

Corporate
Performance Report
Q4 2019/20
(January-March 2020)



Report Publication Date: 12 June 2020

Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	Management Board	Management Board	3
Scrutinised by Environment Overview & Scrutiny Committee on 24 June 2020				
2	Service Dashboard	Planning and Economic Development	Zac Ellwood	10
3	Service Dashboard	All Environment Services teams except for Licensing which is under remit of the Community Wellbeing O&S committee	Richard Homewood	16
Scrutinised by Community Wellbeing Overview & Scrutiny Committee on 30 June 2020				
3	Service Dashboard	Licensing Team aspect from Environment Services section (when required)	Richard Homewood	16
4	Service Dashboard	Commercial Services	Kelvin Mills	22
5	Service Dashboard	Communities aspect from Housing Delivery and Communities section	Andrew Smith	30
Scrutinised by Housing Overview & Scrutiny Committee on 6 July 2020				
5	Service Dashboard	Housing Delivery and Communities	Andrew Smith	30
6	Service Dashboard	Housing Operations	Hugh Wagstaff	38
Scrutinised by Value for Money & Customer Service O&S Committee on 13 July 2020				
7	Service Dashboard	Business Transformation	David Allum	42
8	Service Dashboard	Finance and Property	Peter Vickers	46
9	Service Dashboard	Policy & Governance	Robin Taylor	49

RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

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

1. Corporate Dashboard – All Services

Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q 2019/20

Q4 Chief Executive's summary:

This Quarter 4 report provides a performance overview for the period January to March 2020, as well as further commentary on the year 2019/20. The service chapters provide commentary and detail, focusing on those area of the Council's business that have required intervention to keep them on track.

The international coronavirus pandemic began impacting on the borough and the council towards the end of this quarter. Detail on the Council's initial response was provided to the Executive meeting on 12 May 2020

(<https://modgov.waverley.gov.uk/documents/s35777/200512%20WBC%20response%20to%20Covid-19%20v2.pdf>)

The detail is not repeated in this report. Suffice to note here, that the virus necessitated radical changes to how the council works, in order to help the vulnerable directly and to support health and social care services. This work continues. That report also indicated that the council faces substantial service and financial challenges as a result of the virus and of the economic and social disruption that are its consequences. While the government has provided some welcome funding, the net financial impact on the council within the year 2020/21 and beyond will be far greater than what has been provided to date, and represents a substantial corporate risk to the council. Further detail and decisions will proceed through the usual governance processes, involving the Overview and Scrutiny and Audit Committees and the External Auditor as required.

2019/20 was an extremely unusual year, with unexpected additional work, such as: unscheduled EU Parliamentary and UK Parliamentary elections, Brexit no-deal preparations, severe weather and finally coronavirus. The May borough elections ushered in a new multi-party political administration, which set a new corporate strategy. The council also declared a climate change emergency and a target of net carbon neutrality by 2030, dependent on government support, which will direct and heavily influence the council's plans and policies for implementing the new strategy and for coronavirus recovery.

Particular headlines for quarter 4 are:

- Rapidly reorganising and prioritising services that support the vulnerable and the local economy in the face of the coronavirus pandemic.
- Drafted a climate change action plan.
- Delivered on the budget for 2019/20 on target, with some concerns in a couple of areas offset in others.
- Agreed a budget for 2020/21, which will now be revised in the context of the pandemic.
- Successfully held a neighbourhood plan referendum in Farnham and 'made' the plan as a result.
- Conducted a by-election in Milford to elect a new borough councillor.
- Bedding-in several major contracts and minimal negative impact and resolving issues that arose.
- The Council and its specialist contractors continued to tackle the incidence of non-pneumophila legionella in a property and made plans to replace pipework.
- Dealing with severe weather and flooding in several parts of the borough.

Looking ahead, areas of particular concern this year are:

- The continuing impact of coronavirus on our communities and on our workforce.

- Fundamental issues of financial sustainability in the context of an already-challenging medium term financial plan plus coronavirus impacts, which accelerating our plans for service transformation and digitisation.
- Accelerating our climate change actions and securing government support to achieve the 2030 target.
- The impacts of Brexit, depending on UK-EU negotiations.
- The wider social debate on racial justice and equality and its implications for how public services are delivered.
- Reviewing the corporate strategy in the light of the changed circumstances.
- With Farnham Town Council, supporting Surrey County Council’s project board for the future transport infrastructure of Farnham, to secure improvements in air quality, retail attractiveness and traffic flow.
- Delivering part 2 of the Local Plan and addressing challenging government targets for housing delivery.
- Improving the affordability of homes in the borough.
- Supporting the progress of the Dunsfold garden village.
- Preparing for a bumper elections year in 2021.

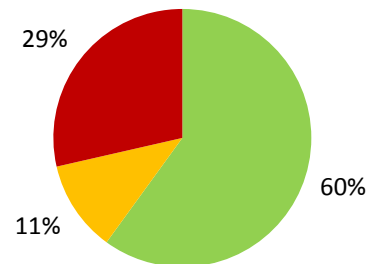
Through this time, the officer team has demonstrated a strong public service ethos, and a high commitment to the borough and to providing quality services. The whole council team of councillors and officers can reflect on the last year with some satisfaction for how it dealt with new challenges, but with no complacency in the face of more to come.

Tom Horwood, Chief Executive

Performance Indicators Status

Q4 All Corporate KPIs

Total	100%	35
Green	60%	21
Amber - less than 5% off target	11%	4
Red - over 5% off target	29%	10



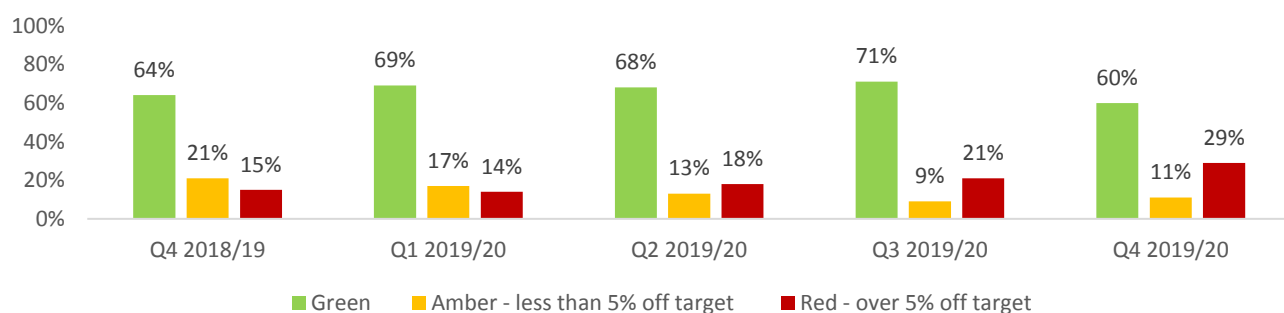
Data only / Not available	N/A	16
----------------------------------	------------	-----------

Comment: In the fourth quarter 60% of indicators performed on target, however during this quarter a number of performance figures were unavailable due to the Covid crisis. The annual trend analysis has been included in the chart below. The service specific dashboards contain further details on underperforming indicators, including corrective actions where appropriate.

Performance Indicators - % per status

Q4

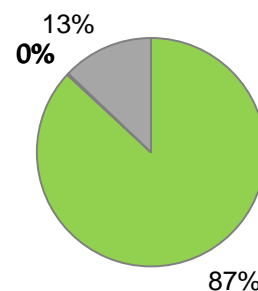
2018/19 - Q4 2019/20



Service Plans - Actions Status

Q4 update on all Service Plans 2019/2022

Total	100%	442
Completed	87%	384
On track	0%	0
Off track - action taken / in hand	0%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	13%	57



Comment: At the end of the year the majority of service plan actions were completed on track, those that were delayed or are still outstanding have been detailed under individual service dashboards.

Internal Audit – Overdue Actions Status

The Internal Audit section is included for information only as the scrutiny function for this service falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent "[Progress on the Implementation of Internal Audit Recommendations](#)" (AUD 54/19) report from the Audit Committee meeting 2 March 2020.

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

Complaints Q4 2019/20

Q4 2019-2020 (1 January 2020 - 31 March 2020)

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Business Transformation	0	0	n/a	0	0	n/a		
Commercial	7	7	100%	1	1	100%		
Environment	25	23	92%	3	3	100%		
Finance & Property	11	8	73%	2	2	100%		
Housing Operations	20	16	80%	8	7	88%		
Housing Delivery and Communities	2	2	100%	3	2	67%	1	Upheld
Planning & Economic Dev	15	13	87%	10	10	100%		
Policy & Governance	2	2	100%	0	0	n/a		
Total	82	71	90%	27	25	93%	1	

Total Complaints	110
-------------------------	------------

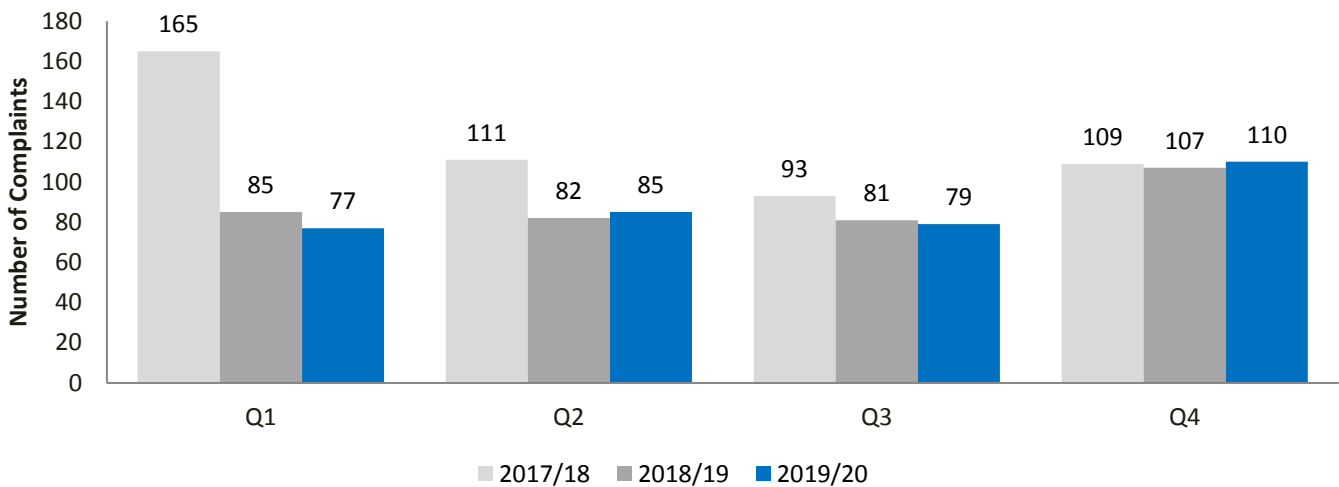
	Response Rate	Target	Status
Level 1	90%	95%	over 5% off target
Level 2	93%	95%	less than 5% off target
Total	91.5%	95%	less than 5% off target

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

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

Total Number of Complaints

1 April 2017 - 31 March 2020

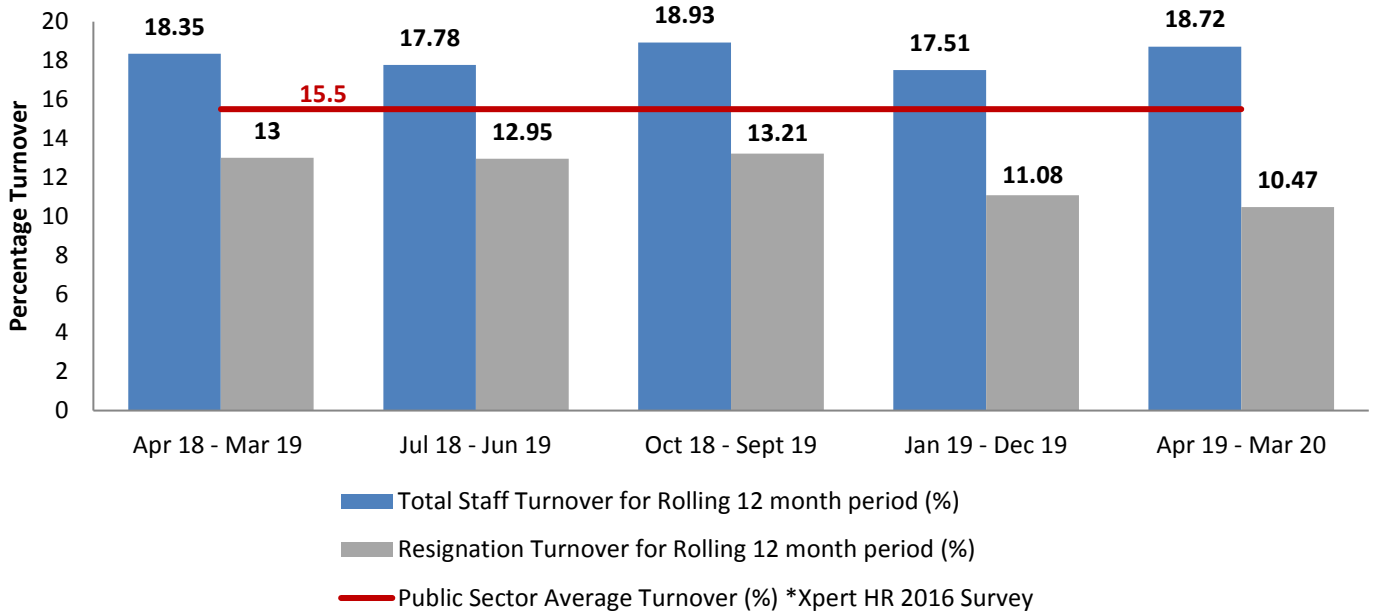


Workforce data – Corporate Level Q3

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

Staff Turnover %

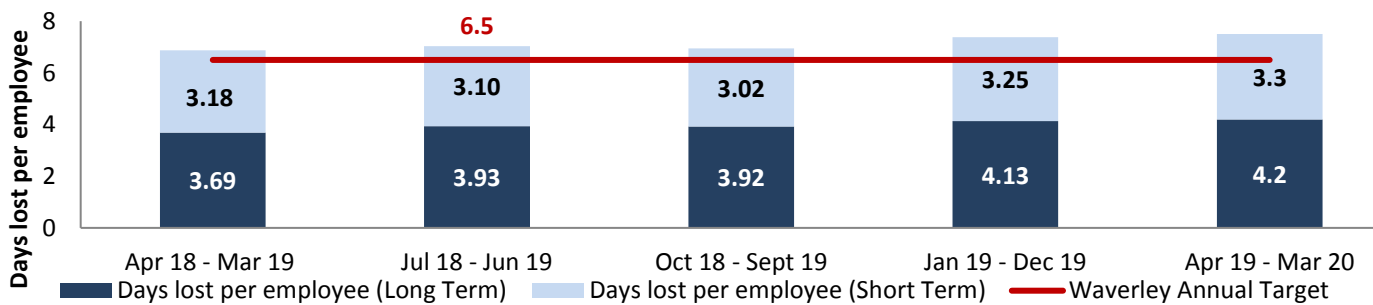
Rolling 12 months - Q4 2018/19- Q4 2019/20



Comment: Resignation turnover is well below public sector average and has shown an emerging downward trend. We would expect that to continue given the anticipated downturn in the economy. Non resignation turnover has been impacted by a number of retirements. Overall, total staff turnover is within the expected range.

Absence Data

Rolling 12 months - Q4 2018-19 to Q4 2019-20



Comment: This quarter covers the initial period of the Covid-19 pandemic which saw sickness reporting due to Covid related symptoms rise sharply in March. Sickness reporting returned to usual levels within 3 weeks, supported by the ability to work from home during self-isolation/shielding. The most common reasons for short term absence have changed towards the end of this quarter to being primarily related to respiratory symptoms. There have also been a number of individuals who have been impacted adversely by mental health issues exacerbated by the pandemic. During this time we have run a mental health survey which has demonstrated that 57% of respondees felt that the pandemic had adversely impacted on their mental health. As a result of this, wellbeing is a key priority of the People and Staff Recovery Project.

Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q4 2019/20

Section 151 Officer summary Q4 2019/20:

Budget Position

I have reviewed the position against budget at the end of the financial year. Detailed outturn statements will be reported in due course and the statutory accounting statements will be produced and considered by the Audit Committee in September. This narrative and the following statement gives a summary of the financial position against budget in the financial year. Coronavirus has not had a material impact on Waverley's General Fund budget in the 2019/20 financial year, with some services only affected from late in March. However, there is a significant impact in 2020/21 which is being considered with top priority and emergency measures being identified through the Recovery, Change and Transformation programme. This will continue to be reported to the Executive and O&S committees throughout the year.

Overall, in 2019/20 a favourable variance against budget of £324k is being reported. Offsetting this are carry forward amounts totalling £118k for specific committed spend where it was not possible to complete the work by 31 March, therefore a net underspend of £206k is showing. There are a range of individual variations against budget included within this net total, many of which have been reported in previous quarters' monitoring reports. The most notable are staff costs which are well within budget and the vacancy target has been exceeded by some £300k on the General Fund. Most of the major income areas are at or above budget level, with the exception being Planning which has fallen significantly short against budget. Planning income has fallen short of budget for three consecutive years so the budget level has been reviewed, also Waverley is experiencing a continued reduction in the number of applications from the previous year. Building Control income continued to show signs of recovery and the service finished the year on net budget overall. Investment interest performed well against budget with a longer-term approach being taken in overall cashflow management.

The main concern on general fund income is from the investment property void from one building, Wey Court East, in Farnham. Officers have had interest in renting major parts of this building and it was hoped that lettings would have been secured by the year end, however, the property market became more volatile in Q4 and it was not possible to secure a tenant. Waverley does have an investment void rent provision to cover unexpected shortfalls in income from empty investment properties and the outturn figures draw on this to mitigate the impact against budget this financial year. Investment interest and Waverley Training Services continued to perform well against budget in the year so far. Significant areas of cost including contract spend are within budget and the inflation provision were sufficient to meet demands overall.

Progress of the Medium Term Financial Plan (MTFP) delivery

A balanced budget for the current year 2019/2020 was approved by the Council in February 2019, however, in order to address the projected budget shortfall between 2020 and 2024, the Council has developed a MTFP 2020-24 Budget Strategy for this period. Preparatory work for its execution is underway under the main themes of

- cost review
- property investment
- income generation through our commercial review
- Business Transformation Programme of council services.

For further details please refer to the Full Council meeting from the 18 February 2020.

Q4 2019-20

General Fund Account				
Services	Approved Budget £'000	Variance £ '000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	3,648	-173	-5%	Favourable
Income	-450	- 97	21%	Favourable
Business Transformation Total	3,198	-269	-8%	Favourable
Commercial				
Expenditure	6,765	-127	-2%	Favourable
Income	-5,274	221	-4%	Adverse
Commercial Total	1,491	94	6%	Adverse
Environment				
Expenditure	8,590	-75	-1%	Favourable
Income	-7,600	34	0%	Adverse
Environment Total	990	-40	-4%	Favourable
Finance & Property				
Expenditure	31,142	-2,043	-7%	Favourable
Income	-29,102	2,152	-7%	Adverse
Offset transfer from void provision	0	-409	-	-
Finance & Property Total	2,040	-300	-15%	Favourable
Housing Operations				
Expenditure	90	-	0%	Adverse
Income	-90	-	0%	Adverse
Housing Operations Total	0	0	0%	-
Housing Delivery & Communities				
Expenditure	2,652	-217	-8%	Favourable
Income	-722	46	-6%	Adverse
Housing Delivery & Communities Total	1,930	-171	-9%	Favourable
Planning & Economic Development				
Expenditure	3,474	-118	-3%	Favourable
Income	-1,871	688	-37%	Adverse
Planning & Economic Development Total	1,602	570	36%	Adverse
Policy & Governance				
Expenditure	3,760	-231	-6%	Favourable
Income	-966	23	-2%	Adverse
Policy & Governance Total	2,794	-208	-7%	Favourable
General Fund Total	14,046	-324	-2%	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £ '000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	20,133	27	-5%	Adverse
Income	-30,246	468	0%	Adverse
Housing Operations Total	-10,113	496	-2%	Adverse
Housing Delivery & Communities				
Expenditure	704	-99	-14%	Favourable
Income	-1	-6	614%	Favourable
Housing Delivery & Communities Total	703	-105	-15%	Favourable
Housing Revenue Account Total	-9,411	391	4%	Adverse

Grand Total GF & HRA	4,635	76	2%	Adverse
---------------------------------	--------------	-----------	-----------	----------------

2. Service Dashboard – Planning and Economic Development

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

Key Successes & Lessons Learnt, Areas of Concern – Q4 2019/20

Q4 and end of year summary from Head of Service:

It has been a challenging and fairly unsettled year overall for the Service, particularly in the first part, as the former permanent Head of Service retired with two further interim in post in the top job until the end of Q3 when a new Head joined the Council. The two interims brought their own different ideas and approaches to the Service, but without the ability or time to make any real strategic changes. There has, therefore, been a period of instability, albeit officers have, on the whole, coped admirably in keeping Business as Usual going, processing a large number of applications and appeals, making steady progress with Local Plan Part 2 and 5YHLS statement, and starting to implement the Action Plan within the Economic Development Strategy 2018-32.

The appointment of permanent Head, in itself, already appears to have started to steady the ship and provide a clearer and more consistent approach to how the Service should be taken forward to provide better outcomes for our environment, communities and the local economy. A lot of work and goodwill has gone into assimilating the Economic Development and Planning Services into one effective Service and this is starting to bear fruit with much closer working and collaboration, with improved internal communications.

The number of planning applications, and crucially, fee income has declined further over the year, in line with the national picture and the Service will need to adapt accordingly. We did, however, manage budgets prudently with a small end-of-year underspend and we have already reduced our reliance on agency staff significantly.

The Covid-19 emergency that gained much momentum in the UK March inevitably had some impact on our ability to deliver the full range of services to our customers. Although this involved changes to the way we work, particularly in terms of a massive shift to home-working and a period of time where officers were unable to undertake site visits safely, I was incredibly proud and heartened to see how my officers rose to the challenge thrown down by central government to keep the planning system going during these unprecedented times, so as to support the UK's economic recovery. The Economic Development Team have also played a critical role in supporting our borough's businesses and putting us on a good foot to recover effectively from the economic effects of the Coronavirus.

Moving into the 2020/21 Financial Year, there is a lot to be excited and positive about, despite the obvious challenges facing us. We are moving on at pace with LPP2, which is of crucial importance to the borough and our ability to control what new development goes where and to set higher environmental standards in accordance with the Climate Change Emergency declared in 2019. We will soon be rolling out a new, bespoke application management system that is being designed specifically to meet our needs and which will provide efficiencies to significantly speed up moving applications through to determination. This will tie in with the Council's wider business transformation programme and a proposed restructure within the Service itself. We will shortly be moving, albeit temporarily, to a two-Committee structure in Planning and utilising the latest technology to enable virtual Committee meetings for the first time, and we will bolster our Economic Development Service further, to aid recovery from Covid-19.

Key points from Q4 2019/20

- Planning applications processing has met all required targets for major, minor and other categories – other than in respect of KPI P1 relating to the ‘Planning Guarantee’ (i.e. the percentage of all planning applications determined within 26 weeks). Performance in this regard is steady and not considered to be an issue of significant concern at the present time.
- Overall application numbers and income from fees continue to reduce and we fell well-below our initial income target for the year. This is mainly due to matters outside of our direct control and may be, in part, a reflection of new CIL charges, the impact of economic uncertainty nationally due to Brexit and the state of the world economy generally. An internal audit of planning fees for 2020/21 has been undertaken and will be published imminently.
- An updated Local Development Scheme was published.
- A decision was taken to undertake further evidence gathering for LPP2 – particularly in respect of the housing allocations for Milford/Witley and Haslemere – which has delayed the publication of the Reg.19 consultation document. LPP2 will include updated Development Management policies to replace the ‘saved policies’ from the adopted 2002 Waverley Local Plan and we are working to ensure focus on addressing the Climate Change Emergency.
- Further positive discussions continue with Dunsfold Aerodrome Limited and the masterplan submission is anticipated in Q2 2020/21, with presentations to Councillors planned.
- The Farnham Neighbourhood Plan has now been ‘made’ and forms part of the statutory development plan for Waverley.
- The Planning Policy team continues to support the preparation and examination of Neighbourhood Plans in Cranleigh, Alfold, Bramley Ewhurst, Chiddingfold and Witley.
- Our 5 year Housing Land Supply (5YHLS) is coming under significant pressure, with numerous challenges from developers/applicants at planning appeals. We are proactively undertaking further detailed work to seek to demonstrate a 5 year supply. The Housing Delivery Test results were published and, as a result of performance, our housing buffer for the purposes of demonstrating a 5-Year Housing Land Supply has reduced from 20% to 5%, which will help in this respect.
- Work continues on implementation of the Brightwells scheme, albeit delayed by Covid-19.
- Further progress made on the introduction of the Horizon IT programme for Development Management with Statmap, albeit now delayed by a couple of months. Testing will begin in July 2020. It is believed this will reduce double-handling of data and help address the current significant delays in validating applications, which has a negative knock-on impact on our performance against KPIs P1, P2, P123, P151 and P153 (see table below).
- Customer Service Centre is due to be rolled out in the autumn and will encompass planning.
- Appeals performance overall in Q4 was, again, disappointing and we are putting measures in place to improve our chances at appeal and to have a more collegiate approach to defending our decisions across Development Management and Planning Policy. We lost a couple of high profile residential appeals on the claimed lack of a 5HYLS and there was an award of costs against the Council. This is a crucial issue and will continue to be monitored very closely by the Head of Service and the Development Manager/Area DM Team Leaders.
- The Article 4 Direction for Godalming was progressed and consulted on in Q4 and has since been formally adopted, protecting an employment area from unwelcome and uncontrolled change of use to residential.
- A mini-restructure resulted in the creation of a post of Economic Development Manager to recognise the importance of this part of the Planning & Economic Development Service.

Zac Ellwood, Head of Planning & Economic Development

Performance Indicators Status Q4

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99.0%	99.5%	98.9%	98.8%	98.8%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	92.3%	85.7%	81.8%	86.7%	100.0%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	94.3%	94.4%	92.8%	92.2%	92.7%	80.0%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	93.6%	97.1%	94.7%	91.2%	90.0%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	92.4%	79.4%	86.2%	94.1%	87.6%	80.0%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	38.5%	46.7%	41.3%	40.7%	45.2%	30.0%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	6.3%	7.1%	8.0%	12.5%	16.7%	10.0%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.6%	3.5%	3.1%	2.4%	2.5%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	64.2%	93.2%	86.4%	97.6%	89.0%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	90.5%	98.1%	100.0%	100.0%	100.0%	95.0%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	New KPI introduced from Q1 2019/20	33.93%	35.71%	31.75%	46.99%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	New KPI introduced from Q1 2019/20	14.0	20.0	11.0	12.0	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	(2018/19 - annual backlog 373 / 590)	-133.0	-260.0	-396.0	-531.0	588
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	New KPI introduced from Q1 2019/20	80.0	108.0	184.0	240.0	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	(2018/19 - annual backlog 244 / 590)	-67.0	-106.0	-69.0	24.0	588

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

Q4 Comment:

All statutory indicators performed above target. A handful of local indicators performed off target and further details are set out below:

P1 – As set out in the Q4 summary above, this is not considered to be a particular area of concern at the current time. However, the Planning Guarantee does involve the potential for application fees to be refunded upon demand, so it cannot be overlooked entirely, particularly at a time when our overall fee receipts have dropped.

P3 – Overall appeals performance is disappointing and compares to national average of around 30% of all planning appeals being allowed. We have put measures in place to improve our chances at appeal and to have a more collegiate approach to defending our decisions across Development Management and Planning Policy

LP152 – This is a real risk and needs to be monitored closely, because **we are in danger of being identified as a ‘standards authority’ in respect of Major appeals performance**. This will be flagged up to the Planning Committees.

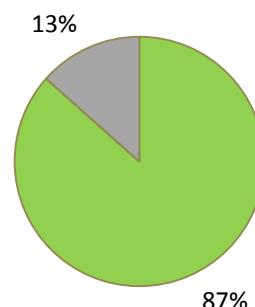
P7 – Housing commencement performance is still disappointing, but is largely out of the control of Waverley BC in its capacity as local planning authority. This does, however, impact on the national Housing Delivery Test and upon our 5 year housing land supply, so we are seeking to be more proactive with developers in seeking to bring forward sustainable and policy-compliant development. The 2020/21 Service Plan touches on this.

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

Service Plans - Actions Status

Q4 Planning Service Plans 2019/2022

Total	100%	67
Completed	87%	58
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	13%	9



Q4 Comment: At the end of the year the majority of service plan actions were successfully completed. The execution of seven actions will continue in 2020/21 and two actions will no longer be pursued. Further details on these exceptions were listed in the table below.

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Action taken to rectify
Outcome 6. New IT system is implemented						
P6.2	Test phase carried out and completed	01/06/19	Development Manager (BHS)	Transfer red	01/07/20	In 2019/20 80% of the project was completed. Go Live date proposed to be 1 July 2020. Migration, testing and training proposed to take place over April, May and June, although this might be slightly delayed due to Covid-19. The project execution will continue in 2020 under the new Service Plan action ref. SP20/21PED6.1-6.3.

P6.3	Training for all Officers/users	01/07/19	Development Manager (BHS)	Transfer red	01/07/20	As per above
P6.4	New system implemented for Development Management/Enforcement	01/08/19	Development Manager (BHS)	Transfer red	01/07/20	As per above
Outcome 7. Enforcement Plan Review complete, adopted and published on website						
P7.1	Planning Enforcement Plan reviewed, adopted, published and implemented in compliance in compliance with NPPF, legal framework and new Local Plan.	31/03/20	Development Manager (BHS)	Transfer red	31/03/21	The execution of this action will continue in 2020 under the new Service Plan action ref. SP20/21PED7.1 - 7.2. Review has taken place but now needs to journey its way through to formal adoption.
P7.2	Training completed for Officers and Councillors on new Enforcement Plan.	01/07/20	Development Manager (BHS)	Transfer red	31/03/21	As per above
Outcome 8. Planning decision making is more efficient and delivery focused						
P8.1	Review of Planning Committee structure completed and implemented	31/03/20	Development Manager (BHS)	Transfer red	31/03/21	The execution of this action will continue in 2020 under the new Service Plan action ref.SP20/21PED8.1.
Outcome 9. Customer satisfaction with Planning Service is improved						
P9.5	Scope parameters of the Systems thinking review of processes. (transferred from Service Plans 2018/19, action ref. SP18/19P1.3)	31/08/19	Head of Planning Services (ES)	Cancelled	N/A	Cancellation comment: This action will no longer be pursued due to change of priorities in the service. New improvement approach has been included in the Service Plans for 2020/21.
P9.6	Systems Thinking review undertaken and actions implemented. (transferred from Service Plans 2018/19, action ref. SP18/19P1.3)	31/08/19	Head of Planning Services (ES)	Cancelled	N/A	Cancellation comment: This action will no longer be pursued due to change of priorities in the service. New improvement approach has been included in the Service Plans for 2020/21.
Outcome 15. Local Plan Part 2 completed and adopted in accordance with agreed milestones						
P15.1	Local Plan Part 2 submitted to Government	31/03/20	Planning Policy Manager (GP)	Transfer red	31/03/21	The execution of this project will continue in 2020/21 under a new action SP20/21PED15. A lot of work was done in 2019/20 however the timescale for LPP2 has been delayed to allow for additional work requested by members and as a result of the impact of the coronavirus.

Internal Audit - Actions Status Q4

At the end of the fourth quarter all Internal Audit actions have been completed for this service area.

Complaints Q4 update

Q4 19-20 Planning and Economic Development - Level 1 Complaints

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

Q4 19-20 Planning and Economic Development - Level 2 escalations

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	10	11	1	10	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	6	9	10	1	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	90%	91%	100%	100%	95%

Comment: A couple of complaints at Level 1 took longer to respond to due to workload in the service.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Planning & Economic Development				
Expenditure	3,474	-118	-3%	Favourable
Income	-1,871	688	-37%	Adverse
Planning & Economic Development Total	1,602	570	36%	Adverse

Comment: Expenditure was managed prudently with a 3% saving achieved against the spend budget, however, it cannot be ignored that income was very significantly down on the budget projection for the year. Overall application numbers and income from fees continued to reduce, in line with the pattern seen at the national level, and fell well-below our initial income target for the year. This is mainly due to matters outside of WBC direct control and may be, in part, a reflection of new CIL charges, the impact of economic uncertainty nationally due to Brexit and the state of the world economy generally. An internal audit of planning fees for 2020/21 has been undertaken and will be published imminently. We may see a bounce-back in the development industry following Covid-19, but the position needs to be monitored closely.

3. Service Dashboard – Environment

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

Key Successes & Lessons Learnt, Areas of Concern – Q4 2019/2020

- **Q4 and end of year Head of Service summary:**
- This has been an extremely busy and challenging year with the new refuse, recycling and street cleaning contract, work on the parking strategy and progress on a number of projects whilst work has also continued on planned work programmes.
- Maintaining service levels with Veolia in the run up to the change of contractor went relatively smoothly as did the initial mobilisation of the new long term contract with Biffa Municipal which started on 2 November 2019. As part of this mobilisation, there were changes to the kerbside service which presented some challenges. This was due to the introduction of new food waste only vehicles and new food waste collection rounds.
- These allowed Biffa to ensure operational efficiencies by having to tip less frequently, and reduce the mileage and travel time associated with tipping. It is fair to say that although every household was informed of this change, it did generate a high level of queries and reports of missed bins, particularly where people were calling to report that their recycling or residual waste bin had been emptied, but their food waste caddy had not. In reality the food waste vehicle had not arrived at their address by the time of their call but was following on later in the day. To mitigate some of the operational time pressures, Biffa introduced additional vehicles to support food waste collections a week into the start of the contract. This meant that for up to four weeks at the start of the contract food waste rounds were being changed and balanced to ensure consistent workloads across the rounds. Drivers were therefore having to learn new rounds and locate properties new to them, particularly in rural areas. This is not uncommon at the start of a contract, and generally as an industry it would be expected that with any significant change such as this, the collections would take around 10-12 weeks to settle down.
- Christmas arrived closely behind these changes to food waste collections, just 7 weeks into the start of the contract. In spite of a comprehensive communications plan being delivered, the changes to collection days over Christmas combined with a lack of tipping facilities preventing Sunday working, certainly compounded the levels of complaints and delayed the recovery after Christmas.
- In the New Year the first phase of route optimisation was introduced with collection day changes for a significant number of people in the urban areas of the borough. This again resulted in increased call volumes for the team as residents adjusted to the new arrangements. Phase two of the route optimisation was due to take place in March 2020 but has been delayed due to the impact of the Coronavirus pandemic. Waste services have however been maintained thanks to the cooperation of the contractor and the crews and we did not have to suspend any services apart from some street sweeping, although the streets have not been so littered with people staying at home. A salutary lesson on who causes the problem.
- On the parking scene, the strategic review of parking was started and the Base Case report was circulated to all councillors. Work was progressing on the proposals going forward and development of the overall strategy but this has been delayed by the current crisis.
- Designs and specifications for Weyhill Fairground car park were prepared and consultation on the proposals and its future management arrangements was about to start when the lockdown was imposed. We hope to begin discussions again in the next few weeks.
- Negotiations with Sainsbury's continued and detailed specifications were agreed with Sainsbury's and Crest Nicholson on the refurbishment of South Street car park in Farnham.

Tenders have been received for the work and a preferred contractor identified. It is hoped that work can start in the next month or so so that the project can be delivered by the end of March 2021. Discussions also continue with Crest Nicholson on the future management of the new Brightwells Yard multi-story car park.

- Electric vehicle charging points have now been installed in car parks in Godalming, Cranleigh and Haslemere. Work is continuing on the installation in Farnham. Plans are also underway to include these in the South Street and Weyhill car park refurbishments. We are also continuing to work with Surrey County Council to introduce on-street charging points, and preferred sites for trials have been agreed.
- Following the MPs air quality summit in Farnham, work had begun by Surrey County Council, Farnham Town Council and Waverley Borough Council on developing ideas to address the air quality issues in Farnham. This work will continue through the Air Quality Steering Group and the Farnham Air Quality Working Group though this has been delayed due to the current crisis. We now have a full 12 month's data for 2019 and work has begun on preparation of the 2020 Annual Air Quality Status Report.
- The Public Space Protection Order No2 in relation to dog controls was been adopted by Council and took effect on 1 January 2020. Minor changes to the restrictions in some areas are under discussion following feedback from councillors and residents. A low key targeted approach to enforcement is being applied based on reports of problems from residents.
- Our robust approach in recent years and the work we have carried out to protect vulnerable sites has resulted in fewer unauthorised encampments on Waverley BC land this year so far. Discussions are under way on a county wide basis regarding potential transit sites which will strengthen our ability to deter unauthorised encampments.
- Officers have continued to work hard to meet statutory duties and responsibilities by delivering the services relating to licensing, food, health and safety, environmental protection inspections and enforcement programmes, car park maintenance programmes and responding to incidents and emergencies alongside other agencies. Through the Joint Enforcement Initiative, officers have also worked in partnership with colleagues in other services and other agencies to tackle fly tipping, illegal waste carriers, unauthorised encampments and a range of community safety issues associated with serious organised crime and modern slavery.
- The coronavirus pandemic has clearly had an impact on all council services and has proved a challenge toward the end of what had already been a busy year. I would commend the efforts of all of the staff and our contractors in maintaining services and responding to the new challenges it has presented. Looking ahead, we will need to learn from the experience as we try to return to a 'new normal' taking advantage of the new ways of working and efficiencies we have developed as a result.

Richard Homewood, Head of Environmental Services

Performance Indicators Status

Q4 Comment:

Abuse of the Household Recycling Centres has continued to be a significant factor and has been the primary cause of higher rejection rates. The reducing rejection rates in Qtr 3 and Qtr 4 are a result of HRC materials being collected separately and being diverted to waste streams rather than recycling streams because of the level of contamination. This is why the residual waste per household has also increased significantly and is likely to show a further increase in Qtr 1 of 20/21 due to lockdown. A separate report on "Household Recycling Centre issues and proposals" was going to be presented to this committee but was delayed due to the Covid-19 crisis. This report is on the agenda for this committee meeting. The report recommends closure of these sites due to the continued high levels of misuse. Since the lockdown and closure of the Surrey County Council Community Recycling Centres the level of abuse and fly tipping at these sites has increased significantly.

Missed bin rates increased at the start of the new contract. Performance had been affected by a combination of contract mobilisation, the introduction of new food waste collection rounds with crews unfamiliar with the area, revised Christmas collection arrangements and tipping facilities not being available on Sundays over the Christmas period.

The change of the contractor and destination of materials has affected the receipt of data for the waste, recycling and reject rate (ref. indicators E1, E NI 191, E NI 192), with delays in obtaining these figures from Surrey Environmental Partnership. The figure for NI192 is above the target but lower than Qtr 3, it does not however include some data from private contractors collecting textiles who have closed down their operations during lockdown and we have not been able to get the data from them.

The performance on street cleaning toward the end of Qtr 4 has been impacted significantly by the Covid-19 crisis as street cleaning services were cut back to support refuse collection services. Residual waste per household historically increases in Qtr 3 which includes Christmas. It is also significantly affected by the diversion of HRC materials to the waste stream.

Proposed changes to KPI set for 2020/2021. There are three new proposed indicators to be introduced from 1 April:

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

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	8.1%	7.4%	7.8%	5.3%	3.91	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	2.0	2.0	2.0	1.3	2.0	2.0
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	90.0%	93.0%	89.0%	90.0%	81.3%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	40	24	21	Discontinued – to be replaced by new set of KPIs from Q1 20/21		40
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21						New KPI from Q1	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21							40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	100%	100%	100%	100%	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	81.0%	84.0%	82.0%	93%	97%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	90	86.5	87.5	94.9	105.28	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	54.0%	60.4%	57.8%	57.4%	54.8%	54.0%

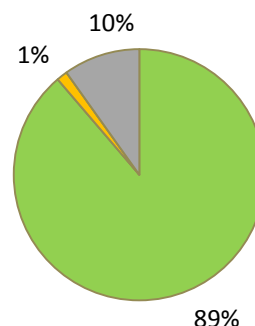
Air Quality

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

Service Plans - Actions Status

Q4 Environment Service Plan Actions 2019/22

Total	100%	71
Completed	89%	63
On track	0%	0
Off track - action taken / in hand	1%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	10%	7



Comment: The majority of Service Plan actions were successfully completed in this financial year. The execution of seven actions will continue on in 2020/21 and one action is still outstanding. Further details on these exceptions can be found in the table below.

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 3.	Team Projects 2019/2022 - Environmental Health					
SP19/20 ES3.4	Once the modelling project is complete (ES 3.3) develop a revised Air Quality Action Plan with stakeholders to reduce emissions to air and improve air quality. Review progress at stakeholder meetings.	31/12/19	Environmental Health Manager (VB)	Transferred	31/06/2020	80% completed. The work will continue in 2020/21, the action transferred for execution via new action in SP20/21ES ref. SP20/21ES3.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 8.	Develop a strategic approach to off street parking provision which maximises capacity to meet demand and supports the local economy					
SP19/20 ES8.4	To generate new income streams by continuing to progress projects that improve and enhances car parks in Haslemere and Farnham.	31/03/20	Environmental and Parking Services Manager (JCP)	Transferred	31/03/21	50% completed. The execution of this project will continue on in 20/21 via new service plans ref. SP20/21ES8.3.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 14.	Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted					

SP19/20 ES14.4	Continue to improve customer focus across all areas of the Council's licensing function through a programme of channel shift and continuing customer services. Skills training is carried out for all Licensing staff.	31/03/20	Licensing and Environmental Enforcement Manager (PH)	Transferred	31/03/21	50% Completed. Part of wave of Channel Shift project. In progress for delivery through the Business Transformation Programme ref. project CPR19-5 BT Workstream - Licensing Review. SP20/21BT16.4.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 16.	Ensure the impact of the organisation's activities on the environment is reduced / minimised					
SP19/20 ES16.1	Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency targets	31/03/20	Sustainability Manager (DB)	Transferred	31/03/21	75% Completed. Action transferred for Execution in 2020/21 ref. SP20/21ES15.1. Climate Emergency Action Plan prioritized and GHG emissions to be included in the quantification for the October 2020 Executive.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 17.	Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources					
SP19/20 ES17.1	Working with the Environmental Protection Team, Environmental Services Team and Waverley Air Quality Steering Group, investigate the potential for use of electric vehicle charging points in off-street parking places, and build business case for implementation	31/03/20	Sustainability Manager (DB)	Transferred	31/03/21	Transferred for execution in 2020/21 ref.SP20/21ES16.3. 50% completed. SCC leading pilot. Business case agreed. Part of 2 year ongoing pilot scheme. No on street chargers have been put in yet however this refers to the business case and that was completed in full by SCC. We are now in the implementation stage.
SP19/20 ES17.2	Introduce trial electric vehicle charging points in selected car parks in each major settlement and evaluate after 12 months.	31/03/20	Sustainability Manager (DB)	Transferred	31/03/21	75% completed. The original plan was for 8 and 6 have been put into Cranleigh, Haslemere and Godalming. Therefore 75% was completed. The outstanding chargers will be in Farnham. The work to be continued in 20/21 ref. SP20/21ES17.2.
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 18.	Service wide or cross cutting projects - Head of Environmental Services (RH)					
SP19/20 ES18.4	Work with Safer Waverley Partnership partner agencies to evaluate the need for a Public Space Protection Order in respect of Anti-Social Behaviour and progress such action as deemed appropriate based on the evidence produced.	31/03/20	N/A	Transferred	31/03/21	Transferred for execution through SP20/21ES17.2 as no progress made in 2019/20 due to limited interest from Police.

SP19/20 ES18.13	Develop and implement a corporate system for processing fixed penalty notices and recovering fines	31/03/20	N/A	Off track - action taken		90% Completed. Almost completed. Final set up of software system delayed by Covid 19.
----------------------------	--	----------	-----	---------------------------------	--	---

Internal Audit - Actions Status – Q4 update

Comment: At the end of Q4 there are no outstanding Internal Audit actions for this service area.

Complaints – Q4 update

Q4 19-20 Environmental Services - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	10	7	7	18	25	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	6	7	6	16	23	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	60%	100%	86%	89%	92%	95%
Comment	Two Level 1 complaint responses slightly overdue as a result of complexity of answers required.							

Q4 19-20 Environmental Services - Level 2 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	2	3	6	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	2	3	5	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	83%	100%	95%
Comment	No areas of concern. All complaints responded to on time							

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Environment				
Expenditure	8,590	-75	-1%	Favourable
Income	-7,600	34	0%	Adverse
Environment total	990	-40	-4%	Favourable

Comment: Careful budget management throughout the year had ensured budgets were on track but the impact of the Covid-19 crisis and lockdown at year end in March had already started to impact on income levels but these were able to be offset at this stage by savings elsewhere in the budgets. The picture in terms of income levels looking ahead will be very different.

4. Service Dashboard – Commercial

This service area includes the teams of Building Control, Careline, Leisure, Parks & Countryside, Waverley Training Services and Arts.

Key Successes & Lessons Learnt, Areas of Concern – Q4 2019/20

Q4 and end of year summary from Head of Service:

This quarter has been extremely challenging for a multitude of teams in my service.

Covid-19 greatly impacted the use of our leisure centres throughout the quarter and obviously the government's decision to close leisure centres in March meant the centres ceased trading. This impact will be felt for a considerable time after the decision to re-open leisure centres is made. The final part of the quarter has involved working closely with Places Leisure our operator to ensure the centres are secured and being maintained during this period and understanding the steps to re-instating this service. At present nearly all staff have been furloughed therefore we cannot provide usage figures for the quarter, once reopened we will seek to provide this information.

Parks and countryside has also had some tough decisions to be made, interpreting guidance from government to ensure residents can still exercise during lockdown but at the same time not encouraging 'groups' to meet in certain locations compromising the social distancing guidance. Main car parks were closed where possible to beauty spots within the borough, mirroring the approach of the National Trust and wider Surrey sites. We have received some complaints regarding this decision but hope Members understand the reasoning behind the decision. We have also closed all playgrounds in line with guidance. Our contractor Continental has been able to continue to provide the grounds maintenance service for residents within the guidelines of social distancing, they have also made their teams available for re-deployment if needed.

The Memorial Hall has remained operational to allow community meals to be continued to be delivered in Farnham and is now assisting the Royal Surrey Hospital maternity services, where pre & post natal services are being offered throughout the week. All other social functions have ceased.

It is pleasing to report the successes of Building Control, Waverley Training Services and Careline. Their performance throughout the year has been strong, although Building Control and Careline have had IT issues, and throughout Covid all the teams have managed to move to a more agile digital way of working and have continued to offer services to residents. I have been extremely pleased with their commitment and resilience to support their clients and learners.

Notwithstanding the last quarter of this year, the Commercial Services Team have had a strong year. Financially strong performances from Waverley Training Services, Leisure Centres, Careline and Building Control. With two of the services successfully restructuring to ensure they are fit for the future. Learner numbers and achievements rates at Waverley Training Services are at an all time high and visitor numbers to our health and wellbeing classes at our leisure centres have more than doubled over the year. Parks & Countryside successfully renegotiated the Grounds Maintenance contract, creating a saving with improved performance ingrained within the contract. The contract has also been successfully implemented without a break in service for residents, in addition receiving external recognition from 'In Bloom' & Green Flag' for the quality of green space in the Borough.

The Community Halls have improved in user numbers with the Borough Hall offering its first ever pantomime, both Halls exceeded their budgetary targets. Building Control services have been transformed over the year and the Careline team continue to support the most vulnerable in our society, giving support to families in Waverley.

A good year overall with a very challenging end!

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q4

Comment: With Lockdown it hasn't been possible to collect some of the KPI information this quarter. We will seek to address this in the next quarter.

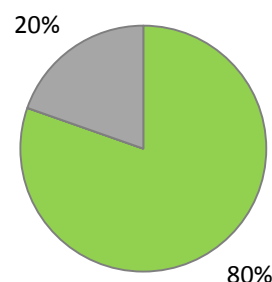
Proposed changes to KPI set for 2020/2021: There are no proposed changes to the current KPI set for the coming year.

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	502,964	506,862	459,216	464,452	Awaiting Data	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	6,559	5,886	5,570	6,070	Awaiting Data	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	80.0%	Data not available	Data not available	Data not available	83.89%	80.0%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	N/A	1,925	1,928	1,905	Awaiting Data	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	5,308	5,041	4,953	6,397	Awaiting Data	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100.0%	100.0%	100.0%	100.0%	Awaiting Data	90.0
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	76.2%	78.6%	78.4%	77.3%	77.4%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	69.0%	70.7%	75.7%	71.7%	74.2%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	26	29	24	21	30	Data only

Service Plans - Actions Status Q4

Q4 Commercial Service Plans 2019/2022

Total	100%	107
Completed	80%	86
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0



Cancelled / Deferred /Transferred	20%	21
-----------------------------------	-----	----

Comment: At the end of financial year majority of the service plans actions have been successfully completed. Some actions will be continued in 2020/21 and these exceptions are listed below.

Outcome 1. Culture contributes to the wellbeing of all our communities						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS1.3	Work with cultural partners to explore the potential of underutilised cultural premises such as libraries.	31/03/20	Community Development Officer - Art (CH)	Transferred	31/03/21	Deferred for execution in 2020/21 under SP20/21CS1.3.
Outcome 7. Customers are helped to live independently in their own homes						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS7.3	Create a focused marketing plan to increase client numbers, target increase of 5% pa.	31/03/20	Senior Living and Careline Services Manager (DB)	Transferred	31/03/21	Transferred for execution in 2020/21 SP20/21CS7.2. In 2019 50% of planned work has been achieved. Marketing plan being developed. Careline Officers have been actively promoting the service within their responsible areas. Team Leader now has a more focussed Business Development element to her role. This will allow a greater emphasis on marketing and business development. Due to Coronavirus pandemic, we are only dealing with emergency installations. Any growth target would therefore need to be placed for hold for the foreseeable future.
Outcome 10. Greenspace infrastructure meets future demand and the Councils optimises its interests in new Greenspace provision						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS10.2	Ensure the Council is in the appropriate position to consider taking on new Greenspace provision	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred to 2020.21 Service Plans action to continue with its execution ref. SP20/21CS10.2. 50% completed in 2019/20. Expressions of interest registered in planning process to take on new greenspace infrastructure. However no success so far in ensuring planning service consider WBC

						as first choice for greenspace maintenance. Head of service to escalate.
Outcome 11.	The risk exposure of the Council to potential claims associated with trees is minimised					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS11.2	Performance on delivery of the TRMG to be reported quarterly through year.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	50% completed. The work to be continued in 2020/21, action transferred to SP20/21CS11.2 Not achieved, however reporting system has now been fully developed.
Outcome 13.	Assist the Council in the delivery of Public Space Protection Orders (PSPO) in relation to dog control and dog fouling across the borough					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS13.2	Ensure the public are educated in regards to the control of dogs and dog fouling.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	The execution of this action will by continue by the Environmental Services Team who will lead on that project for delivery in 2020/21. No Comms plan has been developed as of yet, due to the delays in implementing the PSPO's.
SP19/20 CS13.3	Assist in the enforcement of any adopted PSPO	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Cancelled. This action will not be pursued as there is not a viable method for enforcement presently available.
Outcome 16.	The quality and provision of play opportunities for people is improved					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS16.2	Review and update/rewrite of Play Area strategy	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred for execution in 2020.21 action ref. SP20.21CS15.2. In 2019/20 an initial review undertaken, but further work required. Update not completed so far, due to competing work demands. Revised completion date 31/03/2021.
Outcome 17.	Making the Councils Greenspace Assets work better for the Council					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback

SP19/20 CS17.1	Reviewing the processes involved for Event, Filming and General Bookings in the Council and Externally at other local authorities (Local T&P councils and exemplar examples from around the Country). Checking on planning requirements.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred for execution in 2020.21 ref. SP20/21CS16.1. 25% completed. In 2019/20 processes have received initial reviewed. Further work is required and liaison with other local authorities. Work delayed by gm contract mobilisation /exit work. Revise completion date agreed 31/03/2021.
SP19/20 CS17.2	Following review. Ensure that process are streamlined and efficient, so that officer resources are used to their best. Ensure the necessary (if any) planning and common land consents are gained	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred for execution in 2020.21 ref. SP20/21CS16.1. 2019/20 update - Not completed. Work delayed by gm contract mobilisation/exit work. Revise completion date agreed 31/03/2021.
SP19/20 CS17.3	Maximising event, filming and bookings income. Seeking to promote our Greenspaces for events/filming and bookings	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred for execution in 2020.21 ref. SP20/21CS16.2. In 2019/20 75% of work was completed. Capital budget request put forward for film Waverley for next year's budget. Extra £3.5K invoiced for events on WBC land compared to last year. Revise completion date agreed 31/03/2021.
Outcome 19.	Create a new Heathland Hub at Frensham Great Pond to promote the biodiversity and the physical importance of this heathland area and better serve the visitors and users of the site					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS19.1	Obtain enough external grant funding to supplement project's identified budget.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	This action will be pursued in 2020/21 under SP20/21CS19.1. In 2019 we were unsuccessful in lottery bid for £1.2M. Now seeking to submit CIL application April – September 2020.
SP19/20 CS19.2	Seek to identify and gain s106 monies wherever possible, ongoing.	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	This action will be pursued in 2020/21 under SP20/21CS19.2. In 2019 16% of the planned work was completed. £61,500, £24,735, £71,100 gained from local development. Total project value £1.2m.

SP19/20 CS19.4	Construct new facilities for Heathland Hub and open	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	This work will be pursued in 2020/21 due to funding difficulties under SP20/21CS19.3. Unable to start construction until budget gap filled.
Outcome 21.	Provision of a Greenspace Strategy for the Council					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS21.3	Approval for final version and Council Adoption of Greenspace Strategy	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	Transferred. This work will be completed in 2020/21 under SP20/21CS21.3. Document to be written and produced in due course.
Outcome 27.	The Leisure Development Plan is reviewed and is up-to-date					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS27.3	Inactive residents through maximisation of "Our Parks"	31/03/20	Green Spaces Manager (ML)	Transferred	31/03/21	The programme will not be continued as it did not deliver the results that we were hoping for.
Outcome 30.	Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS30.5	Procure and appoint external building contractor/s to construct	31/03/20	Leisure Contracts Manager (TM)	Transferred	31/03/21	This work will continue in 2020/21 under SP20/21CS28.4. In 2019 50% of the planned work was accomplished.
Outcome 34.	Building Control & Street Naming will be electronic achieving efficiencies in process and customer service					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS34.1	Implement agile working for Building Control	31/01/20	Building Control Manager (JC)	Transferred	31/03/21	Transferred for execution in 2020/21 under SP20/21CS32.2. In 2019 50% of planned work was completed. Horizon now not seen as the answer to agile working. Other options are being explored and two potentials have been identified. One which links to the new CMS system.
SP19/20 CS34.2	Develop electronic case management system for SNN	31/01/20	Building Control Manager (JC)	Transferred	31/03/21	Transferred for execution in 2020/21 under SP20/21CS32.3. This work wasn't fully completed in 2019 due to delays from the supplier (Horizon). 40% of planned work was achieved.

Outcome 35.	Review Business Plan and identify other fee earning services					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS35.2	Professional team members and Team Leaders to identify and research viability of additional services with the aim of creating at least one new service which could generate additional income for the team.	31/03/20	Building Control Manager (JC)	Transferred	31/03/21	Transferred for execution in 2020/21 under SP20/2133. At the end of the year 50% of planned work was completed. Changes to Building Regulations and delivery model expected following Hackitt Review and changes to existing model will be required.
SP19/20 CS35.3	Identify cross border working applications, review success and lessons learned; each surveyor to identify more than one new opportunity for cross border working.	31/03/20	Building Control Manager (JC)	Transferred	31/03/21	Transferred for execution in 2020/21 under SP20/2133. At the end of the year 60% of planned work was completed. Developed many CBW opportunities, assessing lessons learned and requirements for the future.
Outcome 37.	Delivery of Weyhill project					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	End of year feedback
SP19/20 CS37.2	Deliver affordable homes for Haslemere on the vacated Wey Hill site.	31/03/21	Head of Commercial Services (KM)	Transferred	31/03/21	Transferred for execution under SP20/21CS34.2. This is a multi-year project and the work will continue in 2020/21. In 2019. 40% of the project was completed.

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 2019-20 Commercial Services - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	4	7	5	7	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	3	5	5	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	75%	71%	100%	100%	95%

Comment No areas of concern.

Q4 2019-20 Commercial Services - Level 2 Complaints								
KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%
Comment	No areas of concern.							

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	6,765	-127	-2%	Favourable
Income	-5,274	221	-4%	Adverse
Commercial Total	1,491	94	6%	Adverse

Comment: As reported throughout the year income targets have been difficult to achieve in some areas with certain budgeting issues having to be resolved throughout the year. The impact has not been able to be closed completely, however, efforts were made to reduce expenditure where possible to nullify the impact.

5. Service Dashboard – Housing Delivery & Communities

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

Key Successes & Lessons Learnt, Areas of Concern – Q4

Q4 and end of year summary from Head of Service:

Communities

During the latter part of quarter 3 and the beginning of quarter 4 the Community Wellbeing Overview and Scrutiny Committee formed a working group to review the Service Level Agreement (SLA) mechanism for funding Waverley's partner voluntary organisations, prior to reviewing the SLAs themselves in April 2021. As part of the process the 12 organisations that are funded through SLAs were requested to undergo Organisational Health Checks in partnership with Voluntary Action South West Surrey. This work has had to be suspended due to COVID-19. Four out of five funded day centres, having had to close their doors to general activities and services, expanded and extended their community meals service, delivering on average 1000 meals a week at time of writing.

The priority to deliver targeted support to all residents in need followed the announcement of the lockdown on 23 March. Four WBC officers were linked to local hubs in Godalming, Farnham, Cranleigh and Haslemere, with responsibility for ensuring communication at all times and provide support where necessary.

In addition, a first point of contact for Waverley residents needing help was established, with a dedicated Waverley helpline managed through the Housing Customer Service Team. This has been a remarkable example of officers and teams stepping up and responding immediately to new and unpredicted challenges.

The Safer Waverley Partnership (SWP) began work on Waverley's sixth Domestic Homicide Review (DHR) and the first two panel meetings have taken place.

The SWP Joint Action Group commissioned a Youth ASB Task and Finish Group to address the issues facing a particular area in order to alleviate serious ASB. Three meetings took place and partners came together to address the issue, and it was agreed to install CCTV and issue regular communication to the local community.

The Safeguarding Policy for Children and Adults at Risk was reviewed during the quarter, approved by the internal Safeguarding Board, Management Board and Executive Briefing. It will now go forward to Executive on 12 May and then full Council.

Housing Delivery

The major regeneration project at Ockford Ridge continues to make excellent progress. The first 15 of the 37 homes on Site A are due to be handed over in early May, only a month later than planned, despite the Covid-19 emergency.

A successful tendering process was carried out for Site B (17 homes), with the announcement of the contractor imminent.

Phases 2 and 3 of the refurbishment programme was completed on target, and a consultant was appointed to look at energy saving and carbon reduction measures that could be incorporated into Site C. This scheme is being actively considered for the introduction of fabric first and energy reduction measures, including options on electric boilers, ground and air source heat pumps and use of solar panels, as we look to respond to the Climate Change Emergency declared by the Council.

The Council has acquired five new homes on the Cala Homes development at Amlets Lane in Cranleigh. As well as the first new Council homes to be delivered through a Section 106 Agreement with a commercial developer, the scheme includes Waverley's first new build shared ownership properties. An open day was held for councillors on 3 March to view the properties. Discussions are at an advanced stage for offers to be accepted and contracts signed for Section 106 homes in Witley and Ewhurst, with more opportunities in the pipeline.

Planning applications were approved for three sites in Chiddingfold, with applications for two further schemes to be submitted shortly (total 25 homes). Applications for two schemes in Churt (total 16 homes) are about to be submitted. A number of schemes across the Borough are coming forward and will be presented to the Housing Delivery Board during 2020.

The Aarons Hill scheme, Godalming, has been considerably held up by footpath issues, but a planning application for the diversion has now been submitted, with work expected to commence later in 2020.

An exceptionally well-attended all-member briefing was held on 11 February by Thakeham Homes, who presented their zero carbon home and hosted an overwhelmingly positive and lively discussion.

Sixty-five new affordable homes were delivered by our Housing Association partners during the quarter, in Farnham, Elstead, Alfold and Cranleigh. This takes the total delivered by housing associations this year to 142, which is a very encouraging result.

The Council has also been able to make grant available from commuted sums during the quarter – paid to the Council by developers in lieu of affordable homes delivered on site. This has enabled homes to be delivered at social rent – at a lower and more affordable level than 'affordable rent', which is calculated at 80%.

The draft Affordable Housing Supplementary Planning Document was finalised post consultation but may now be revised in the light of Local Plan 2 and the Climate Change Emergency. Further discussion will take place with Zac Ellwood, Head of Planning, in due course and decisions will be taken. The adopted document will give clear and detailed guidance to planning officers, developers and affordable housing delivery partners on the delivery of affordable housing in the Borough. Work has been undertaken on affordability of rents across the Borough, and sets out how the Council and its partners can provide homes at rent levels affordable to all who are in need. This will assume increasing importance as housing need in the Borough will rise post Covid-19.

This was reinforced by a powerful presentation by the Town and County Planning Association (TCPA) to members on 4 March, urging the Council to take a very strong line with developers and affordable housing providers on delivering homes that were genuinely affordable to our residents, especially those on the lowest incomes for whom accessing suitable and sustainable housing is increasingly difficult.

The Private Sector Housing Team has appointed a Grants and Empty Homes Officer, who will join the team later in the year. The new post will facilitate an increasing number of disabled facilities grants, which are given to enable residents to stay in their own homes. The new officer will also explore ways of bringing the many empty homes in Waverley back into use.

A quotation has been obtained from the Building Research Establishment to carry out a Borough-wide Stock Condition Survey taking in all tenures; including full enhanced energy data and addressing carbon footprint of all homes through construction, energy consumption following the adoption of the Climate Emergency motion. The survey will use all available modelling and energy efficiency data. It is hoped the work will be commissioned during 2020/21.

Throughout the year the Housing Options Team succeeded in maintaining very low numbers of homeless households placed into temporary accommodation. The high number of 5 households at the end of March was due to the Covid-19 emergency and that has now increased to 14 households at time of writing.

During Covid-19, to avoid rough sleeping, it has been necessary to house people in hotels as the Council and the applicant cannot source any other accommodation.

The extra expense of temporary accommodation placements caused by the lockdown will make an unforeseen dent in the Flexible Homelessness Grant pot unless the Council can receive full reimbursement from the Ministry of Housing, Communities and Local Government.

As restrictions are lifted generally it is very likely there will be an upsurge in private rented/mortgage evictions (currently on hold), due to the impact of unemployment/business collapse and an increase in family/friend evictions who have held onto adult household members whilst the lockdown has been in place.

During quarter 4, the two new team members of the Service Improvement Team continued their induction and have commenced projects to review the ASB Policy and record keeping. One team member has joined the safeguarding champions team and the other has taken responsibility for information governance. Both team members are keen to support the Council more widely and have joined the Health and Wellbeing the Equality and Diversity groups.

An interface was developed to share responsive repair information with the new interim contractors, and following comprehensive testing and problem solving the interface went live in March 2020.

The Team also represented the Council at a MHCLG discussion on stigma in social housing and a Chartered Institute of Housing (CIH) workshop on professionalism. The team worked with the CIH to support national careers week by sharing two housing officers' career stories, thereby promoting careers in housing.

The Service Improvement Manager has had her professionalism blog published by the CIH, which is a considerable achievement and demonstrates the commitment to extending and integrating professionalism within Waverley's Housing Service, which has seen significant impetus during the year.

As a response to the Covid-19 emergency the Team also lead on the creation and introduction of processes to manage welfare calls to all older tenants – creating a script, identifying support resources, key referral agencies and data management system ready for the first tranche of calls to start 1 April 2020. It needs to be noted that the team have made considerable progress with this vital work, and the Tenant Involvement Officer readily accepted a part time secondment to the Communities team, supporting the Covid-19 welfare offer in Godalming.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status Q4

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	1	0	0	0	5	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	153	62	0	14	63	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	59	0	13	19	83	Data only
HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	53	11	31	46	65	Data only

Comment: The Housing Options team continue to successfully prevent homelessness and minimise the need for temporary accommodation. Five households in temporary accommodation in March due to impact of Covid-19.

Details on affordable homes delivered (HD4) in Q4 as well as impact of Covid-19 on the service have been listed below.

Covid 19 Impact:

- 5 x Shared Ownership at Hewitts was due to complete end of March but site closed 24.03.2020. All units have been secured and the Developer has insurance in place. The Developer is undertaking daily site/roving visits and record photos (Clarion site)
- Construction at Miller Lane (Springfield, ERHA site) Dunsfold stopped. The site is closing for the foreseeable future as our contractors, despite their best efforts are unable to source materials
- Longhurst Road (Horsham Road, Southern Site) closed. Units due to be handed over May 2020 will be delayed.

HD4 Number of affordable homes delivered (gross) during Q4 (65):

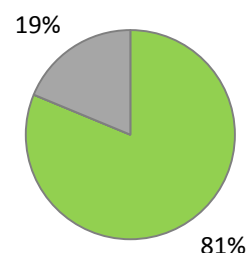
UNITS	SCHEME	TENURE	PROVIDER
13	FEDERAL MOGUL, ELSTEAD	13 X AFFORDABLE RENTS (5 X 1B, 4 X 2B, 4 X 3B)	CLARION
8	LITTLE ACRES, FARNHAM	SHARED OWNERSHIP=2 X 3B AFFORDABLE RENT=4 X 3B/ 2 X 2B	ASTER
8	CRONDALL LANE, FARNHAM	SHARED OWNERSHIP= 4 X 2B AFFORDABLE RENT =1 X 3B/1 X 4B	Aster
9	BAKER OATES, FARNHAM	7 x AFFORDABLE RENTS= 4 X 1B/ 3 X 2B 2 X SHARED OWNERSHIP= 2 X 1B	SAGE
22	SWEETERS COPSE, ALFOLD	SHARED OWNERSHIP= 7 X 2B/4 X 3B AFFORDABLE RENT= 6 X 1B/ 3 X 2B/ 2 X 3B	MTVH
5	AMLET LANE, CRANLEIGH	2 x 2b AFFORDABLE RENTS 3 x 3b SHARED OWNERSHIP	WBC

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

Service Plans - Actions Status Q4

Q4 Housing Delivery & Communities Service Plan 2019/2022

Total	100%	48
Completed	81%	39
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	19%	9



Comment: The majority of service plan actions were successfully completed. A handful of actions will be executed in 2020/21 and the transfer comment can be found below

Outcome 1	The Ageing Well Strategy (2015 - 18) and Action Plan is reviewed to reflect current needs and priorities					
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities.	30-Sep-19	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution in 2020/21 under action ref. SP20/21HDC1.1. Delayed due to continued staff resources through sickness absence – was due to recommence in April 2020, now on hold until Covid-19 recovery phase.
SP19/20HDC1.2	Updated Action and Implementation Plan	30-Sep-19	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution in 2020/21 under action ref. SP20/21HDC1.2. Delayed due to continued staff resources through sickness absence – was due to recommence in April 2020, now on hold until Covid-19 recovery phase.
SP19/20HDC1.3	Coordinate the delivery of the Ageing Well Action Plan 2020 - 2024	31-Mar-21	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution in 2020/21 under action ref. SP20/21HDC1.1, 1.2, 1.3. Delayed due to continued staff resources through sickness absence – was due to recommence in April 2020, now on hold until Covid-19 recovery phase.

Outcome 3						
The organisations funded through Service Level Agreements are delivering the agreed outcomes						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC3.1	Work with the Community Wellbeing Overview and Scrutiny working group to carry out a review of the current Service Level Agreements (SLAs) in order to inform funding decisions for the new round of SLAs starting 1 April 2021.	31-Mar-21	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution to SP20/21HDC3.1. Now on hold until Covid-19 recovery phase.
SP19/20HDC3.2	Carry out Organisational Health Checks on organisations with whom the Council has current Service Level Agreements in order to understand the strength and weaknesses of the individual organisations and support funding decisions for the new round of SLAs s	30-Nov-21	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution in 2020/21 under SP20/21HDC3.2. In 2019/20 8 out of the 12 organisations had started their Health Checks, 1 completed - now on hold until Covid-19 recovery phase.

Outcome 4						
The Waverley Community Safety Strategy priorities are delivered in partnership						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6	31-Mar-20	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution to 2020/21 under SP20/21HDC4.2. Aspects on hold until Covid-19 recovery phase. Chair is still researching aspects of the review.

Outcome 5						
Community Safety is integrated throughout the Council						
Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC5.1	Train frontline officers and managers on serious and organised	31-Mar-20	Community Services Manager (KW)	Transferred	31-Mar-21	Transferred for execution to 2020/21 under action ref. SP20/21HDC5.1. Planned Staff

	crime, including Modern Slavery and Prevent					Conference / Training postponed due to Covid-19.
--	---	--	--	--	--	--

Outcome 9	Regulating private landlords: Housing Strategy Objective: Making best use of existing homes					
------------------	--	--	--	--	--	--

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1	31-Mar-20	Private Sector Housing Manager (SB)	Transferred	31-Mar-21	Transferred for execution to Service Plans 20/21 ref. SP20/21HDC9.2. The new Private Sector Housing Enforcement Policy, incorporating the new duties and powers, is currently being drafted. Unfortunately this work has been suspended due to other events.

Outcome 12	Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023) Year 1					
-------------------	---	--	--	--	--	--

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 2019-20 Comment
SP19/20HDC12.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review	30-Sep-19	Service Improvement Manager (AH)	Transferred	31-Mar-21	Full project deferred to be incorporated with Business Transformation Programme. However, increased range of online forms for customers, developed mobile working solutions for housing management and increased take up of "MyAccount" Promotion of reporting repairs online and developing baseline data.

Internal Audit - Actions Status Q4

Comment: At the end of fourth quarter there are no outstanding internal audit actions for this service area.

Complaints – Q4 update

Q4 19-20 Housing Delivery and Communities - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	5	1	3	3	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	5	1	3	2	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	67%	100%	95%

Q4 19-20 Housing Delivery and Communities – Level 2 escalations

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	5	2	0	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	4	2	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	80%	100%	N/A	67%	95%

Comment: There are no areas of concern.

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	2,652	-217	-8%	Favourable
Income	-722	46	-6%	Adverse
Housing Delivery & Communities Total	1,930	-171	-9%	Favourable

Comment: The service has benefited from staff savings due to a restructure of some teams early in the year through the business transformation project. In addition, some teams have achieved savings due to reductions in hours and general turnover in staff.

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities				
Expenditure	704	-99	-14%	Favourable
Income	-1	-6	614%	Favourable
Housing Delivery & Communities Total	703	-105	-15%	Favourable

Comment: Staff savings have been achieved in year. IT projects have been delayed due to the supplier delaying releases of updates which were expected in year.

6. Service Dashboard – Housing Operations

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

Key Successes & Lessons Learnt, Areas of Concern – Q4 2019/2020

Q4 and end of year summary from Head of Service:

The last quarter of 2019/2020 had been business as usual, with the focus on the new interim responsive repairs contract mobilisation, the financial year end activities and the transfer of the Family Support Team and service to Guildford BC, until the declaration of the Covid-19 crisis which has dominated the teams' resources, activities and outcomes in March 2020.

The mobilisation of the new contract and the Lockdown led to a relatively low level of repairs being completed in the period. This trend will continue into 20/21 until Lockdown restrictions are eased. I am proud of how the service has continued to develop and improve during 2019/20 with additional front line officers, full staffing in the compliance team, the celebration of 100 years of council homes and responding to challenges with maintenance contracts. The excellent rent collection performance ensures we can deliver services. The Rent Account Team collected £1m in direct debits, for the first time, during January. The whole housing service has focussed on achieving service plan actions and ensuring our services meet the need of our tenants.

Quarter Four Star Team

The Housing Customer Service Team have shown adaptability, flexibility and customer care during the year becoming responsible for and triaging housing management and Careline initial enquiries. The team supported the changes in responsive repairs contractors with mobilisation, demobilisation and mobilisation (working with three contractors during the year). The team also swiftly created/adopted new processes to manage community helpline calls providing support, advice and referrals to all Waverley residents during the Covid-19 crisis. Congratulations and many thanks to the whole team.

Recruitment

We have had a successful year recruiting to the compliance, housing management and planned works teams. Internal staff development has led to promotions within housing operations and has provided continuity and career opportunities for the team. At the end of the year there were only three vacancies in the team which were out to advert.

Communications

A special edition of the tenants' newsletter, Homes and People was published in the last quarter of the year to launch the new Housing Team (formally known as Tenancy and Estates). The edition shared the reasons to increase the number of frontline officers (an additional three within existing budget following a restructure) to:

- spend more time on "patch" and meet with more tenants
- respond to enquiries and requests more promptly and
- get to know their area and tenants better and work in a more productive way.

I was delighted to attend the Tenants Panel Open meeting in February to launch the new housing management team with Laura Dillon. I also spoke about the rent increase and how after four years of rent decreases we have the opportunity to invest in current homes and develop new homes for those unable to afford market rates including tenants' children and grandchildren and those providing essential services in the borough. Representatives from our new interim responsive repairs contractor

Ian Williams also attended to share the company’s vision and values and what to expect from the service.

Following the campaign for clear communal areas to reduce fire risks in our schemes 40 bikes were removed in Q4. All residents were written to explaining the need for clear communal areas and during routine checks any items causing a hazard are labelled giving notice that they will be removed if not cleared by a set date.

All tenants received rent increase letters end Feb/early March. The 2.7% increase equates to an average weekly rent of £98.24 for a one bed home, below the 2015/16 average. 2015/6 levels. The Tenants Panel and attendees at the open meeting understood and generally supported the need for a rent increase.

A letter was developed for all tenants to explain the housing services response to covid-19 crisis and sent at the end of March. The letter informed tenants that only emergency repairs would be able to be completed during the lockdown, there would be no home visits or planned works and gave advice on local support available and social distancing.

The team also created processes to manage welfare calls to all older tenants – creating a script, identifying support resources, key referral agencies and data management system ready for the first tranche of calls to start 1 April 2020.

In conclusion the team have had a successful year, which has understandably been overshadowed by the global pandemic. The team have adapted to unprecedented change in circumstances and risen to the challenges of working from home and redeployment to meet the council objective during the Covid-19 crisis.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	Reintroduced from Q1 2019/20	0.68%	0.66%	0.65%	0.64%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	20.0	27	22	26	28	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	100.0 %	100.0 %	100.0 %	100.0 %	100.0%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	90.0%	90.6%	92.0%	90.0%	87.0%	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	74.0%	84.6%	80.0%	80.0%	69.0%	78.0%

Q4 Comment:

The rent accounts team performed to target throughout 2019/20 collecting rent efficiently and supporting tenants to prioritise rent payments, providing advice and signposting to budgeting and

benefits advice. The compliance team’s robust programme of inspections has ensured target performance during 2019/20 keeping tenants safe in their homes. The Committee are fully aware of the challenges with responsive repairs and relet performance during 2019/20 due to the change in contractors. This is not the service the team wish to deliver and we are working with the new interim contractor to clear legacy works and improve services. During Q4 61 homes were relet of which 32 (54%) were let within the target of 20 days. A total of 217 (normal void) homes were relet during 2019/20 and only six long term voids. As at 31 March there were 37 normal voids waiting to be relet following works and allocations.

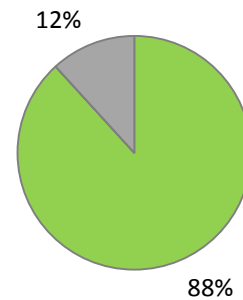
Changes to KPI set for 2020/2021: A new indicator monitoring tenancy audits will be introduced from the 1 April 2020.

- HO6 - % of tenancy audits completed against scheduled appointments in a quarter.

Service Plan - Actions Status Q4

Q4 Housing Operations Service Plans 2019/2022

Total	100%	17
Completed	88%	15
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	12%	2



Comment: At the end of the financial year all but two actions completed successfully. The remaining actions were transferred/deferred for execution in 2020/21 and further details can be found below.

Service Plans Actions 2019/20 – not completed in the year

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken
Outcome 2.	The service meets the needs of residents by meeting satisfaction targets annually					
SP19/20HO 2.1	Implement the "understanding residents' needs" project recommendations to ensure the service provides choice, information and communication that is appropriate for the diverse needs of tenants.	31/03/20	N/A	Deferred	2020/21	Q4 2019/20 update: This Project was deferred for execution in the coming financial year 2020/21 under the new service plans 2020/21.
Outcome 5.	The customer experience will be improved by meeting and exceeding satisfaction targets annually					
SP19/20HO 5.2	Implement the digital transformation strategy to increase range of means to access services	31/03/20	N/A	Transfer red	2020/21	Q4 2019/20 update: Incorporate to the corporate business transformation programme for execution in 2020/21.

Internal Audit - Actions Status Q

Comment: At the end of Q4 there was one outstanding Internal Audit Action. Additional data quality and system works are required to fully complete the action.

Code & Title	Progress	Status	Due Date
IA20/01 Management of Asbestos	<div style="width: 94%; background-color: red;"></div> 94%	Overdue	31 Mar 2020
IA20/01.002.1 Re-inspections	<div style="width: 50%; background-color: red;"></div> 50%	Overdue	31 Mar 2020

Complaints Q4

Q4 19-20 Housing Operations - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	38	21	25	18	20	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	31	11	15	12	16	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	82%	52%	60%	67%	80%	95%

Housing Operations - Level 2 escalations

Q4 19-20

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	13	5	6	7	8	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	13	4	6	6	7	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	80%	100%	86%	88%	95%

Comment: Pressure of work in the service has impacted the speed of response to complaints at both levels. Despite missing targets, complainants are kept advised verbally of the investigation and actions taken on their complaint. At the March meeting the Committee noted that the level one target had not been achieved for the last year and level two performance inconsistent. On further investigation officers can confirm that the level one performance has not achieved target in the last two years whilst level two only missed target twice.

Finance – Q4 update

General Fund Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Operations				
Expenditure	90	-	0%	Adverse
Income	-90	-	0%	Adverse
Housing Operations Total	0	0	0%	-

General Fund Comment: There are no areas of concern.

Housing Revenue Account (HRA)

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Operations				
Expenditure	20,133	27	0%	Adverse
Income	-30,246	469	-2%	Adverse
Housing Operations Total	-10,113	496	-5%	Adverse

HRA Comment: As previously reported the overall income was £468K lower than budget due to an incorrect rental income budget (rent collected for 52 weeks instead of 53- £620K gap). The shortfall was partially offset by the leasing of void properties held for redevelopment. The underspend of £756K was mainly due to the underspending of the responsive repairs budget.

7. Service Dashboard – Business Transformation & Corporate

This service area covers teams of Facilities, IT, Office Support, Property/Engineering and Business Transformation

Key Successes & Lessons Learnt, Areas of Concern – Q4 2019/2020

Q4 and end of year summary form the Head of Service:

Looking at each of the Business Transformation Service Team's individually:

IT:

This year we have completed the procurement and acquisition of the Master Data Management and Customer Relationship Management (via low code) systems which will enable us to transform the way we operate especially in terms of customer services.

This year has also seen some major changes to existing systems with the move to Office 365, migration of Sharepoint to the cloud and a new server farm environment.

The Team were very significantly impacted by the response to the Covid crisis. In particular we saw an overnight move from an average of less than 20 people per day working at home to over 250. This presented issues around system capacity, equipment needs and training/advice increasing demand on the Support Desk by 100% initially.

There was also an accelerated demand for audio and video conferencing solutions that the Team has had to respond to. Work was already underway and budgets identified but this had to be brought forward at a time of peak demand.

Business Transformation:

The Business Transformation and Strategy were agreed and adopted in Q1 and the Business Transformation Team recruited to in Q2.

There are 10 work-streams in total, two of which have been completed, seven of which are underway and one still has to be started. The Team were on target to deliver the target savings of £1m, but progress has been disrupted by the Covid crisis. Three of the four Team Members were diverted to covid related duties and aspects of the transformation programme creating significant organisational change were put on hold pending the situation re-stablising

Support Services:

This year we have seen changes introduced as regards our post and printing arrangements which is one of the Business Transformation work-streams referred to above.

The new printing contract will deliver savings in excess of £30k and the hybrid mail solution which is currently being rolled out will fundamentally change our practices in this area with correspondence being printed and posted off-site by a third party.

Property and Engineering

During the course of this year we saw a prolonged period of above average rainfall which tested our drainage and flood prevention systems. The Team have developed very good working partnerships with Surrey CC, the Environment Agency and our internal contractors and suppliers. The pro-active work we have done as regards ditch and grill maintenance paid dividends this year

when subjected to heavy rainfall and we saw no serious instances of flooding. It did identify one or two pressure points e.g. Elstead which we will be paying attention to going forward.

Guildford BC have started the debate with us as regards the proposed Guildford Flood Alleviation Scheme which could affect the Tilford area should they go down the natural flood management route. We can expect more on that this coming year.

Facilities

The caretaking, evening reception/security and cleaning services have all performed well this year according to the internal surveys we carried out in Q3. There may be changes with the catering services going forward although these have been put on hold pending the Covid situation.

David Allum
Head of Business Transformation

Performance Indicators Status Q4

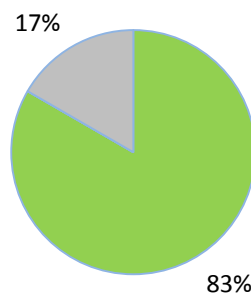
Comment: This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Support Services, Property and Engineering, Business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

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

Service Plan - Actions Status Q4

Q4 Business Transformation Service Plan 2019/2022

Total	100%	36
Completed	83%	30
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	17%	6



Comment: At the end of Q4 the majority of the service plan actions were successfully completed. A handful of actions (4) will be carried forward for execution in 2020/21 and a couple of actions will no longer be pursued. Further details on these exceptions can be found in the table below.

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 1.	Improve customer satisfaction perceptions by encouraging and fostering a culture of positive customer services across Council Services					
BT1.2	Continue to run a programme of mystery shopping to enhance good practice and eradicate poor practice	31/03/20	Head of Business Transformation (DA)	Transferred	31/03/21	This is deferred until 2021/2022 when the new delivery model will be in operation.

Outcome 3. Deliver increased automated options for customers as part of the corporate customer services review outcomes						
BT3.1	Lead the Channel Shift work-stream and in conjunction with other service areas (e.g. IT) develop options and solutions which can deliver on the business plan objectives	31/03/20	Business Transformation Manager (WC)	Transfer red	31/03/21	Transfer comment. Action 50% completed in 2019/2020. The ground work (i.e. customer journey mapping and the acquisition of the IT infrastructure) is underway but will not be in place and fully operational until Q4 2020/2021. More significant progress in translating this into self-serve options for customers will follow on in 2021/2022. To be executed through the Service Plans 2020-23 action ref. PR19BT18.3.
Outcome 8. Enable service areas to evolve and improve their service offer by facilitating business development.						
BT8.1	Complete the implementation of a new core system for Building Control, Planning and potentially Land Charges and Environmental Health	31/03/20	IT Manager (LF)	Transfer red	31/03/21	Transferred for execution through the Service Plans 2020-23 action ref. PR19BT16. 50% completed in 2019/20. The Building Control system is live. We expect the Planning system to go into test in Q4 2020/2021.
Outcome 11. Maintain high satisfaction standards by providing a high quality community meals service						
BT11.1	Ensure high quality meals continue to be delivered to our customer base in Godalming	31/03/20	Support Services Manager (HB)	Cancelled	N/A	Given we expect the service to transfer to Day Centres we will not be carrying out this action.
BT11.2	Effectively market the service to further increase take up and enhance service viability	31/03/20	Support Services Manager (HB)	Cancelled	N/A	We are now seeking to transfer the community meals function to local day centres and expect to do this in Q2 2020/2021.
Outcome 15. Identify a viable option for the Council as regards office accommodation and the future of The Burys						
BT15.1	Within the One Public Estate initiative work with our partner organisations to define realistic options for the re-development of this site which will deliver cashable savings	30/06/19	Estates and Valuations Manager (AC)/Head of Customer and Corporate Services (DA)	Transfer red	Q4 2020/21	Transferred for execution through Service Plans 2020-23action ref. PR19BT19. Further to the decision taken at Executive on 7/1/20 we will be commissioning an appraisal with a view to presenting Members with options probably in Q4 2020/2021. However this is very much dependent on securing Member support for the underpinning project documentation. So far that has not proved possible and so progress has stalled somewhat. 20% complete in 2019/20.

Internal Audit - Actions Status at Q4

Comment: Following the audit around vending machine operation a number of recommendations were raised. These have all been completed with the exception of finalising the new policies and procedures which need to be developed to reflect the operational changes we have made. I expect this to be done this quarter

Code & Title	Progress	Status	Due Date
IA20/05 Vending Machines	<div style="width: 94%;"></div>	94% Overdue	01 Mar 2020
IA20/05.001 Policies and Procedures	<div style="width: 25%;"></div>	25% Overdue	29 Feb 2020

Complaints – Q4 update

Q4 19-20 Business Transformation - Level 1 escalations

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.00%

Q4 19-20 Business Transformation - Level 2 escalations

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

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

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Business Transformation				
Expenditure	3,648	-173	-5%	Favourable
Income	-450	- 97	21%	Favourable
Business Transformation Total	3,198	-269	-8%	Favourable

Comment: The budget variances are primarily due to an underspend on staffing budgets and increased income to The Burys (e.g. rental of Wharf Car Park).

8. Service Dashboard – Finance and Property Investment

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

Key Successes & Lessons Learnt, Areas of Concern – Q4 2019/20

Q4 and end of year summary from the Head of Service:

Accountancy / Financial management: The team have the year end financial closedown and statement of accounts production plan under way, the deadline for completion has recently been extended by the government due to Covid, this has freed up capacity to financially manage the Covid impact on the council's financial position.

Benefits and Revenues service: This team is performing well and have responded and flexed to the impact of increased demand and new government welfare related covid initiatives.

Asset management team: Letting of Wey Court has been challenging and work is still underway to sign up prospective tenants. This is impacting upon budget performance and can be seen in the financial section. Sourcing new investments has also been challenging, there are some investment opportunities now coming through to be considered by the recently re-constituted Investment Advisory Board.

Peter Vickers, Head of Finance and Property

Performance Indicators Status Q4

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	11.4	12	18	18	17	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	6	4	7	6	7	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98.7	29.7	57.7	85.6	98.0	99.0
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98.0	27.6	51.7	74.8	97.2	99.0
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	99.0	98.4	77.0	97.8	98.0	99.0

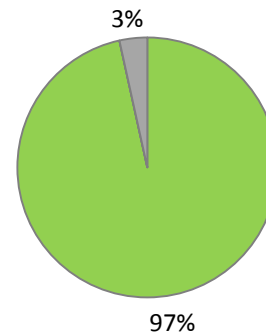
Q4 Comment: Council tax and business rates collection has become more challenging in the last quarter with no specifically service related cause. Post Covid the recovery process and capacity will be fully reviewed.

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

Service Plans - Actions Status Q4

Q4 Finance & Property Service Plan Actions 2019/20

Total	100%	29
Completed	97%	28
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	3%	1



Comment: At the end of quarter four the majority of service plan actions were successfully completed. One action was transferred to the Business Transformation Team to be executed in 2020/21 as a work stream of the Business Transformation Programme.

Outstanding actions from 2019/20 Service Plan

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q4 Final Comment
Outcome 7.	The Agresso financial IT system and supporting financial administrative processes provide an efficient and cost effective					
F7.1	Develop a work programme of service reviews (interventions) to identify the required Agresso configuration, including cost benefit analysis for each intervention.	31/03/19	Head of Finance (PV)	Transferred	To be executed as one of Business Transformation Programme work streams. To be delivered by March 2021	Q1 2019/20 comment. This has now been included within the transformation programme to compliment the work being undertaken corporately

Internal Audit - Actions Status Q4

Comment: At the end of Q4 there are no outstanding issues or concerns in governance.

Complaints Q4

Q4 19-20 Finance - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	8	3	7	7	11	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	3	6	5	8	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	88%	100%	86%	71%	73%	95%

Q4 19-20 Finance - Level 2 escalations

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	2	2	1	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	2	2	1	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	100%	100%	95%

Comment: The response rate at level 1 has been impacted by the workload in the team. Most complaints require a dialogue with the complainant to resolve, this can take some time.

Finance– Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Finance & Property				
Expenditure	31,142	-2,043	-7%	Favourable
Income	-29,102	2,152	-7%	Adverse
Offset transfer from void provision	0	-409	-	-
Finance & Property Total	2,040	-300	-15%	Favourable

Comment: Comment: Property voids have been a drag on the budget with the full impact represented by the drawdown from the void provision. Housing benefit subsidy recovery performance has contributed to the overall favourable position. All services have otherwise been delivered within budget.

9. Service Dashboard – Policy & Governance

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

Key Successes & Lessons Learnt, Areas of Concern – Q4 2019/2020

Q4 and end of year summary from the Head of Service:

2019/2020 has been a very very busy and productive year. The six teams within Policy and Governance have worked very hard to achieve a great deal in challenging circumstances, including:

1. Successfully delivering combined Borough and Parish Elections, UK European Parliament Election, a snap General Election, Neighbourhood Planning Referendum and By-Elections.
2. Preparing for and successfully conducting the annual voter registration process.
3. Inducting 57 new and returning Elected Members to the Borough Council, providing a training and development programme and establishing new committee memberships.
4. Planning and administering a very busy schedule of committee meetings.
5. Supporting the Council's informal working group established to review governance processes.
6. Providing corporate policy support on O&S committees and task and finish groups.
7. Work with officers and Members to identify, plan and budget for legal support in order to support key corporate priorities and ensure the Council acts lawfully, transparently and ethnically.
8. Providing high quality legal, communications, policy, democratic and HR support across a range of corporate priorities including in relation to the Council's business transformation programme.
9. Supporting the development of a new Customer Services Strategy.
10. A return to excellent performance against land charges turnaround times.
11. Development and delivery of a new HR strategy for Waverley, aligned to the Council's strategic priorities and business challenges.
12. Launching a new programme of work to support and promote wellbeing in the workplace
13. Development and delivery of a new Communications and Engagement Strategy, with a new focus on public and community engagement.
14. The successful piloting of the Council's first Listening Panel.
15. Supporting the development and rollout of a new project management toolkit for managers and staff.
16. Coordinating vital public and internal communications, in partnership with the LRF, in respect of the serious flooding incident earlier this year.

In the final weeks of the year, the service focused its efforts entirely on supporting the Council's response to the Coronavirus pandemic, including:

1. Providing vital HR advice, support and guidance to managers and staff on a range of employment topics associated with the emergency situation, for example remote working, safety of front line workers, sick leave, self-isolation, caring for dependents, bereavement, and wellbeing.
2. Coordinating internal and external communications and engagement activity, both at the Waverley level but also as part of the coordinated efforts across Surrey. The remit of this communications activity extended far beyond the usual reach and scope of the team's work

as activity was focused wherever it was needed as part of the broader public service response to the pandemic.

3. Supporting the Council to deal effectively with a range of legal and contractual challenges arising as a direct result of the national lockdown.
4. Working alongside IT colleagues to support the transition, on a temporary basis, to remote committee meetings by Zoom.
5. Providing additional senior management resource on managing non-covid emergency situations during the pandemic. This capacity was utilised in the Council's response to the Netley Mill Water Incident.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q4

Comment: [Short and Long term sickness absence](#)

This quarter covers the initial period of the Covid-19 pandemic which saw sickness reporting due to Covid related symptoms rise sharply in March. Sickness reporting returned to usual levels within 3 weeks, supported by the ability to work from home during self-isolation/shielding. The most common reasons for short term absence have changed towards the end of this quarter to being primarily related to respiratory symptoms. There have also been a number of individuals who have been impacted adversely by mental health issues exacerbated by the pandemic. During this time we have run a mental health survey which has demonstrated that 57% of respondees felt that the pandemic had adversely impacted on their mental health. As a result of this, wellbeing is a key priority of the People and Staff Recovery Project.

The corporate indicator PG2a, which monitors an average response rate to Level 1 complaints across all service areas is still off target ([71 out of 82 dealt with on time](#)). The underperformance concerns the following areas: Environment (92%), Finance and Property (73%), Housing Operations (80%), Planning and Economic Development (87%). Further details can be found in the individual service dashboards. The Level 2 complaints (PG2b) have experienced a small improvement with [2 out of 27 cases](#) taking a bit longer to resolve due to their complexity.

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Q4 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	18.4	17.8	18.9	17.5	18.72	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.9	7.0	6.8	7.38	7.50	6.52
	ref. HR2a - Short term Sickness Absence	Days	3.2	3.1	3.0	3.3	3.3	6.52
	ref. HR2b - Long term Sickness Absence		3.7	3.9	3.8	4.1	4.2	
PG1a	The number of complaints received - Level 1 (data only)	No.	82	57	68	64	82	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	25	20	25	16	27	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	84.0%	87.2%	81.8%	82.8%	87.0%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	100.0%	94.0%	98.2%	87.5%	93.0%	95.0%

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

Waverley's complaints escalation process:

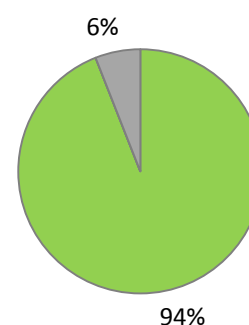
- Level 1 – investigated by the appropriate manager or team leader, with a detailed response within 10 working days.
- Level 2 – if the response received to Level 1 isn't satisfactory, a complaint can be escalated to Level 2 where it will be reviewed by a Head of Service and the Corporate Complaints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

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

Service Plans - Actions Status Q4

Q4 Policy and Governance – Service Plans 2019/20

Total	100%	67
Completed	94%	63
On track	0%	0
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	6%	4



Comment: The majority of service plan actions were completed in the financial year. A handful of actions will be transferred for execution in 2020/21 and further details can be found below.

Service Plans 2019/2020 – not completed in the year

Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q3 Actions taken to rectify
Outcome 1	The Council has a Corporate Strategy in place, underpinned by an effective performance management framework and culture					
SP19/20PG 1.2	Support effective policy development Ensure that the Council takes a robust and consistent approach to policy development, including clear and documented review and version control processes for strategies, policies and procedures.	31/03/20	Policy & Performance Officer (NC)	Transferred	31/03/21	Transferred for execution in 2020/21. The new corporate policy template including version control has been developed and deployed on Backstage to all staff. A separate project for "Policy Framework" has been launched from November 2019 in order to address issues in policy management across the Council. Delays caused due to workload demands of the project manager.
Outcome 7.						
SP19/20PG 7.3	Ensure our governance protocols remain fit for purpose and efficient Work with the Standards Committee to continue to monitor the effectiveness of the Council's Constitution and Scheme of Delegation to ensure they enable quick,	31/03/20	Democratic Services Manager (FC)	Transferred	31/03/21	50% completed. Transferred for execution in 2020/21, new Service Plans ref. SP20/21PG8.3. Governance Review Working Group established and initial discussions held about governance models but no conclusions reached. Further work to be done in

	transparent democratic process					2020/21 to review governance documents comprehensively.
Outcome 19.						
SP19/20PG 19.1	Freedom of Information system. Research, benchmark and implement the prospect of a new IT system for processing Freedom of Information Environmental	31/03/20	Borough Solicitor (DB)	Transfer red	31/03/21	Transferred for execution in the new financial year under a service plan action SP20/21PG21.2.
SP19/20PG 19.3	Land Charges system Implementation of new Land Charges IT system	31/03/20	Borough Solicitor (DB)	Transfer red	31/03/21	Transferred for execution in the new financial year under a service plan action SP20/21PG21.2.

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 19-20 Policy and Governance - Level 1 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	3	1	0	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	3	1	0	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	100%	N/A	100%	95%

Comment No areas of concern.

Q4 19-20 Policy and Governance – Level 2 Complaints

KPI	Description		Q4 18-19	Q1 19-20	Q2 19-20	Q3 19-20	Q4 19-20	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	1	1	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	1	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	0%	100%	N/A	95%

Comment No areas of concern.

Comment: No areas of concern

Finance – Q4 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	3,760	-231	-6%	Favourable
Income	-966	23	-2%	Adverse
Policy & Governance Total	2,794	-208	-7%	Favourable

Comment: The small adverse variance on income was more than offset by the favourable variance on expenditure in Q4.