

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: 10 September 2021

Membership of the Overview & Scrutiny Committee - Housing

Cllr Richard Seaborne (Chairman)	Cllr Michael Goodridge
Cllr Peter Marriott (Vice Chairman)	Cllr Michaela Wicks
Cllr Christine Baker	Cllr Jacquie Keen
Cllr Patricia Ellis	Vacancy
Cllr David Else	

Co-opted Members from the Tenants' Panel

Terry Daubney	Dennis Smith
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Substitutes

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

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 14 September 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, 21 SEPTEMBER 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

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. MINUTES

To confirm the minutes of the meeting held on 8 June 2021, (to be laid on the table 30 minutes before the meeting).

2. APOLOGIES FOR ABSENCE AND SUBSTITUTES

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of **Tuesday 14 September 2021** to enable a substitute to be arranged, if applicable.

3. DECLARATIONS OF INTERESTS

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

4. QUESTIONS BY MEMBERS OF THE PUBLIC

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

The deadline for submission of written questions for this meeting is 5pm on Tuesday 14 September 2021.

5. QUESTIONS FROM MEMBERS

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

The deadline for submission of written questions for this meeting is 5pm on Tuesday 14 September 2021.

6. CORPORATE PERFORMANCE REPORT Q1 (Pages 7 - 60)

The pages which the committee needs to focus on are pages 48 – 59.

To consider the performance report and make any observations or recommendations as appropriate. It will include an update on the Asset Management Strategy and responsive repairs and voids procurement.

This will be introduced by the Policy and Performance Officer and presented by The Head of Housing Delivery and Communities and the Service Improvement Manager.

7. MENTAL HEALTH AND HOUSING

Presentation by Laura Dillon, Housing Manager, and Andrew Smith, Head of Housing Delivery and Communities. (No report to come).

8. ASSET MANAGEMENT STRATEGY UPDATE

This item will be presented by Peter David, Strategic Asset Manager and will include information on Green Homes Grants.

9. STAR SURVEY (Pages 61 - 80)

The Committee will receive a report from Service Improvement Manager Annalisa Howson.

Recommendation

It is recommended that the Committee:

- i. reviews this report and identifies any areas of further scrutiny,
- ii. requests an update report sharing the improvement action plan following the consultation and further review of results at the next Committee meeting, and/or agrees any observations

10. SCOPING REPORT FOR ALLOCATION POLICY REVIEW (Pages 81 - 86)

This will be presented by Mark Mills, Scrutiny Officer.

11. SCRUTINY REPORT (Pages 87 - 104)

Recommendation

That the Committee endorse the report included as annexe 1 whilst making any suggestions for amendments.

This item will be presented by Mark Mills, Scrutiny Officer.

12. COMMITTEE WORK PROGRAMME (Pages 105 - 114)

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.

13. 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).

14. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

Officer contacts:
Mark Mills, Policy Officer - Scrutiny
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

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 13 SEPTEMBER 2021

COMMUNITY WELLBEING O&S – 15 SEPTEMBER 2021

HOUSING O&S – 21 SEPTEMBER 2021

ENVIRONMENT O&S – 29 SEPTEMBER 2021

Title:

CORPORATE PERFORMANCE REPORT

Q1 2021-2022

(APRIL - JUNE 2021)

Portfolio Holder: All Portfolio Holders

Head of Service: All Heads of Service

Key decision: No

Access: Public

1. Purpose and summary

The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the first quarter of 2021-22. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation

It is recommended that the Overview & Scrutiny Committee:

- 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

3. Reason for the recommendation

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

4. Background

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

- Key performance indicators
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data
- Financial forecasting

- Housing Delivery monitoring

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

4.3 Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report, specific to its service area remit, and this has been clearly outlined in section 2 'Report Sections Scrutiny Remits per O&S Committee' of the Annexe.

5. Relationship to the Corporate Strategy and Service Plans

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

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

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

6.2 Risk management

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

6.3 Legal

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

6.4 Equality, diversity and inclusion

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

6.5 Climate emergency declaration

The report does not have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in January 2020 to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019.

7. Consultation and engagement

The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the

quarterly committee cycle and, if required due to any substantial recommendations, travels to the Executive to seek its approval.

8. Other options considered

Standing report on the O&S Committees Agenda, no further considerations required.

9. Governance journey

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

Annexes:

Annexe 1 Q1 2021-22 Corporate Performance Report – Annexe 1 Final

Background Papers

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

CONTACT OFFICER:

Name: Nora Copping
Title: Policy and Performance Officer
Telephone: 01483 523 465
E-mail: nora.copping@waverley.gov.uk

Agreed and signed off by:

Legal Services: N/A

Head of Finance: Internal SMT Meeting 17 August 2021

Strategic Director: Internal SMT Meeting 17 August 2021

Portfolio Holders: Internal Executive Briefing 24 August 2021

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Corporate

Performance Report

Q1 2021/22

(April – June 2021)

Document Version: **Final 25 Aug 2021**

Officer Name: Nora Copping
Title: Policy & Performance Officer
Telephone: 01483 523 465
Email: nora.copping@waverley.gov.uk

1 Performance Assessment with RAG Rating (Red, Amber, Green)

The Report content has been presented in a visual format and a further explanation of the RAG rating used throughout the report can be found in the tables below.

1.1 Performance Indicators RAG Rating per Status Type

Key Performance Indicators (KPIs) Status Types	Explanation of the Status Type
Data only or Data Not Available (in Grey)	Data only KPI, no target
Green	On target
Amber	Up to 5% off target
Red	More than 5% off target

1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed (in Green)	Data only KPI, no target
On Track (in Green)	On target
Amber	Up to 5% off target
Red	More than 5% off target
Cancelled (in Grey)	Cancelled Action Status indicates that we will no longer pursue delivery of this action
Deferred (in Grey)	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now change.

2 Report Sections Scrutiny Remits per O&S Committee

Each of the Overview and Scrutiny Committees has a defined scrutiny remit for specific service areas in this report and these were listed below.

2.1 Value for Money and Customer Service O&S – required to scrutinise only these specific sections:

- [Corporate Dashboard – HR and Financial Aspects](#)
- [Business Transformation](#)
- [Finance and Property](#)
- [Policy and Governance](#)

2.2 Community Wellbeing O&S - required to scrutinise only these specific sections:

- [Commercial Services](#)
- Communities aspect from [Housing Delivery and Communities](#) section
- Licensing Team aspect from [Environment and Regulatory Services section \(when required\)](#)

2.3 Environment O&S - required to scrutinise only these specific sections:

- [All Environment and Regulatory Services teams except for Licensing which is under remit of the Community Wellbeing O&S committee](#)
- [Planning and Economic Development](#)

2.4 Housing O&S - required to scrutinise only these specific sections:

- [Housing Delivery and Communities](#)
- [Housing Operations](#)

3 Corporate Dashboards – Summary of All Services

3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2021/22

3.1.1 Q1 Chief Executive's summary:

This is the performance report for the first quarter of the year, i.e., April to June 2021. It includes some changed and additional performance indicators as discussed recently with councillors.

Waverley Borough Council continues to work with partners and the community to respond to the Covid pandemic and its consequences. Quarter 1 has seen some impact of necessary isolation by our direct and contracted workforce as a result of contact with the virus. There has been particular pressure on our waste collection service, which in many councils has also been affected by the shortage of qualified HGV drivers. While some councils took the decision to suspend garden waste services, we did not have to in this quarter, and my thanks go to colleagues and to our contractor, Biffa, for the hard work that has been necessary to sustain this vital service.

As some of the indicators in this report show, and as reported last quarter, some service backlogs have developed, and the management team put in place various measures to recover. The commentary in the service chapters describes this and performance is recovering.

Elections in May for Surrey County Council and the Police & Crime Commissioner, as well as the Witley neighbourhood plan referendum, were all conducted very successfully, in highly unusual circumstances. We expect a referendum and a by-election in October, and we will still be applying Covid-related precautions to these.

As reported in previous Overview and Scrutiny meetings, our 'Where Work Happens' project has continued. We are now trialling a more flexible way of working at our offices in Godalming, supported by technology, to reduce the carbon emissions of staff travel and to see if we can reduce our office footprint as we consider the future redevelopment of The Burys site. Presence and contact will still be important for our services and for the mental wellbeing of employees, and we intend to find a better balance that will enable savings, maintain high performance, and ensure we are an attractive employer in a competitive market.

Other highlights of the quarter and July included:

- The Mayor of Waverley, Councillor John Robini, led the borough in mourning the passing of His Royal Highness The Duke of Edinburgh.
- The Council supported 'No Mow May' and 'Let It Bloom June' to encourage wildflowers in many parks, open spaces and verges.
- Riverside 3 car park in Farnham was the latest of the council's car parks to see the installation of electric vehicle chargers, and a new electric vehicle strategy was adopted.
- The Executive agreed a new policy on refuse bins to encourage recycling, reusing and composting.
- The High Sheriff of Surrey, Dr Julie Llewelyn, joined the Mayor of Waverley in raising the Armed Forces flag to express the borough recognition of the service of military personnel, both serving and retired.
- The next round of bids for Community Infrastructure Levy funding was opened.
- Work started on the next phase of Ockford Ridge for 17 new energy-efficient and affordable homes.
- The Mayor sent a message of condolence and support to our twin borough and the people of Mayen-Koblenz, Germany, affected by the devastating floods.

- We agreed to sponsor the Rainbow Community Stage at Pride 2021, to take place in Godalming on 25 September.
- The Council responded to the Local Government Boundary Commission’s proposals for a new pattern of wards to take effect from May 2023.

Looking beyond quarter 1:

- In July, Waverley and Guildford Borough Councils both agreed to recruit a Joint Chief Executive as the first stage in a new collaboration project. This process has commenced and there will be further reports to the Council.
- At the time of writing, the Government has made some announcements about resettling families from Afghanistan. The Council intends to play its part to help and is in touch with Government agencies to understand how this can work.
- The Council is very interested in the progress of the sale of Dunsfold Park, which is expected to conclude in quarter 2 or 3. We have written again to the vendors, Trinity College, Cambridge, to reiterate that we are keen to engage with the new owners and their partners on achieving an exemplary and sustainable new Garden Village.

The dedication of our staff members and councillors to our local communities continues to be a hallmark of Waverley Borough Council, as we continue with our plans in uncertain and challenging times.

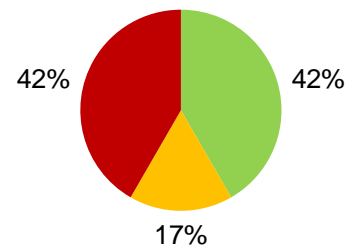
Tom Horwood, Chief Executive

3.2 All Key Performance Indicators per status

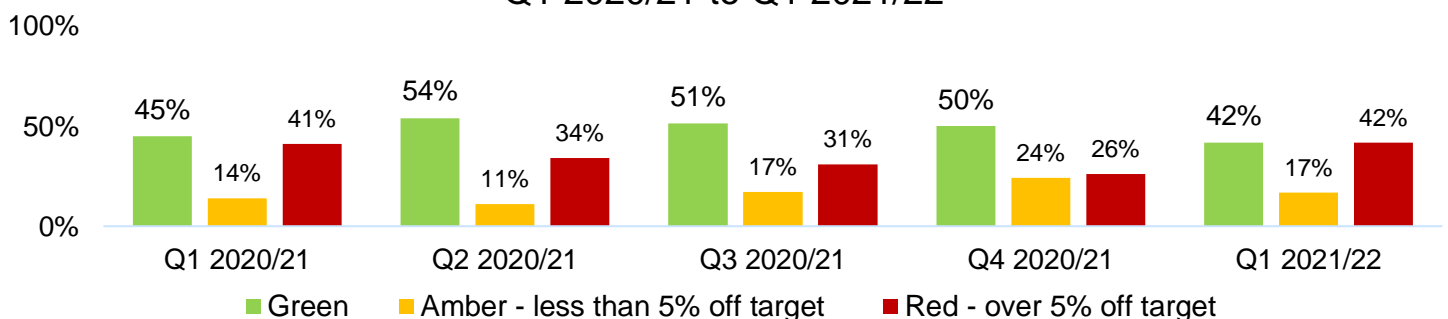
3.2.1 Table with Q1 2021/22 Summary statistic for all corporate indicators with assigned targets and the five running quarters RAG chart

All Corporate KPIs

Total	100%	36
Green on target	42%	15
Amber - less than 5% off target	17%	6
Red - over 5% off target	42%	15
Data only	N/A	20
Data not available or paused due to Covid impact	N/A	12



Performance Indicators - % per status
Q1 2020/21 to Q1 2021/22



3.2.2 Comment:

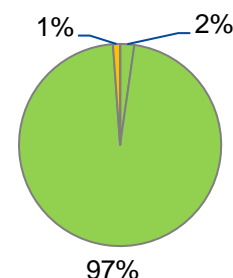
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to pandemic and further service specific details can be found in the individual service dashboards.

3.3 All Service Plans Progress Status

3.3.1 Table with the overall Q1 2021/22 Service Plans Progress Status

Q1 update on all Service Plans Service Plan 2021/2024

Total	100%	442
Completed	2%	10
On track	97%	427
Off track - action taken / in hand	1%	5
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



3.3.2 Comment:

The service specific details on service plans progress can be found in the individual service dashboards.

3.4 All Internal Audit Recommendations

3.4.1 Comment:

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 2 August 2021.

3.5 All Complaints

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total No. of Complaints	Dealt with on time	Response Rate	Total No. of Complaints	Dealt with on time	Response Rate	No. of Complaints Concluded in quarter	Status
Business Transformation	2	1	50%	0	0	N/A		
Commercial	2	2	100%	2	2	100%		
Environment	1	1	100%	0	0	N/A		
Finance & Prop	3	1	33%	0	0	N/A		
Housing Ops	16	15	94%	8	8	100%	2	See below*
Housing DC	1	1	100%	0	0	N/A		
Planning & ED	26	14	54%	19	17	89%		
Policy & Gov	0	0	N/A	1	1	100%		
Total	51	35	69%	30	28	93%	2	

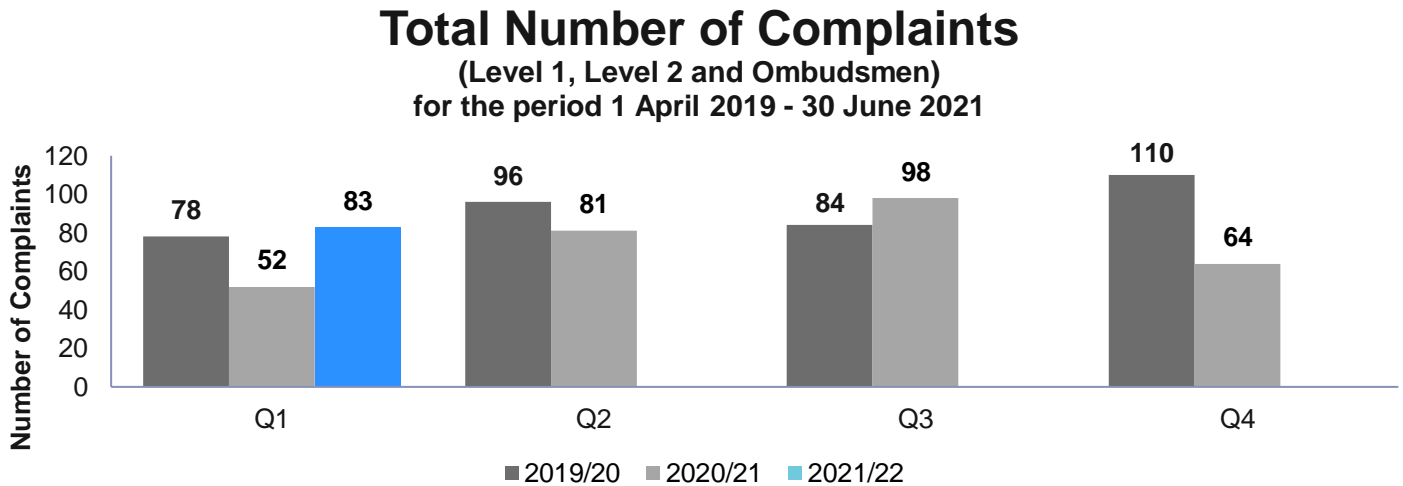
Total No. of All Complaints	83
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	Response Rate	Target	Status
Level 1	69%	95%	over 5% off target
Level 2	93%	95%	less than 5% off target
Total	81%	95%	over 5% off target

*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. In the first quarter we have closed one Housing Ombudsman case where no maladministration was found on Council's part.

3.5.1 Comment:

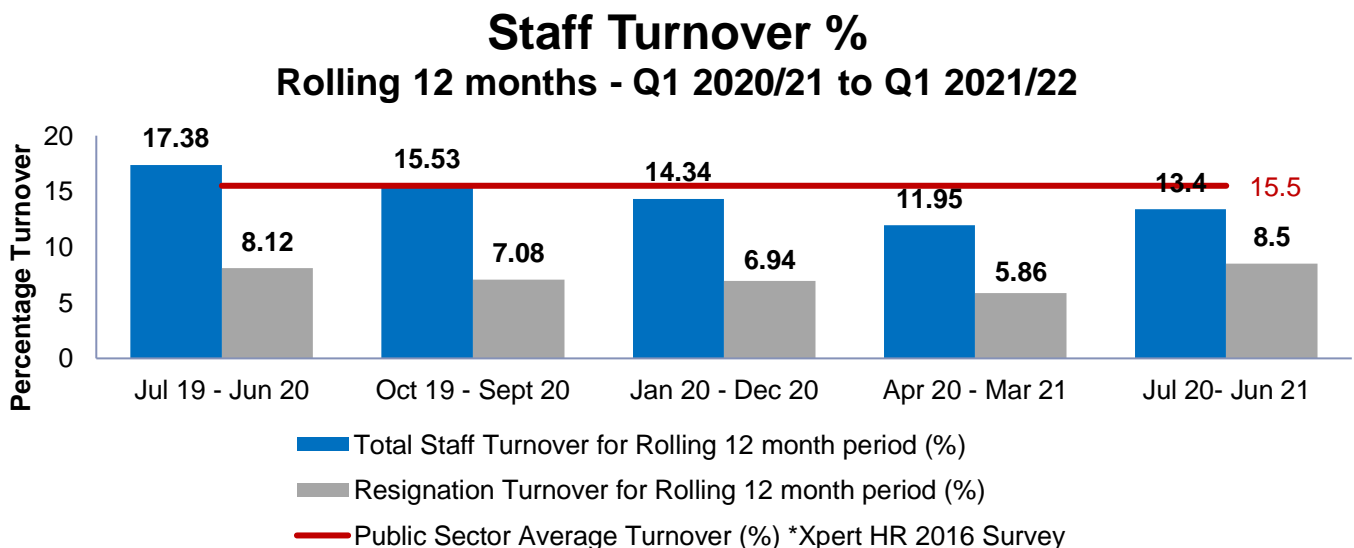
Further details of service specific performance can be found under individual dashboards, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart below illustrates the three yearly complaints trends analysis, with a similar number of complaints received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



3.6 Workforce Data – Corporate Overview

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.

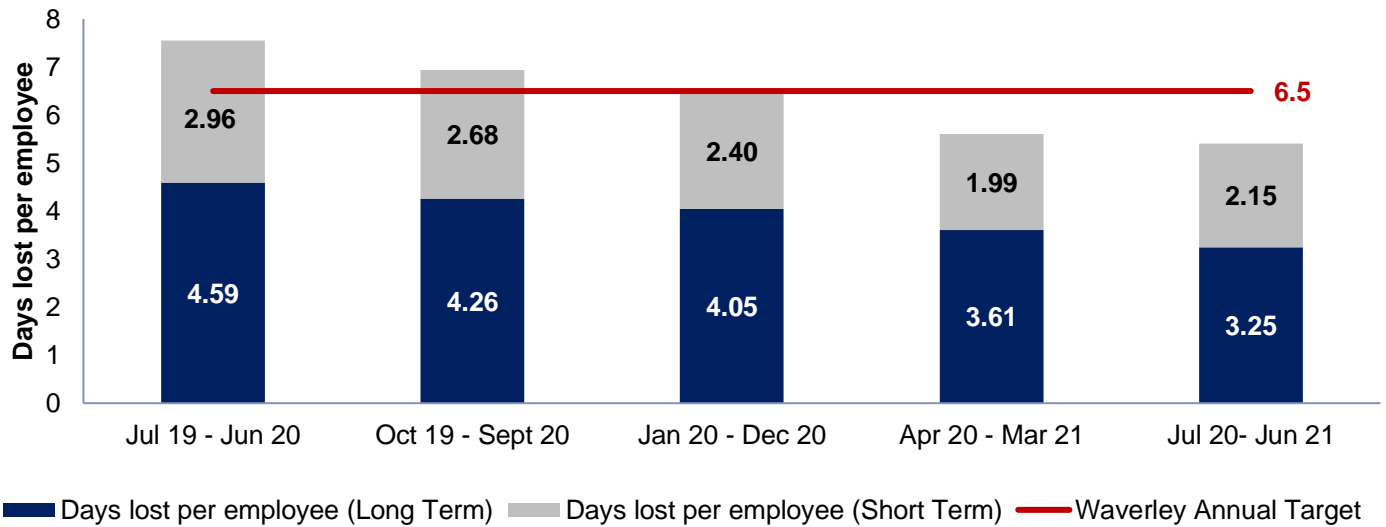
3.6.1 Staff Turnover



Comment: Job vacancies are at a record high across various sectors in UK as per the latest [Office of National Statistics Labour Market Overview report](#). This reflects in the rise in resignation turnover due to various employment opportunities opening. It is anticipated that labour market will continue to recover with the relaxation of many coronavirus restrictions. In addition to the changing market conditions, the uncertainty around Guilford collaboration might result in further increase in turnover over the coming months.

3.6.2 Absence Data

Absence Data
Rolling 12 months - Q1 2020/21 to Q1 2021/22



Comment: Although, the working days lost have increased slightly in this quarter they remain low when compared to the same period in the last 2 years. The main reasons for sickness in this quarter were Surgery and Mental Health.

The HR team are working on proposing changes to the Fit for Work (FFW) and Capability Policies that will help the council to resolve longer term sickness case management in order to better support staff which in turn is expected to see improvements in the data.

There was a spike in covid-19 related illness in January and February this year but with successful vaccinations drive throughout UK the numbers are expected to stay stable or reduce.

3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q1 2021/22

3.7.1 Section 151 Officer summary Q1 2021/2022

Overall, the performance against budget has been positive and the projections on the main income areas are favourable. The main cost areas are holding up well against budget and Heads of Service are closely monitoring staff costs on a month-by-month basis, supported by finance colleagues and with oversight by Management Board. Elections team staff costs is the main establishment risk at the end of Q1, but the Head of Service is hopeful that this can be resolved in Q2. In March, the senior management team undertook a budget challenge exercise to identify the detailed savings to deliver the unidentified savings target including in the 21/22 budget, and to propose further efficiency and income gains for future years. This was a successful process and the projection below reflects the over-achievement against the target in 21/22. Frequent and effective monitoring will be essential in the coming months as budget uncertainty will continue to be a major risk to the Council.

Graeme Clark, Strategic Director and S151 Officer

3.7.2 Progress of Medium-Term Financial Plan (MTFP) delivery

At the end of Q1, the financial projections are within the overall MTFP agreed by Council in February 2021. To date, there have been no major calls on the Covid impact contingency included in the 2021/22 general fund budget. The main risks to this contingency are leisure centres and the recovery of key income streams including car parks, so far these have held up against forecast. The leisure and

finance teams have been working closely with Places Leisure to keep the financial performance of Waverley's five leisure centres on track. The MTFP is currently being reviewed and a revised version will be considered by councillors in the autumn.

3.7.3 General Fund Account Summary Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Management Board				
Expenditure	509	8	2%	Adverse
Income	- 509	-	0%	-
Management Board Total	-	8	-	Adverse
Audit				
Expenditure	142	1	1%	Adverse
Income	- 143	-	0%	-
Audit Total	- 1	1	-100%	Adverse
Business Transformation				
Expenditure	5,172	6	0%	Adverse
Income	- 4,976	-	0%	-
Business Transformation Total	196	6	3%	Adverse
Commercial				
Expenditure	8,536	- 57	-1%	Favourable
Income	- 4,997	24	0%	Adverse
Commercial Total	3,539	- 33	-1%	Favourable
Environment				
Expenditure	11,558	3	0%	Adverse
Income	- 8,123	- 44	1%	Favourable
Environment Total	3,435	- 41	-1%	Favourable
Finance & Property				
Expenditure	30,284	11	0%	Adverse
Income	- 29,580	17	0%	Adverse
Finance & Property Total	704	28	4%	Adverse
Housing Delivery & Communities				
Expenditure	4,312	12	0%	Adverse
Income	- 2,044	-	0%	-
Housing Delivery & Communities Total	2,268	12	1%	Adverse
Planning & Economic Development				
Expenditure	7,557	- 14	0%	Favourable
Income	- 4,894	-	0%	-
Planning & Economic Development Total	2,663	- 14	-1%	Favourable
Policy & Governance				
Expenditure	7,031	91	1%	Adverse
Income	- 4,217	-	0%	-
Policy & Governance Total	2,814	91	3%	Adverse
General Fund Sub-Total	15,618	58	0%	Adverse
General Fund Funding				
Expenditure	891	-	0%	-
Income	- 16,309	-	0%	-
General Fund Funding Total	- 15,418	-	0%	-
Overachievement of target saving	- 200	- 130	65%	Favourable
General Fund Total	-	- 72	-	Favourable

Housing Revenue Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,125	- 48	0%	Favourable
Income	- 34,132	18	0%	Adverse
Housing Operations Total	- 8,007	- 30	0%	Favourable
Housing Delivery & Communities				
Expenditure	1,365	3	0%	Adverse
Income	- 752	-	0%	-
Housing Delivery & Communities Total	613	3	0%	Adverse
Housing Funding				
Expenditure	8,825	-	0%	-
Income	- 1,431	-	0%	-
Housing Funding Total	7,394	-	0%	-
Housing Revenue Account Total	-	- 27	-	Favourable
Grand total	-	- 99	-	Favourable

4 Service Dashboard – Business Transformation

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

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Q1 2021/22 Summary from Head of Service

This quarter for the first time we have been able to produce statistical reports generated by our new Liberty system. This will allow us to report on performance indicators in the future and I have previously shared with the Committee some suggestions as to what these might be. At the moment the performance data is predominantly telephone based with e-mail demand being work in progress and still to be included.

The data we have produced so far shows that on average Customer Service Officers are answering 8 calls every hour. This is unsustainably high, and we need to find ways of reducing demand. Environmental Services generates most demand with missed bin collections and requests for new bins being the most frequent service request.

One of the ways we can reduce demand is by the introduction of low code automation solutions and we have a number of people from the IT and Business Transformation Teams working on these. By the end of Q2 we hope to have the Green Waste service online and this will then be followed by a Missed Bin solution.

In Q1 we saw the acceleration of the Where Work Happens Project and in Q2 we will see the change to the office organisation this requires. Where Work Happens will see a reduction in our office footprint as we prepare for life outside of The Burys (if indeed that is the recommendation arising out of the related project looking at this entire site) and as we respond to the shift in remote and hybrid working accelerated during the Covid lockdown.

In practice this will see us vacate the top floor and create a hot desk environment on the first floor. We have a number of parties interested in taking up the vacant space we will be leaving. A Member briefing was scheduled in August for those who may be interested in the detail and may be repeated if desired.

As Where Work Happens picked up pace in Q1 we saw the Staff Travel Project conclude with all staff ultimately accepted the contractual changes which were recommended.

We also saw completion of the extensive Citrix migration in Q1 which has been a very significant undertaking. Although we continue to encounter some issues with legacy systems not adapting readily to the new environment this process was effectively completed.

The other main IT challenge is around the Horizon planning system. Overall, this is mainly working as designed but as might be expected with such a seismic change, there are ongoing issues which are partly systemic but also relate to the fact that officers are adapting to a different working environment and new processes.

Despite these challenges the IT Team is continuing to forge ahead with some innovative practice, not least in our response to the ever-evolving threat of cyber-attack. Pleasingly this has been recognised nationally with Waverley having received a Computing Cloud Excellence award for our “Protecting Citizen’s Data” alert system.

Over the course of the last year or two we have established excellent working relationships with the other agencies involved in flood prevention. Principally Surrey County Council, the Environment Agency and Thames water and we have plans in place for all our wet spots. Last quarter we saw

works commence in Elstead where the topography, riparian owners seeking to abrogate their responsibilities and inappropriate development leads to surface water problems.

Finally, we entered into a procurement exercise for a new water supplier. We have offered Towns and Parishes the opportunity to join us in this. Farnham and Chiddingfold have done so and we hope that we will be able to add others in after the event.

David Allum, Head of Business Transformation

4.2 Key Performance Indicators Status

4.2.1 Comment:

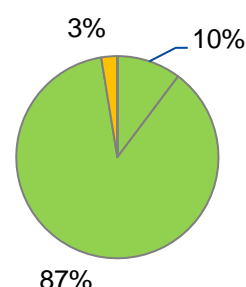
This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Customer Services, Property and Engineering, Business Transformation.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q1 Business Transformation Service Plans 2021/24

Total	100%	39
Completed	10%	4
On track	87%	34
Off track - action taken / in hand	3%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment:

All bar one of the actions due is now complete with the outstanding item scheduled for completion by the end of September.

Having said that Council Chamber equipment is subject to ongoing improvement and adjustment as expectations and requirements evolve.

The Customer Services Strategy has been drafted and is currently with the Portfolio Holder for consideration.

4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24BT13	Business Transformation Programme - The review of Staff Business Travel CPR19-1 is completed, and savings achieved					
SP21/24BT13.1	To review staff business travel arrangements, out of pocket travel expenses (such as mileage allowances and rates), identifying alternative cheaper arrangements in support of climate change.	30-Jun-21	Business Transformation Manager (WC)	Completed	N/A	Completed
SP21/24BT17	Business Transformation Programme - Design and implement a future office working environment in the medium-term post Covid-19 and in the long					

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	term for any new office building CPR19-8					
SP21/24BT17.1	Design/implement a revised office environment to reflect the post Covid-19 requirements and building towards any long-term re-location	30-Jun-21	Business Transformation Manager (WC)	Off track - action taken/ in hand	30/9/21	
SP21/24BT3	An effective support infrastructure is provided to Members and Staff					
SP21/24BT3.2	Ensure use of web-cast equipment and other Council Chamber and Member based facilities are maximised and effective	30-Jun-21	Facilities (SH)	Completed	N/A	Completed
SP21/24BT6	Service areas are enabled to evolve and improve their service offer by facilitating business development.					
SP21/24BT6.2	Implement programme for incremental movement to externally based services beginning with Exchange and SharePoint	30-Jun-21	IT Manager (LF)	Completed	N/A	Completed
SP21/24BT8	An effective support service function is provided to all Council departments and stakeholders					
SP21/24BT8.3	Draft and implement a Customer Services Strategy including policies, service standards and performance measures	30-Jun-21	Customer Service Manager (HB)	Completed awaiting sign off	N/A	Completed subject to Member sign off

4.4 Internal Audit Recommendations Progress Status

Comment: At the end of Q1 only one Internal Audit Action is still outstanding for this service area and this relates to IA21/01.001 'Planning comments on portal Advisory Review – Account Setup'. Awaiting order from Planning Service deferred pending Horizon implementation. Therefore, this action will not be completed until the Horizon system is bedded in before changes such as this will be made. It is therefore requested that an extension until December 2021, considering the low risk attributed to this action, is proposed to the Audit Committee (for further details please refer to the [Progress on the Implementation Internal Audit Agree Actions Report \(2 August 2021 meeting\)](#)).

4.5 Complaints Statistics

4.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Business Transformation - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	1	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	50%	95.00%

4.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Business Transformation - Level 2 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

4.5.3 Summary Comment on the statistics

There are no particular areas of concern. The Level 1 response rate although in red represents only one complaint which took longer to resolve.

4.6 Finance Position at the end of the quarter

4.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	5,172	6	0%	Adverse
Income	- 4,976	-	0%	-
Business Transformation Total	196	6	3%	Adverse

4.6.2 Summary Comment

The adverse variance is staffing budget related but was re-balanced in period 4.

5 Service Dashboard – Finance and Property Investment

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

5.1 Key Successes & Lessons Learnt, Areas of Concerns

5.1.1 Q1 2021/22 Summary from Head of Service

The Finance and Property team have started the year in an extremely busy environment. The Revenues and Benefits service are still under pressure resulting from the impact of the pandemic, the finance team have managed to publish the draft Financial Statements on time whilst coping with the enhance demands of supporting all services to financially manage within very tight budgets and also fulfilling a significant number of pandemic related central government data returns. The property team have been involved in several high-profile property transactions whilst also resources asset valuations to support the Financial statements and audit requirements.

The performance indicators are showing some stress on the Revenues services and also some cost pressure, however, this is in hand and can be managed within the existing service capacity as it was expected and planned for.

Peter Vickers, Head of Finance and Property

5.2 Key Performance Indicators Status

5.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	29.6%	56.3%	84.3%	97.5%	28.9%	24.8%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	19.7%	48.4%	71.1%	95.9%	20.2%	24.8%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98.3%	98.3%	98.5%	98.3%	98.3%	99%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	15	11	11	10	10	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	5	5	4	5	7	Data only

5.2.2 Comment:

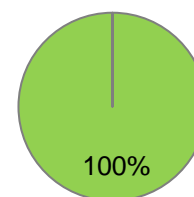
As is expected, Council Tax and Business rate collection is reflecting the same income profile as last year resulting from the impact of the pandemic. Resources are in place to manage the recovery sensitively to the economic situation. Business Rates recovery has an added challenge due to the government bringing a number of businesses back into the ratings charge after the lockdown reliefs. Housing Benefit administration is still very busy and is managing to cope within its capacity.

5.3 Service Plans – Progress Status

5.3.1 Summary Table and Pie Chart

Q1 Progress on Finance & Property Service Plans 2021/24

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



Comment: All actions are currently progressing on time for delivery.

5.3.2 Detailed Table presenting specific Service Plans actions on exception basis

There are no details included on off track action as all of the actions are currently progressing on time for delivery.

5.4 Internal Audit Recommendations Progress Status

Comment: At the end of first quarter there was only one outstanding Internal Audit Recommendations for this service area:

- IA21/05.002.1 Request for quotes (Parent action – Procurement Levels with suppliers)

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 2 August 2021\)](#) report page 13 of 18.

5.5 Complaints Statistics

5.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Finance & Property - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	1	2	0	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	1	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	100%	50%	N/A	33%	95%

5.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Finance & Property - Level 2 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	5	1	1	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	1	1	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	80%	100%	100%	N/A	N/A	95%

5.5.3 Summary Comment on the statistics

The response rate at level 1 has fallen below the target due to complexity of two complaints and an additional time required to resolve them.

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Finance & Property				
Expenditure	30,284	11	0%	Adverse
Income	- 29,580	17	0%	Adverse
Finance & Property Total	704	28	4%	Adverse

5.6.2 Summary Comment on General Fund position at the quarter end

Whilst the budget is showing a small adverse position resulting from a smaller than expected business rates administration grant from central government and a small cost pressure from staffing within the revenues team, this position can be resolved during the rest of the year.

6 Service Dashboard – Policy & Governance

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

6.1 Key Successes & Lessons Learnt, Areas of Concerns

6.1.1 Q1 2021/22 Summary from Head of Service

Alongside a busy programme of business-as-usual activity with the quarter, the Policy and Governance Service supported and delivered a number of specific projects and initiatives.

- Elections were successfully delivered in May. This was a significant undertaking, given the ongoing covid situation. Measures were put in place at Polling Stations and at the Count Venue to ensure that the risks to covid to the public, candidates and staff were mitigated as much as possible.
- Louise Fleming joined the Council as its new Democratic Services and Business Support Manager, marking an important stage of the newly structured team which brings together all democratic services and key business support staff into a single team. Welcome Louise!
- Functions across the service supported a number of key initiatives including responding as a key consultee to the Boundary Commission’s review of the Borough Council; supporting the Council’s ‘Where Work Happens’ transformation programme; and delivering the final stages of the Staff Travel Review Project.

Robin Taylor, Head of Policy & Governance

6.2 Key Performance Indicators Status

6.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HR1a	Total Staff Turnover for Rolling 12-month period (%) (data only)	%	17.40%	15.53%	14.34%	11.95%	13.40%	Data only
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	7.56	6.94	6.45	5.60	5.40	6.52
	ref. HR2a - Short term Sickness Absence	Days	3.0	2.7	2.4	1.99	2.15	6.52
	ref. HR2b - Long term Sickness Absence		4.6	4.3	4.1	3.61	3.25	
PG1a	The number of complaints received - Level 1 (data only)	No.	0	59	71	43	51	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	N/A	80%	84%	77%	69%	95%
PG1b	The number of complaints received - Level 2 (data only)	No.	0	19	24	17	30	Data only
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	N/A	89%	88%	100%	93%	95%
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.				New PI from Q1 21-22	90	Data only
PG3b	Percentage of FOI and EIR requests responded to within 'statutory timescale'.	%				New PI from	95.55%	100%

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
						Q1 21-22		
PG4a	Number of Data Protection Subject Access Requests received.	No.				New PI from Q1 21-22	2	Data only
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%				New PI from Q1 21-22	50%	100%
PG5a	Number of Local Land Charge searches received.	No.				New PI from Q1 21-22	575	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%				New PI from Q1 21-22	0%	100%

6.2.2 Comment:

Staffing issues and vacancies within the Legal Services section negatively impacted upon the performance of PG indicators 3-5. In terms of Land Charges’ turnaround times, this effect was particularly noticeable with 0% of searches completed within 10 working days.

This is significant in terms of the quarter 1 profile because although this indicator is new within this quarterly report it is a long-term performance indicator used by the team and historically performance against this 10-working day target has been satisfactory.

The combination of staffing issues and vacancies, a busy housing market and fixed national deadlines for buyers being able to take advantage of the government’s stamp duty exemptions made the quarter a very challenging one. Although the target 10-working day turnaround was not met within the quarter, action was taken to improve turnaround times within the quarter so that wherever possible, buyers could access stamp duty holidays.

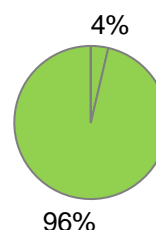
At its worst, the turnaround times were above 50 working days. Through targeted case resolution and contact with customers, agency staff recruitment to cover staff vacancies and staff working extended hours, this was brought down to 22 working days and further improvements are expected to show in the Quarter 2 report with the turnaround time anticipated to be returned to below 10 working days during the course of September.

6.3 Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Q1 Policy & Governance Service Plans 2021/24 Progress

Total	100%	82
Completed	4%	3
On track	96%	79
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of quarter 34 out of 39 actions are on track for delivery and the details of those which are currently off track have been listed in the exceptions reporting section below.

6.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24PG14	Waverley manages its people resources effectively and efficiently					
SP21/24PG14.1	Support change and savings programmes at the Council Support the Council's work to achieve a balanced budget by reviewing the delivery levels of some services and/or discontinuing others in order to reduce contract and/or staff costs.	31-Mar-21	HR Manager (SK)	Completed	N/A	The HR team has supported the "Where Work Happens" Project and the BT programme effectively, despite challenges.
SP21/24PG14.2	Provide an accurate and controlled payroll service Maintain a good fiscal grip on pay process ensuring that iTrent is accurate and well maintained of any contractual changes	31-Mar-21	HR Manager (SK)	Completed	N/A	
SP21/24PG23	The Policy and Governance Service supports the Council's emergency response to the Covid-19 pandemic and actively supports any Recovery, Change and Transformation activity					
SP21/24PG23.5	Support the Council's Emergency Response - Electoral Services Plan for safe, democratic and effective elections in May 2021, taking account of the potential impact of Coronavirus at that time. Plan for a safe and effective annual canvass process.	31-May-21	Electoral Services Manager (LS)	Completed	N/A	Both the annual canvass and the May Elections were safely and successfully delivered despite the substantial challenges presented by Covid.

6.4 Internal Audit Recommendations Progress Status

Comment: There were no outstanding Internal Audit actions at the end of Q1 2021/22 for this service area.

6.5 Complaints Statistics

6.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Policy & Governance - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	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%

6.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Policy & Governance - Level 2 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	1	0	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	0%	N/A	100%	95%

6.5.3 Summary Comment on the statistics

Only one complaint was received in Q1 and it was dealt with on time.

6.6 Finance Position at the end of the quarter

6.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	7,031	91	1%	Adverse
Income	-4,217	-	0%	-
Policy & Governance Total	2,814	91	3%	Adverse

6.6.2 Summary Comment

£75k of the overspend on expenditure is related to staffing. Predominantly the overspend is on elections due to required use of agency support on the Elections Manager post. Interviews for a new permanent Electoral Services Manager are scheduled to take place on 18 August 2021.

7 Service Dashboard – Commercial Services

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Q1 2021/22 Summary from Head of Service

This has been another extremely busy quarter for the Commercial Services Team. Usage of green spaces throughout the borough have remained extremely high and the team have overseen the reopening of the leisure centres ensuring a safe and effective service delivery. Our cultural offering has started to come back throughout this quarter as restrictions have been lifted which will be demonstrated in future quarters. Key projects such as Brightwells and The Burys continue to evolve with greater information forecast to be presented later in the year. Please see a summary of key areas of activity from this quarter below.

Leisure Centres

All five of the leisure centres have operated positively during this quarter. The usage and therefore the financial performance has exceeded expectation which explains the positive financial impact presented. As restrictions have reduced more of the facilities have opened up increasing the offer for residents.

Waverley Training Services (WTS)

In this period WTS were approached by Ofsted to participate in a pilot scheme for them looking at the new inspection criteria. We were picked as result of our strong relationship with Ofsted and welcomed the opportunity. No findings will be published but there will be valuable lessons learnt by our operational and teaching teams. The service continues to perform above expectation as can be seen by the performance indicators below.

Careline

Careline is one of the areas where uptake following the pandemic has remained slow. We continue to support our clients positively and ensure effective response to any emergency calls which is demonstrated in our performance indicators. The team will be working on promotional activity as we enter the autumn with the objective of increasing uptake.

Building Control

The Building Control Team are experiencing a significant increase in applications, similar to that of Planning. We are currently 20% up this calendar year on the previous year as well as have to introduce new Covid safe practices to ensure the safety of the surveyors and the public. The team have received numerous compliments on their service and approach during this quarter, which is pleasing to see during such a difficult period for the industry.

The plan check performance is disappointing and at the moment we are challenging the accuracy of the data. The new Horizon system represents a change in working practices within Building Control and officers are needing to bring themselves fully up to speed with this complex software tool, potentially leading to some element of human error. We are engaging with the software supplier but, understandably, their current main focus is on the roll out of the new planning system. The team remain fully focused on this internal target but pleased be assured that all statutory targets are being met.

Parks & Countryside

Frensham Great Pond had a record number of visitors at certain times during this quarter. One weekend in June saw over 3,000 cars access the main car park. Although anti-social parking did take place over this period it was pleasing to seeing the positive impact of the measures introduced by the stakeholder group such as double yellow lines around the area allowing for fixed penalty notices to be issued to anti-social parking; additional posts erected around the Green dispersed issues away from the school and the village centre; additional support staff were introduced to carry out enforcement of Covid restrictions, littering and dog fouling making the area safer and more enjoyable for visitors.

Headline Figures Weekend 13 – 14 June

- 3,000+ cars
- 43 Fixed Penalty notices given
- 36 fires/ BBQs extinguished
- 35 bags litter picked up + 10 x 1100lt bins + half a skip of additional rubbish
- 7 toilets unblocked
- 16 illegal paddleboards/unauthorised watercraft
- 4 Waverley staff verbally abused
- 1 member of staff injured

Following lessons learnt from the peak June days we have introduced qualified car parking marshals to assist with car parking during July. We were also able to stop London papers running promotional pieces on visiting the site. We continue to evolve our operational processes to reduce anti-social behaviour at this beautiful site, unfortunately we cannot stop visitors, but hope our combined continued efforts can help reduce the impact to residents of the area

There was a major change of approach to grass cutting by the Council this year. The Council in consultation with our contractors has supported the 'No Mow May' and 'Let it Bloom June' initiatives being implemented by Plantlife UK, whilst also forming part of the Councils plan to promote and encourage more biodiversity in the borough by allowing wildflowers and grasses to thrive in many of our parks, open spaces and roadside verge areas.

Throughout May the only grass areas that were cut were our sports pitches, playgrounds and senior living housing sites, as we moved into June, we resumed planned grass cutting at more sites following feedback from residents, Councillors and colleagues in other services such as housing, this has continued on through July and now into August, with more adaptations being made to the grass cutting regimes.

These changes to the grass cutting approach will take some time to fully implement and will also involve investment in different machinery for grass cutting in future years that will allow for more cutting and collecting. We are working with our contractor on this matter to schedule this in.

Whilst we have made significant changes already to this year's grass cutting, this new approach will require further amendments over the autumn/winter period and into the next year to perfect our grass cutting programme whilst setting aside areas for wilding and also supporting biodiversity improvement throughout the borough. As part of this process of learning, we have valued resident and councillor feedback during this period of change. Following the review, we will look to implement a revised programme incorporating the feedback we have received, a summary table of the correspondence received is shown below. The Greenspaces Team and our contractor, Continental, have worked really hard to answer queries as quickly as possible and to adapt to the new programme and I would like to thank them for all their efforts.

Count of Complaint / Compliment / Concern

Row Labels	May	Jun	Jul	Grand Total
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Complaint	2	56	13	71
Compliment	6	23	4	33
Concern	2	8		10
Suggestion		1		1
Grand Total	10	88	17	115

In this quarter the Tree Risk Management Team extended their remit to incorporate the tree planning role. This supported the Planning Team with the loss of their tree expertise. The team have managed to reduce the backlog and stay on top of the high level of applications being made. We are currently out to recruitment for additional support to ensure the service can develop. The combining of these two services will in the long run create greater resilience and a higher level of service for residents for both areas. We hope to recruit the necessary expertise within the next quarter with the expectation that the 'new service' will be in operation later in the year.

Kelvin Mills, Head of Commercial Services

7.2 Key Performance Indicators Status

7.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	Data not available	54,656	81,438	Data not available	205,308	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	Data not available	No service	No service	No service	No service	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	88%	67%	86%	77%	67%	80%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1,742	1732	1689	1635	1629	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	5,379	4,145	5929	6273	5484	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	95%
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	78%	79%	78%	76%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70%	72%	71%	71%	70%	70%

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	35	38	21	30	33	Data only

7.2.2 Comment:

C1 - the total figure for the leisure centres for Q1 is 205,308. This is far higher than expected, considering that the leisure centres couldn't open until mid-April, with only swimming and gym allowed and then the classes followed in mid-May. In addition, the leisure centre activities have been very heavily restricted in capacity due to social distancing measures and government restrictions.

C4 – Performance impacted by technical issues with the Horizon application and difficulties accessing the required information. This is being worked on with our supplier but is taking longer to resolve than expected. All statutory targets regarding plan checks have been hit.

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q1 Progress on Commercial Services Service Plans 2021/24

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



Comment: All actions are currently progressing on time for delivery.

7.3.2 Detailed Table presenting specific Service Plans actions on exception basis

There are no details included on off track action as all the actions are currently progressing on time for delivery.

7.4 Internal Audit Recommendations Progress Status

Comment: At the end of first quarter there were no outstanding Internal Audit actions for this service area.

7.5 Complaints Statistics

7.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Commercial Services - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	1	2	0	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	1	2	0	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	N/A	100%	95%

7.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Commercial Services - Level 2 escalations

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	0	0	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	0	0	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	N/A	N/A	N/A	100%	95%

7.5.3 Summary Comment on the statistics

All complaints at L1 and L2 were dealt with on time.

7.6 Finance Position at the end of the quarter

7.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	8,536	-57	-1%	Favourable
Income	- 4,997	24	0%	Adverse
Commercial Total	3,539	-33	-1%	Favourable

7.6.2 Summary Comment on General Fund position at the quarter end

This favourable financial position is largely due to the improved leisure contract performance against our revised forecasts for this financial year. In addition, the commercial services team have focused upon managing expenditure tightly to maintain a positive financial position.

8 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

8.1 Key Successes & Lessons Learnt, Areas of Concerns

8.1.1 Q1 2021/22 Summary from Head of Service

This has been another challenging Quarter across the Environmental and Regulatory Services teams. Covid-19 infections and contact self-isolation hit our waste and recycling contractor hard, with significant numbers of cases and crew members having to self-isolate as contacts. Crews were diverted from street cleaning and additional agency staff were brought in 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 even though many of the agency staff were unfamiliar with the area. Pressures continue and have been added to by a national shortage of heavy goods vehicle drivers due to a backlog in driver testing.

Tonnages of dry mixed recycling, food waste and residual waste continued to be much higher than normal due to the periods of 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 continued Covid restrictions but has shown signs of sporadic recovery in this quarter. Work is continuing on the fine details around the Brightwells multi-storey car park and how we will operate it in future. The Parking Place Order has been amended to include the car park so it can be managed effectively and proposals charges for the car park have been agreed. A full review of parking charges is currently under consideration and will come before the Executive, Overview and Scrutiny and the Council in the next few months. Our phase of the South Street car park refurbishment is completed, and the developers have begun their work on the Brightwells road widening. The lift refurbishment and the new staircase to improve access to the lower level of the car park will follow once the road widening is complete.

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 started during the quarter. The Gambling Policy Review and the Sex Establishment Review will be going out to public consultation, the results of which will be reported to the Licensing and Regulatory Committee in November and on to Council in December 2021.

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-19 Response Group with the Local Resilience Forum. He will begin work on the review of how effective our business continuity plans were during the COVID-19 response to identify key learning points which will further enhance their effectiveness in the future.

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 been busy working with the County Council and Town and Parish Council colleagues on a wide range of transport infrastructure projects and the development of the cycle network. 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 presented to the Council meeting on 20 April. The Council confirmed the making of the Order with effect from that date.

Once again, I must thank all of the staff in the Environmental and Regulatory Services for keeping 'business as usual' going whilst responding to the Covid pandemic. I think it is important not to underestimate the pressure that 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

8.2 Key Performance Indicators Status

8.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	3.24%	4.00%	5.00%	5.00%	4.74%	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	3	4	2	2	2
E2b	Number of fly tipping incidents in a quarter (Data only)		225	266	234	228	180	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	Data paused	93.7%	93%	89.71%	Data not available	90%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21		108	68	30.0	46	28	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21		94	65	26.0	44	41	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	78%	100%

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
E NI18 2	Satisfaction of business with local authority regulation services (higher outturn is better)	%	Monitorin g on pause	Monitorin g on pause	Data paused	Monitorin g on pause	Monitorin g on pause	85%
E NI19 1	Residual household waste per household (lower outturn is better)	kg	98.32	86.00	96.00	88.00	Data not available	90.00
E NI19 2	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	59.7%	59.8%	61% Provisional	54.00%	Data not available	54.0%

8.2.2 Comment:

The MRF rejection rate is showing a steady trend and remains on target and continues to be one of the lowest rejection rates in Surrey.

The number of fly tips has dropped noticeably this quarter which is encouraging and could coincide with the reopening of the SCC Household Waste Recycling Sites. There continue however to be several large commercial fly tips each quarter and some involving asbestos which requires specialist contractors to remove at significant cost to the council.

Street Cleaning performance had been affected by the impact of Covid-19 on crew numbers, but the contractor is now making efforts to recover the normally high standards of street cleanliness.

Given the challenges faced by the contractor due to staff shortages the missed bin performance, whilst not quite on target is remarkably low.

Seven out of nine high risk food premises due for inspection were inspected within 28 days of being due. The remaining two have since been inspected.

Monitoring the satisfaction of food businesses has been put on hold during the pandemic, and the focus has been on working with businesses to help them find ways of diversifying and adapting to the restrictions. As those restrictions are relaxed the team will continue to work with businesses to help them recover.

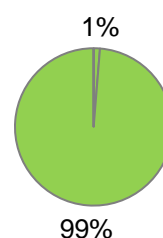
Residual household waste is exceeding the target again in Qtr.1 as a consequence of the continuing 'work from home if you can' advice from the Govt and people producing more waste at home rather than at work or using hospitality venues. Tonnages of Dry mixed recycling are up 11.3%, Food waste up 14.6%, Garden waste up 23.5% and residual household waste up 6.7%.

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q1 Progress on Environment Service Plans 2021/24

Total	100%	78
Completed	1%	1
On track	99%	77
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment:

The introduction of a Public Space Protection Order in respect of anti-social behaviour was achieved ahead of time and the Order was made on 20 April 2021.

The review of the use of business continuity plans during the COVID19 response has been delayed as the Covid19 controls were extended. It is now planned to begin on 1 October 2021

Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24ES18	Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.					
SP21/24ES18.2	Work with Safer Waverley Partnership partner agencies to introduce a Public Space Protection Order in respect of Anti-Social Behaviour.	01-Jul-21	Head of Service (RH)	Completed	20-April-21	Successfully completed

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24ES11	Continue to build and grow Waverley's Business Continuity Management Planning					
SP21/24ES11.2	Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.	18-Aug-21	Emergency Planning Officer (TE)	Review planned for October onwards – delayed by continuation of Covid.	31-Oct-21	Revised timetable due to continued Covid controls.

8.4 Internal Audit Recommendations Progress Status

Comment: At the end of the first quarter there were no outstanding Internal Audit actions for this service area.

8.5 Complaints Statistics

8.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Environmental Services - Level 1 Complaints

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

8.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Environmental Services - Level 2 escalations

KPI	Description	Data Type	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	2	5	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	1	5	0	0	Data only

Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	100%	N/A	N/A	95%
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8.5.3 Summary Comment on the statistics

All complaints closed in Q1 were dealt with on time.

8.6 Finance Position at the end of the quarter

8.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Environment				
Expenditure	11,558	3	0%	Adverse
Income	- 8,123	- 44	1%	Favourable
Environment Total	3,435	- 41	-1%	Favourable

8.6.2 Summary Comment on General Fund position at the quarter end

The 3k overspend relates to a £28k increase in finance fees related to car park income, this is offset by an overachievement of income for car parks (see below). The £28k reduces down to a £3k overspend as a result of £25k of savings on the staffing budget.

The £44k overachievement of income is made up of a £51k overachievement of income on parking. This is offset by the above £28k overspend on finance fees (net increase of income would be £23k). There is underachievement of licencing and joint enforcement income of £7k.

9 Service Dashboard – Planning and Economic Development

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

9.1 Key Successes & Lessons Learnt, Areas of Concerns

9.1.1 Q1 2021/22 Summary from Head of Service

This was a particularly difficult and challenging quarter for the Planning and Economic Development Service, especially in terms of the Development Management (DM) function.

The rollout as the start of April of our new, bespoke, end to end ‘Horizon’ planning software system developed for Waverley by StatMap, coincided with a significant increase in planning submissions locally (in line with the national trend) with Waverley experiencing 34% increase in application numbers in the first three months of the year, when compared with the same period last year (January to March 2020). At the same time, we also saw the departure of a number of permanent planning staff and work was continuing apace in terms of delivering a new structure within DM.

Whilst some teething problems with the new Horizon software were fully expected, as is almost always the case with the introduction of any major change in established working practices or systems, the operational transfer from the old to the new system has impacted the validation process of planning submissions and our ability to efficiently determine applications. The impact of this was compounded by the need for technicians and planning officers to get fully up to speed with the new ways of working, on the job training, and for fixes to be made by our system development partners.

Suitable steps were immediately taken to address the issues at hand and a number of email progress updates were sent to Ward Councillors and to the Town and Parish Councils by the Head of Service. In addition to this, an online all-member briefing session was held in June to clearly set out the matters of concern and what actions had already been taken, or were planned, to rectify the problems at hand. Steady progress was made throughout the quarter, partly through the recruitment of temporary resource and by the end of June were in a much better position, with backlogs in both registration/validation and decision-making having been markedly reduced. There is still, however, much work to do and the rollout of the various actions in the Development Management Improvement Plan will be crucial in helping us to meet our goals. The new structure in Development Management, with the Eastern and Western teams being replaced with Strategic Sites, Majors and Minors, and Applications & Enforcement Teams plus the creation of a Business Support Team with appointment to the crucial new post of Business & Performance Manager went live on 21 June. This new structure has specifically been designed to focus efforts on enhanced performance and customer care, but it is too early to judge whether this has already had a positive impact on these areas.

The total number of corporate complaints (45) received during Q1, both level 1 and level 2, was significantly higher than that of the previous quarter (18), largely down to the issues with validating and determining applications as discussed above. Whilst this increase is entirely understandable from a customer perspective, the need to respond to these complaints was, in itself, a further drain on resources that took officer time away from dealing with the key performance issues at hand.

Despite the challenges faced, further strides were taken in terms of moving Local Plan Part 2 through to submission to the Secretary of State and very good progress was made with a number of key Neighbourhood Plans. The planning enforcement team continued to investigate a large number of complaints about breaches of planning legislation and the Economic Development Team progressed actions within the ED Covid Resilience Plan.

Zac Ellwood, Head of Planning & Economic Development

9.2 Key Performance Indicators Status

9.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	98%	99%	95%	96%	57%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure (higher outturn is better)	%	100%	83%	50%	90%	80%	80%
P151a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed - cumulative figure (higher outturn is better)	%	N/A	N/A	N/A	New PI introduced from Q1 2021/22	27%	Data only
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	95%	92%	81%	88%	90%	80%
P153a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	N/A	N/A	N/A	New PI introduced from Q1 2021/22	16%	Data only
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	92%	96%	92%	86%	90%	90%
P123a	Processing of planning applications: Other applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	N/A	N/A	N/A	New PI introduced from Q1 2021/22	10%	Data only
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	87%	80%	76%	80%	62%	80%

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	23%	23%	25%	29%	Data Not Available	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	16.7%	5.6%	5.0%	3.3%	Data Not Available	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	0.8%	0.6%	1.0%	1.3%	Data Not Available	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	90%	85%	72%	74%	Data Not Available	75%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	92%	99%	96%	96%	90.8%	95%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	5%	29%	15%	15%	Data Not Available	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	4	17	23	75	141	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-143	-273	-397	-345	-403	147
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	90	188	145	109	175	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-57	-16	-18	-54	10	147

9.2.2 Comment:

As set out and explained in the earlier narrative, the performance of the Development Management (DM) function took a significant hit during this quarter. Whilst we managed to meet the targets where agreed extensions of time were agreed – which is the data that is required to be submitted to central government, as requested by the Environment Overview and Scrutiny Committee and endorsed by the Executive, we have included the 8/13week performance data showing the statistics for P151, P153 and P123 not including those applications where a time extension has been agreed (P151a, P153a and P123a). This demonstrates, as discussed in previous performance reports, that DM is overly

reliant on agreed extensions of time and this is an area we are targeting with various factions within our Development Management Improvement Plan.

Our performance on planning appeals remained solid overall (specific data to follow), but this will have been impacted by the five separate appeals relating to The Heights in Haslemere, which were all allowed by the Planning Inspectorate. Three out of the five appeals were for development classed as Major (10 or more dwellings) and so this will affect P152, which is a national indicator against which LPA performance is assessed. Officers are working closely with PAS (Planning Advisory Service) in terms of monitoring performance against this indicator to seek to avoid designation as a standards authority.

The paid pre-application advice service was suspended on 13 May 2021, so we have not provided figures against this non-statutory indicator.

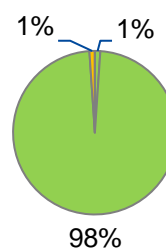
In terms of P7 and P8, the number of dwellings commenced and completed within the quarter both showed a healthy and encouraging uplift. However, despite having met last year's Housing Delivery Test, the Council is currently unable to demonstrate a five-year supply of deliverable housing. We have a Housing Delivery Action Plan in place, and the revised structure within DM team with a new 'Strategic Sites' team, are both measures intended to help speed up housing starts and completions. The five-year housing land supply position will continue to be closely monitored.

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q1 Progress on Planning & ED Service Plans 2021/24

Total	100%	93
Completed	1%	1
On track	98%	91
Off track - action taken / in hand	1%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: The majority of the service plans actions are on track for delivery and the further details on a couple of action due in for completion in Q1 were listed in the following section.

9.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24P18	Support healthy town centres by developing Business Improvement Districts and other initiatives.					
SP21/24P18.2	Deliver scheme to provide vinyl's for empty shop windows to improve appearance of High Streets, promote Waverley as a visitor destination and to identify sources of support to the retail sector	30-Jun-21	Catherine	Completed		Vinyl design for empty shops completed and used in Godalming with GTC. Working with Tourism South East to deliver groups and consumer marketing opportunities for businesses in Autumn 2021 and supporting

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
						the retail with continuation of Click It Local, an online retail platform.
SP21/24P22	Planning decision making is more efficient, and delivery focused.					
SP21/24P22.1	Review of Planning Committee structure completed. Joint project with Democratic and Legal Services	30-Jun-21	Zac	Off track - action taken/ in hand	To be confirmed	Discussions ongoing with Democratic and Legal Services.

9.4 Internal Audit Recommendations Progress Status

Comment: At the end of first quarter there were multiple outstanding Internal Audit Recommendations for this service area:

- IA20/08.001 Target Response Times (Parent Action: IA20/08 Planning Enforcement)
- IA20/08.002 Out of Date Enforcement Plan (Parent Action: IA20/08 Planning Enforcement)
- IA20/17.001.1 Reconciliation (Parent Action: IA20/17 Planning Fee Income)
- IA20/17.001.2 Functionality of the new Planning Database
- IA20/17.002.2 Recording of pre application advice
- IA20/17.003.1 Planning Reference Number
- IA20/17.003.2 Planning Procedure Note
- IA20/17.004.1 Automate payment extraction from portal
- IA20/17.004.2 Spot Checks
- IA20/17.004.3 Data on Systems
- IA20/17.004.4 Procedure Notes
- IA21/01.002 Declarations (Parent Action: IA21/01 Planning comments on portal Advisory Review)

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 2 August 2021\)](#) report pages 5 to 11.

9.5 Complaints Statistics

9.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Planning & Economic Development - Level 1 Complaints								
KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	7	16	13	14	26	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	4	9	12	10	14	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	57%	56%	92%	71%	54%	95%

9.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Planning & Economic Development - Level 2 Complaints								
KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	5	8	9	4	19	Data only

Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	4	8	8	4	17	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	80%	100%	89%	100%	89%	95%

9.5.3 Summary Comment on the statistics

Q1 performance in terms of the time taken to deal with formal complaints was disappointing with only 54% of level 1 complaints responses being sent within the corporate target and 89% of level 2 responses sent on time. This can partly be explained by the overall challenges faced within the Planning Service during this period, as set out in the main comments section of this report, but it is also of significance that the number of level 1 complaints (dealt with by officers) received between April and June was almost double that of the previous quarter and that the number of level 2 complaints (responded to at the Head of Service level) was nearly five times the number dealt with in Q4 2020/21 and more than double that of any of the preceding four quarters. The vast majority of these complaints, understandably, related to delays in both validating and determining planning applications and we expect to see a marked reduction in corporate complaints as the actions in our DM Performance Improvement Plan are introduced and take effect and the service gets back to more of an even keel. There were no Local Government and Social Care Ombudsman complaints upheld against the Planning and Economic Development Service within the quarter.

9.6 Finance Position at the end of the quarter

9.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Planning & Economic Development				
Expenditure	7,557	-14	0%	Favourable
Income	-4,894	-	0%	-
Planning & Economic Development Total	2,663	-14	-1%	Favourable

9.6.2 Summary Comment on General Fund position at the quarter end

The financial position overall within Planning & ED at the end of the quarter was favourable, however, in the interests of diligence this is being regularly monitored. Whilst planning application numbers increased overall during the period, the majority of these have been householder and other minor submissions that command lower application fees, so planning income received to-date is slightly below initial budget projections. Planning income has also taken a small hit from the decision to suspend the paid pre-application service halfway through the quarter. The new improved pre-application system will be rolled out in Q2/Q3 and should help to address current concerns.

10 Service Dashboard – Housing Delivery and Communities

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Q1 2021/22 Summary from Head of Service

Communities

As the extensive work relating to the pandemic has eased off during the quarter, **the Communities Team** has been able to concentrate on major workstreams in both working with the community and the voluntary sector, as well as delivering outcomes under the Safer Waverley Partnership.

Officers are working with the Executive and the Overview and Scrutiny Working Group to develop and agree a new funding process from 1 April 2022. Any new funding arrangement will be open to new organisations who are able to meet the funding priorities and the objectives in the Corporate Strategy. The new process will need to be in place by 1 October 2021 to allow the scheme to open in early November 2021.

The Safer Waverley Partnership Executive gave approval at its meeting on 26 May 2021 for officers to work with Waverley Borough Council's Health and Wellbeing leads and relevant partners to develop a shared Health and Wellbeing and Community Safety Strategy. This would involve the establishment of a coordination and delivery group and an implementation plan. Further information on this will be provided in the Quarter 2 report.

Community tension continues to rise, particularly residents experiencing anti-social behaviour from their immediate neighbours and the surrounding community. The Community Safety Team have been working with the Safer Waverley Partners in relation to these issues, with three Community Trigger Panels being held during the quarter. The recommendations and outcomes from the Panels are being monitored through the Community Harm and Risk Management Group (CHaRMM).

An internal Safeguarding Policy and Procedural audit took place during the latter part of Quarter 3 and Quarter 4. The report has now been agreed and Safeguarding Lead and Deputy Lead are working through all the management actions.

Housing Delivery

The Housing Development Team continue to make steady progress in delivering the new build programme.

Following concerns raised by some tenants about poor drainage in their rear gardens at Site A, Ockford Ridge, consultants have been commissioned to investigate. Findings from this investigation will inform remediation works to rectify any issues found.

Thakeham Homes commenced development of Site B, Ockford Ridge, in May 2021, and the Reserved Matters application for Site C was granted permission on 9 June 2021. The first phase of the tendering process for the build contract is underway.

An Employers Agent has been appointed for Site E and the procurement process to appoint a build contractor to develop and deliver the scheme is being discussed ahead of preparation of the tender pack.

Officers continue to commission the design team and surveys for Site F and liaise with the Thames Water to arrange for disconnection of services.

Planning permission has been granted for all five sites in Chiddingfold: Harts Grove, Pathfields (x2), Queens Mead and Turners Mead. The first phase of the tendering process has concluded and a

shortlist of contractors to tender to build the new homes has been drawn up. The tender pack was issued to those shortlisted during June.2021

Planning permission was granted on 26 April for Parkhurst Fields, Churt, and the planning application for Crossway Close, Churt, was submitted on 30 April and has now been validated.

The tender pack is expected to be issued in July for the site at Aarons Hill, Godalming. Documents in the draft tender pack will be reviewed to ensure the new homes delivered will be carbon neutral/net zero in operation.

All surveys and reports have been commissioned to inform designs and preparation of a planning application for Springfield, Elstead. Officers continue to engage with Elstead Parish Council and Surrey County Council as well as supporting tenants affected by the proposed redevelopment scheme.

The new modular homes at Badgers Close, Farncombe, were manufactured in a factory and delivered to site by the Council's contractor, Beattie Passive. Most of the site works have now been completed but Beattie Passive are waiting for connection dates from electrical and water utilities. When these connections have been made the new homes can be commissioned prior to handover. A claim has been made and funds received for 95% of the grant funding allocated to the project by MHCLG. The remaining 5% will be available to claim at practical completion.

Three new homes acquired from Langham Homes at Foxglove Meadows, Witley, were handed over on 8 May 2021, and solicitors are completing the legal process of acquisition of four new properties at The Green, Ewhurst, built by Brookworth Homes.

The Housing Strategy and Enabling Team is working on a new Housing Strategy for Waverley. The Executive has commented on the overall direction and a fuller draft will be presented to the Executive and Overview and Scrutiny following the completion of commissioned Affordability and Viability Studies. It is essential that a new Strategy reflects the needs of the Borough and fleshes out the priorities outlined in the Corporate Strategy, essentially to provide a comprehensive offer to Waverley residents at all income levels.

Forty-eight new affordable homes were completed during the first quarter. These were provided by four organisations across five development sites. The first quarter completions are detailed in HD4.

The Affordable Housing Supplementary Planning Document (SPD) has now been adopted and provides 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 strengthens the Council's position.

The team continues to support housing associations to deliver additional homes and is able to provide funding from the Council's commuted sums pot (monies paid by developers in lieu of affordable housing on site).

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. In fact, there have been no new requests this financial year.

The Grants and Empty Homes Officer is engaging 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 has begun – though it is a time-consuming and complex process.

The Housing Options and HomeChoice Teams continued to prevent homelessness during the quarter (there was only one household in temporary accommodation as the end of June 2021) 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. At the end of the quarter, an advertisement had been placed and the post has now been filled on a secondment basis from an officer in the Housing Management Team.

Senior officers in the Options Team have been working on exceptionally complex homelessness cases which have taken considerable time and resources, and it is likely this will continue. •

The HomeChoice Team has been working with the Strategy and Enabling team to tackle higher rents being charged by some Housing Associations. Although the rents have been set at 80% market rent, or Local Housing Allowance levels (whichever is lower) affordability has proved an issue for lower income working households.

At the end of June there were 1034 applicants on the Housing register – in line with 20/21 average of 1021.

As part of **the Service Improvement Team’s** work to support tenants and communities a new Service Level Agreement with Mediation Surrey was agreed. Mediation Surrey offers a range of services including community mediation (work with both parties to resolve neighbour disputes and anti-social behaviour), intergenerational mediation (for young people and families), support coaching (individual coaching to consider own options) and family mediation for couples (self-referral for low-cost service for couples separating without access to legal aid). Any Waverley resident can access these services.

The main disputes referred to Mediation Surrey in 2020/21 were noise, smells, abusive behaviour, boundary and parking issues. The aim is to increase referrals to the service and are promoting the service when interacting with tenants and in the tenants’ newsletter.

The STAR (Satisfaction of Tenants and Residents) fieldwork began. The comprehensive tenants survey due last year was postponed due to the pandemic. It is essential to gain tenants views on services to inform improvement plans, the Asset Management Strategy and the action plan for the Charter for Social Housing Residents. It is anticipated that satisfaction will have reduced due to challenges and changes in the responsive repairs contractors in early 2020 and the postponement of services due to pandemic lockdown. Tenants were invited to complete the survey online or over the phone during June. The results and draft action plan will be shared with tenants at the September Socials and Members at September’s Housing Overview and Scrutiny Committee.

Andrew Smith, Head of Housing Delivery and Communities

10.2 Key Performance Indicators Status

10.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 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	1	5.0

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	63	0	17	8	4	105	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	4	Data only
HD4	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	65	20	53	28	39	48	Data only
HD4a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.					New sub-KPI to HD4	45	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.					New sub-KPI to HD4	3	Data only

10.2.2 Comment:

Good progress has been made across all the delivery services

10.2.3 Affordable Homes Delivery

The details on all affordable homes delivered during Q1 2021-22 (ref. HD4) were listed below, including information on units, tenure, scheme, provider and completion date.

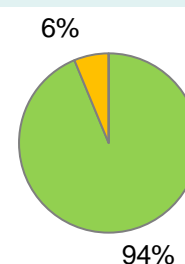
- 17 affordable homes at Longhurst Park completed by Southern (all for shared ownership) in phases from April-June 2021
- 18 affordable homes at Ockford Park, Godalming completed by Southern (9 x Shared Ownership and 9 x Affordable Rent) in phases on 28.04.21 (AR) and 14.05.21 (SO)
- 6 affordable homes completed on 21.05.21 at Acer Avenue, Cranleigh (Knowle Park Initiative) by A2 Dominion (6 x affordable rent)
- 2 affordable homes at Churt Place, Churt, completed 07.06.21 by Landspeed (2 x 2BH for shared equity)
- 2 affordable homes at Wheeler St, Witley, completed 04.05.21 by Landspeed (2 x 2BH for shared equity)
- 3 affordable homes at Wheeler St, Witley, completed 08.05.21 date by WBC (3 x 1 bed affordable rent)

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Q1 Progress on Housing D & C Service Plans 2021/24

Total	100%	48
Completed	0%	0
On track	94%	45



Q1 Progress on Housing D & C Service Plans 2021/24

Total	100%	48
Off track - action taken / in hand	6%	3
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0

Comment: At the end of first quarter there were three off track actions, and the further details can be found in the table below.

10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24HDC11	The service meets the needs of all tenants and their families.	31-Dec-22				
SP21/24HDC11.1	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	30-Jun-21	Annalisa Howson	Off track - action taken/ in hand	30 September 2021	The survey was postponed due to the pandemic. Tenants were invited to complete the survey online or over the phone during June 21. The results and draft action plan will be shared with tenants at our September Socials and Members at September's Housing Overview and Scrutiny Committee.
SP21/24HDC3	The organisations funded through Service Level Agreements are delivering the agreed outcomes.	31-Mar-22				
SP21/24HDC3.1	Work with the Community Wellbeing Overview and Scrutiny working group to carry out a review of the current Service Level Agreements (SLAs) in order to inform funding decisions for the new round of SLAs starting 1 April 2022.	30-Jun-21	Katie Webb	Off track - action taken/ in hand	September 21	This work is in progress: discussions ongoing with the Executive and SLA Working Group.
SP21/24HDC4	The Waverley Community Safety Strategy priorities are delivered in partnership.	31-Mar-24				
SP21/24HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6.	30-Jun-21		Off track - action taken/ in hand		DHR 6 and the Action Plan have been sent to the Home Office and are due to go to the Quality Assurance Panel in August 21.

					<p>The organisations involved have started to work on the recommendations in the Action Plan and this will be monitored through the Safer Waverley Partnership Executive.</p>
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10.4 Internal Audit Recommendations Progress Status

Comment: At the end of first quarter there were two outstanding Internal Audit Recommendations for this service area:

- IA20/10.002 Comparison to electoral role (Parent action Private Sector Housing HMOs)
- IA20/10.003 Customer Feedback (Parent action Private Sector Housing HMOs)

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 2 August 2021\)](#) report page 12 of 18.

10.5 Complaints Statistics

10.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Housing Delivery & Communities - Level 1 Complaints

KPI	Description	Data Type	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	2	3	3	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	2	3	3	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	100%	100%	100%	100%	95%

10.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Housing Delivery & Communities - Level 2 Complaints

KPI	Description	Data Type	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	2	0	2	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	1	0	2	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	N/A	100%	N/A	95%

10.5.3 Summary Comment on the statistics

There was only one complaint received and it was closed within the target response time.

10.6 Finance Position at the end of the quarter

10.6.1 Service's General Fund Account Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				

Expenditure	4,312	12	0%	Adverse
Income	- 2,044	-	0%	-
Housing Delivery & Communities Total	2,268	12	1%	Adverse

10.6.2 Summary Comment on General Fund position at the quarter end

This is due to staffing and is predominately related to a redundancy cost, following the streamlining of the Community Safety Team

10.6.3 Housing Revenue Account Table

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	1,365	3	0%	Adverse
Income	- 752	-	0%	
Housing Delivery & Communities Total	613	3	0%	Adverse
Housing Funding				
Expenditure	8,825	-	0%	-
Income	- 1,431	-	0%	-
Housing Funding Total	7,394	-	0%	-

10.6.4 Summary Comment

This again is due to staffing and is related to a projected overspend on staffing in the Housing Development Team.

11 Service Dashboard – Housing Operations

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Q1 2021/22 Summary from Head of Service

I was pleased to start the new financial year with improvements to services and progress on initiatives, despite ongoing Covid-19 restrictions.

Ian Williams our interim responsive repairs and void contractor have worked hard to change the service. Their Service Manager met with the Tenants Panel, Councillor Rosoman and I to update us on the actions taken and steps for ongoing improvements. They are working hard to turn around early poor performance and a new team are making good progress with indicators going in the right direction. Initial focus was to improve the team, quality of work and service. The team has had success with clearing the backlog of empty homes, walk in showers improvements and responsive repairs service are improving month on month with the new established team. A new manager is due to start mid-July with a focus on people and performance. We unanimously agreed on the importance of respect and honesty. The contract performance indicators demonstrate a fall in missed appointments and reduction in complaints as the responsive repairs contract is running more smoothly.

The procurement project, for a longer-term responsive repairs and voids contractor, is on target, with assessments completed at the end of June. Thanks to the Tenants Panel for assisting with the assessment and technical scoring. Two companies have been shortlisted for the negotiation stage with the expectation for the new contract to commence spring 2022.

The Compliance team have also successfully procured a new electrical services contractor. Safety inspections have commenced as we move from a ten-year inspection cycle of checks to a five-year cycle in line with best practice.

The Committee are aware of ongoing works to tackle a legionella outbreak in a senior living scheme since 2019. All pipe work replacement and intrusive works have now been completed and contractors are currently making good and redecorating before final handover. The works have gone smoothly with contractors successfully working with tenants who have been able to remain in their own homes.

After the end of Q1, we engaged with Surrey Fire & Rescue Service regarding issues that we identified in a regular fire safety inspection of one of our assisted living properties. SFRS have helped us to identify the improvements that are required and issued an enforcement notice while we rapidly put in place the appropriate mitigations. Progress on making these improvements will be updated in future reports.

The development of the Asset Management Strategy has continued to progress as we completed the procurement of a specialist contractor to assist in fulfilling the decarbonisation agenda.

I would like to recognise the Housing Management Team as my Star Team for Quarter One, for their ongoing commitment to tackling anti-social behaviour and partnership working to achieve results, change behaviours and support communities. The team successfully worked in partnership with the Police to gain a closure order and two injunctions to stop anti-social behaviour. It is very challenging work requiring a special skill set and personal resilience.

We also worked with the Community Safety Team as two community triggers were received in quarter one. The team worked with the community trigger panel to review the actions taken on each case and agree a new action plan to address issues and concerns.

As part of our work to support tenants and communities we agreed a new Service Level Agreement with Mediation Surrey. They offer a range of services including community mediation (work with both parties to resolve neighbour disputes and anti-social behaviour); intergenerational mediation (for young people and families); support coaching (individual coaching to consider own options) and family mediation for couples (self-referral for low-cost service for couples separating without access to legal aid). Any Waverley resident can access their services for more information mediationsurrey.org

The main disputes referred to Mediation Surrey in 2020/21 were noise, smells, abusive behaviour, boundary and parking issues. We are aiming to increase referrals to the service and are promoting the service when interacting with tenants and in the tenants' newsletter.

The team have also been getting green fingered as the Community Development Team have been working with the charity COPSE (Community Orchard Projects South East) to plan and develop a Community Orchard in Queensway in Cranleigh. The project aims to revitalise an unloved and under-utilised space to give back to the community and work in conjunction with Waverley's Green Agenda. 25m of hedgerows and six apple trees were planted at our event in April. We hosted almost 50 local residents, including groups from the Brownies and Scouts, who all came together to plant, rake, weed, water and beautify a previously overgrown and neglected green space. Hedge trees were donated by Surrey Wildlife Trust and the apple trees purchased through a combination of budgets and fundraising.

And finally, we commenced the STAR (Satisfaction of Tenants and Residents) fieldwork. We postponed the comprehensive tenants survey due last year due to the pandemic. We are keen to gain tenants views on services to inform our improvement plans, the Asset Management Strategy and our action plan for the Charter for Social Housing Residents. We anticipate that satisfaction will have reduced due to challenges and changes in the responsive repairs contractors in early 2020 and the postponement of services due to pandemic lockdown. It is important to gain tenants views to learn lessons from the past and enable us to focus improvements on what matters to tenants. Tenants were invited to complete the survey online or over the phone during June. The results and draft action plan will be shared with tenants at our September Socials and Members at September's Housing Overview and Scrutiny.

I believe we have had a positive start and I am hopeful for ongoing improvements in services and the opportunity to continue to build our relationship with tenants this year.

Hugh Wagstaff, Head of Housing Operations

11.2 Key Performance Indicators Status

11.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.64% / 0.7% target	0.86% / 0.7% target	0.98% / 0.7% target	0.96% / 0.7% target	0.96% / 0.7% target	0.87%	1% (New target Q1 2021/22)
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	28	70	112	60	36	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	98.3%	99.8%	99.9%	99.4%	99.9%	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	N/A	93%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better) *	Days					New PI April 2021	14	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	69%	N/A	N/A	N/A	N/A	N/A	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%					New PI April 2021	22%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%		N/A	N/A	N/A	N/A	91%	97%

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

11.2.2 Comment:

The rents team achieved the new performance target after a difficult year, due to the financial impact of Covid-19 on households. As furlough ends the team expect a further increase in universal credit claims which can create challenges in their ability to collect rent in advance. The team continue to work closely with tenants in arrears to agree affordable repayment plans to prevent homelessness. As of 30 June, there was a total arrear of £262k.

As reported in the commentary there has been an ongoing improvement in relet performance as the pre pandemic and pandemic backlog were cleared. A total of 80 homes were relet in Q1 following normal voids works. 51% were relet within 20 days. As of 30 June, there were 27 normal voids, compared to 71 as at the end of June 2020.

The Compliance Team have worked hard to provide assurances to tenants reluctant to have gas safety checks due to covid-19. However, as the vaccination programme has rolled out and restrictions are lifted many of the outstanding checks have been completed. As of 30 June, only four homes were without a certificate of which three appointments have now been completed (as at 04/08).

As reported in the commentary there has been an improvement in responsive repairs performance with more repairs completed within timescale. The performance has not reached target but is moving in the right direction from an average of 28 days to complete a routine repair in March 2021. Of the outstanding jobs Ian Williams have been working to create and implement an action plan to clear the backlog. This has been challenging and the number of outstanding jobs has not significantly changed in the quarter. However, the breadth of issues has narrowed, identified that 80% of current backlog relates to roofing and larger groundworks repairs. Ian Williams are working with roofing and general contractors and have advertised to recruit two roofing operatives to address the issues.

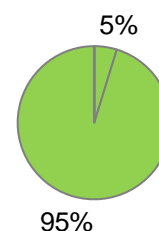
The Housing Management Team have continued to complete tenancy audits in person (where appropriate) and over the phone. Audits enable us to build an ongoing relationships with tenants, clarify and confirm any tenancy issues, support and signpost for tenancy sustainment and prevent tenancy fraud.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q1 Progress on Housing Operations Service Plans 2021/24

Total	100%	21
Completed	5%	1
On track	95%	20
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: The team are progressing many service plan actions and have completed the STAR survey. This was a month after the original date to provide additional preparation and fieldwork time. The results will be considered and shared with tenants and members to inform the service improvement plan.

11.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
The service meets the needs of all tenants and their families.					
Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	30-Jun-21		Completed	N/A	Market researcher appointed following procurement process, survey and project plan agreed. Field work commenced late May 2021 to receive report late July 2021 and report to tenants at September Socials and members Sept Housing O&S.

11.4 Internal Audit Recommendations Progress Status

Comment: At the end of first quarter there were five outstanding Internal Audit Recommendations for this service area:

- IA21/07.001 Handover procedure (Parent Action: IA21/07 Decant of Tenants & their property & Demolition of Council Homes)
- IA21/07.002 Decant and Demolition Procedure (Parent Action: IA21/07 Decant of Tenants & their property & Demolition of Council Homes)
- IA21/07.004 Repairs and Maintenance Compensation & Reimbursement Policy (Parent Action: IA21/07 Decant of Tenants & their property & Demolition of Council Homes)
- IA21/07.006 Notification points to tenants (Parent Action: IA21/07 Decant of Tenants & their property & Demolition of Council Homes)
- IA21/11.003 Post Inspections (Parent Action: IA21/11 Housing Contractors Payment Process)

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 2 August 2021\)](#) report pages 13 to 18.

11.5 Complaints Statistics

11.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

Q1 20-21 Housing Ops - Level 1 Complaints

KPI	Description	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target

Level 1	Total number of Level 1 complaints received in a quarter	Number	8	17	34	20	16	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	14	24	17	15	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	88%	82%	71%	85%	94%	95%

11.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

Q1 20-21 Housing Ops - Level 2 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	6	8	11	8	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	6	7	11	8	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	0%	100%	88%	100%	100%	95%

11.5.3 Summary Comment on the statistics

16 level one complaints were closed in Quarter One. Although the target was missed this was due to only one case been closed out of time by one day. All eight level two cases were closed within timescale.

Lesson learnt related to ongoing issue of communication – managers working with team and contractors to improve relationships with tenants.

11.6 Finance Position at the end of the quarter

11.6.1 Housing Operations General and Revenue Accounts Tables

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

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Operations				
Expenditure	26,125	- 48	0%	Favourable
Income	- 34,132	18	0%	Adverse
Housing Operations Total	- 8,007	- 30	0%	Favourable
Housing Funding				
Expenditure	8,825	-	0%	-
Income	- 1,431	-	0%	-
Housing Funding Total	7,394	-	0%	-

11.6.2 Summary Comment

Income and expenditure as expected within HRA business plan.

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

21 SEPTEMBER 2021

[MANAGEMENT BOARD

24 AUGUST 2021]

[EXECUTIVE BRIEFING

31 AUGUST 2021]

Title:

STAR RESULTS (Survey of Tenants and Residents)

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

Head of Service: Hugh Wagstaff, Head of Housing Operations

Key decision: No

Access: Public

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

1. Purpose and summary

- 1.1 To review the tenants' satisfaction results, to consider and comment on how the team plan to share the findings and inform improvements for the housing service.

2. Recommendation

It is recommended that the Committee:

- i. reviews this report and identifies any areas of further scrutiny,
- ii. requests an update report sharing the improvement action plan following the consultation and further review of results at the next Committee meeting, and/or
- ii. agrees any observations or comments it wishes to pass to the Executive .

3. Reason for the recommendation

To raise Councillors awareness of current satisfaction performance, support and scrutinise the results, communication and action plan.

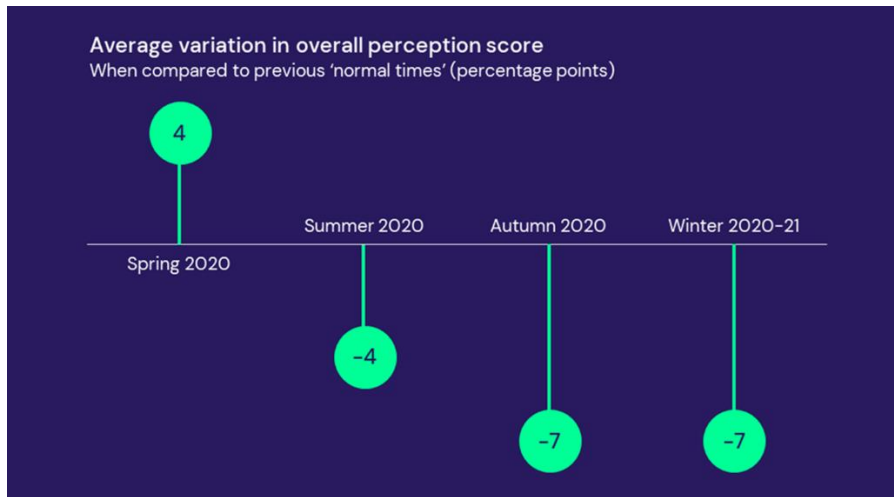
4. Background

- 4.1 STAR (Survey of Tenants and Resident) is a perception survey taken every two to three years to establish tenants' views of services and benchmark with other social housing providers. The Waverley 2019 survey was postponed due to the pandemic.
- 4.2 In spring 2020 a market research company was recruited to work with the Service Improvement Team to complete the survey. Tenants were invited to complete the survey online or over the phone during June. The questions sought views on a range of housing services and gave the opportunity for free text for further analysis. Please refer to Annexe One for copy of questions.
- 4.3 It was anticipated that satisfaction would be reduced due to challenges and changes in the responsive repairs contractor in early 2020 and the postponement of services due to pandemic lockdown. It is important to gain tenants views to learn lessons from the past and enable us to focus improvements on what matters to tenants. The survey provides tenants perspective on services to inform our improvement plans, the Asset Management Strategy, our action plan for the Charter for Social Housing Residents and provides a fresh base line.

The results

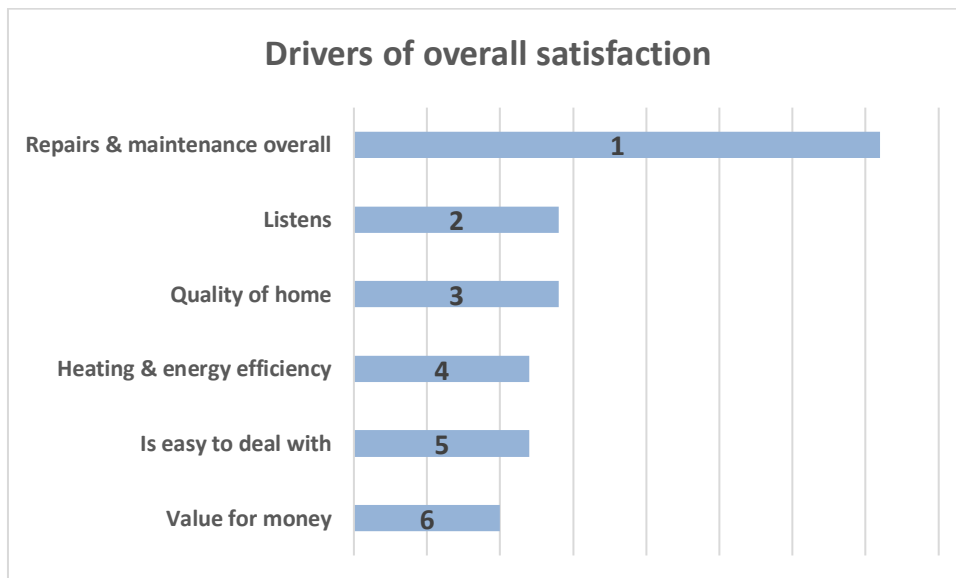
Overall

- 4.5 The mix of online and tenant surveys provided a good response with over 1,000 tenants views gained. The final results were weighted to be representative of the tenant population as a whole, including by age, area and property size and have a confidence rating of +/-2.7%. This comfortably exceeds the STAR stipulated target and response rate achieved in the Waverley 2017 survey.
- 4.6 Overall satisfaction with the housing services had unfortunately fallen by 7% since the last survey in 2017 (now at 76%), with 15% of the sample being actively dissatisfied. However, the picture is more complex than it seems because despite this fall, the proportion of respondents that gave the most positive rating (very satisfied) has conversely gone up from 37% to 40%, a pattern that continues across the survey.
- 4.7 Although some core ratings have significantly declined, primarily those related to repairs, others such as the extent to which Waverley listened to tenants' views and acted upon them (63%) had improved significantly, as has satisfaction with the quality of the home (81%) and to a lesser degree value for money rent (84%). Of the collected comments added by respondents 54% were positive about the housing service. Please refer to Annexe Two for Executive Summary of Results.
- 4.8 The fall in overall satisfaction is mirrored by other social housing providers during the last 18 months. At the beginning of the pandemic social landlords saw an upturn in perception, however this fell as the pandemic continued and services were reinstated. See below graph from HouseMark.



Drivers for satisfaction

4.9 The results clearly show that the key driver for satisfaction was the satisfaction with the responsive repairs service. Over half of tenants who were actively dissatisfied cited repairs as the reason, especially outstanding works. COVID lockdowns have impacted repairs satisfaction results for every landlord. For Waverley this was coupled with the unforeseen need to appoint an interim contractor just prior to the pandemic. Therefore, it is not unexpected that repairs have dominated the results.



Home improvements and energy efficiency

4.10 A key factor for the survey was to inform the asset management strategy. A new question asking how tenants would prioritise energy efficiency investment compared to other capital improvement works such kitchen or bathroom renewals was included. On balance, tenants favoured other improvements with 46% preferring to invest in other key components of the home. However, a substantial minority (31%) preferred money to be spent on energy efficiency, with a further 23% valuing both equally. Therefore 54% of tenants are open to investment in energy efficiency initiatives.

Communication and Involvement

- 4.11 The second and fifth best predictors of satisfaction both relate to the customer relationship - how easy it is to deal with the housing service (78%), and whether tenants feel that they are being listened to (63%). This is an important baseline for improving our relationship with tenants and meeting the Charter for Social Housing Residents.
- 4.12 There was a significant increase (7%) in satisfaction, for “tenants are being listened to”, which means Waverley is now equal to the benchmark median. In addition, the proportion of tenants that were ‘very satisfied’ has increased by an even bigger 11% margin.

Communications plan

- 4.13 The results are a starting point to continue to build our relationship with tenants and improve services and satisfaction. A communication plan in response to the survey results has been drafted, as it vital to share the results as widely as possible with tenants, Councillors and the Waverley team.
- 4.14 The communication plan aims to ensure everyone understands how their service is seen by tenants and gain their feedback on: what improvement plans are already in place; what challenges they face to improve services and suggestions for further improvements.
- 4.15 Following the consultation events in September and October an improvement action plan will be developed to identify and track all actions to improve service delivery. Further analysis of the results will also be completed to identify themes and issues to inform future plans. Please refer to Annexe Three – overview communications plan.

Conclusion

- 4.16 The STAR results are reflective of the current circumstances and provide an excellent evidence base to prioritise and support improvements and share positive practice. The results and consultations will inform service planning, asset management strategy and ensure the service focuses on customer service especially for responsive repairs.

5. Relationship to the Corporate Strategy and Service Plan

The report supports 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)

Budget was allocated in 2020/21 to complete the research and brought forward to 2021/22 due to the pandemic. Short term improvements will be met through

existing budgets and any longer-term initiatives requiring funding will be included in the budget review process for 2022/23.

6.2 Risk management

STAR results identify the areas of dissatisfaction raised by tenants. Failure to listen to tenants and act on results would result in risks to reputation, noncompliance with regulatory standards and service delivery.

6.3 Legal

There are no direct legal implications associated with this report.

6.4 Equality, diversity and inclusion

Researcher ensured statistically proportionate representative of tenants by age, gender, location and BAME. Research methodology ensured inclusive access to give feedback online or by phone. The findings indicate that minority groups are significantly more satisfied than majority. Results indicate that under 35s, over 65s and BAME have a more positive view of our services.

6.5 Climate emergency declaration

The findings will inform the Asset Management Strategy and results indicate that 54% of tenants consider energy efficiency improvements at least as important as other home improvements supporting the Councils environmental and sustainability objectives.

7. Consultation and engagement

Research findings to be shared with Tenants Panel, wider tenant population, housing team and Waverley Managers Group.

8. Other options considered

Not applicable.

9. Governance journey

Management Board and Executive Briefing in August and Housing Overview and Scrutiny Committee in September. Comments from Housing Overview and Scrutiny to be reported to Executive in October.

Annexes:

Annexe 1 – STAR 202 Questionnaire

Annexe 2 – STAR Executive summary of results

Annexe 3 – STAR Communications Plan

Background Papers

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

CONTACT OFFICER:

Name: Annalisa Howson
Position: Housing Service Improvement Manager
Telephone: 0148 3523453
Email: annalisa.howson@waverley.gov.uk

Agreed and signed off by:

Legal Services: 17 August 2021
Head of Finance: 18 August 2021
Strategic Director: 17 August 2021
Portfolio Holder: 18 August 2021

2021 Tenant Satisfaction Survey



Listening to the views and opinions of our tenants is very important to us and our 2021 survey is a chance to tell us what you think about your home and the services that we provide. We will use the information we collect to shape the services we provide to you in the future.

We would very much appreciate your help. By completing the survey you will automatically be entered into the free prize draw, with a chance of winning up to £100 in shopping vouchers.

We've asked an independent research company called ARP Research to carry out the survey on our behalf. Anything that you say on the survey is confidential, which means that it will not be possible for any person or address to be identified.

If you have any questions or concerns about this survey you can contact Waverley Borough Council's Housing service on 01483 523546 and we will be happy to help you.

How to fill it in

- For any technical difficulties please contact support@arp-research.co.uk
- Your answers are saved after every page and/or when clicking 'resume later' from the top menu.
- Some questions require an answer before you can continue to the next section.
- The survey will automatically skip some questions if they don't apply to you.

The survey is being carried out on the behalf of Waverley Borough Council by an independent specialist called ARP Research according to the Market Research Society Code of Conduct. The survey is confidential, which means that once processed your answers will not be linked with your identity without your consent and will be treated and stored according to the General Data Protection Regulation (GDPR). We do not use any of the information you provide for direct marketing or other non-research activities. For more detail please [click here](#).

[Next](#)

11%

Service overall

Taking everything into account, how satisfied or dissatisfied are you with the service provided by Waverley Borough Council's Housing Service?

Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Why did you give this score?

Previous

Next

22%

Repairs and maintenance

Generally, how satisfied or dissatisfied are you with the way the Housing Service deals with repairs and maintenance?

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Very satisfied | Fairly satisfied | Neither | Fairly dissatisfied | Very dissatisfied |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Have you had any repairs to your home in the last 12 months?

- Yes
- No
- Can't remember

Thinking about the **last** time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service you received?

- | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Very satisfied | Fairly satisfied | Neither | Fairly dissatisfied | Very dissatisfied | No opinion/ NA |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Previous

Next

33%

Your home

How satisfied or dissatisfied are you:

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied
With the overall quality of your home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With the heating and efficiency of your home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With the safety and security of your home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
That your rent provides value for money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Previous](#)[Next](#)

44%

Your home

Thinking about your home, which of these two main types of home improvement would be most important to you at the moment?

🔗 Move the slider to tell us which is more important. If you feel they are equally important, put the slider in the middle.

Energy efficiency
improvements
that reduce your
bills, such as
heating and
insulation

Both equal



Other
improvements to
update your home,
such as kitchens
or bathrooms

Previous

Next

55%

Neighbourhoods

Generally, how satisfied or dissatisfied are you with your neighbourhood as a place to live?

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Very satisfied | Fairly satisfied | Neither | Fairly dissatisfied | Very dissatisfied |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Why did you give this score?

Previous

Next

66%

Communication and involvement

How satisfied or dissatisfied are you that the Council's Housing Service:

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied	No opinion / N.A.
Is easy to deal with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens to your views and act upon them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives you the opportunity to make your views known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Previous

Next

77%

Communication and involvement

Have you contacted the Housing Service in the last 12 months?

- Yes
- No
- Can't remember

How satisfied or dissatisfied are you with the online services provided by Waverley Borough Council's Housing Service?

Very satisfied

Fairly satisfied

Neither

Fairly dissatisfied

Very dissatisfied

No opinion / N.A.

[Previous](#)[Next](#)

88%

The future

What could Waverley Borough Council's Housing service do better?

Previous

Submit

Thank You!

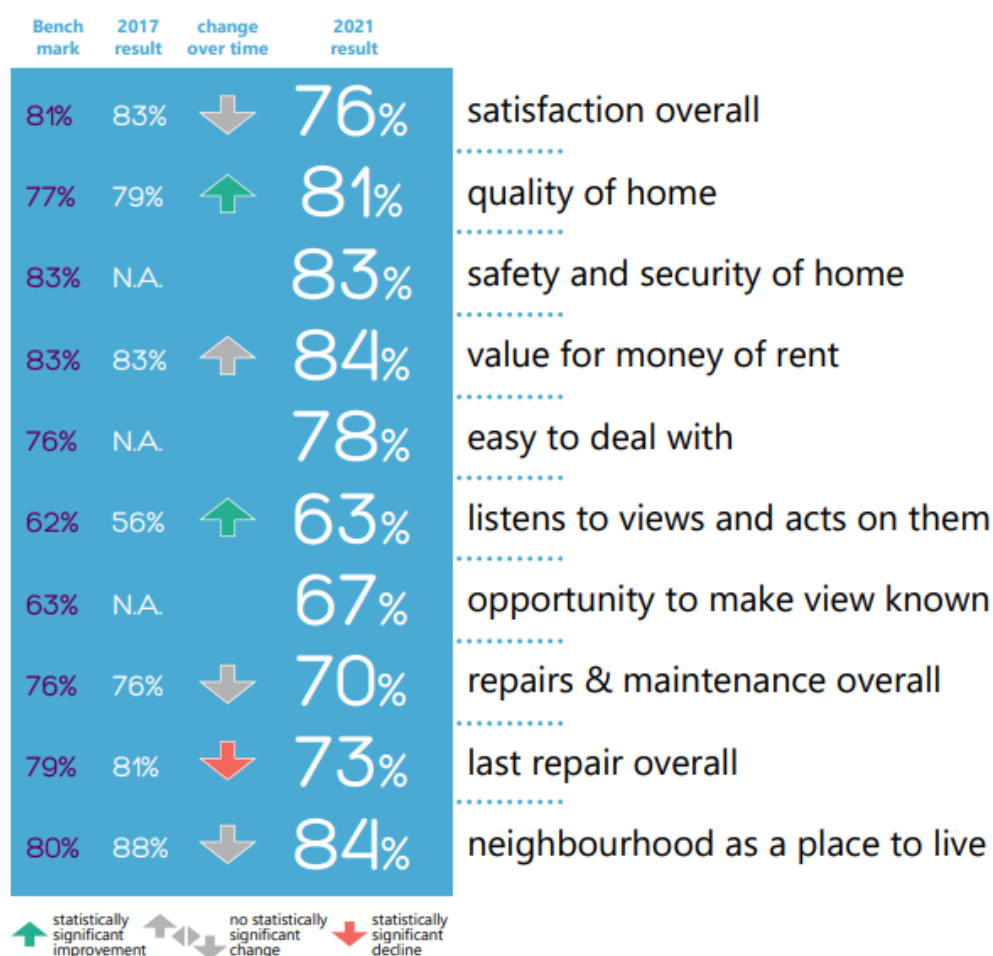
Your survey is now complete and you can close this window.

Click below to go to the Council website.



STAR 2021 Executive Summary of Results

2. Executive summary



Note:

Benchmarking - The core STAR questions are benchmarked against the HouseMark STAR database of Local Authorities that had submitted data in the 2020/21 financial year.

Statistically Significant - differences that are significant have a high degree of confidence, to be real variations that are unlikely to be due to chance. Any differences that are not significant may still be real, especially when a number of different questions all demonstrate the same pattern, but this cannot be stated with statistical confidence and may just be due to chance. Unless otherwise stated, all statistically significant differences are reported at the 95% confidence level.

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STAR Overview Communications Plan

Actions/ meetings	Date	Purpose
Cllr Rosoman meeting	6 August	To share initial results and agree plans
Management Board	24 August	To share Housing O&S report and agree recommendations
Exec Briefing	31 Aug (preferred) or 7 September	To share Housing O&S report and agree recommendations
Press release	Post Exec briefing	To share results and promote September Socials
September Socials	7, 10, 14 and 30 September	To build relationship with tenants, discuss findings, seek priorities and ideas
Property Services	7 October	To share results, confirm current improvement plans and discuss future plans
Housing Management	September tba	To share results, confirm current improvement plans and discuss future plans
Asset Management	7 October	To share results, confirm current improvement plans and discuss future plans
Rents	13 October	To share results, confirm current improvement plans and discuss future plans
Senior Living	29 September	To share results, confirm current improvement plans and discuss future plans
Customer Service Team	September/October tba	To share results, confirm current improvement plans and discuss future plans
Tenants Panel	17 September	To share results, current improvement plans and discuss future plans
Housing O&S	21 September	To share results, communications plan, initial action plan and agree recommendations
Senior Management Team	5 October tbc	APR to give presentation and facilitate discussion on to support service improvements
Managers Group	3 November tbc	To share results, emerging actions, to discuss results and how they can assist in improvement plans and how results may reflect their services
Cllr Rosoman meeting	tbc	To share updated action plan and outcomes following consultation
Management Board	tbc	To share updated action plan and outcomes following consultation

Exec Briefing	tbc	To share updated action plan and outcomes following consultation
Tenants Panel	tbc	To share updated action plan and outcomes following consultation
Housing O&S	23 November	To share updated action plan and outcomes following consultation

Waverley Borough Council Scrutiny Review

Review of Waverley's Allocation Policy
Scoping Document

September 2021

Background information		
1.	Title of proposed review	Review of Waverley's Allocation Policy
2.	Proposed by	Cllr Richard Seaborne
3.	Chair of the Group (once confirmed)	TBC
4.	Membership of the group (once confirmed)	Cllr Christine Baker Cllr Patricia Ellis Cllr Jacquie Keen Gillian Martin (Tenants Panel representative) Cllr Michaela Wicks Cllr George Wilson
5.	Scrutiny Policy Officer supporting the review	Mark Mills
6.	Service officer(s) supporting the review	Michael Rivers (Housing Needs Manager) Annalisa Howson (Housing Service Improvement Manager) Alice Lean and Esther Lyons (Housing Strategy and enabling Manager)
7.	How does this review link with the corporate priorities within the Corporate Strategy?	The review directly relates to the Council's priority to provide <i>Good quality housing for all income levels and age groups.</i>

Purpose and objectives		
8.	Reason for / background to the review	<p>Local Authorities have a duty under Housing Act 1996 to have an Allocation Scheme and are required to have regard to statutory guidance. An updated code of guidance was published January 2021.</p> <p>The Regulator for Social Housing Tenancy Standard states that: Registered providers shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how their lettings:</p> <ul style="list-style-type: none"> (a) make the best use of available housing (b) are compatible with the purpose of the housing (c) contribute to local authorities' strategic housing function and sustainable communities. <p>There should be clear application, decision-making and appeals processes.</p> <p>In 2019 the Housing O&S scrutiny review Attitudes to Council Housing: Pride or Prejudice recommended that:</p>

		<ul style="list-style-type: none"> • a review is undertaken of the Council's Allocation policy, to ensure an easy application process for all eligible residents, including local workers, and more representative demand data is collected, and • the Council should expand develop its communication on allocation criteria to better educate members of the public on who is eligible for social housing. <p>In 2020 Housing Strategy and Enabling Team completed an affordability study and have commissioned a Housing Needs Survey which will provide up to date local information to inform the allocation scheme.</p> <p>In August 2021, Waverley Borough Council committed to rehoming five to ten families from Afghanistan.</p>
9.	Purpose (what does the review hope to achieve)	<p>The main focus areas of the review will be to:</p> <ul style="list-style-type: none"> • evidence that the allocation policy results in fair access and allocation of homes • ensure policy meet statutory requirements • ensure policy meet regulatory standards • align policy with emerging local housing needs and affordability findings • examine communications to improve awareness of who social housing is for and how to apply
10.	Objectives (what actions / outcomes are expected as a result of the review?)	<p>The objective of the review is to confirm that the allocation scheme:</p> <ul style="list-style-type: none"> • is fit for purpose and delivering fair, transparent and efficient access to social housing • reflects current statutory and regulatory requirements, and • reflects local housing need and affordability, and • is managed by team with sufficient resources to administer it effectively
11.	Research questions (any questions posed so far for the review to cover)	<p>Does the scheme meet statutory and regulatory requirements? Who has been successful in accessing social housing? Do stakeholders understand the scheme? Does the scheme reflect local housing need?</p>

Methodology		
12.	What form will this review take (e.g. half day, full day,	Starting in October 2021 and delivering final report in the January committee cycle.

	meetings over several weeks/months, standing Group until...)?	Regular meetings every two to three weeks of no more than two hours each. Initial considerations: <ul style="list-style-type: none"> • How many meetings would be manageable? • Is it possible to meet in person? • Would the group prefer to a) start with a half day introduction to allocations policy (what it is, what it says, how to promote it and updates since adopted) and the findings of the legal review (identify strengths and weaknesses of scheme) or b) begin with the introduction and the data and then have legal review at the next session?
13.	What evidence will need to be gathered in order to undertake this review (e.g. current policies, satisfaction data, literature)?	Current Allocation Policy Household, banding priority and property size data on who housed in last two/ three? years Household, banding priority and property need data of those on register Legal review findings Housing Need and affordability studies– to review financial and local connection criteria Housing need internal audit findings (if relevant) Housing need redacted allocation complaints and responses Input from stakeholders and partners
14.	What methods will be used to compile information for this review (e.g. desktop research, public consultation, interviews, focus groups)?	Desktop research, gathering evidence from stakeholders and consultation with Tenants Panel.
15.	What (if any) external resource will be required (e.g. external expertise, consultants etc)?	Legal review
Limitations and risks		
16.	What does this review not include in its scope? (Consider remit of the committee and purpose of the review.)	Comprehensive rewrite of policy Review of choice based letting system Review of void standard ? Shared ownership allocation scheme?

17.	What is the Council's risk appetite for the issue being reviewed?	The Council's agreed risk appetite can be found here (item 74/18).
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Post review		
18.	To where will the recommendations ultimately be addressed (e.g. Executive, Council, external organisation)?	Executive
19.	When will the final report be presented to the parent committee?	January 2022
20.	When will the report be presented to Executive/Council (meeting dates)?	February 2022
21.	How will the impacts of the review be measured?	Evidence of meeting statutory and regulatory requirements Increase in housing applications reflecting local need
22.	When / how often will the impacts be assessed?	Annually through Housing O&S
23.	When / how often will the impacts be reported to O&S?	Annually

Some of the sections of this document may need to be completed after the first meeting of the Group.

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WAVERLEY BOROUGH COUNCIL
OVERVIEW & SCRUTINY COMMITTEE - HOUSING
21 September 2021

OVERVIEW AND SCRUTINY BIENNIAL REPORT 2019/20 AND 2020/21

Head of Service: Ms Louise Norie, Corporate Policy Manager

Key decision: No

Access: Public

1. Purpose and summary

1.1 To enable the Committee to comment on the report on its activities in 2019/20 and 2020/21.

2. Recommendation

2.1 That the Committee endorse the report included as annexe 1 whilst making any suggestions for amendments.

3. Reason for the recommendation

3.1 To provide the rest of the Council and the Waverley community with an accurate picture of the activities of the Overview and Scrutiny Committees.

3.2 To provide councillors sitting on the Overview and Scrutiny Committees with an opportunity to reflect on what has worked well, where there are lessons to be drawn and where improvements could be made.

4. Background

4.1 Annual Scrutiny Reports were published for the municipal years 2017/18 and 2018/19. However, the strain on the capacity of officers and committee members prevented a report being produced for 2019/20. Therefore, this report covers both 2019/20 and 2020/21.

4.2 An earlier draft of the Biennial Report for 2019/21 and 2020/21 was presented to the Overview and Scrutiny Co-ordinating Board. This Board is comprised of the chairs and vice-chairs of the Overview and Scrutiny Committees. They asked for modest changes. Subject to these being made, the Board unanimously endorsed the report.

5. Relationship to the Corporate Strategy and Service Plan

5.1 Overview and scrutiny is an independent, Member led function that facilitates and achieves democratic accountability for public services. As such, it seeks

to ensure that the work of the Council fully meets the Council's corporate priorities.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

There are no resource implications of this report.

6.2 Risk Management

No risks arising from the recommendations of this report have been identified.

6.3 Legal

There are no legal implications from this report.

6.4 Equality, diversity and inclusion

There are no direct equality and diversity implications from this report.

6.5 Climate emergency declaration

There are no direct climate change implications from this report.

7. Consultation and engagement

7.1 Discussed in paragraph 4.2.

8. Other options considered

8.1 The Council could decline to report on O&S's activities. However, this would deprive councillors and residents of a resource for understanding this aspect of the Council's activity.

9. Governance Journey

9.1 Once the report has been considered by the Community Wellbeing, Environment, Housing and Value for Money Overview and Scrutiny Committees it will return to Co-ordinating Board. They will review any comments from the Overview and Scrutiny Committees and make a decision on the final contents of the report before submission to the Council.

Annexes:

Annexe 1 – Overview and Scrutiny Biennial Report 2019/20 and 2020/21

Background Papers

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

CONTACT OFFICER:

Name: Mark Mills
Position: Policy Officer (Scrutiny)

Telephone: 01483 523 078
Email: mark.mills@waverley.gov.uk

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OVERVIEW AND SCRUTINY BIENNIAL REPORT 2019/20 AND 2020/21

WAVERLEY BOROUGH COUNCIL



August 2021

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Note

This report will cover a two-year period, 2019/20 and 2020/21 due to the disruption to the regular committee cycle in 2020 resulting from Covid-19 which meant that an Annual Report for 2019/20 was not produced.

Forward by Cllr Peter Martin (Chair of Value for Money & Customer Service Overview & Scrutiny and Co-ordinating Board)

It is my pleasure to introduce this report on what has been a unique two years for Overview and Scrutiny at Waverley Borough Council. It covers the activities of the committees from May 2019 to April 2021. I doubt any reader will need reminding that during this time we saw Covid-19 arrive in the UK and the imposition of national lockdowns for the first time in the country's history. Delivering a programme of scrutiny meetings amidst a pandemic has posed many challenges. For example, holding meetings remotely. I would like to thank both the councillors who sit on the committees and the officers who support us for rising to the occasion.

Despite this difficult backdrop, Waverley's Overview and Scrutiny process has continued to grow in ambition and maturity. As you will be able to see from the discussion below, there have been a number of well received pieces of in-depth from Task and Finish groups. In addition, greater use of the call-in procedure has allowed for extra scrutiny of potentially contentious issues.

During this time, we also said goodbye to our Yasmine Makine, who had been supporting these committees since 2017. In January of this year Mark Mills joined us as our new Scrutiny Officer. Let me take this opportunity to welcome Mark and to thank Yasmine for her tireless work on our behalf and wish her well in her new role at Guildford Borough Council.

At the time of writing, the committees' work for the 2021/22 municipal year has already begun with a number of special meetings and call-ins and provisional programmes drawn up for the September meeting cycle. In light of this, I can say with confidence trust that Overview and Scrutiny will continue to provide a valuable service to the residents of Waverley Borough in the year ahead.

2019/20 meeting cycle

The local elections of May 2019 brought significant change to the membership of Overview and Scrutiny (O&S) as 33 new councillors joined the Council. 23 of these new members and 16 returning members formed the re-established O&S committees as of Annual Council May 2019. This significant change to the membership meant that only ten members of the new O&S committees had sat on an O&S committee in the previous council cycle.

The election also resulted in a new administration with four parties being represented on the Executive. The Conservative Group became the principal opposition and took on the chairmanship of the four O&S committees. The Council's Constitution states that the Chair and Vice Chair of an O&S committee must not be from the same party and so the Vice Chairmanships were allocated by political proportionality to those parties not in principal opposition.

2019/20 started with an introduction session held in June 2019 as part of the Council's wider induction process. The Government's O&S guidance had been published in May 2019 and so formed part of the materials used, alongside the Local Government Association (LGA) Scrutiny workbook and handbook specific to Waverley. After this introduction, the O&S committees began with Environment O&S meeting first on 17 June 2019. The first cycle of meetings focused on items designed to introduce members to the Council's services and explore the interests and priorities of

each of the committees. To this end each committee received presentations from Heads of Service outlining the services within their respective remits and the priorities and challenges for the coming year.

The committee work programme was also a major item on these first meeting agendas as members decided which topics to carry over from the previous year. There were some topics identified by the previous committees which had not yet been scrutinised and so committee members were briefed on these and used them to help decide the work programme for the next few meetings.

Impact of Covid-19

The impact of Covid-19 in March 2020 resulted in the decision on 19 March 2020 to suspend all committee meetings. One of the impacts of this was that the year ended mid-cycle with the Environment, Community Wellbeing and Value for Money and Customer Services O&S committees yet to have their fifth and final committee meeting.

Meetings of O&S resumed in June and these have been held on-line until the resumption of meetings in person commenced in May 2021. Despite the brief interruption, thirty-seven of the forty overview and scrutiny meetings scheduled for the 2019/20 and 2020/21 still went ahead. Committee members and officers adjusted rapidly to holding meetings online and the Committees were able to play a constructive role in scrutinising the Council's response to Covid-19 and its plans for recovery (see below).

Crosscutting issues in the 2019/20 and 2020/21 cycles

Since the resumption of Overview & Scrutiny meetings, there have been a number of items which each committee has considered:

- **Corporate Performance.** The Committees continued to receive quarterly updates on the Council's key performance indicators. In May/June 2021, they conducted their annual review of these indicators.
- **Recovery, Change and Transformation.** Regular reports have been received on the Council's programme for responding and adapting to the impact of Covid-19. The final round of these reports detailing the closure of this programme were received in June 2021.
- **Updates from Heads of Service.** Each regular meeting the Committee received an update from Heads of Service whose responsibilities overlapped with the Committee's remit, enabling councillors to better understand the operational context for policy-making.
- **Revised Waverley Corporate Strategy 2020-2025.** Each committee considered the sections of the report relevant to its remit in September and November 2020. The committees made a number of recommendations such as the inclusion of specific targets on carbon reduction.
- **Service Plans.** In the March 2021 meeting cycle, each Committee reviewed the Service Plans relevant to their remit.

Working Groups

Budget (Value for Money: June 2019 - January 2020)

Chair: Cllr Stephen Mulliner

The Budget Strategy Working Group (BSWG) was set up by the Value for Money and Customer Service O&S Committee but with membership drawn from all four O&S committees. Following the

2019 election, the Working Group was re-established with all, but one, new members. Given the over-arching scope of the Group, membership was again drawn from all four O&S committees.

The Group undertook, with the agreement of the Executive, an exercise in participatory budgeting. MEL Research carried out 600 face-to-face interviews with residents using a standard questionnaire to determine their priorities in relation to a range of options open to the Council to increase its income and reduce its costs. The face-to-face interviews averaged 10 minutes in length. The same questionnaire was made available online and was completed by 750 individuals. This exercise showed that: 1) the awareness of the financial pressures faced by Councils nationally varied by socio-demographic group, 2) that residents showed a preference towards maintaining environmental services, 3) residents preferred to see the Council raise money through investments rather than increasing council tax or fees and charges, and 4) a tendency to suggest that the Council should look internally for further savings.

The Working Group on the 2020/21 Budget made the following recommendations which were incorporated into the Medium-Term Financial Plan (MTFP):

1. Providing the Surrey County Council application to the Secretary of State in relation to the expansion of Godalming Leisure Centre car park is not, on enquiry, expected to encounter difficulties in securing approval, that the design work preparatory to a planning application should be commissioned without delay, subject to Leisure Programme Board approval.
2. The MTFP be modelled in at least the level of detail contained in the BSWG spreadsheet with updated estimates for new cost and income items accompanied by prudent timing estimates.
3. Transformation costs should be carefully estimated with regard to both quantum and timing and included in the MTFP model.
4. The MTFP should be extended to 2023/24 to reflect the fact that it is the first year in which retained Business Rates are forecast to make no contribution.

[Green Spaces Strategy \(Environment: September 2019 – June 2020\)](#)

Chair: Cllr Brian Edmonds

A Green Spaces Strategy is a document that guides and directs the delivery and management of the Council's green spaces. The Group met approximately once a month between November 2019 and March 2020 supported by the Policy Officer for Scrutiny, the Green Spaces Projects and Promotions Officer and a Democratic Services Officer. The Group also studied examples of Green Spaces Strategies of other local authorities and considered the different elements of the strategies. Given the inherent links between Planning and the provision of green spaces, the Group also invited Planning Policy Officers to one of its meetings. The Group made 17 recommendations on the structure and content of the Strategy and 6 recommendations on matters not directly related to the Strategy but on linked issues. The Executive accepted these recommendations in full.

[Housing Design Standards \(Housing: January – May 2021\)](#)

Chair: Cllr David Else

This group considered the standards that new council properties should be built to. It considered written evidence and heard from witnesses from the Council, a developer and an energy assessor. The review had a strong focus on means of improving energy efficiency and reducing operational CO₂ emissions. It produced recommendations which were accepted with minor modifications by the main committee in June 2021. These included retaining the space standards suggested by the 2018,

whilst adopting a SAP rating of 100 in preference to Passivhaus as the Council's default zero-carbon standard. They are due to be presented to the Executive in September 2021.

Procurement (Housing: March – July 2020)

Chair: Cllr Peter Marriott

This Group reviewed the requirements and approach to be taken in the specification and procurement of a new Housing Maintenance contract. A representative from Faithorn Farrell Timms (FFT), the specialist consultant procured to support the Council in the procurement of the contract, attended both meetings of the Group and provided expert advice on procurement, specification and the social housing maintenance market. At its first meeting the Group learnt about the previous procurement process. Guided by a presentation from officers, at its second meeting the Group considered a range of possibilities relating to the delivery model (including a shared service delivery model), the procurement and the specification of the contract.

It made the following recommendations:

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

Service Level Agreements (Community Wellbeing: November 2019 - date)

Chair: Cllr Jenny Else

The Working Group on Service Level Agreements for the voluntary and community sector resumed its deliberations in January 2021 after a break in meetings due to Covid-19. In March 2021, a revised scoping document was approved to reflect changing circumstances, notably the setting up of an Executive Working Group to consider the issue of future funding pressures in this area. The Working Group produced an interim report designed to provide principles which could inform the Executive Working Group's more detailed deliberations. These were accepted by Community Wellbeing O&S and Executive in June 2021. The SLA Working Group will reconvene to scrutinise the Executive Working Group's recommendations in August 2021.

Community Wellbeing O&S Committee 2019/21

Chair: Cllr Kevin Deanus

Vice Chair: Cllr Kika Mirylees

The Committee has considered the future of Farnham Museum and Wilmer House on several occasions. As a result of this in-depth examination, the Committee made a recommendation to the Property Investment Advisory Board to commission a report on the condition of Wilmer House and an options appraisal for the Museum's collection. This recommendation was accepted and at the time of writing procurement exercises for these two pieces of work are ongoing.

In September 2019, the Committee scrutinised the Ageing Well and Health and Wellbeing action plans. These documents set out an overarching framework for different service areas but especially the communities and leisure teams to promote the welfare of Waverley residents. The Committee broadly welcomed both documents. However, the Committee suggested making the Health and Wellbeing plan clearer by consolidating the actions. Cllrs Jenny Else, George Wilson, Val Henry and Steve Cosser agreed to attend the stakeholder workshop on the Ageing Well action plan on behalf of the Committee.

The Committee discussed a report on mental health in Waverley in March 2021. This report led them to recommend a Suicide Prevention Action Plan for the borough and that the Council should do more to sign-post residents towards resources to improve mental health. These recommendations were accepted by the Executive in June 2021.

In January 2020, the Committee considered a report on youth provision within the borough. As a result, the Committee members agreed to share best practice within their communities. This work stream was subsequently developed by Farnham Town Council's Younger People Task Group.

Other items considered by the Committee not discussed elsewhere in this report included:

Item	Date	Details
Update on the Changes to Health Arrangements	Sep 19	The Committed was briefed on the organisation of the Surrey Heartlands Integrated Care Partnerships which brings together NHS, local authority and voluntary organisations working on health and social care. The Committee welcomed the emphasis on prevention and requested ongoing updates on the Partnership's progress.
Leisure Investment Programme	Sep 19, Jun 20, Sep 20	The Committee kept a watching brief on proposed capital investments in the Borough's leisure centres especially Farnham, Godalming and Cranleigh.
Safer Waverley Partnership	Annual	The Safer Waverley Partnership (SWP) is a statutory partnership of organisations who work together to create strategies and practical interventions to reduce crime, disorder and anti-social behaviour in Waverley. While reviewing the 2019 Partnership Plan, the Committee warned against relying solely on social media to communicate with the public. In 2020, the Committee requested more 'SMART' targets, more explicit discussion of rural crime and that engagement with young people should be conducted by the partnership as a whole.
Cultural Strategy Action Plan Update	Nov 19, Jan 20,	The Committee noted the outputs delivered in the existing Cultural Strategy Action Plan and agreed to the initiation of a consultation process to refresh the Action Plan for the following three years. In response, to comments from the Committee, the Plan was adjusted to provide a wider geographic spread of events.

Museum of Farnham Working Group Update - The Future of The Museum	Jun 20	In response to the findings of an Executive Working Group, the Committee recommended that: a) repairs to Wilmer House be carried out b) the future of Farnham Museum be considered at a future date. c) some of the capital budget which had been set aside in 2017/18 for the museum repairs be used to contract a specialist bid writer to produce funding applications for the conservation works. d) O&S did not need to decide on the future of the building and/or museum as this is a tactical decision for Council.
Leisure Centre Investment, Farnham -Call-In	Nov 20 (special meeting)	The call-in resolved not to refer the decision back to the Executive but asked for its concerns about the closure of particular facilities to be reported back to the Executive.
Anti-social Behaviour Public Space Protection Order	Mar 21	The Committee endorsed the proposal for a new Public Space Protection Order in Godalming but asked the Executive to note their concerns about the order potentially displacing anti-social behaviour and preventing outdoor socialising.

Environment O&S Committee 2019/21

Chair: Cllr Carole Cockburn

Vice Chair: Cllr Martin D’Arcy

The Council’s declaration of a Climate Emergency in September 2019 presaged a significant amount of policy development in related areas. These were scrutinised by the Committee, which also took a lead in highlighting the importance of other environmental issues affecting the Borough such as air quality and biodiversity.

Selected items considered by the Committee included:

Item	Date	Details
An Overview of Article 4 Direction	Sep 19	The Committee examined proposals to restrict permitted development rights at Beacon Hill and in Cranleigh, Haslemere, Farnham and Godalming Town Councils. The Committee supported the rationale for the Direction but asked for clarification on the scope of permitted development rights.
Air Quality Status	Sep 19	The Committee was briefed on the reissued air quality data for the borough and the steps being taken to improve it. The committee welcomed the report and approved the proposed membership of the Waverley Air Quality Steering Group and Farnham Air Quality Working Group.
Public Space Protection Orders	Sep 19	The Committee welcomed the proposal for the introduction of a Public Space Protection Order in relation to dog controls.
Domiciliary Care Food Provision	Nov 19	This item explored the Environmental Health Team’s contribution to the maintenance of food hygiene standards by care homes and similar organisations.

(Food Hygiene Checks)		
Electric Vehicles Strategy	Nov 19, Mar 21	The Committee considered the strategy to ensure there was adequate provision of electric vehicle charging infrastructure as part of the Council's commitment to reducing emissions in the Borough. The Committee raised issues including the cost to consumers, the aesthetics of chargers and their impact on the wider grid infrastructure.
Strategic Car Parking Review	Nov 19	The Committee scrutinised progress towards a review of off-street parking within the Borough. Members asked officers to ensure this report dovetailed with the Electric Vehicles Strategy.
Planning Appeals Performance and Costs Arising from Judicial Reviews	Jan 20	Having reviewed this report, the Committee reflected that it was probable that the Council was not highlighting its policies enough and that pre-apps were important to the process so that officers and members understood the issues involved before the application hearing.
Update on Progress of Local Plan Part 2	Jun 20	The Committee discussed how the outstanding Neighbourhood Plans could be developed and brought to fruition in order to drive LPP2. Whilst referendums were at that time delayed until 6th May 2021, it was hoped these might be able to happen sooner if government guidance was updated.
Climate Change Strategy and Action Plan	Jun 20 Sep 20	Following the declaration of Climate Emergency by Full Council on 18 September 2019, a draft strategy and action plan were endorsed by the Executive on 3 March 2020 and the documents were made available for public comment. The Committee received an update on the Action Plan in June and expressed concern that there had been no consultation with the Committee before the public consultation commenced. In September the Committee received a further updated Plan and whilst welcoming the progress made with the Action Plan, repeated their concern regarding the need for more structure and measurable targets.
Household Recycling Centre Issues and Proposals	Jun 20	The Committee supported the recommendations set out in the report to remove banks for co-mingled recycling at bring sites as soon as possible to avoid any ongoing additional payments to Biffa and to remove banks for textiles and WEEE (waste electrical and electronic equipment) shortly following the introduction of the kerbside textiles and WEEE collections.
Pesticides Policy	Jun 20	The Committee welcomed recommendations to phase out the use of pesticides by the Council and the deployment of alternatives. The Committee asked that the Towns and Parishes were fully consulted on the document as it was important for there to be a full 'buy-in' from all partners.
Local Plan Part 2 - Site Allocations and Development	Sep 20	The Committee commended the Pre-Submission version of Local Plan Part 2. However, they also made a substantial number of comments and observations on a wide range of issues and asked the Executive to consider these.

Management Policies		
Carbon Neutrality Action Plan	Nov 20	The Committee noted the action plan and asked for their comments on how the consultation was reported and on specific technologies to be considered.
COVID-19 Impact on Air Quality	Mar 21	Following a request by the Committee, it was provided with information on how levels of nitrogen dioxide had altered during 2020 in light of lockdowns. The Committee asked officers to look into co-ordination on air quality initiative with the County Council and Town Council.
Bin Provision and Funding Policy	Mar 21	The Committee endorsed the proposal that residents should be charged for replacement waste containers.
Electric Vehicle Strategy	Mar 21	The Committee made a range of comments on the proposed Strategy, in particular asking the Executive to consider how the need for electric vehicles to be charged would interact with the provision of parking spaces for vehicles more generally.

Housing O&S Committee 2019/21

Chair: Cllr Richard Seaborne

Vice-chair: Cllr Peter Marriott

From the beginning of the new cycle the Housing O&S Committee members expressed interest in understanding more about how Waverley works with vulnerable residents in housing need, particularly those with serious mental health conditions. Transform Housing & Support is a local charity with whom Waverley works very closely in order to house some of Waverley's most vulnerable residents. Representatives from Transform Housing & Support were invited to present to committee members immediately before the Committee meeting 20 November 2019 and delivered an informative and educational session which developed members' understanding of the topic. Involvement of external partners is important to the community leadership role of O&S as it broadens understanding of the issues facing residents and the context in which the Council operates.

2019/20 was the first budget year after the imposed 5-year freeze on social rents was lifted. At its January 2020 meeting the committee scrutinised the budget proposals and the Housing Revenue Account (HRA) Business Plan that would later go onto Executive and Council for approval. Given the complex nature of budget setting and the newness of most committee members, officers held an information session directly before the committee meeting to clarify any technical questions to enable debate at the committee meeting to be focused on policy and budgetary decisions. The committee scrutinised the proposed HRA budget and Business Plan and benefitted, as it did very meeting, from the attendance and input of Tenants' Panel members.

In January 2021, the Committee reviewed and endorsed the Housing Revenue Account budget proposals for the 2021/22 financial year.

In March 2021, the Committee received an in-depth presentation on the Asset Management Strategy from the Asset Management Manager. The Committee considered this to be a matter of great strategic significance and in light of this asked for and received a standing update on the delivery of the strategy.

As a result, the Committee now receives three standing updates on:

- Housing development
- Repairs and maintenance
- Asset management

As a development of its routine monitoring of Corporate Performance, the Committee asked for more detailed information on how the Housing Service responded to, and learned lessons from, complaints. A report on this topic was considered in June 2021.

Other items considered by the Committee, not discussed elsewhere in this report included:

Item	Date	Details
Waverley Housing Strategy 2018-23: Year 1 Achievements	Sep 19	The Committee were briefed on the progress against targets after one year of implementing the Strategy.
Homelessness updates	Sep 19 Jul, Sept and Nov 20	<p>The Committee asked for regular updates on the progress of the homelessness situation in the Borough and the implementation of the Council’s Action Plan in this regard, especially in light of the “Everyone In” declaration by central Government in March 2020 due to the Covid-19 situation.</p> <p>9/19: The Committee noted the update and congratulated the officers on their success in implementing their strategy.</p> <p>7/20: The Committee felt that homelessness was an ongoing issue that may have lasting effects for quite a while so requested updates at the next two meetings in September and November.</p> <p>The Committee recommended that requests by the Housing Team for any resources needed to keep on top of the homelessness situation to be given serious consideration.</p> <p>9/20: The Committee resolved to escalate concerns about resource capacity to house more homeless people over the winter period were the Covid situation to deteriorate further.</p> <p>11/20: The Chairman asked the Executive to encourage the Council’s Planning team to support modular homes schemes so that there was no delay in being able to provide extra emergency accommodation.</p>
Housing Revenue Account Budget	Jan 20	Endorsed the recommendations but requested a rewording to clarify the degree of delegation to borrow additional sums being proposed.

Review of Asbestos Management Audit	Jan 20	The Committee received a report outlining the Council's Asbestos Internal Audit and the progress achieved to date. The Committee sought clarification on several points and then noted the report.
Housing Elements of Draft Climate Emergency Action Plan	Mar 20	The Committee thanked Officers for the work on developing the Climate Change action plan for Housing. The outcome of this Action Plan informed the Committee's Working Group on Housing Design Standards undertaken in the following municipal year.
Corporate Performance Report Q4 2019/20	Jul 20	The Committee endorsed the request from the Housing Team for budget spend to understand what is needed to bring Waverley's homes up to a satisfactory level in relation to Carbon efficiency.
Waverley Housing Strategy 2019-20 Update	Sep 20	The Committee noted the contents of the report, and that a new Housing Strategy was being drafted to which the Committee would have the opportunity to contribute at an early stage
Anti-social behaviour policy	Nov 20	The Committee recommended changes to clarify the scope of the policy and add an additional section on the role of councillors.
Tenant Involvement Strategy	Nov 20	The Strategy provided details on the support available to Waverley's council tenants to become involved in policy decisions affecting them. Terry Daubney, the Tenants Panel Representative on the Committee, agreed to liaise with Cllr Keen regarding Councillors engaging with tenants.
Tenants Panel Updates	Mar 21	The Chairman of the Tenants' Panel, Terry Daubney, reported on the Panel's actions and achievements during 2020/21 and shared their future plans for 2021/22. The Committee resolved to: <ul style="list-style-type: none"> • highlight the committee's concerns regarding the isolation of elderly people to the Community and Wellbeing Overview and Scrutiny Committee. • endorse Mr Daubney's comments. • request the Chairman of the Tenants' Panel report back to the committee again at its November 2021 meeting.

Value for Money & Customer Service O&S Committee 2019/21

Chair: Cllr Julia Potts (June – September 2019), Cllr Peter Martin (Sept 2019 – date)

Vice Chair: Cllr Joan Heagin

The Committee has now assumed sole responsibility for scrutinising the General Fund Budget 2021/22 and Medium-Term Financial Plan 2021/22 - 2024/25. On both occasions it endorsed the proposed recommendations from the Executive to Council. The Committee also tasked a Budget Working Group calling on experience from all four committees [see above]. The impact of Covid-19 had significant implications for the Council's budget and the Committee considered in-year variations in relation to this.

The Committee had recurring items to scrutinise on the Council’s Business Transformation programme and its Property Investment programme. It also conducted its annual reviews of complaints.

The period of this report also saw the first call-in to this Committee. At a special meeting in September 2020, the Committee considered the options appraisal legal fees relating to the site of the Broad Water Park Golf Course. It resolved not to refer the matter back to the Executive.

Other items considered by the Committee not discussed elsewhere in this report included:

Item	Date	Details
Draft Commercial Strategy	Sep 19	The Committee considered the draft Commercial Strategy which aimed to identify and undertake appropriate activities for financial gain to generate funding for the better provision of the local services and facilities for residents. The Committee agreed that the draft strategy was a good starting point, which could be improved by drawing out the key projects most likely to bring the largest income, as well as looking at more creative angles to expand the existing customer base. The Committee therefore agreed to request that a more developed draft of the strategy be brought to its next meeting in November.
Income Generation Projects Update	Sep 19	Having reviewed the draft Commercial Strategy, the Committee agreed that an update on income generation items should include a standing item on the Committee’s future agendas.
Customer Services Project Update	Sep 19	The Committee asked for a review of the validity of the data that had been collected and an assessment of the implications of the timing of the data collection exercise and of decreasing staff buy-in to determine whether this affected the reliability of the data.
Scoping of Cost Implications of Planning Appeals	Nov 19	Subject to certain comments, the Committee endorsed the proposed structure and content of the report.
Staff Survey Results	Nov 19	The Committee received a presentation from the Head of Policy and Governance on the results of the 2019 staff survey, with specific focus on staff morale and the link to staff sickness. This followed on from the red sickness indicator (HR2) highlighted in the Quarter 1 Performance Report.
Planning Appeals Performance and Costs Arising from Judicial Reviews	Jan 20	This report had been prepared in response to Councillor interest in the cost implications of both planning appeals and judicial reviews relating to planning matters. In response, committee members requested that accessibility issues with the new online planning system be investigated.
Capital Strategy 2020/2021	Jan 20	The Committee broadly accepted the Corporate Strategy but expressed concerns over the move to investment in residential property.
Contingency Revised Budget 2020/21	Jul 20	The Committee received a report on the alterations made to the Council’s budget in response to the fiscal impact of Covid-19 and

		the first lockdown. The Committee forwarded comments to the Executive on topics including: <ul style="list-style-type: none"> • Lobbying the Government for more support • The presentation of revenue cost savings to prevent the appearance of double-counting
ICT Strategy	Jan 21	The Committee scrutinised the Strategy setting out the vision for the Council’s ICT service for the next three years.

Overview and Scrutiny governance

On 20th April 2021, Full Council made the following resolution:

- *“agrees to the principle of moving to a governance structure whereby Waverley Borough Council no longer operates four overview and scrutiny committees but instead operates two overview and scrutiny committees, ‘corporate’ and ‘community’, and a new Housing Landlord Services Board whilst retaining the existing constitutional ability to establish informal OS working groups (as set out in section 4.2); and*
- *“asks the Standards Committee to develop and recommend to Full Council for adoption the necessary proposed constitutional amendments to achieve this change, including terms of reference for the new committees.”*

The Council’s Standards Committee will develop details of proposals for the transition. A report containing observations and recommendations from the Overview and Scrutiny Coordinating Board will be submitted to the Standards Committee alongside officer reports.

Officer contact

Name: Mark Mills
Position: Policy officer (scrutiny)
Telephone: 0148 352 3078
Email: mark.mills@waverley.gov.uk

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
	Corporate Performance Report Q.4	<p>The new Housing Delivery Report will contain information on energy efficiency and carbon reduction</p> <p>A measure will be developed to record whether or not repairs have been carried out on communal areas</p>		September 2021
	Annual KPI review	<p>Housing delivery: Introduce new indicators HD4a (WBC) and HD4b (other providers) from from Q1 2021/22</p> <p>Housing operations: The Committee endorsed the introduction of these new indicators from Q1 2021/22 with the proviso that HO5 would be re-worded to provide more clarity</p> <p>The Asset Management Strategy to be amended to include new indicator(s) to measure energy efficiency and reductions in emissions</p>		September 2021 onwards
	Report From The Housing Design	The Committee would commend adoption of the report's recommendations to the		September 2021

Housing Overview and Scrutiny Committee

	Standards Task And Finish Group	Executive subject to clarificatory changes to recommendation 17 and 18		
	Committee work programme	Officers to bring a scoping report for a task and finish group on the allocations policy to the September meeting.		September 2021
10 March 2021	Tenants Panel Update	The Chairman of the Tenants' Panel would report to the committee again at its November 2021 meeting. To highlight the committee's concerns regarding the isolation of elderly people to the Community and Wellbeing Overview and Scrutiny Committee.		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	It was felt that there needed to be more costs and durations within the Asset Management Strategy. Requested a verbal update on the Asset Management Strategy be a standing item for subsequent Agendas.	Verbal update brought to March 2021 meeting	March 2021
	Committee work programme	The Affordable Housing SPD would come off the agenda as members had had the opportunity to comment.	Items intergrated into the work programme and the March agenda	Various

Housing Overview and Scrutiny Committee

		<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>		
23 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
	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.		

Housing Overview and Scrutiny Committee

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
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.
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Section B

Work programme 2020/21

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Allocations policy	Discuss and potentially agree the terms of reference for a new sub-group to look at this area	Andrew Smith / Annalisa Howson / Michael Rivers / Mark Mills	September 2021	TBC
Asset Management Strategy 2021 – 2026	Receive a verbal update on the progress of implementing this strategy.	Peter David	Standing item 2021	N/A
Biennial Scrutiny report	To consider a report on Overview and Scrutiny's activities in the 2019/20 and 2020/21	Mark Mills	September 2021	October 2021
Corporate Performance Report Q.1	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service	Quarterly – next one September 2021	N/A
Housing Development Update	To receive an update on the current council housing developments.	Andrew Smith/ Louisa Blundell	September 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
STAR survey	To receive a report on tenants' perceptions of the council has a housing provider.	Hugh Wagstaff	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

Housing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Affordable housing and housing need within the borough	Following the Housing Strategy and Enabling team's work into profiling housing need within the borough, for the Committee to understand the role of affordable housing and how it meets the needs of residents.	Andrew Smith / Alice Lean / 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 Strategy	To scrutinise and input into the refreshed strategy before it is finalised and approved.	Andrew Smith / Alice Lean / Ester Lyons	2021	2021
Service Plans 2021-24	Monitoring the delivery of Service Plans 2021-24	Hugh Wagstaff / Andrew Smith	As and when available	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	Recommendations agreed by the Committee and are currently due to be recommended to the Executive in September.
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	Draft scoping report will be presented to the September meeting
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.

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