

Corporate
Performance Report
Q3 2020/21
(October – December 2020)



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RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

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

1. Corporate Dashboard – All Services

Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q3 2020/21

Q3 Chief Executive’s summary:

This Quarter 3 report provides a performance overview for the period October to December 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, particularly with the national lockdown in November and the move to Tier 4 restrictions in December. I am very proud of the response of councillors, staff members and the whole community, which can be summarised in the following graphic:

Waverley Borough Council’s local response to Covid-19

Over the last year we have:



We could not have achieved all of this without the enthusiastic support of some fantastic local volunteers and our partners in town and parish councils across the borough

In August, the Council approved a contingency revised budget due to the 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. In December, the Council agreed the update to the longer term financial projections, including the use of reserves. 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. The pressure on the Council’s medium term financial planning is now even more serious than before, as set out in the budget report considered by Council on 22 February 2021.

In this quarter, the Council continued to work flexibly, assisted by video-conferencing for both business communication and formal meetings. We progressed the development of the Local Plan Part 2, opened our

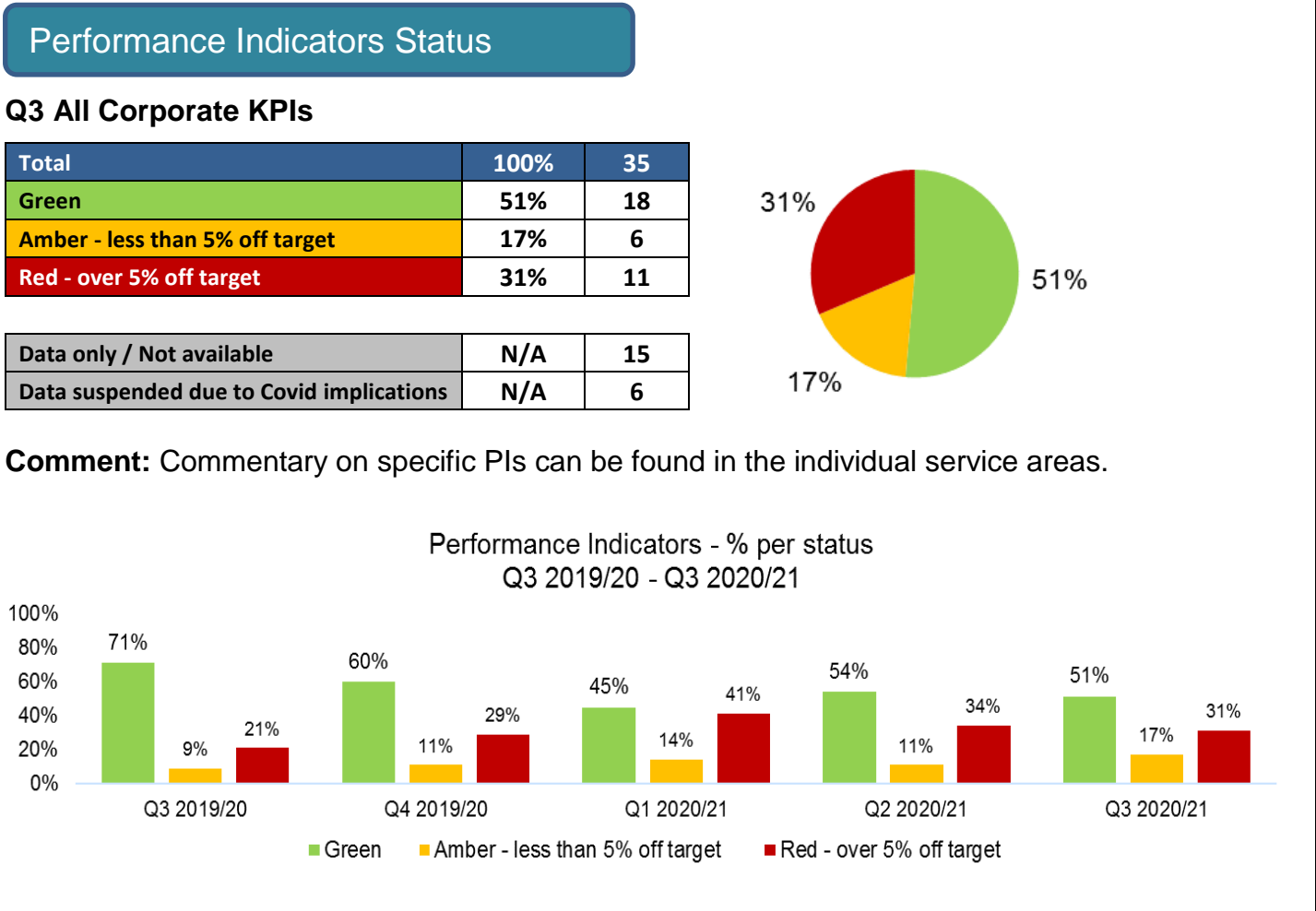
new customer services centre, and agreed our carbon neutrality action plan and a new pesticides policy and action plan. The updated Corporate Strategy was approved by Council in December. As the service chapters describe, several improvements and projects were progressed across many service areas.

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, including further transformation projects and potential collaboration with other councils. In the meantime, preparations to conduct the May 2021 elections and neighbourhood plan referendum in a legal and safe way have commenced in detail.

The Boundary Commission’s review of Waverley has started and will continue through the year, with the Commission due to publish its decisions next year to take effect at the 2023 elections.

I would like to again record my thanks to Waverley Borough Council’s staff members and councillors for their amazing commitment and professionalism throughout a year of unprecedented challenge.

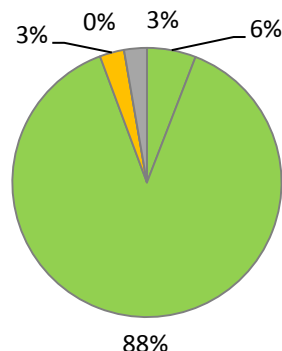
Tom Horwood, Chief Executive



Service Plans - Actions Status

Q3 update on all Service Plans 2020/2023

Total	100%	476
Completed	6%	28
On track	88%	421
Off track - action taken / in hand	3%	14
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	3%	13



Comment: At the end of the third 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

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 09 November 2020.

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

Complaints Q3 2020/21

Q3 2020-2021 (1 October - 31 December 2020)

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Business Transformation	0	0	N/A	0	0	N/A		
Commercial	2	2	100%	0	0	N/A		
Environment	17	17	100%	5	5	100%		
Finance & Property	2	1	50%	0	0	N/A		
Housing Operations	34	24	71%	8	7	88%	1	upheld
Housing Delivery and Communities	3	3	100%	0	0	N/A	1	not upheld
Planning & Economic Dev	13	12	92%	9	8	89%	2	1 not-upheld 1 upheld
Policy & Governance	0	0	N/A	1	0	0%		
Total	71	59	83%	24	21	88%	4	

Total Complaints	95
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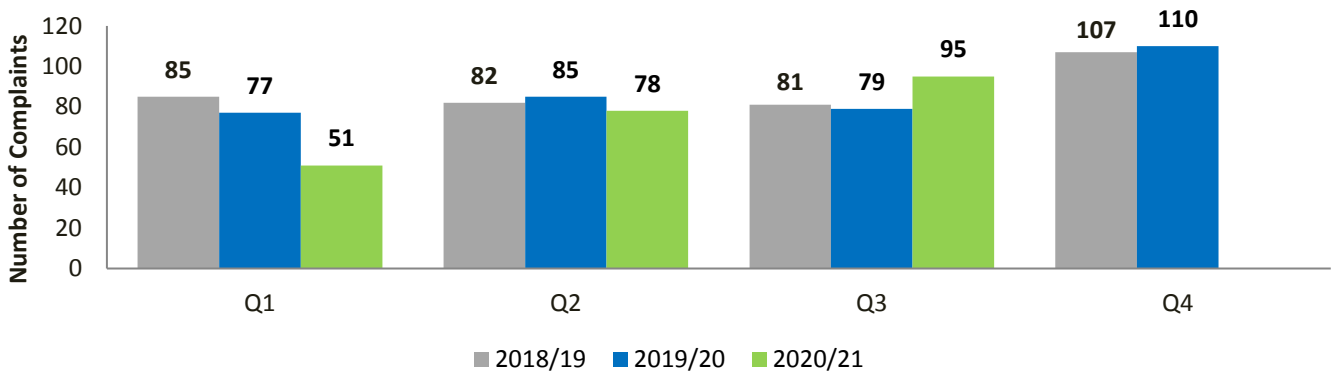
	Response Rate	Target	Status
Level 1	83%	95%	over 5% off target
Level 2	88%	95%	over 5% off target
Total	85%	95%	over 5% off target

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

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

Total Number of Complaints

1 April 2018 - 31 December 2020

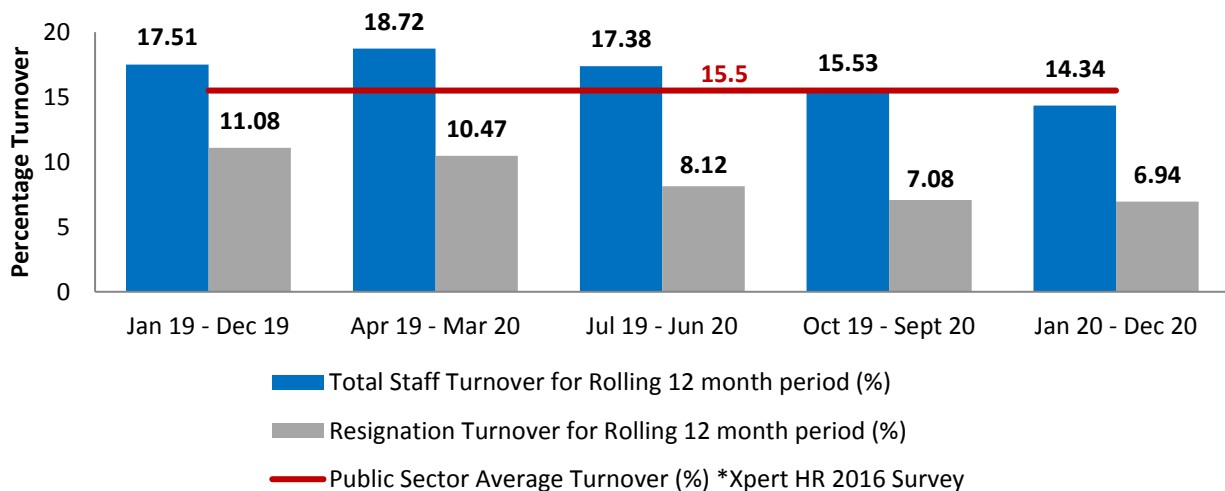


Workforce data – Corporate Level Q3

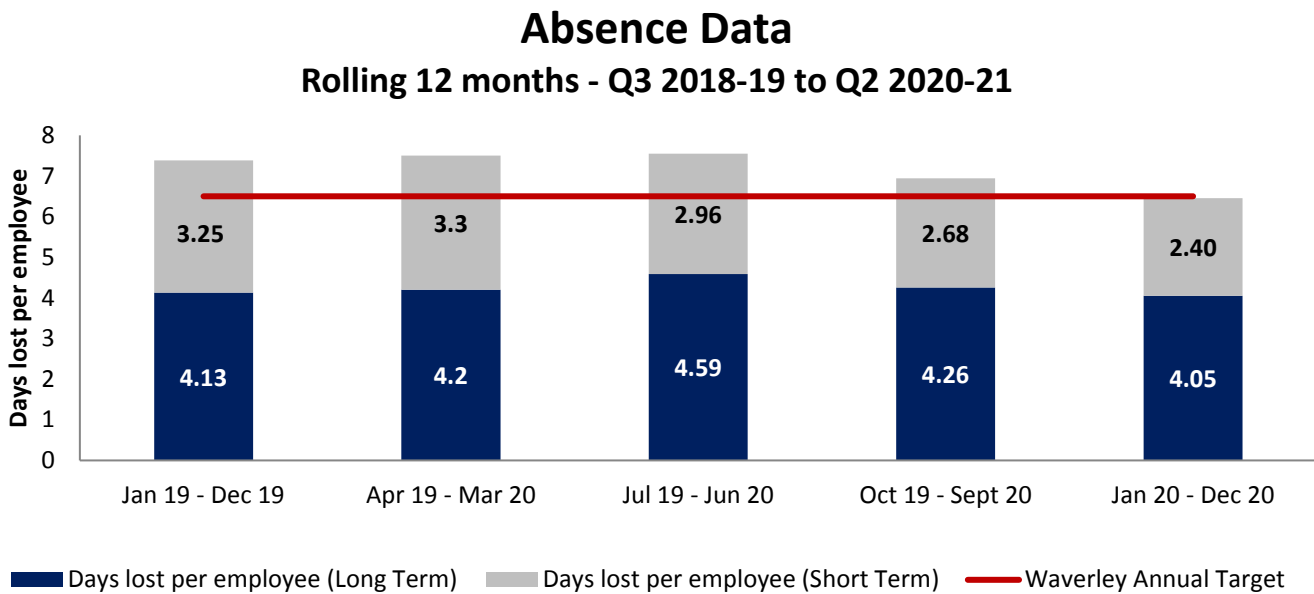
Waverley's staff are critical to delivering the Council's immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead. The following KPIs demonstrate our staff turnover and employee sickness absence levels over a 12 month rolling period.

Staff Turnover %

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



Comment: As might be expected due to the current economic and social context, resignation turnover has reduced since the beginning of the pandemic in March 2020. This trend continues and reflects uncertainty in the job market. It means that the workforce is relatively stable at the moment. It is, however, too early to say whether or not this is a long term trend. Should the job market begin to recover we would expect to see usual (or even elevated) turnover.



Comment: This quarter has seen the continuation of the trend for a steady decline in short term sickness. This is likely to be due to a combination of home working and improved infection measures. Long term sickness has also begun to fall and this maybe, in part, due to increased usage of the Employee Assistance Service which has provided very positive user data since the beginning of the pandemic in terms of feedback and clinical results. The key reasons for long term absence relate to mental health (anxiety and depression) and it is essential that the council remains focussed on mental health and wellbeing support. HR continues to focus on long term sickness reduction with pro-active expert case management and support.

Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q3 2020/21

Section 151 Officer summary Q3 2020/21:

The first nine 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 £2.3m, 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 latest forecast shows that the additional government support enables a substantial amount of the agreed reserve drawdown to be rolled forward to support the ongoing impact of covid in future years’ budgets.

The 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 from the second lockdown in November through the Tier 4 period into the current lockdown. Whilst the monitoring is showing a shortfall of over £88k for the year, it is hoped that some of this will be recoverable from the government under the fees and charges compensation scheme including the temporary suspension of the green waste collection service. 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 £1.1m 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

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	4,933	- 222	-5%	Favourable
Income	- 4,866	8	0%	Adverse
Business Transformation Total	67	- 214	-319%	Favourable
Commercial				
Expenditure	11,154	- 1,644	-15%	Favourable
Income	- 6,065	1,036	-17%	Adverse
Commercial Total	5,089	- 608	-12%	Favourable
Environment				
Expenditure	11,731	- 96	-1%	Favourable
Income	- 8,938	1,169	-13%	Adverse
Environment Total	2,793	1,073	38%	Adverse
Finance & Property				
Expenditure	31,209	48	0%	Adverse
Income	- 29,962	- 159	1%	Favourable
Finance & Property Total	1,247	- 111	-9%	Favourable
Housing Operations				
Expenditure	52	- 40	-77%	Favourable
Income	- 12	-	0%	-
Housing Operations Total	40	- 40	-100%	Favourable
Housing Delivery & Communities				
Expenditure	4,277	150	4%	Adverse
Income	- 1,904	- 206	11%	Favourable
Housing Delivery & Communities Total	2,373	- 56	-2%	Favourable
Planning & Economic Development				
Expenditure	7,645	- 80	-1%	Favourable
Income	- 4,812	- 20	0%	Favourable

Planning & Economic Development Total	2,833	- 100	-4%	Favourable
Policy & Governance				
Expenditure	6,718	- 225	-3%	Favourable
Income	- 3,697	- 43	1%	Favourable
Policy & Governance Total	3,021	- 268	-9%	Favourable
General Fund Sub-Total	17,463	- 324	-2%	Favourable
Covid-19 Local Authority Expenditure Grant	- 1,527	-	0%	-
Covid-19 Local Authority Income Compensation Grant		- 2,300	-	Favourable
Corporate Staff recruitment freeze target	- 600	634	-106%	Adverse
Externally funded savings		78	-	Adverse
Replenish grant		2,000	-	Favourable
General Fund Total	15,336	88	1%	Adverse

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	25,987	- 1,467	-6%	Favourable
Income	- 34,061	304	-1%	Adverse
Housing Operations Total	- 8,074	- 1,163	14%	Favourable
Housing Delivery & Communities				
Expenditure	1,291	- 34	-3%	Favourable
Income	- 696	-	0%	-
Housing Delivery & Communities Total	595	- 34	-6%	Favourable
Housing Revenue Account Total	- 7,479	- 1,197	16%	Favourable
Grand total	7,857	- 1,109	-14%	Favourable

The following table summarises the latest COVID grants position.

	Amount £'000	Notes
Support for WBC budget impact		
General grant towards costs	1527	Received
Fees and charges income grant	2300	Applied for, estimated eligible amount but unconfirmed
Leisure Centre grant	200	Scheme launched, application submitted, unconfirmed value
Other support for additional functions/costs		
Homelessness/rough sleepers	13	To meet additional costs
Homelessness Next Steps	15	To meet additional costs
Contain Outbreak Management Fund	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
Business Grant Admin	170	To meet additional costs
Council Tax Support Admin	87	To meet additional costs
Test & Trace Admin	25	To meet additional costs
Covid-19 Response	39	To meet additional costs

2. Service Dashboard – Planning and Economic Development

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2020/21

Q3 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 Q3 we continued to provide a full service to our customers in all areas of work. Performance has, somewhat inevitably taken a hit, but overall the Service can be pleased with the resilience shown in keeping applications flowing through the system, thereby supporting the economy. Staff have worked extremely hard to keep services going and to engage with customers and other stakeholders whilst working remotely, but it is acknowledged that improvements need to be made in the following six key areas:

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

To the above end, a Development Management Improvement Plan was developed within the quarter with a number of specific actions to address these issues head-on, that will be rolled-out over the coming few months.

Achievements and issues of note in Q3 included:

- Finalising the draft LPP2 and taking this through O&S, Executive and Full Council and out to public consultation under Regulation 19.
- Publishing a new Local Development Statement (November 2020)
- Initiating the development of a Climate Change/Zero Carbon Supplementary Planning Document (SPD)
- Supporting a number of Towns and Parishes in progressing Neighbourhood Plans
- Finalising the Economic Development Covid-Resilience Action Plan with endorsement from the Executive and starting to deliver on a number of actions within this.
- Continuing to support the local business community during and following lockdown with advice, information and liaison with the business grants team
- Working with Business Transformation to facilitate the successful roll-out of the new Customer Service Centre, which became operational during the quarter.
- Actively progressing a large number of enforcement investigations

- Servicing regular virtual Planning Committee meetings to keep applications moving through the system
- Delivering an updated and more robust Five-Year Housing Land Supply Statement
- Developing and publishing the Housing Delivery Action Plan
- Delivering and publishing our Infrastructure Funding Statement
- Management of the CIL bidding process
- Continued improvement in our performance at defending planning appeals against the Council's decisions meeting the <30% of appeals allowed for the third successive quarter
- Continuing to support the Farnham Infrastructure Project

Zac Ellwood, Head of Planning & Economic Development

Performance Indicators Status Q3

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99%	99%	98%	99%	95%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	87%	100%	100%	83%	50%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	92%	93%	95%	92%	81%	80%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	91%	90%	92%	96%	92%	90%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	94%	88%	87%	80%	76%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	41%	45%	23%	23%	25%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	13%	17%	17%	6%	5%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	2%	3%	1%	1%	1%	10%

P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	98%	89%	90%	85%	72%	75%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	100%	100%	92%	99%	96%	95%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	32%	47%	5%	29%	15%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	11.0	12.0	4.0	17.0	23	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-396	-531	-143	-273	-397	147
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	184	240	90	188	145	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-69	24	-57	-16	-18	147

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

Comment: Performance in processing and determining planning applications and in investigating enforcement cases took a small downward turn in Q3, albeit remained relatively steady overall. Continued challenges from coronavirus, reduced site visits and testing/training on our bespoke, end-to-end Horizon IT system had knock on effects.

We have produced a Development Management Improvement Plan during the quarter, of which 'improving performance' is one of six key strands. We are conscious that there is still too much reliance on agreeing 'extensions of time' with agents/applicants, which masks underlying issues such as unhappy customers/increased complaints. The intention over the next few quarters is to get to a point where extensions of time are used far less frequently, and not at all in respect of straightforward householder applications. The new Horizon system (rollout due Q4) will assist in this regard as it will greatly improve the throughput time for applications from receipt/validation on to the planning case officers.

P151 performance (50%) did not meet the target, but this must be looked at in context. The outturn figure of 50% represents only 1 out of 2 Major applications having been determined within 13 weeks during the quarter. Overall, for the municipal year to-date (Q1 to Q3 inclusive), the cumulative figure is 85% (17 out of 20 Major applications determined in accordance with the target).

Overall appeals performance [P3] exceeded the <30% target for the third quarter in a row with only 25% of all appeals, cumulatively, having been allowed by the Planning Inspectorate. This is positive and marks a real sea change in performance that should be recognised.

Performance in terms of Major planning appeals allowed as a % of Major Application decisions made (cumulative) [LP152] is also very healthy at only 5% against a target of <10% being allowed cumulatively. This indicator is linked to government minimum performance targets that could lead to some Councils being designated as 'standards authorities.' We are not presently at risk in this regard but must not be complacent.

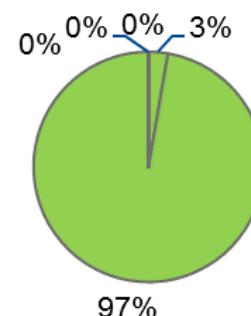
Our pre-application advice service performance is still way below expectations. The pre-application service is not currently fit for purpose and will be comprehensively overhauled in Q4 as one of the key projects identified in the Development Management Improvement Plan.

The number of dwellings commenced continued to be massively impacted by the lockdown. The number of completions fell slightly in the quarter but still exceeded our expectations.

Service Plans - Actions Status

Q3 Planning Service Plans 2020/2023

Total	100%	74
Completed	3%	2
On track	97%	72
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.

Internal Audit - Actions Status Q3

Comment: There were no outstanding internal audit actions for this service area at the end of Q3.

Complaints – Q3 update

Q3 20-21 Planning and Economic Development – Level 1 Complaints

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	13	15	7	16	13	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	13	13	4	9	12	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	87%	57%	56%	92%	95%

Q3 20-21 Planning and Economic Development – Level 2 Complaints

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	10	5	8	9	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	10	4	8	8	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	80%	100%	89%	95%

Comment: Level 1 complaint response time performance in Q3 was vastly improved at 92% although was still short of the 95% target we have set for ourselves. The total number of complaints received fell slightly, which is encouraging, but the root causes behind complaints must be properly addressed through measures in the Development Management Improvement Plan, so that the Service responds better to the needs of our customers and stakeholders.

Most complaints received related to delays or substandard communications but, as always, a fair proportion were from applicants or neighbours who were simply unhappy with a planning decision.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Planning & Economic Development				
Expenditure	7,645	- 80	-1%	Favourable
Income	- 4,812	- 20	0%	Favourable
Planning & Economic Development Total	2,833	- 100	-4%	Favourable

Comment: The income budget was significantly reduced in the revised contingency budget due to the Covid19 impact on planning applications, but we have managed to stay on target overall through prudent management of resources/spend and through a better-than-expected Q3, in terms of planning applications income. The cost saving is mainly due to the recruitment freeze and several 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 Services

This service area includes the following teams: Food Safety and Health & Safety, Environmental Protection, Environmental Services, Parking Services, Emergency Planning, Corporate Health and Safety, Licensing, Environmental Enforcement and Sustainability

Key Successes & Lessons Learnt, Areas of Concern – Q3 2020/2021

Q3 summary from Head of Service:

This quarter has seen the route optimisation changes settling down with reducing numbers of missed bins as a result. Collection services have been maintained throughout the quarter despite a rise in Covid-19 sickness absences thanks to the cooperation of the contractor and the hard work of the crews. The continued Covid restrictions and the subsequent second lockdown resulted in significant increases in volumes of residual waste and recycling. Dry mixed recycling tonnages across Surrey went up by 62%, food waste by 50% and residual waste by 33% as more people stayed at home and shopped online in the run up to Christmas. These increased volumes have added pressure by increasing working hours and vehicle journeys to the transfer stations.

The Autumn brought its usual challenges with leaf fall and additional mechanical sweepers were brought in by our contractor to assist in the clean-up tonnes of leaves from the roads and footpaths in our borough.

Having recovered to about 60% of 'normal levels' after the first lockdown parking income declined rapidly again and tighter restrictions were re-introduced, and more people continued to work from home and commute 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 continued to support and advise businesses on Covid-19 compliance issues and ensure that businesses complied with the restrictions in place at any one time. This has proved extremely challenging and demanding on the staff who are also trying to maintain 'business as usual' as far as possible. Additional funding has been provided to recruit additional staff to support this increased workload, but recruitment is problematic as almost all local authorities are trying to recruit at the same time.

Effective coordination of the response to the Covid-19 pandemic has been crucial and the Emergency Planning Officer has played a key role in linking our Covid Response Group with the Local Resilience Forum. Other officers were re-deployed to assist with calls and support for vulnerable persons. Following the consultation process, the Carbon Neutrality Action Plan and Climate Change and Sustainability Strategy were adopted by the Council in December as the culmination of a lot of hard work by staff from across the council. Work has begun on several projects to deliver the Action Plan including electric vehicle charging, cycle shelters and cycle greenways. Funding opportunities are also being sought for larger projects such as a Public Sector Decarbonisation Scheme, Green Energy Schemes and investigating the use of PV arrays on some of our larger buildings such as the Memorial Hall and Woolmer Hill Pavilion. A Transport Projects Officer will shortly be joining the Sustainability Team to add impetus to the work on transport projects.

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 & Regulatory Services

Performance Indicators Status

Comment: The MRF rejection rate continues to exceed the target (lower than 5%) and is currently one of the lowest rejection rates in Surrey. The number of fly tips has reduced in this quarter and continued efforts to identify offenders and take enforcement action seems to be having some impact.

Unfortunately, due to the impact of Covid-19 absences on our contractor during this period response times to deal with fly tips have increased again. We have been working closely with our contractors throughout to prioritise and maintain services through the pandemic and they have where possible brought in agency staff to fill the void, but this has not always been possible.

Missed bin rates have reduced significantly as crews become familiar with the new rounds and residents become accustomed to their new collection days.

Having just achieved the target in Quarter 2, residual household waste per household went up again in Quarter 3 and there is no doubt that this again coincides with the increasingly tighter movement restrictions and more people staying at home.

Recycling performance has improved slightly and reflects the fact that the tonnage increases for dry mixed recycling and food waste were greater than the increase in tonnage of residual waste.

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.

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

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

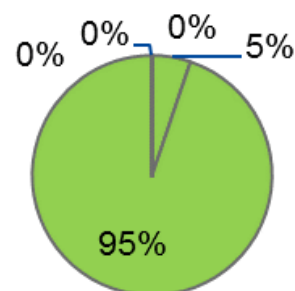
KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	5.3%	3.91%	3.24%	3.5%	Awaiting data	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	1.3	2	2	3	4	2.0
E2b	Number of fly tipping incidents in a quarter (Data only)		New PI for 2020-21		225	266	238	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	90.0%	81.3%	Data paused	93.7%	93%	90.0%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21		New PI for 2020-21		108	68	30	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21		New PI for 2020-21		94	65	26	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	100%	Data paused	Data paused	Data paused	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	93%	97%	Data paused	Data paused	Data paused	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	94.9	95.68	98.32	86.0	96	90.00

E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	57.8%	57.4%	59.7%	59.8%	61% Provisional	54.0%
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Service Plans - Actions Status

Q3 Environment Service Plan Actions 2020/2023

Total	100%	77
Completed	5%	4
On track	95%	73
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



Outstanding actions from 2020-23 Service Plan

None, Service Plan is on track.

Internal Audit - Actions Status – Q3

Comment: There were no outstanding internal audit actions for this service area at the end of Q3.

Complaints – Q3 update

Q3 20-21 Environmental Services - Level 1 Complaints

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	18	25	14	22	17	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	16	23	14	20	17	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	89%	92%	100%	91%	100%	95%

Q3 20-21 Environmental Services - Level 2 Complaints

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	3	3	2	5	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	5	3	3	1	5	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	83%	100%	100%	50%	100%	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
Environment				
Expenditure	11,731	- 96	-1%	Favourable
Income	- 8,938	1,169	-13%	Adverse
Environment Total	2,793	1,073	38%	Adverse

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2020/21

Q3 summary from Head of Service:

Covid-19 continued to significantly 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.

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.

Our green spaces, recreation grounds and play areas continue to be heavily used by residents throughout this period. Although numbers are not monitored it has been evident that residents have truly valued these spaces throughout this restrictive time. The increased usage has created a greater workload for our 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 Q3

Comment:

Due to the second lockdown and leisure centre closures our usage has been impacted immensely. The leisure centres were open for October 2020, but closed again for November and then re-opened on 3rd December with lane swimming, gym and classes only. There is therefore no data for Health & Wellbeing, as the centres didn't offer this type of service upon resuming. The total leisure centres attendance figure, across all leisure centres, for the Q3 period is 81,438.

The other very important point is that since re-opening from the initial lockdown the leisure centres have only been open with dedicated booked sessions with limited capacity for limited activities. This is to ensure social distancing and enable track & trace, therefore the potential capacity (compared to pre-Covid) is significantly reduced.

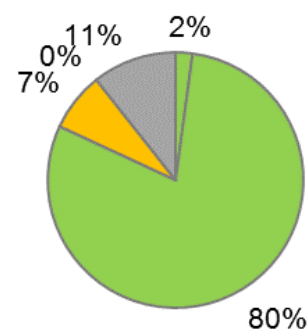
It is pleasing to see that the efforts from the Building Control Team on plan checks has worked and the target for this quarter has been achieved. We will continue to monitor and assess during the present lockdown.

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	464,452	No data	No data	54,656	81,438	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	6,070	No data	No data	No data	No service	Data only

C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	Data not available	83.89%	87.9%	67.1%	86%	80.0%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1,905	No data	1,742	1,732	1,689	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	6,397	No data	No data	4,145	5,929	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	90%
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	77%	77%	78%	79%	78%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	72%	74%	70%	72%	71%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	21	30	35	38	21	Data only

Service Plans - Actions Status Q3

Total	100%	94
Completed	2%	2
On track	80%	75
Off track - action taken / in hand	7%	7
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	11%	10



Outstanding actions from 2020-23 Service Plan

Ref. No.	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Action taken to rectify
Outcome 2.	Culture contributes to the development of distinctive places					
CS2.3	Support culture-led collaborations and town initiatives such as Farnham Craft Town, Haslemere Festival and Godalming Staycation.	30/06/2021	Community Development Officer - Arts (CH) & Asset Management	Off track - action taken / in hand		Delayed until restrictions on public spaces and gatherings are lifted.
Outcome 6.	Increase usage of the Borough Hall and Memorial Hall					

CS6.2	Increase marketing and promotion of the Halls introducing new programming initiatives and events to increase awareness of the venues and reach wider audiences.	31/03/2021	Venue Manager (DC)/Centre Manager -WTS (AOS)	Off track - action taken / in hand		Halls have been materially impacted during the pandemic and operationally will be guided by government legislation going forward
Outcome 7.	Customers are helped to live independently in their own homes					
CS7.2	Promote service through ongoing marketing to reach as many customers as possible and aim to grow the business.	31/03/2021	Senior Living and Careline Services Manager (DB)	Off track - action taken / in hand		Service delivery has been impacted by Covid restrictions. We are now back up and running and joining new clients. We will review operations post Covid to assess the impact.
Outcome 9.	The profile of the Parks & Countryside service is raised.					
CS9.2	Promote service activities effectively to educate the community on the environment, services and volunteering opportunities offered by the council.	31/03/2021	Green Spaces Projects and Promotions Officer (FP)	Off track - action taken / in hand		No Volunteers since March, however we have now re-started but numbers will be reduced for the year as a result of the restrictions in place.
Outcome 12.	The Council delivers its biodiversity obligations.					
CS12.2	Maintain adequate levels of volunteers and seek to increase participation wherever possible to support the service priorities.	31/03/2021	Head Ranger (DO)	Off track - action taken / in hand		Volunteers stopped due to Covid-19. Re-started in September working within guidelines.
Outcome 16.	Making the Council's Greenspace Assets work for the Council and Film Waverley is promoted.					
CS16.2	Maximising event, filming and bookings income. Seeking to promote our Greenspaces for events/filming and bookings.	31/03/2021	Greenspaces Liaison Officer (SG)	Off track - action taken / in hand		Unable to maximise income due to lack of bookings from Covid-19 impacts
CS16.3	Promoting and delivering 'Film Waverley', making the borough more accessible and friendly to film productions and providing wider economic benefits to the Council, businesses and the general locality.	31/03/2022	Projects & Promotions Officer (FP)	Off track - action taken / in hand		Budget cut from capital programme due to emergency budget to enhance Waverley's offer.

Internal Audit - Actions Status Q3

Comment: There were no outstanding internal audit actions for this service area at the end of Q3.

Complaints Q3

Q3 2020-21 Commercial Services - Level 1 Complaints

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

Q3 2020-21 Commercial Services - Level 2 Complaints

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

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Commercial				
Expenditure	11,154	- 1,644	-15%	Favourable
Income	- 6,065	1,036	-17%	Adverse
Commercial Total	5,089	- 608	-12%	Favourable

Comment: There has been an improvement shown in this quarter as we now fully understand the financial impact on this year's budget from the closure of our leisure centres. Through the efforts of the Waverley Team we have managed to negate some of the forecasted losses creating a significant saving on the projected position.

5. Service Dashboard – Housing Delivery & Communities

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2020/2021

Q3 summary from the Head of Service:

Communities

The Communities Team continued to coordinate targeted support to all residents in need while the pandemic continues. Strong liaison is maintained with the principal community groups in the Borough. The Team has answered the Waverley Community Helpline since it was reinstated at the beginning of November and received more enquiries about financial hardship.

The Team has continued to balance *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.

An Action Plan is being produced to help shape work over the coming months as part of Recovery Project.

A considerable number of local people have been supported to fill slots and volunteer at local vaccination sites (ie through Voluntary Action South West Surrey and Farnham Town Council). There has been a strong desire to volunteer and support communities in general.

Service Level Agreement six month monitoring meetings with all 12 partner organisations took place during the quarter. Officers have been working with Executive to look at the Council's support to voluntary organisations from 1 April 2021 onwards.

Day Centres supported by the Council through Service Level Agreements continued to extend their community meals service and have endeavoured to increase their service delivery as lockdown was eased. **Note:** from 23 March 2020 to 31 January 2021, 45,000 community meals have been delivered throughout the Borough.

The Safer Waverley Partnership (SWP) presented to the November O&S Committee and took away a number of actions which will be considered by the Partnership Executive when it meets at the end of January.

Inspector Samantha Adcock has settled well as the new Borough Commander. Additional police officers have been deployed throughout Waverley. Joint working between the police and the Council continues to improve significantly, and Inspector Adcock has worked with the Community Safety Team to recommend changes to the Safer Waverley Partnership sub groups, which will all meet under a revised format in January.

Housing Delivery

The Housing Development Team secured delivery of the 37 new homes on Site A, Ockford Ridge by the end of October (on schedule) and all tenants have moved in. The 12 month defect period is now in place.

Dorton Demolition will begin the soft stripping of roof tiles in January on Site B, and as appointed to work on Site C, will begin soft stripping in February.

Thakeham Homes have been appointed as build contractor for Site B - to deliver 17 new homes.

A Reserved Matters planning application for Ockford Ridge, Site C, is due to be submitted in January. Tender packs for the procurement of a build contractor will be prepared in January.

Preparatory works have progressed to bring Sites E and F forward, with most tenants already having moved into new homes. Architects have been appointed for Site F and surveys commissioned to inform demolition.

Planning permission has been granted for sites in Chiddingfold: Hartsgrove, Pathfields and Queens Mead. The application for Turners Mead will be submitted early in 2021.

The planning application for Parkhurst Fields in Churt has been submitted – there is still some fine tuning the application for Crossway Close, Churt. Tenders packs for a build contractor for sites in Chiddingfold are being prepared.

The site at Aarons Hill, Godalming, continues to be hindered by the footpath diversion. Orders have been posted for diversion of the footpath – the public consultation will take place during the early part of 2021. The tender for the build contractor has been prepared.

A scheme is being prepared for Springfield, Elstead, and features in the Neighbourhood Plan. Work is progressing on site layout and design, the scheme will deliver a gain of 16 homes.

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

The Strategy and Enabling Team has worked with developers and housing associations to deliver new homes during the quarter, including two much-needed 3 bedroom family homes for social rent at Longhurst Park, Cranleigh. These homes were set to be delivered at higher rents, but the Team was able to provide commuted sums funding to Southern Housing Group to enable them to be let at social rent, to meet the needs of families on lower incomes.

Affordability of rents remains high on the agenda. Lower affordable rents, set at around 60% of market rent, have been demonstrated to be viable by our independent viability consultant. The next step is to consult our housing association partners at our Affordable Housing Provider Forum on 7 January 2021, to seek their feedback on how the lower rents could work in practice.

In partnership with Planning colleagues and with Portfolio Holders, the Strategy and Enabling Team fed into responses to two major government consultations during the quarter. These included proposed changes to S106 affordable housing requirements and to the shared ownership model.

The Team's work at pre planning stage continues to ensure that new affordable housing is delivered on S106 sites; however, government proposals for a new infrastructure levy could inhibit this. A significant proportion of the affordable homes delivered in Waverley come via the S106 route. The

Team's partnership work with housing associations at planning stage is vital in meeting the borough's housing need.

The Team is preparing to start work on a fresh Housing Strategy, flowing from the Corporate Strategy, in the new year. This important document will set our objectives for meeting housing need across the Borough.

Landlord inspections and other housing regulatory work carried out by **the Private Sector Housing Team** remains steady though requests for public health funerals during the pandemic, although feared to be very high, are not significantly different from the same period last year.

Despite a large increase in Disabled Facilities Grant activity in the third quarter, the number of grant completions and the grant spend have both dropped since last year. The grant spend is now back to the levels seen before the new Home Improvement Policy although the number of grants completed has only dropped slightly. This is because we have had to concentrate on ramps and stairlifts, which involve minimal contact with occupiers but are low-cost works.

There has been a large increase in enquiries for other grants (including Safe and Warm) and the total number has already exceeded the total for 2019/20. However, the grant spend has dropped, although the figures are still higher than before the Home Improvement Policy was changed. This is not surprising given the difficulty in gaining access due to Covid 19. As a result most of the works taking place have been essential boiler replacements and external works. Seven of the completed grants were works to improve thermal efficiency and the others were: removal a serious housing hazard, decluttering of a hoarding issue and a replacement door for security reasons. Seven of the clients were disabled and the remainder were low-income households.

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.

In the annual rough sleeping estimate conducted in November 2020, three rough sleepers were identified and at the end of Dec 2020 there was one known rough sleeper who has to date declined offers of emergency accommodation.

During Oct-Dec 2020 the Housing Options Team prevented or relieved homelessness for 73 households.

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.

The Service Improvement Team completed and planned for a range of activities during Q3 including: completing web editor training, reviewing and updated webpages for the website relaunch in January, drafting and editing content for the tenants' newsletter to be published in January (Waverley Homes and People); supporting the Tenants Panel members and events and arranging Equality, Diversity and Inclusion training.

The Tenant Involvement Strategy and Anti-Social Behaviour Policy were drafted and presented to the Housing Overview and Scrutiny Committee in November, and the consultation is in progress. Training took place on Liberty Create, the new corporate low code building platform, and the team worked on a solution to view rent accounts online (testing in progress). The Housing Ombudsman Service Complaint Handling Code self-assessment was completed and the Charter for Social Housing Residents was reviewed. The Social Housing White Paper will inform all landlord service plans, strategies, policies and initiatives.

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status Q3

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	0	5	5	3	2	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	14	63	0	17	8	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	19	83	0	53	0	Data only
HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	46	65	20	53	28	Data only

Comment: The Housing Options and HomeChoice Teams have continued to keep households in temporary accommodation to a minimum and move those households on to more permanent accommodation as soon as possible.

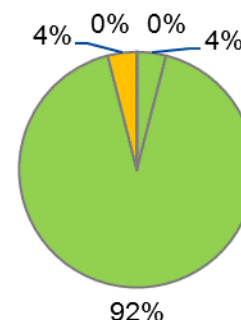
HD4 Number of affordable homes delivered (gross) during Q3 (28):

Units	Tenure	Scheme	Provider	Completed
10	10 Social Rent	Ockford Ridge / Whitebeam Way	Waverley Borough Council	October 2020
13	2 Affordable Rent 2 Social Rent 9 Shared Ownership	Horsham Road Cranleigh	Southern	October 2020
5	2 Affordable Rent 3 Shared Ownership	Weyburn Works, Elstead	Clarion	November 2020

Service Plans - Actions Status Q3

Q3 Housing Delivery and Communities Service Plan 2020/2023

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



Ref. No.	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Action taken to rectify
Outcome 11.	The service meets the needs of all tenants and their families.					
PR20HDC11.4	Review the way complaints are managed to ensure that response targets are met, lessons learnt are implemented and to demonstrate openness, honesty and willingness to address difficulties.	31/12/2020	Service Improvement Manager	Off track action taken	31/03/21	Project deferred due to coronavirus pandemic. Team resources redeployed to welfare calls and recovery projects. Staff vacancy and November lockdown delayed project further. HOS self-assessment and review completed to draft recommendation in February 2021.
Outcome 14.	The customer experience will be improved by meeting and exceeding satisfaction targets annually.					
PR20HDC14.5	Develop protocol to effectively manage internal common areas in flat blocks and senior living schemes to help deliver the Council's target to be carbon neutral by 2030.	30/12/2020	Service Improvement Manager	Off track action taken	31/03/21	Project deferred due to coronavirus pandemic. Staff vacancy and November lockdown delayed project further. Work completed on process for fire risk assessment/ clear communal areas.

Internal Audit - Actions Status Q3

Comment: There were no outstanding internal audit actions for this service area at the end of Q3.

Complaints – Q3 update

Q3 20-21 Housing Delivery and Communities – Level 1 Complaints

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

Q3 20-21 Housing Delivery and Communities – Level 2 Complaints

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	3	1	2	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	2	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	67%	100%	50%	N/A	95%

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

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	4,277	150	4%	Adverse
Income	- 1,904	- 206	11%	Favourable
Housing Delivery & Communities Total	2,373	- 56	-2%	Favourable

Comment: The adverse variance is mainly due to an expected overspend in bed and breakfast and homelessness costs (rent in advance, deposit, etc.). The pandemic has significantly affected homelessness. 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
Housing Delivery & Communities				
Expenditure	1,291	- 34	-3%	Favourable
Income	- 696	-	0%	-
Housing Delivery & Communities Total	595	- 34	-6%	Favourable

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

6. Service Dashboard – Housing Operations

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2020/2021

Q3 summary from Head of Service:

During Q3 the team have continued to adapt to working from home through the pandemic and developing a new “business as usual” in many areas. I am pleased that we have managed to continue with tenant involvement activities despite not being able to meet in person. Listening to and acting on tenants' feedback is essential to ensure we deliver services to provide safe, warm, high quality, energy efficient and affordable homes and services that support tenants needs.

Cllr Rosoman and I have regularly met with the Tenants Panel at our partnership meetings to share priorities, actions and issues. The Tenants Panel successfully held their AGM online in October, have facilitated feedback from senior living tenants and provided tenants with support and signposting to internal and external services. The Panel have also virtually met with the Rents and Housing Management Teams providing a tenant expert view on what it is like to be their customer, resulting in a change in some communications.

We also worked with the Tenants Panel on the review and drafting of the Tenant Involvement Strategy and Anti-social Behaviour Policy for consultation. The drafts were reported to the Housing Overview and Scrutiny Committee in November and the consultation period ends mid-February.

For Quarter Three I recognise the Tenants Panel and Tenant Involvement Officer as my Star team. They have been determined to ensure tenant involvement activities continue during the pandemic

and have been responsive to new challenges and initiatives. Thank you for all your hard work and support.

The Government published the Charter for Social Housing Residents – Social Housing White Paper in November which sets out to raise the standards of social housing and meet the aspirations of residents. The charter has seven key themes to rebalance the relationship between tenants and landlords and make it clear what tenants can expect from a social landlord. There is an increased role for the Regulator of Social Housing (RSH) and Housing Ombudsman Service (HOS). Officers and Tenants Panel members have attended webinars and recognise the charter as a blueprint for the future. The team completed the HOS Complaint Handling Code self-assessment and are incorporating standards when reviewing the service plan, strategies, policies and initiatives. The charter's themes were also shared with Housing Overview and Scrutiny members at an information session in December.

In conclusion the team has continued to deliver services whilst predominately working from home in a professional, personal and compassionate manner in a time of ongoing challenges and uncertainty.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.65%	0.64%	0.86	0.98	0.96	0.7%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	26	28	70	112	60	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100	100	98.30	99.84	99.88	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	90%	87%	N/A	N/A	N/A	93%
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	80.0%	69.0%	N/A	N/A	N/A	78%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	New indicator for 2020/21		N/A	N/A	N/A	N/A

Comment: The performance indicators reflect the ongoing impact of the coronavirus crisis and the changes in service delivery to maintain essential services. Further information is contained in the HRA Recovery, Change and Transformation Project Progress report to the March Housing Overview and Scrutiny Committee.

The level of **rent arrears** has marginally decreased from £295k at the end of Q2 to £290k at end of Q3. The performance remains off target and is, as expected, higher than the 0.65% at Q3 in 2019/20. Given the current circumstances the team are performing well, maintaining arrears at <1% compared to the national average of 3.68% - [HouseMark Covid 19 impact monitoring](#). The performance 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. The team continue to work with tenants, providing support and advice to ensure incomes are maximised and rent and repayments arrangements are made.

The **relet** performance has greatly improved as the backlog of homes held during the lockdown period (March to end May) and subsequent vacancies are cleared. 98 homes were relet in Q3 compared to 56 in Q2, 13 in Q1 and 50 in Q3 2019/20 as the team work to reduce the backlog. 19 homes were relet within the 20 working days target. As at 31 December there remained c70 empty homes, 35 had been void for less than 28 days. The team anticipate clearing the backlog in spring 2021.

The **gas** safety performance has continued to improve despite the November lockdown. There were only five homes at the end Q3, without a valid gas safety certificate. Of the outstanding checks, one was completed within the first two weeks of January and two cases have been escalated due to no contact. The remaining two have residents who are shielding and have relatively new boilers. The team and contractors are working with residents to ensure safe access as soon as practicable.

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

The independent satisfaction survey contract ended March 2020. The interim responsive repairs contractor has been unable to collect tenant satisfaction data as the priority has been to mobilise the contract and the operatives have reduced time and contact with tenants during the visits. Surveys were restarted in January 2021 therefore data should be available to be presented at the Housing Overview and Scrutiny Committee in March.

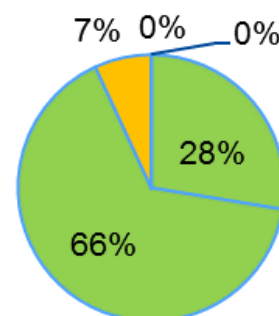
Tenant feedback from complaints data shows an increase in responsive repairs complaints. However the level of complaints compared to the volume of works (c2000 repairs in Q3) remains low. Five tenants took the time to compliment the repairs team for the service they received and tenants have shown an understanding of the challenges in delivering the service during the pandemic.

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

Service Plan - Actions Status Q3

Q3 Housing Operations Service Plans 2020/2023

Total	100%	29
Completed	28%	8
On track	66%	19
Off track - action taken / in hand	7%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



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.

Three actions were completed in Q1: understanding residents’ needs; work with tenant representatives on rent increase and launching the new housing management team. During Q2 work progressed on the complaints review, Tenant Involvement Strategy and equality and diversity training. During Q3 five actions were completed including the annual review of the Housing Revenue Account and the procurement of water system replacement at Blunden Court. Work continued to progress on the policy review, Tenant Involvement Strategy and equality and diversity training with a schedule of online training sessions from December 2020 to March 2021

Service Plans Actions 2020/21 – actions deferred/ extensions

Code	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Actions taken to rectify
Outcome 2. The service meets the needs of all tenants and their families.						
PR20HO2.7	Relaunch the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services.	31/12/2020	Service Improvement Manager (AH)	Off track action taken	31 March 2021	Project deferred due to coronavirus pandemic. Team resources redeployed to welfare calls and recover projects. Staff vacancy and November lockdown delayed project further. TIS published in Jan edition of tenants newsletter consultation period ends mid Feb 2021.
Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually.						
PR20HO5.9	Develop protocol to effectively manage internal common areas in flat blocks and senior living schemes to help deliver the Council's target to be carbon neutral by 2030.	31/12/2020	Service Improvement Manager (AH)	Off track action taken	31 March 2021	Project deferred due to coronavirus pandemic. Staff vacancy and November lockdown delayed project further. Work completed on process for fire risk assessment/ clear communal areas.

Internal Audit - Actions Status Q3

Comment: There were no outstanding internal audit actions for this service area at the end of Q3.

Four actions were completed following the Rent Collection internal audit including developing job description for and recruitment of an Income Officer, implementation of robust BACS checking process and an update to the Rent Account Policy.

Complaints Q3

Q3 20-21 Housing Operations – Level 1 Complaints

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	18	20	8	17	34	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	12	16	7	14	24	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	67%	80%	88%	82%	71%	95%

Q3 20-21 Housing Operations – Level 2 Complaints

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

Comment: The housing team received eleven recorded compliments during Q3 for repairs and management services. There has been an increase in complaints as services were reintroduced and we experienced difficulties in the management of backlog of works. c80% of the complaints referred to repair concerns and we acknowledge we have not delivered the service we expect in all cases. Despite the increase in the number of complaints received the total level of complaints remains similar to previous years - April to December 2019/20 70 complaints, April to December 20/21 66 complaints.

Due to the increased volume of complaints and prioritisation of other essential work ten complaints were responded to out of time. Seven responses were less than five working days late, two cases were responded to within five weeks and a further case took longer as we were unable to visit the tenant's home to fully assess issues due to government guidance. Complainants were advised of the delay in responses and were responded to as promptly as possible.

Finance – Q3 update

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	25,987	- 1,467	-6%	Favourable
Income	- 34,061	304	-1%	Adverse
Housing Operations Total	- 8,074	- 1,163	14%	Favourable

Comment: Covid-19 has largely contributed to a £1.4m predicted underspend in stock maintenance. Forecast salaries are lower than budget due to vacancy savings.

Income is predicted to be £0.3m less than expected due to the slower re-letting of homes during the Covid-19 crisis but the void rate is now improving towards year-end. The HRA Business Plan reserves remain within forecast over the 30 year rolling plan.

7. Service Dashboard – Business Transformation

This service area includes the following teams: Business Transformation, IT, Customer Services, Facilities Management, and Property & Engineering.

Key Successes & Lessons Learnt, Areas of Concern – Q3 2020/2021

Q3 summary from the Head of Service:

Looking at each of the Business Transformation Service Teams individually:

ICT:

In Q3 we made further developments to the ICT Strategy which was considered by the Senior Management Team and at Executive Briefing in preparation for submission to the Overview and Scrutiny Value for Money and Customer Services sub-committee in Q4. The Strategy sets out the key options and recommendations that will shape our approach over the next 3-5 years and so is a crucial document.

In addition:

Low Code – Team members predominantly from the ICT Service, but also the Business Transformation Team, completed their training and started work on our first solutions e.g. ICT Service Desk, Complaints, Freedom of Information, Waste Management. Most of these should be launched in Q4.

Service Desk – With the departure of our apprentice and a long term absence, productivity of the Team has been impacted and other members of the service have had to help out, impacting on other projects.

Cyber - The ever increasing threat of external cyber-attack has prompted us to take pro-active measures. We have procured one random-ware solution and are actively testing other protection.

Wi Fi – Whilst many people are now working from home there is increasing demand in The Burys for video conferencing, as such we are having to improve signal strength throughout the building. The solution was designed in Q3 and has now been ordered with a view for completion in late Q4 or Q1 2021/2022.

Business Transformation:

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

Customer Services – In Q3 we saw the new Customer Services Team created with officers migrating into it from the Support Services, Planning, Housing and Environmental Services Teams. Given the enormity of the change the transition has been smooth with no apparent negative impact on customers. Later in the quarter we saw the introduction of the Liberty Converse telephone system and the closure of the switchboard.

Staff Travel - The Project Team came forward with recommendations to deliver in excess of over £150k in this area. Q3 saw the beginning of an extensive information and consultation process including all staff briefings, a staff survey and informal consultation with staff side. The informal consultation concluded early in Q4 and we expect formal consultation to start later in that quarter.

Enforcement/Inspection - This project was launched in Q3 and we will be examining our delivery model which currently requires a wide range of officers to make site inspections for specific purposes. It may be that non-technical matters could be more efficiently carried out by a locally based non-technical team.

Planning - The new Horizon IT system is scheduled to go live towards the end of Q4. In Q3 we saw the test and training period begin and extend into Q4. Also last quarter we saw the germination of a wider review of the Planning Service which was formally launched at the beginning of Q4.

Web – The final preparations for the launch of the new web-site were completed in Q3 although with the holiday period looming we delayed going live to the start of Q4.

Customer Services:

In Q3 we saw the former Support Services Team in its entirety be absorbed into the new Customer Services Team. This included our Support Services Manager, Helen Bower, who successfully applied to be the new Customer Services Manager.

The former Central Post and Scanning Team was part of the move and they too are part of the Customer Services Team.

We can expect significant change in the future as the new service beds in. Already we have seen the introduction of a new telephony system and the closure of the switchboard and the reception desk at Farnham Locality Office. Instead in Farnham customer appointments are being arranged at the Memorial Hall where residents can also pick up their parking permits.

We did briefly re-open The Burys to the public in Q3 although we now operate on a predominantly appointment only basis given 80% of staff are working at home. However this was curtailed again early in Q4 when we went into national lockdown. We will review again upon receipt of government advice.

Property and Engineering

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

Flood Prevention – Following meetings earlier in the year with Surrey CC and the Environment Agency we met with Thames Water in Q3. This was another very useful collaborative exercise and all parties now have a solid understanding of the area's most in need of attention and who is leading on solution design/funding. The drainage issues at Elstead and Alfold being at the top of our list.

Farnham Park - The contract for the drainage works was largely delivered in Q3 and scheduled to complete in Q4.

Generator- Adaption work to the generator formerly at the Pump House has been completed so it can now be used at the Memorial Hall in the event of power outage.

Facilities

The Team have had to react to the changing requirements of the Covid situation affecting the Facilities, Evening Security and Cleaning Teams to one degree or another. They are now participating in the Future Office Working Project which is being led by the Business Transformation Team with a view to preparing the organisation for a post-Covid normality but also building towards the re-development of this site and our long term office footprint. It is worth remembering that with the Police now running emergency response from this building it is now open 24/7.

The Team took over corporate fleet management in Q2 and Q3 has seen tracking devices installed in all our vehicles so we can better assess and monitor usage.

David Allum, Head of Business Transformation

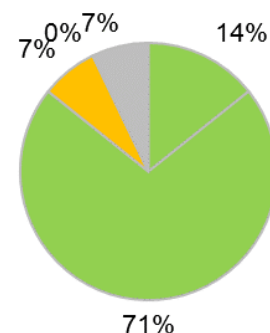
Performance Indicators Status Q3

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, ICT, Customer Services, Property and Engineering, Business Transformation.

Service Plan - Actions Status Q3

Q3 Business Transformation Service Plan 2020/2023

Total	100%	42
Completed	14%	6
On track	71%	30
Off track - action taken / in hand	7%	3
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	7%	3



Ref. No.	Action	Original Due Date	Lead Officer	Status	Revised Due Date	Position Statement at Q3
Outcome 2.	Customer satisfaction perceptions are improved by encouraging and fostering a culture of positive customer services across Council Services					
SP20/21B T2.2	Continue to run a programme of mystery shopping to enhance good practice and eradicate poor practice	31/12/2021	Head of Business Transformation (DA)	Off track - action taken / in hand	31/12/2022	This item has been deferred till the CSC is up and running. We will re-schedule for 2021/22
Outcome 7.	The Customer Service Project is supported to develop the technological solutions to achieve review outcomes					
PR19BT7.1	Provide and facilitate the solutions needed to maximise channel shift, automation and a corporate customer services team	31/12/2022	IT Manager (LF)/Head of Business Transformation (DA)	Off track - action taken / in hand	31/03/2023	The team are supporting the Customer Services Project This is a fundamental element of the customer services project and whilst some solutions will be delivered well before March 2022, we can expect others to follow in 2022/2023.
Outcome 9.	Customer satisfaction by is improved by delivering an effective reception service at The Bury.					
SP20/21B T9.2	Provide an effective service to the visitors to Farnham Locality Office	31/02/2021	Support Services Manager (HB)	Cancelled		The service was suspended in late March as part of the Covid response and will not re-open as was.
Outcome 10.	Maintain high satisfaction standards by providing a high-quality community meals service					

SP20/21B T10.1	Ensure high quality meals continue to be delivered to our customer base in Godalming	31/03/2021	Support Services Manager (HB)	Cancelled		A quality test was not carried out as we were looking to transfer the service to another provider. The service has now been transferred to another provider.
SP20/21B T10.2	Effectively market the service to further increase take-up and enhance service viability	31/03/2021	Support Services Manager (HB)	Cancelled		We did not pursue this given the transfer the service to Farncombe Day Centre.
Outcome 15.	Business Transformation Programme - Service Reviews are completed.					
PR20BT15.4	With the relevant service manager comprehensively review Licensing, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-5	31/03/2022	Business Transformation Manager (WC)	Off track - action taken / in hand	31/12/2022	Deferred pending low code development option assessment, however we still expect to carry out the bulk of the work in 2021/2022.

Internal Audit - Actions Status at Q3

Comment: There were no outstanding internal audit actions for this service area at the end of Q3.

Complaints – Q3 update

Q3 20-21 Business Transformation - Level 1 Complaints

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

Q3 20-21 Business Transformation - Level 2 Complaints

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 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 – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	4,933	- 222	-5%	Favourable
Income	- 4,866	8	0%	Adverse
Business Transformation Total	67	- 214	-319%	Favourable

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. The closure of the Staff Restaurant has created a saving also and we have seen increased income from the let of a compound in the Wharf Car Park.

8. Service Dashboard – Finance and Property Investment

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2020-21

Q3 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 in the contingency budget. Our Treasury Management team manage cash flow through the Treasury Management strategy parameters, all of which have been met and performance is expected to remain within parameters for the rest of the financial year.

Peter Vickers, Head of Finance and Property

Performance Indicators Status Q3

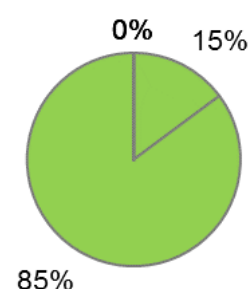
KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	85.6	98	29.6	56.3	84.3	74.3
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	74.8	97.2	19.7	48.4	71.1	74.3
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98	98	98	98	99	99%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	12	11	15	11	11	Data Only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	5	3	5	5	4	Data Only

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 challenge ahead is to maintain the current service levels in the 4th quarter of this year and we are addressing resourcing to ensure the service has adequate capacity.

Service Plans - Actions Status Q3

Q3 Finance Service Plan Actions 2020/23

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



Outstanding actions from 2020-21 Service Plan

None. Service plan is on track.

Internal Audit - Actions Status Q3

Comment: There were no outstanding internal audit actions for this service area at the end of Q3.

Complaints Q3

Q3 20-21 Finance & Property - Level 1 Complaints

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

Q3 20-21 Finance & Property - Level 2 Complaints

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

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

Finance– Q3 update

General Fund Account

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Finance & Property				
Expenditure	31,209	48	0%	Adverse
Income	- 29,962	- 159	1%	Favourable
Finance & Property Total	1,247	- 111	-9%	Favourable

Treasury Management update

Year	Ave Invest	Ave days	Interest	Budget	Rate of return	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£76m	205	£660,000 est	£630,000	0.89%	0.10%
21/22			£203,000 est	£220,000		

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

9. Service Dashboard – Policy & Governance

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

Key Successes & Lessons Learnt, Areas of Concern – Q3 2020/21

Q3 summary from the Head of Service:

During Quarter 3, 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 3 also focused on promoting good mental health and wellbeing in the workplace, particularly for remote workers.
5. Leading the 'service plans' recovery, change and transformation work stream, supporting the review and revision of the Council's Corporate Strategy and Service Plans.

Alongside the delivery of business-as-usual functions during quarter the Policy & Governance service, also:

6. Undertook the planned review of Democratic Services and Business Support functions, including consultation with staff affected. The review led to the creation of a new combined Democratic and Business Support team.

7. Actively participated in the collaboration project undertaken by Surrey District Local Authorities (support by KPMG) to explore potential options for Local Government reorganisation within the County, whilst assessing future opportunities for collaboration within existing structures.
8. Responded to the Local Government Boundary Commission’s review of Waverley Borough Council. During quarter 3 the cross-party size submission councillor working group was convened and began its work to draw up the Council’s size submission document.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q3

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	17.5	18.7	17.4	15.53	14%	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	7.38	7.50	7.56	6.94	6.45	6.52
	ref. HR2a - Short term Sickness Absence	Days	3.3	3.3	3.0	2.7	2.4	6.52
	ref. HR2b - Long term Sickness Absence		4.1	4.2	4.6	4.3	4.1	
PG1a	The number of complaints received - Level 1 (data only)	No.	64	82	35	59	71	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	16	27	16	19	24	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	83%	87%	83%	80%	84%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	88%	93%	81%	89%	88%	95.0%

More detailed monitoring has been introduced for each service area, to allow consistent performance analysis. The details specific to each service have now been embedded in every dashboard allowing Heads of Service and their teams to take appropriate improvement actions when required. The table presenting a [summary view of Q3 complaints](#) can be found in the [Corporate Dashboard](#).

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

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

Comment

Staff Turnover: As might be expected due to the current economic and social context, resignation turnover has reduced since the beginning of the pandemic in March 2020. This trend continues and reflects uncertainty in the job market. It means that the workforce is relatively stable at the

moment. It is, however, too early to say whether or not this is a long term trend. Should the job market begin to recover we would expect to see usual (or even elevated) turnover.

Staff absence comment: This quarter has seen the continuation of the trend for a steady decline in short term sickness. This is likely to be due to a combination of home working and improved infection measures. Long term sickness has also begun to fall. There has been increased usage of the Employee Assistance Service which has provided very positive user data since the beginning of the pandemic in terms of feedback and clinical results. The key reasons for long term absence relate to mental health (anxiety and depression) and it is essential that the council remains focussed on mental health and wellbeing support. HR continues to focus on long term sickness reduction with pro-active expert case management and support.

Service Plans - Actions Status Q3

Q2 Policy & Governance Service Plan 2020/2023

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



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

Internal Audit - Actions Status Q3

Comment: There were no outstanding internal audit actions for this service area at the end of Q3.

Complaints Q3

Q3 20-21 Policy and Governance – Level 1 Complaints

KPI	Description		Q3 19-20	Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	2	0	0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	2	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	100%	N/A	N/A	N/A	95%

Q3 20-21 Policy and Governance – Level 2 Complaints

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

Comment: Unfortunately one level 2 complaint was sent late during the quarter. The deadline for responding to level 2 complaints was missed by 2 working days.

Finance – Q3 update

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Policy & Governance				
Expenditure	6,718	- 225	-3%	Favourable
Income	- 3,697	- 43	1%	Favourable
Policy & Governance Total	3,021	- 268	-9%	Favourable

Comment: Despite pressure on the service, the budget position was favourable at the end of Quarter 3, largely due to the managed in year vacancy factor within the team.