

To: All Members and Substitute Members of
the Overview and Scrutiny - Services
(Other Members for Information)

When calling please ask for:

Kimberly Soane,
Kimberly.soane@waverley.gov.uk

Legal & Democratic Services

E-mail: Kimberly.soane@waverley.gov.uk

Direct line: 01483523258

Date: 9 June 2023

Membership of the Overview and Scrutiny - Services

Cllr Carole Cockburn (Chair)
Cllr Philip Townsend (Vice Chair)
Cllr Jane Austin
Cllr Dave Busby
Cllr Janet Crowe
Cllr George Hesse

Cllr Jacquie Keen
Cllr Gemma Long
Cllr David Munro
Cllr John Robini
Cllr Graham White

Substitutes

Cllr Kevin Deanus

Cllr James Staunton

Members who are unable to attend this meeting must submit apologies by the end of Monday, 12 June 2023 to enable a substitute to be arranged.

Dear Councillor

A meeting of the OVERVIEW AND SCRUTINY - SERVICES will be held as follows:

DATE: WEDNESDAY, 21 JUNE 2023

TIME: 7.00 PM

PLACE: COMMITTEE ROOM 1, COUNCIL OFFICES, THE BURYS,
GODALMING

The Agenda for the Meeting is set out below.

The meeting can be viewed remotely via [Waverley Borough Council's YouTube channel](#) or by visiting www.waverley.gov.uk/webcast.

Yours sincerely

Susan Sale,
Executive Head of Legal & Democratic Services & Monitoring Officer

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This meeting will be webcast and can be viewed by visiting www.waverley.gov.uk/webcast

Waverley Corporate Strategy 2020 - 2025

Vision

Our vision is that Waverley will be environmentally, economically and financially sustainable with healthy, inclusive communities and housing available for all who need it.

Our strategic priorities:

- ✓ Local, open, participative government
- ✓ Supporting a strong, resilient local economy
- ✓ Taking action on Climate Emergency and protecting the environment
- ✓ Good quality housing for all income levels and age groups
- ✓ Effective strategic planning and development management to meet the needs of our communities
- ✓ Improving the health and wellbeing of our residents and communities
- ✓ Financial sustainability

Good scrutiny:

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
- provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;
- is led by 'independent minded governors' who take ownership of the scrutiny process; and,

- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.

NOTES FOR MEMBERS

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

AGENDA

8 **CORPORATE PERFORMANCE REPORT Q4** (Pages 5 - 72)

The Corporate Performance Report provides an analysis of the Council's performance for the fourth quarter of 2022-23. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

Pages to note under the Services O&S remit are pages 59 to 86 of the agenda (pages 41-68 of the document).

Officer contacts:

Louise Norie, Corporate Policy Manager

Tel. 01483 523464 or email: louise.norie@waverley.gov.uk

Kimberly Soane, Kimberly.soane@waverley.gov.uk

Tel. 01483523258 or email: Kimberly.soane@waverley.gov.uk

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Corporate
Performance Report
Q4 2022/23 and
End of Year Outturn

Document Version: Final

Last update: 13/06/2023 13:39

Lead Officer: Jenny Sturgess

Title: Policy and Performance Officer

Telephone: 01483 523 465

Email: jennifer.sturgess@waverley.gov.uk

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/ collection on pause (in Grey)	Data only indicators are those that monitor performance of an area which has not yet established performance patterns allowing an improvement target to be introduced, or those which are out of our direct control such as the number of queries we receive from our residents. We also indicate in grey, statistics for which we were not able to obtain up-to-date figures or areas for which the monitoring activity has been temporarily suspended/paused.
Green	The indicator has performed on or above a set target, no concern.
Amber	Up to 5% off target – Officers investigate the causes of underperformance to establish if an improvement action is required.
Red	More than 5% off target – Officers investigate the causes of underperformance to establish if an improvement action is required.

1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed – on track (in Green)	Action was completed: on time, within the budget & resources achieving desired outcome.
On Track (in Green)	Action is on track to complete on time, within the budget & resources and expected to achieve desired outcome.
Completed – off track (in Amber)	Action was completed but off track meaning that: Was delivered not on time or/and Requiring additional budget or resources or/and Not fully achieving desired outcome
Off track – action taken / in hand (in Amber)	Action has fallen slightly off target: on time or/and budget or resources or/and or quality, however corrective/improvement actions are already being undertaken to bring it back on track.
Partially Completed	Action has not been fully achieved
Off track – requires escalation (in Red)	Action has fallen significantly off track: on time or/and budget or resources or/and quality and a managerial intervention/escalation is required in order to bring it back on track.
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.

Action Status Types	Explanation of the Status Rating Type
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 changed.

1.3 Reporting periods

O&S cycle	Quarter	Reporting Period	Data Collection and Report Preparation	Report details
September O&S	Q1	1 April to 30 June	July and August	Corporate Performance Report
November O&S	Q2	1 July to 30 September	October	Corporate Performance Report
January O&S	Service Plans	September to October	November and December	Service Plans proposals for each Service Area for the year ahead
March O&S	Q3	1 October to 31 December	January and February	Corporate Performance Report & Annual KPIs Review (standalone report)
June O&S	Q4	1 January to 31 March	April and May	Corporate Performance Report, including End of Year Outturn

2. Report Sections Summary with Scrutiny Remits of O&S Committees

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

2.1 Resources O&S Committee – required to scrutinise only these specific sections:

- [Corporate Dashboard](#) – page 4
- [Assets and Property](#) – page 15
- [Communications and Customer Service](#) – page 19
- [Finance](#) – page 23
- [Housing Services](#) – page 27
- [Legal and Democratic Services](#) – page 36
- [Organisational Development](#) – page 39
- [Regeneration and Planning Policy](#) – page 42
(Corporate capital projects and housing delivery)

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

- [Regeneration and Planning Policy](#) – page 42
(Economic development; planning policy, design, conservation, transport; and regeneration)
- [Commercial Services](#) – page 47

- [Community Services](#) – page 51
- [Environmental Services](#) – page 54
- [Planning Development](#) – page 58
- [Regulatory Services](#) – page 62

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

3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q4 2022/23 and End of Year

3.1.1 Q4 2022/23 and End of Year Chief Executive's summary:

This report is the Quarter 4 and end-of-year performance report for 2022/23.

While the financial position for the year has been managed very well, the medium-term financial position of the council remains exceedingly uncertain, due to economic factors and national funding policy.

The quarter saw intense preparations for full borough council and town/parish council elections, which were conducted successfully in May. This was the first elections since the boundary review reduced the number of borough councillors from 57 to 50. We were pleased to welcome returning and new councillors, and the officer team looks forward to working well with them as part of the one Waverley team.

Performance in most areas of the council has been robust and is detailed in each chapter. Planning performance over the last two years has been a concern and has been noted by the Secretary of State who wrote to Waverley and other councils about the percentage of non-major applications resolved in time. Waverley's performance throughout the year has been consistently above the Government's target of 70%: i.e., over 96% in quarter 4. However, Planning services across the Southeast are vulnerable with fewer Planners in local authorities and high demand.

The Council adopted part 2 of the Local Plan, following years of preparation, consultation and inspection.

Our senior management collaboration with Guildford Borough Council exceeded the financial targets set by both councils, as reported in Q3. We will now seek clarity from the two new political administrations on the future strategy for collaboration.

Tom Horwood, Chief Executive

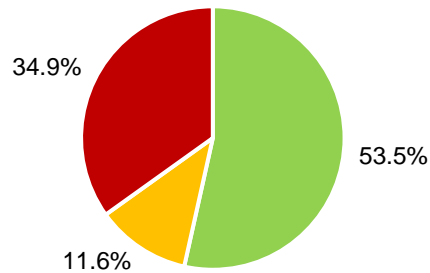
3.2 Summary of All Corporate Key Performance Indicators per status

3.2.1 Table with Q4 2022/23 Summary of all corporate indicators with assigned targets

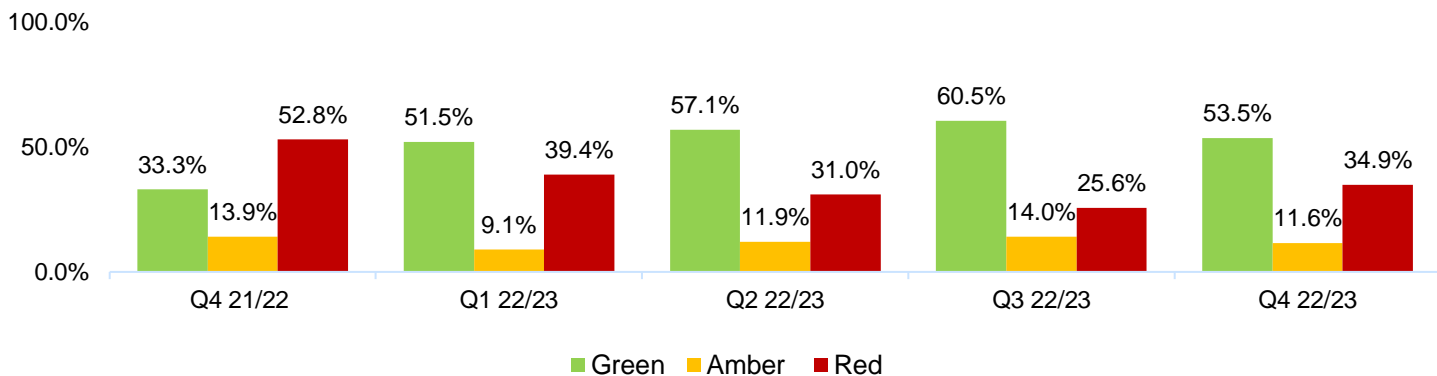
All Corporate KPIs

Total	100%	43
Green on target	53.5%	23
Amber - less than 5% off target	11.6%	5
Red - over 5% off target	34.9%	15

Data only	N/A	26
Data not available or paused	N/A	4



Performance indicators - % per status Q4 2021/22 to Q4 2022/23



3.2.2 Comment:

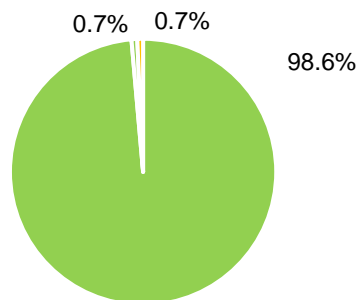
Further service specific details can be found in the individual service dashboards.

3.3 Summary of Service Plans Progress Status

3.3.1 Table with the overall Q4 2022/23 Service Plans Progress Status

Q4 update on progress of all Service Plan actions 2022/25

Total	100%	550
Completed/On-track	98.6%	542
Off track - action taken / in hand	0.7%	4
Off track - requires escalation	0.0%	0
Cancelled / Deferred /Transferred	0.7%	4



Service Area	Completed/ On-track	Off track action	Off track escalation	Cancelled/ Deferred	Total actions
Assets & Property	29	0	0	0	29
Communication & Customer Services	37	0	0	0	37
Commercial Services	38	0	0	1	39
Community Services	37	0	0	0	37
Environmental Services	45	0	0	0	45
Finance	31	1	0	0	32
Housing Services	47	1	0	3	51
Legal & Democratic Services	47	0	0	0	47
Organisational Development	66	0	0	0	66
Planning Development	36	0	0	0	36
Regeneration & Planning Policy	66	2	0	0	68
Regulatory Services	63	0	0	0	63
	542	4	0	4	550

3.3.2 Comment:

At the end of the third quarter, 98.6% of actions were on track or had been completed.

3.4 Summary of All Internal Audit Recommendations

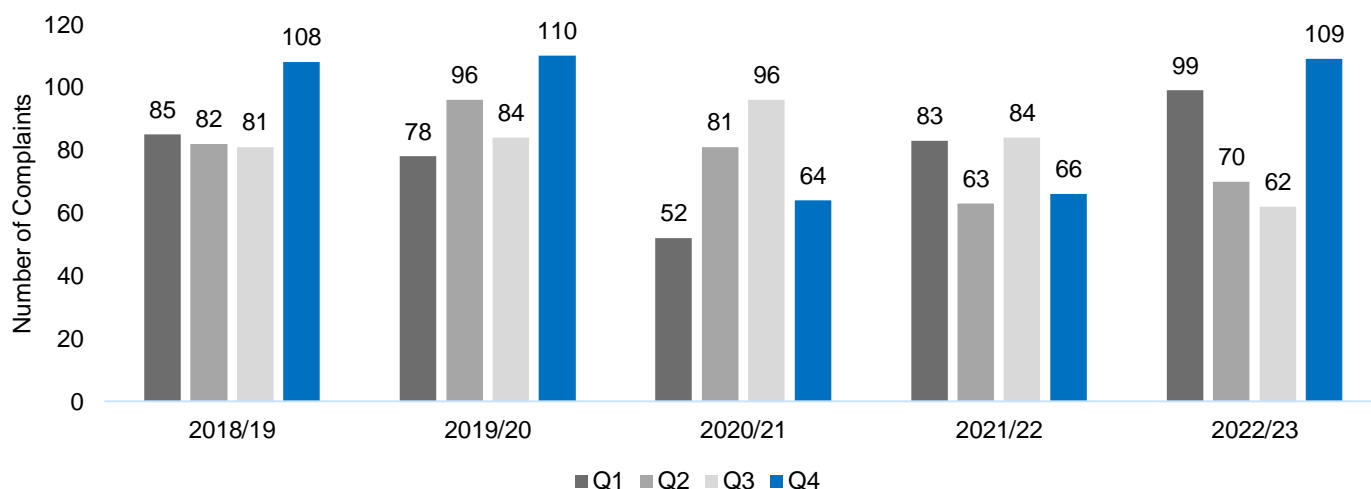
3.4.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this area 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 latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 March 2023).

3.5 Summary of All Complaints – Q4 2022/23

Total Number of Complaints
(Level 1, Level 2 and Ombudsmen
for the period 1 April 2018 - 31 March 2023)



Q4 Complaints Summary Table

	Number of complaints	Number responded to within target timeframe	Percentage responded to within target timeframe	Target
Total complaints	109			
Level 1 Total	64	36	56.3%	95%
Level 2 Total	39	37	95.0%	95%
Ombudsman Total	6		N/A	

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

3.5.1 Comment:

Detail on actions being taken to address response to complaints can be found in the [Housing Services](#) and [Environmental Services](#) Dashboards.

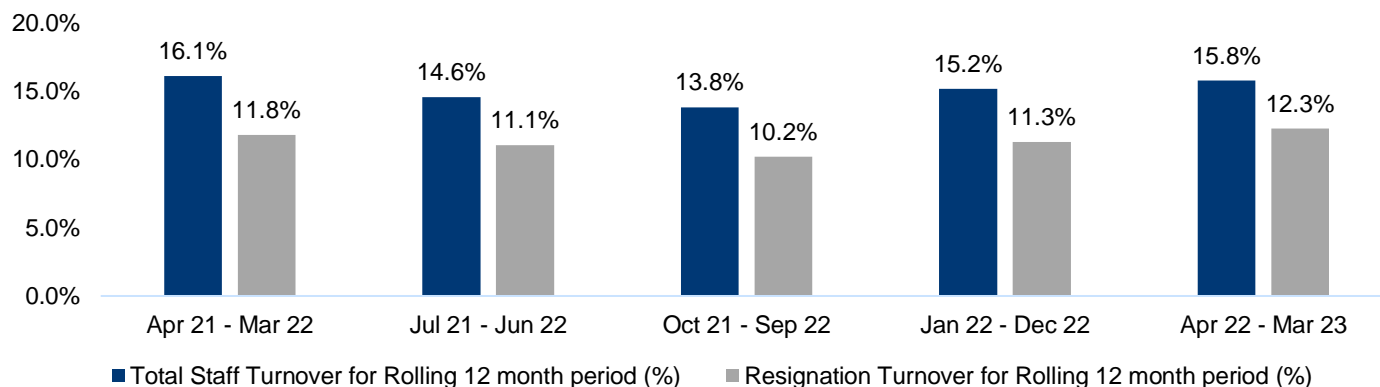
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the Communications and Customer Service Dashboard.

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

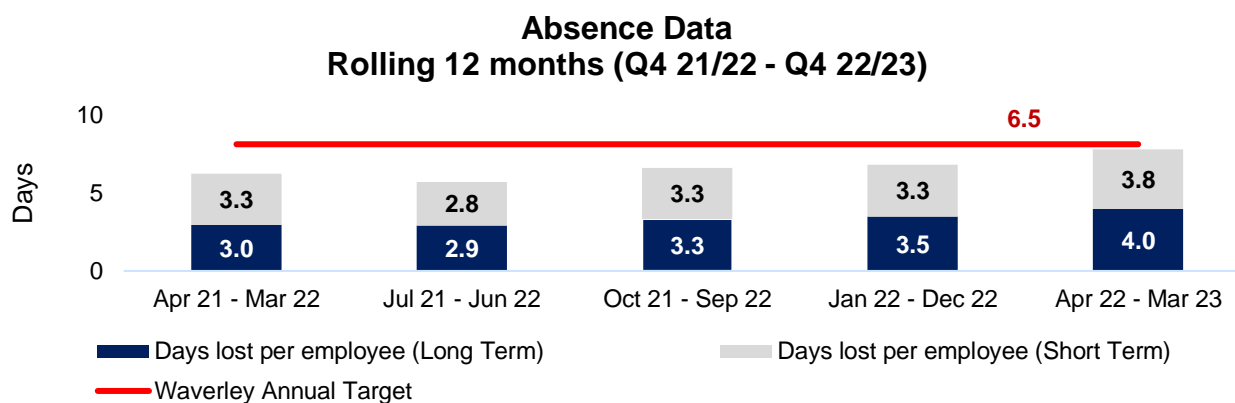
Percentage of Total Staff Turnover
(Rolling 12 months) Q4 21/22 - Q4 22/23



Comment: The overall turnover figure in the rolling year April 2022 to March 2023 is slightly lower than the comparable rolling year from 12 months ago between April 2021 and March 2022 but continues to reflect this time period tends to be higher than other periods. The overall trend continues along the lines seen across the broader economy and within local authorities with higher figures since Covid reflecting an increased flexibility within the workforce. Discussion has begun with particularly high turnover areas to see how we better can understand the reasons for departure, and we are looking at further training and support for these teams to assist with their resilience.

Jon Formby HR Manager

3.6.2 Absence Data



Comment: Sickness has continued to rise in the recent figures in both the short term and long-term absence figures. There have been recently a higher number of absences related to work demands/workload and we have looked out how we can introduce stress risk assessments on return to work to identify and manage some of the issues identified. There has also been a health and wellbeing survey carried out with around 50% response rate at Waverley to identify some of the other areas that have led to increased work pressures and we will be working with the specific service areas to identify trends and potentially carrying out focus groups to understand better the pressures that are potentially contributing to the higher sickness rates and how we can help support staff better in these areas.

Jon Formby HR Manager

3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q3 2022/23

3.7.1 Section 151 Officer summary Q4 2022/2023

The tables below show the outturn against budget, for the General Fund and HRA, revenue and capital budgets. It was identified in the February budget report to Council that the most significant risk to Waverley's finances is inflation and economic volatility. In response to this, the Council has earmarked £1m of General Fund reserve as an inflation contingency on the revenue budget and an additional £1m contingency for the impact of rising costs and delivery impact on capital schemes. Neither contingency was required during the year.

The outturn below shows an overall favourable variance of £1,263k, before allowing for budget carry forward of £534k on General Fund revenue, the biggest single item being increased treasury deposit interest received due to increases in the bank rate.

The HRA outturn is a net £6k favourable, with an over achievement of rent income due to a better than anticipated rent collection and improved void turn around. The HRA has been impacted by cost conflation on utilities and repairs, netting off the additional income.

The capital is showing a high level of delivery over the year with multiyear delivery showing as carry forward requests. The capital programme is being reviewed in the light of rising costs and availability of materials and suppliers, by the Capital Projects Group for General Fund projects and as part of the Strategic HRA review for housing schemes. It is likely that budgets will need to be realigned and schemes reprioritised to ensure that spend is contained within available resource limits over the year.

In summary, the council went into the financial year with a high level of economic uncertainty and a was anticipating some degree of financial challenge. This was pre-empted by setting up a £1million

inflation provision to cushion the impact. The finances have been carefully managed all year as shown by the outturn results and the inflation provision was not required.

Peter Vickers, Executive Head of Finance and S151 Officer

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

At the end of Q4, the financial outturn is within the overall MTFP agreed by Council in February 2022 and will return a surplus to reserves. Currently the inflation on utilities costs have been contained within the revenue account budget, and it is likely to continue to be contained within service budgets going forward under the current economic conditions. At this stage, the various savings and efficiency programmes are on track to deliver the MTFP savings targets and will continue to be closely monitored. The HRA position has improved. The Council finished the 22/23 financial year in a strong position against budget on both General Fund and HRA which gives further confidence in the base budget for 23/24.

Peter Vickers, Strategic Head of Finance and S151 Officer

3.7.3 General Fund Account Summary Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Assets & Property					
Expenditure	4,024	3,890	-134	Favourable	-3%
Income	-4,547	-4,521	26	Adverse	-1%
Assets & Property Total	-523	-631	-108	Favourable	21%
Commercial Services					
Expenditure	7,369	7,094	-275	Favourable	-4%
Income	-9,096	-8,992	103	Adverse	-1%
Commercial Services Total	-1,727	-1,899	-172	Favourable	10%
Communication & Customer Services					
Expenditure	3,802	3,694	-107	Favourable	-3%
Income	-3,464	-3,353	111	Adverse	-3%
Communication & Customer Services Total	338	342	4	Adverse	1%
Community Services					
Expenditure	5,598	5,515	-84	Favourable	-1%
Income	-4,503	-4,359	144	Adverse	-3%
Community Services Total	1,096	1,156	61	Adverse	6%
Environmental Services					
Expenditure	12,089	11,914	-175	Favourable	-1%
Income	-4,149	-4,095	54	Adverse	-1%
Environmental Services Total	7,939	7,819	-120	Favourable	-2%
Finance					
Expenditure	25,476	25,340	-135	Favourable	-1%
Income	-24,507	-25,138	-631	Adverse	3%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Finance Total	968	202	-766	Favourable	-79%
General Fund Housing					
Expenditure	2,110	2,079	-31	Adverse	-1%
Income	-1,925	-1,957	-32	Favourable	2%
General Fund Housing Total	185	122	-63	Favourable	-34%
Joint Management Team					
Expenditure	1,465	1,400	-65	Favourable	-4%
Income	-1,163	-1,138	26	Adverse	-2%
Joint Management Team Total	302	262	-39	Favourable	-13%
Legal & Democratic Services					
Expenditure	3,592	3,593	1	Adverse	0%
Income	-2,352	-2,250	102	Adverse	-4%
Legal & Democratic Services Total	1,240	1,343	103	Adverse	8%
Organisational Development					
Expenditure	4,023	3,642	-381	Favourable	-9%
Income	-2,027	-1,977	51	Adverse	-3%
Organisational Development Total	1,995	1,666	-330	Favourable	-17%
Planning Development					
Expenditure	5,716	5,583	-133	Favourable	-2%
Income	-3,435	-3,262	173	Adverse	-5%
Planning Development Total	2,281	2,321	40	Adverse	2%
Regeneration & Planning Policy					
Expenditure	2,403	2,338	-65	Favourable	-3%
Income	-1,229	-1,241	-12	Favourable	1%
Regeneration & Planning Policy total	1,174	1,097	-77	Favourable	-7%
Regulatory Services					
Expenditure	4,478	4,259	-218	Favourable	-5%
Income	-2,530	-2,476	55	Adverse	-2%
Regulatory Services Total	1,947	1,784	-163	Favourable	-8%
GF Funding					
Expenditure	12,424	12,823	399	Adverse	3%
Income	-29,636	-29,666	-30	Favourable	0%
GF Funding Total	-17,213	-16,844	369	Adverse	-2%
Grand Total	3	-1,260	-1,263	Favourable	
Carry Forwards			534		
General Fund Projected Underspend			-729		

General Fund agreed revenue carry forwards		
Service		£'000
Assets and Property	Estates – Dunsfold surveyors report & legal fees	16
Commercial	New leisure centre management contract surveys	10
Finance	Internal Audit budget	12
	External Audit budget	22
Housing General Fund	To update affordable housing evidence for LPP1 review	6
Organisational Development	Collaboration	68
	Legal costs - LC contract procurement support	5
	Democratic Representation	1
	Boundary Review & Community Governance Review system changes	19
	Legal staffing costs from all establishment savings	183
	GDPR review underway	50
	Change Specialist budget for collaboration support	16
Planning Development	Supplementary estimate for appeals still outstanding	46
	Supplementary estimate for advertising	9
	Pollingfold legal fees	50
Regulatory Services	Environmental Health legal fees for ongoing court cases	21
Total General Fund Revenue Carry Forwards		534

Capital

	Approved Budget	Forecast Outturn	Forecast Variance	Carry forward
	£'000	£'000	£'000	£'000
Capital Assets & Property				
Engineers**#	300	90	-210	-
Facilities	33	16	-17	8
Property	8,081	2,806	-5275	5,260
Capital Communication & Customer Services				
IT	402	362	-40	35
Capital Commercial Services				
Car Parks	716	371	-345	189
Culture	26	20	-6	-
Leisure	347	255	-92	93
Capital Community Services				
Community Services	1064	832	-232	-
Capital Environmental Services				
Environment	271	101	-170	135

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
Parks & Recreation	2,062	916	-1,146	1,175
Capital Finance Services				
Finance Services	49	39	-10	10
Capital Housing Services				
Housing Services	100	100	-	-
Capital Organisational Development				
Business Transformations	36	36	-	-
Climate Change & Sustainability	295	120	-175	125
Capital Regeneration & Planning Policy				
Regeneration & Planning Policy	2,093	501	-1,592	202
Capital Regulatory Services				
Regulatory Services	33	11	-21	15
Grand Total	15,908	6,576	-9,331	7,247

** Bus Shelters - To fund from the Maintenance Sinking Fund on a bid basis

Wey Centre Roof - To be approved in principle - to be reviewed as part of a wider development project for the site

Capital carry forwards		
Service	Project	£'000
Commercial Services	Car Parks Rolling Programme	35,490
	Chestnut Way	90,000
	Client Rolling Programme	48,673
	Haslemere Leisure Centre	30,000
	The Edge Sports Centre	14,500
	Weydon Road	63,565
		282,228
Environmental Services	Badshot Lea Recreation Ground	2,272
	Biodiversity – Sandy Hill	30,485
	Control and management of moth and ash dieback	10,287
	Environment Service Vehicles	55,835
	Farnham Park Project	8,485
	Farnham Park Upgrade	50,000
	Parks Infrastructure Works & DDA Improvements	47,387
	Parks/Countryside Equipment	10,000
	Pavilions – Capital Works	103,663
	Playground Replacement Programme	23,175
	Recreation Ground Pitch Rep	889,033
	Waste and Recycling Containers	79,298

Capital carry forwards		
Service	Project	£'000
		1,309,920
Finance	Payment Collection Service	10,100
		10,100
Regeneration & Planning Policy	Economic Strategy	22,082
	Farnham Masterplan	25,000
	Godalming Town Centre Regeneration	150,091
	Waggon Yard Feasibility Study	4,525
		201,698
Assets and Property	Fairground Property costs	78,270
	Meeting rooms	8,000
	Purchase of Property Assets	65,890
	Refurbishment of Investment Property – Wey Court East	5,115,830
		5,267,990
Organisational Development	LC PVs	100,000
	Godalming Greenway Link	25,000
		125,000
Regulatory Services	Air Quality Improvement Works	15,000
		15,000
Communications & Customer Services	GIS	11,410
	Members' Home PC Facilities	10,000
	Microsoft Office Upgrade	10,000
	Security and Infrastructure	3,596
		35,006
		7,246,942

HRA summary - Revenue

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
Housing Services					
Expenditure	26,628	26,225	-403	Favourable	-2%
Income	-31894	-31,949	-54	Favourable	0%
Housing Services Total	-5,267	-5,724	-457	Favourable	9%
HRA funding					
Expenditure	8,792	9,317	526	Adverse	6%
Income	-3,525	-3,599	-74	Favourable	2%
HRA funding Total	5,267	5,718	451	Adverse	9%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Regeneration and Planning Policy					
Expenditure	295	295	0	Favourable	0%
Income	-295	-295	0	Adverse	0%
Regeneration and Planning Policy Total	0	0	0	-	0%
Grand Total	0	-6	-6	Favourable	

Housing Revenue Account agreed revenue carry forwards for information		£'000
Service		
Easymove	To enable continued cash transfer to enable moves in new financial year	1
Cyclical Repairs	Works Commenced but not completed by year end. Will be finished early 23/24	1
Cyclical Repairs	Works Commenced but not completed by year end. Will be finished early 23/24	11
Senior Living	Carry forward of remaining repairs cost to cover of CCTV implementation	13
Total Housing Revenue Account Carry Forwards		26

HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
Communal & Estate works	116	75	-41	0
Health & Safety Works	795	669	-126	172
MRA Prog Decent Homes Occupied Properties	687	463	-224	139
MRA Prog Decent Homes Void Properties	630	658	28	0
MRA Prog Disabled Adaptations Occupied Properties	472	580	108	0
MRA Programmed work	2,775	1,776	-999	301
Roofing & Associated works	776	766	-10	0
St James Court		5	5	0
Structural & Damp works	215	234	19	22
Windows & Doors	450	497	47	0
Grand Total	6,916	5,723	-1,193	634

New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
85 Aarons Hill Starter Homes (Land adj)	419	62	-357	357
Badgers Close Modular Homes	17	17	0	0
Borough Wide Refurbishment	336	21	-315	315
Catteshall Lane	902	2	-900	900
Hartsgrove	112	125	13	0
HRA Property Purchase	2,509	19	-2490	0
Ladymead	4	4	0	0
Latent defects contingency	176	4	-172	169
Ockford Ridge	138	12	-126	0
Ockford Ridge - Site A	85	-28	-113	0
Ockford Ridge - Site B	78	77	-1	0
Ockford Ridge - Site C	3,198	3,230	32	0
Ockford Ridge – Site Future Phases	0	2	2	0
Pathfield	126	213	87	0
Queensmead	221	130	-91	91
Station Road Redevelopment	9	0	-9	0
Turners Mead	83	65	-18	18
Zero carbon retrofit pilot	1,786	46	-1740	1,740
Pre-Development Expenditure	784	178	-606	0
HRA Feasibility Studies	281	0	-281	0
S106 Affordable Housing Properties	2,474	5	-2469	0
Grand Total	13,738	4,184	-9,554	3,590

4. Service Dashboard – Assets and Property (remit of Resources O&S)

This service area includes Assets (Property and Land); Engineers and Facilities.

4.1 Key Lessons Learnt, Areas of Concerns

4.1.1 Summary from Executive Head of Service – Q4 2022-23

Assets

Business as usual for the Asset Team managing the Council's asset base of operational and commercial properties (excluding the housing stock) which includes lease renewals and negotiations, rent reviews, licences and access requests. The team also supports the Asset Investment Strategy which it has been actively working towards by bringing in a corporate approach to asset management and pursuing asset investment which, under the current Government guidelines, means working the Council's current asset base to achieve best value and initiating projects to improve the Borough.

To the end of Quarter 4 the team's performance is summarised below:

Acquisitions

- 69 High Street, Godalming – acquired in May 2022 in support of the Corporate Strategy and to bring regeneration to Godalming High Street
- Wyatts Close, Godalming – negotiated and secured the freehold interest under an enfranchisement Nov 2022

Leases

- Pump House, Farnham – secured a lease to a nursery for a 20-year term
- Farnham Golf Course – new tenant signed up to deliver a much needed, improved offering
- Enterprise Centre – fully let following three new tenants in 2022/23
- Wey Court West – lease renewal for a further 10-year term
- CAB – lease negotiations started for renewal of 36 Bridge St, Godalming and surrender and renewal of Montrose House, Farnham for whole building.

Easements

- Completed on three major easements bringing in capital receipts of £178,000
- Further easements are under negotiation

Projects brought forward

- Fairground Car Park – proposal for mixed use food store and housing as per LPP2
- 69 High Street – proposal for mixed use scheme of retail frontage and much needed affordable housing on Godalming high street
- Wey Court East – extra budget approved to be offset by increased rent, successful procurement exercise undertaken for a fit-out contractor. Lease negotiations progressing with fit out contractor expected on site in June 23.

Other

- The programme for year-end valuations of the Council's assets was completed in Q4. This is a key process for year-end closure of the accounts.

Engineers

In Quarter 4 it has been very much business as usual for the team in the main with the major work-streams including:

- Working with the Environmental Services Team on this year's car park maintenance programme has progressed with all planned projects now completed.
- Working with the Parks and Countryside Team on pavilion improvement work; with Bourne and Weybourne Pavilions completed, tenders have now been received for the Broadwater Park Pavilion refurbishment.
- The drainage and car park works at Farnham Park have now been completed apart from the snagging works.
- In the last quarter several maintenance projects have been carried out for the Housing sections which involved road repairs and condition surveys to cesspits and foul drainage assets.

Our flood prevention work is slightly less predictable, but we have secured agreement with Surrey County Council for them to fund the culvert clearance and replacement work at Elstead, which is now planned to start in the summer.

The flooding incident in Haslemere, which occurred in the last quarter and was unexpected as it is not one of our identified “wet spots”, has now been resolved and no further flooding has occurred. Surrey County Council who are the lead flood authority have investigated the incident and have now produced their S19 report. This report showed that there was a blockage and that it was not a capacity issue.

Facilities

Council Chamber - We have now installed the power supply components which had failed and led to problems with the smooth operation of meetings on one or two occasions. This has now been in place for over a year and working fine.

Depot - Farnham Depot has been cleared of documentation and service departments have been asked to properly file/dispose of anything pertaining to their areas.

Fleet - A business case has been submitted for additional fleet for the Building Control Team.

Second Floor - We have two organisations interested in space on the second floor and negotiations are underway being led by the Assets Team.

Cleaning - Retaining and recruiting cleaners continues to be a major challenge in the current employment climate. We have worked with the Housing Service to enhance the service on our estates assisted by external funding. For a number of years, we have provided cleaning services to Godalming and Farnham Town Councils, but these are proving increasingly difficult to service and we are talking to both Councils about alternative arrangements. We are no longer cleaning for Farnham Town council. We have stopped toilet cleaning for Godalming Town Council but continue to clean a hand full of their facilities which is 1 full time member of staff.

Marieke van der Reijden, Executive Head of Assets and Property

4.2 Key Performance Indicators Status

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

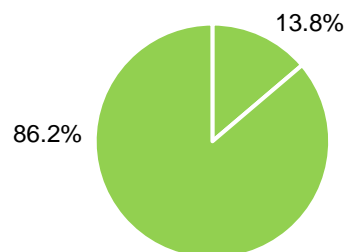
There are currently no Performance Indicators for Assets and Property.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q4 Progress on Assets & Property Service Plans 2022/25

Total	100%	29
Completed	13.8%	4
On track	86.2%	25
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



4.3.2 Summary comment on the service plans

All the outstanding actions are in hand with no serious delays anticipated.

4.4 Internal Audit Actions Progress Status

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

4.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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

No complaints were received 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	Forecast Outturn £'000	Forecast Variance £'000	Adverse/Favourable	% Variance
Assets and Property					
Expenditure	4,024	3,890	-134	Favourable	-3%
Income	-4,547	-4,521	26	Adverse	-1%
Assets and Property Total	-523	-631	-108	Favourable	21%

Capital Assets and Property

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
Engineers**#	300	90	-210	-

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
Facilities	33	16	-17	8
Property	8,081	2,806	-5,275	5,260

** Bus Shelters - To fund from the Maintenance Sinking Fund on a bid basis

Wey Centre Roof - To be approved in principle - to be reviewed as part of a wider development project for the site

4.6.2 Summary Comment

The forecast variance has come about due to:

- Engineers - reduced maintenance spend this year on The Burys pending the planned re-development.
- Property – this includes the projects on Wey Court East, Fairground Car Park and 69 High Street, Godalming which are underway and will continue into 2023/24. A carry forward request will be made to roll the remaining budget forward. The final outturn will be reported on completion of each project.

5. Service Dashboard – Communications and Customer Services (remit of Resources O&S)

This service area includes Communications and Engagement; Complaints, Ombudsman; Customer Services, case management (GBC only); Digital services; Freedom of Information; ICT and business systems.

5.1 Key Successes & Lessons Learnt, Areas of Concerns

5.1.1 Summary from Executive Head of Service – Q4 2022-23

Q4 has been a busy time for the teams across the service including with recruitment. We have welcomed a new communications officer who brings a wealth of experience, and we are extremely pleased that two of our apprentices within customer services and ICT have secured permanent roles within the respective teams and will be continuing their careers with Waverley.

Communications

The communications team continue to work closely with their counterparts at Guildford to ensure alignment in both internal and external communications related to the collaboration. The focus in this quarter has been around how we can improve internal communications and information for staff related to the collaboration going forward.

The communications team also supported a successful engagement campaign with residents and users of Broadwater Park to gain their feedback on what they would like to see in the park in the future. Almost 2000 people responded to this survey, and we were pleased with the level of response.

Digital

Our digital offering to residents continues to grow with both improvements to the website and more services available through online forms. This quarter a few issues have been experienced with minor down time and speed of the website, however the web manager has worked very closely with our supplier to resolve and stabilise this.

Changes were also made to the “feedback” widget on the website as we were finding that residents were using this to report issues to the council rather than to inform us if the web page was not working. This meant that residents issues were being sign posted to the wrong place internally and could have resulted in delays in us being able to support customers. We have made changes to make it clearer for customers on how to report an issue to us versus providing feedback on the website.

This quarter also saw the first time that mobiles became the main device used to view the Waverley website. This is insightful data as it shows the importance of residents being able to access information about us whilst on the go and will help shape our continuing digital journey across the council.

In Q4 we also engaged with our internal web editors, undertaking a survey related to accuracy of content on the website, areas where improvement are needed and areas that the web editors would like additional training on. This has given us valuable insight into how we can support web editors further within the council but also shown that many web editors are very engaged with the digital journey and the website as being the “front door” into the council.

Customer Service

The customer services team continue to provide a strong service to our residents regularly receiving positive feedback. The new garden waste subscription process has gone well, and the team have been able to support this and are looking forward to the benefits that the online renewal process will bring later in the year.

The further we travel on our digital journey, the more important it will become to ensure that customer services staff are able to have the time to manage online contact effectively. It will be crucial that we treat online customer contact with the same importance as other routes such as via the phone, as delays in replying to online contact can result in residents calling to chase requests which can block phone lines for residents who are not digitally enabled or who require extra support from being able to get through to speak to a customer services officer. How this is managed will need to be something that is reviewed in the upcoming 23/24 year.

Nicola Haymes, Executive Head of Communications and Customer Service

5.2 Key Performance Indicators Status

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
CC1a	The number of complaints received - Level 1 (data only)	No.	53	64	47	32	64	Data only
CC1b	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	82.2%	68.8%	80.9%	87.5%	56.3%	95%
CC2a	The number of complaints received - Level 2 (data only)	No.	13	31	31	24	39	Data only

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
CC2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	92.3%	87.1%	100%	96.0%	95.0%	95%
CC3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	177		108	110	179	Data only
CC3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	88.0%		72.2%	93.8%	94.8%	100%
CC4a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23	5.76	16.33	6.81	10.24	48 hours
CC4b	Total Number of Media Enquiries received in a quarter.	No.	New indicator for 2022/23	28	35	29	43	Data only
CC4c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23	13.42	19.5	7	49 minutes	24 hours
CC4d	Total number of social media posts received in a quarter.	No.	New indicator for 2022/23	966	1010	868	911	Data only
CC5	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	No	New PI for 2022/23	38,599	32,816	28,371	33,416	Data only
CC6	Percentage of external enquiries dealt with at first point of contact by CSC team	%	New PI for 2022/23	84.1%	82.3%	84.4%	85.7%	Data only

* Target for CC6 to be introduced once clear trend emerges.

5.2.2 Comment:

The majority of KPIs are positive and progressing in the right direction. However there has been a drop in performance related to complaints response times. These complaints are primarily within the Environmental Services and Housing areas. More detail regarding individual service complaints can be found in their Service Dashboards, however corporately we continue to work closely with services to support on complaint responses and we are confident that a new service complaints administrator within Environmental Services will ensure there are improvements moving forward.

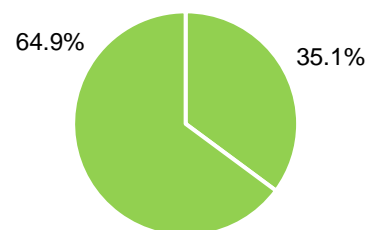
Detail on actions being taken to address complaints can be found in the [Housing Services](#) and [Environmental Services](#) Dashboards.

5.3 Service Plans – Progress Status

5.3.1 Summary Table and Pie Chart

Q4 Progress on Communication & Customer Service Service Plans 2022/25

Total	100%	37
Completed	35.1%	13
On track	64.9%	24
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



5.3.2 Summary comment on the service plans

All the outstanding actions are in hand with no serious delays anticipated.

5.4 Internal Audit Actions Progress Status

At the end of Q4 there were 12 outstanding Internal Audit Actions for this service area:

IA22/SP/04.001.1 Process and Procedures

IA22/SP/04.002.1 Initial Assessment

IA22/SP/04.002.3 Methodology of quantification of request

IA22/SP/04.002.4 Third Party Involvement

IA22/SP/04.003.1 Training

IA22/SP/04.004.1 Responding to FOI requests

IA22/SP/04.004.3 Single Point of Contact (SPOC)

IA22/SP/04.005.3 Egress usage

IA22/SP/04.005.4 Consistency of the storage of information

IA22/SP/04.007.1 Job descriptions

IA22/SP/04.007.2 Escalation Process

IA22/SP/04.007.3 Backup cover

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 March 2023)

5.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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%

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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%

5.5.3 Summary Comment on the statistics

No complaints were received this quarter.

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Communications and Customer Services					
Expenditure	3,802	3,694	-107	Favourable	-3%
Income	-3,464	-3,353	111	Adverse	-3%
Communication and Customer Services Total	338	342	4	Adverse	1%

Capital Communications and Customer Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry forward £'000
IT	402	362	-40	35

5.6.2 Summary Comment

The forecast variance has come about due to increased staffing and IT software costs however this is largely offset by savings elsewhere.

6. Service Dashboard – Finance (remit of Resources O&S)

This service area includes Finance and accounting (General fund/Housing Revenue Account); Internal audit; Procurement; Revenues and Benefits

6.1 Key Successes & Lessons Learnt, Areas of Concerns

6.1.1 Summary from Executive Head of Service – Q4 2022/23

The Housing Benefit service is performing to plan and within capacity.

The Revenues Team: Council tax statistics indicate that the collection rate has returned to pre lockdown levels. Business rates collection has improved upon last year but is still down on pre pandemic levels and businesses are struggling to overcome the impact of the pandemic.

Peter Vickers, Executive Head of Finance and Section 151 Officer

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98.3%	29.2%	56.5%	84.1%	97.7%	99.0%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	98.1%	25.5%	49.8%	77.7%	96.6%	99.0%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	97.4%	93.8%	96.7%	96.4%	95.7%	98%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	11	11	10	11	11	Data only
F5	Time taken to process Housing Benefit change events(lower outturn is better)	Days	3	5	6	5	3	Data only

6.2.2 Comment:

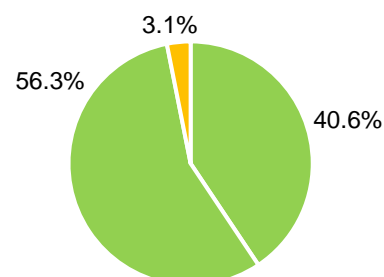
All the performance indicators are within acceptable parameters – This has been a difficult year for council tax and business rate payers and the overall collection rates reflect a better position than was expected due to effects of the cost-of-living crisis.

6.3 Service Plans 2022/23

6.3.1 Summary Table and Pie Chart

Q4 Progress on Finance Service Plans 2022/25

Total	100%	32
Completed	40.6%	13
On track	56.3%	18
Off track - action taken / in hand	3.1%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



6.3.2 Detailed table presenting specific Service Plan actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 F6.1	Implement the Civica self service module to integrate into the corporate Customer Relationship Management (CRM) system and client portal.	31/03/2023	NH and Walter Stockdale	Off track - action taken/ in hand		To be completed in the next 3 – 6 months

6.4 Internal Audit Actions Progress Status

Comment: At the end of Q4 there were 5 outstanding Internal Audit Actions for this service area:

IA22/16.001.01 Procedure notes

IA22/16.001.02 Version control

IA23/02.002.1 Inbox review

IA23/02.003.1 Remove response times of 14 days

IA23/SP/01.006 End of Year Reconciliation

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 March 2023)

6.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

6.5.3 Summary Comment on the statistics

All complaints were resolved within target times this quarter.

6.6 Finance Position at the end of the quarter

6.6.1 Finance General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Finance					
Expenditure	25,476	25,340	-135	Favourable	-1%

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Income	-24,507	-25,138	-631	Adverse	3%
Finance Total	968	202	-766	Favourable	-79%

Capital Finance

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry forward £'000
Finance	49	39	-10	10

6.6.2 Summary Comment on General Fund position at the quarter end

Services are performing within budget and capacity. Increases in bank base rate has improved the overall achievement of treasury management investment income against budget.

6.6.3 Treasury management

Treasury management performance is reported in the table below to the period ended March 2023.

Year	Average External Daily Investment	Average days invested in year	Annual interest receipts (ext)	Ext. Budget (excl.£170k HRA)	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	£79m	176	£502,657	£220,000	0.60%	0.75%
22/23	£86.5m	200	£1.703m	£390,000	1.64%	4.25%
For comparison shown below are the key stats for 22/23 as at July 2022						
22/23	£72m	91	£882k forecast	£390,000	0.98%	1.25%

The Treasury Management Strategy contains several Treasury Management Parameters (TMPs) that set out the framework with for all treasury management investments and are reported on quarterly by exception as required by the Treasury Management Code of Practice. There are no exceptions to report, and all investment activity is within the parameters approved by Council in February 2022.

7. Service Dashboard – Housing Services (remit of Resources O&S)

This service area includes Homelessness; Housing advice; Housing maintenance and repairs; Landlord services, Housing Development and Strategy and Enabling.

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Summary from Executive Head of Service – Q4 2022/23

Landlord Services

The Team has experienced a challenging year. There has been an increased focus on tenant satisfaction and the Regulator of Social Housing regarding fire safety, damp and mould and tenant involvement. The Team has also adapted to a change in senior management and continued to adjust to hybrid working.

The Team has delivered a full range of services and responded to challenges. The Service reached the end of the year with a positive rent collection performance figure, a solid programme of new homes delivery, contractors mobilising to deliver the stock condition surveys and full preparation is underway to collect data for the Tenant Satisfaction Measures.

Throughout the year officers have supported the monthly Landlord Services Advisory Board and provided reports to review performance data, budget information, service reviews and consultations. The Board has advised the Portfolio Holder on a range of topics including types of tenancy, rent levels, senior living services and asset management strategy. In February 2023 a Tenant and Councillor Briefing was arranged to hear from the Regulator of Social Housing on the changes to standards and regulation drafted in the Social Housing (Regulation) Bill. The independent Tenants' Panel has had a significant impact this year with raising individual cases, identifying areas of service failure and working with officers to resolve issues and prevent them reoccurring.

Health and Safety and Compliance have been key areas of work this quarter with senior managers attending a Building Safety Course in January. The Compliance Team has mobilised a new gas contract for safety checks and gas repairs, procured and commenced contracts for asbestos surveys and works and fire remediation and a door replacement programme.

The damp and mould project team continues to work through the 22 recommendations of good practice issued by the Housing Ombudsman Service and has implemented new processes to assess, mitigate and monitor damp issues. Work is underway on communications and a policy statement.

With the demobilisation of the outgoing gas contractor, and mobilisation of the new contractor it was recognised that there were problems with the data regarding the number of gas safety certificates. A review resulted in identifying that 60 homes did not have a certificate as of 29 March 2023. A new auditing system was also introduced to check all certificates held, rather than samples, which resulted in identifying 74 invalid gas certificates due to errors in the paperwork. Both issues compromise the safety of tenants. The focus for the team is to ensure the safety of tenants by promptly rectifying the issues and implementing robust procedures to maintain compliance. On 30 March 2023, the council notified the Regulator of Social Housing of the poor performance of the council's previous contractor in ensuring all council homes have a valid gas safety certificate. All social housing landlords have a co-regulatory arrangement with the regulator and have a responsibility to identify and refer any potential breaches in regulatory standards. The Regulator of Social Housing encourages landlords to report before cases become a serious issue, rather than the Regulator being informed by independent reports or following an emergency. In May, the Regulator informed the council that it considered that no breach of regulations had occurred. The council continues to act robustly to ensure that it remains compliant and that tenants' safety is prioritised.

The spring edition of the Tenant's newsletter [Homes and People](#) was published in March. This "green" edition was full of information on decarbonisation, biodiversity and gardening tips, together with practical advice on tackling damp and mould, financial support and fire safety.

The team has continued to support tenants impacted by the cost-of-living crisis, helping tenants to maximise their income and gain financial assistance through the available schemes. Tenants in financial hardship are having challenges in balancing day to day essentials such as rent, heating, water, food and transport. They are often reluctant to seek help or wait until circumstances are dire. Therefore, consideration was given on ways to use the HRA hardship fund to proactively support tenants. In January 100 tenants received a one-off £200 rent credit to assist with energy bills. Payments were made to those whose homes had been identified as harder to keep warm due to poor energy performance ratings.

Housing delivery

Delivery of new build affordable housing programme continues for schemes with full budget approval and those in the pre-development phase.

- Ockford Ridge (Site C). Foundations have been laid for all plots and the timber frames have been erected to form the 18 houses and first fix works (for example constructing floors, ceilings and walls, inserting electrical cables and adding pipes for water supply) are progressing. Scaffolding is due to be erected shortly awaiting delivery of the timber frames for the flat block, which is expected to follow in April. The next 'My Ockford' Newsletter will include update related to progress on site but also delivery of the community benefit programme and will be issued in May 2023.
- Chiddingfold Sites: Waverley entered into a pre-construction services agreement with Feltham Construction Limited (FCL) in late March 2023. This will enable FCL to progress with pre-construction matters ahead of entering into a JCT Design and Build Contract. For example, consultant appointments to progress with construction design work, commissioning of surveys, site ground clearance and demolition of some garage blocks. Officers also revisited the communications plan for the project and plan to arrange a meeting with the Parish Council and Ward Members in April followed by a Meet the Contractor event in May.
- Ockford Ridge Deep Retrofit Pilot: A report seeking additional budget allocation and the appointment of Niblock Building Contractors Limited as the preferred contractor to deliver the retrofit of seven homes at Ockford Ridge was approved at Full Council on 21 March 2023. A early kick off meeting has been arranged with Niblock (subject to contract) which is due to take place in April, ahead of the issue of the JCT Intermediate Contract. The communications plan for this project is being revisited now that the project has been approved and a meet the contractor event will be arranged in early May.
- Riverside Court: Fowler Construction Limited were identified as the preferred contractor to deliver the two new homes at the senior living scheme. As anticipated Fowler Construction sought additional sums to reflect the inflationary uplift in costs since submitting their tender and these additional costs are being assessed by our contract administrator.
- Crossway Close, Churt: Officers from Planning and Regeneration and Policy Teams met to discuss the revised proposals for the site and a further meeting is due to be arranged with the new Executive Head of Planning.
- Predevelopment work continues to bring forward other sites. Pre-application advice has been received for Site F Ockford Ridge which officers and the appointed architect will review, and a

meeting will be arranged with the planning officer in April to discuss. It is expected that officers will be able to bring business cases for three schemes forward for member consideration in the next quarter. Engagement with developers delivering affordable homes through S106 agreements continue.

- The Development Team has also been engaging with the Corporate Projects Team to help inform the housing element of the projects at 69 High Street and the Fairground site, Haslemere
- The Council has been allocated £2.039m from the Government's Local Authority Housing Fund to support refugee accommodation which is split £1.67m to deliver a total of 10 homes under the main element of the funding and £369,531 to deliver one 4 bed home under the bridging element. An officer working group has been set up to deliver the homes using these funds. A Memorandum of Understanding has been signed by the Executive Head of Finance and there is a requirement to report progress on delivery to the DLUHC. The first report is due in early April.

Strategy and Enabling

Work has progressed in a number of key areas:

- Delivering the Year 1 action plan for the Affordable Homes Delivery Strategy 2022-2025: *Build More; Build Better; Build for Life*.
- Close joint working continues with Town and Parish Councils, which is a key objective of the action plan. Officers met this year with Thursley Parish Council, Bramley Parish Council, Witley Parish Council, Wonersh Parish Council, Chiddingfold Parish Council, Godalming Town Council and Haslemere Town Council to plan together to deliver affordable housing in these areas.
- The Housing Strategy & Enabling Team attended workshops this year to feed into development of the Surrey Housing, Homes and Accommodation Strategy which recommends joint lobbying to government on key issues. In line with the objectives of our Affordable Homes Delivery Strategy, stronger links are now being built with Surrey County Council. Officers are currently working with the Adult Social Care Team to explore a site for an Extra Care scheme and contributing to the new Joint Strategic Needs Assessment.
- The Team has focused on securing lower rents at planning stage, meeting the new definition of Locally Affordable Homes set out in the Strategy. Social rents and lower affordable rents are much needed in Waverley in the context of very high house prices and a national cost-of-living crisis. Officers have successfully negotiated social rents (the lowest rents of all, equivalent to around 55% of market rent) on several planning applications and secured in s.106 agreements.
- Officers attended the Lower Weybourne Lane Inquiry to defend our Supplementary Planning Department position on Waverley Rent (capped Affordable Rent) and the need to secure affordable housing tenure and bed size mix at planning application stage.
- The Affordable Housing Supplementary Planning Document Update was adopted on 21 March 2023. The updated version reflects the lower rent levels in the Affordable Homes Delivery Strategy, national policy changes e.g. First Homes, and the preferred tenure and bed size split for affordable housing. This is now a material planning consideration and puts the Council in a stronger position when negotiating with developers to agree a mix in line with local need and affordability.

- The first two planning applications for First Homes (sold at a 30% discount) have been consented during 2022-23. When these complete, the Council will have a role alongside the developer in administering the sales process.
- 'Additional Affordable Housing', funded by Homes England, continues to pose some challenges during negotiations with developers and affordable housing providers. Discussions are ongoing with Homes England to work towards a resolution.
- Viability of affordable housing continues to be raised on many planning applications. Officers make use of the Viability Panel Framework to obtain a robust and independent assessment of how much affordable housing can be viably delivered as part of the application. The Viability Panel has now been in place almost two years and is due for review in June. A clawback clause is currently being drafted, to be used on sites where it is expected that viability may improve in the future.
- Planning consent was granted for seven affordable homes at Old Mission Hall, Farnham, which was allowed at appeal, with a commuted sum for £24,284 for part of an affordable unit. Twenty-six homes went through on appeal at Hawthorns, Farnham, which represents 40% affordable housing.
- Work started on site for 99 affordable homes at Loxwood Road, Alfold on a scheme of 100% affordable housing with Abri.
- The Council's affordable housing partners completed 84 affordable homes, of which 43 were at Peckham Williams Place in Farnham by Aster, 8 at Leighwood in Cranleigh by VIVID, 30 at Brightwells, Farnham by Metropolitan Thames Valley, 2 at Ockford Park, Godalming with Southern and 1 at Heron House, Godalming with Heylo.

Homelessness and Housing Options

The Housing Options and HomeChoice Teams continued to prevent homelessness during the quarter. There were 8 households in temporary accommodation at the end of March 23. The increase in temporary accommodation reflects the fact that the team have had the highest number of homeless presentations over the last year. Higher caseloads inevitably mean staff will struggle to help all clients access alternative accommodation before duties to provide emergency accommodation are triggered.

To help with the increased caseload a Senior Housing Options Officer post is currently being advertised.

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of March 23 there were 1064 applicants on the Housing register – compared to 1079 in March 22. The reduction is largely attributable to a higher than usual number of lettings in 22-23 (420) - particularly Housing Association vacancies (145).

Andrew Smith, Executive Head of Housing

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
H1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	3	4	3	7	8	<5
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.8%	0.8%	0.9%	1%	0.9%	1%
H3	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	26	28	26	31	30	20
H4	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.5%	99.9%	99.7%	99.4%	99.3%	100%
H5a	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2023	79.0%	77.0%	79.0%	74.0%	90%
H5b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	40	12	20	20	22	7
H6a	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2023	58.0%	68.0%	61.0%	64.0%	78%
H6b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	32.0%	39.0%	14.0%	13.0%	22.0%	10%
H7	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023					95%
H8	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	73	0	7	9	33	Data only
H9	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	39	37	76	69	99	Data only
H10	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	82	84	78	58	84	Data only
H10a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.	82	63	78	58	84	Data only
H10b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	0	21	0	0	0	Data only

7.2.2 Comment:

Homelessness:

Eight households were in temporary accommodation as at 31 March 2023. In Q3 the increased number reflected the period of severe bad weather, and people were accommodated under the Severe Weather Emergency Protocol (SWEP). During this quarter the number reflects an increase in homelessness approaches (225). The Council has had the highest ever number of homeless approaches in 2022/23, a total of 738, based on comparable statistics over the last five years.

The high numbers of homeless approaches, coupled with staffing challenges, inevitably mean officers struggle to manage their caseloads. This directly impact numbers being placed in temporary accommodation as officers are less able to give time to help prevent homelessness. Three of the households in temporary accommodation are single applicants and five were families. One family with children was in hotel/B&B accommodation beyond the statutory six weeks due to the challenge in sourcing alternative accommodation but they have since been housed. As at 30 April 2023 there were six households in temporary accommodation.

Relets:

The Team continues to be challenged by the target with an increase in the number of empty homes, embedding new contracts and increase in works required to homes. A total of 269 normal voids were relet during 2022/23, compared with 241 for 2021/22. It took on average of 28 days to relet the homes and 40% were relet within 20 working days.

A Relet Review commenced in December 2022 with a scoping day, to review the process, standard, target and indicators. The Review aims to balance the conflicting priorities of tenant satisfaction, cost of works, loss of rent payments and condition of homes. The target for 2023/24 has been increased to 25 days as a more realistic target given works required and the need to ensure homes are completely ready for letting, with no requirement for contractors to return.

Gas Safety:

As identified in the commentary section there have been numerous challenges meeting the expected performance for gas safety. The dip in performance was partly due to exceptionally cold weather, emergency boiler repairs and demobilisation of the former contractor. The new contract commenced on 1 February 2023 with focus on ensuring full compliance with safety checks and the team working with tenants to gain access and to complete this work. As at 2 May 2023, the number of overdue certificates had reduced to 15, resulting in 99.67% gas compliance.

Responsive Repairs:

There continues to be challenges with meeting the responsive repairs targets, but the team are working well together and seeing gentle fluctuations in improvement and progress in performance. Waverley and the responsive repairs contractor jointly reviewed the tenant satisfaction data and identified barriers to good customer service. A joint action plan has been created to improve training, communication and information sharing. It is noted that are continued difficulties in the recruitment of operatives for roofing, groundwork and electrical repairs, which has had an impact on the number of overdue jobs. New operatives have recently been recruited to address the difficulties.

7.2.3 Affordable Homes Delivery

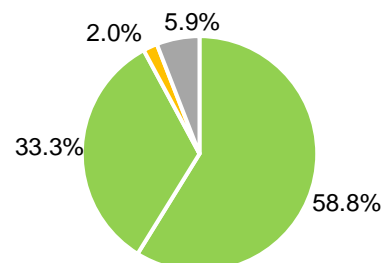
UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
43	16 Affordable Rent 27 Shared Ownership	Peckham Williams Place, Farnham	Aster	Phased between Jan-March 2023
8	8 Shared Ownership	Leighwood, Cranleigh	Vivid	24.02.23
14	14 Shared Ownership	Brightwells, Farnham	MTVH	03.03.23
16	16 Shared Ownership	Brightwells, Farnham	MTVH	30.03.23
2	2 Shared Ownership	Ockford Park, Godalming	Southern	22.03.23
1	1 Shared Equity	Heron House, Godalming	Heylo	23.01.23

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q4 Progress on Housing Services Service Plans 2022/25

Total	100%	51
Completed	58.8%	30
On track	33.3%	17
Off track - action taken / in hand	2.0%	1
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	5.9%	3



7.3.2 Summary comment on the service plans

26 of 30 operational service plan actions have been completed. The new Executive Head of Housing reviewed and reprioritised the Service Plan, in October, cancelling three actions and carrying forward one other. The Landlord Service Advisory Board considered the 2023/26 Service Plan in March 2023.

7.4 Internal Audit Actions Progress Status

Comment: At the end of Q4 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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	34	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	26	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	76.4%	95%

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	23	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	22	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	95.7%	95%

7.5.3 Summary Comment on the statistics

Due to an increase in complaints the Team has had challenges in investigating and responding to tenants within the timescales. The Service closed 161 complaints in 2022/23 compared to 109 in 2021/22. The Team recognises the pockets of poor service delivery during the gas contract mobilisation and ongoing challenges with responsive repairs.

There has also been an increase in complaints related to damp and mould following the tragic death of Awaab Ishak in Rochdale and the national campaign '[Make Things Right](#)'. Although the Council supports the campaign and publicity of tenants' rights, the advertising campaign was launched on 6 March 2023 with no advance warning and therefore no opportunity to arrange appropriate resources to respond to an anticipated increase in contacts.

7.6 Finance Position at the end of the quarter

7.6.1 Housing Services General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Housing Services					
Expenditure	2,110	2,079	-31	Favourable	-1%
Income	-1,925	-1,957	-32	Favourable	2%
General Fund Housing Services Total	185	122	-63	Favourable	-34%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Services					
Expenditure	26,628	26,225	-403	Favourable	-2%

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Income	-31894	-31,949	-54	Favourable	0%
Housing Services Total	-5,267	-5,724	-457	Favourable	9%

HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
Communal & Estate works	116	75	-41	0
Health & Safety Works	795	669	-126	172
MRA Prog Decent Homes Occupied Properties	687	463	-224	139
MRA Prog Decent Homes Void Properties	630	658	28	0
MRA Prog Disabled Adaptations Occupied Properties	472	580	108	0
MRA Programmed work	2,775	1,776	-999	301
Roofing & Associated works	776	766	-10	0
St James Court		5	5	0
Structural & Damp works	215	234	19	22
Windows & Doors	450	497	47	0
Grand Total	6,916	5,723	-1,193	634

New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
85 Aarons Hill Starter Homes (Land adj)	419	62	-357	357
Badgers Close Modular Homes	17	17	0	0
Borough Wide Refurbishment	336	21	-315	315
Catteshall Lane	902	2	-900	900
Hartsgrove	112	125	13	0
HRA Property Purchase	2,509	19	-2490	0
Ladymead	4	4	0	0
Latent defects contingency	176	4	-172	169
Ockford Ridge	138	12	-126	0
Ockford Ridge - Site A	85	-28	-113	0
Ockford Ridge - Site B	78	77	-1	0
Ockford Ridge - Site C	3,198	3,230	32	0

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
Ockford Ridge – Site Future Phases				
Pathfield	126	213	87	0
Queensmead	221	130	-91	91
Station Road Redevelopment	9	0	-9	0
Turners Mead	83	65	-18	18
Zero carbon retrofit pilot	1,786	46	-1740	1,740
Pre-Development Expenditure	784	178	-606	0
HRA Feasibility Studies	281	0	-281	0
S106 Affordable Housing Properties	2,474	5	-2469	0
Grand Total	13,738	4,184	-9,554	3,590

7.6.2 Summary Comment on revenue position at the quarter end

The above are draft outturn figures, the year-end report was not finalised at the time of writing. General Fund income and expenditure balanced as forecast, with small staffing savings.

HRA shows overall favourable variance due to additional interest receipts on investments, and savings from expenditure for cyclical repairs, revenue contribution to capital and staffing costs. However, there was an overspend on the void budget due to increased number of vacant homes and level of works required.

It should be noted that the above HRA Housing Service revenue budget savings are offset due to inflation costs of c£0.5m to the HRA.

HRA Capital programme shows overall favourable variance from savings in procurement and delays in programme timeframes. Funds will be carried forward and issues with contract timescales have been resolved to deliver programmes in 2023/24.

The New Build budgets were updated following the strategic review on the Housing Revenue Account. The generic future property purchase budget was closed and future purchases will be reviewed on a business case basis. All development schemes have been re-costed and funds will be carried forward to 2023/24.

8. Service Dashboard – Legal and Democratic Services (remit of Resources O&S)

This service includes Democratic and committee services; Elections; Executive and civic support; GDPR; Information security; governance; Legal; Overview and scrutiny support.

8.1 Key Successes & Lessons Learnt, Areas of Concerns

8.1.1 Summary from Executive Head of Service – Q4 2022/23

Work completed during Quarter 4 included:

1. Continuing to support the legal and democratic workstreams of the Guildford and Waverley collaboration initiative. During quarter 4 the focus was on continuing to advise on proposed temporary staff sharing including preparation of a draft section 113 agreement for the two authorities.
2. Continuing to support a busy programme of committees, including Overview and Scrutiny Committee meetings and working groups.
3. The Democratic Services and Business Support Team Manager and the Policy Officer (Scrutiny) left Waverley at the end of December to take up new posts. Recruitment to fill the Democratic Services Manager was unsuccessful so the role has been re-advertised. The closing date for the Scrutiny officer role recently closed. The scrutiny role will be based in the Democratic Services team.
4. Successful preparation for the May 2023 elections.
5. Consultation on a shared Guildford and Waverley Executive Support Team. The shared team will become operational from 1 May 2023.

I would like to take this opportunity to thank my hard-working, talented and dedicated team of managers and all of the staff in their teams for their work and support.

Stephen Rix, Interim Executive Head of Legal and Democratic 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

Legal and Democratic Services - Stephen Rix								
PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
LD1a	Number of Data Protection Subject Access Requests received.	No.	5		14	9	12	Data only
LD1b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	60.0%		92.9%	100%	75.0%	100%
LD2a	Number of Local Land Charge searches received.	No.	392	435	506	312	328	Data only
LD2b	Percentage of Local Land Charge searches responded to within 10 working days.	%	100%	99.5%	100%	99.7%	100%	100%

8.2.2 Comment:

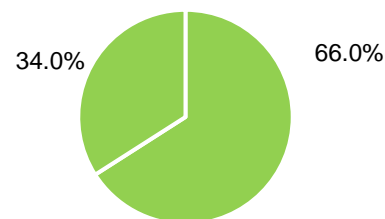
Excellent performance on land charges turnaround times (LD2b) hitting the target of 100% target. It is disappointing that LD1b fell in Q4 to 75%. This was due to a change in the way this is reported.

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q4 Progress on Legal & Democratic Service Plans 2022/25

Total	100%	47
Completed	66.0%	31
On track	34.0%	16
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



8.3.2 Comment:

All of the outstanding actions are in hand with no serious delays.

8.4 Internal Audit Actions Progress Status

Comment: At the end of Q4 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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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%

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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%

8.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service.

8.6 Finance Position at the end of the quarter

8.6.1 Legal and Democratic Service General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Legal and Democratic Services					
Expenditure	3,592	3,593	1	Adverse	0%
Income	-2,352	-2,250	102	Adverse	-4%
Legal and Democratic Services Total	1,240	1,343	103	Adverse	8%

8.6.2 Summary Comment

The forecast £103,000 (8%) adverse financial variance arises from expenditure on agency staffing where it has not been possible to secure permanent appointments in key roles within the service.

9. Service Dashboard – Organisational Development (remit of Resources O&S)

This service includes: Business transformation; Climate change and sustainability; Human Resources, Learning and Development, payroll; Strategy, policy and performance; Programme assurance; Risk management; and business continuity.

9.1 Key Successes & Lessons Learnt, Areas of Concerns

9.1.1 Summary from Executive Head of Service – Q4 2022/23

During quarter 4 we held interviews for the post of Business Transformation Manager for Waverley Borough Council and I was pleased that we were able to appoint Yasmine Makin into that new role. Yasmine, who has since joined, is now supporting her team to deliver on the team's existing commitments, including the rollout of the Council's Information and Data Management Programme and the migration of online forms Firmstep to Liberty Create. She and the Business Transformation team are also supporting the Joint Management Team to identify options for business transformation at Waverley and to support the development of options analyses and business cases in respect of any further proposals for collaboration which will then be subject to formal decision-making by both councils.

The Council's Human Resources team supported successful recruitment processes for the final two vacant positions on the Joint Management Team. Susan Sale and Claire Upton-Brown have since joined the Council as our new Executive Heads of Legal and Democratic Services and Planning Development.

Key HR milestones were met during the quarter including the publication of the 2023/24 pay policy statement and the successful completion of the Pay Negotiations process, both of which fed into the February Budget reports. The HR Team coordinated the 'Borough Stars' process, where staff from across the Council were recognised and thanked by the Joint Management Team for their efforts and achievements. The team also worked with colleagues from Legal and Democratic Services to put in place governance arrangements to cover any interim joint staff appointments between Guildford and Waverley.

The Council's Corporate Policy Team has, amongst other things, continued to support the Council's service planning and corporate performance monitoring processes. It also continued to support the Council's cost of living working group, liaising with partners across the borough and pulling together key data on the challenges being faced by residents, businesses and charities living and working in the borough.

The sustainability team continued to work with colleagues across the organisation to deliver a range of projects, policies and programmes to meet the carbon reduction targets set out within our Carbon Neutrality Action Plan. Time was spent during the quarter supporting a number of key projects, for example: planning for the installation of additional EV chargers within the Borough; investigating the viability and finance options of rooftop solar PV on a number of leisure centres; and exploring options for increasing public engagement in climate change reduction initiatives. The team have continued to take opportunities, as they arise, to bid for local and national climate reduction funds which can support the Council's climate reduction pledges.

I continued to spend time during the quarter working with Portfolio Holders and the new Joint Management Team to begin discussions about the next phases of business transformation, change and further collaboration activity at Waverley might look like. I also worked with colleagues to support the review of the Collaboration Risk Register at the Joint Governance Committee and the useful conversations held at that meeting will help to shape what comes next in terms of collaboration.

Robin Taylor

Executive Head of Organisational Development

9.2 Key Performance Indicators Status

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
HR1	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	16.1%	14.6%	13.8%	15.2%	15.8%	Data only
HR2	Total Staff Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.3	5.7	6.6	6.8	7.8	6.5
HR2a	Short term Sickness Absence	Days	3.3	2.8	3.3	3.3	3.8	6.5
HR2b	Long term Sickness Absence		3.0	2.9	3.3	3.5	4.0	

9.2.2 Comment:

Staff turnover (HR1) rose slightly but is slightly lower than it was in the same quarter in the previous financial year. Across Surrey District and Borough Councils, turnover as calculated within the quarter ranges from 13.6% to 16.5% so the Council's rate of turnover remains at the lower end in comparative terms.

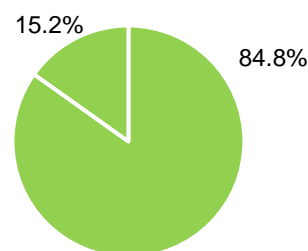
Total staff sickness absence (HR2) was rated red during quarter 4 meaning that it was above 5% off target. Some of this affect may be seasonal sickness (eg winter flu) but the overall figure is somewhat higher than the same quarter from the previous year so we will need to carefully monitor this target going forward. Waverley continues to compare favourably within the County (where ranges for this figure range from 6.3 to 13).

9.3 response Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q4 Progress on Organisational Development Service Plans 2022/25

Total	100%	66
Completed	84.8%	56
On track	15.2%	10
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



9.3.2 Summary Comment on the service plans

All service plans are on track or have been completed.

9.4 Internal Audit Actions Progress Status

Comment: At the end of Q4 there were no outstanding Internal Audit Actions for this service area.

9.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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%

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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%

9.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service during Quarter 4.

9.6 Finance Position at the end of the quarter

9.6.1 Organisational Development General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Organisational Development					
Expenditure	4,023	3,642	-381	Favourable	-9%

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Income	-2,027	-1,977	51	Adverse	-3%
Organisational Development Total	1,995	1,666	-330	Favourable	-17%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Carry forward £'000
Capital Organisational Development				
Business Transformation	36	36	-	-
Climate Change & Sustainability	295	120	-175	125

9.6.2 Summary Comment

The forecast underspend partly relates to temporary staffing vacancies within the service.

10. Service Dashboard – Regeneration and Planning Policy (remit of Resources and Services O&S)

This service area includes Corporate Capital Projects; Economic development; Housing delivery, Planning policy, design, conservation, transport; and Regeneration.

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Summary from Executive Head of Service – Q4 2022/23

Planning Policy (including planning policy, local plans, and planning projects)

The review of Local Plan Part 1 was reported to the Full Council on 21st February, when it was agreed that the plan should be updated. Officers are now exploring options for the scope and timetable for this work and intent to report back to Full Council, via Overview and Scrutiny, in Q1/early Q2.

The response to consultation on Main Modifications (MMs) to Local Plan Part 2 was analysed and provided to the Inspector. His final report concluded that, subject to identified MMs, the plan is sound and legally compliant. This was reported to Full Council on 21st March when LPP2 was formally adopted. The Affordable Housing SPD was also approved at this meeting.

The team has continued to respond to planning consultations, including in relation to proposed planning reforms, and has assisted Development Management officers, including providing evidence at several appeal hearings in relation to five-year housing land supply.

In addition to the charging and collection of Community Infrastructure Levy (CIL), work this Quarter focused on the assessment of bids for Strategic CIL funding. 20+ bids were assessed and reported to the CIL Advisory Board, with bidders being notified of the outcomes following Executive decision on allocation of funding. Work is now progressing on the related legal agreements.

The Planning Projects Team has focused on the provision of heritage and design advice on planning applications and pre-app consultations, hearings, and continued input to planning projects including Dunsfold Park. Work also progressed on monitoring s106 agreements, including chasing payments due. The team managed the biennial design awards, including a successful awards ceremony held at Charterhouse school in February.

Capacity across Planning Policy remains an issue and work is ongoing to recruit to vacant posts and secure additional agency support for the CIL team.

Economic Development

The new consultant team - Avison Young - appointed to complete the Economic Development Strategy (evidence base, strategy, and action plan) have been engaging with stakeholders, with workshops and one-to-one meetings completed to help support the various core documents. It is anticipated the draft strategy and action plan will come to Full Council in July for approval.

Waverley's UK Shared Prosperity Fund Investment Plan, which was submitted to Department for Levelling Up, Housing and Communities in August 2022, has been approved and funding to support the delivery of projects outlined in year 1 was received in December 2022. In accordance with the funding requirements, the first Local Economic Advisory Forum, comprising stakeholders from a range of sectors and the MPs, met to consider and endorse the project list submitted to government, with final approval given by the Executive in February 2023. In addition, the Council's proposals for use of the Rural England Prosperity Fund (an addendum to the UKSPF) was submitted and approved by DEFRA in April 2023. This outlined a proposal to work with Surrey County Council, Tandridge and Guildford Borough Councils to deliver a LEADER-style grant funding scheme supporting rural business and communities. Funding agreements are in place with the delivery partners and the first payments have commenced. The financial profile of the final set of projects represents a change to the investment plan which needs to be agreed with DLUHC.

The borough-wide tourism guide launched online ahead of the Easter holidays and is hosted on the VisitSurrey website: [Waverley Consumer Guide March 23.pdf \(visitsurrey.com\)](#). The "film map", which showcases and promotes a selection of locations used for filming in the borough, is also being updated and refreshed.

The team are continuing to support the emerging Business Improvement District proposals in Cranleigh, Farnham and Godalming. The Cranleigh ballot is confirmed for June 2023 and the business plan will be considered by Executive on 6th June. Farnham is looking to go to ballot in September and Godalming in October. The Executive have agreed to support the upfront Civica cost for the BID collection software, which was otherwise abortive to the BIDs.

Corporate projects

The following activity took place in Quarter 4 on the various projects mentioned below:

- Central Godalming Regeneration – the team are currently considering options for the redevelopment/ refurbishment of The Burys as a standalone scheme
- 69 High Street, Godalming – The feasibility study for the scheme has been completed. This considered two different options and included a viability appraisal – as a consequence of this work, the project team will be progressing the commercial unit in its own right initially, whilst options for the delivery of housing are considered further.
- Brightwells Yard, Farnham – Public interest is high on the scheme and a few elements especially have been emerging, including the new Borelli Walk bridge and work completed on Brightwell House. The Brightwell House works are under consideration by the planning enforcement team (listed building) and liaison with Surrey highways, Farnham Infrastructure Programme, Farnham Town Council and Planners continues regarding the new bridge.

Housing Delivery

Delivery of new build affordable housing programme continues for schemes with full budget approval and those in the pre-development phase.

- Ockford Ridge (Site C) - Foundations have been laid for all plots and the timber frames have been erected to form the 18 houses and first fix works (for example constructing floors, ceilings and walls, inserting electrical cables and adding pipes for water supply) are progressing. Scaffolding is due to be erected shortly awaiting delivery of the timber frames for the flat block, which is expected to follow in April. The next “My Ockford Newsletter” will include updates related to progress on site but also delivery of the community benefit programme and will be issued in May 2023.
- Chiddingfold Sites - The Council entered into a Pre-Construction Services Agreement with Feltham Construction Limited (FCL) in late March 2023. Under this contract, FCL will progress with pre-construction matters – e.g., consultant appointments to progress with construction design work, commissioning of surveys, site ground clearance and demolition of some garage blocks - ahead of entering into a main build contract.
- Ockford Ridge Deep Retrofit Pilot - A report seeking additional budget allocation and the appointment of contractors to deliver the retrofit of seven homes at Ockford Ridge was approved at Full Council on 21 March 2023. The communications plan for this project is being revisited now that the project has been approved and a meet the contractor event will be arranged in early May.
- Riverside Court - The project team are currently reviewing a revised tender sum submitted by the contractor, which takes account of inflationary construction costs that have arisen since the tender sum was first submitted to the Council.

Predevelopment work continues to bring forward other sites. Pre-application advice has been received for Site F Ockford Ridge which officers and the appointed architect will review. It is expected that business cases for three schemes will be ready for consideration by Members in the next quarter.

The development team have also been engaging with the corporate projects team to help inform the housing element of the projects at 69 High Street (Godalming) and the Fairground site, Haslemere

Abi Lewis, Executive Head of Regeneration and Planning Policy

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
RP1	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	37	77	47	41	32	147
RP2	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	137	202	214	140	175	147

10.2.2 Comment:

There has been a reduction in number of commencements in comparison to Q3, but an uplift in completions.

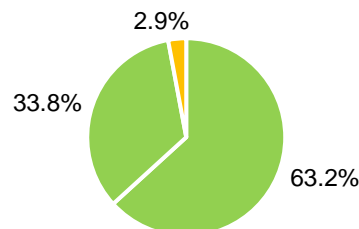
It would be prudent to consider next financial year whether the reporting frequency of the two KPIs (RP1 and RP2) are appropriate given the complexities in compiling accurate information to support the reporting and the regularity on which this is available via various sources. It may be than an annual reporting cycle – which is supported by additional sources of data such as council tax and site visits – may provide more quality information.

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Q4 Progress on Regeneration & Planning Policy Service Plans 2022/25

Total	100%	68
Completed	63.2%	43
On track	33.8%	23
Off track - action taken / in hand	2.9%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



10.3.2 Detailed table presenting specific Service Plan actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 RPP17.1	Oversee the successful relocation of key community groups such as St John & Cadets to free the site for development and improve facilities for community groups.	31/12/2022	Executive Head of Regeneration and Planning Policy/ Development Programme Manager	Off track - action taken/ in hand		Dialogue with the various stakeholder groups is ongoing, but the action is flagged as off-track as it has not been completed within the time period specified within the service plan.
SP22/25 RPP18.2	Delivery of refurbishment, extension and energy efficiency works at Woolmer Hill Pavilion.	31/03/2023	Executive Head of Regeneration and Planning Policy/ Development Programme Manager	Off track - action taken/ in hand		The cost estimates for the work to the Woolmer Hill Pavilion is higher than anticipated, reflective of the overall trend being seen at a national level in construction cost inflation. The project team is therefore reviewing the scope to identify where works can be revised or removed to deliver a revised scheme within the budget envelope available.

All other actions remain on-track.

10.4 Internal Audit Actions Progress Status

Comment: At the end of Q4 there were no outstanding Internal Audit Actions for this service area.

10.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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%

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

10.5.3 Summary Comment on the statistics

One level two complaint was received relating to Planning Policy (specifically Community Infrastructure Levy) and a response issued within the required timeframe.

10.6 Finance Position at the end of the quarter

10.6.1 Regeneration & Planning Policy General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Regeneration & Planning Policy					
Expenditure	2,403	2,338	-65	Favourable	-3%
Income	-1,229	-1,241	-12	Favourable	1%
Regeneration & Planning Policy Total	1,174	1,097	-77	Favourable	-7%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Regeneration & Planning Policy HRA					
Expenditure	295	295	0	Favourable	0%
Income	-295	-295	0	Adverse	0%
Regeneration & Planning Policy Total	0	0	0	-	0%

10.6.2 Regeneration & Planning Policy Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry forward £'000
Capital Regeneration & Planning Policy				
Regeneration & Planning Policy	2,093	501	-1,592	202

10.6.3 Summary Comment on revenue position at the quarter end

The General Fund adverse expenditure relates largely due to savings on the staffing budgets with some minor service expenditure savings totalling £6k.

The favourable variance on income also relates largely to staffing and to additional CIL admin funding being used.

For HRA the favourable variance on expenditure is due to a forecast saving on establishment in relation to vacancy savings.

10.6.4 Summary Comment on capital position at the quarter end

The Capital variances largely relate to ongoing works where we have either been charged a fraction of the final cost or made no payments to date. Any remaining budget for ongoing Capital projects will be requested for carry forwards to the 23/24 financial year.

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

This service area includes Events; Heritage; Leisure; Parking (On and Off Street); Waverley Training Services, Leisure and Building Control (including Street Naming).

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Summary from Executive Head of Service – Q4 2022/23

Leisure

This has been a really positive quarter, seeing the successful conclusion of a very lengthy and detailed leisure contract tender process. The new contract, starting on 1st July, has been awarded to SLM (Everyone Active) securing a positive financial position for the Council for at least the next 10 years.

Leisure centre usage and membership continues to steadily improve. The focus on health & wellbeing across the contract is apparent with the increase in usage for our vulnerable target groups. The Saturday Night Project has been launched successfully at Godalming Leisure Centre, offering activities for 11–17-year-olds every Saturday evening. This partnership project between WBC, Places Leisure and Community Safety team provides a much-needed service to local young people – helping to deter anti-social behaviour.

The Cranleigh leisure Centre tender process for an Architect, and associated design team, has also concluded, with GT3 Architects successfully appointed which is a significant step in the development of the new Cranleigh Leisure Centre. This enables the start of a very exciting process where the

internal Project Working Group will work with GT3 over the coming months to develop the design principles and vision for a new build low carbon Cranleigh Leisure Centre. This part of the process will include 'in-depth engagement' with users, non-users and key stakeholders to ensure a shared vision for the new Centre.

Parking

This has been another quarter of growth for the car parking service. With usage increasing across all our main settlements. We are now operating at close to pre-covid levels which is an indicator of the strength and resilience of our high streets.

From the 1st April on-street parking enforcement passed over to Surrey County Council who have appointed NSL as their contractor. This transfer included the management of parking permits in the borough, this will now be carried out by the county council. The transfer to date has gone smoothly and we will work with county colleagues to assist wherever it is needed.

Proposals are now being considered for the future structure of the car parking service which includes looking at the potential to work more closely with Guildford Borough Council who have a large car parking portfolio.

Building Control & Street naming

There have been numerous successes for the Building Control service with quarter four showing a near breakeven position; an improved performance on first response for BC plan checks achieving 91.4% and the Addressing team Achieving National Standard on Addressing (again); and Surrey Building Control Awards taking place in May where Waverley Building Control has been nominated for 8 awards. Behind the scenes a lot of work has taken place on our mapping system improving the offer for residents and creating efficiencies in working practices.

There have been challenges as it becomes clearer on how the updated legislation increases the expectation on our building control teams going forward. Bringing in competency training at a time of huge change creates a somewhat challenging working environment. Full implementation of changes in building legislation needs to be achieved by April 2024, this will pressurise our IT systems as we reflect the new processes required by the newly appointed regulator.

Waverley Training Services (WTS)

Although this is a positive quarter for learner achievements, we are beginning to see the aftereffects of the pandemic where learners have fallen behind in their studies and added to this recruitment has proven extremely difficult for key tutor roles. We have had to halt the recruitment of new apprentices until we have staff in place to deliver the apprenticeships. We have achieved this quarter's KPIs but the achievement of next quarter's targets will be difficult. The team are working hard to minimise the impact on learners and embedding systems that will allow us to grow when fully staffed.

Arts & Culture

Following the successful outcome of our Arts Council MEND grant application of £734,000 work has now been able to start on the refurbishment of the Museum of Farnham. Given the timing of the announcement around the election we have asked the Arts Council to extend the deadline for

accepting the MEND grant to 19 June to enable the new Executive to formally approve the terms and conditions of the funding.

The procurement of a professional team which includes an historic building professional, a chartered surveyor and a structural engineer to oversee the construction phase of the project is currently out to tender, the deadline for submissions being 28 April 2023 and we will be evaluating the returns in the first quarter of next year. It was pleasing in this quarter to meet the new CEO of Farnham Maltings and hear their renewed commitment to collaborating with Waverley on the museum's future.

In this quarter the artist Patrick Walls oversaw the installation of four larger than life craft figures, carved in sandstone at Brightwells Yard. A further six figures will be installed in late August/early September when the sites are prepared. To coincide with the installation, Patrick will be exhibiting his work at the New Ashgate Gallery throughout April and June.

Kelvin Mills, Executive Head of Commercial Services

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	333,920	370,120	373,127	386,293	439,645	370,993
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	No service	2,415	2,920	2,390	5,273	Data only
C3	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	94.3%	73.0%	92.5%	92.5%	91.4%	80%
C4	Apprentice overall success rate per quarter (higher outturn is better)	%	75.0%	75.0%	75.0%	75.0%	76.1%	75%
C5	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70.0%	70.0%	70.0%	70.0%	74.6%	70%
C6	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	28	18	18	19	19	Data only

11.2.2 Comment:

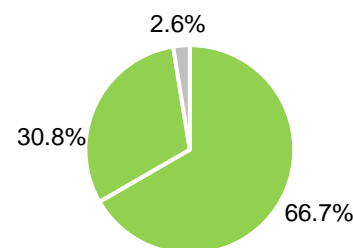
All KPI's are positive, and the teams continue to work hard to maintain this level.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q4 Progress on Commercial Services Service Plans 2022/25

Total	100%	39
Completed	66.7%	26
On track	30.8%	12
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred /Transferred	2.6%	1



11.3.2 Summary comment on the service plans

All service plans are complete or on target.

11.4 Internal Audit Actions Progress Status

Comment:

At the end of Q4 there were no outstanding Internal Audit actions for this service area.

11.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95%

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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%

11.5.3 Summary Comment on the statistics

One complaint was received and was responded to within the required timeframe.

11.6 Finance Position at the end of the quarter

11.6.1 Service's General Fund Account Table

Services	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
Commercial Services					
Expenditure	7,369	7,094	-275	Favourable	-4%
Income	-9,096	-8,992	103	Adverse	-1%
Commercial Services Total	-1,727	-1,899	-172	Favourable	10%

Capital Commercial

	Approved Budget	Forecast Outturn	Forecast Variance	Carry Forward
	£'000	£'000	£'000	£'000
Car Parks	716	371	-345	189
Culture	26	20	-6	-
Leisure	347	255	-92	93

11.6.2 Summary Comment on General Fund and capital position at the quarter end

The strong performance of the car parking service largely underpins the favourable financial outcome for this quarter.

Capital expenditure is on target with one significant car project being delivered for less than budgeted. The other areas are expected to be on target.

12. Service Dashboard – Community Services (remit of Services O&S)

This service area Careline; Community grants; Community safety; Disabled facility grants, adaptations; Family support; Health and Wellbeing; Safeguarding; Supporting vulnerable people, migrants and refugees.

12.1 Key Successes & Lessons Learnt, Areas of Concerns

12.1.1 Summary from Executive Head of Service – Q4 2022/23

Community Challenges

Many of our residents in Waverley continue to experience the impact of the cost-of-living crisis but our voluntary sector partners and town and parish councils continue to support those in need. There continues to be a rise in household debt and increased use of foodbanks, community pantries and fuel vouchers.

Our community and voluntary sector partners as well as our NHS and Adult social care colleagues continue to report an increase in mental and emotional health issues within our communities that are rooted in social isolation and financial and food insecurity. This increase is placing greater pressure on the NHS and Social Care teams with waiting lists for services getting longer.

The Government's Household Support Fund initiative continues to help address these issues at a local level. Our tranche 3 funding of £198,000 for October 2022 – March 2023 was allocated by mid-March this year. The Government is providing a 4th tranche of funding to cover May 2023 – March 2024 and Waverley has been allocated £327,764 which will include administration costs.

As tranche 4 is a full year of funding, it will be distributed to support those who are struggling through Waverley Borough Council, Hale Community Cupboard, Godalming Community Store, Three Counties Money Advice, Homestart and Southwest Surrey Domestic Abuse Outreach Services. We will also continue to work closely with Haslemere Town Council and Farnham Town Council as a referral pathway.

We continue to focus on the collaboration needed between statutory agencies to support our communities and we are placing particular focus on independence and prevention workstreams with the NHS Integrated Care Partnerships (ICP). Our council continues to be a valued partner within the Surrey Heartlands ICP and Frimley ICP and particularly add value to the independence and prevention workstreams that enable people to live well more independently for longer through our Careline, Care and Repair and Disabled Facilities Grant services.

We are supporting through our Careline services a community responder service funded by Surrey Heartlands that provides a falls service to people who otherwise would be waiting a long time for an ambulance. The service is undertaken by Mole Valley Life.

Our Careline PI's reflect the steady ebb and flow of the service due to the nature of our customers and their personal circumstances. Our main supplier Tunstall continues to have problems with their own supply, and this affects our installation rate. They also unexpectedly discontinued the sale of their analogue machines this quarter with no notice. However, we are pursuing alternative digital alarms which can be sourced by many providers but they are proving more expensive. Our implementation of chip tech equipment is going well.

Community Safety and Safeguarding

We continue to see a rise in safeguarding cases and the pressures on Adult Social Care results in thresholds of intervention becoming higher. Our internal practice is constantly improving to ensure we mitigate the risk to our vulnerable people by ensuring robust action led case conferences are held with our partners in Adult Social Care and the Police.

We are continuing to deliver the Safer Waverley Partnership (SWP) plan and are working on a health and wellbeing strategy that will embrace the impact anti-social behaviour can have on resident wellbeing.

Refugee Resettlement

We continue to support the resettlement of refugee families from Syria and Afghanistan ensuring that access to education, health and financial support can help the families achieve independence. We are working on ensuring that our pledge to home 10 Afghan families under the resettlement scheme is achieved over the next six months and this will align with the government initiative to move Afghan families under the ARAP resettlement schemes from bridging hotels into housing.

The support for Ukrainian families under the Homes For Ukraine scheme continues and many of the families remain with their hosts, but there is a serious decline in new expressions of interest to host families and we anticipate as the crisis continues that many of the families currently hosted will need accommodation. The team continues to work with families to find housing within the private sector but many landlords are now requesting six month rent in advance – which is a challenge.

There is a promise of further central government funding to help alleviate the housing challenges associated with resettlement, but we await further details.

Samantha Hutchison – Executive Head for Communities

12.2 Key Performance Indicators Status

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
CU1	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1552	1541	1512	1476	1510	Data only
CU2	Total number of Careline calls per quarter (data only, no target set)	Calls	7250	5733	5359	6334	6219	Data only
CU3	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	95%

12.2.2 Comment:

The total Careline customers for this quarter are 1495 and reflects the normal fluctuations we have with customer take up. The issues around equipment supply also impact this number.

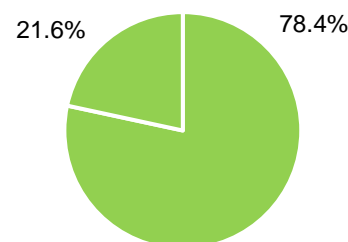
We have 9 pending installations and retain 100% critical fault repair within 48 hours. .

12.3 Service Plans – Progress Status

12.3.1 Summary Table and Pie Chart

Q4 Progress on Community Services Service Plans 2022/25

Total	100%	37
Completed	78.4%	29
On track	21.6%	8
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



12.3.2 Summary comment on the service plans

All service plans are complete or on target.

12.4 Internal Audit Actions Progress Status

Comment: Throughout 2023 Community Services will complete a resettlement/refugee audit and a working with vulnerable communities' audit.

12.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target	
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022				0	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022				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%	

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			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%

12.5.3 Summary Comment on the statistics

No complaints were received this quarter.

12.6 Finance Position at the end of the quarter

12.6.1 Community Service's General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Community Services					
Expenditure	5,598	5,515	-84	Favourable	-1%
Income	-4,503	-4,359	144	Adverse	-3%
Community Services Total	1,096	1,156	61	Adverse	6%

Capital Community Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
Community Services	1,064	832	-232	-

12.6.2 Summary Comment on revenue position at the quarter end

Due to the problems with our careline equipment supply, we have tried our best to install equipment at the rate of demand, and this will have impacted our income. The need continues to grow and move in the right direction.

13. Service Dashboard – Environmental Services (remit of Services O&S)

This service includes Bereavement; Green spaces, parks, countryside, trees; Fleet operations; Street Cleaning; Waste and recycling.

13.1 Key Successes & Lessons Learnt, Areas of Concerns

13.1.1 Summary from Executive Head of Service – Q4 2022/23

Waste Services - The Environmental Services Team has continued to work with our waste contractor to improve services around Waste and recycling and street cleansing,

Our field officer team has continued to build relationships with key Biffa staff members which has led to a better understanding of issues on both sides of the contract and further embedding good relationships between our two teams.

Although the defined missed bin numbers are low, repeat disruption in some locations has continued to be an issue for a small number of properties; as previously reported, caused by unfamiliar drivers and crews being deployed to collection rounds due to the issues raised above. We continue to work closely with Biffa to put in place appropriate action plans where needed to resolve those issues on a case-by-case basis.

As we start a new financial year, the challenges around attracting and retaining staff are improving which in turn is likely to see ongoing improvement to service quality and we are seeing continued positive trends in waste reduction and recycling.

Greenspaces - The Grounds maintenance contract continues to perform well overall. Our contractor Continental Landscapes has received 96% of the incentive payment for its service delivery of parks, recreation grounds, sports areas etc. and 100% of the incentive payment has been paid over for Housing areas. This is reflection of the targets set for the year. Contract amendments and preparations have been completed for SCC highways taking back the highways agency function as of 1 April 2023. There should a smooth transition of service between the two Councils. Contract staff resources have been reorganised, mapping changes made, and a communication plan prepared and delivered on social media, website, press and the telephone system. All data used on the SCC highways agency function has been given to SCC to assist them in their task. Early indications from the month of April suggest the transition has started well, with minimal resident contacts over SCC areas coming to WBC. We do however expect there to be an increase in resident enquiries/complaints during May over SCC areas, once the reality of the SCC specification becomes obvious to residents. A replacement contract monitoring officer has now been successfully recruited and they started w/c 24/04/23.

Work continues to refurbish Council facilities like pavilions and toilets, Bourne, Woolmer Hill, Weybourne, Heath End and Badshot Lea pavilions have had extensive works undertaken recently to raise the standard and a tender has been completed for a complete refurbishment of Broadwater Park Changing rooms, which were in a very poor condition. We hope to award the tender very shortly.

Countryside rangers continue to manage the Councils key biodiversity assets well and all Higher-Level Stewardship schemes have been delivered within budget and in accordance with grant funding schemes. Nearly 4000 hours or 560 volunteer days were delivered on Countryside sites across the borough with a financial value attributable to £80,000, helping to manage the land and promote biodiversity.

The Tree & Landscape team are performing well managing TPO's, tree works applications and development consultations. Tree Mgt Works applications determinations have exceeded the target of 95% for the last quarter 96.23 %, finishing the year at an overall of 98.81% of applications determined. Whilst not officially monitored the same can be said of Conservation Area applications. Target of 95%, last quarter score achieved was 100%, finishing the year with 97.94% of all applications determined. The work continues to protect the tree stock across the borough.

Chris Wheeler, Executive Head of Environmental Services

13.2 Key Performance Indicators Status

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
E1*	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	4.8%	4.3%	4.0%	5.3%	Received Quarter in Arrears	5.00%
E2	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	Monitoring on pause					90%
E3a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better)		42	tbc	60	63	63	40
E3b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better)		66	tbc	69	61	64	40
E NI191*	Residual household waste per household (lower outturn is better)	kg	93	82.4	82	87	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	56.1%	60%	58%	57.9%	Received Quarter in Arrears	54.0%
E4	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	100%	100%	97.6%	98.2%	96.2%	95%

13.2.2 Comment:

E1, NI191, NI192 – The MRF rejection rate, residual waste per household and recycling rate figures for the quarter are not available. These figures are calculated by Surrey County Council and their Contractor who receive our recycling for processing, and it takes some time for these figures to be collated, verified and shared with Waverley BC. Historically we have only been able to report these figures a quarter in arrears.

The MRF rejection rate for Qtr 3, has shown some decline against a target of less than 5% in Q3, however the full year outcome is likely to be well below the target of 5%. Residual Waste per household in Qtr 3 has increased on Q2, this is normal as Q3 includes the Christmas period and positively was still under the 90kg target. The recycling rate in Qtr 3 has decreased slightly but remains well ahead of our target.

E2 – Environmental Cleanliness monitoring remains suspended and street cleaning is currently on a reactive service as opposed to scheduled cleaning basis as the service continues to prioritise refuse and recycling collections.

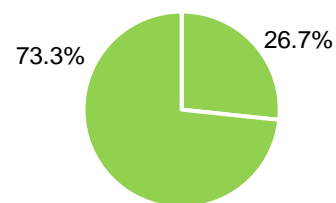
E3a, E3b – Missed bin figures for Qtr 4 are provided but must be viewed with caution due to issues with the customer reporting software which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports of missed bins that were not missed but simply picked up later than usual. We are in discussions with Biffa to bring the relevant reporting restrictions back into use as soon as possible to prevent inaccurate missed collection reporting.

13.3 Service Plans – Progress Status

13.3.1 Summary Table and Pie Chart

Q4 Progress on Environmental Services Service Plans 2022/25

Total	100%	45
Completed	26.7%	12
On track	73.3%	33
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



13.3.2 Comment:

All of the outstanding actions are in hand with no serious delays anticipated with the possible exception of the transfer of cleaning to Farnham Town Council which may or may not proceed.

13.4 Internal Audit Actions Progress Status

Comment: At the end of Q4 there were no outstanding Internal Audit Actions for this service area.

13.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	19	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	4	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	21.1%	95%

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

KPI	Description	Data Type	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	2	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	100%	95%

13.5.3 Summary Comment on the statistics

The service has seen an increase in level 1 complaints in the quarter mainly related to a small number of repeated collection issues. The field team has been working with Biffa to investigate, understand the causes and put in place the necessary corrective actions. A complaints lead has also been appointed to ensure that timely responses are made to these complaints.

13.6 Finance Position at the end of the quarter

13.6.1 Environmental Services General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Environmental Services					
Expenditure	12,089	11,914	-175	Favourable	-1%
Income	-4,149	-4,095	54	Adverse	-1%
Environment Services Total	7,939	7,819	-120	Favourable	-2%

Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
Environment	271	101	-170	135
Parks & Recreation	2,062	916	-1,146	1,175

13.6.2 Summary Comment on General Fund and capital position at the quarter end

The lower than anticipated number of garden waste customers is reflected in the adverse revenue position set out in 13.6.1. A small number of projects being delivered through 22/23 are nearing completion and expected to complete early in the 23/24 year, hence the carry forwards.

14. Service Dashboard – Planning Development (remit of Services O&S)

This service area includes Planning applications; Planning enforcement; Planning integration and improvement.

14.1 Key Successes & Lessons Learnt, Areas of Concerns**14.1.1 Summary from Executive Head of Service – Q4 2022/23****Development Management**

Performance has continued to improve and be maintained through Q1, Q2, Q3 and Q4 for major, and non-major (including householder and other) applications with all categories exceeding the performance threshold. The encouraging news reported for the September (Q2) in terms of the Government's performance threshold which is currently above 70% for the rolling 2-year period for Non major applications and 60% for major applications has been maintained in Q3 and Q4.

Following the letter from DLUHC indicating potential designation for non-major applications in the two years to the end of Q2 (September 2022) the response has been sent to DLUHC setting out the circumstances that resulted in performance below the Government threshold of 70%. The response also set out the improvements that have been undertaken, and those yet to take place but set out in the updated Improvement Action Plan and requested that the Council not be designated at this time as it would be counterproductive.

In response to this letter DLUHC wrote to the Chief Executive on the 12th April 2023 advising that before formally designating the authority, the Secretary of State for Levelling Up, Housing and

Communities is prepared to give the Council the opportunity to demonstrate improved performance by June 2023. The letter referenced the improvements that had been made to date. It is worth noting that this letter was sent before the performance data for Q4 was published.

The Council achieved the Governments major planning application threshold (60%) with 62.7% of Major application in time or an extension of time over the 2-year period to Q2 (September 2022) avoiding designation.

The Major and Non major applications performance for the last four quarters illustrate a very significant improvement which if maintained would place performance figures in a healthy place for the two years rolling period to September 2023.

There continue to be officer vacancies in this quarter, and these have, or are going to be, filled all but by contractors rather than permanent staff. There is currently a recruitment process in flight.

Development Management (DM), working closely with the Business Support team, is very much on an improved path of performance, as can be seen with the last 4 quarters performance statistics, with many of the required targets being exceeded. Following on from the Planning Advisory Service (PAS) independent consultant review during Q1, a written review offered 10 recommendations for improvement, all of which have been actioned and implemented and we continue the work in progress with the PAS DM Challenge Toolkit.

Claire Upton-Brown, Executive Head of Planning Development

14.2 Key Performance Indicators Status

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	89.6%	90.4%	81.0%	95.8%	97.8%	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)	%	55.6%	100%	92.9%	91.3%	100%	80%
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	59.0%	93.1%	82.8%	92.2%	96.4%	80%
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	60%	91.5%	89.3%	97.6%	98.2%	90%
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	65%	88.1%	81.8%	92.5%	92.9%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	34.3%	37.5%	20.7%	22.2%	25%	30%

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	8%	0%	0%	1.8%	6.3%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.0%	0.7%	1.4%	1.5%	1.9%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	80.0%	82.4%	57.1%	91.2%	82.9%	75%
P6	Percentage of "Bronze Service Level" pre-application advice provided within 21 days (3 wks) target (higher outturn is better)	%	9.8%	0%	11.4%	18.2%	11.8%	Data only

14.2.2 Comment:

P1 (Total planning applications determined within 26 weeks) – There continues to be a recovery from the dip in performance in Q2, due to the decision over the covid period not to seek extensions of time. Extension of time are now sought where required and this change continues to have a positive impact on performance.

P151 (Processing of major applications) –the continued very good performance 100% determined within 13 weeks or with an agreed extension of time, demonstrates on going and continued improvements made.

P153 (Processing of non-major applications) – Again, the figure of 96.43% determined either in 8 weeks or within an agreed extension of time represents a huge improvement over last year's performance.

P123 (Processing of other applications) – The performance against this target is exceptionally good at 98.43% and illustrates the step change in performance in the service.

P2 – (Processing of residual applications) – Exceeded target with 92.86%

P3, LP152, LP154 – (Appeals performance) – Continued improvement in appeal performance over Q1 and Q2 however the percentage of appeals allowed in Q3 and Q4 has increased compared to the first 2 quarters. This is something that needs to be closely monitored.

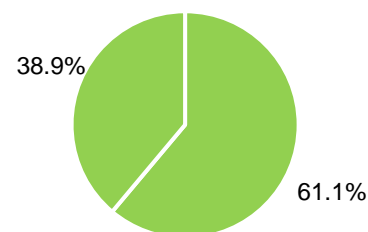
P4 -Enforcement - There has been a very notable improvement in Enforcement performance following the Enforcement Officer vacancy for some months and the complex and significant cases coming to a head (mostly involving applications to the High Court), that have required a great deal of officer attention in Q2. Q4 is showing a slight drop off in performance though performance still remains above target.

14.3 Service Plans – Progress Status

14.3.1 Summary Table and Pie Chart

Q4 Progress on Planning Development Service Plans 2022/25

Total	100%	36
Completed	61.1%	22
On track	38.9%	14
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



14.3.2 Comment:

All of the outstanding actions are in hand with no serious delays anticipated.

14.4 Internal Audit Actions Progress Status

Comment: At the end of Q4 there were three outstanding Internal Audit Actions for this service area:

IA22/SP.06 Planning portal (including appropriate declarations made by users)

IA22/SP/05/3.2 Refund Process

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 March 2023)

14.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	8	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	4	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	50.0%	95%

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	9	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	8	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	88.9%	95%

14.6 Finance Position at the end of the quarter

14.6.1 Planning Development General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Planning Development					
Expenditure	5,716	5,583	-133	Favourable	-2%
Income	-3,435	-3,262	173	Adverse	-5%
Planning Development Total	2,281	2,321	40	Adverse	2%

15. Service Dashboard – Regulatory Services (remit of Services O&S)

This service includes Air quality; Corporate health and safety; Emergency planning; Environmental health/crime; Food safety; Licensing; Private sector housing.

15.1 Key Successes & Lessons Learnt, Areas of Concerns

15.1.1 Summary from Executive Head of Service – Q4 2022/23

Quarter 4 saw a general increase in activity across all of the Regulatory Teams and a busy Emergency Planning response supporting the community during significant water outages affecting both Waverley and Guildford residents. Getting businesses back on track continues to be extremely challenging. I have to thank all of the team for their continued enthusiasm and commitment to maintaining and delivering quality services in spite of the additional pressures they have been under, and I am sure Members would wish to do the same.

Environmental Health Food and Safety Team Q4

Q4 was the final period of the Food Standards Agency Recovery Plan with an expectation that the food service was sufficiently recovered from any inspection programme backlog generated by the Covid pandemic. This required that all category A, B and non-broadly compliant C and D businesses had received their food hygiene inspection. It was positive to note that this target was met by the team. In doing so, 125 inspections of food business have been undertaken during Q4. The standards of food hygiene within businesses have been reported by officers as generally satisfactory with only 4 being given a rating of 0,1 or 2 under the Food Hygiene Rating Scheme which indicates that they were not broadly compliant and in need of further intervention. Of those businesses inspected, 77 received written warnings and 4 (compared to 13 in Q3) were issued with notices requiring compliance in areas of food training and food safety management. A reduced number of food businesses (3) have made requests for a Food Hygiene Rating Scheme revisit to reassess standards and provide a new Food Hygiene Rating. The service also saw a significant drop in newly registering food business to 35 (from 63 last quarter) and there appears to have been a general settling of food business activity similar to pre-pandemic levels.

The number of complaints from the public about hygiene standards observed within food businesses reduced also to 7 (from 13 in Q3), but the number of food poisoning allegations increased slightly to 8 (from 5 in Q3). Official notifications of confirmed infectious disease cases remained stable at 56 (55 in Q3).

In Q4 an additional project was carried out to audit the food business database held by the Council to ensure that information relating to active food businesses is reliable. This was necessary due to the large number of food premises that had temporarily opened during the pandemic, but which during the recovery period have closed. There is no requirement on food businesses to inform the Council

that that a food business has closed. This has brought the number of food business establishments currently operating in the borough down to 1062 and will allow for more efficient food safety intervention during the next financial year.

In regard to health and safety enforcement, inspections as part of the 'Gas Safety in Catering Premises Project' have continued during Q4. These have resulted in the service of 1 formal improvement notice to deal with unsafe gas appliances in catering businesses.

The service has received 24 workplace accident notifications during Q4 (22 in Q3). The service is involved in two major injury accident investigations, one has progressed to prosecution and is awaiting court proceedings.

Environmental Protection Team

During Quarter 4 of 2022/3 the Environmental Protection Team dealt with the following requests for service:

Complaint type	2021/22 full year	Qtr. 1 2022/23	Qtr. 2 2022/23	Qtr. 3 2022/23	Qtr. 4 2022/23	2022/23 full year
Noise complaints	426	133	167	105	127	532
Planning consultations	907	183	192	198	160	733
Requests for information	521	97	106	57	84	344
Temporary Event Notice Consultations	559	286	143	200	162	791
Premise License Consultations	59	20	18	16	7	61
Bonfire Complaints	120	32	21	13	37	103
St Trading requests for service	119	16	21	35	26	98
Pest control complaints	100	13	18	18	8	57
Various other requests for service	498	114	142	133	136	525
Total	3309	894	828	775	747	3244

The Environmental Protection Team have also:

- Dealt with 33 more complex cases and served 10 notices, including those detailed below.
- Gained a variation to a Criminal Behaviour Order in respect of barking dogs, so the dogs could not be at the offending premises from 5pm on 1 March 23. The offender was compliant, and a statutory noise nuisance resolved. We continue to monitor the situation.
- Successfully prosecuted (second time) for a statutory odour nuisance from a fish and chip shop in Farnham. A new owner has submitted a planning application to upgrade the odour control system and we commented on the planning application to ensure the proposed system was sufficient. We await the outcome of the planning application.
- Put together a trial bundle and passed to Legal for prosecution in respect a statutory noise and odour nuisance from a restaurant in Godalming.
- Worked with Network Rail regarding overnight working to update signals on the rail network. This included serving 7 notices for out of hours working to minimise noise. To date we have not had any noise complaints in respect of these works.

- Undertook numbers of visits with the Environment Agency regarding problems being caused by unlicensed waste disposal/transfer sites. Problems in respect of one site are resolved.
- Provided information to the ombudsman regarding a vibration complaint. They found no fault with Environmental Protection or the Council.
- Actively worked with the Petroleum Officer and Environment Agency to investigate petrol/diesel odours, Bramley High Street.
- Continued work to deal with street trading consents, animal activity licences and scrap metal dealer licences. We went to committee once for determination of a consent. We also served a suspension notice regarding a Dog Breeding Licence.
- Worked to update the Air Quality Action Plan for our Air Quality Management Areas and develop new Clean Air Strategy for Waverley. This included reviewing feedback from consultation with the Air Quality Steering Group, amending the documents and drafting committee reports. The documents were adopted by Council in March.
- Worked with planning colleagues, WBC's consultant, the Environment Agency and Dunsfold Airport Ltd to find a way to deal with contamination on their site. This continues to be challenge given staff resources.
- Covered work associated with the contaminated land officer's role (0.8 FTE) which has been vacant.
- Reviewed tenders with colleagues at GBC and put in place a new WBC pest control contract from 1 April 2023.
- Worked with GBC to review tenders for a stray dog contract. We hope to put in place a new WBC stray dog contract soon.

Private Sector Housing

Disabled Facilities Grant enquiries in 2022/23 almost reached the highest-level set in the previous year. Part of the reason for this has to be greater awareness of grant availability as we have seen an increase in referrals from private Occupational Therapists (OT) and also hospital OTs who are trying to arrange works to allow patients to return home.

The number of grant approvals this year has far exceeded previous figures. This is partly due to the increase in enquiries the previous year but also because the contract with The OT Practice is starting to speed up OT reports and therefore applications for simple adaptations.

The number of grant completions in 2022/23 exceeded the previous maximum set in 2019. This is thought to be the result of improvements in all areas of the grant process, including increased use of private OT reports and quicker processing of applications by the team.

There has been a big increase in the number of enquiries for Safe and Warm grants, which was much higher than previous figures, 49 compared to 31 in 21/22.

By the end of March there had been 115 new HMO licence applications made to Waverley since HMO licensing was introduced. Licences have been issued for 111 of these properties. The remaining applications are being processed.

When HMO licensing was introduced in 2006 it applied to properties with 5 or more occupiers *and* 3 or more storeys. On 1 October 2018 new legislation came into force with the effect that all HMOs with 5 or more occupiers require a licence irrespective of the number of storeys. Under the original scheme we licensed 49 licences. Since the change in legislation, we have issued 62 more licences, although eleven of these would have been licensable under the old regime. HMO licences are issued with a schedule of works mainly to improve fire safety and provision of amenities.

The overall number of complaints about living conditions for the year was similar to pre-covid levels but the numbers received in the second half of the year were much higher than previously. This increase was partly due to the change in weather, but it is also likely that increased media coverage (particularly regarding damp and mould) has played a part. Complaints about illegal eviction and landlord harassment were also significantly higher than in almost every other year. Four of the “other enquiries” have been complaints about neighbouring properties causing a nuisance, which is unusual.

The Council has a duty to arrange funerals for people dying in the Borough where there is no-one else to take responsibility. Where possible the team try to enable other parties to make the arrangements e.g., by accessing Social Fund payments. Where no other arrangement is possible the team will arrange the funeral and reclaim as much money as possible from the deceased’s estate.

Requests for public health funerals have remained high for the last three years, with 17 arranged in 22/23 (16 in 21/22, 17 in 20/21 and 12 in 19/20 compared to 5 in 18/19).

Under the Caravan Sites Control and Development Act 1960 any land that has planning permission for use as a caravan site must also have a site licence unless it falls within one of the exemptions under the Act. This allows the local authority to impose conditions for the health and safety of the residents.

There are 38 licensed caravan sites in Waverley of which 33 are Gypsy, Roma and Traveller (GRT) sites.

Licensing

The Licensing Act Policy has been reviewed and is currently out for consultation. Due to return to committee on the 05 June.

Taxi licensing fees were reviewed and consulted on.

17 new applicants took knowledge tests in Qtr. 4, (Identical to Qtr 3). Routine driver and vehicle checks were also carried out over the quarter and 29 new taxi complaints were investigated (up from 15 in Qtr. 3).

34 DBS interviews were conducted with new or existing drivers and 251 of our 260 drivers (96.5%) are now registered with the DBS update service which enables the Council to make regular (quarterly) DBS checks on the individuals. All drivers are checked against (NR3) National database of refusals and revocations and 13 local driver refusals or revocations (which includes historic ones) have been added to NR3 database.

1 Committee hearing was held during Qtr. 4 regarding driver issues.

Licensing Act 2003 applications have remained constant with 4 new premises licence applications (5 in Qtr. 3). 2 applications were received for variations of licence conditions (2 in Qtr. 3), 2 applications for minor variations, 0 transfers of premises licence, 25 variations of designated premises supervisor (DPS) and 1 joint transfer and vary DPs applications were processed. 4 copy licences. 4 Change of Head Office/PLH/ DPS home addresses.

237 Temporary Event Notices were received (208 in Qtr. 3). 39 of these were late notifications which had to be processed quickly to ensure there would be no adverse impacts.

The licensing team also carried out 37 routine inspections of licensed premises (38 in Qtr. 3), 6 were joint inspections with the Police following complaints from residents, 3 joint visits with Immigration, 7 routine inspections of betting premises, 4 visits to premises following complaints from neighbours, 1 pavement complaint and 3 observation visits.

3 Committee hearings were held during Qtr. 4 regarding issues with Licensed premises.

Pavement Licensing processing by borough and district councils has been extended for another year and 2 new applications were received in the 3rd Qtr. (5 in Qtr. 3).

11 House to House Collections (12 in Qtr. 3) and 09 Street Collections (12 in Qtr. 3) were approved. 27 Small Society Lottery licences were renewed, and 2 New Small Society Lottery licences were granted.

Environmental Enforcement

Reduced staffing levels have presented challenges for the team in this quarter. A vacancy and long-term sickness followed by a resignation compounded the pressures on the team, but they have continued to focus their efforts on monitoring the waste and street cleaning contracts and abandoned vehicles.

A determined focus on abandoned vehicles in spite of these reduced staffing levels. Several persistent offenders were targeted with excellent results and the team has received compliments for the way it has dealt swiftly with new reports. Fixed Penalty Notices are now also being issued to persons who abandon vehicles in addition to the removal and storage charges as an added deterrent.

The Public Spaces Protection Orders in relation to dog fouling and dog control were subject to public consultation during this quarter with positive responses from over 600 local residents, local organisations and Town and Parish Councils. These responses are being analysed and a report will be progressed to the Executive in June and Council in July.

Emergency Planning:

Our Emergency Planning and Business Continuity response plans have continued to be tested throughout this quarter in supporting the community and running business as usual in parallel. Overall, we feel the council working with partner agencies has performed extremely well in Q4.

The council's resilience was tested in this quarter, primarily during a water outage at Netley Mill Water Treatment Works in February, impacting properties in both Guildford and Waverley. The team worked closely with Guildford Borough Council colleagues and partner agencies to ensure we were ready to effectively respond when requested by the SLRF. Work is also continuing between colleagues at Waverley BC, Guildford BC and Applied Resilience to review, combine and integrate emergency and business continuity plans and procedures to ease the transition period moving forwards. There has also been a continued effort to recruit staff members to various Emergency Response roles necessary to prepare WBC for responding effectively to emergencies in future.

Event safety has continued to be a key focus during Q4, with emphasis on improving the organisation and multi-agency communication with regards to high-risk events requiring a Safety Advisory Group. A recurring SAG group meeting has been put in place to discuss high risk events taking place across the Borough.

The team has continued to complete their corporate Health and Safety responsibilities. The review process has begun for the Corporate Health and Safety Policies, taking the opportunity to further the integration process with Guildford BC by taking their Health and Safety Policies into consideration during this review to ease future collaboration. Plans have also been put into place to hold frequent H&S walks around all corporate buildings to ensure the H&S standards remain high in all WBC workplaces. In the background, the team has continued to work with Housing colleagues to achieve safety compliance across WBC housing stock.

An additional focus during Q4 has been on Climate Adaptation. The team has begun to work closely with SCC and various Boroughs across the County to produce a Climate Adaptation Strategy and Action Plan to provide direction and objectives for WBC to work towards adapting to Climate Change.

Richard Homewood, Executive Head of Regulatory Services

15.2 Key Performance Indicators Status

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

PI reference	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
R1a	Average number of days to remove fly-tips (lower outturn is better)	Days	3	3	2	2	3	2
R1b	Number of fly tipping incidents in a quarter (Data only)		244	182	163	195	210	Data only
R2	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	81.3%	88.9%	100%	100%	100%	100%
R3	Food businesses with a 'Scores on the door' of 3 or over (higher outturn is better)	%	89.4%	89.9%	90.2%	91.0%	91.3%	Data only

15.2.2 Comment:

R1a, R1b – Performance on clearing fly tips has slipped in Qtr 4 due to sickness and vacancies. During that period a vacancy and long-term sickness followed by a resignation compounded the pressures on the team against a backdrop of an increase in fly tip numbers compared to the previous 3 quarters. Enforcement activity on fly tipping and abandoned vehicles remained a priority but the sickness absence and vacancies in the Environmental Enforcement Team had a significant impact on performance.

R2, R3 – As food inspections get back on track (100% for the third quarter in a row) standards in food businesses are starting to improve and the number of food businesses with a score of 3 or over continues to rise.

15.3 Service Plans – Progress Status

15.3.1 Summary Table and Pie Chart

Q4 Progress on Regulatory Services Service Plans 2022/25

Total	100%	63
Completed	54.0%	34
On track	46.0%	29
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



15.3.2 Comment:

All Service Plan actions are either complete or on track at the end of the fourth quarter.

15.4 Internal Audit Actions Progress Status

Comment: At the end Q4 there were no outstanding Internal Audit Actions for this service area.

15.5 Complaints Statistics

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100.00%	95%

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

KPI	Description		Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Q4 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New service structure effective 1 October 2022			0	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New service structure effective 1 October 2022			0	3	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	100%	95%

15.5.3 Summary Comment on the statistics

Responding to complaints has been a priority during Qtr. 4 and this has shown a significant improvement in performance.

15.6 Finance Position at the end of the quarter

15.6.1 Regulatory Services General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Regulatory Services					
Expenditure	4,478	4,259	-218	Favourable	-5%
Income	-2,530	-2,476	55	Adverse	-2%
Regulatory Services Total	1,947	1,784	-163	Favourable	-8%

Capital Regulatory Services

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Carry Forward £'000
Regulatory Services	33	11	-21	15

15.6.2 Summary Comment on General Fund and capital position at the quarter end

The general fund budgets show a satisfactory position due to salary savings from vacancies. The shortfall in income relates to licensing where activity is still influenced by the aftereffects of Covid. Some capital funding on Air Quality Improvement works (£15,000) needs to be carried forward into 2023/4.