

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

Final version



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RAG Rating Legend

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

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

Service Plans, Internal Audit, Project Management RAG

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

1. Corporate Dashboard – All Services

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

Q4 Chief Executive's summary:

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

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

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

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

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

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

Other highlights of the quarter included:

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

Performance overall has been good, in difficult circumstances.

Looking ahead, key areas of focus will be:

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

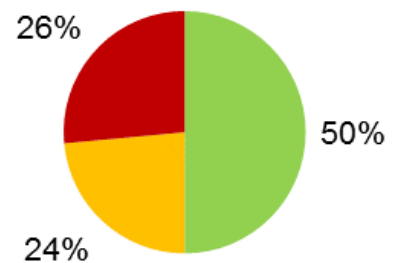
Our excellent councillor and officer team will continue to work hard to support our communities in these challenging times.

Tom Horwood, Chief Executive

Performance Indicators Status

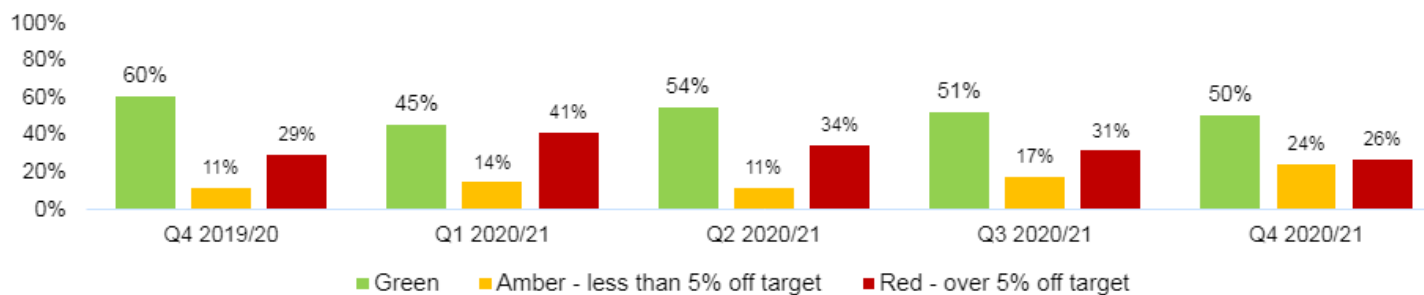
Q4 All Corporate KPIs

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



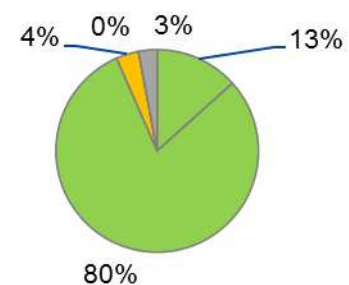
Comment: Commentary on specific PIs can be found in the individual service areas.

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



Service Plans - Actions Status

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



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

Internal Audit – Overdue Actions

The Internal Audit section is included for information only as the scrutiny function for this service falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent [“Progress on the Implementation of Internal Audit Recommendations”](#) report from the Audit Committee meeting 01 March 2021.

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

Complaints Q4 2020/21

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

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

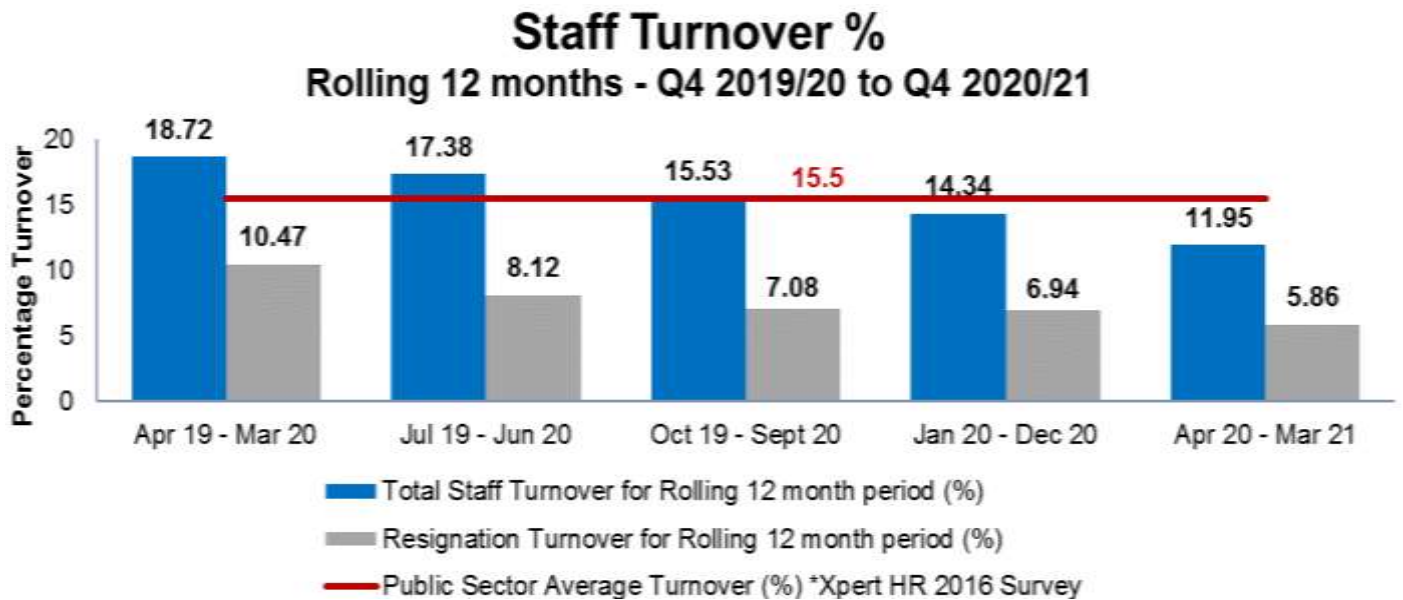
*Details of Local Government & Social Care Ombudsman Decisions can be found on: <https://www.lgo.org.uk/decisions>. Housing Ombudsman doesn't currently publish their decisions.

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



Workforce data – Corporate Level Q4

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

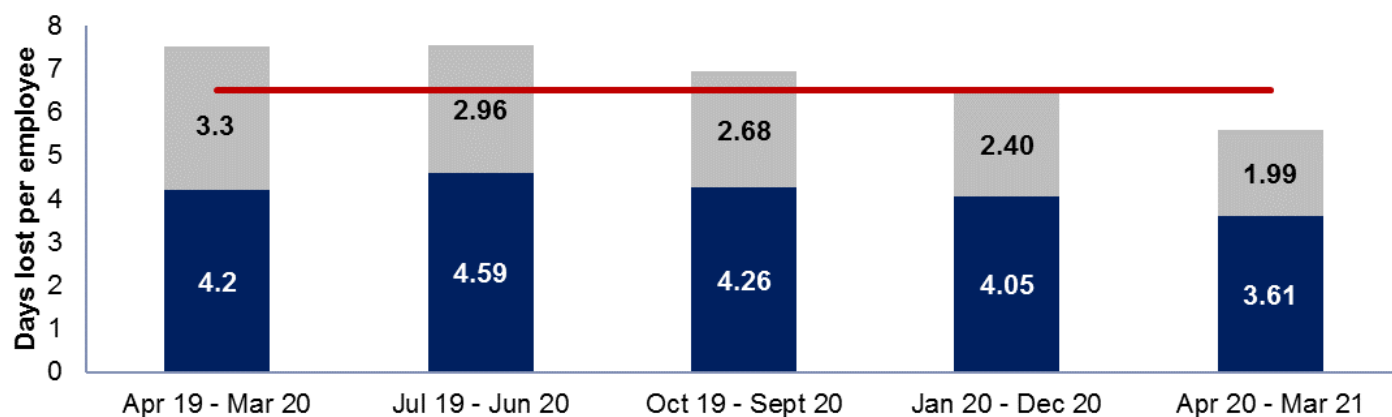


Comment: As might be expected due to the current economic and social context, resignation turnover continues to reduce and has done since the beginning of the pandemic in March 2020.

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

Absence Data

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



■ Days lost per employee (Long Term)
 ■ Days lost per employee (Short Term)
 — Waverley Annual Target

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

Long term sickness also continues to fall.

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

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

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

Section 151 Officer summary Q4 2020/21:

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

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

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

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

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

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

Progress of the Medium Term Financial Plan (MTFP) delivery

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

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

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

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

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

Graeme Clark, Strategic Director and S151 Officer

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

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

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

General Fund Revenue Carry Forwards		
Services		£'000

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

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

The following table summarises the latest COVID grants position.

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

2. Service Dashboard – Planning and Economic Development

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

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

Q4 summary from Head of Service:

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

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

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

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

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

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

Achievements and issues of note in Q4 included:

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

Zac Ellwood, Head of Planning & Economic Development

Performance Indicators Status Q4

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

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

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

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

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

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

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

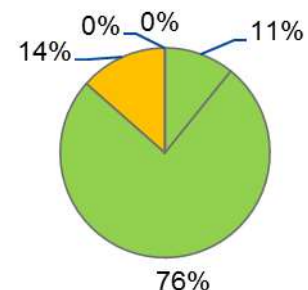
Our pre-application advice service performance is still below expectations and where it needs to be, and the system is due to be comprehensively overhauled in line with the Development Management Improvement Plan. A Working Group has been set up to take this initiative forward and an inception meeting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

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

Service Plans - Actions Status

Q4 Planning Service Plans 2020/2023

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



Service Plans Actions 2020/23 – actions deferred/extensions

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

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

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

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

Internal Audit - Actions Status Q4

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

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

Complaints – Q4 update

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

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

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

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

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

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

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

Finance – Q4 update

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

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

3. Service Dashboard – Environmental and Regulatory Services

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

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

Q4 summary from Head of Service:

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

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

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

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

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

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

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

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

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

Richard Homewood, Head of Environmental & Regulatory Services

Performance Indicators Status

Comment:

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

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

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

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

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

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

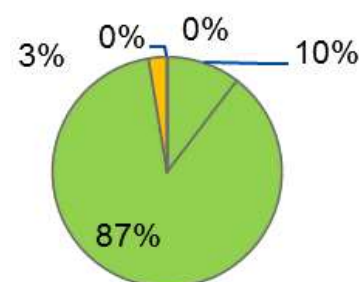
- 1) Number of refuse and recycling missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 2) Number of food waste missed bins out of 100,000 collections per week (**lower outturn is better**) – **proposed target 40**
- 3) Number of fly tipping incidents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

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	3.91%	3.24%	3.5%	5.0%	3.91%	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	2	3	4	2	2.0
E2b	Number of fly tipping incidents in a quarter (Data only)		New PI for 2020-21	225	266	238	228	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	81.3%	Data paused	93.7%	93%	89.71%	90.0%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21		New PI for 2020-21	108	68	30	46	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 2020/21		New PI for 2020-21	94	65	26	44	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	Data paused	Data paused	Data paused	Data paused	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	97%	Data paused	Data paused	Data paused	Data paused	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	95.68	98.32	86.0	96	103	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	57.4%	59.7%	59.8%	58%	54%*	54.0%

Service Plans - Actions Status

Q4 Environment Service Plan Actions 2020/2023

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



Outstanding actions from 2020-23 Service Plan

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

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

Internal Audit - Actions Status – Q4

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

Complaints – Q4 update

Q4 20-21 Environmental Services - Level 1 Complaints

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

Q4 20-21 Environmental Services - Level 2 Complaints

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

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

Finance – Q4 update

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

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

4. Service Dashboard – Commercial

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

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

Q4 summary from Head of Service:

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

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

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

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

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

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

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

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

Kelvin Mills, Head of Commercial Services

Performance Indicators Status Q4

Comment:

The leisure centres remained closed this quarter.

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

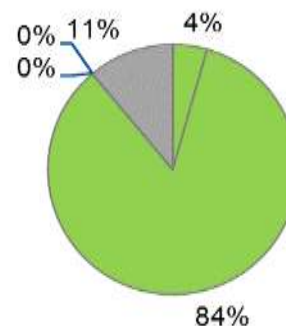
Calls to our Careline centre were higher throughout this period and were dealt with effectively. We were not accepting new clients throughout this quarter because of the vulnerability of the clients we deal with and the Covid risk however processes are being refined to facilitate new clients from the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

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

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	No data	No data	54,656	81,438	No data	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	No data	No data	No data	No data	No data	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	83.89%	87.9%	67.1%	86%	77%	80.0%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	No data	1,742	1,732	1,689	1635	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	No data	No data	4,145	5,929	6,273	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	90%
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	77%	78%	79%	78%	76%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	74%	70%	72%	71%	71%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	30	35	38	21	30	Data only

Service Plans - Actions Status Q4

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



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

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 2020-21 Commercial Services - Level 1 Complaints

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

Q4 2020-21 Commercial Services - Level 2 Complaints

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

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

Finance – Q4 update

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

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

5. Service Dashboard – Housing Delivery & Communities

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

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

Q4 summary from the Head of Service:

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

Communities

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

It is worth noting that during the past year:

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

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

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

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

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

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

Housing Delivery

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Andrew Smith, Head of Housing Delivery and Communities

Performance Indicators Status Q4

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

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

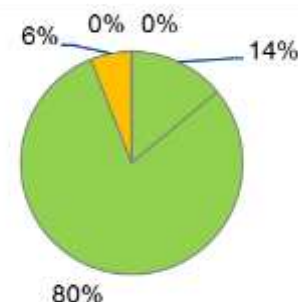
HD4 Number of affordable homes delivered (gross) during Q4 (39):

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

Service Plans - Actions Status Q4

Q4 Housing Delivery and Communities Service Plan 2020/2023

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



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

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

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

Internal Audit - Actions Status Q4

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

Complaints – Q4 update

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

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

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

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

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

Finance – Q4 update

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

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

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

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

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

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

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

6. Service Dashboard – Housing Operations

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

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

Q4 summary from Head of Service:

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

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

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

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

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

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

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

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

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

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

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

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

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

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

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

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

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

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

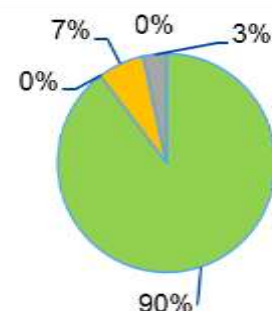
- Responsive Repairs: Average number of days to complete a repair. Target seven days
- Responsive Repairs: Percentage of jobs not completed within 28 days. Target 10%

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

Service Plan - Actions Status Q4

Q4 Housing Operations Service Plans 2020/2023

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



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

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

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

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

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 20-21 Housing Operations – Level 1 Complaints

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

Q4 20-21 Housing Operations – Level 2 Complaints

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

Comment:

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

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

Finance – Q4 update

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

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

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

7. Service Dashboard – Business Transformation

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

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

Q4 summary from the Head of Service:

Looking at each of the Business Transformation Service Teams individually:

IT:

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

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

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

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

Business Transformation:

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

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

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

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

Customer Services:

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

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

Property and Engineering:

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

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

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

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

Facilities:

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

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

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

David Allum, Head of Business Transformation

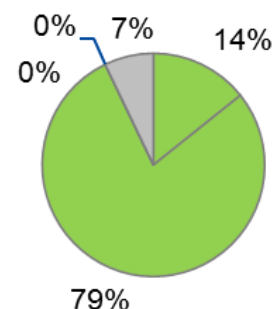
Performance Indicators Status Q4

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

Service Plan - Actions Status Q4

Q4 Business Transformation Service Plan 2020/2023

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



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

Internal Audit - Actions Status at Q4

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

Complaints – Q4 update

Q4 20-21 Business Transformation - Level 1 Complaints

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

Q4 20-21 Business Transformation - Level 2 Complaints

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

Finance – Q4 update

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

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

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

8. Service Dashboard – Finance and Property Investment

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

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

Q4 summary from the Head of Service:

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

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

Peter Vickers, Head of Finance and Property

Performance Indicators Status Q4

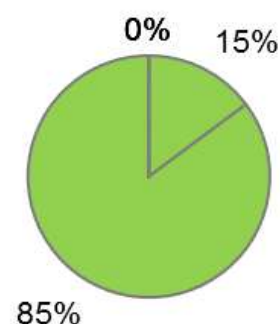
KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%, 49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98	29.6	56.3	84.3	97.5	99%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%, 49.5%,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

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

Service Plans - Actions Status Q4

Q4 Finance Service Plan Actions 2020/23

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



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

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 20-21 Finance & Property - Level 1 Complaints

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

Q4 20-21 Finance & Property - Level 2 Complaints

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

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

Finance– Q4 update

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

TREASURY MANAGEMENT - as at 31/03/2021

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

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

9. Service Dashboard – Policy & Governance

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

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

Q4 summary from the Head of Service:

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

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

impact our ability to process complaints in a timely way.

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

7. Provided vital HR advice, support and guidance to managers and staff on a range of employment topics associated with the emergency situation, for example remote working, safety of front line workers, sick leave, self-isolation, caring for dependents, bereavement, and wellbeing.
8. Coordinated internal and external communications and engagement activity, both at the Waverley level but also as part of the coordinated efforts across Surrey. The remit of this communications activity extended far beyond the usual reach and scope of the team’s work as activity was focused wherever it was needed as part of the broader public service response to the pandemic.
9. Supported the Council to deal effectively with a range of legal and contractual challenges arising as a direct result of the pandemic and its impact on services.
10. Led the ‘people and staff’ recovery, change and transformation work stream, including the development and implementation of Covid secure working practices for the limited numbers of staff who could not work from home.
11. Led the ‘service plans’ recovery, change and transformation work stream, supporting the review and revision of the Council’s Corporate Strategy and Service Plans.

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

Robin Taylor, Head of Policy & Governance

Performance Indicators Status Q4

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

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

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

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

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

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

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

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

Long term sickness also continues to fall.

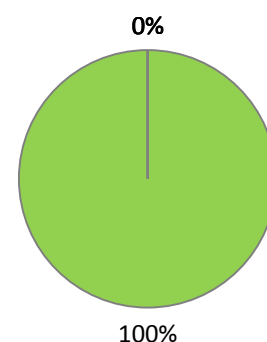
The key reasons for long term absence remain mental health (anxiety and depression) with a notable spike in January 2021 corresponding with the spike in infections and the imposition of the national lock down.

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

Service Plans - Actions Status Q4

Q4 Policy & Governance Service Plan 2020/2023

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



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

Internal Audit - Actions Status Q4

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

Complaints Q4

Q4 20-21 Policy and Governance – Level 1 Complaints

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

Q4 20-21 Policy and Governance – Level 2 Complaints

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

Finance – Q4 update

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

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