



Corporate
Performance Report
Q1 2021/22
(April – June 2021)

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

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

1.1 Performance Indicators RAG Rating per Status Type

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

1.2 Service Plans, Internal Audit, Project Management

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

2 Report Sections Scrutiny Remits per O&S Committee

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

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

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

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

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

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

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

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

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

3 Corporate Dashboards – Summary of All Services

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

3.1.1 Q1 Chief Executive's summary:

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

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

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

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

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

Other highlights of the quarter and July included:

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

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

Looking beyond quarter 1:

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

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

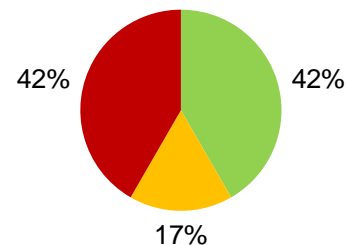
Tom Horwood, Chief Executive

3.2 All Key Performance Indicators per status

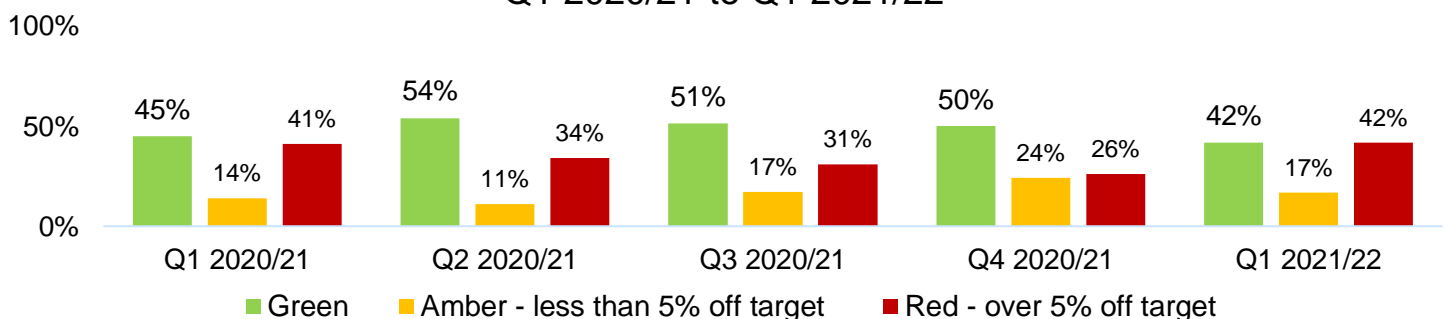
3.2.1 Table with Q1 2021/22 Summary statistic for all corporate indicators with assigned targets and the five running quarters RAG chart

All Corporate KPIs

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



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



3.2.2 Comment:

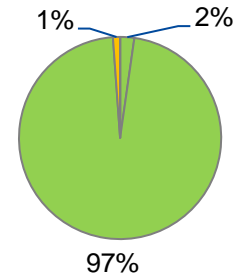
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to pandemic and further service specific details can be found in the individual service dashboards.

3.3 All Service Plans Progress Status

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

Q1 update on all Service Plans Service Plan 2021/2024

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



3.3.2 Comment:

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

3.4 All Internal Audit Recommendations

3.4.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this service falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent [“Progress on the Implementation of Internal Audit Recommendations”](#) report from the Audit Committee meeting 2 August 2021.

3.5 All Complaints

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

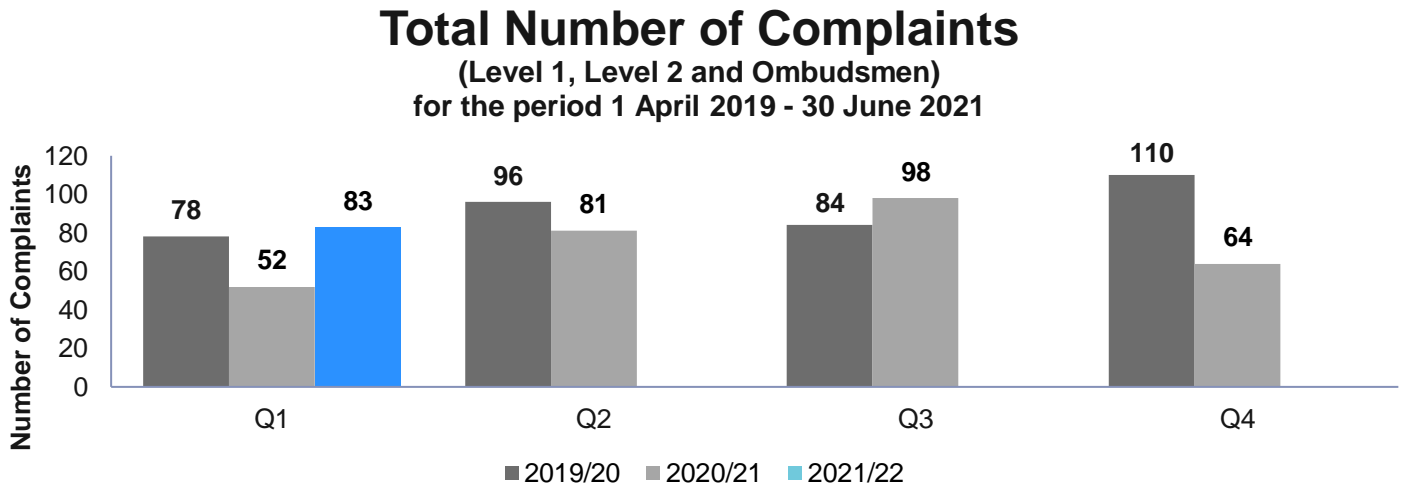
Total No. of All Complaints	83
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	Response Rate	Target	Status
Level 1	69%	95%	over 5% off target
Level 2	93%	95%	less than 5% off target
Total	81%	95%	over 5% off target

*Details of Local Government & Social Care Ombudsman Decisions can be found on: <https://www.lgo.org.uk/decisions>. Housing Ombudsman doesn't currently publish their decisions. In the first quarter we have closed one Housing Ombudsman case where no maladministration was found on Council's part.

3.5.1 Comment:

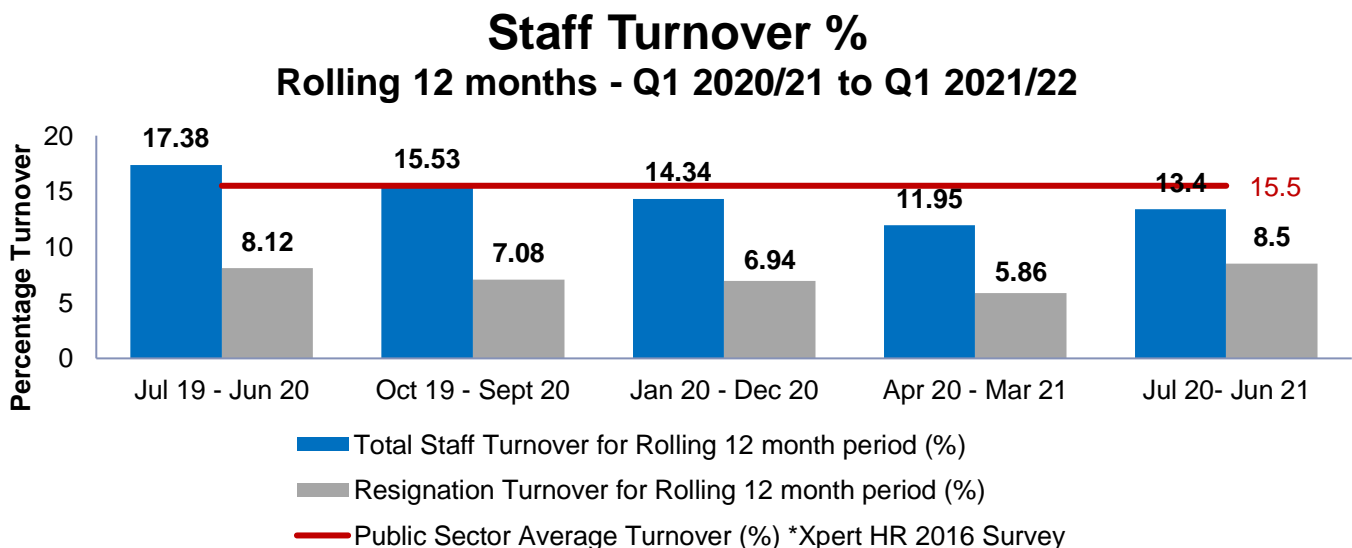
Further details of service specific performance can be found under individual dashboards, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart below illustrates the three yearly complaints trends analysis, with a similar number of complaints received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



3.6 Workforce Data – Corporate Overview

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

3.6.1 Staff Turnover

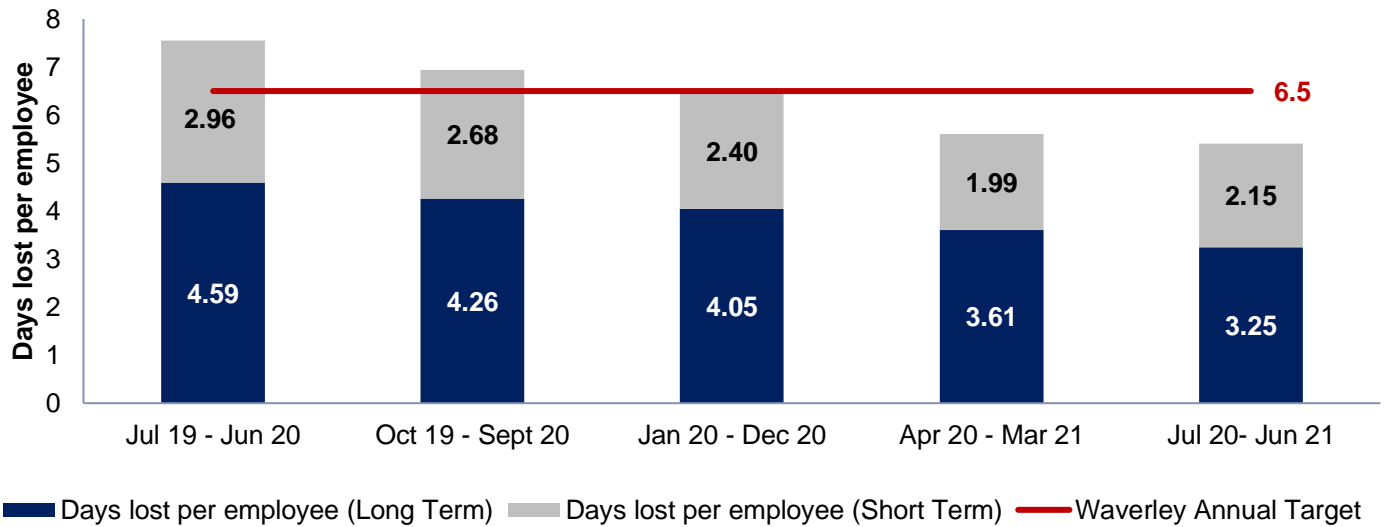


Comment: Job vacancies are at a record high across various sectors in UK as per the latest [Office of National Statistics Labour Market Overview report](#). This reflects in the rise in resignation turnover due to various employment opportunities opening. It is anticipated that labour market will continue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

3.6.2 Absence Data

Absence Data

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



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

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

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

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

3.7.1 Section 151 Officer summary Q1 2021/2022

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

Graeme Clark, Strategic Director and S151 Officer

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

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

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

3.7.3 General Fund Account Summary Table

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

Housing Revenue Account

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

4 Service Dashboard – Business Transformation

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

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Q1 2021/22 Summary from Head of Service

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

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

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

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

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

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

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

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

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

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

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

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

David Allum, Head of Business Transformation

4.2 Key Performance Indicators Status

4.2.1 Comment:

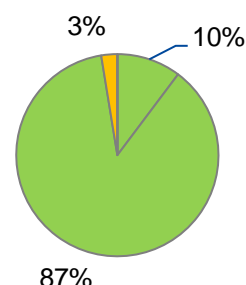
This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Customer Services, Property and Engineering, Business Transformation.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q1 Business Transformation Service Plans 2021/24

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



Comment:

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

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

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

4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

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

4.4 Internal Audit Recommendations Progress Status

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

4.5 Complaints Statistics

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

Q1 20-21 Business Transformation - Level 1 Complaints

KPI	Description		Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	2	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	50%	95.00%

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

Q1 20-21 Business Transformation - Level 2 Complaints

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

4.5.3 Summary Comment on the statistics

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

4.6 Finance Position at the end of the quarter

4.6.1 Service's General Fund Account Table

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

4.6.2 Summary Comment

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

5 Service Dashboard – Finance and Property Investment

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

5.1 Key Successes & Lessons Learnt, Areas of Concerns

5.1.1 Q1 2021/22 Summary from Head of Service

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

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

Peter Vickers, Head of Finance and Property

5.2 Key Performance Indicators Status

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

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

5.2.2 Comment:

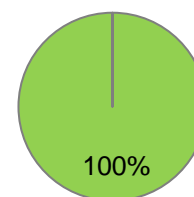
As is expected, Council Tax and Business rate collection is reflecting the same income profile as last year resulting from the impact of the pandemic. Resources are in place to manage the recovery sensitively to the economic situation. Business Rates recovery has an added challenge due to the government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

5.3 Service Plans – Progress Status

5.3.1 Summary Table and Pie Chart

Q1 Progress on Finance & Property Service Plans 2021/24

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



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

5.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

5.4 Internal Audit Recommendations Progress Status

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

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

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

5.5 Complaints Statistics

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

Q1 20-21 Finance & Property - Level 1 Complaints

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

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

Q1 20-21 Finance & Property - Level 2 Complaints

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

5.5.3 Summary Comment on the statistics

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

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

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

5.6.2 Summary Comment on General Fund position at the quarter end

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

6 Service Dashboard – Policy & Governance

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

6.1 Key Successes & Lessons Learnt, Areas of Concerns

6.1.1 Q1 2021/22 Summary from Head of Service

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

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

Robin Taylor, Head of Policy & Governance

6.2 Key Performance Indicators Status

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

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

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

6.2.2 Comment:

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

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

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

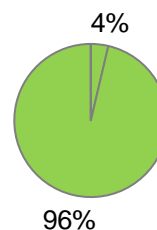
At its worst, the turnaround times were above 50 working days. Through targeted case resolution and contact with customers, agency staff recruitment to cover staff vacancies and staff working extended hours, this was brought down to 22 working days and further improvements are expected to show in the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

6.3 Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Q1 Policy & Governance Service Plans 2021/24 Progress

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



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

6.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

6.4 Internal Audit Recommendations Progress Status

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

6.5 Complaints Statistics

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

Q1 20-21 Policy & Governance - Level 1 Complaints

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

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

Q1 20-21 Policy & Governance - Level 2 Complaints

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

6.5.3 Summary Comment on the statistics

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

6.6 Finance Position at the end of the quarter

6.6.1 Service's General Fund Account Table

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

6.6.2 Summary Comment

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

7 Service Dashboard – Commercial Services

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Q1 2021/22 Summary from Head of Service

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

Leisure Centres

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

Waverley Training Services (WTS)

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

Careline

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

Building Control

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

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

Parks & Countryside

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

Headline Figures Weekend 13 – 14 June

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

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

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

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

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

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

Count of Complaint / Compliment / Concern

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

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

Kelvin Mills, Head of Commercial Services

7.2 Key Performance Indicators Status

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

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

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

7.2.2 Comment:

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

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

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q1 Progress on Commercial Services Service Plans 2021/24

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



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

7.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

7.4 Internal Audit Recommendations Progress Status

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

7.5 Complaints Statistics

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

Q1 20-21 Commercial Services - Level 1 Complaints

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

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

Q1 20-21 Commercial Services - Level 2 escalations

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

7.5.3 Summary Comment on the statistics

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

7.6 Finance Position at the end of the quarter

7.6.1 Service's General Fund Account Table

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

7.6.2 Summary Comment on General Fund position at the quarter end

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

8 Service Dashboard – Environmental and Regulatory Services

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

8.1 Key Successes & Lessons Learnt, Areas of Concerns

8.1.1 Q1 2021/22 Summary from Head of Service

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

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

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

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

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

Effective coordination of the response to the COVID-19 pandemic has been crucial and the Emergency Planning Officer has played a key role in linking our COVID-19 Response Group with the Local Resilience Forum. He will begin work on the review of how effective our business continuity plans were during the COVID-19 response to identify key learning points which will further enhance their effectiveness in the future.

Work has begun on several projects included in the Carbon Neutrality Action Plan including electric vehicle charging, cycle shelters and cycle greenways. Funding was also awarded from the Public Sector Decarbonisation Scheme for work to reduce carbon emissions at the Memorial Hall. Work is underway to investigate the use of PV arrays on some of our larger buildings and a feasibility study is being commissioned into solar farms on a number of possible sites across the borough. The Transport Projects Officer has been busy working with the County Council and Town and Parish Council colleagues on a wide range of transport infrastructure projects and the development of the cycle network. The Electric

Vehicle Strategy was approved by the Executive on 30 March and we have been successful, in partnership with other Surrey councils, in bidding for a grant to promote the uptake of EV Taxis and Private Hire cars.

There was wide consultation on proposals for a Public Space Protection Order to help address anti-social behaviour in the Godalming Town Council area involving several meetings and lengthy discussion before the draft Order was presented to the Council meeting on 20 April. The Council confirmed the making of the Order with effect from that date.

Once again, I must thank all of the staff in the Environmental and Regulatory Services for keeping 'business as usual' going whilst responding to the Covid pandemic. I think it is important not to underestimate the pressure that has put on both staff and our contractors and thanks must go to all of them for their efforts during unprecedented times.

Richard Homewood, Head of Environmental & Regulatory Services

8.2 Key Performance Indicators Status

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

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

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

8.2.2 Comment:

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

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

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

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

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

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

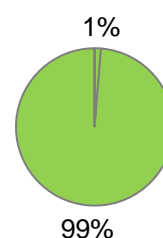
Residual household waste is exceeding the target again in Qtr.1 as a consequence of the continuing 'work from home if you can' advice from the Govt and people producing more waste at home rather than at work or using hospitality venues. Tonnages of Dry mixed recycling are up 11.3%, Food waste up 14.6%,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

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q1 Progress on Environment Service Plans 2021/24

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



Comment:

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

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

Detailed Table presenting specific Service Plans actions on exception basis

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

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

8.4 Internal Audit Recommendations Progress Status

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

8.5 Complaints Statistics

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

Q1 20-21 Environmental Services - Level 1 Complaints

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

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

Q1 20-21 Environmental Services - Level 2 escalations

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

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

All complaints closed in Q1 were dealt with on time.

8.6 Finance Position at the end of the quarter

8.6.1 Service's General Fund Account Table

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

8.6.2 Summary Comment on General Fund position at the quarter end

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

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

9 Service Dashboard – Planning and Economic Development

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

9.1 Key Successes & Lessons Learnt, Areas of Concerns

9.1.1 Q1 2021/22 Summary from Head of Service

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

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

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

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

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

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

Zac Ellwood, Head of Planning & Economic Development

9.2 Key Performance Indicators Status

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

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

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

9.2.2 Comment:

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

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

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

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

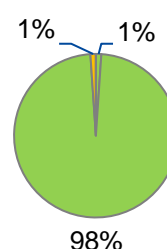
In terms of P7 and P8, the number of dwellings commenced and completed within the quarter both showed a healthy and encouraging uplift. However, despite having met last year's Housing Delivery Test, the Council is currently unable to demonstrate a five-year supply of deliverable housing. We have a Housing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

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q1 Progress on Planning & ED Service Plans 2021/24

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



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

9.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

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

9.4 Internal Audit Recommendations Progress Status

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

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

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

9.5 Complaints Statistics

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

Q1 20-21 Planning & Economic Development - Level 1 Complaints

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

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

Q1 20-21 Planning & Economic Development - Level 2 Complaints

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

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

9.5.3 Summary Comment on the statistics

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

9.6 Finance Position at the end of the quarter

9.6.1 Service's General Fund Account Table

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

9.6.2 Summary Comment on General Fund position at the quarter end

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

10 Service Dashboard – Housing Delivery and Communities

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Q1 2021/22 Summary from Head of Service

Communities

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

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

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

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

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

Housing Delivery

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Affordable Housing Supplementary Planning Document (SPD) has now been adopted and provides clear guidance for developers on the Council's expectations regarding viability appraisals, and how the Council will independently scrutinise these. Having an adopted Affordable Housing SPD strengthens the Council's position.

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

Landlord inspections and other housing regulatory work carried out by **the Private Sector Housing Team** remains steady. However, requests for public health funerals during the pandemic, although much higher than normal during 2020, have dropped back to normal. In fact, there have been no new requests this financial year.

The Grants and Empty Homes Officer is engaging in cross-service working to make the most of the grant we receive, and the opportunities presented. Work to address the empty homes in the Borough has begun – though it is a time-consuming and complex process.

The Housing Options and HomeChoice Teams continued to prevent homelessness during the quarter (there was only one household in temporary accommodation as the end of June 2021) and advise on and facilitate suitable accommodation for those who were homeless. A successful bid was also achieved for MHCLG Rough Sleeping Initiative revenue funding for 21-22 (£105,834) based on funding a full time Rough Sleeper Outreach Worker employed by the York Road Project in Woking, a full time Tenancy Support worker to support rough sleepers placed in short term accommodation and funding for additional emergency and supported housing placements for single homeless clients. At the end of the quarter, an advertisement had been placed and the post has now been filled on a secondment basis from an officer in the Housing Management Team.

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

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

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

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

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

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

Andrew Smith, Head of Housing Delivery and Communities

10.2 Key Performance Indicators Status

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

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	5	5	3	2	1	1	5.0

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	63	0	17	8	4	105	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	83	0	53	0	43	4	Data only
HD4	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	65	20	53	28	39	48	Data only
HD4a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.					New sub-KPI to HD4	45	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.					New sub-KPI to HD4	3	Data only

10.2.2 Comment:

Good progress has been made across all the delivery services

10.2.3 Affordable Homes Delivery

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

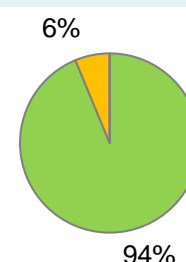
- 17 affordable homes at Longhurst Park completed by Southern (all for shared ownership) in phases from April-June 2021
- 18 affordable homes at Ockford Park, Godalming completed by Southern (9 x Shared Ownership and 9 x Affordable Rent) in phases on 28.04.21 (AR) and 14.05.21 (SO)
- 6 affordable homes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

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

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

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



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

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

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

10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

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

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

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

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

10.5 Complaints Statistics

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

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

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

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

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

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

10.5.3 Summary Comment on the statistics

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

10.6 Finance Position at the end of the quarter

10.6.1 Service's General Fund Account Table

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

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

10.6.2 Summary Comment on General Fund position at the quarter end

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

10.6.3 Housing Revenue Account Table

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

10.6.4 Summary Comment

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

11 Service Dashboard – Housing Operations

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Q1 2021/22 Summary from Head of Service

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Hugh Wagstaff, Head of Housing Operations

11.2 Key Performance Indicators Status

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

KPI	Description		Q4 19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q1 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.64% / 0.7% target	0.86% / 0.7% target	0.98% / 0.7% target	0.96% / 0.7% target	0.96% / 0.7% target	0.87%	1% (New target Q1 2021/22)
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	28	70	112	60	36	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	98.3%	99.8%	99.9%	99.4%	99.9%	100%

HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	87%	N/A	N/A	N/A	N/A	N/A	93%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better) *	Days					New PI April 2021	14	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	69%	N/A	N/A	N/A	N/A	N/A	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%					New PI April 2021	22%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%		N/A	N/A	N/A	N/A	91%	97%

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

11.2.2 Comment:

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

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

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

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

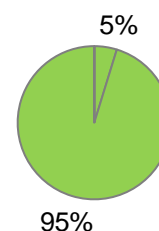
The Housing Management Team have continued to complete tenancy audits in person (where appropriate) and over the phone. Audits enable us to build an ongoing relationships with tenants, clarify and confirm any tenancy issues, support and signpost for tenancy sustainment and prevent tenancy fraud.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q1 Progress on Housing Operations Service Plans 2021/24

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



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

11.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

11.4 Internal Audit Recommendations Progress Status

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

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

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

11.5 Complaints Statistics

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

Q1 20-21 Housing Ops - Level 1 Complaints

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

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

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

Q1 20-21 Housing Ops - Level 2 Complaints

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

11.5.3 Summary Comment on the statistics

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

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

11.6 Finance Position at the end of the quarter

11.6.1 Housing Operations General and Revenue Accounts Tables

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

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

11.6.2 Summary Comment

Income and expenditure as expected within HRA business plan.