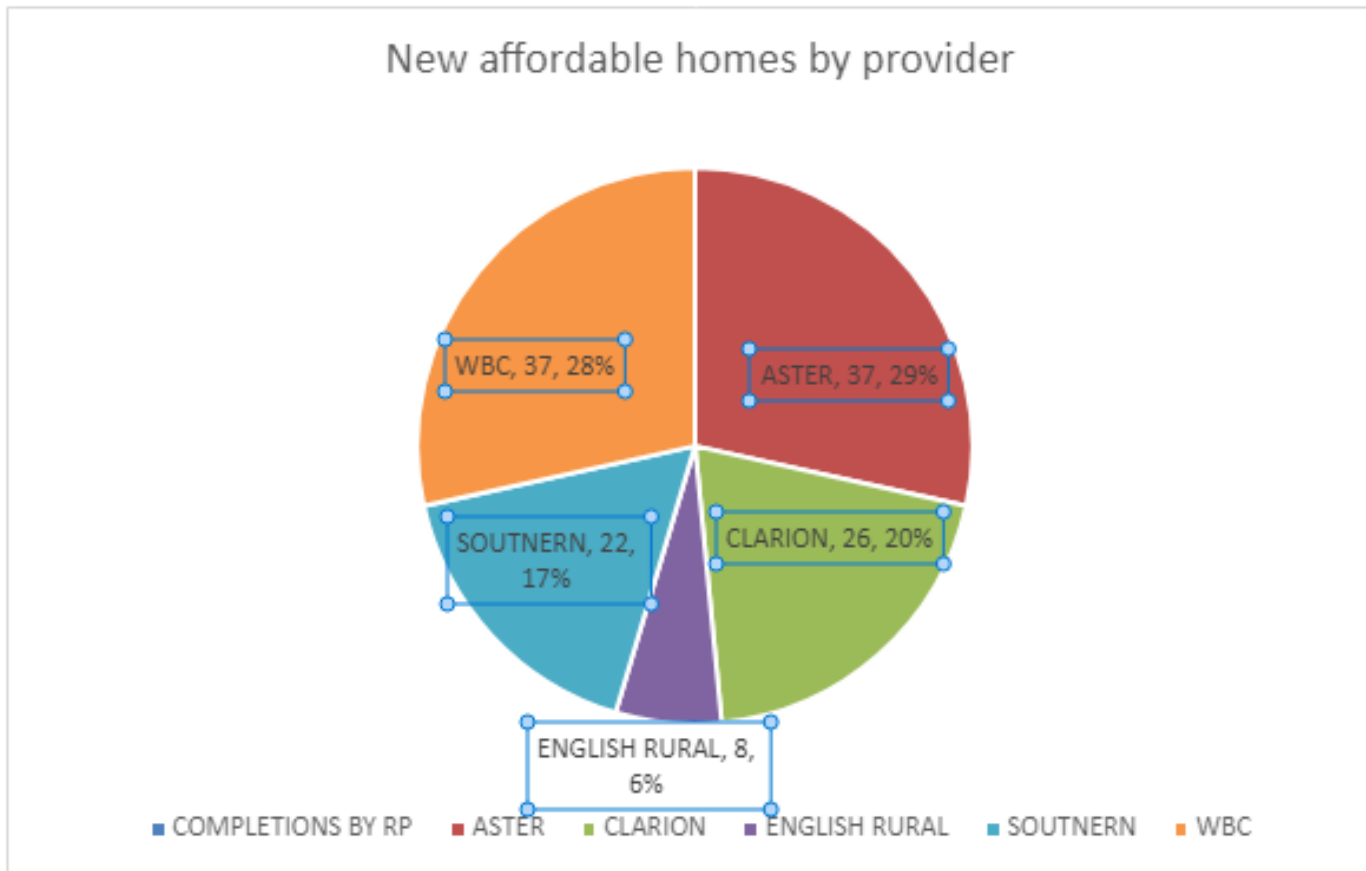
**01.04.20-
31.03.21**

Who delivered new affordable homes this year?

All 130 new homes completed in 2020-21 were provided by 5 organisations across 9 development sites (scheme photos overleaf)

1. The Council Ockford Ridge, Godalming
2. Aster Crondall Lane, Farnham/ Little Acres, Farnham
3. Clarion Elmbridge Road, Cranleigh/ Cranleigh Grange, Cranleigh/ Horsham Road Phase 1, Cranleigh/ Weyburn Works, Elstead
4. English Rural Springfield, Dunsfold
5. Southern Housing Horsham Road Phase 2, Cranleigh

The pie chart below shows number of homes and percentage of all homes pa by provider.



PHOTOS OF COMPLETED SCHEMES 2020-21

**Waverley
Borough
Council**



Photo 1: Ockford Ridge, Godalming

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Aster



Photo 2; Crondall Lane, Farnham



Photo 3: Little Acres, Farnham



Photo 4: Cranleigh Grange (Hewitts), Cranleigh



Photo 5: Elmbridge Road, Cranleigh



Photo 6: Weyburn Works, Elstead



Photo 7: Horsham Road Phase 1, Cranleigh

**English
Rural
Housing
Association**














Photo 8: Springfield, Dunsfold

**Southern
Housing**



Photo 9: Horsham Road Phase 2 (2 x 3 bed houses for social rents with commuted sums), Cranleigh

2020-21 Highlights of achievements from the Housing Strategy Action Plan


 <p>Completion of 130 new affordable homes, including 37 new Council homes¹</p>	<p>70 grants for major adaptations and 20 grants for home energy/safety works completed</p> 	<p>Successful application for MHCLG Next Steps Accommodation Programme grant funding (£97k) to deliver two one bed modular homes to Passivhaus standard</p>	 <p>Affordable Housing Supplementary Planning Document adopted</p>	<p>Allocating £15k of Community Led Housing money, to support to 2 emerging Community Land Trusts to develop local needs housing</p> 
<p>All new licensable HMOs² have been inspected and licensed.</p> 	<p>Using Better Care Fund over £80k spent on energy efficiency works and removal of housing hazards</p>	<p>Building work starts on 96 new affordable homes</p> 	<p>Occupation of 2 x social rented units, enabled by £150K top up funding from commuted sums</p> 	<p>23 out of 33 households accommodated under the 'Everyone In' programme were provided with longer term housing solutions to prevent a return to rough sleeping/ sofa-surfing</p>
<p>3 new Council home being built on s.106 site in Witley</p> 	<p>£267k from commuted sums pot and planning permission secured on site to support 2 x self-contained units of safe accommodation for rough sleepers and those under threat or rough sleeping</p> 	 <p>560³ clients assisted by Handyperson Scheme</p>	<p>Home Improvement Grant spend of £400k⁴</p> 	<p>Planning permission for 29 new affordable homes, including Council homes in Chiddingfold and Farncombe</p>

¹ 37 new Council Homes at Ockford Ridge Site A

² identified by 1/4/20

³ Approx

⁴ - an increase of £70k from the average annual spend before new Home Improvement Policy introduced

Analysis of 2020-21 completions⁵	2020-21 130 homes	
Type of home General needs new build	TOTAL 130	% 100%
Tenure Social rent / affordable rent Shared ownership/ shared equity	SMHA/ rec mix 70% 30%	Mix Delivered 40% affordable rent 28% social rent 30% shared ownership 2% other
Property size One-beds Two-beds Three-beds Four-beds	SMHA rec mix 40% 30% 25% 5%	Mix Delivered 26% 39% 29% 6%
<p>SPOTLIGHT ON: NEW WBC AFFORDABLE HOMES ON SITE A AT OCKFORD RIDGE; WHITEBEAM WAY http://waverley.gov.uk/ORSiteATimelapse Number of homes 37 Architect – Sprunt Architects Contractor Thakeham Client Limited Green initiatives – Tree planting in rear gardens, provision of swift and bat boxes;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. Single communal Electric Vehicle Charging Point (EVCP) in unallocated parking bays and installed in plots with in-curtilage parking Build Cost - £7.0m Completion –October 2020</p>		

⁵ Percentages are rounded

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**Year Three
Achievements
01.04.20-
31.03.21**

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Housing Strategy Action Plan Update

WE WILL WORK TOWARDS ACHIEVING OUR GOAL OF EVERYONE HAVING A HOME THROUGH THE FOLLOWING ACTION PLAN

H	Increase delivery of well designed, well-built affordable HOUSING
a.	Place-shaping to Enable New Affordable Homes

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
H.a.1.	Establish affordable housing delivery mechanism for Dunsfold Aerodrome	As per Dunsfold Aerodrome Project Plan	Housing Strategy and Enabling Manager	Officer time	Registered Provider working in partnership with developer	Local Lettings Plan complete	Site owner in discussion with RPs. Considering different ways of parcelling up affordable housing sites on the scheme. Scheme awarded Garden Village Status	Approval of reserved matters application (access, appearance, landscaping, layout and scale) pursuant to outline permission WA/2015/2395 for new roundabout and associated works (as amplified by plans received 04/02/2020) 17.02.21
H.a.2	Support the delivery of Local Plan, Part 1 including setting out our expectations about the tenure of affordable housing.	As per project plan	Housing Strategy and Enabling Manager	Officer time	Finalise Affordable Housing Supplementary Planning Document to sit alongside Local Plan Pt 2	SPD to Housing O&S February 2019 to approve consultation	Consultation completed. Document amended as required. Ready for committee	Agreed at Executive 09.02.21, Viability amendments requested at Full Council 22.3.21

H	Increase delivery of well designed, well built affordable HOUSING
b.	Building New Affordable council Homes which are Sustainable and Energy Efficient

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
H.b.1	Progress development of 20 new council homes pa which meet criteria specified in Waverley New Build standards.	As per timescales in Housing Delivery Plan	Housing Development Manager	As set out in Housing Delivery Plan	Increased supply of Council homes for rent and shared ownership	<p>Completion of 45 WBC homes (5 @ Nursery Hill, 24 @ Wey Court House, 16 @ Ockford Ridge Site D)</p> <p>Start on site at Ockford Ridge Site A (1.4.19)</p>	<p>Completion of 8 WBC homes (5 @ Amlets s.106, Cranleigh; 3 underused community rooms converted into 3 flats Q1.)</p> <p>Contractor appointed for Ockford Ridge (OR) Site A to deliver 37 homes by October 2020</p> <p>OR Site B: planning conds being discharged as well as reserve matters</p> <p>OR Site C plannings & reserved matters being addressed ahead of consultation late 2019</p>	<ul style="list-style-type: none"> • Completion of 37 new Council homes at Ockford Ridge Site B • Planning permission secured for 26 new Council homes (Chiddingfold 24 & 2 Binscombe) • Tender process underway with SQ issued and contractors to deliver 26 new homes in Chiddingfold shortlisted. • OR site B Contractor appointed to deliver 17 new homes (net zero carbon in operation)

							<p>Consultation to be held via events to deliver 40 homes in Chiddingfold & Churt</p> <p>Work continues to identify feasibility of further sites</p>	<ul style="list-style-type: none"> • OR site C (30 homes) Reserve matters application submitted. Selection questionnaire (SQ) for tender issued • OR site F Initial concept designs prepared which will deliver 20 new homes • MHCLG Next Steps Accommodation Programme grant funding obtained for two new modular homes delivered to Passivhaus standard. Planning consent granted March 2021 • Planning application submitted for four new homes Parkhurst Fields, Churt. • Concept designs prepared for 26 new homes in
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								Springfield, Elstead <ul style="list-style-type: none"> • Work continues to identify feasibility of further sites. • Commenced review of 2018 Waverley New Build Housing Design Standards.
H.b.2	Carry out 'Do You Like Where You Live' surveys on a sample of 5 x new private, Registered Provider and 1 x council new build homes	December 2019	Housing Strategy and Enabling Manager	Officer time Additional office support required	Survey complete Report of findings circulated and on website	Customer satisfaction to dovetail with needs and profiling reporting	Survey complete, report finalised and distributed	See Year 1 and 2 completed
H.b.3	Develop a new Affordable Housing Delivery Plan every 5 years	Reviewed annually	Housing Development Manager	Officer time	New plan adopted and available on website	Annual report produced with 5 year plan as Annexe. Will be updated for the next Housing O&S committee in June 2019	5 year plan currently being worked on, for inclusion in 2020-21 Service Plan	See service plan

H	Increase delivery of well designed, well-built affordable HOUSING
c.	Working in Partnership with Housing Associations and other housing providers

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
H.c.1	Establish 3 models of development to bring forward additional affordable homes to meet local need	March 2020	Head of Strategic Housing and Delivery	Officer time Funding Sites	<p>Joint working on s.106 with Housing Associations and other development partners to provide a range of tenures, including new public/ private partnerships</p> <p>Identify and negotiate WBC acquisition of affordable homes on smaller s.106 sites (2-10 affordable homes)</p>	<p>Shared ownership policy workshops completed and policy drafted. Capability audit underway.</p> <p>Review of legal documents ahead of signing for affordable housing units at Cranleigh.</p> <p>Further offers made on sites in Godalming and Ewhurst. Meetings with developers to promote Waverley Borough Council as a potential development partner on S106.</p>	<p>Development WBC shared ownership homes</p> <p>Paper for O&S about setting up Local Housing Company</p> <p>Using commuted sums to increase affordability of rent levels</p>	<p>Committed sums used to support 2 x modular homes for rough sleepers/ those under threat of rough sleeping</p> <p>2 x funding allocations to emerging Community Land Trusts to provide local needs housing</p>
H.c.2	Enable the development of an average 50	As per development schedule	Housing Strategy and	Officer time	Increased supply of housing	112 out of 157 homes completed	147 out of 150 homes completion	103 out of 130 new homes completed

	new affordable homes pa on s.106 sites		Enabling Manager		association homes for rent and intermediate tenures	2018-19 were on s.106 sites (71%)	2019-20 were on s.106 sites (98%)	2020-21 were on S106 sites (79%)
H.c.3	Work with our Housing Association partners to facilitate the development of their own sites	As per development schedule	Housing Strategy and Enabling Manager	Officer time	Making public subsidy go further, ongoing viable development programme	Ongoing	Ongoing, including SOS at Springfield, Dunsfold on ERHA site Providing grant from commuted sums to support social rents	Working with Radian and Aster to bring forward 100% affordable housing on each of their own sites
H.c.4	Support our Registered Provider partners in achieving the best possible outcome for residents and the environment on new Housing Association schemes in the borough.	As per development schedule	Housing Strategy and Enabling Manager	Officer time	Good quality affordable housing Housing Association performance review complete	Ongoing	Data collected from housing associations, stock mapping completed. Performance report in development	Occupation of 2 x social rented 3 bed houses at Horsham Road, Cranleigh, enabled by commuted sums pot

	<p>Work to influence Affordable Housing partners meet climate change agenda, in terms of incorporating good policy and practice on new affordable housing developments in Waverley, as reflected in yearly updates to the Housing Strategy Action Plan and end of year achievements</p>	<p>April 2020</p> <p>October 2020</p> <p>(6 monthly consultation with Affordable Housing Provider partners)</p>	<p>Housing Strategy and Enabling Manager</p>	<p>Officer Times</p>	<p>Good practice</p>	<p>NA (introduced as an action in Y2)</p>	<p>Thackeham presentation for members February 2020,</p> <p>TCPA event for members on affordable housing and sustainability March 2020</p>	<p>Local Authority Delivery Scheme Round 2- £2,897,000 allocated to Surrey based on fuel poverty and population currently, developing the 'project proposal' for the local area, which will form the basis for the grant funding agreement</p>
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O	OPTIMISE Social and Economic Wellbeing
a.	Enabling affordable housing to Support a Vibrant Economy

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.a.1	Work to maximise delivery of affordable housing in a range of types and sizes to meet the needs of people living and working in Waverley	As per development schedule	Housing Strategy and Enabling Manager	Officer time	Tenure mix of housing meets identified needs Shared ownership event September 2019 Help to Buy, Housing Needs Register, Employers Survey and Affordability profiling complete	Employers Survey, Housing Needs Register profiling and shared ownership profiling and affordability reports in draft	Successful event 50 members of the public attended shared ownership event, shared ownership report produced Help to Buy, Housing Needs Register, Employers Survey and Affordability profiling complete	Applying local connection prioritisation where possible (i.e. not Homes England funded units) via nomination agreements and allocations scheme Shared ownership report January 2020

O	OPTIMISE Social and Economic Wellbeing
b.	Meeting Housing Needs in our Rural Communities

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.b.1	Work with the Rural Housing Enabler to commission at least 2 x housing needs surveys per annum to measure need and support for rural exception schemes	2 surveys per year	Housing Strategy and Enabling Manager	£5,000pa to support Rural Housing Enabling Service	Increased amount of affordable housing in rural areas, helping to maintain the vitality of villages in Waverley Contribute to Rural Housing Week July 2019	Dunsfold, Wonersh, Tilford and Elstead HNS reports completed 2018-19	Wonersh Survey completed May 2019	Desktop surveys completed for Chiddingfold, Churt, Elstead, Ewhurst, Frensham, Completion of 8 affordable homes on rural exception site in Dunsfold, 5 affordable homes on s.106 site in Elstead, affordable homes in development on s.106 site in Churt, PP granted for 8 affordable homes on WBC land in Chiddingfold
O.b.2	Jointly manage the Surrey Community Housing Project in a partnership with 7 other local authorities	March 2020	Housing Strategy and Enabling Manager	Ministry for Housing, Communities and Local Government Allocation	Bring forward 1 Community Led housing project in the borough	Initial discussions with Local PC Older persons co-housing group interest in Farnham following workshop at the Maltings	Site with Haslemere CLT continuing through pre-application advice service Funding for Surrey wide hub secured	Allocated CLT funding for CLT hub and support 2 x emerging CLTs to set up Haslemere and Farnham CLT's

	for a period of 2 years to work with local communities who wish to develop their own housing projects					Application Pack produced. Allocation for publicity funding made to Haslemere CLT Project Manager working with Chiddingfold re possible CLT	February 2020 CLT event	
O.b.3	Run awareness campaign to visit all towns and parishes	March 2020	Head of Strategic Housing and Delivery	Officer Time	Parish visits complete Awareness raising, publicity and communications Production of Myth Busting Videos	Ongoing	WBC affordable housing video complete TCPA event for members March 2020	Roadshow not possible to continue in person due to COVID 19 restrictions, remote communications including newsletters and awareness raising during Rural Housing Week, CLH training workshops on ZOOM etc. Ensure AHN1 affordable housing policies reflected in NP

O	OPTIMISE Social and Economic Wellbeing
c.	Preventing Homelessness

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.c.1	Deliver the Homelessness Strategy Action Plan	Due to be adopted May 2018	Housing Needs Manager	Officer time Funding	Fewer households become homeless. Cost of emergency accommodation is reduced	Adopted April 2018 Update report prepared for 2019	To be presented to Housing O&S June or September 2019	Update to Housing O&S September 2020
O.c.2	Continue to ensure fair and sustainable allocation of affordable homes in Waverley through our Allocation Scheme .	Allocation Scheme constantly under review	Housing Needs Manager	Officer time	Housing Register applicants secure affordable, suitable and sustainable homes	Initial scoping meeting in Dec 2018. Agreed to retain CBL, minor updates to scheme and streamline processes	Housing Register policy to be reviewed with target date of December 2019	Waverley's Allocation Scheme is kept under review to ensure compliance with legislation and a revised version to meet accessibility requirements was completed in 2020
O.c.3	Work with our partners to enable the development of new housing across a range of tenures to meet the needs of households threatened with homelessness	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs	Fresh radio campaign for 2019/20 to maximise access to PRS 2 hard to let properties leased via a third party to households threatened with homelessness	In discussions with A2Dominion regarding additional supported housing at Chapel Court, Milford. Engaging with the development team about replacement	Waverley has continued to work with partners to secure additional properties for homeless households. These include commissioning additional supported housing bed-

						Ongoing relationship management with local letting agents	shared house for MTI	spaces within and outside Waverley, securing a property for the continuation of the Move to Independence Scheme for those with mental health problems and securing £95k of MHCLG funding, combined with £267k from commuted sums pot to procure 2 modular units of safe accommodation for rough sleepers and those under threat or rough sleeping, planning permission secured for site
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O	OPTIMISE Social and Economic Wellbeing
d.	Meeting Housing Needs of Older People

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.d.1	Enable older people to stay in their own home for longer, through the use of assistive technology, aids and adaptations	Ongoing	Senior Living and Careline Service Manager Private Sector Housing Manager	Funding Officer time	77 new careline customers in Q1. Total no. of careline customers at end June 2018: 1826.	Careline: Total number of customers: Jan 1831 Feb 1820 March 1785 The decline in numbers is due to a data cleansing exercise	Total number of Careline customers at the end of Sept 2019: 1,932. The project to transfer the Careline customer data into the Agresso database has now been completed. 75 grants for major adaptations and 20 grants for home energy/safety works completed. Approx 560 clients assisted by Handyperson	There was a slight drop in activity due to COVID 19 but 70 grants for major adaptations and 20 grants for energy efficiency/ home safety works were completed. Approx 560 Handyperson jobs were completed in 2020-21 after a slow start due to client concerns about COVID 19 Q4 Total number of Careline customers (dispersed alarms) is 1654. Numbers have been affected negatively in particular due to effects of COVID 19
O.d.2	Support older people to find suitable alternative accommodation, when required; whether downsizing in the	Ongoing	Senior Living and Careline Service Manager	Funding Sites Officer time	Mix of housing meets identified needs	The third open day was held in Q4. This was attended by 14 interested people, with a view of downsizing and moving into Senior	Open day dates have been held at each of the senior living schemes. Attendance has varied, typically	Limited progress has been possible with this due to COVID 19 restrictions. Some tenants have continued to downsize and move into Senior Living

	private sector, or accessing specialist housing to meet their care needs					Living. Dates are set for open days at the remaining schemes during Q1 and Q2 of 2019/20. The Senior Living officers continue to make contact with the identified tenants and look to build an ongoing relationship to help meet their housing needs and promote the SL service.	up to 15 tenants have attended. 4 successful downsizes were completed as a result.	schemes, achieved through our normal re-letting pathway.
O.d.3	Plan strategically for the development of a range of housing options for older people including Extra Care housing and dementia specialist care, in partnership with Adult Social Care Commissioning team	Ongoing	Senior Living and Careline Service Manager Housing Strategy and Enabling Manager Private Sector Housing Manager	Funding Sites Officer time	Mix of housing meets identified needs	Meeting with SCC re 6 Acres, Farnham cancelled by SCC. Further discussions with SCC Adult Social Care and property teams ongoing.	Information pooled between services to plan strategically for future need	The Careline service has focused on business development through a marketing approach. To work with other teams to pool information to help plan for future requirements.
O.d.4	Commit to find a site for at least 1 new build Extra Care Scheme	March 2023	Head of Strategic Housing and Delivery	Funding Sites Officer time	Mix of housing meets identified needs	Ongoing consideration of emerging sites including Dunsfold Aerodrome	Ongoing	Meeting with SCC Extra Care Commissioning team about 2 x SCC owned sites in Waverley (Cobgate's @ Farnham/ adjoining WBC property and 1 @ Godalming)

O	OPTIMISE Social and Economic Wellbeing
e.	Meeting Housing Needs of Younger People

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.e.1	Bring forward a range of types and sizes of affordable homes for general needs through the planning process, to include smaller units suitable for young single people and couples	As per development schedule	Housing Strategy and Enabling Manager	Integrated approach. Strategic joint working with planning service	Mix of housing meets identified needs Annual housing needs reports published	27% 1 beds 41% 2 beds 29% 3 beds 64% affordable and social rents 36% shared ownership	42% 1 beds 33% 2 beds 24% 3 beds 1% social rents 58% affordable rents 40% shared ownership 1% shared equity New zone agent appointed Jan 2020 First Homes consultation response	26% 1 beds 39% 2 beds 29% 3 beds 6% 4 beds 28% social rent 40% affordable rent 30% shared ownership 2% other

O	OPTIMISE Social and Economic Wellbeing
f.	Meeting Housing Needs of People with Disabilities

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVMENTS 2018-2019	YEAR 2 ACHIEVMENTS 2019-2020	YEAR 3 ACHIEVMENTS 2020-2021
O.f.1	Continue to work closely with Adult Social Care Commissioners to ensure that new development meets the identified and emerging needs of the groups above and to explore alternative models of support where necessary.	As per development schedule	Housing Strategy and Enabling Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs	Engaging with SCC on Transforming Care Partnership (LD and Autism)	Ongoing	Housing representative on All Age Autism Strategy Development Group Improving links with SCC Extra Care Commissioning Team
O.f.2	Explore opportunities for accessible housing provision on new council owned sites	As per timescales in Housing Delivery Plan	Housing Development Manager	As set out in Housing Delivery Plan	Mix of housing meets identified needs	Site C four adapted units. All new build will be required to meet M4(2) as adopted by the local plan. Disabled M4 (3) as and when need identified. One community room to be adapted to meet M4(3) requirements	Ongoing	Site C Ockford Ridge, four adapted homes included in the proposals for this site and one adapted M4(3) home to be proposed on Site F Ockford Ridge and Springfield, Elstead. All new build will be required to meet M4(2) as adopted by the local plan. Disabled M4 (3) as and when need identified.

O	OPTIMISE Social and Economic Wellbeing
g.	Meeting Housing Needs of Travellers

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
O.g.1	Increase supply of pitches and plots for Travellers in suitable locations to meet need	As per timescales in Local Plan Part 2	Principal Planning Officer	As per Local Plan Part 1, Policy AHN4	Travellers' housing need is met	<p>Council is proposing to allocate 43 pitches for Gypsy and and 2 Traveller Show People plots, over the local plan period</p> <p>LPP2 preferred options consultation May--July 2018 From 1 April 2018 – 31 March 2019 planning permission was granted for a net increase of 4 gypsy and traveller pitches.</p>	<p>Enabling responses on 3 consultations for planning applications for G&T sites</p> <p>From 1 April 2019 to 31 March 2020 planning permission was granted for a net increase of 21 gypsy and traveller pitches (albeit some of these pitches were granted at planning appeal)</p>	<p>From 1 April 2020 to 31 March 2021 – no planning permissions granted for any gypsy and traveller pitches. However, in November 2020 we began the Pre-Submission Consultation on LPP2 which includes draft site allocations for gypsy and traveller sites. The document makes provision for 17 additional gypsy and traveller pitches to meet the identified need across the Borough.</p>

M	MAKE best use of existing homes
a.	The Private Rented Sector

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-20201
M.a.1	Ensure there are sufficient good quality private rented homes available to enable to council to discharge the homelessness duty into the private rented sector including encouraging provision of purpose built private rented accommodation	Ongoing	Housing Needs Manager	Possible additional officer resource	Extended opportunities in Private Rented Sector to those in need	Radio advertising to attract new landlords; Explore and trial landlord incentives, Liaison with agents/Landlords (HSAP 3.5)	We continue to work in a challenging market to help homeless clients secure PR housing within LHA rates. We try to maximise opportunities through partnership working with Ethical Lettings CIC and supported housing providers	Successful bid to MHCLG for additional capital and revenue funding under NASP to help support homeless single clients News currently embargoed by successful bid under RSI for 2021-22
M.a.2	Review condition of the Housing stock	Ongoing	Private Sector Housing Manager	BRE Desktop study £40,000	Making proper decisions about the actions we need to take to deal with unsatisfactory housing	Ongoing	A quotation has been obtained from the Building Research Establishment to carry out a desktop exercise using all available modelling and energy efficiency data. Funding has been established within the Climate Change Action Plan.	This project has been put on hold due to the change in the Council's position as a result of COVID 19

M	MAKE best use of existing homes
b.	Houses in Multiple Occupation

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
M.b.1	Develop our knowledge of the number and location of Houses in Multiple Occupation in Waverley	June 2018	Private Sector Housing Manager	IT support Possible additional officer resource	Database established	All licensable HMOs have been inspected. Licences have been issued to approx. 50 Identification of licensable HMOs under new legislation and receipt of 40 new licence applications	Database established. All new licensable HMOs identified by 1/4/19 have been inspected and licensed.	14 new HMO's have been identified in 2020 and all new licensable HMO's identified by 1.4.20 have been licenced
M.b.2	Educate and inform landlords, managing agents, letting agents as well as statutory and voluntary agencies about the standards required in Houses in Multiple Occupation	From April 2018	Private Sector Housing Manager	Possible additional officer resource	Continued good relationships with landlords, maintaining access to the private rented sector for low income households	Updated website with more information. Landlords Forum planned for 2019-20	Website has been updated with more information and an online HMO licence application form.	Website information has been updated in light of new legislation
M.b.3	Support the retention of a well-managed, good quality private Houses in Multiple Occupation market	Ongoing	Private Sector Housing Manager	Possible additional officer resource	Landlords continue to provide good quality rented housing	Officer in post. Able to respond more quickly to complaints etc with additional resource	Additional EHO in post. Able to assist with regulation of housing, including HMOs.	Licensing, proactive inspections and enforcement work.
M.b.4	Enhance the quality of Houses in Multiple	Ongoing	Private Sector	Possible additional officer resource	Better quality housing in the private sector	Officer in post. Able to respond more quickly to	As above	As above and promotion of energy efficiency

	Occupation stock and private sector in general by tackling poor property and management standards where there are vulnerable tenants		Housing Manager			complaints etc with additional resource		standards and any available funding through website and partner agencies.
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M	MAKE best use of existing homes
c.	Home Improvement

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-2021
M.c.1	Contribute to the Decent Home Standard in the private sector	Ongoing	Private Sector Housing Manager	Officer time	Good quality homes for tenants	Ongoing	Team responds promptly to complaints and enquiries about substandard housing and takes enforcement action to improve it where necessary.	Team responds promptly to complaints and enquiries about substandard housing and takes enforcement action to improve it where necessary.
M.c.2	Increase grant funding on energy efficiency and home security works to £50,000 per year	Ongoing	Private Sector Housing Manager	£50,000 pa	Fuel costs reduced for residents. Reduction in carbon emissions	£115k committed £60k spent.	Using Better Care Fund approx £97,000 spent on energy efficiency works and removal of housing hazards in 2019/20.	Achieved grant spend of at least £80,000 on energy efficiency and housing hazard works in 2020/21. Also joined with other Surrey authorities in making successful bids for funding to help deliver the Government's Green Homes Grant for energy efficiency improvements.
M.c.3	Implement a new Home Improvement Policy to maximise use of the increased government funding in order to help meet the	April 2018	Private Sector Housing Manager	Effective joint working with Guildford Borough Council	Residents safe and secure in their homes	New Home Improvement Policy was introduced on 1 January 2018. The Council is working with Guildford and Adult Social Care to maximise use.	New Home Improvement Policy started January 2018. Total grant spend in 2019/20 was £497k - an increase of £150k from the average annual spend before	Total grant spend in 2020-21 was £400k. The decrease on the previous year was due to COVID 19 which restricted visits by staff and contractors to our client base, the majority

	objectives of the Care Act 2014						new policy introduced.	of whom are extremely vulnerable.
M.c.4	Help to reduce hospital/care home admissions, care packages and delays in hospital discharge	Ongoing	Private Sector Housing Manager	Officer time	Residents safe and secure in their homes Reduced delays in hospital discharge	New handyperson service started on 1 October. New grant admin will help with promotion of new HIP.	New Home Improvement Policy has enabled us to fast track small preventative works and new Handyperson service has doubled its caseload from 2018/19.	New Safe and Settled Scheme started in October 2020, working in conjunction with Hoppa and Handyperson services to reduce delays in hospital discharge.
M.c.5	Remove housing hazards and improve the condition of the local private sector housing stock	Ongoing	Private Sector Housing Manager	Officer time	Better quality housing in the private sector	New Home Improvement Policy and Handyperson service has had major effect on grant provision. New EHO starts soon to help enforcement activity in private rental sector.	New Home Improvement Policy has helped homeowners to remove housing hazards and extra EHO has increased rate of inspection of rented properties	Additional Grant/Empty Homes Officer has been appointed to help promote and process grants. Current target is that she started working in March 2021.
M.c.6	Increase speed to private disabled adaptations from date of initial enquiry to date of completion of works	Ongoing	Private Sector Housing Manager	Officer time	Adaptations completed more quickly	Increased flexibility under new HIP, new Handyperson service and use of private OTs have all helped to increase speed of adaptation works.	New grant flexibility, greater use of private OTs and new Handyperson service have all helped to speed up adaptations.	Grant enquiries have been processed by means of digital technology where sites visits not possible. Site visits by Officers and contractors have been reduced to a minimum due to COVID 19

M	MAKE best use of existing homes
d.	Empty Homes

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-20201
M.d.1	Develop and maintain a comprehensive database of empty homes so that information becomes more accessible and provides for better monitoring	September 2018	Private Sector Housing Manager	Officer time IT support	Empty properties identified and brought back into use	Community Led Housing Project steered by priorities of local groups, exploration of empty homes issues where local drive to do so	Grant/Empty Homes Officer has been appointed and was due to start in April 2020 until the COVID 19 crisis happened.	Grant/Empty Homes Officer started in March 2021 and her duties include developing empty homes database.
M.d.2	Engage with owners to provide advice to encourage properties to be re-occupied or prevent them from becoming vacant, for example through our Tenant Finder scheme	Ongoing	Private Sector Housing Manager	Officer time	Fewer long terms empty properties Increased supply of homes in the Private Rented Sector	Apprentice to assist	Letters sent to owners. Additional resource needed for in-depth response	Standard responses maintained until new officer started. New officer expected to take more proactive approach
M.d.3	Work with other councils and housing providers to access government funding opportunities	Ongoing	Private Sector Housing Manager	External funding Officer time Strong partnership working	Reduction in number of empty properties	Ongoing	Ongoing	Ongoing

E **ENGAGE** with partners to achieve our joint aims

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets	YEAR 1 ACHIEVEMENTS 2018-2019	YEAR 2 ACHIEVEMENTS 2019-2020	YEAR 3 ACHIEVEMENTS 2020-20201
e.1	Work in partnership with local community to regenerate council owned site at Ockford Ridge	As per timescales in Housing Delivery Plan	Housing Development Manager	As per Housing Delivery Plan Officer time Adequate time for redevelopment and refurbishment	All homes on Ockford Ridge up to Decent Homes Standard	Phase 2 & 3 Refurbishment tender complete and contractor appointed. Mobilisation in May with start on site in June 2019. Site A – OJEU procurement completed and contractor appointed. Started on site April 2019 with first handovers expected April 2020.	<ul style="list-style-type: none"> Ockford Ridge (OR) regen continues with apptment of contractor. SOS April 19 OR Site B tender pack being prepared. OR Site C: detail for reserve matters (landscaping highways etc) being prepared. Community event Contractor appointed for next two phases of refurbishment works with Est 	<ul style="list-style-type: none"> Completion of 37 new homes at Site A in October 2020. Site A community benefit programme delivered working with Thakeham and community stakeholders. Build contractor procured and Thakeham appointed to deliver 17 new net zero carbon (in operation) homes on Site B Ockford Ridge and SQ issued for Site C. Employers Agent / Architect and other

								<p>consultants appointed & surveys commissioned for Site F. Utility disconnection process to facilitate demolition underway.</p> <ul style="list-style-type: none"> Employers Agent appointed for Site E. Site to be bought forward through a design completion as part of the tender for a contractor. Tender pack being prepared.
e.2	Support the development of rural affordable homes, in partnership with the Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Community Led Housing Project.	As per Community Led Housing Project Plan	Housing Strategy and Enabling Manager	Ministry of Housing, Communities and Local Government Allocation Officer time	Waverley community led housing schemes developed in borough	Initial discussions WITH PC and Jigsaw (Dunsfold) Affordable housing Parish Council Roadshow visits carried out to Thursday, Wonersh, Elstead, Churt, Cranleigh,	8 homes at Springfield, Dunsfold on site Hambleton RES to received PP November 2019 Ongoing negotiations on Haslemere site with CLT	Support to establish 2 emerging CLT's Completion of 8 affordable homes on rural exception site in Dunsfold, 5 affordable homes on s.106 site in Elstead, affordable homes in development on s.106 site in

						Tilford, Bramley, Dunsfold and Witley		Churt, PP granted for 8 affordable homes on WBC land in Chiddingfold
e.3	Work in partnership to provide the Guildford and Waverley Care and repair agency and joint handyperson service to eligible residents	June 2018	Private Sector Housing Manager	Funding Effective joint working with Guildford Borough Council	Excellent service to customers in terms of ensuring homes are safe and secure	Currently taking part in the Surrey Equipment and Adaptations Project.	Home Improvement Agency and Handyperson service are in place through joint working with Guildford.	Handyperson has increased activity in second half of year after slow start resulting from lockdown restrictions
e.4	Work to retain existing resources and facilities for people in housing need in the borough	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	People accessing the homes they need	Fund three bed spaces at York Road Project, Woking as Y1 action in HSAP 3.4	Fund three bed spaces at York Road Project, Woking as Y1 HASP 3.4	Agreed funding for 4 YRP bed spaces 2021-22
e.5	Work with partners to increase provision of suitable specialist and supported housing for people where needed.	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs	Increased access to supported housing in Farnham through Transform housing	Increased access to supported housing in Farnham and Woking through Transform housing	Funded an additional Supported Unit in Woking with Transform Housing using NASP funding

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

8 JUNE 2021

Title:

Housing Service Complaints

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

1.1 To review the implementation of lessons learned from customer complaints in 2019/20 as [reported](#) to the *Value for Money and Customer Service Overview and Scrutiny Committee* in January 2021. The report also includes the Council's response to the self-assessment audit by the Housing Ombudsman Service's Complaints Handling Code and shares further outcomes and progress made regarding complaints against the housing service.

2. Recommendation

2.1 It is recommended that the Committee:

- i. reviews this report and identifies any areas of further scrutiny, and/or
- ii. agrees any observations or comments it wishes to pass to the Executive.

3. Reason for the recommendation

3.1 To raise awareness of the complaints process, type of complaints and positive outcomes taken to learn from mistakes and improve service delivery.

4. Background

4.1 We aim to give an excellent service to all our customers. If we get things wrong, we want to try to put them right, learn from our mistakes to help improve services for the future. The Council has a clear two stage complaint process that is promoted on the Council's [website](#) and by officers when a resident is unhappy with the Council services.

4.2 Complaints provide free feedback on how our services are operating. Rigorous analysis of complaints provides a greater understanding of issues and what matters to tenants. They enable us to recognise any common themes and identify areas to review and improve.

4.3 The Corporate Complaints Officer reported that Housing Operations received the highest number of complaints in the Council during 2019/20, a total of 111. The majority of these complaints concerned matters relating to property services and responsive repairs. This was as expected given the high level of interaction with residents in this service area and with the mobilisation of a new responsive repairs contract that started April 2019. However, there has been an overall decrease in the number of complaints received in recent years.

Year	Number of complaints re Housing Operations
2018/18	151
2019/20	111
2020/21	105

2019/20 Lessons Learnt

4.4 The Value for Money and Customer Care O&S report identified eight examples of lessons learned from complaints received in 2019/20 for Housing. The lessons, progress and outcome are reported in the table below:

Ref	Action	Progress	Outcome
I	Contractors should make sure that they inform tenants of any changes to the timing of appointments	Discussed at contract monitoring meetings and toolbox talks. Improved focus on communication with contractor during the year.	Issue raised again during 2020/21 as lockdown restrictions eased and more appointments were scheduled with interim contractor. Regular item on contract monitoring meetings and communication identified as key indicator of performance in new contract specification
II	Contractors should ensure that tenants' personal possessions are protected during internal works to a property	Reminder at contract monitoring meetings and toolbox talks.	Ongoing awareness to ensure personal possession protected and clear instructions to tenants to clear space for works
III	Need to improve the wording and tone of reminder letters sent to	Letter reviewed and updated by new Compliance Manager	"Softer" less legalese letter in use

	tenants regarding their annual gas service		
IV	Officers need to supervise more closely the progress of major works and contractors need to improve the supervision of work carried out by sub-contractors	Increased number of on site / in progress visits scheduled. Supervision of sub-contractors raised at contract monitoring meetings	Closer working to ensure good quality works. Regular item on contract monitoring meetings
V	Tenancy Agreement needs to be amended to make clear that the maintenance of conservatories is the responsibility of tenants in all cases	Tenancy Agreement not due for review until 2021/22 Updated viewing and sign up advice where necessary	Ongoing awareness of responsibilities through letting process
VI	More thorough checks needed of void repairs before a property is re-let.	Void process reviewed joint sign-off of works with contractor and void officer	Increased level of inspection of works
VII	New tenants need to be made aware of the void standard and that their new home will not be redecorated	Updated void standards viewing and sign up advice	Raised awareness and set expectations during letting process
VIII	Officers need to ensure that they report back in writing to the tenant the outcome of each tenancy audit.	IT process developed to record audits and populate template letter with notes from meeting	Automated letters to provide outcome of audit and monitoring of actions

Housing Ombudsman Complaints Handling Code

4.5 In July 2020 the Housing Ombudsman Service published a [Complaint Handling Code](#) with the aim of promoting ‘a progressive use of complaints among social housing providers, providing a high-level framework to support effective complaint handling and prevention alongside learning and development’.

4.6 The Housing Ombudsman expected landlords to carry out regular self-assessment against the Code by 31 December 2020 with a view to taking appropriate action to ensure their complaint handling is in line with the Code. Waverley completed its self-assessment within this timeframe and a [copy of the completed self assessment](#) has been published online.

4.7 The assessment informed the development of the new Complaints database, providing details of categories, themes and reporting requirements and prompted refresher training on what is a complaint and that complaints may be received in any form.in

Information to Tenants

4.8 Tenants are routinely advised how to make complaints through the tenants' newsletter, website and by individual officers. Information on the number of complaints and outcomes of complaints (you said, we did) are shared in the tenants newsletter/annual report as well as been available through Corporate Performance Reports. All tenants received an update in their quarterly rent statement, April 2021, encouraging them to keep in touch and let us know what is working well and what is not working well. The update also promoted tenant involvement and provided useful contact details.

4.9 The Q4 Performance Report states that there has been an additional focus on customer feedback that quarter. In addition to reviewing complaints an internal review of a disrepair claim was completed finding recommendations for improvements. The key learning was the importance and necessity of central record keeping and the routine monitoring of cases.

4.10 Further feedback will be collected during late May and June as Survey of Tenants and Residents (STAR) is carried out. This perception study will assist us in understanding tenants views, what is important to them and areas for improvement in addition to benchmarking with other social landlords. Result from the survey will be shared in late-summer.

Conclusion

4.11 The Housing service is open to feedback and welcomes complaints. We endeavour to learn from mistakes and not repeat them. By sharing the outcomes of complaints and lessons learnt across the team we acknowledge areas of weakness and promote improvements in service delivery. We recognise we can do better in some areas and share and seek good practice across the teams and sector. The Housing Ombudsman Service Complaint Handling Code promotes good practice and is a valuable resource for continuous improvement.

5. Relationship to the Corporate Strategy and Service Plan

5.1 The report reflects the HRA Business Plan, Housing Operations Service Plan and the Council's Corporate commitment to promote "*Good quality housing for all income levels and age groups*" and aim to "*be the best council landlord in the South East and to be acknowledged so by our tenants*".

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Sometimes the appropriate remedy for a complaint will be to offer the complainant compensation and this may be financial. All compensation payments must be authorised by the relevant Head of Service.

6.2 Risk management

Complaints can highlight areas where there are reputational and operational risks. The Council has a range of internal policies and procedure to provide good quality

services and carries out internal audits to monitor service delivery and ensure meet statutory requirements.

6.3 Legal

There are no legal implications associated with this report.

6.4 Equality, diversity and inclusion

Waverley's complaints handling policy helps to ensure that there is no discrimination in the way in which it delivers services so that all complaints are dealt with in a fair and equal way.

6.5 Climate emergency declaration

There are no specific implications regarding Carbon Neutrality relating to the handling of complaints.

7. Consultation and engagement

Report shared with Tenants Panel and the wider housing team

8. Other options considered

Not applicable

9. Governance journey

The observations of the Committee will be passed to the Executive

Annexes: None

Background Papers

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

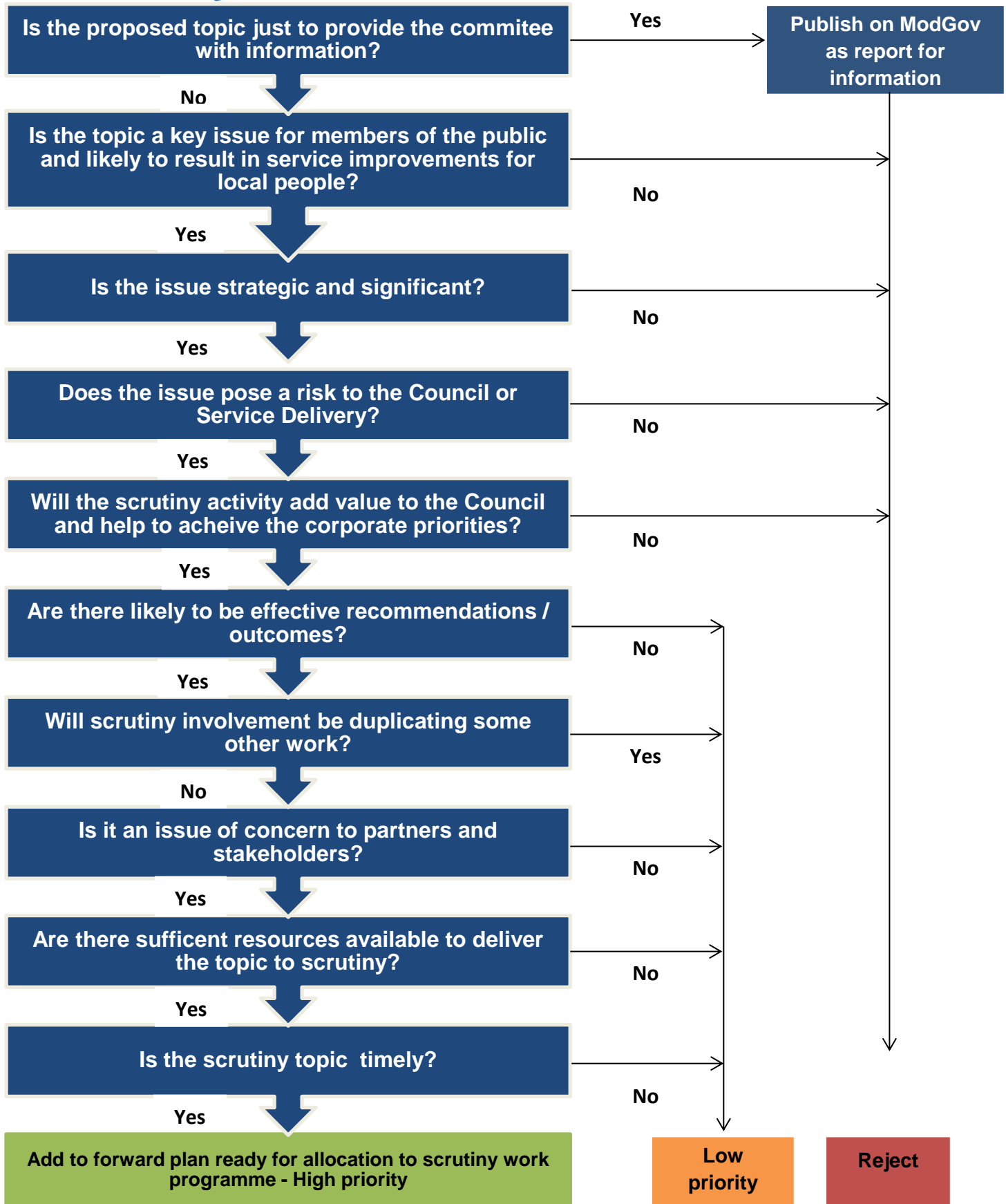
CONTACT OFFICER:

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Agreed and signed off by:

Legal Services: DB 27 May 2021
Head of Finance: PV 26 May 2021
Strategic Director: AR 26 May 2021
Portfolio Holder: AMR 26 May 2021

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INTRODUCTION TO WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY WORK PROGRAMME

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

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

Section A
Scrutiny Tracker 2020/21

Housing O&S Scrutiny Tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive Response	Timescale
10 March 2021	Tenants Panel Update	<p>The Chairman of the Tenants' Panel would report to the committee again at its November 2021 meeting.</p> <p>To highlight the committee's concerns regarding the isolation of elderly people to the Community and Wellbeing Overview and Scrutiny Committee.</p>		November 2021
	Corporate Performance Report Q.4	In future the service will report the average days taken to complete repairs and repairs outstanding.		
	Committee Work Programme	The Chairman of the Tenants' Panel should see whether the tenants wished to raise any issues	The Chairman has discussed these issues with the panel	
26 January 2021	Asset management plan 2021/22	<p>It was felt that there needed to be more costs and durations within the Asset Management Strategy.</p> <p>Requested a verbal update on the Asset Management Strategy be a standing item for subsequent Agendas.</p>	Verbal update brought to March 2021 meeting	March 2021

Housing Overview and Scrutiny Committee

	Committee work programme	<p>The Affordable Housing SPD would come off the agenda as members had had the opportunity to comment.</p> <p>There would need to be an item on the lessons learnt from housing complaints coming to the next meeting or the one after that.</p> <p>There would be a standing item on the agenda to report back from the Housing Design Standards Task and Finish Group.</p> <p>It was agreed that the Housing Overview and Scrutiny Committee would look at the issue of mental health at its summer meeting.</p>	Items intergrated into the work programme and the March agenda	Various
3 November 2020	Committee Work Programme	Request for an informal session on the Housing White Paper and the CIH Conference.	Arranged for December 22 at 1pm	December 2020

Housing Overview and Scrutiny Committee

	Revised Corporate Strategy	The vision should be forward looking and changed to say 'Waverley sought to promote and sustain' References to the Climate Emergency Action Plan should be changed to say Carbon Neutrality Action Plan.	Vision statement included in final version and references to Climate Emergency Action Plan changed.	December 2020
	Anti-Social Behaviour Policy	To give further clarity as to the scope of the document and to add a section on councillors' role.		
28 September 2020	Homelessness Strategy Update	The Committee noted the contents of the report and resolved to escalate concerns about resource capacity to house more homeless people over the winter period were the Covid situation to deteriorate further.	An update was given at the November meeting.	November 2020
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

Housing Overview and Scrutiny Committee

Housing Overview and Scrutiny Committee				
20 November 2019	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	HRA Asset Management Strategy 2021 – 2026 scoping report (Hugh Wagstaff)	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.

Housing Overview and Scrutiny Committee

Section B

Work programme 2020/21

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Asset Management Strategy 2021 – 2026	Receive a verbal update on the progress of implementing this strategy.	Hugh Wagstaff	Standing item 2021	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 2021	N/A
Housing Maintenance – Response Repairs and Voids Contract	For the Committee to remain up to date with the latest developments regarding the contract.	Hugh Wagstaff / Heather Rigg	June 2021	N/A
Corporate Performance Report	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service	Quarterly – next one June 2021	N/A
Housing Design Standards T&F	To receive an update on the progress of this group.	David Else / Louisa Blundell / Mark Mills	June 2021	TBC
Housing Strategy	To receive a progress report on the implementation of Housing Strategy during 2019/20. To scrutinise and input into the Strategy before it is finalised and approved.	Andrew Smith / Alice Lean / Ester Lyons	June 2021	2021
Housing related complaints 2019/20	Review the implementation of lessons learned from customer complaints and their handling by the Council.	Annalisa Howson	June 2021	N/A
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	September 2021	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 Development Update	To receive an update on the current council housing developments.	Andrew Smith/ Louisa Blundell	September 2021	N/A
Right to buy receipts	To receive a report on the council's use of this revenue stream.	Andrew Smith	September 2021	TBC
Green homes grants	To assess the potential to access this funding stream to make energy efficiency improvements in Council homes	Peter David	September 2021	N/A
Service Plans 2021-24	Monitoring the delivery of Service Plans 2021-24	Hugh Wagstaff / Andrew Smith	As and when available	N/A
STAR survey	To receive a report on tenants' perceptions of the council has a housing provider.	Hugh Wagstaff	2021	TBC
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 / Ester Lyons	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

Housing Overview and Scrutiny Committee

Section C

Subject	Objective	Key issues	Lead officer	Progress
Housing Design Standards	To make recommendations to the Executive on the standards to which the Council should build its homes.	<ul style="list-style-type: none"> • Climate Change Declaration (September 2019 Council) • Energy Performance Certificates • Zero-carbon homes 	Scrutiny Policy Officer and Louisa Blundell	Scoping document agreed at November meeting and regular meetings are ongoing.
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.	<ul style="list-style-type: none"> • Eligibility and criteria • Communication and promotion • Choice-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.	<ul style="list-style-type: none"> • Homes and Communities Agency • The 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.