

**Corporate**  
**Performance Report**  
**Q2 2020/21**  
(July – September 2020)



**Report Publication Date: xxx**

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## RAG Rating Legend

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

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

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

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

# 1. Corporate Dashboard – All Services

## Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q2 2020/21

### Q2 Chief Executive's summary:

This Quarter 2 report provides a performance overview for the period July to September 2020. The service chapters provide commentary and detail, focusing on those areas of the Council's business that have required intervention to keep them on track.

The international coronavirus pandemic continued to impact the borough and the Council throughout this quarter. I am immensely proud of the response of councillors, staff members and the whole community, which can be summarised in the following graphic which covers the period March to September:

## Waverley Borough Council's local response to Covid-19



We could not have achieved all this without the support of some fantastic volunteers and our town and parish councils.



The Council continues to respond to the pandemic and its impacts: medical, social and economic.

On 11 August, the Council approved a contingency revised budget due to a large gap in our finances that had been created by increasing costs to support fighting the pandemic and the substantial reduction in our income, particularly from leisure centres and car parks. The financial sections of this report compare the projected outturn for the year to the revised budget. The gap in this year has been met by some government funding, temporary efficiencies and a partial staff recruitment freeze, and a draw from reserves. Clearly, the pressure on the Council's medium term financial planning is now even more serious than before, and reports will come to councillors in due course and as part of the budget-setting process.

In this quarter, the Council continued to work flexibly, assisted by video-conferencing for both business communication and formal meetings. We continued to progress the development of the

Local Plan Part 2, the Climate Change Strategy and the revision of the Corporate Strategy. As the service chapters describe, several improvements and projects were progressed across many service areas, including waste route optimisation, housing at Ockford Ridge, the integrated customer service centre team, and the annual electoral canvass.

The debate on local government reorganisation came to a head with the decision by the Government not to proceed (for now) with Surrey County Council’s bid for a single county-wide unitary council. In response to that bid, the Leaders of Surrey’s eleven districts worked together to identify alternatives for structural reorganisation and also for non-structural collaboration, and that project is due to report back shortly.

Looking ahead, the Council continues to focus on fighting the pandemic and its consequences for the borough, its residents and businesses. Our financial situation will require close attention and important decisions. In the meantime, preparations to conduct the May 2021 elections and neighbourhood plan referendums in a legal and safe way have commenced in detail. The Boundary Commission’s review of Waverley has also started and will continue into 2021 before the Commission takes its decisions on the total number of borough councillors and the ward patterns that will exist from the 2023 elections.

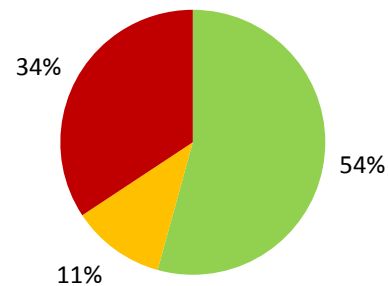
I would like to record my thanks to Waverley Borough Council’s staff members and councillors for their awesome commitment and professionalism throughout 2020. It is in times of crisis like this that local public services really demonstrate how crucial they are to keeping the country running.

**Tom Horwood, Chief Executive**

## Performance Indicators Status

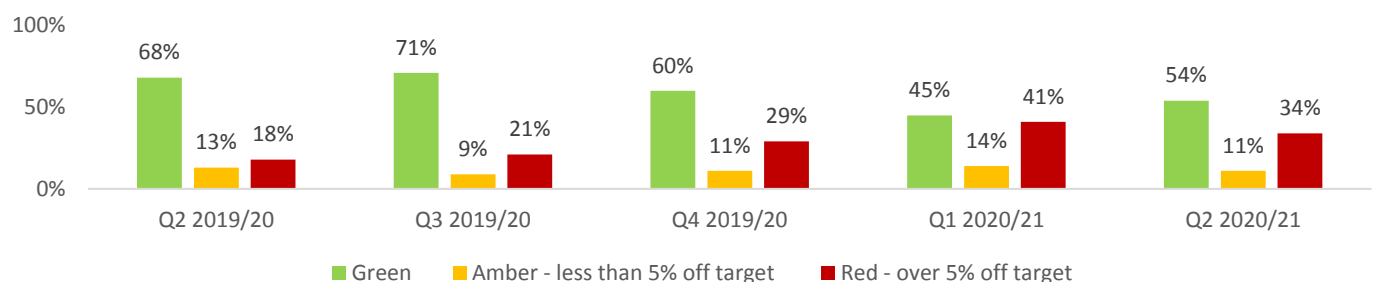
### Q2 All Corporate KPIs

<b>Total</b>	<b>100%</b>	<b>35</b>
<b>Green</b>	<b>54%</b>	<b>19</b>
<b>Amber - less than 5% off target</b>	<b>11%</b>	<b>4</b>
<b>Red - over 5% off target</b>	<b>34%</b>	<b>12</b>
<b>Data only / Not available</b>	<b>N/A</b>	<b>22</b>



**Comment:** Performance was impacted by the pandemic but has improved from quarter 1. Commentary on specific PIs can be found in the individual service areas.

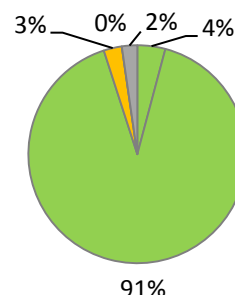
Performance Indicators - % per status  
Q2 2019/20 - Q2 2020/21



## Service Plans - Actions Status

Q2 update on all Service Plans 2020/2023

Total	100%	482
Completed	4%	20
On track	91%	438
Off track - action taken / in hand	3%	13
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	2%	11



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

## Internal Audit – Overdue Actions Status

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

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

## Complaints Q2 2020/21

Q2 2020-2021 (1 July-30 September 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		N/A	0	N/A	N/A		
Commercial	1	1	100%	0	0	n/a		
Environment	22	20	91%	2	1	50%		
Finance & Property	1	1	100%	1	1	100%		
Housing Operations	17	14	82%	6	6	100%	2	Upheld
Housing Delivery and Communities	2	2	100%	2	1	50%		
Planning & Economic Dev	16	9	56%	8	8	100%	1	No investigation
Policy & Governance	0	0	n/a	0	0	n/a		
<b>Total</b>	<b>59</b>	<b>47</b>	<b>80%</b>	<b>19</b>	<b>17</b>	<b>89%</b>	<b>3</b>	

<b>Total Complaints</b>	<b>78</b>
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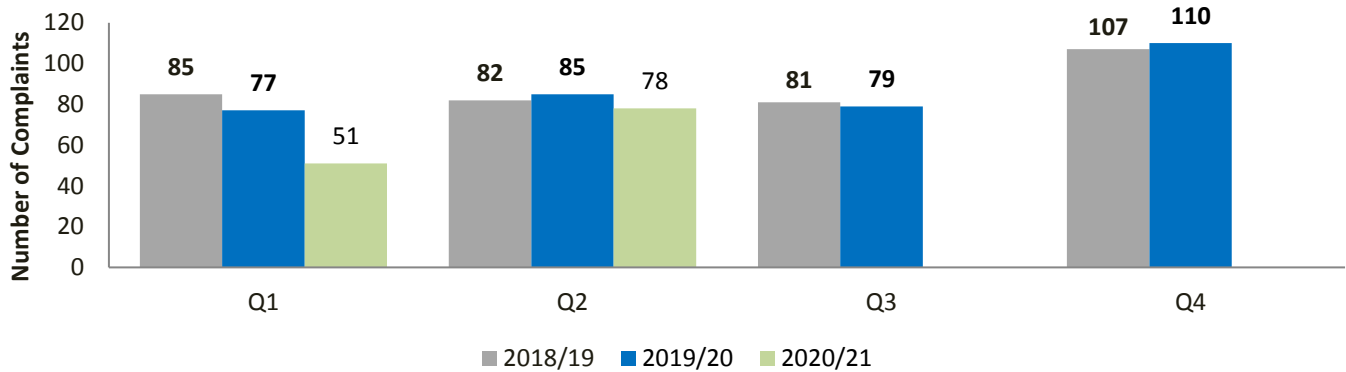
	<b>Response Rate</b>	<b>Target</b>	<b>Status</b>
<b>Level 1</b>	80%	95%	<b>over 5% off target</b>
<b>Level 2</b>	89%	95%	<b>over 5% off target</b>
<b>Total</b>	82%	95%	<b>over 5% off target</b>

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

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

### Total Number of Complaints

1 April 2018 - 30 September 2020

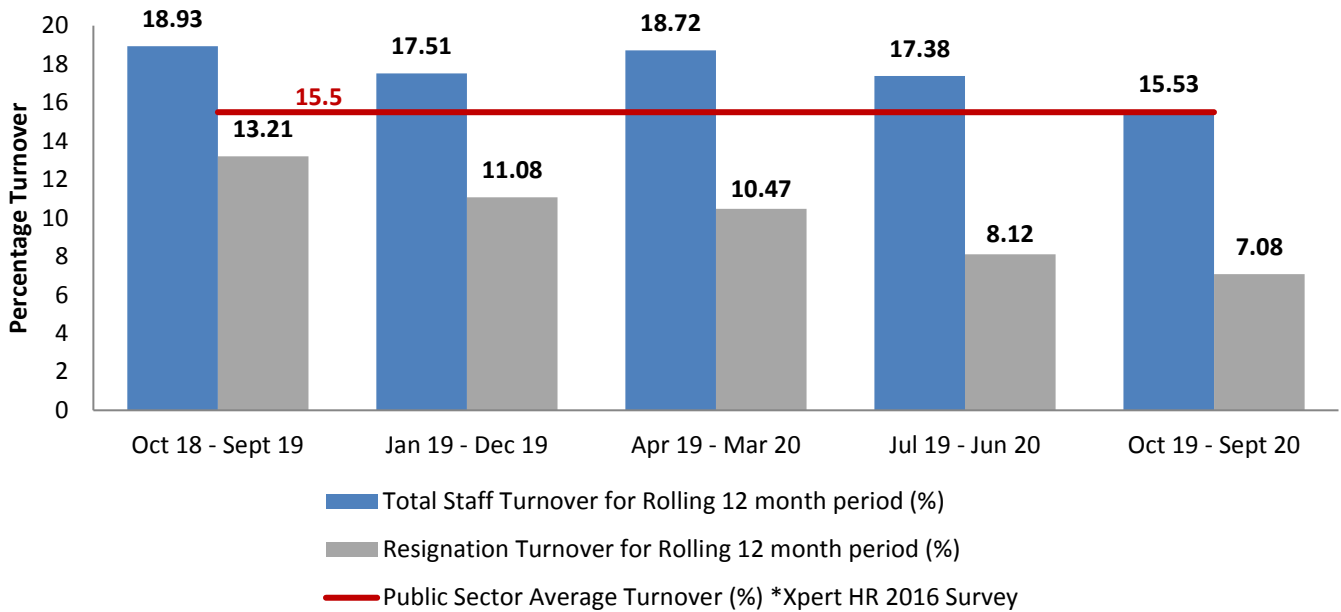


## Workforce data – Corporate Level Q2

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 %

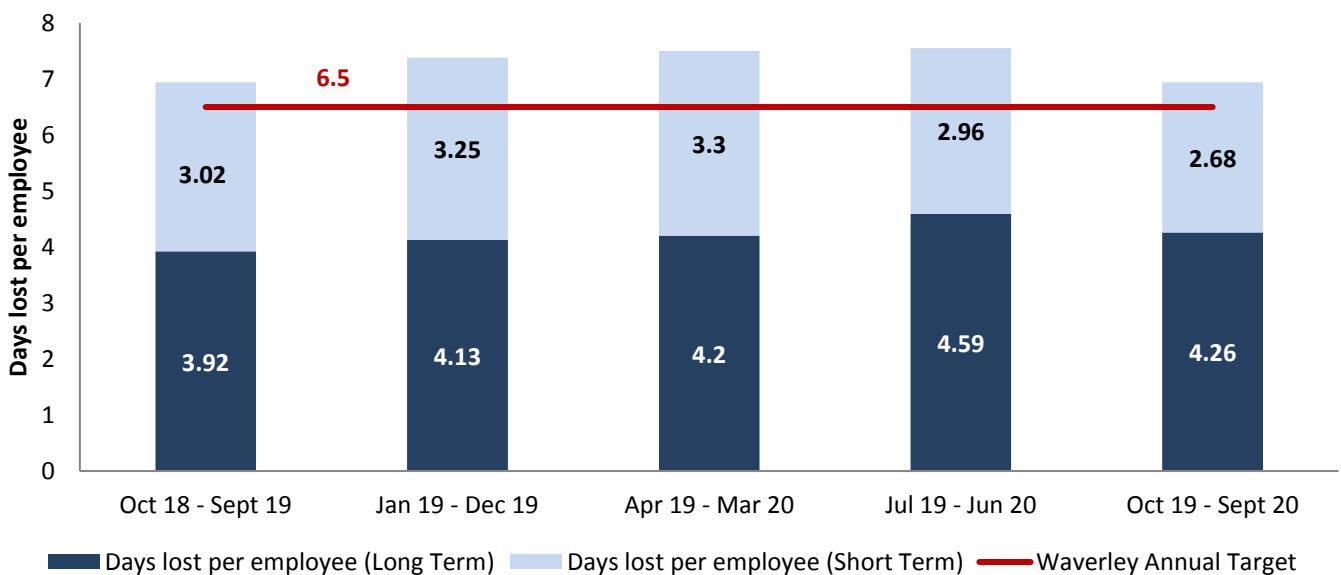
Rolling 12 months - Q3 2018/19- Q2 2020/21



**Comment:** As would be expected during a period of uncertainty and economic downturn, our resignation turnover has reduced over the last year from 13.21% to 7.08%, a reduction of 6% of the workforce. Our overall turnover has also reduced by over 3%. Whilst this creates a stable workforce, there can be challenges as it reduces the opportunity to bring fresh ideas into the council and reduces internal promotions and the encouragement of our talent. During a period of lower engagement, the workforce can find itself dis-engaged but unable to find alternative employment which can then impact on productivity. It should not therefore be the case that low staff turnover is misinterpreted for high engagement or a reduced need to focus on engagement.

## Absence Data

Rolling 12 months - Q2 2018-19 to Q2 2020-21



**Comment:** Research indicates that home working results in lower absenteeism and this has been reflected in our figures which has seen lower than expected short term sickness and stable long term absence despite concerns about increasing mental health pressures. There are a number of reasons for this (for example when making the decision whether to work or not, it is much easier to continue to work when there is no commute, you are in your home environment and you can

choose what, where and how you work without fear of reprimand or judgement). Recent research by the Institute of Employment Studies does indicate however that prolonged continuous home working impacts on physical and mental wellbeing, presentism, longer working hours and higher demand (due to the reduction in productivity that collaborative working provides). So lower absence rates whilst very welcome should not be interpreted in a reduced focus on wellbeing or presentism.

## Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q2 2020/21

### **Section 151 Officer summary Q2 2020/21:**

The first six months of the 2020/21 financial year have seen unprecedented financial uncertainty and risk to the agreed budget and Waverley's medium term financial plan. In August the Council agreed a major revision to the approved 2020/21 general fund budget to react to a forecast £6.6m adverse variance resulting from the direct and indirect impact of covid on planned income and expenditure. In context, this is approximately 50% of the net budget. Waverley received £1.5m of covid funding from government towards this impact and is claiming for an additional £2.2m, further analysis is included later in this financial summary. The council agreed a package of urgent measures to address this sudden and unexpected budget shortfall including cost reductions, scaling back of capital investment and drawing from reserves that were earmarked for other specific purposes.

The table below, which shows the latest forecast of outturn for the year, shows that most of the revised estimates are holding up well. The main adverse variance to date is car park income which suffered again in the second lockdown in November. Whilst the monitoring is showing a shortfall of over £300k for the year, it is hoped that approximately three quarters of this will be recoverable from the government under the fees and charges compensation scheme. The temporary restrictions placed on staff recruitment are resulting in significant savings and it is expected that the overall revised target will be achieved over the financial year. The Housing Revenue Account budget has been impacted by Covid in terms of income loss from non-collection and from a higher number of void properties in the lockdown period. This has been offset in the Business Plan by savings in expenditure so overall the HRA is forecast to be under budget by £931k in the year. Officers will continue with increased monitoring for the rest of the financial year and ensure that additional recruitment controls remain in place to keep staff costs within approved budgets.

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

<b>General Fund Account</b>				
<b>Services</b>	<b>Approved Budget £'000</b>	<b>Variance £'000</b>	<b>% Variance</b>	<b>Adverse/ Favourable</b>
<b>Business Transformation</b>				
Expenditure	4,921	-218	-4%	Favourable
Income	-4,866	24	0%	Adverse
<b>Business Transformation Total</b>	<b>55</b>	<b>-194</b>	<b>-351%</b>	<b>Favourable</b>
<b>Commercial</b>				
Expenditure	11,141	-1,168	-10%	Favourable
Income	-6,062	1,062	-18%	Adverse
<b>Commercial Total</b>	<b>5,079</b>	<b>-106</b>	<b>-2%</b>	<b>Favourable</b>



<b>Environment</b>				
Expenditure	11,665	-53	0%	Favourable
Income	-8,872	337	-4%	Adverse
<b>Environment Total</b>	<b>2,793</b>	<b>284</b>	<b>10%</b>	<b>Adverse</b>
<b>Finance &amp; Property</b>				
Expenditure	31,161	57	0%	Adverse
Income	-29,962	34	0%	Adverse
<b>Finance &amp; Property Total</b>	<b>1,199</b>	<b>90</b>	<b>8%</b>	<b>Adverse</b>
<b>Housing Operations</b>				
Expenditure	51	0	0%	-
Income	-12	0	0%	-
<b>Housing Operations Total</b>	<b>40</b>	<b>0</b>	<b>0%</b>	<b>-</b>
<b>Housing Delivery &amp; Communities</b>				
Expenditure	4,271	104	2%	Adverse
Income	-1,904	-162	8%	Favourable
<b>Housing Delivery &amp; Communities Total</b>	<b>2,367</b>	<b>-58</b>	<b>-2%</b>	<b>Favourable</b>
<b>Planning &amp; Economic Development</b>				
Expenditure	7,603	-135	-2%	Favourable
Income	-4,805	17	0%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>2,798</b>	<b>-118</b>	<b>-4%</b>	<b>Favourable</b>
<b>Policy &amp; Governance</b>				
Expenditure	6,640	-209	-3%	Favourable
Income	-3,697	-34	1%	Favourable
<b>Policy &amp; Governance Total</b>	<b>2,943</b>	<b>-243</b>	<b>-8%</b>	<b>Favourable</b>
<b>General Fund Sub-Total</b>	<b>17,274</b>	<b>-345</b>	<b>-2%</b>	<b>Favourable</b>
Covid-19 Local Authority Grant	-1,527	0	-	-
Corporate Staff recruitment freeze target	-600	689	-114%	Adverse
<b>General Fund Total</b>	<b>15,147</b>	<b>344</b>	<b>2%</b>	<b>Adverse</b>

<b>Housing Revenue Account</b>				
<b>Services</b>	<b>Approved Budget £'000</b>	<b>Variance £'000</b>	<b>% Variance</b>	<b>Adverse/ Favourable</b>
<b>Housing Operations</b>				
Expenditure	25,990	-1,552	-6%	Favourable
Income	-34,061	306	-1%	Adverse
<b>Housing Operations Total</b>	<b>-8,071</b>	<b>-1,246</b>	<b>15%</b>	<b>Favourable</b>
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,288	-28	-2%	Favourable
Income	-696	0	0%	-
<b>Housing Delivery &amp; Communities Total</b>	<b>592</b>	<b>-28</b>	<b>-5%</b>	<b>Favourable</b>
<b>Housing Revenue Account Total</b>	<b>-7,479</b>	<b>-1275</b>	<b>17%</b>	<b>Favourable</b>
<b>Grand total</b>	<b>7,668</b>	<b>-931</b>	<b>-12%</b>	<b>Favourable</b>

The following table summarises the latest COVID grants position.

	Amount £'000	Notes
<b>Support for WBC budget impact</b>		
General grant towards costs	1,527	Received
Fees and charges income grant	2,200	Applied for, estimated eligible amount but unconfirmed
Leisure Centre grant	?	Scheme just launched, application deadline 8 <sup>th</sup> Jan 2021
<b>Other support for additional functions/costs</b>		
Homelessness/rough sleepers	13	To meet additional costs
Contain Outbreak Management Fund	379	To meet additional costs
Clinically Extremely Vulnerable support funding	61	To meet additional costs
Reopening High Streets Safely Fund	111	To meet additional costs
Compliance and Enforcement Grant	41	To meet additional costs
Council Tax Support hardship funding	527	To pay to council tax payers
Emergency assistance for food and essential supplies	56	To meet additional costs

In addition the Council has run seven government business grant schemes and processed Covid business rate relief, in total processing support in excess of £40m for businesses and organisations in Waverley. Funding to cover admin costs has been received from the government.

## 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 – Q2 2020/21

#### **Q2 summary from Head of Service:**

The challenges posed by Coronavirus continued to have an impact on the various teams within the Planning and Economic Development Service, but in Q2 we started to provide a full service to our customers in all areas. Notably, in June we recommenced holding Planning Committees under the new, temporary arrangements agreed by the Council, with a new Western and Eastern Committee each made up of 15 Members. This in itself placed a great burden on Development Management as we sought to play catch-up with the large number of Committee items that had been held in abeyance during the Q1 lockdown. Officers also had to get used to different ways of working in terms of electronic/virtual meetings, and additional significant pressures were put on the Service by the need to hold and service these Committee meetings weekly (on an alternating basis). This pattern continued throughout the period.

Some areas of performance have, understandably, been detrimentally impacted, but overall it has been relatively steady given the unprecedented circumstances. Staff have worked extremely hard

to keep services going and to engage with customers and other stakeholders whilst working remotely, albeit there was a worrying increase in complaints that needs to be addressed.

In addition to business as usual, notable efforts have been made in the following areas:

- Continuing to supporting the local business community during and following lockdown with advice, information and liaison with the business grants team
- Good progress made in development Economic Development Covid-Resilience Action Plan
- Supporting the corporate business transformation projects of customer service and planning review with new service designs and customer journey mapping. These projects will save money for the council and improve the offer to customers
- Finalising the evidence base and draft document for LPP2 to ready it for public consultation.
- Supporting the changes to the Planning Committee system, moving to remote meetings and reduced number of committees, and servicing weekly meetings since June to keep applications moving through the system
- Positively progressing enforcement investigations – including restarting site visits
- Developing the evidence base for our five year housing land supply statement and Housing Delivery Action Plan
- Much-improved performance in defending planning appeals against the Council’s decisions meeting the <30% of appeals allowed for the second successive quarter
- Supporting the Farnham Infrastructure Project

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

## Performance Indicators Status Q2

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q2 Target
P1	Percentage of all planning applications determined within 26 weeks <b>(higher outturn is better)</b>	%	98.9%	98.8%	98.8%	98.1%	98.6%	100.0%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) <b>(higher outturn is better)</b>	%	81.8%	86.7%	100.0%	100.0%	83.3%	80.0%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks <b>(higher outturn is better)</b>	%	92.8%	92.2%	92.7%	94.9%	91.98%	80.0%
P123 (NI)	Processing of planning applications: Other applications <b>(higher outturn is better)</b>	%	94.7%	91.2%	90.0%	92.3%	95.8%	90.0%
P2	Processing of all other residual applications - % determined within its target (Internal) <b>(higher outturn is better)</b>	%	86.2%	94.1%	87.6%	86.8%	80.0%	80.0%

<b>P3</b>	All planning appeals allowed out of all planning appeals determined (cumulative year to date) <b>(lower outturn is better)</b>	%	41.3%	40.7%	45.2%	23.1%	22.7%	30.0%
<b>LP152</b>	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) <b>(lower outturn is better)</b>	%	8.0%	12.5%	16.7%	16.7%	5.6%	10.0%
<b>LP154</b>	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b>	%	3.1%	2.4%	2.5%	0.8%	0.6%	10.0%
<b>P4</b>	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	86.4%	97.6%	89.0%	89.7%	84.6%	75.0%
<b>P5</b>	Percentage of tree applications determined within 8 weeks <b>(higher outturn is better)</b>	%	100.0%	100.0%	100.0%	91.7%	98.8%	95.0%
<b>P6</b>	Percentage of pre-application advice provided within 28 days target <b>(higher outturn is better)</b>	%	35.71%	31.75%	46.99%	4.55%	29.41%	Data only
<b>P7</b>	Actual number of dwellings commenced (all housing providers) <b>(higher outturn is better)</b>	No	20.0	11.0	12.0	4.0	17.0	147
<b>Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147</b>		No	-260	-396	-531	-143	-273	147
<b>P8</b>	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	No	108.0	184.0	240.0	90.0	188.0	147
<b>Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147</b>		No	-106	-69	24	-57	-16	147

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

**Q2 Comment:** Performance in processing and determining planning applications remained relatively steady and target were exceeded, despite the continued challenges from coronavirus and knock-on impacts on site visits, etc., but there is certainly no room for complacency and we are working hard to reduce our reliance on agreed Extensions of Time with agents/applicants, which can somewhat mask underlying issues. Q2 saw a number of officers (both administrative and professional) being taken away from day-to-day work at times to undertake the necessary testing of our new, bespoke, end-to-end Horizon IT system. This has inevitably had some impact on performance overall, but when it is rolled out in Q4 2020/21, the system will do away with many blockages in our validation/decision making processes and will remove current out-dated practices that often involve double/triple-handling and using a number different software packages – thereby slowing down the throughput of applications.

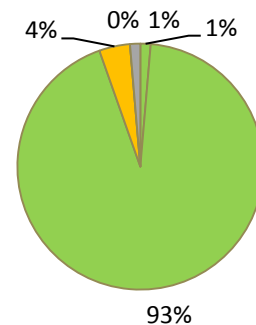
Overall appeals performance [P3] exceeded the <30% target for the second quarter in a row with only 22.7% of all appeals being allowed by the Planning Inspectorate. This is very encouraging given the Council’s relatively poor record in defending appeals in the previous couple of years. Performance in terms of Major planning appeals allowed as a % of Major Application decisions made (cumulative) [LP152] was also good at only 5.6% against a target of <10% being allowed cumulatively. We will, nevertheless, continue to monitor this KPI very closely as it is linked to government targets.

Our pre-application advice service performance improved during the quarter as officers recommenced site visits to assess proposals, but was still well below where it should be. Some initial measures were put in place to improve the pre-app process to make it fit for purpose and more customer-focused and a major overhaul will shortly be undertaken as one strand of the Development Management Improvement Plan.

The number of dwellings commenced continued to be impacted by the lockdown, but happily the number of completions exceeded our expectations.

### Service Plans - Actions Status

Q2 Planning Service Plans 2020/2023		
<b>Total</b>	<b>100%</b>	<b>74</b>
<b>Completed</b>	1%	1
<b>On track</b>	95%	69
<b>Off track - action taken / in hand</b>	4%	3
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred /Transferred</b>	1%	1



### Outstanding actions from 2020-21 Service Plan

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Action taken to rectify
<b>Outcome 3.</b>	<b>Planning and analogous applications are processed in a timely, delivery focused and customer friendly manner.</b>					
PS3.2	Aim to optimise delivery of housing in accordance with Local Plan Part 1 target to deliver 590 new homes per annum, and to meet requirements of national Housing Delivery Test	31/03/2021	Development Manager (BHS)	Off track Action taken	N/A	Updated Five-year Housing Land Supply Statement published Oct 2020.  Housing Delivery Action Plan being produced setting out

						actions to remedy.
<b>Outcome 6.</b>	<b>New IT system is implemented</b>					
PR20P6.1	Test phase of Horizon system for development management carried out and completed (joint project with Transformation)	31/10/2020	Development Manager (BHS)	Off track Action taken	28/02/2021	Testing phase completed Nov 2020. Now in Training phase with 'go-live' in Feb 2021
<b>Outcome 15.</b>	<b>Local Plan Part 2 completed and adopted in accordance with agreed milestones.</b>					
PR20P15.2	Local Plan Part 2 submitted to Government, examined and adopted	30/06/2021	Planning Policy Manager (GP)	Off track Action taken	Planned LPP2 submission date April 2021  <u>Adoption in Jan/Feb 2022</u>	Updated Local Development Scheme (LDS) published Nov 2020
<b>Outcome 19.</b>	<b>Environmental quality is maintained and enhanced.</b>					
PR20P19.6	To run the biennial Design Awards in 2020 and 2022.	31/10/2022	Planning Policy Manager (GP)	Deferred	N/A	Decision not to hold 2020 Design Awards. Next will be 2022

### Internal Audit - Actions Status Q2

**Comment:** The Audit Committee on 9 November 2020 agreed revised dates for the outstanding audit recommendations regarding Planning Fee Income and the Enforcement Plan.

### Complaints Q2 update

#### Q2 20-21 Planning and Economic Development - Level 1 Complaints

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	10	13	15	7	16	Data only

Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	13	13	4	9	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	70%	100%	87%	57%	56%	95%

### Q2 20-21 Planning and Economic Development - Level 2 Complaints

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	11	1	10	5	8	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	10	1	10	4	8	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	91%	100%	100%	80%	100%	95%

**Comment:** Level 1 complaint response performance in Q2 was disappointing at just 56% against a target of 95% and the increasing total number of complaints is, itself, a worry. The majority related to delays in processing applications/pre-apps and/or paucity of communications from officers. This, amongst other issues, is being addressed through a number of measures in the Development Management Improvement Plan designed to respond better to the needs of our customers and stakeholders.

Performance against Level 2 complaint response targets was back to 100% after a small dip in Q1.

## Finance – Q2 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
<b>Planning &amp; Economic Development</b>				
Expenditure	7,603	-135	-2%	Favourable
Income	-4,805	17	0%	Adverse
<b>Planning &amp; Economic Development Total</b>	<b>2,798</b>	<b>-118</b>	<b>-4%</b>	<b>Favourable</b>

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

### 3. Service Dashboard – Environment

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

#### Key Successes & Lessons Learnt, Areas of Concern – Q2 2020/2021

##### **Head of Service summary:**

This quarter saw the implementation of phase 2 of the route optimisation programme for refuse and recycling which saw 44,000 households across the borough affected by collection day changes. Advance publicity and the provision of interim collections for those who would otherwise have had to wait more than 14 days between collections aimed to lessen the impact of the changes, but inevitably it took time for residents and indeed new crews to adjust and to learn the new collection rounds and new areas. This did lead to an increase in missed bin calls but these have since reduced significantly and the new rounds are bedding in well. Collection services have been maintained throughout the quarter thanks to the cooperation of the contractor and the hard work of the crews.

Qtr. 2 also saw the closure of the household recycling centres (bring sites) as agreed although textile banks and WEEE banks will remain on these sites until the kerbside collections for these materials are introduced. Unfortunately this has been delayed whilst we tender a new contract for disposal of these items.

Parking income had recovered slightly following the lifting of lockdown but only to about 60% of 'normal levels' as more people continue to work from home and shop less. The car park teams have been working hard to accommodate requests from the NHS to use car parks for mobile testing units and support the overall Covid-19 response.

The Environmental Health and Licensing Teams have been kept busy supporting and advising businesses on Covid-19 compliance issues and ensuring that businesses complied with the restrictions in place at any one time. This has proved extremely challenging and demanding on the staff who are also trying to maintain 'business as usual' as far as possible. Other officers were re-deployed to assist with calls and support for vulnerable persons. The monthly survey of business customers of Environmental Health (NI182) has been paused during the Covid 19 pandemic. Food safety inspections (E5) are being prioritised in accordance with Food Standards Agency Guidance. Remote assessments have been carried out and physical inspections will only be carried out on a risk basis.

Work on the Carbon Neutrality Action Plan and Climate Change and Sustainability Strategy continued with the drafts going out to public consultation and consideration by the Overview and Scrutiny Committee and Executive. Further work on refining the documents following feedback from the consultation is underway before they are presented again in the autumn.

Another extremely challenging Qtr. all round and thanks must go to the teams and our contractors for their efforts during unprecedented times.

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



## Performance Indicators Status

### Q2 Comment:

The MRF rejection rate continues to exceed the target and is currently the lowest rejection rate in Surrey. This improvement has coincided with the diversion of bring site material to the residual waste stream due to high levels of contamination at the bring sites.

The bring sites were closed due to the amount of fly tipping at those sites but as these sites were being serviced separately the fly tipping at them was not being recorded as fly tipping. The fly tipping figures for Qtr. 2 do not therefore represent a true increase in fly tipping but a change in location and the way fly tipping is being recorded.

Whilst the number of missed bins still exceeds the target it has dropped significantly since Qtr. 1 as the new rounds and crews bed in and residents become accustomed to their new collection arrangements.

Residual household waste is now exceeding the target again in Qtr. 2 as a result on the end of lockdown and fewer people remaining at home. The provisional figure for recycling has dropped slightly but is still exceeding the target.

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

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

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q1 Target
E1	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	7.8%	5.3%	3.91%	3.24%	4%	5.0%
E2a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	2.0	1.3	2	2	3	2.0
E2b	Number of fly tipping incidents in a quarter (Data only)		New PI for 2020-21			225	266	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting ( <b>higher outturn is better</b> )	%	89.0%	90.0%	81.3%	Data paused	93.72%	90.0%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 2020/21		New KPI from Q1			108	68	40
E4b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 2020/21		New KPI from Q1			94	65	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	100%	100%	100%	Data paused	Data paused	100%
E NI182	Satisfaction of business with local authority regulation services ( <b>higher outturn is better</b> )	%	82.0%	93%	97%	Data paused	Data paused	85.0%

E NI191	Residual household waste per household ( <b>lower outturn is better</b> )	kg	87.5	94.9	95.68	98.32	86.0	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	57.8%	57.4%	57.00%	59.60%	56.50% provisional	54.0%

### Air Quality

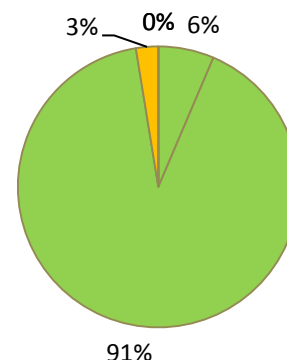
All of our [Diffusion Tube monitoring data](#) is published on our website and [Waverley's automatic analyser data](#) is available on the Air Quality England website. The Annual Air Quality Status Report 2019 will also be published on our website in the near future.

## Service Plans - Actions Status

### Outstanding actions from 2020-23 Service Plan

#### Q2 Environment Service Plan Actions 2020/2023

<b>Total</b>	<b>100%</b>	<b>78</b>
<b>Completed</b>	6%	5
<b>On track</b>	91%	71
<b>Off track - action taken / in hand</b>	3%	2
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred / Transferred</b>	0%	0



Code	Title	Original Due Date	Lead Officer	Status	Revised Due Date	Q2 Actions taken to rectify
<b>Outcome 7</b>	<b>Effective implementation of improvements to waste, recycling and street cleaning service following contract mobilisation</b>					
ES 7.2	Introduce kerbside collection of textiles and small electrical appliances from the kerbside.	31/08/20	Environmental and Parking Services Manager (JCP)	Off track action taken	28/02/2021	Collection contractor preparing to introduce service. Tender for transport of materials from collection contractor to processors delayed due to staff absences. Contract will be tendered in New Year.
<b>Outcome 16</b>	<b>Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources</b>					
ES 16.1	Work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils and with the wider community to prepare the Climate Emergency Action Plan.	31/03/20	Head of Environmental & Regulatory Services and Sustainability Manager	Off track action taken	15/12/20	Public consultation period extended and considered by Environment O&S on two occasions. Carbon Neutrality Action Plan and Sustainability and Climate Change Strategy now approved by Executive and due to be adopted by Council on 15/12/20

## Internal Audit - Actions Status – Q2 update

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

## Complaints – Q2 update

### Q2 20-21 Environmental Services - Level 1 Complaints

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	7	18	25	14	22	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	6	16	23	14	20	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	86%	89%	92%	100%	91%	95%

### Q2 20-21 Environmental Services - Level 2 Complaints

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	3	6	3	3	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	5	3	3	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	83%	100%	100%	50%	95%

**Comment** The Level 2 complaint missing the target was outside the target by one day.

## Finance – Q2 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Environment</b>				
Expenditure	11,665	-53	0%	Favourable
Income	-8,872	27	0%	Adverse
<b>Environment Total</b>	<b>2,793</b>	<b>-26</b>	<b>-1%</b>	<b>Favourable</b>

**Comment:** The significant drop in parking income has had the biggest impact on the budget this quarter even though it did recover compared with the previous quarter following the end of lockdown. It still only recovered to around 60% of normal levels for this time of year.

## 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 – Q2 2020/21

#### **Q2 summary from Head of Service:**

Covid-19 continues to impact commercial services during this quarter.

The leisure centres reopened after a lot of work with Places Leisure to ensure site safety. They performed better than forecast with swimming usage being the most used area. Social distancing measures significantly impact the number of the users to the sites at any one time so Waverley continues to support the centres financially. Lockdown 2 has resulted in the leisure centres closing to the public again although throughout this period we have kept the plant and machinery operational to enable the centres to open quickly as soon as legally possible.

Building control have continued to operate well throughout this quarter. As a result of the initial lockdown and the resurgence of construction the quarter has been extremely busy. Surveyors have been focusing on site visits to reduce the backlog and maintaining a good service to our clients. This has diverted the focus from processing new plans hence the plan check target has not been achieved for this quarter. This is merely a blip and we are re-focusing on plan checks now we have reduced the site visit backlog.

The community halls have been impacted operationally, similar to that of the leisure centres during this quarter. We were pleased that the Borough Hall in Godalming was able to welcome back some regulars in this quarter even if it was brief for some groups. The Memorial Hall continues to host the community meals service for Farnham and has been booked consistently by the Royal Surrey Hospital Maternity Services and Frimley Park for their COPD courses throughout this period.

Our green spaces, recreation grounds and play areas have been widely used by residents throughout this period. Although numbers are not monitored it has been evident that residents have truly valued these spaces throughout this restrictive time. The increased usage has created a greater workload for our teams but it is pleasing to see they have risen to the challenge and maintained these fantastic high quality open spaces for residents.

It has been another quarter where we have struggled to overcome the challenges in this financially crippling time of repairing Wilmer House the home of the Museum of Farnham. However we continue to work closely with Overview and Scrutiny and ward members to look at ways forward for both the building and the service.

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

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

**Kelvin Mills, Head of Commercial Services**

## Performance Indicators Status Q2

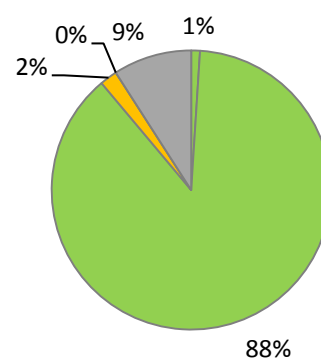
**Comment:** Due to the initial lockdown and the resulting social distancing measures leisure centre usage has been impacted immensely. The leisure centres re-opened on 17 August, with lane swimming, gym and classes only. There is therefore no data for Health & Wellbeing, as we did not feel it was safe to offer this type of service upon resuming. Since re-opening the leisure centres have only been open with dedicated booked sessions for limited activities. This is to ensure social distancing and enable track & trace, therefore the potential capacity is significantly reduced.

As a result of lockdown during this quarter we focused the Building Control team on the backlog of site visits. We are re-focusing the team in Quarter 3 on new applications and plan checks and expect to be back in line with our target.

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q1 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	459,216	464,452	No data	No data	54,656	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	5,570	6,070	No data	No data	No data	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	Data not available	Data not available	83.89%	87.9%	67.1%	80.0%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1,928	1,905	No data	1,742	1,732	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	4,953	6,397	No data	No data	4,145	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100.0%	100.0%		100%	100%	90.0
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	78.4%	77.3%	77.4%	77.9%	78.6%	75.0%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	75.7%	71.7%	74.2%	70.3%	71.6%	70.0%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	24	21	30	35	38	Data only

## Service Plans - Actions Status Q2

<b>Total</b>	<b>100%</b>	<b>99</b>
<b>Completed</b>	<b>1%</b>	<b>1</b>
<b>On track</b>	<b>88%</b>	<b>87</b>
<b>Off track - action taken / in hand</b>	<b>2%</b>	<b>2</b>
<b>Off track - requires escalation</b>	<b>0%</b>	<b>0</b>
<b>Cancelled / Deferred /Transferred</b>	<b>9%</b>	<b>9</b>



## Outstanding actions from 2020-23 Service Plan

Ref. No.	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Action taken to rectify
<b>Outcome 19</b>	<b>A new Heathland Hub at Frensham Great Pond is created to promote biodiversity and the physical importance of this heathland area and better serve the visitors and users of the site.</b>					
CS19.1	Obtain enough external grant funding to supplement project's identified budget.	30/03/2019	Green Spaces Manager (ML)	Cancelled	N/A	No longer a corporate priority. Frensham Ponds management being considered more holistically with National Trust
CS19.2	Seek to identify and gain S106 monies wherever possible, ongoing.	01/04/2020	Green Spaces Manager (ML)	Cancelled	N/A	No longer a corporate priority. Frensham Ponds management being considered more holistically with National Trust
CS19.4	Construct new facilities for Heathland Hub and open.	30/03/2020	Green Spaces Manager (ML)	Cancelled	N/A	No longer a corporate priority. Frensham Ponds management being considered more holistically with National Trust
<b>Outcome 20</b>	<b>Delivery of the Capital Project Programme.</b>					
CS20.1	Delivery of agreed capital projects: Farnham Park path upgrade, Godalming Greenway, Infrastructure and Environment Improvements, Broadwater Park, Pavilions, Playgrounds, Oak Processionary Moth and Ash Dieback (OPM/ADB), Higher Level	30/03/2020	Green Spaces Manager (ML)	Cancelled	N/A	OPM/ADB and HLS project on track, other capital projects delayed or completely cut from programme due to emergency budget situation

	Stewardship (HLS), Frensham, Farnham Sewerage, Greenspaces Strategy, Farnham Park Suitable Alternative Natural Greenspace (FP SANG)					
<b>Outcome 28</b>	<b>Deliver the pre-construction phase for the leisure investment projects at Farnham and Godalming Leisure Centres</b>					
CS28.1	Confirm facility mix in partnership with Places Leisure	30/11/2019	Leisure Contracts Manager (TM)	Cancelled		
CS28.2	Procure and appoint external Project Team for Farnham Leisure Centre.	31/12/2019	Leisure Contracts Manager (TM)	Cancelled		
CS28.3	Develop design proposals and prepare tender proposals ensuring carbon impact is minimised to reflect the climate emergency.	30/10/2020	Leisure Contracts Manager (TM)	Cancelled		
CS28.4	Procure and appoint external building contractor/s to construct Farnham Leisure Centre.	31/01/2021	Leisure Contracts Manager (TM)	Cancelled		
CS28.6	Procure and appoint external Project Team for Godalming Leisure Centre.	31/12/2020	Leisure Contracts Manager (TM)	Cancelled		
<b>Outcome 29</b>	<b>Deliver Cranleigh Leisure Centre business case phase.</b>					
CS29.2	Council decision regarding leisure provision in Cranleigh in light of age of the building and its inefficient energy systems.	31/03/2020	Leisure Contracts Manager (TM)	<b>Off track - action taken / in hand</b>		To be considered as part of the project review to embed energy efficiency at the heart of any future design.

<b>Outcome 30</b>	<b>Building Control delivers high performing service and breaks even on budget.</b>					
<b>CS31.3</b>	85% Building Control plans checked within 10 working days.	02/04/2022	Business Manager (Building Control) (JC)	<b>Off track - action taken / in hand</b>		Efforts have been re-focused on plan checking.

### Internal Audit - Actions Status Q2

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q2.

### Complaints Q2

#### Q2 2020-21 Commercial Services - Level 1 Complaints

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

#### Q2 2020-21 Commercial Services - Level 2 Complaints

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	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	1	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	100%	100%	N/A	95%

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



## Finance – Q2 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Commercial</b>				
Expenditure	11,141	-1,168	-10%	Favourable
Income	-6,062	1,062	-18%	Adverse
<b>Commercial Total</b>	<b>5,079</b>	<b>-106</b>	<b>-2%</b>	<b>Favourable</b>

**Comment:** All the Commercial Services teams understand the financial challenges of the Council and accepting that there is little that can be done regarding increasing income at present have focused closely on managing expenditure to stay within budget.

## 5. Service Dashboard – Housing Delivery & Communities

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

### Communities

The Communities Team has continued to coordinate targeted support to all residents in need during the pandemic. Strong liaison is maintained with the principal community groups in the Borough.

The Team has balanced *response* with *recovery* – the Community Resilience Recovery Project has moved forward with defining the impact on the local community, the Council's ability to support the organisations that meet the needs of local people and to establish any future actions required. The Project will ultimately recommend the future partnering arrangements with the voluntary sector and whether and how the Council provides funding for the sector.

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

A number of Day Centres supported by the Council through Service Level Agreements have expanded and extended their community meals service and have endeavoured to increase their service delivery as lockdown was eased. **Note:** from 23 March to 30 November, *25,000 community meals have been delivered throughout the Borough.*

Surrey County Council allocated Waverley £56,243.83 *Emergency Assistance Grant for Food and Essential Supplies*. The grant was to be distributed to residents experiencing hardship. It was agreed to disseminate these funds to local community organisations that already supported those residents to ensure an holistic approach. A simple monitoring form was sent to the organisations in order to monitor how and where the money was used.

The Safer Waverley Partnership (SWP) appointed a new Chair during the quarter – Helen Milton, a senior practitioner in the NHS.

Inspector Samantha Adcock was appointed as the new Borough Commander at the beginning of September. Additional police officers are also to be deployed throughout Waverley. The Safer Waverley Partnership will be making a full presentation to the Community Wellbeing Overview and Scrutiny Committee in November.

## **Housing Delivery**

The Housing Development Team secured delivery of 27 of the 37 new homes by the end of the quarter. Twenty five tenants had moved in. **Note:** *all 37 homes were handed over on schedule (by the end of October) and all tenants have moved in.*

A demolition contractor has been appointed for both Site B and Site C at Ockford Ridge. Thakeham Homes have been appointed as build contractor for Site B - to deliver 17 new homes. All tenants on Site B moved to Site A.

A reserved matters planning application for Ockford Ridge, Site C, is due to be submitted shortly. Procurement of a build contractor will take place later in the autumn..

Preparatory works have progressed to bring sites E and F forward, with most tenants already having moved into new homes.

Sites in Chiddingfold and Churt are progressing at different stages, with tenders for a build contractor for sites in Chiddingfold due to be invited. The site at Aarons Hill, Godalming continues to be blighted by the footpath diversion but tenders for a Design and Build contract are being prepared.

Waverley has acquired three affordable homes from Langham Homes in Witley as part of the developer's planning obligations. There are further sites being considered for acquisition of homes under Section 106 Agreements.

The draft Affordable Housing Supplementary Planning Document is now ready to be adopted through the Committee process.

The Strategy and Enabling Team has worked with developers and Housing Associations to deliver new homes during the quarter – of special note is the scheme delivered by English Rural Housing Association at Springfield, Dunsfold, which provides homes for people in housing need local to Dunsfold Parish.

Initial discussions have taken place on drafting a new Housing Strategy that would sit under the new Corporate Strategy and set out objectives for meeting housing need across the Borough.

Work continues on affordability of rents across the Borough. A policy paper is being drafted with input from specialist consultants to set out viability and sets out how the Council and its partners can provide homes at rent levels affordable to all who are in need.

Landlord inspections and other housing regulatory work carried out by the Private Sector Housing Team has begun to increase though requests for public health funerals during the pandemic, although feared to be very high, levelled off during the quarter.

The Housing Options Team was successful in bidding for funding to the Next Steps Accommodation Programme through the Ministry of Housing, Communities and Local Government. £120,000 has been allocated for the delivery of temporary accommodation units (modular construction) and support costs for homeless households occupying them. Waverley will contribute from its Section 106

commuted sums pot to match fund the Government grant for delivering the units. Site assessment has begun.

During the quarter the team has continued to accommodate rough sleepers and those threatened with rough sleeping, into emergency accommodation. This has been in addition to the 'normal' situation where people present who are homeless or threatened with homelessness.

Move-on was arranged successfully for 5 households who were previously placed in emergency. The Housing Development Team secured delivery of 27 of the 37 new homes by the end of the quarter. Twenty five tenants had moved in. **Note:** *all 37 homes were handed over on schedule (by the end of October) and all tenants have moved in.*

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Preparatory works have progressed to bring sites E and F forward, with most tenants already having moved into new homes.

Sites in Chiddingfold and Churt are progressing at different stages, with tenders for a build contractor for sites in Chiddingfold due to be invited. The site at Aarons Hill, Godalming continues to be blighted by the footpath diversion but tenders for a Design and Build contract are being prepared.

Waverley has acquired three new rented homes from Langham Homes in Witley as part of the developer's planning obligations. There are further sites being considered for acquisition of homes under Section 106 Agreements.

The draft Affordable Housing Supplementary Planning Document is now ready to be adopted through the Committee process.

The Strategy and Enabling Team has worked with developers and Housing Associations to deliver new homes during the quarter – of special note is the scheme delivered by English Rural Housing Association at Springfield, Dunsfold, which provides homes for people in housing need local to Dunsfold Parish.

Initial discussions have taken place on drafting a new Housing Strategy that would sit under the new Corporate Strategy and set out objectives for meeting housing need across the Borough.

Work continues on affordability of rents across the Borough. A policy paper is being drafted with input from specialist consultants to check viability and sets out how the Council and its partners can provide homes at rent levels affordable to all who are in need.

Landlord inspections and other housing regulatory work carried out by the Private Sector Housing Team has begun to increase though requests for public health funerals during the pandemic, although feared to be very high, levelled off during the quarter.

The Housing Options Team was successful in bidding for funding to the Next Steps Accommodation Programme through the Ministry of Housing, Communities and Local Government. £120,000 has been allocated for the delivery of temporary accommodation units (modular construction) and support costs for homeless households occupying them. Waverley will contribute from its Section 106 commuted sums pot to match fund the Government grant for delivering the units. Site assessment has begun.

During the quarter the team has continued to accommodate rough sleepers and those threatened with rough sleeping, into emergency accommodation. This has been in addition to the 'normal' situation where people present who are homeless or threatened with homelessness.

Move-on was arranged successfully for 5 households who were previously placed in emergency COVID 19 accommodation.

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

The costs could be greater than at present as these homeless households are much more likely to include families with children whereas those having to be housed currently have been single person households or couples.

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

### Performance Indicators Status Q2

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q1 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter <b>(lower outturn is better)</b>	No.	0	0	5	5	3	5.0
HD2	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	0	14	63	0	17	Data only
HD3	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	13	19	83	0	53	Data only
HD4	Number of affordable homes delivered by the Council and other providers (gross) <b>(Data only - higher outturn is better)</b>	No.	31	46	65	20	53	Data only

**Comment:** The Housing Options and HomeChoice Teams have worked tirelessly to accommodate homeless households during the quarter, and move those households on to more permanent accommodation as soon as possible.

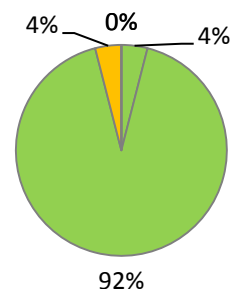
#### HD4 Number of affordable homes delivered (gross) during Q2 (53):

UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
8	4 Affordable Rent 2 Shared Ownership 2 Discounted Market Sale	Springfield, Dunsfold	English Rural Housing Association	September 2020
12	12 Affordable Rent	Ockford Ridge, Site A	Waverley Borough Council	July-September 2020

29	14 Affordable Rent 15 Shared Ownership	Cron dall Lane, Farnham	Aster	July- August 2020
4	4 Affordable Rent	Elmbridge Road, Cranleigh	Clarion	July 2020

### Service Plans - Actions Status Q2

<b>Total</b>	<b>100%</b>	<b>50</b>
<b>Completed</b>	4%	2
<b>On track</b>	92%	46
<b>Off track - action taken / in hand</b>	4%	2
<b>Off track - requires escalation</b>	0%	0
<b>Cancelled / Deferred /Transferred</b>	0%	0



### Outstanding Service Plan Actions

Outcome 1.	The Ageing Well Strategy (2015 - 18) and Action Plan is reviewed to reflect current needs and priorities.					
Ref. No.	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Action taken to rectify
SP20/21HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities.	30/06/2020	Community Services Manager/ Community Partnerships Officer	Off track action taken	30/06/2021	Time frame effected due to Covid impact
SP20/21HDC1.2	Create an updated Action and Implementation Plan.	30/06/2020	Community Services Manager/ Community Partnerships Officer	Off track action taken	30/06/2021	Time frame effected due to Covid impact

## Internal Audit - Actions Status Q2

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q2.

## Complaints – Q2 update

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

### Q2 20-21 Housing Delivery and Communities – Level 2 escalations

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

**Comment:** Due to pressures of work during Covid final sign off by Head of Service did not take place until after the deadline even though the complaint had been assessed and completed in good time.

## Finance – Q2 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Delivery &amp; Communities</b>				
Expenditure	4,271	104	2%	Adverse
Income	-1,904	-162	8%	Favourable
<b>Housing Delivery &amp; Communities Total</b>	<b>2,367</b>	<b>-58</b>	<b>-2%</b>	<b>Favourable</b>

**Comment:** The adverse variance is mainly due to an expected overspend in bed and breakfast and homelessness costs (rent in advance, deposit, etc.). The pandemic has significantly affected homelessness. During the pandemic, more households have been placed in temporary accommodation. This spend is forecast to continue into the future. Furthermore when private landlords can evict tenants from properties, it is estimated homelessness costs will rise – though this might not be until the end of March 2021, and therefore we would not see the impact of that

until the next financial year. We may see spend on putting families into private rented accommodation increasing faster than on temporary accommodation. This will not necessarily be because of evictions from properties, rather that homeless households will be moved from temporary accommodation into permanent private rented homes.

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Delivery &amp; Communities</b>				
Expenditure	1,288	-28	-2%	Favourable
Income	-696	0	0%	-
<b>Housing Delivery &amp; Communities Total</b>	<b>592</b>	<b>-28</b>	<b>-5%</b>	<b>Favourable</b>

**Comment:** The favourable variance is due to the underspend on staffing budget.

## Service Dashboard – Housing Operations

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

## Key Successes & Lessons Learnt, Areas of Concern – Q2 2020/2021

### Q2 summary from Head of Service:

Over the summer the team was focussed on the ongoing recovery of services, adhering to the government guidance on working during the coronavirus crisis. Our key priority, continues to be, to make sure that tenants, homes and our employees are safe. The majority of the team has adapted to working from home but a number of staff and contractors are visiting tenants, homes and neighbourhoods to deliver essential services.

The HRA Recovery, Change and Transformation Project identified five key objectives; maximise rental income, let homes, reinstate responsive repairs and H&S works, re/commence capital works programme and maintain the development programme. There are arrange of challenges to overcome to address the backlog of responsive repairs and empty homes. The Housing Overview and Scrutiny committee received progress reports at their July and September meetings.

Although our immediate focus has been on the HRA Recovery, Change and Transformation Project it is important to recognise that other day to day activities and successes are continuing.

The Housing Management Team is key to partnership working with the Police to tackle ASB. Following the lockdown we have seen an increase in county lines concerns. Together they have successfully gained two partial closure orders to protect the safety of vulnerable tenants and address the anti-social behaviour experienced by neighbours. The team continues to support tenants with any tenancy or estate management issues to improve communities.

The Community Development Team is working to improve neighbourhoods. They have supported the mobilisation of the new grounds maintenance contract with clear information and scope of requirements to improve areas. They have also progressed with (socially distanced) block inspections to ensure fire safety rules are complied with. This has led to a project to review options for safe bike storage and the development of a pilot.

For Quarter Two I recognise the Compliance team as my Star team. They have made great progress in reducing the backlog of homes without a gas safety certificate. By working with tenants and contractors to give reassurance of preventative actions taken to limit the risk of infection. The team has also continued with the comprehensive management of legionella at one of our senior living schemes and appointed a contractor to complete the cold water pipe replacement works to start at the end of October. In addition they are managing a schedule of risk assessment for electrics, fire, lifts and asbestos.

The teams have also been reviewing the Housing Ombudsman findings for two cases where we were found to be at fault. The cases identified how we had failed to make a timely heating repair and where we had failed to keep tenants informed. We have developed an action plan to ensure lessons are learnt, the teams acknowledge the issues and the same mistakes are not made again.

Despite working from home we have managed to stay connected with a virtual partnership meeting with the Tenants Panel and Cllr Rosoman in July, virtual coffee morning with Senior Living tenants in July and All in Housing and Communities staff meetings in July and September to share news, updates and views.

Members of the team, Tenants Panel and Councillors were able to virtually attend the Chartered Institute of Housing South East conference. Presentations covered a range of topics including sustainability, supply, residents' voice and affordable warmth.

In conclusion the team has continued to adapt to provide alternative and ongoing services to residents in a professional, personal and compassionate manner in a time of extreme challenges and uncertainty.

**Hugh Wagstaff, Head of Housing Operations**

## Performance Indicators Status

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	0.66%	0.65%	0.64%	0.86%	0.98%	0.7%
HO2	Average number of working days taken to re-let 'normal void' property <b>(lower outturn is better)</b>	Days	22	26	28	70	112	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time <b>(higher outturn is better)</b>	%	100.0%	100.0%	100.0%	98.3%	99.84%	100.0%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	92.0%	90.0%	87.0%	n/a	n/a	93.0%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	80.0%	80.0%	69.0%	n/a	n/a	78.0%



HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	New indicator for 2020/21	n/a	n/a	90%
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**Q2 Comment:**

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

The level of **rent arrears** have increased to £295k. This can be attributed to the impact of the coronavirus on the economy leading to furlough, reduced hours, redundancies and loss of jobs and thus the ability to pay rent for many tenants. Over 350 tenants have made Universal Credit claims as their financial circumstances changed since March 2020. There is a five week wait between application and the first payment which causes budgeting issues reflected in the rent arrears. The collection rate has fluctuated month on month rising from 0.78% at end April to 1.01% at end of August.

The team are working with tenants, providing support and advice to ensure incomes are maximised and rent and repayments arrangements are made. The Coronavirus Act prevented any landlord taking legal action to recover rent arrears therefore no legal action, including serving notice seeking possession was taken in Q2. The performance still exceeds peer organisations with HouseMark Covid 19 impact monitoring stating that average rent arrears were at 3.5% in Q2.

The relet performance continues at an all time low, as all empty homes were held during the lockdown period (March to end May) and there has been a slow recovery as we work to clear the backlog. We restarted the service late May with a backlog of c70 homes. As more homes were handed back this increased to c80 at end August and back to c70 at end of September.

There were only 13 lettings in Q1 all exceeding target and a total of 56 homes let in Q2, two within target.

Budget void loss is at £300k and this is already within the Dwellings Rent figure in the 20/21 Budget. However, as a result of the increased voids beyond budget rate, the full year forecast has been updated which will result in a dwellings rent falling by 300k. The team is working closely with our contractors to clear the backlog - two additional sub contractors have been recruited to assist. Given the volume of works required we do not expect clear the backlog or meet target this calendar year.

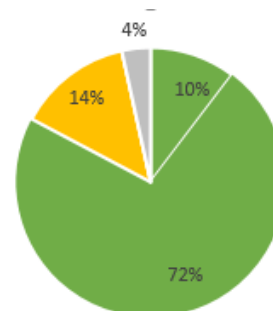
The **gas** safety check performance has greatly improved, there are only seven homes, compared to 74 at end of Q1, without a valid gas safety certificate. Of the outstanding checks three were completed within the first two weeks of October and two have appointments booked. The team and contractors are working with residents to ensure safe access for the remaining two households, one who is shielding and the other who had symptoms when appointment made.

The **responsive repairs and tenancy audit** figures are not available so far this year due to change in contractor, halt to visits and redeployment of resources.

## Service Plan - Actions Status Q2

### Q2 Housing Operations Service Plans 2020/2023 –

Total	100%	29
Completed	10%	3
On track	72%	21
Off track - action taken / in hand	14%	4
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	4%	1



#### Comment:

The service plan actions were reviewed in April to identify the resources, capacity and relevance following the change in Council's objectives in response to the Coronavirus.

One item was deferred for 12 months and a further four had timescales extended (details can be seen below). Progress has been made with three actions completed in Q1: understanding residents' needs; work with tenant representatives on rent increase and launching the new housing management team. During Q2 work has progressed on complaints review, Tenant Involvement Strategy and equality and diversity training.

### Service Plans Actions 2020/21 – actions deferred/ extensions

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
<b>Outcome</b>	<b>The service meets the needs of residents by meeting satisfaction targets annually</b>					
2.2	Procure, design and project manage Survey of Tenants and Residents	30 June 2020	Service Improvement Manager (AH)	defer	30 June 2021	Tender documentation developed but held due to coronavirus pandemic. Team resources redeployed and "wrong" time for perception survey
2.3	Review Regulatory Consumer Standards	30 June 2020	Service Improvement Manager (AH)	Off track action taken	March 2021	Extension to due date as team resources redeployed and project reprioritised in April 2020
2.4	Review Council Aids and Adaptations policy	30 Sept 2020	Service Improvement Manager (AH)	Off track action taken	Dec 2020	Extension to due date as team resources redeployed and project reprioritised in April 2020
2.7	Relaunch Tenant Involvement Strategy	30 Sept 2020	Service Improvement Manager (AH)	Off track action taken	Dec 2020	Extension to due date as team resources redeployed and project reprioritised in April 2020
<b>Outcome</b>	<b>The customer experience will be improved by meeting and exceeding satisfaction targets annually</b>					

5.8	Develop protocol to effectively manage internal common areas	30 June 2020	Service Improvement Manager (AH)	Off track action taken	Dec 2020	Extension to due date as team resources redeployed and project reprioritised in April 2020
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## Internal Audit - Actions Status Q2

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q2.

## Complaints Q2

### Q2 20-21 Housing Operations - Level 1 Complaints

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	25	18	20	8	17	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	15	12	16	7	14	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	60%	67%	80%	88%	82%	95%

### Q2 20-21 Housing Operations - Level 2 escalations

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

**Comment:**

There was a reduction in complaints during the lockdown period Q1. There has been an increase in complaints as services were reintroduced and we experienced difficulties in the management of backlog of works and acknowledge we have not delivered the service we expect in all cases.

Only three complaint response/s were out of time but due to the small number of complaints they had an adverse impact on the PI. Given the challenging circumstances with officers working from home on limited IT equipment the team have worked well to respond to complaints effectively.

The Housing Ombudsman issued two decisions during Q2:

- Finding of maladministration and Waverley ordered to pay complainant £300 for length of time taken to repair central heating and hot water.
- Finding of service failure and Waverley ordered to pay complainant £200 in recognition of resident's distress and inconvenience suffered as a result of the Council's failure in communication regarding reports of ASB and repairs issues and £181 as already offered by the Council for the delays experienced by the resident in requesting repairs to her home.

We have developed an action plan to ensure lessons are learnt, the teams have acknowledged the issues and aim to not repeat the mistakes.

## Finance – Q2 update

Housing Revenue Account (HRA)				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations</b>				
Expenditure	25,990	-1,552	-6%	Favourable
Income	-34,061	306	-1%	Adverse
<b>Housing Operations Total</b>	<b>-8,071</b>	<b>-1,246</b>	<b>15%</b>	<b>Favourable</b>

### Q2 HRA Comment:

The coronavirus crisis has contributed to the forecast underspend for maintenance works £1.2m Forecast salaries will be lower due to staff vacancies at £0.1m. Covid-19 has slowed re-lettings and the resulting void rate is forecast to reduce full year rental income by £0.3m. The HRA Business Plan, including reserves remains within forecast over the 30 year term.

## 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 – Q2 2020/2021

#### Q2 summary from the Head of Service:

Looking at each of the Business Transformation Service Teams individually:

#### **IT:**

During this quarter the Team have continued to develop and build the infrastructure we will need in place as we move to increased automation and channel shift. In particular we have seen progress with implementation of the master data management software, a number of team members being trained on the low code system and preparations being made for the introduction of the Liberty Converse customer services centre telephony technology.

In addition:

Video Conferencing – We acquired and installed Zoom in the Council Chamber interfaced with the existing web broadcasting functionality.

Air Conditioning - We acquired and installed new kit for the server room. This has resolved the recurring problems we had been having for some time.

Migration - We completed the migration of SharePoint and to Exchange 2016

Remote Working - The demand for equipment to enable people to work at home on a long term basis increased during this quarter. The Team have been able to re-configure i-gels so that people

can exactly replicate their office working environment at home which has had a beneficial effect for an ever increasing number of members of staff.

### **Business Transformation:**

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

**Customer Services** - The staff consultation process for the impacted teams started in July and concluded in October when the Customer Services Centre went live. The Team worked alongside both HR to ensure the transition went as smoothly as possible from an employee perspective, and also alongside operational service managers to ensure structures and systems were in place for the new team to work with.

**Staff Travel** - The Project Team came forward with recommendations to deliver in excess of over £150k in this area. Given the impact on staff, implementation is expected to be challenging. The informal consultation process began at the end of this quarter and will conclude early in Q4.

**Print, Post and Scanning** - This project has been focused on a change to our Print Contract and the introduction of Hybrid Mail. The Transformation Project effectively concluded in Q2 and we are now in the process of reconciling the savings which are on course to deliver slightly in excess of the target figure and should reach £75k.

**Horizon** - Work has continued with the development of the Building Control element of the system with the mobile technology now in place. The main Planning build was also largely completed in Q2 and enabled us to move to the test and train process in Q3 before going live hopefully in Q4.

**Web** - In Q2 we saw preparations intensify for the delivery of the new web-site. Originally we were looking at launch right at the end of Q3 but we have decided to delay this until after the holiday period has concluded taking us to the beginning of Q4.

### **Support Services:**

The entire Support Services Team were involved in the formal consultation process leading to the setup of the Customer Services Centre. With the exception of a handful of staff who chose to leave the Council as a result of these changes the rest of the Team transferred to the Customer Service Centre at the start of Q3.

We had intended re-opening offices to the public on an appointment only basis at the end of Q2 but a change in government Covid advice has delayed this. As part of the changes driven by the new Customer Services Centre we have moved our Farnham Locality offer from the Town Hall to the Memorial Hall.

### **Property and Engineering**

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

**Flood Prevention** - We have had a number of meetings with colleagues from Surrey CC and the Environment Agency to discuss weak-spots across the borough and agreeing areas of responsibility and options for improvement. We plan to follow these up in Q3 liaising also with Thames Water.

**Farnham Park** - The contract for the drainage works was procured with work scheduled for late Q2 early Q3.

**South Street Car Park** - The Team have been involved in the project management of this scheme.

Office Re-design - The change in working practices generated by the new customer service centre and the shift to remote working have required some re-design. The Team have assisted with this and further work is expected in Q4 and Q1 2021/2022.

**Facilities**

After the successful transition of the community meals service to Farncombe Day Centre Q2 saw the closure of the Staff Restaurant which became increasingly financially unviable particularly in the very difficult fiscal climate we are now in.

The Team have though taken over responsibility for the management of the Council’s fleet of vehicles as recommended by the Staff Travel Business Transformation Project.

As is the case for the IT Service the Team have been supporting people working at home long term by recycling and providing equipment to assist them. This included many items of redundant furniture from the Pump House.

**David Allum, Head of Business Transformation**

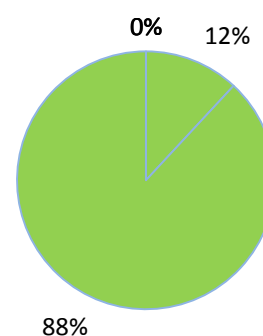
**Performance Indicators Status Q2**

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

**Service Plan - Actions Status Q2**

**Q2 Business Transformation Service Plan 2020/2023**

Total	100%	42
Completed	12%	5
On track	88%	37
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



**Comment:** At the end of the second quarter all Service Plan actions are on track or are complete.

**Internal Audit - Actions Status at Q2**

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q2.

## Complaints – Q2 update

## Q2 20-21 Business Transformation - Level 1 escalations

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

## Q2 20-21 Business Transformation - Level 2 escalations

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

## Finance – Q2 update

## General Fund Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Business Transformation</b>				
Expenditure	4,921	-218	-4%	Favourable
Income	-4,866	24	0%	Adverse
<b>Business Transformation Total</b>	<b>55</b>	<b>-194</b>	<b>-351%</b>	<b>Favourable</b>

**Comment:**

The budgetary position is favourable at present. This is driven by in year savings associated with the Business Transformation Programme. Notably staffing savings arising from Customer Services changes and also reduced expenditure on post and printing, which is partly down to new contracts/practices and partly down to changes in working practice as a result of Covid.

Most of the balance has arisen as a result of closing the Staff Restaurant.

## 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 – Q2 2020-21

#### Q2 summary from the Head of Service:

The last two quarters have been challenging under the Covid conditions and I am pleased that overall the services are performing well and holding up whilst being under significant pressure. The main concern is the collection of council tax and business rates due to the economic conditions. We have secured expertise and capacity from Reigate and Banstead council to assist with this aspect. Since the onset of Covid the team have administered a total to £25million in grant aid to local businesses and individuals. It has also been important to ensure that the Council's cash flow is holding up and this was covered in detail the contingency budget. Our Treasury Management team manage cash flow through the Treasury Management strategy parameters, all of which have been met and performance is expected to remain within parameters for the rest of the financial year.

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

### Performance Indicators Status Q2

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q2 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	57.7	85.6	98	29.6	56.3	49.5
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	51.7	74.8	97.2	19.7	48.4	49.5
F3	Percentage of invoices paid within 30 days or within supplier payment terms <b>(higher outturn is better)</b>	%	77.0	97.8	98	98.3	98.34	99.0
F4	Time taken to process Housing Benefit new claims <b>(lower outturn is better)</b>	Days	11	12	11	15	11	Data only
F5	Time taken to process Housing Benefit change events <b>(lower outturn is better)</b>	Days	5	5	3	5	5	Data only

**Q2 Comment:** The non-collection of council tax and business rates is a key risk area under Covid. Capacity and expertise has been secured from Reigate and Banstead Borough Council to help manage this risk. The payment of invoices performance is logistically exceptional against a challenging target of 99%. The transfer of invoice scanning and digital recognition to external service provider earlier in the year has been seamless, is delivering a budget saving, is supporting the team and has

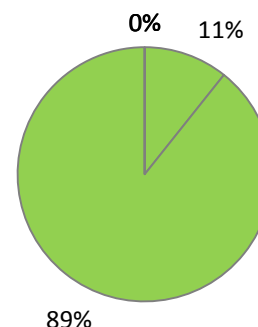


ensured business continuity at a time when staff and businesses are under pressure. The Housing Benefit service has also seen an understandably unprecedented level of demand through new claims and changes in circumstances. There is clearly a success story worth recognising in maintaining the level trend. The biggest challenge is ahead of us in the 3<sup>rd</sup> and 4<sup>th</sup> quarters of this year and we are addressing resourcing to ensure the service has adequate capacity.

## Service Plans - Actions Status Q2

### Q2 Finance Service Plan Actions 2020/23

Total	100%	28
Completed	11%	3
On track	89%	25
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### Outstanding actions from 2020-21 Service Plan

None. Service plan is on track.

## Internal Audit - Actions Status Q2

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q2.

## Complaints Q2

### Q2 20-21 Finance - Level 1 Complaints

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

**Comment:** This is a really good picture considering the pressure all the services are under and a credit to the services.

### Q2 -20-21 Finance - Level 2 escalations

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	1	2	5	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	1	2	4	1	Data only

<b>Level 2</b>	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	80%	100%	95%
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**Comment:** This is a really good picture considering the pressure all the services are under and a credit to the services.

## Finance– Q2 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Finance &amp; Property</b>				
Expenditure	31,161	57	0%	Adverse
Income	-29,962	34	0%	Adverse
<b>Finance &amp; Property Total</b>	<b>1,199</b>	<b>90</b>	<b>8%</b>	<b>Adverse</b>

**Comment:** The service budgets are holding up with some cost pressure coming through from council tax and business rates recovery.

## 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 – Q2 2020/21

### Q2 summary from the Head of Service:

In Quarter 2, the service continued to focus on supporting the Council’s emergency response to the Coronavirus pandemic as well as the corporate Recovery, Change and Transformation project, 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 pandemic and its impact on services.
4. Leading the 'people and staff' recovery, change and transformation work stream, including the development and implementation of Covid secure working practices for the limited numbers of staff who could not work from home. Work in quarter 2 also focused on promoting good mental health and wellbeing in the workplace, particularly for remote workers.
5. Leading the 'governance and decision-making' recovery, change and transformation work stream, with a particular focus in Quarter 1 on managing the governance arrangements around remote working, including temporary arrangements to enable planning decisions to continue and the implementation of virtual meeting procedure rules.
6. Leading the 'service plans' recovery, change and transformation work stream, supporting the Executive and Senior Management team to develop a plan for reviewing and revising the Council's Corporate Strategy and Service Plans, including plans for input from scrutiny committees before new plans are agreed by the end of the calendar year.
7. Ensuring all work streams within the recovery, change and transformation programme were fully supported with legal advice and communications and engagement planning.
8. Planning for a successful annual canvass during a period of time when the Council could not use canvassers for personal visits to households in the way we usually would. I will report in next quarter's report the excellent return rate we were able to achieve despite these challenges.

On top of all of the above and alongside the delivery of business-as-usual functions during quarter 2 the Policy & Governance service also supported the Council in responding to the national and local debate about devolution and local government structure and worked to prepare to support the Local Government Boundary Commission's electoral review of Waverley during 2020-2022.

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

**I would like to take this opportunity to say a huge thank you to all the staff within Policy and Governance who have responded so excellently and diligently with hard work, tenacity, patience and adaptability during this quarter both to support the Council in responding to the coronavirus pandemic.**

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

## Performance Indicators Status Q2

### **Comment:**

#### **Turnover figures**

As would be expected during a period of uncertainty and economic downturn, our resignation turnover has reduced over the last year from 13.21% to 7.08%, a reduction of 6% of the workforce. Our overall turnover has also reduced by over 3%. Whilst this creates a stable workforce, there can be challenges as it reduces the opportunity to bring fresh ideas into the council and reduces internal promotions and

the encouragement of our talent. During a period of lower engagement, the workforce can find itself dis-engaged but unable to find alternative employment which can then impact on productivity. It should not therefore be the case that low staff turnover is misinterpreted for high engagement or a reduced need to focus on engagement.

### Absence Data

Research indicates that home working results in lower absenteeism and this has been reflected in our figures which has seen lower than expected short term sickness and stable long term absence despite concerns about increasing mental health pressures. There are a number of reasons for this (for example when making the decision whether to work or not, it is much easier to continue to work when there is no commute, you are in your home environment and you can choose what, where and how you work without fear of reprimand or judgement). Recent research by the Institute of Employment Studies does indicate however that prolonged continuous home working impacts on physical and mental wellbeing, presentism, longer working hours and higher demand (due to the reduction in productivity that collaborative working provides). So lower absence rates whilst very welcome should not be interpreted in a reduced focus on wellbeing or presentism.

KPI	Description		Q2 19-20	Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q2 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) <b>(data only)</b>	%	18.9	17.5	18.7	17.4	15.53	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	6.8	7.38	7.50	7.56	6.94	6.52
	ref. HR2a - Short term Sickness Absence	Days	3.0	3.3	3.3	3.0	2.7	6.52
	ref. HR2b - Long term Sickness Absence		3.8	4.1	4.2	4.6	4.3	
PG1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	68	64	82	35	59	Data only
PG1b	The number of complaints received - Level 2 <b>(data only)</b>	No.	25	16	27	16	19	Data only
PG2a	The % of complaints responded to on time - Level 1 <b>(higher outturn is better)</b>	%	81.8%	82.8%	87.0%	83%	80%	95.0%
PG2b	The % of complaints responded to on time - Level 2 <b>(higher outturn is better)</b>	%	98.2%	87.5%	93.0%	81%	89%	95.0%

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

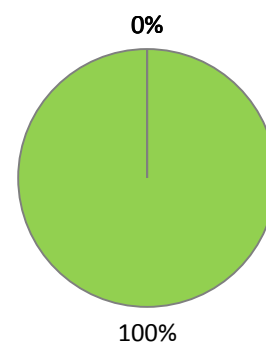
## Service Plans - Actions Status Q2

### Outstanding actions from 2020-23 Service Plan

None, Service Plan is on track.

#### Q2 Policy & Governance Service Plan 2020/2023

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



## Internal Audit - Actions Status Q2

**Comment:** There were no outstanding internal audit actions for this service area at the end of Q2.

## Complaints Q2

### Q2 20-21 Policy and Governance - Level 1 Complaints

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

### Q2 20-21 Policy and Governance – Level 2 Complaints

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

## Finance – Q2 update

<b>General Fund Account</b>				
<b>Services</b>	<b>Approved Budget £'000</b>	<b>Variance £'000</b>	<b>% Variance</b>	<b>Adverse/ Favourable</b>
<b>Policy &amp; Governance</b>				
Expenditure	6,640	-209	-3%	Favourable
Income	-3,697	-34	1%	Favourable
<b>Policy &amp; Governance Total</b>	<b>2,943</b>	<b>-243</b>	<b>-8%</b>	<b>Favourable</b>

**Comment:** Despite pressure on the service, the budget position was favourable at the end of Quarter 2, largely due to the managed in year vacancy factor within the team.