



Corporate
Performance Report
Q2 2021/22
(July – September 2021)

Document Version: Final version 12 Nov 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 Policy O&S Committee – required to scrutinise only these specific sections:

- [Corporate Dashboard – HR and Financial Aspects](#) - page 4 - 9
- [Business Transformation](#)- page 10
- [Finance and Property](#)- page 14
- [Policy and Governance](#)- page 17

2.2 Services O&S Committee - required to scrutinise only these specific sections:

- [Commercial Services](#) - page 20
- [Environment and Regulatory Services](#) - page 25
- [Housing Delivery and Communities](#) - page 30
- [Housing Operations](#) - page 37
- [Planning and Economic Development](#) - page 42

3 Corporate Dashboards – Summary of All Services (remit of Policy O&S)

3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q2 2021/22

3.1.1 Q2 Chief Executive's summary:

This report covers the council's performance for July to September 2021. Each service chapter provides detail.

Covid continues to be a serious issue and the Council worked with public service partners to support those affected. As can be seen in this report, Covid and the shortage of heavy goods vehicle drivers have impacted on our services, and - like other councils across the country - we are tackling disruption to waste collection, alongside our contractor, Biffa. We did not need to suspend garden waste services, but the management team is greatly concerned about the sustainability of waste collection as we move into winter, and we are discussing ways to pre-empt and respond to potential disruption.

Our own office working is still influenced by advice on Covid and safety, while we progress our Where Work Happens project, described in the last report and in further detail in the Business Transformation chapter. Full Council meetings were held in larger venues away from the Council Chamber to maintain social distancing as the Government declined to extend the permission to hold formal meetings remotely via Zoom or similar.

Financially, we are projecting a modest in-year surplus on a difficult budget, while there are still challenges to come in quarters 3 and 4. We do not expect clarity from the Government on next year's funding until the settlement is published in mid-December.

In Q2, the Council decided to recruit a Joint Chief Executive with Guildford Borough Council and commenced a recruitment process, with external support from South East Employers throughout. On 1 November, I was honoured to be appointed to the new role by both councils and will start on 1 December. This is the first step in a partnership that aims to reduce cost and maintain services in the face of the severe financial challenges faced by all borough councils. The Councils' debates revealed strong concerns among several councillors about the collaboration, which will need to be considered as proposals on governance and further collaboration are brought forward. I will be engaging with councillors across groups and encouraging them all to work with the officer teams to make this partnership a success for the benefit of our local residents and businesses.

Our key successes in quarter 2 were:

- Waverley responding to the Afghan resettlement crisis by pledging to support 5 to 10 families.
- The Tenants Panel 25+1 year anniversary took place at the Rural Life Centre, and they were thanked for their important work and support to tenants.
- Work started on a new development to provide 17 new energy-efficient and affordable homes in Godalming at Ockford Ridge.
- The Council approved for consultation the draft Local Plan Part 2.
- Waverley welcomed Surrey Pride 2021 to Godalming in September.
- The Mayor raised the Red Ensign for Merchant Navy Day and the 999 Day Flag on Emergency Services Day.
- As part of a scheme with Surrey County Council and EM3 Local Enterprise Partnership, Waverley opened the borough's first on-street electric vehicle charge points in Farncombe, Farnham and Haslemere, which complement our charge points in car parks. More will follow.

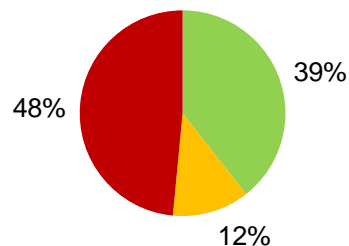
Tom Horwood, Chief Executive

3.2 Summary of Key Performance Indicators per status

3.2.1 Table with Q2 2021/22 Summary statistic for all corporate indicators with assigned targets and the five running quarters RAG chart

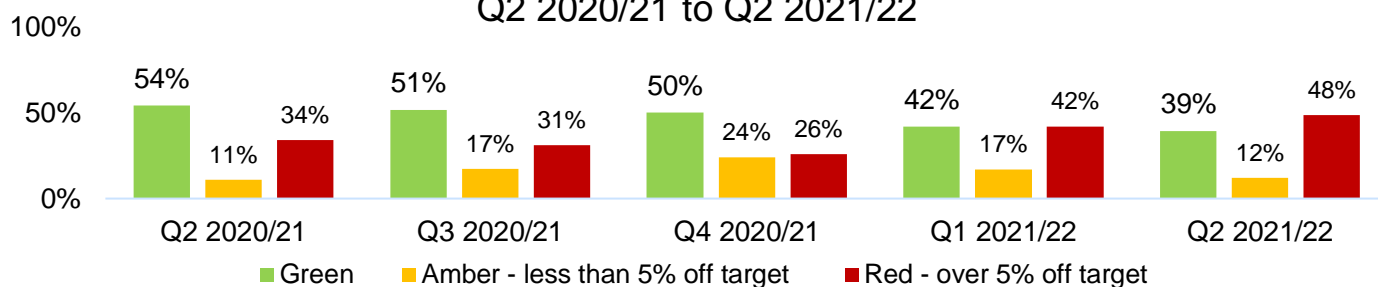
All Corporate KPIs

Total	100%	33
Green on target	39%	13
Amber - less than 5% off target	12%	4
Red - over 5% off target	48%	16



Data only	N/A	20
Data not available or paused due to Covid impact	N/A	13

Performance Indicators - % per status
Q2 2020/21 to Q2 2021/22



3.2.2 Comment:

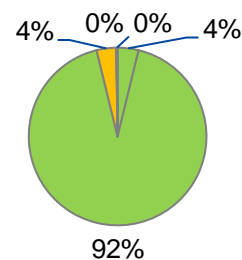
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to pandemic and further service specific details can be found in the individual service dashboards.

3.3 Summary of Service Plans Progress Status

3.3.1 Table with the overall Q2 2021/22 Service Plans Progress Status

Q2 update on all Service Plans Service Plan 2021/2024

Total	100%	420
Completed	4%	16
On track	92%	388
Off track - action taken / in hand	4%	15
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	1



3.3.2 Comment:

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

3.4 Summary of 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 Agreed Actions \(from the Audit Committee 8 November 2021\)](#).

3.5 Summary of All Complaints

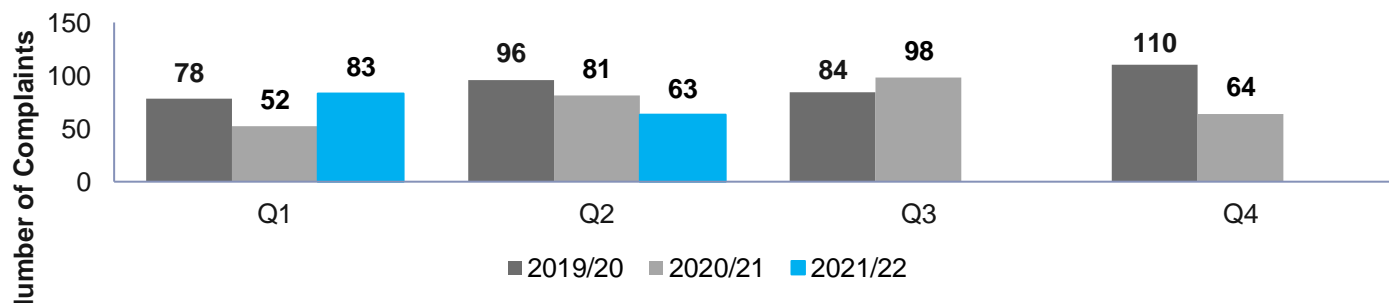
Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total No. of Complaints	Dealt with on time	Response Rate	Total No. of Complaints	Dealt with on time	Response Rate	No. of Complaints Concluded in quarter	Status
Business Transformation	0	0	N/A	0	0	N/A		
Commercial	1	1	100.0%	0	0	N/A		
Environment	3	1	33.3%	4	3	75.0%		
Finance & Prop	3	2	66.7%	2	2	100.0%		
Housing Ops	22	21	95.5%	6	6	100.0%	1	
Housing DC	0	0	N/A	0	0	N/A		
Planning & ED	9	7	77.8%	11	10	90.9%	1	
Policy & Gov	0	0	N/A	0	0	N/A		
Total	38	32	84.21%	23	21	91.30%	2	

Total Complaints including Ombudsman	63
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	Response Rate	Target	Status
Level 1	84.2%	95.0%	over 5% off target
Level 2	91.3%	95.0%	less than 5% off target
Total	87.76%	95.0%	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.

Total Number of Complaints (Level 1, Level 2 and Ombudsmen) for the period 1 April 2019 - 30 September 2021



3.5.1 Comment:

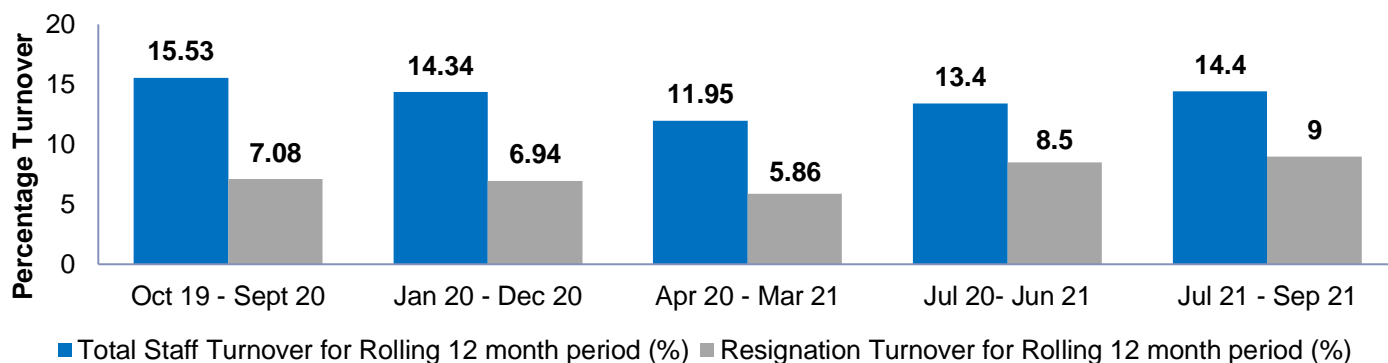
Further details of service specific performance can be found under individual dashboards, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart above illustrates the three yearly complaints trends analysis, with a lower number of complaints received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

3.6 Summary of 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

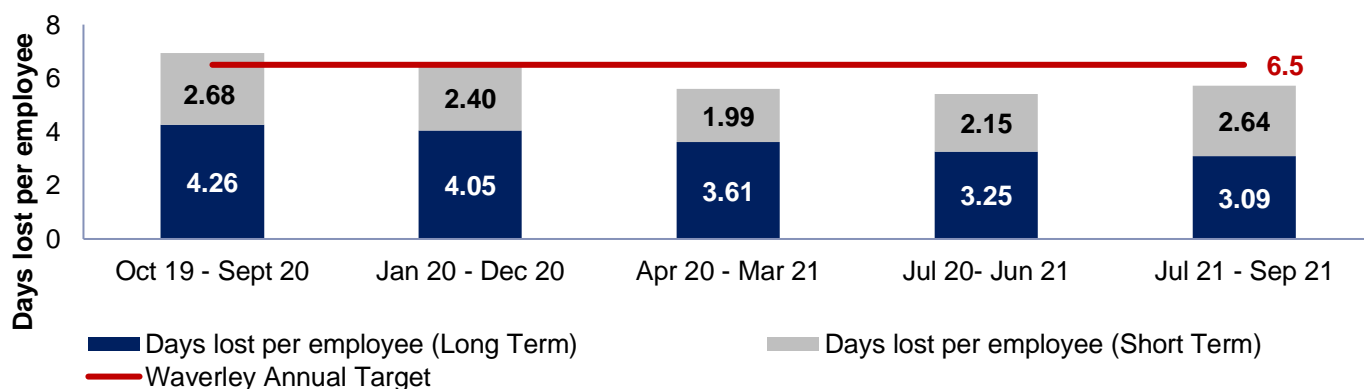
Staff Turnover %
Rolling 12 months - Q2 2020/21 to Q2 2021/22



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 - Q2 2020/21 to Q2 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 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.

3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q2 2021/22

3.7.1 Section 151 Officer summary Q2 2021/2022

Overall, the performance against budget has been positive and the projections on the main income areas are favourable. The use of car parks is recovering strongly compared to estimate, which is reflected in an improved income position in the table below, however total car park income is still £1.6m (33%) down on its pre-pandemic level. The Council agreed a revised tariff structure from 1 November and an additional £0.25m income is reflected in the latest projection. 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. Control over staff costs has been effective and projections for the year are within the £17m overall approved budget. 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 net of diverting budget to address work demands and backlog clearance in the planning service. Frequent and effective monitoring will be essential in the coming months as budget uncertainty will continue to be a major risk to the Council, particularly with rising inflation.

Graeme Clark, Strategic Director and S151 Officer

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

At the end of Q2, 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 later in the year.

Graeme Clark, Strategic Director and S151 Officer

3.7.3 General Fund Account Summary Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Management Board				
Expenditure	504	8	2%	Adverse
Income	-509	-	0%	-
Management Board Total	-5	8	-	Adverse
Audit				
Expenditure	172	2	1%	Adverse
Income	-158	-	0%	-
Audit Total	14	2	14%	Adverse
Business Transformation				
Expenditure	5,163	-13	0%	Favourable
Income	-4,984	-	0%	-
Business Transformation Total	179	-13	-7%	Favourable
Commercial				
Expenditure	8,557	-66	-1%	Favourable
Income	-5,040	25	0%	Adverse

Commercial Total	3,517	-41	-1%	Favourable
Environment				
Expenditure	11,693	-25	0%	Favourable
Income	-8,347	-414	5%	Favourable
Environment Total	3,346	-439	-13%	Favourable
Finance & Property				
Expenditure	30,313	-6	0%	Favourable
Income	-29,441	-5	0%	Favourable
Finance & Property Total	872	-11	-1%	Favourable
Housing Operations				
Expenditure	-	-	-	-
Income	-	-	-	-
Housing Operations Total	-	-	-	-
Housing Delivery & Communities				
Expenditure	4,349	24	1%	Adverse
Income	-2,044	-	0%	-
Housing Delivery & Communities Total	2,305	24	1%	Adverse
Planning & Economic Development				
Expenditure	7,714	0	0%	Favourable
Income	-4,924	70	-1%	Adverse
Planning & Economic Development Total	2,790	70	3%	Adverse
Policy & Governance				
Expenditure	7,084	7	0%	Adverse
Income	-4,266	26	-1%	Adverse
Policy & Governance Total	2,818	33	1%	Adverse
General Fund Sub-Total	15,836	-345	-2%	Favourable
General Fund Funding				
Expenditure	973	42	4%	Adverse
Income	-16,609	85	-1%	Adverse
General Fund Funding Total	-15,636	127	-1%	Adverse
Overachievement of target saving	-200	-117	59%	Favourable
General Fund Total	-	-335	-	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,141	-127	0%	Favourable
Income	-34,167	-305	1%	Favourable
Housing Operations Total	-8,026	-432	5%	Favourable
Housing Delivery & Communities				
Expenditure	1,385	-8	-1%	Favourable
Income	-752	-	0%	
Housing Delivery & Communities Total	633	-8	-1%	Favourable
Housing Funding				
Expenditure	8,824	-	0%	-
Income	-1,431	-	0%	-
Housing Funding Total	7,393	-	0%	-
Housing Revenue Account Total	-	-440	-	Favourable

Grand total	-	-775	-	Favourable
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4 Service Dashboard – Business Transformation (remit of Policy O&S)

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

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Q2 2021/22 Summary from Head of Service

Business Transformation Team

Quarter 2 was dominated by the Where Work Happens Project. This involved a major office clear-out throughout the building with four skip-loads of waste being removed over the summer. We have created a new office environment on the ground and first floors featuring new hot-desking areas supported by a low code booking system which was designed in Q2 and went live early in Q3.

All of this has been done at no additional cost. As well as creating the physical environment the project teams have drafted new policy documents to reflect the new way of working being adopted across the organisation. The number of people working in the office has peaked at over 100 on occasion but is generally around the 80-85 mark. This should change over time, and we will be reviewing the new environment towards the end of Q3.

In Q3 we will see the Team focus on other projects including a review of 'Agency Expenditure' which began towards the end of Q2.

IT Team

We saw the conclusion of the Citrix migration process towards the end of Q1, however it became apparent during Q2 that this was creating some unanticipated capacity issues which we have had to respond to. New servers have been ordered and we are awaiting delivery.

In Q2 we also procured the Radware technology which is designed to filter out the aggressive bots attacking our planning portal and created a severe impact on download speeds. This was implemented early in Q3 and thus far has had a very positive effect.

The Horizon system has continued to bed down in the Planning Service. Clearly with such a significant change there will be ongoing adjustments for quite some time.

Customer Services Team

The Team has returned to the office during Q2 which is vital to enable them to cross-train and multi-skill. This is the first time this "new" team has been together since, just a few weeks after it was set up last year, we went into a period of national lockdown.

The Green Waste low code solution has continued to be developed. We have now overcome all the technical hurdles impacting on the design and the system should go live towards the end of Q3. This will be transformative from a customer's perspective.

Engineers

The team have established very effective relationships with our flood agency partners e.g. Surrey CC, the Environment Agency and Thames Water. Together we discuss and agree action in respect of our high-risk areas, in the main these are Cranleigh, Elstead and Alford. In Cranleigh we have been able to prevent local flooding by way of a very effective ditch/culvert/trash screen maintenance programme. In Elstead we have agreed works being funded by Surrey CC and are in the process of securing access from local residents although this is not always a straightforward process. In Alford there is a drainage capacity issue where we are relying on a medium-term change to Thames Water's drainage infrastructure. We also have had a few cases of water ingress in Farnham where drainage systems are

not meeting demand (e.g. due to ditch infill) which we now need to find solutions for. Surrey CC are the lead authority for the recent cases.

Facilities

With the changes to The Burys we are looking to welcome new tenants to the building. We are negotiating with two third sector organisations interested in moving in, we have increased the let to Wilmott Dixon at the Wharf and two clothing charities are storing their donations in various parts of the building.

David Allum, Head of Business Transformation

4.2 Key Performance Indicators Status

4.2.1 Comment:

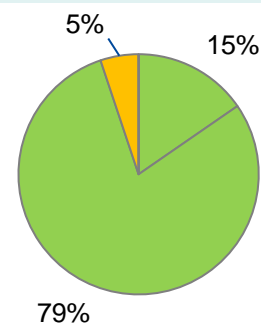
This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Customer Services, Property and Engineering, Business Transformation.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q2 Business Transformation Service Plans 2021/24

Total	100%	39
Completed	15%	6
On track	79%	31
Off track - action taken / in hand	5%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of quarter 2 the service has completed 15% of its actions, and apart from two off track actions listed below, the remaining actions are progressing on track for completion.

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
SP21/24BT3	An effective support infrastructure is provided to Members and Staff					
SP21/24BT3.1	Ensure safety and security arrangements and systems are effective	31-Mar-24	Facilities Manager (SH)	Completed	N/A	Successfully completed
SP21/24BT3.3	Effectively manage the Council's fleet ensuring maximum use from the asset.	31-Mar-24	Facilities Manager (SH)	Completed	N/A	Successfully 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	31-Jan-22	75% Completed. Draft is with the Deputy Leader who is considering next steps
SP21/24BT14	Business Transformation Programme - Service Reviews are completed.					

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24BT14.2	With the relevant service manager comprehensively review Building Control operating model, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-3	31-Aug-21	Business Transformation Manager (WC)	Off track - action taken/ in hand		Review 95% completed. Savings achieved still to be quantified
SP21/24BT17	Business Transformation Programme - Design and implement a future office working environment in the medium-term post Covid and in the long term for any new office building CPR19-8					
SP21/24BT17.1	Design/implement a revised office environment to reflect the post Covid requirements and building towards any long-term re-location	30-Jun-21	Business Transformation Manager (WC)	Completed	30-Sep-21	Successfully completed

4.4 Internal Audit Recommendations Progress Status

Comment: There were no outstanding recommendations for this service area at the end of Q2.

4.5 Complaints Statistics

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

Q2 20-21 Business Transformation - Level 1 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 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	95.00%

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

Q2 20-21 Business Transformation - Level 2 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 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 were no complaints received against the service this quarter.

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	5,163	- 13	0%	Favourable
Income	- 4,984	-	0%	-
Business Transformation Total	179	- 13	-7%	Favourable

4.6.2 Summary Comment

The forecast saving on expenditure is due the vacancy saving in the BT establishment budget.

5 Service Dashboard – Finance and Property Investment (remit of Policy O&S)

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

1.1 Key Successes & Lessons Learnt, Areas of Concerns

1.1.1 Q2 2021/22 Summary from Head of Service

The Housing Benefit service has continued to be busy post covid and the effects of Furlough scheme ending in October 2021 will impact on team capacity in the next quarter. The team are well placed to handle this demand. There is pressure on the business rates collection due to a significant number of businesses being taken out of ratings last year by the government in response to the Covid pandemic and have only just come back into liability at the end of July. The lower recovery figure indicates the financial cash flow difficulties these businesses are experiencing. Work is underway to review the business rate collection capacity to ensure that all businesses falling into arrears are engaged.

Peter Vickers, Head of Finance and Property

1.2 Key Performance Indicators Status

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

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	56.3%	84.3%	97.5%	28.9%	56.8%	49.5%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	48.4%	71.1%	95.9%	20.2%	43.5%	49.5%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98.3%	98.5%	98.3%	98.3%	98.2%	99%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	11	11	10	10	11	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	5	4	5	7	5.5	Data only

1.2.2 Comment:

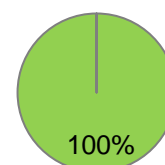
The under recovery of business rates is due to a significant number of businesses coming back into rating from July, the current performance indicates the financial pressure business are under due to pandemic. Work is underway to review the business rate collection capacity to ensure that all businesses falling into arrears are engaged.

1.3 Service Plans – Progress Status

1.3.1 Summary Table and Pie Chart

Q2 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.

1.3.2 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.

1.4 Internal Audit Recommendations Progress Status

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

- IA21/19.007.1 Agresso Reports (Parent action: IA21/19 IT System Administration)
- IA21/19.007.2 Reports circulated to Heads of Service

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#) report page 12.

1.5 Complaints Statistics

1.5.1 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		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	2	0	3	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	0	1	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	N/A	33%	67%	95%

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

1.5.3 Summary Comment on the statistics

In the second quarter one level 1 complaint was resolved outside of its target timescales due to a need to consult an outside body.

1.6 Finance Position at the end of the quarter

1.6.1 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

1.6.2 Summary Comment on General Fund position at the quarter end

The services are performing well and managing to contain cost pressures within budget.

Treasury management performance is reported in the table below to the period ended 30 September.

Year	Average Investment	Average days invested in year	Annual interest receipts	Budget	Rate of return %	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
21/22	£80m	149	£438k forecast	£220,000	0.52%	0.10%

6 Service Dashboard – Policy & Governance (remit of Policy O&S)

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 Q2 2021/22 Summary from Head of Service

Alongside a busy programme of business-as-usual activity within the quarter the Policy and Governance Service supported and delivered a number of specific projects and initiatives. These included:

- the delivery of the Chiddingfold Neighbourhood Plan Referendum in July
- the implementation of a new corporate complaints database
- supporting the Council's cross-party working group to respond to the Local Government Boundary Commission's review of Waverley Borough Council
- HR, Democratic, Legal and Comms support and advice in respect of the appointment of a Joint Chief Executive for Guildford and Waverley Borough Councils.
- Delivery of various governance and constitutional changes as directed by Full Council earlier in the year.

I would like to take this opportunity to thank all teams within Policy & Governance for their hard work and dedication during a challenging quarter.

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		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target	
HR1a	Total Staff Turnover for Rolling 12-month period (%) (data only)	%	15.53 %	14.34 %	11.95%	13.40 %	14.40 %	Data only	
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.94	6.45	5.60	5.40	5.73	6.52	
	ref. HR2a - Short term Sickness Absence	Days	2.7	2.4	1.99	2.15	2.64	6.52	
	ref. HR2b - Long term Sickness Absence	Days	4.3	4.1	3.61	3.25	3.09		
PG1a	The number of complaints received - Level 1 (data only)	No.	59	71	43	51	38	Data only	
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	80%	84%	77%	69%	84%	95%	
PG1b	The number of complaints received - Level 2 (data only)	No.	19	24	17	30	23	Data only	
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	89%	88%	100%	93%	91%	95%	
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.				New PI from Q1 21-22	90	112	Data only
PG3b	Percentage of FOI and EIR requests responded to within 'statutory timescale'.	%				New PI from Q1 21-22	95.55 %	89.29 %	100%
PG4a	Number of Data Protection Subject Access Requests received.	No.				New PI from Q1 21-22	2	2	Data only

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%			New PI from Q1 21-22	50%	100%	100%
PG5a	Number of Local Land Charge searches received.	No.			New PI from Q1 21-22	575	516	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%			New PI from Q1 21-22	0%	15%	100%

6.2.2 Comment:

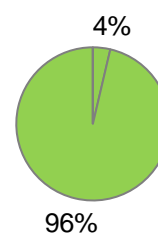
Although the performance of the Level 1 complaints response rate (PG2a) and the Land Charge searches responded to with 10 days target (PG5b) were still below the desired targets, significant improvements were achieved this quarter. At the time of writing Local Land Charge Searches turnaround times are being processed within 9-10 days on average so the performance against this KPI should show further improvement in the Q3 report.

6.3 Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Q2 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 second 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

Comment: All actions are progressing on track for completion with no exceptions to be reported on in Q2 2021-22.

6.4 Internal Audit Recommendations Progress Status

Comment: There were no outstanding Internal Audit actions at the end of Q2 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

Q2 20-21 Policy & Gov - Level 1 Complaints

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

Q2 20-21 Policy & Gov - Level 2 Complaints

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

6.5.3 Summary Comment on the complaints statistics

There were no complaints received for this service area in Q2 2021-22.

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	7,084	7	0%	Adverse
Income	- 4,266	26	-1%	Adverse
Policy & Governance Total	2,818	33	1%	Adverse

6.6.2 Summary Comment

The service is currently projecting a £33,000 overspend (1%). This is because the service is projected to only partially meet its planned staffing 'vacancy target' and because of a projected underperformance against legal services income. The underperformance against the staffing 'vacancy target' arises largely from unavoidable agency staffing costs related to the Electoral Services Manager post. A permanent manager begins in post on 30 November.

7 Service Dashboard – Commercial Services (remit of Services O&S)

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 Q2 2021/22 Summary from Head of Service

Quarter 2 continued to be an extremely busy period for the Commercial Services Team. The move to a different way of working coupled with ‘things’ returning to normal continues to create pressures on the service. The Commercial Services team have striven to deliver high levels of service throughout this period and with new members of staff joining the team, and others returning from leave the ability to deliver increased throughout the quarter. In addition, the Team have sought where possible to assist other services and bringing the Tree Planning Services into the Parks & Countryside Team and agreed on a temporary basis to oversee Economic Development Team, under the Projects Team, to assist them through a period of opportunity and challenge.

Key projects under Commercial Services continue to progress well. The Burys Project has moved to Phase 2 where three options for development will be evaluated in greater detail throughout Quarter 3. With the objective of options being brought forward for Council consideration in the final quarter of the year.

Parks & Countryside

This quarter continued to be busy and challenging for the Greenspaces Team. No Mow May and Let it Bloom June continued on into July to make the most of the areas of grass verges that were left long and where the wildflowers were still flowering. We then started to cut the verges down from August onwards. The cutting down of the grass areas was a challenge as our contractor did not have the right machinery to undertake the task (no fault of theirs), we had to re-cut many areas twice to make them look acceptable and to get the grass sward down to an easier to manage height. Coupled with this our contractor was experiencing problems with recruiting staff to fill vacancies, this exacerbated the ongoing issues with grass cutting and led to a lengthy period to get the grass back under control, this took until the end of the quarter.

During the quarter we embarked on the Grass and SCC verge project, to start the process of remapping grass areas to find a better balance between biodiversity and resident’s needs.

Our green spaces across the borough have continued to experience unprecedented visitor numbers over the past year, putting them and our Parks & Countryside team under extreme pressure. Despite this, it is pleasing to report that ten of its green spaces have been awarded Green Flags – the highest number the borough has ever achieved. Blackheath Common, Frensham Great Pond & Common, Mare Hill Common, Bealeswood Common, Summerlands Estate, Lammas Lands, Broadwater Park, Phillips Memorial Park and Farnham Park have all received green flags for a further year. Winning a Green Flag for the first time is Weybourne Nature Reserve. Farnham Park also won a much-coveted additional Heritage Award.

We have also been awarded two platinum awards for loo of the year for Broadwater Park and Frensham Great Pond and Common!

Leisure Centres

Customers are gradually returning to use our centres with their confidence in building safety rising. Places Leisure are increasing their programme and now starting to re-introduce some of the health and wellbeing programme, so we will see those figures presented in Q3. We have received very positive feedback during this period from customers regarding their return to exercise and the measures taken by Places Leisure to provide services in a safe way, which has been extremely

rewarding for the team, recognising the efforts that have been made to make the sites welcoming and safe for use.

The total usage for Q2 was 297,147, which is a really positive step forward and an improvement on Q1 with an increase of over 90,000 visits. It also exceeds all expectations against the forecast projections. Swimming and swimming lessons have performed exceptionally well, returning to pre-Covid figures already. There is, for the first time in many months, a feeling of optimism in the leisure service and we are hopeful that this will continue for the remaining months of this year.

Building Control

The Building Control Team continues to receive compliments on its service having fully incorporated Addressing and now the Address Custodian service into the team.

Building Control applications have fluctuated in Q2 being impacted by increased costs of materials, lack of trades and delays in Planning contributing to a countrywide 'slow down' on site. However, the construction industry continues to function and deliver to the new housing requirement and the team are monitoring several new developments across the borough alongside the usual domestic alterations and extensions.

The plan check performance has recovered notwithstanding the delay in improvements to the Building Control system whilst the new planning system evolves. The Building Control team continues to focus on improving its service and performance.

Careline

Throughout this quarter we have continued to focus our resources on visiting customers to upgrade their equipment which in turn means that it will be more resilient to the Data Recovery process with the monitoring centre. Our enhanced interaction with customers has been assisted by an additional temporary staff resource, funded via COMF (Contain Outbreak Management Fund) funding.

We continue to provide a service to circa 1620 customers, helping them to live independently for longer. We are having discussions with neighbouring authorities including GBC, to discuss our preparations for the digital switchover in 2025.

Waverley Training Services (WTS)

Waverley Training Services has continued to perform well this quarter and fortunately we have not been impacted by Covid infections. Confidence is rising and learner numbers are continuing to increase showing the positive reputation the service holds in the community.

A positive quarter with teams within the service being recognised for their hard work both externally and internally. A strong financial position and services beginning to return to normal indicate a positive end to this financial 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		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	54,656	81,438	Data not available	205,308	297,147	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	No service	No service	No service	No service	No service	Data only

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	67%	86%	77%	67%	92%	80%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1732	1689	1635	1629	1625	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	4,145	5929	6273	5484	5660	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)	%	79%	78%	76%	75%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	72%	71%	71%	70%	75%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	38	21	30	33	25	Data only

7.2.2 Comment:

C1 – The increase in usage is encouraging, showing an improvement on Q1 with an increase of over 90,000 visits. It also exceeds all expectations against the forecast projections. Customers are gradually returning with their confidence building. Places Leisure are increasing their programme and now starting to re-introduce some of the health and wellbeing programme, so we will see those figures presented in Q3. We have received really positive feedback from customers regarding their return to exercise and the measures taken by Places Leisure to provide services in a safe way. Swimming and swimming lessons have performed exceptionally well, returning to pre-Covid figures already.

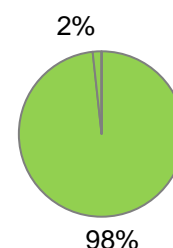
C4 – An extremely strong performance this quarter and the team will continue to focus on this target going forward. Additional focused IT support will enable the technical issues to be resolved in Q3 making the administration around this process much more user friendly going forward.

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q2 Progress on Commercial Services Service Plans 2021/24

Total	100%	58
Completed	2%	1
On track	98%	57
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

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24CS24	Building Control & Street Naming will be electronic achieving efficiencies and aligning with Customer					

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	Service objectives for customer access.					
SP21/24CS24.1	Complete the implementation of agile working practices for Building Control.	01-Sep-21	Building Control Manager (JC)	Completed		Our Building Control Team are now agile working. We have also implemented the new GMS software for the Custodian role and will be implementing the The implementation of agile working has been completed

7.4 Internal Audit Recommendations Progress Status

Comment: At the end of second 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

Q2 20-21 Commercial Services - Level 1 Complaints

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

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

Q2 20-21 Commercial Services - Level 2 escalations

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	0	2	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	0	2	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	100%	N/A	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	8,557	- 66	-1%	Favourable
Income	- 5,040	25	0%	Adverse
Commercial Total	3,517	- 41	-1%	Favourable

7.6.2 Summary Comment on General Fund position at the quarter end

This is a pleasing performance, largely down to the performance of the leisure centres against forecast.

8 Service Dashboard – Environmental and Regulatory Services (remit of Services O&S)

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 Q2 2021/22 Summary from Head of Service

The impact of Covid 19 continues to be felt across the Environmental and Regulatory Services teams, though in some areas there are signs of a gradual return to ‘normality’

Crew shortages due to sickness and recruitment difficulties continued to put pressure on our refuse, recycling collection and street cleaning 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. Our contractor has however managed to keep all services running with some minor delays, compared to a number of our neighbouring local authorities who have had to suspend some of their services.

Tonnages of dry mixed recycling, food waste and residual waste continued to be much higher than normal due to the periods of self-isolation 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 has shown signs of sporadic recovery in this quarter with an upward trend overall as more people are returning to work and venturing out to shop etc. Work is continuing on the fine details around the Brightwells multi-storey car park and how we will operate it in future. The review of parking charges continued through this quarter and further amendments to the proposals were being made following feedback from members. The final recommendations were considered by the Environment Overview and Scrutiny Committee at a meeting on 20 September and the approved at special Executive and Council meetings on 22 September. The approved changes were due to be implemented on 1 November 2021. Our phase of the South Street car park refurbishment is completed, and the developers have almost completed 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 by the contractors, once the road widening is complete.

As the restrictions on businesses are gradually relaxed the Environmental Health and Licensing Teams have begun to revert to their normal regulatory inspection programmes whilst continuing to offer support and advice to businesses on Covid-19 precautions. This has proved extremely challenging and demanding on the staff who are also trying to maintain ‘business as usual’ as far as possible, whilst remaining supportive to businesses that have struggled. 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.

There have been a number of serious accidents recently which are under investigation by the Food and Health and Safety Team along with several poorly performing food businesses where officers are spending a considerable amount of time to ensure standards are improved.

Two significant licensing policy reviews continued during the quarter. The Gambling Policy Review and the Sex Establishment Review have been 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.

The Environmental Protection Team is also involved in several complex nuisance cases and a significant amount of officer time is being taken up preparing case files for court proceedings with support from the legal team.

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, in Qtr. 3, 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 continued on several projects included in the Carbon Neutrality Action Plan including electric vehicle charging, cycle shelters and cycle greenways. 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. 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 and have been working on the plans to implement the scheme.

Once again, I must thank all of the staff in the Environmental and Regulatory Services for keeping 'business as usual' going as the Covid restrictions were gradually relaxed during this quarter. I think it is important not to under-estimate 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	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	3.50%	5.00%	3.91%	4.74%	Data not available	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	3	4	Data not available	2	3	2
E2b	Number of fly tipping incidents in a quarter (Data only)		266	234	228	180	162	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	93.7%	93%	89.71%	Monitoring on pause	Monitoring on pause	90%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) -		68	30.0	Data not available	28.0	34	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better)		65	26.0	Data not available	41	54	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	78%	100%	100%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	85%

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
E NI191	Residual household waste per household (lower outturn is better)	kg	86.00	96.00	103.00	92	Data not available	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	59.8%	61% Provisional	54.00%	59.8%	Data not available	54.0%

8.2.2 Comment:

Whilst the rejection rate increased slightly during Qtr. 1 we are hopeful it will fall again in Qtr. 2, but we are awaiting data from Surrey County Council (SCC).

The response to fly tips has slipped slightly to three days partly due to crew shortage issues at Biffa and partly due to vacancies in the Environmental Enforcement Team which we are recruiting to fill. The number of fly tips has however continued to fall slowly. It has not been possible to monitor street cleaning performance due to staff shortages in the Environmental Enforcement Team during Qtr. 2, but we are pleased to say we have recruited and now have a full complement of staff in the team again. Monitoring should therefore start again in Qtr. 3.

The contractor has concentrated on collecting residual and recycling during this quarter and have maintained performance. The food waste collection has, however, suffered from the impacts of the driver shortage and the use of agency staff unfamiliar with the area, (particularly rural locations).

As Covid controls are relaxed the Environmental Health Team are refocussing their efforts on routine regulatory inspections. Additional resources have also been brought in using Covid funding from the Government. High risk premises are being targeted and as a result inspections of Category A and B premises are up to date.

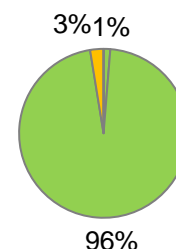
Qtr. 2 data for residual household waste and recycling per household is awaited from Surrey County Council but the recently obtained figures for Qtr.1 show a welcome reduction in residual waste per household which might be linked to more people returning to work and the opening up of the hospitality industry. Improved performance on recycling will be linked partly to the reduction in residual waste element of household collections and partly to increases in garden waste presented for composting.in the spring / summer months.

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q2 Progress on Environment Service Plans 2021/24

Total	100%	78
Completed	1%	1
On track	96%	75
Off track - action taken / in hand	3%	2
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 15 November 2021

8.3.2 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
SP21/24ES11	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)	Off track - action taken	31-Jan-22	Electronic survey of HoS and service managers developed for release in November 21
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.					
SP21/24ES18.1	Lead the Inspection and Enforcement Business Transformation Review	31-Aug-21	Head of Environmental & Regulatory Services (RH)	Off track - action taken	31-Mar-22	More detailed analysis of current activity required before proposals can come forward. Interviews with service managers and HoS arranged for Qtr. 3 / 4

8.4 Internal Audit Recommendations Progress Status

Comment: At the end of the second 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

Q2 20-21 Environmental Services - Level 1 Complaints

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	22	17	6	1	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	20	17	3	1	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	91%	100%	50%	100%	33%	95%

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

Q2 20-21 Environmental Services - Level 2 escalations

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	5	0	0	4	Data only

Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	5	0	0	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	100%	N/A	N/A	75%	95%

8.5.3 Summary Comment on the statistics

The response rate for both level 1 and level 2 complaints have fallen below the target, however these figures need to be considered in context, as a small number of cases have been considered, where one complaint constitutes third of level 1 and quarter of level 2 complaints. The response rate at level 1 has been affected by temporary resource pressures within the team, and the performance should start improving in the coming months once the staff vacancies have been filled.

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	11,693	- 25	0%	Favourable
Income	- 8,347	- 414	5%	Favourable
Environment Total	3,346	- 439	-13%	Favourable

8.6.2 Summary Comment on General Fund position at the quarter end

Savings in Quarter 2 are related to staff vacancy savings on the staffing budgets for the service.

The overachievement of income compared to the original budget is related in part to the overachievement of car parking income to date due to a stronger recovery in car park usage than anticipated so far. It also includes a revised forecast for the rest of the year, compared to the original budget, based on a more optimistic rate of recovery than originally anticipated and on the new parking tariffs being introduced at the beginning of November.

9 Service Dashboard – Housing Delivery and Communities (remit of Services O&S)

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

9.1 Key Successes & Lessons Learnt, Areas of Concerns

9.1.1 Q2 2021/22 Summary from Head of Service

Communities

The **Communities Team** worked with the Executive and the Community Wellbeing Overview and Scrutiny Working Group to develop and agree a new funding process for voluntary organisations and community partners, which will start from 1 April 2022. The Thriving Communities Commissioning Scheme 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 be launched on 14 October 2021 and organisations will have five weeks to submit their bids.

The Safer Waverley Partnership Executive continues 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. The Safer Waverley Partnership Executive will hold an Extraordinary Meeting on 20 October 2021 to take this forward.

Long term anti-social behaviour and complex neighbour disputes continue to absorb significant time and resources from teams across the Council. COMF funding has allowed the recruitment of an ASB Lead Officer until March 2022, who will examine long-standing cases and work on solutions, as well as draft a Corporate Anti-Social Behaviour Policy.

The actions from the internal Safeguarding Policy and Procedural audit have been owned by the Internal Safeguarding Board and are being addressed by the Safeguarding Lead and Deputy Lead.

Housing Delivery

The **Housing Development Team** continues 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 investigated, and remediation works are being undertaken by the contractor.

Thakeham Homes are progressing Site B, Ockford Ridge, with early handover of some homes forecast and a final completion envisaged for April 2022. Demolition has occurred at Site C. The tendering process for the build contract is nearing completion.

An Employers Agent has been appointed for Site E. The site is particularly challenging, and a build contractor will be appointed to develop and deliver the scheme.

Officers continue to work up proposals for Site F – there is one tenant left to move, and work has commenced on the phase of refurbishment – seven homes.

Tendering for a build contractor is nearing completion for the five sites in Chiddingfold: Hartsgrove, Pathfields (x2), Queens Mead and Turners Mead, with start on site expected early in 2022.

Parkhurst Fields, Churt, has been granted planning permission. There are still planning issues to resolve with the Churt Crossway Close scheme.

Final issues with the footpath at the site at Aarons Hill, Godalming, have been resolved. A build contractor will now be appointed. Documents in the draft tender pack have been reviewed to ensure the new homes delivered will be carbon neutral/net zero in operation.

All surveys and reports are being prepared 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. Beattie Passive have been waiting for connection dates from electrical and water utilities. When these connections have been made the new homes can be commissioned prior to handover. (**Note:** homes were handed over on 22 October 2021)

The Council will shortly acquire four new properties at The Green, Ewhurst, built by Brookworth Homes. There are other sites in progress.

The **Housing Strategy and Enabling Team** is working on the new Affordable Homes Delivery Strategy for Waverley. The Executive has commented on the overall direction and a fuller draft will be presented to Executive Briefing, and then further work undertaken. The timeline for adoption is being discussed. Commissioned Affordability and Viability Studies have been received at the time of writing, which form a vital evidence base for the new Strategy. 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.

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

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. Since the last quarterly report there have been two new requests for public health funerals to date.

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 two households in temporary accommodation as the end of September 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, the post was 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 continue to work 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. A major objective for the Affordable Homes Delivery Strategy is to propose a 'Waverley Rent' that will allow such households to access a home.

At the end of September there were 1083 applicants on the Housing register – compared to Quarter 2 2020 of 1094.

The **Service Improvement Team** completed research was completed and drafted papers for the Executive to agree plans and commitment to support Afghan refugees through the Home Office Resettlement Programme, due to begin in October. The team commenced the recruitment process for a support worker and drafted an amendment to the Allocation policy.

The summer edition of Waverley's tenant newsletter, Homes and People, was published in August. The team worked hard to get the second newsletter out whilst working. The edition features a range of content from Anti-Social Behaviour to eco homes, eco tips, diversity, green spaces, Mediation Surrey and launched the Council's Tenant Involvement Strategy. The newsletter also gave the opportunity for tenants to feedback on a range of topics and included an all tenants invite to a September Social Event.

The Tenants Panel met at Tilford Rural Life Centre in September to celebrate the 25 +1 anniversary of the Panel. The Panel has worked tirelessly to seek the best services for tenants including petitioning 10 Downing Street to change national housing finances, working on Task and Finish Groups including *Attitudes to Council Housing: Pride or Prejudice*, new build design standards and representing tenants at every level of the Council.

In September the Service Improvement Manager attended the Chartered Institute of Housing national conference, to hear from leaders in social housing and share learning with other housing teams. A range of issues were discussed including building safety, decarbonisation, professionalism of sector, regulation, levelling up and supply of homes. Good practice initiatives on homelessness, retrofitting for decarbonisation, anti-social behaviour and tenant engagement were also presented. Government ministers, the CIH Chief Executive and many housing professionals thanked and recognised the sector for the work completed during the pandemic to support and protect the public. However, the conference also acknowledged the shame within the sector following the ITV *Surviving Squalor* series, highlighting the shocking condition of some homes in the social sector. The Team has taken what was learnt at the conference to inform the Housing Service Plan, reinforcing the Council's commitment to be proactive, to listen and to be responsive

Andrew Smith, Head of Housing Delivery and Communities

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	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	3	2	1	1	2	5.0
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	17	8	4	105	4	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	53	0	43	4	0	Data only

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target	
HD4 (HD4a+HD4b)	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	53	28	39	48	30	Data only	
HD4a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.				New sub-KPI to HD4	45	30	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	0	Data only

9.2.2 Comment:

Good progress has been made across all the delivery services

9.2.3 Affordable Homes Delivery

The details on all affordable homes delivered during Q2 2021-22 (ref. HD4) were listed below, including information on units, tenure, scheme, provider and completion date.

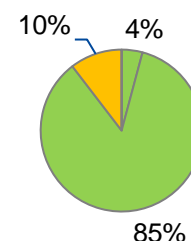
- 10 units at Lorimer Avenue, Cranleigh (VIVID)
- 4 units at Crondall, Farnham (Aster)
- 2 units at Longhurst, Cranleigh (Southern)
- 8 units at Ockford, Godalming (Southern)
- 6 units at Hewitts, Cranleigh (Clarion)

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q2 Progress on Housing D & C Service Plans 2021/24

Total	100%	48
Completed	4%	2
On track	85%	41
Off track - action taken / in hand	10%	5
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



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

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
SP21/24HDC1	The Ageing Well Strategy (2020-2024) and Action Plan is reviewed to reflect current needs and priorities.					
SP21/24HDC1.2	The Ageing Well Action Plan 2020 - 2024; will be incorporated in the proposed Waverley Safe and Healthy Communities Strategy and Action plan ensuring current and future services and activities reflect and meet the need of the borough's older	30 Sept 21	Community Services Manager (KW)	Off track - action taken/ in hand	1.11.22	Revised Safe and Healthy Communities Strategy will incorporate Ageing Well Action Plan.

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	residents in the light of the pandemic.					
SP21/24HDC11	The service meets the needs of all tenants and their families.					
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	Service Improvement Manger (AH)	Completed	Achieved	The results of the Star Survey and accompanying report have been shared with O&S, across the Council and with stakeholders.
SP21/24HDC3	The organisations funded through Service Level Agreements are delivering the agreed outcomes.					
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	Community Services Manager (KW)	Completed	Achieved	Review completed. Thriving Communities Commissioning Fund to be lunched in Oct 21
SP21/24HDC4	The Waverley Community Safety Strategy priorities are delivered in partnership.					
SP21/24HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6.	30-Jun-21	Community Services Manager (KW)	Off track - action taken/ in hand	Ongoing	Involves Home Office and revising actions/objectives
SP21/24HDC7	Deliver new affordable homes: Housing Strategy: Objective 1: Increase delivery of well designed, well-built affordable housing.					
SP21/24HDC7a.1	Draft and adopt new Housing Strategy to sit under new Corporate Strategy and keep pace with national government policy and local housing need.	30-Sep-21	Housing Strategy and Enabling Manager (AL/EL)	Off track - action taken/ in hand	1.4.22	Work progressing with Executive on Affordable Homes Delivery Strategy.
SP21/24HDC8	Prevent homelessness and provide housing advice and assistance for all households in need					
SP21/24HDC8.2	Draft and adopt Revised Preventing Homelessness Strategy and Action Plan (Scheduled for end of Strategy life)	30-Sep-21	Housing Needs Manager (MR),	Off track - action taken/ in hand	31.3.23	Draft and consult on revised Preventing Homelessness Strategy and Action Plan ahead of 5-year deadline in June 2023
SP21/24HDC9	Regulating private landlords					
SP21/24HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1.	30-Sep-21	Private Sector Housing	Off track - action taken/ in hand	31.1.22	Policy and Schedule drafted. Due to go to

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
			Manager (SB)			Management Board in Dec 21.

9.4 Internal Audit Recommendations Progress Status

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

- IA21/17.001.3 Online Reporting (Parent action IA21/17 Safeguarding)
- IA21/17.005.2 Contract Managers Meetings include Safeguarding
- IA21/17.006.2 The Community Services Manager confirmed that members do not have access to the safeguarding policy online.
- IA21/17.006.3 New Starters and Volunteers

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#) report page 10 of 12.

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 Housing Delivery & Communities - Level 1 Complaints

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

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

9.5.3 Summary Comment on the statistics

There were no complaints received against this service area in Q2.

9.6 Finance Position at the end of the quarter

9.6.1 Service's General Fund Account Table

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

Expenditure	4,349	24	1%	Adverse
Income	- 2,044	-	0%	-
Housing Delivery & Communities Total	2,305	24	1%	Adverse

9.6.2 Summary Comment on General Fund position at the quarter end

The overspend on GF of £24k on expenditure relates to staffing. This is predominately related to restructure costs within the Community Safety Team.

9.6.3 Housing Revenue Account Table

Housing Revenue Account					
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable	
Housing Delivery & Communities					
Expenditure	1,385	- 8	-1%	Favourable	
Income	- 752	-	0%		
Housing Delivery & Communities Total	633	- 8	-1%	Favourable	

9.6.4 Summary Comment

The £8k saving on HRA is mainly related to a saving on staffing expenditure. The remaining £4k relates to a small overspend on travel relating to the Essential Car User compensation payments.

10 Service Dashboard – Housing Operations (remit of Services O&S)

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Q2 2021/22 Summary from Head of Service

What did the housing team do last summer?

We continued to work in a post lockdown world and manage services during the ongoing pandemic to support tenants and maintain homes.

The Rents Team have been working with tenants to prepare for their changes in income as the safety net of furlough comes to an end and universal credit (UC) uplifts are removed in September. At the end of June, approximately 600 tenants were receiving UC and 400 tenants have advised the team that the pandemic had impacted their finances. This has, as expected impacted the rent collection, with arrears of £260k at end of June, but performance remains within the new 1% target.

There has been a changing of the guard in the Housing Management Team, with a long-standing member of the team, James Doodoo, retiring after 18 years with Waverley. He worked with tenants across the borough during his career. He engaged with tenants at the start of the Ockford Ridge redevelopment programme and worked in Farnham to support communities and tackle anti-social behaviour. Rhiannon Dunkey was successfully appointed to replace him. She has a background in customer services, worked in Waverley's Community Development Team and has recently completed a Chartered Institute of Housing qualification.

The Property Services Team have continued with the procurement process to appoint a new Responsive Repairs and Void contractor to commence in April 2022. The final stages of the project will be completed in Quarter Three with the outcome expected early December.

The housing service have also been successful in bidding for £160k from the Contain Outbreak Management Fund (COMF) to support additional services arising due to the pandemic:

- Floating Support Officers - the Housing Management Team have seen an increase in mental health issues and neighbour disputes due to the pandemic and lockdown. To add capacity to the team to support tenants, two officers have been recruited until March 2022.
- Communal area cleaning - due to the risk of infection additional weekly cleaning and deep cleans have been arranged.
- Community room costs – the team have leased two community rooms to organisations carrying out covid related activities. COMF will cover the cost of hire (rent, utilities and repair).
- Gardening Scheme – the team supported 20 vulnerable tenants, COMF to cover the costs of the gardening service to maintain the upkeep and environment of homes and community.
- Mediation Surrey – increased in funding to respond to increase in neighbour disputes and housing referrals.
- Refuse collection – increased support to Biffa collection service for vulnerable tenants unable to get to refuse centres.

In June we engaged with Surrey Fire & Rescue Service regarding issues that we identified in a regular fire safety inspection of one of our senior living properties. SFRS have helped us to identify the improvements that are required and issued an enforcement notice, in July, while we rapidly put in place the appropriate mitigations. Progress has been with the immediate introduction of a Simultaneous Evacuation Plan, supported by Fire Wardens on a 24/7 basis to support the resident's if evacuation necessary and works to remove wood panelling ceilings and compartmentalisation

throughout the building. Further works have been undertaken by Housing Officers to remove all fire hazards, with two skips of items removed from the site being taken away late July 2021. Other safety works including the cutting back/removal of shrubbery and the implementation of clear fire and safety notice boards for residents has been completed.

Readers are aware of ongoing works to tackle a legionella outbreak in a senior living scheme. We undertook a series of recommended remedies and escalation of actions resulting in full re-piping of hot and water system, removal of water tank and direct from mains water system. I am pleased to report that the works have now been completed and no legionella has been detecting in the scheme, in post works testing. I would like to commend Tim Tyler for managing the project and enabling tenants to remain in their homes. And thank tenants for their patience and practicability during works. The project was formally handed over in August. The compliance team will continue to monitor and routinely test in accordance with the health and safety programme.

Research was completed and papers were drafted, during quarter two, for the Executive to agree plans and commitment to support Afghan refugees through the Home Office Resettlement Programme in October. The team commenced the recruitment process for a support worker and drafted an amendment to the Allocation policy. The team are delighted to be able to contribute to the humanitarian initiative and support Afghan refugees.

The summer edition of our [tenant newsletter](#), Homes and People, was published in August. It was a great team effort to get our second newsletter out whilst working virtually – thank you to everyone involved. The edition has a range of content from ASB to Web via eco homes, eco tips, diversity, green spaces, mediation survey and launched our Tenant Involvement Strategy. The newsletter also gave the opportunity for tenants to feedback on a range of topics and included an all tenants invite to a September Social.

I was delighted to join the Tenants Panel, at Tilford Rural Life Centre in Tilford, in September to celebrate the 25 +1 anniversary of Tenants Panel. The Panel have worked tirelessly to seek the best services for tenants including petitioning 10 Downing Street to change national housing finances, working on Task and Finish Groups including Attitudes to Council Housing: Pride or Prejudice, new homes Design Standards and representing tenants at every level of the Council. I thank them for their ongoing support and challenge.

The Service Improvement Manager attend the Chartered Institute of Housing national conference, in September, to hear from leaders in social housing and share learning with the wider housing team. A range of issues were discussed including building safety, decarbonisation, professionalism of sector, regulation, levelling up and supply of homes. Good practice initiatives on homelessness, retrofitting for decarbonisation, anti-social behaviour and tenant engagement were also presented. Government ministers, CIH Chief Executive and many housing professionals thanked and recognised the sector for the work completed during the pandemic to support and protect the public. However, the conference also acknowledged the shame in the sector following the ITV Surviving Squalor series, highlighting the shocking condition of some homes in the social sector. The team have recognised emerging issues, challenges and good practice from the conference to inform the housing service plan, reinforcing our commitment to be proactive, listen and be responsive.

And finally I'd like to recognise the Tenancy Fraud team as my Star Team for quarter two. The team [reported](#) to Audit Committee, in September, on the work completed in investigating fraud during 2020/21, primarily focusing on Housing Tenancy fraud. The work resulted in six relinquished tenancies and the retention of four other homes (from fraudulent Right to Buy and succession claims) demonstrating a saving of £1m in 2022/21 and ensuring homes are available to those legitimately in housing need.

Hugh Wagstaff, Head of Housing Operations**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	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.98% / 0.7% target	0.96% / 0.7% target	0.96% / 0.7% target	0.87%	0.96%	1% (New target Q1 2021/22)
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	112	60	36	26	29	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.8%	99.9%	99.4%	99.9%	100.0%	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	N/A	N/A	N/A	N/A	Suspended until April 2022	93%
HO4b*	Responsive Repairs: Average number of days to complete a repair (lower outturn is better) *	Days			New PI April 2021	14	15.2	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	N/A	N/A	N/A	N/A	Suspended until April 2022	78%
HO5b*	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%			New PI April 2021	22%	15%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	N/A	N/A	N/A	91%	Data not available	97%

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

10.2.2 Comment:

The team continue to work hard with the interim contractor to improve the performance in reletting homes and responsive repairs, following the backlog of works in 2020 and the pandemic, but have been unable to achieve target. There has been a gradual improvement in performance with the contractor focussing on mentoring operatives and quality of work. They have taken action against poor performing operatives and sub contractors. The team and contractor regularly meet to discuss KPIs, operational issues and how to improve performance. In addition, the contractor are actively recruiting to priority roles for plumbers, roofers and electricians.

During the summer 48 homes were relet, there were some staff shortages and several homes had complex challenges which increased the letting time – including delays in asbestos surveys and electrical certificates (now resolved), a burst water tank, a large debt on an electric meter, unexpected

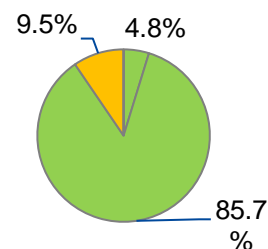
needle sweep and environmental clean, replacement floor and plaster works. There were 37 vacant homes at the end of September, the 54% (20) have been empty for less than a month and works are progressing.

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Q2 Progress on Housing Operations Service Plans 2021/24

Total	100%	21
Completed	4.8%	1
On track	85.7%	18
Off track - action taken / in hand	9.5%	2
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. At the end of quarter 2 there was one off-track actions, and the details can be found 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
SP21/24HO1.2	Develop "New Asset Management Strategy" to ensure a prudent, energy efficient, planned approach to repairs and maintenance of homes and communal areas. The strategy will help deliver the Council's target to be carbon neutral by 2030.	01-Sep-21	Peter David	Off track - action taken	Draft December 2021, agree March 2022 to commence implementation April 2022.	

10.4 Internal Audit Recommendations Progress Status

Comment: At the end of second quarter there were no outstanding Internal Audit Recommendations for this service area. Work was completed on audits relating to IT systems administration, Responsive Repairs job booking and gas safety certificates.

10.5 Complaints Statistics

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

Q2 20-21 Housing Ops - Level 1 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	17	34	20	16	22	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	14	24	17	15	21	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	82%	71%	85%	94%	95%	95%

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

Q2 20-21 Housing Ops - Level 2 Complaints

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	8	11	8	6	Data only

Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	6	7	11	8	6	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	88%	100%	100%	100%	95%

10.5.3 Summary Comment on the statistics

All bar one complaint were responded to within the target timescales. One Level 1 complaint took longer to resolve relates to anti-social behaviour and the complainant was kept informed throughout the process. There was also one complaint closed by the Housing Ombudsman Service and the Council was ordered to pay the complainant £400 for damage to possessions and carry out further works to the property but the compensation was rejected by claimant. The next step is to renegotiate the offer.

10.6 Finance Position at the end of the quarter

10.6.1 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	26,141	- 127	0%	Favourable
Income	- 34,167	- 305	1%	Favourable
Housing Operations Total	- 8,026	- 432	5%	Favourable

10.6.2 Summary Comment

Income and expenditure as expected within HRA business plan.

11 Service Dashboard – Planning and Economic Development (remit of Services O&S)

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Q2 2021/22 Summary from Head of Service

July to September was a particularly challenging three months for the Planning Service, especially in Development Management, and the Q2 performance statistics bear this out. Proactive steps have been, and are being, taken to address the myriad issues that have led to this regrettable situation, and we are taking forward a number of actions from the Planning Improvement Plan.

Development Management

As had been anticipated, our performance in determining planning and related applications dipped significantly in Q2. The main reasons behind this included:

- A steep increase in the number of applications being submitted in line with the national increase in April to June 2021 of 45% over the same period last year, the so-called 'Covid bounce' adding to already high workloads due to the previously existing applications backlog
- Diversion of officer resources to resolve teething problems with the new Horizon planning system and time-consuming workarounds whilst issues being fixed by the software developers
- Validation times of over 8 weeks in many cases made it impossible to determine large numbers of applications within the statutory, nationally-set deadlines without extensions of time – which many agents/applicants were, somewhat understandably, unwilling to give
- Delays from officers getting used to new ways of working and getting fully up to speed with the new software system
- Rollout of the new management structure and changes to line-management duties in June led to expected delays in the initial bedding-in (norming) period
- Higher than normal turnover of staff in the Planning Service and loss of a number of experienced officers to neighbouring authorities
- Staff sickness levels
- Increased reliance on agency staff of varying quality/experience in a Seller's Market
- A decision not to seek extensions of time on existing older applications within the system
- Time pressures in dealing with a significant volume of complaints from applicants/agents Councillors acting on behalf of their constituents. Whilst the number of formal complaints dropped off in Q2, presumably as a result of improved communication about the problems we were facing with validation, there was a very high level of informal complaints and queries that had to be dealt with. This led to a diversion of officer resource, including my own, that could have been used much more effectively in dealing with the key matters at hand.

Measures have been put in place to deal with the issues set out above, where possible, and many of the issues facing the Horizon system in the earlier part of the quarter have started to settle down as the software is refined, the need for workarounds is lessened, and as officers get more used to the new ways of working – including the revised management structure, which, it is hoped, will start to pay dividends (in terms of improved performance) in Q3. The Development Management function does, however, still face a significant backlog both in the areas of registration/validation and in determining planning applications. We have recently outsourced clearing the validation backlog to an external company, with the aim of getting this part of the DM Service back on an even keel by the end of Q3, but

this will have the impact of an even greater number of valid applications flowing through the system to the professional planning officers for determination at a time when we are losing experienced team members and becoming more reliant on agency staff. We may, therefore, see some further challenging determination statistics before things start to improve in this area.

Appeals performance was steady and reflected the general upturn in the Council's performance in defending planning appeals over the past year or so.

Enforcement

- Performance remained steady during a challenging time with a high number of enforcement complaints being received, including significant and time-consuming investigations relating to land at Boundary Road, Dockfield, and Sturt Farm, Haslemere, that have been resource intensive.
- There has been an increasing focus on planning enforcement in recent months and it is intended to publish a new Local Planning Enforcement Plan early in the new year, having first been referred to both Overview & Scrutiny and Executive Committees.

Planning Policy

- Q2 was a busy time focusing on reviewing the draft of Local Plan Part 2 and preparing the addendum to the submission document for a further, targeted Regulation 19 consultation.
- LPP2 is still on track for submission to the Secretary of State by Christmas 2021
- Significant work was undertaken in gathering evidence to support the development of the 2021 Five Year Housing Land Supply Position Statement.
- The Policy Team made good progress in taking a number of Neighbourhood Plans (NP) through the regulatory processes, notably with the Chiddingfold NP having been 'made' in August and the Haslemere NP being prepared for its referendum, which took place in the early part of Q3.

Economic Development

- The ED Team continued to roll out various important actions from the Covid Resilience Action Plan 2020 to 2021 to support economic recovery.
- Successful bids to the Additional Restrictions Grant (ARG) have been made and a proportion of this is being used to fund initiatives to support the Borough's businesses.

Zac Ellwood, Head of Planning & Economic Development

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	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	99%	95%	96%	57%	81%	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)	%	83%	50%	90%	80%	72%	80%
P151a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed -	%	N/A	N/A	New PI introduced from Q1 2021/22	27%	0%	Data only

KPI	Description	Data Type	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q2 Target
	cumulative figure (higher outturn is better)							
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	92%	81%	88%	90%	23%	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	New PI introduced from Q1 2021/22	16%	5%	Data only
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	96%	92%	86%	90%	16%	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	New PI introduced from Q1 2021/22	10%	5%	Data only
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	80%	76%	80%	62%	37%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	23%	25%	29%	Data Not Available	TBC	30%
LP15 2	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	5.6%	5.0%	3.3%	Data Not Available	TBC	10%
LP15 4	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	0.6%	1.0%	1.3%	Data Not Available	TBC	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	85%	72%	74%	Data Not Available	75.0%	75%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	99%	96%	96%	91%	80%	95%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	29%	15%	15%	Data Not Available	Data Not Available	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	17	23	75	141	70	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-273	-397	-345	-403	-422	147
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	188	145	109	175	226	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-16	-18	-54	10	25	147

11.2.2 Comment:

The background information about the underperformance have been included in the introductory section 11.1.1 under Development Management section.

In terms of tree applications performance, this was detrimentally impacted by the departure, in quick succession, of two very experienced arboriculture officers. A temporary resource was employed to provide cover over the quarter and the Council has since been successful in permanently appointing to

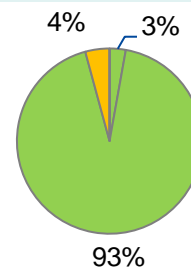
one of the two vacant posts. From Q3, the tree officer and tree technician roles have been moved to the Greenspaces Team in Commercial Services.

Housing completions during the quarter were up on the previous four quarters, which is encouraging.

11.2.3 Summary Table and Pie Chart

Q2 Progress on Planning & ED Service Plans 2021/24

Total	100%	71
Completed	3%	2
On track	90%	64
Off track - action taken / in hand	6%	4
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	1%	1



Comment: The majority of the service plans actions are on track for delivery and the further details on actions due in for completion in Q2 were listed in the following section.

11.2.4 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.					
SP21/24P18.3	Install footfall counters in the four main settlements and evaluate data to identify trends and issues so we can respond accordingly.	31-Oct-21	Economic Development Team	Off track - action taken/ in hand	Nov 21	Only Farnham installation remaining
SP21/24P18.4	Secure funding to deliver a scheme to provide e-Cargo Bikes for communal use by business for sustainable local deliveries	30-Sep-21	Economic Development Team	Transferred	To be considered	Moving into Sustainability team
SP21/24P21	Supporting sustainable business and employment growth in our urban and rural areas and responding to the challenges of Covid 19 and Brexit.					
SP21/24P21.1	Deliver the Economic Development Covid-19 Action Plan	31-Oct-21	Economic Development Team	Off track - action taken/ in hand	March 2022	Process begun with data analysis and PID
SP21/24P7	New Horizon IT system is fully embedded into day-to-day practices and refined to ensure efficient and effective use of the technology.					
SP21/24P7.1	New system embedded as the main system for Development Management/Enforcement	30-Sep-21	Business Support Team	Off track - action taken/ WIP	DM: 31-Dec-21 Enf: 31-Mar-21	
SP21/24P7.2	Internal audit and review of Horizon System and functionality undertaken	30-Sep-21	Business Support Team	Off track - action taken/ WIP	30-Nov-21	

11.3 Internal Audit Recommendations Progress Status

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

- 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

For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#) report page 4 to 10.

11.4 Complaints Statistics

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

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	16	13	14	26	9	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	9	12	10	14	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	56%	92%	71%	54%	78%	95%

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

KPI	Description		Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	9	4	19	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	8	4	17	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	89%	100%	89%	90.9%	95%

11.4.3 Summary Comment on the statistics

The response rate at Level 1 has greatly improved although still off track due to resource pressures within the team. Level 2 response rates remained steady and there were no findings of Service maladministration by the Local Government and Social Care Ombudsman within the quarter.

11.5 Finance Position at the end of the quarter

11.5.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Planning & Economic Development				
Expenditure	7,714	22	0%	Favourable
Income	- 4,924	70	-1%	Adverse
Planning & Economic Development Total	2,790	92	3%	Adverse

11.5.2 Summary Comment on General Fund position at the quarter end

Expenditure within Planning & Economic Development has been managed carefully and is on target to meet the year-end spend budget.

Although planning application submissions have significantly increased, this has not translated into higher than projected income, mainly because the increase in applications has been predominantly in householder and smaller scale applications where the associated (nationally set) fees are much lower. The decision to pause the paid pre-application advice service from May has also had a consequential deleterious impact on Planning income. The paid advice service will restart from the end of November 2021 and should lead to an income bounce back in Q3 and Q4.

The reported overspend on expenditure of £22k was related to a forecast overspend on the staffing budget. This has since changed, and we are now forecasting to be on budget for staffing.