

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Value for Money & Customer Service
(Other Members for Information)

When calling please ask for:
Georgina Hall, Democratic Services Officer

Policy and Governance

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Direct line: 01483 523224

Date: 3 September 2021

Membership of the Overview & Scrutiny Committee - Value for Money & Customer Service

Cllr Peter Martin (Chairman)

Cllr Joan Heagin (Vice Chairman, in
the Chair)

Cllr Brian Adams

Cllr Roger Blishen

Cllr Jerome Davidson

Cllr Jerry Hyman

Cllr Peter Marriott

Cllr Stephen Mulliner

Cllr Peter Nicholson

Substitutes

Cllr Simon Dear

Cllr John Gray

Members who are unable to attend this meeting must submit apologies by the end of Monday, 6 September 2021 to enable a substitute to be arranged.

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE will be held as follows:

DATE: MONDAY, 13 SEPTEMBER 2021

TIME: 7.00 PM

PLACE: COUNCIL CHAMBER

The Agenda for the Meeting is set out below.

Please note that due to current Covid restrictions, seating in the public gallery is extremely limited. The meeting can be viewed remotely via [Waverley Borough Council's YouTube channel](#) or by visiting www.waverley.gov.uk/webcast.

Yours sincerely

ROBIN TAYLOR

Head of Policy and Governance

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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

1. **MINUTES**

To confirm the Minutes of the Meetings held on 29 June 2021 and 12 July 2021 (extraordinary meeting), (to be laid on the table 30 minutes before the meeting).

2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Monday 6th September 2021 to enable a substitute to be arranged, if applicable.

3. **DECLARATIONS OF INTERESTS**

To receive Members' declarations of interests in relation to any items included on the agenda for this meeting, in accordance with Waverley's Code of Local Government Conduct.

4. **QUESTIONS FROM MEMBERS OF THE PUBLIC**

The Chairman to respond to any written questions received from members of the public in accordance with Procedure Rule 10.

The deadline for receipt of written questions is 5pm on Monday 6 September 2021.

5. **QUESTIONS FROM MEMBERS**

The Chairman to respond to any questions received from Members in accordance with Procedure Rule 11.

The deadline for receipt of written questions is 5pm on Monday 6 September 2021.

6. COMMITTEE WORK PROGRAMME (Pages 7 - 16)

The Value for Money & Customer Service Overview & Scrutiny Committee is responsible for managing its work programme.

A Scrutiny Tracker has been produced to assist the Committee in monitoring the recommendations that have been agreed at its meetings. The Tracker details the latest position on the implementation of these recommendations and is attached as Part C of the work programme.

7. CORPORATE PERFORMANCE REPORT Q1 (Pages 17 - 70)

The Corporate Performance Report provides an analysis of the Council's performance for the first quarter of 2021-22.

This will be introduced by the Policy and Performance Officer and presented by the Heads of Service.

Recommendation

It is recommended that the Overview & Scrutiny Committee:

- 1) considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate

The pages which the Committee needs to consider are pages 24 – 46 of the document pack

8. COMMUNITY INFRASTRUCTURE LEVY REPORT

There will be a discussion around what the Committee wishes to see in the report which will be brought to its November meeting.

9. VERBAL UPDATE ON DUNSFOLD PARK

The Head of Finance and Property will provide an update on the bidding process related to this site.

10. VERBAL UPDATE ON THE GUILDFORD COLLABORATION

The Leader of the Council will update the Committee.

11. BIENNIAL SCRUTINY REPORT (Pages 71 - 88)

The Policy Officer (Scrutiny) will present this report for comments from the Committee.

Recommendation

That the Committee endorse the report included as annexe 1 whilst making any suggestions for amendments.

12. CAR PARKING REVIEW REPORT (Pages 89 - 110)

This item has been put on the agenda for information. It will be considered at the Environment Overview and Scrutiny Committee on 20 September. Members of the Value for Money and Customer Service Overview and Scrutiny Committee who wish to comment on the report are invited to put their questions to that committee.

13. PROPERTY INVESTMENT ADVISORY BOARD ACTIVITY UPDATE REPORT
(Pages 111 - 114)

Recommendation

That the Committee note the property investment activity and makes any observations or recommendations to the Portfolio Holder and /or Executive as appropriate.

14. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation on the motion of the Chairman:

Recommendation

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be specified at the meeting).

14.a PROPERTY INVESTMENT QUARTERLY REPORT (*Pages 115 - 120*)

15. ANY OTHER ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider any matters relating to aspects of any reports on this agenda which, it is felt, may need to be considered in exempt session.

Officer contacts:
Mark Mills, Policy Officer - Scrutiny
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Tel. 01483 523224 or email: georgina.hall@waverley.gov.uk

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INTRODUCTION TO WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY WORK PROGRAMME

The programme is designed to assist the Council in achieving its corporate priorities by ensuring topics add value to the Council's objectives, are strategic in outlook, are timed to optimise scrutiny input and reflect the concerns of Waverley residents and council members. The programme is indicative and is open to being amended with the agreement of the Chair with whom the item is concerned. The work programme consists of three sections:-

- Section A – Lists the Scrutiny tracker of recommendations for the municipal year.
- Section B – Lists items for Overview and Scrutiny consideration. It is not expected that the Committee cover all items listed on the work programme and some items will be carried over into the following municipal year. In-depth scrutiny review topics for consideration by the respective Committee will also be listed in this section.
- Section C – Lists live in-depth scrutiny task and finish groups, including objectives, key issues and progress.

Section A

Scrutiny Tracker 2020/21

Value for Money and Customer Service O&S Scrutiny Tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
12 th July 2021	Property Matter	Regarding future strategic property matters, the Executive should ensure that: 1. Dialogue with the VfM O&S and Audit Committees should begin at an earlier stage. 2. All member briefings are arranged that provide an opportunity for interaction and follow-up between backbench councillors and senior officers and Executive members		September 2021
29 th June 2021	Options for Collaboration with Guildford Borough Council	In light of a request from Committee Members the Leader agreed that any information for Council on 6 July 2021 be sent to Councillors by email separately from Modern.Gov to ensure that all councillors could see it The Leader said he would request a paragraph in the information provided to Full Council on whether the position of joint chief executive had to be advertised externally	A package of information was emailed to all councillors on the 3 rd July	July 2021
24 th May 2021	Corporate Performance Report Q.4	The Committee requested that if the same document was sent out more than once that tracked changes were shown.	Democratic services agreed this will be done for future VfM agendas	Ongoing
	Key performance indicator review report	Implement the proposed new indicators	These will be included in future performance reviews	September 2021

Value for Money and Customer Service Overview and Scrutiny Committee

9th March 2021	Service Plans	<p>Head of Planning and Economic Development requested to bring the detail of the Economic Development Strategy to the next Value for Money and Customer Service Overview and Scrutiny Committee.</p> <p>Legal services to add performance indicators in the Corporate Performance report where appropriate.</p>	PIs related to land charges and FOI are being developed and will be presented to the June committee.	June 2021
	Recovery change and transformation project	The Head of Commercial Services requested to bring an end of programme report to the next meeting of the Value for Money and Customer Services Overview and Scrutiny Committee.	Report brought to committee meeting	June 2021
	Business Transformation project	The Head of Business Transformation to provide cost savings for the current projects.		June 2021
	Committee Work Programme	A presentation for the next meeting on the Community Infrastructure Levy (CIL) process.	Being brought to September meeting	June 2021
	Corporate Performance Report Q.4	Head of Finance and Property was requested to introduce a new KPI on property investment.	Agreed by May meeting	June 2021
	Property Investment	A timeline on the transformation of The Burys site to come to the next meeting of Value for Money Overview and Scrutiny.		June 2021

Value for Money and Customer Service Overview and Scrutiny Committee

25 January 2021	General Fund Budget 2021/22 and Medium Term Financial Plan 2021/22 - 2024/25	<p>The strategic director Graeme Clark agreed to circulate more information on inflation and contractual charges.</p> <p>The Chairman requested more comprehensive budget papers in future. It was also suggested that it would be helpful to see causal analysis showing the effect of Covid-19 on the budget. The Capital Projects Spending Review would look at whether the Council's spending priorities were still correct in the time of Covid-19.</p> <p>The committee requested separate pages of information about property.</p>		2021/22
	Review of complaints closed in 2019/20	<p>The Corporate Complaints Manager agreed to look into a complaint about postal voting following a comment from the Vice Chair. The lessons learnt from the housing complaints would be taken to the Housing O&S committee with a breakdown of what had actually been done about the complaints.</p>	<p>Email with details sent on 26/1/21.</p> <p>Lessons learnt report put on Housing O&S Forward Work programme.</p>	March 2021
	Property Investment Advisory Board activity update	<p>The Committee heard that the Property Investment Strategy was being reviewed in light of changes of Government's rules. The Committee will review this at the next meeting.</p>		March 2021
	Committee Work Programme	<p>A request to see the Economic Development Strategy on the Overview and Scrutiny agenda and a review of whether the Community Infrastructure Levy process was working.</p>	<p>Added to Forward Work Programme</p>	2021/22

Value for Money and Customer Service Overview and Scrutiny Committee

16 November	Medium Term Financial Plan update	<p>The Committee noted the report and resolved: To look at the Council's reserves and provisions in another meeting in greater depth prior to the budget setting. The Committee would like financial data to be presented differently in future meetings so that when figures are presented, they know how much it is out of. The Committee wanted to see gross figures presented on the left hand side of any tables of figures. Reminded the Executive of the suggestions made in July in the context of the Contingency Revised General Fund Budget for 2020/21 relating to areas where further cost savings might be possible.</p>	An informal session on Council Reserves being arranged in early January 2021.	
	Recovery Change and Transformation Programme	<p>The Committee noted the progress which had been made and requested more commentary on the cost cutting nature of the financial information presented to be brought to the next committee meeting.</p>		
21 September 2020	Corporate Strategy	<p>The Committee considered the draft Strategy and made the following suggestions; point 23 needs to be more flexible as it is unlikely to be possible to have paperless agendas due to certain health and accessibility issues; the points should be grouped into portfolios; the objectives need to be 'smart' and point 11 needs targets.</p>	<p>The comments made will be considered for the final version of the Strategy which will come back to the Committee in November.</p>	November 2020

Value for Money and Customer Service Overview and Scrutiny Committee

13 July 2020	Contingency Revised Budget 2020/21	The Committee considered the proposed contingency budget produced in response to the immediate financial impacts of covid and made the following suggestions regarding the MTFP: wider use of the Better Care fund; an increase in the green waste subscription fee, and cutting grass verges to the standard allowed with funding from SCC. The Committee also suggested reconsideration of the SANG reserve to contribute to the short-term shortfall.	The contingency budget 2020/21 was passed at Council 11 August 2020. The suggestions for the MTFP were noted and the Committee will have a chance to consider these in more depth when it considers the revised MTFP November 2020.	August 2020
20 January 2020	Medium Term Financial Plan 2020/21 – 2023/24 and General Fund Budget 2020/21	The Committee generally supported the five recommendations from Executive to Council.	The recommendations were agreed at full Council 18 February 2020.	February 2020
18 November 2019	Budget Strategy Working Group Interim Report	The Committee recommended that transformation costs should be carefully estimated with regard to both quantum and timing and included in the MTFP model.	The transformation costs will be included in the revised MTFP which is being worked on and will be reported in November 2020.	November 2020
	Review of Complaints Closed in 2018/19	Given the higher number of complaints for Housing Operations compared to other services, the Committee requested officers undertake some research into the number of complaints of other local authorities with a similar level of housing stock.	Initial research has been carried out but it has been very difficult to find published data from similar organisations. The Housing O&S Committee are continuing to monitor the level of complaints.	June 2020
24 June 2019	Work programming	The Committee agreed to invite the Portfolio Holder to address the Committee regarding finalisation of Community Infrastructure Levy governance arrangements and any anticipated change of policy direction.	The Committee did have this item on the work programme for June 2020 but the disruption caused by covid means it remains on the work programme to be considered at a later date.	2021

Value for Money and Customer Service Overview and Scrutiny Committee

26 June 2017	Performance Management Report	The Committee requested suggestions from officers for establishing customer satisfaction baseline data.	Key performance indicators and management information should be in place by the end of this financial year.	March 2021
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Section B

Work programme 2020/21

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Biennial Scrutiny report	To consider a report on Overview and Scrutiny's activities in the 2019/20 and 2020/21	Mark Mills	September 2021	October 2021
Business Transformation Project	To receive an update on progress and savings realisation	David Allum	September 2021	N/A
Car Parking Review Report (in relation to the remit of the Committee)	To scrutinise the income element of car parking, with particular focus on its relevance to meeting the Medium-Term Financial Plan	Richard Homewood	September 2021	September 2021
Community Infrastructure Levy (CIL)	To receive and scrutinise the annual review of CIL governance arrangements after the first bidding round	Zac Elwood	September 2021	N/A
Emergency Planning	To review the Council's new emergency plan	Richard Homewood / Tinaz Erenler	September 2021	September 2021
Property Investment Advisory Board Activity update report	To receive a report updating the Committee on the progress and activity of the Property Investment Advisory Board	Peter Vickers	September 2021	N/A
Property Investment quarterly report (exempt)	To receive an item detailing the performance of property portfolio	Peter Vickers	September 2021	N/A
Q.1 Corporate Performance Review	To receive a report on the performance indicators for the previous quarter	Nora Copping	September 2021	N/A
Capital Strategy	To consider the Capital Strategy which incorporates the property and treasury strategies.	Peter Vickers	January 2022	February 2022
Economic Development Strategy	To receive an update on the delivery of the Strategy	Zac Elwood	Q4 2020/21	N/A

Section C

Scrutiny Reviews 2020/21

Subject	Objective	Key issues	Lead officer	Progress
Budget Strategy Working Group	To strategically support the MTFP initiatives by implementing a support strategy that investigates the reduction of costs through efficiency measures and divesting services alongside a transformation programme.	<ul style="list-style-type: none"> • Medium term financial plan • Budget gap • Revenue support grant • Income generation • Participatory budgeting • Service delivery • Asset utilisation 	Peter Vickers	Will likely be resumed when the preparation of the 2022/23 budget is sufficiently progressed

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 13 SEPTEMBER 2021

COMMUNITY WELLBEING O&S – 15 SEPTEMBER 2021

HOUSING O&S – 21 SEPTEMBER 2021

ENVIRONMENT O&S – 29 SEPTEMBER 2021

Title:

CORPORATE PERFORMANCE REPORT

Q1 2021-2022

(APRIL - JUNE 2021)

Portfolio Holder: All Portfolio Holders

Head of Service: All Heads of Service

Key decision: No

Access: Public

1. Purpose and summary

The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the first quarter of 2021-22. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation

It is recommended that the Overview & Scrutiny Committee:

- 1) considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate

3. Reason for the recommendation

The quarterly review of the Council's performance is subject to internal as well as external scrutiny in which the O&S committees play a crucial role. This approach allows for a transparent assessment on how each service performs against its set goals and targets. It also allows the O&S Committees to raise any areas of concern to senior management and the Executive, which in turn drives service improvement.

4. Background

4.1 The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets. The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key performance indicators
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data
- Financial forecasting

- Housing Delivery monitoring

4.2 The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Finance Director) comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.

4.3 Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report, specific to its service area remit, and this has been clearly outlined in section 2 'Report Sections Scrutiny Remits per O&S Committee' of the Annexe.

5. Relationship to the Corporate Strategy and Service Plans

Waverley's Performance Management Framework and the active management of performance information helps to ensure that Waverley delivers its Corporate Priorities.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The report presents the performance status of a wide range of measures from across the Council, including the quarterly update on the budget position and staffing situation.

6.2 Risk management

The scrutiny process of key performance indicators, goals and targets, laid out in this report, allows for an ongoing assessment of potential risks arising from underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

6.3 Legal

There are no legal implications arising directly from this report, however some indicators are based on statutory returns, which the council must make to the Government.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. Equality impact assessments are carried out when necessary across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

The report does not have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in January 2020 to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019.

7. Consultation and engagement

The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the

quarterly committee cycle and, if required due to any substantial recommendations, travels to the Executive to seek its approval.

8. Other options considered

Standing report on the O&S Committees Agenda, no further considerations required.

9. Governance journey

The Overview and Scrutiny Committees will pass on their comments and recommendations to senior management or the Executive, who will initiate any improvement actions where required.

Annexes:

Annexe 1 Q1 2021-22 Corporate Performance Report – Annexe 1 Final

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

Name: Nora Copping
Title: Policy and Performance Officer
Telephone: 01483 523 465
E-mail: nora.copping@waverley.gov.uk

Agreed and signed off by:

Legal Services: N/A

Head of Finance: Internal SMT Meeting 17 August 2021

Strategic Director: Internal SMT Meeting 17 August 2021

Portfolio Holders: Internal Executive Briefing 24 August 2021

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Corporate

Performance Report

Q1 2021/22

(April – June 2021)

Document Version: **Final 25 Aug 2021**

Officer Name: Nora Copping
Title: Policy & Performance Officer
Telephone: 01483 523 465
Email: nora.copping@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 (in Grey)	Data only KPI, no target
Green	On target
Amber	Up to 5% off target
Red	More than 5% off target

1.2 Service Plans, Internal Audit, Project Management

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

2 Report Sections Scrutiny Remits per O&S Committee

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

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

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

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

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

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

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

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

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

3 Corporate Dashboards – Summary of All Services

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

3.1.1 Q1 Chief Executive's summary:

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

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

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

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

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

Other highlights of the quarter and July included:

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

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

Looking beyond quarter 1:

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

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

Tom Horwood, Chief Executive

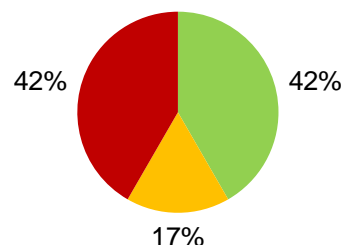
3.2 All Key Performance Indicators per status

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

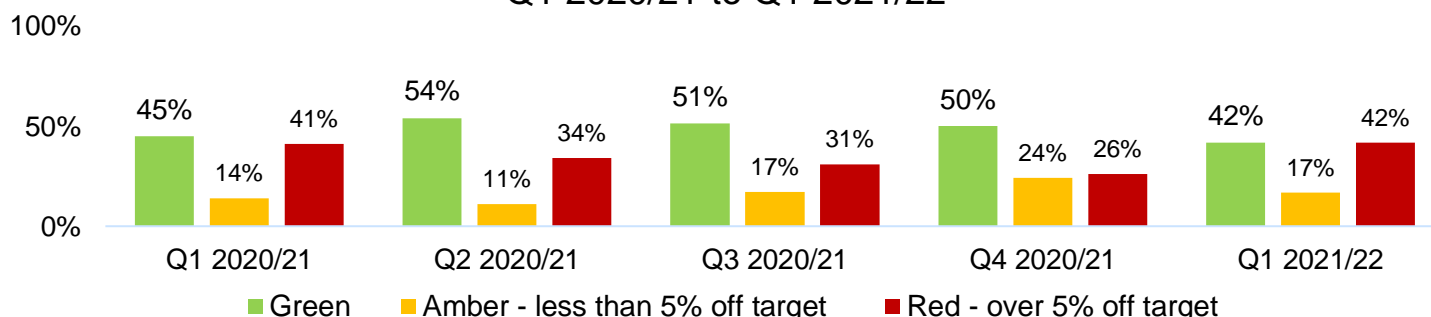
All Corporate KPIs

Total	100%	36
Green on target	42%	15
Amber - less than 5% off target	17%	6
Red - over 5% off target	42%	15

Data only	N/A	20
Data not available or paused due to Covid impact	N/A	12



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



3.2.2 Comment:

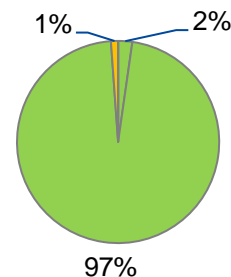
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to pandemic and further service specific details can be found in the individual service dashboards.

3.3 All Service Plans Progress Status

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

Q1 update on all Service Plans Service Plan 2021/2024

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



3.3.2 Comment:

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

3.4 All Internal Audit Recommendations

3.4.1 Comment:

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

3.5 All Complaints

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

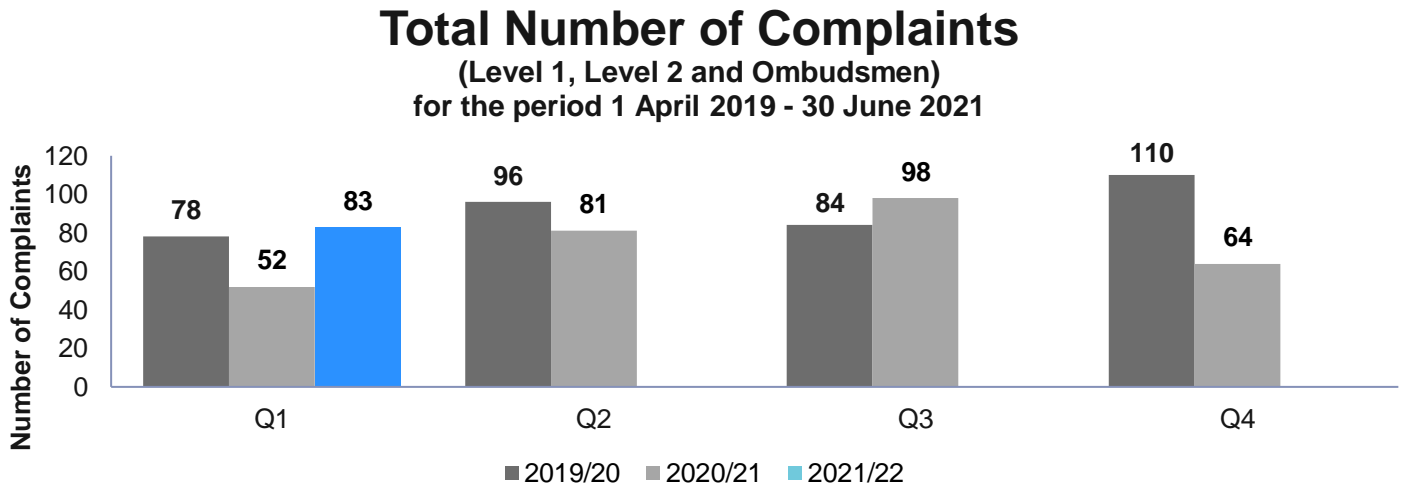
Total No. of All Complaints	83
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	Response Rate	Target	Status
Level 1	69%	95%	over 5% off target
Level 2	93%	95%	less than 5% off target
Total	81%	95%	over 5% off target

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

3.5.1 Comment:

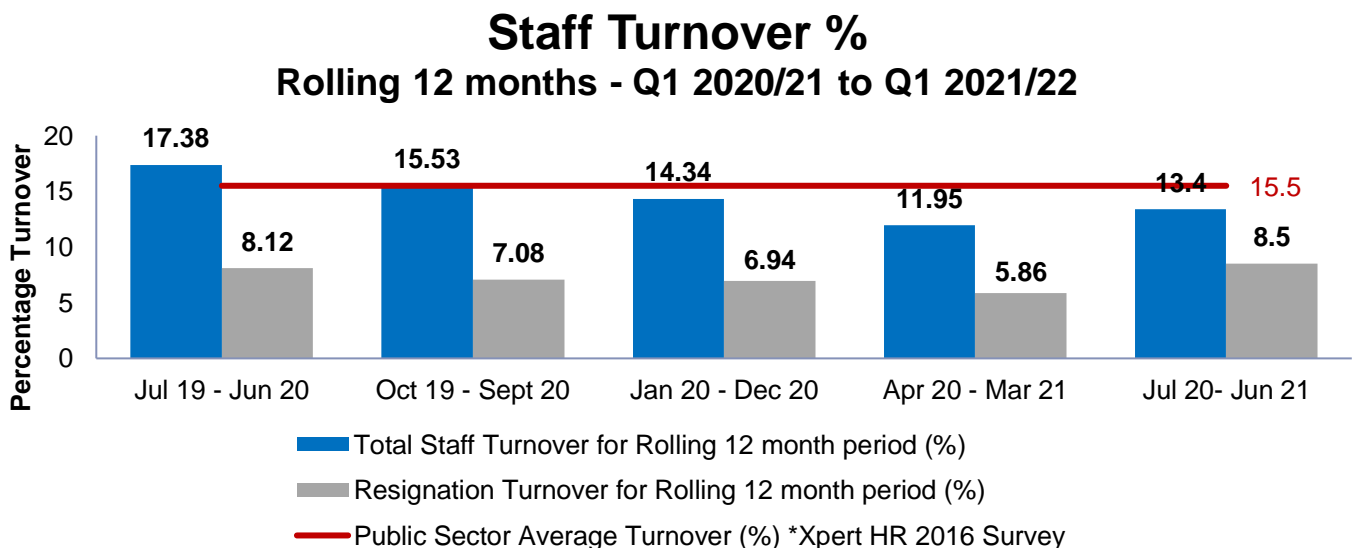
Further details of service specific performance can be found under individual dashboards, with the corporate performance indicators information in the [Policy and Governance Dashboard](#). The chart below illustrates the three yearly complaints trends analysis, with a similar number of complaints received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



3.6 Workforce Data – Corporate Overview

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

3.6.1 Staff Turnover

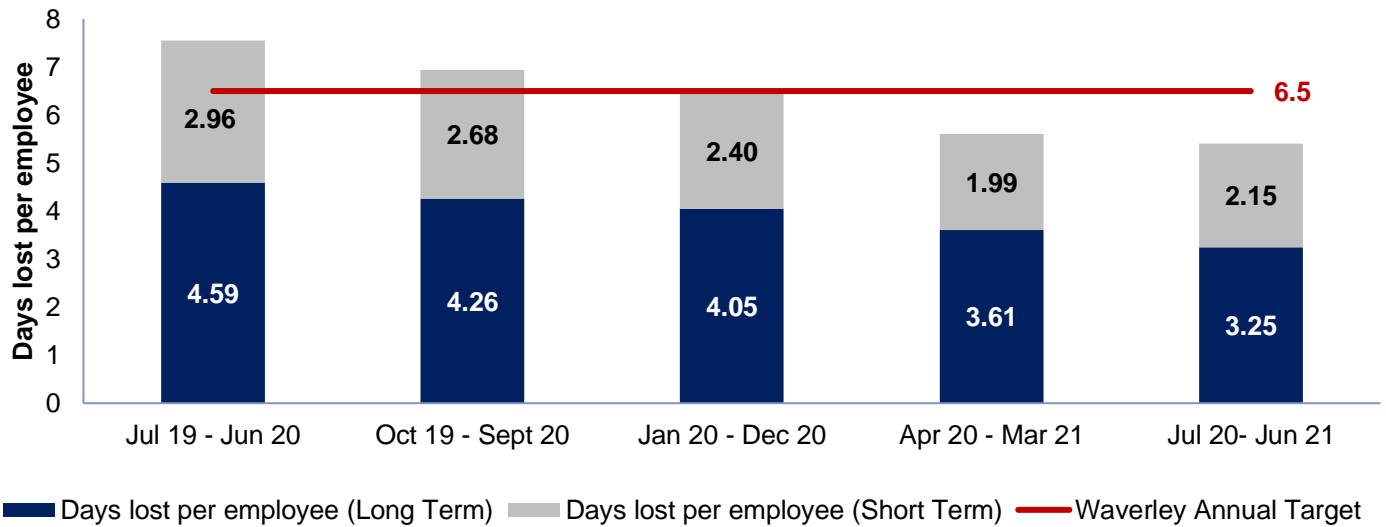


Comment: Job vacancies are at a record high across various sectors in UK as per the latest [Office of National Statistics Labour Market Overview report](#). This reflects in the rise in resignation turnover due to various employment opportunities opening. It is anticipated that labour market will continue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

3.6.2 Absence Data

Absence Data

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



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

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

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

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

3.7.1 Section 151 Officer summary Q1 2021/2022

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

Graeme Clark, Strategic Director and S151 Officer

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

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

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

3.7.3 General Fund Account Summary Table

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

Housing Revenue Account

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

4 Service Dashboard – Business Transformation

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

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Q1 2021/22 Summary from Head of Service

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

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

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

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

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

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

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

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

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

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

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

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

David Allum, Head of Business Transformation

4.2 Key Performance Indicators Status

4.2.1 Comment:

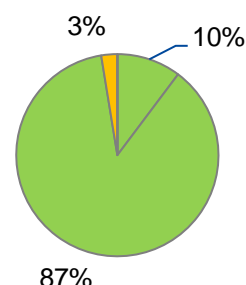
This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of the following teams: Facilities, IT, Customer Services, Property and Engineering, Business Transformation.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q1 Business Transformation Service Plans 2021/24

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



Comment:

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

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

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

4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

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

4.4 Internal Audit Recommendations Progress Status

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

4.5 Complaints Statistics

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

Q1 20-21 Business Transformation - Level 1 Complaints

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

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

Q1 20-21 Business Transformation - Level 2 Complaints

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

4.5.3 Summary Comment on the statistics

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

4.6 Finance Position at the end of the quarter

4.6.1 Service's General Fund Account Table

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

4.6.2 Summary Comment

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

5 Service Dashboard – Finance and Property Investment

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

5.1 Key Successes & Lessons Learnt, Areas of Concerns

5.1.1 Q1 2021/22 Summary from Head of Service

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

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

Peter Vickers, Head of Finance and Property

5.2 Key Performance Indicators Status

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

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

5.2.2 Comment:

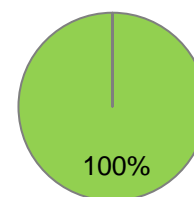
As is expected, Council Tax and Business rate collection is reflecting the same income profile as last year resulting from the impact of the pandemic. Resources are in place to manage the recovery sensitively to the economic situation. Business Rates recovery has an added challenge due to the government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

5.3 Service Plans – Progress Status

5.3.1 Summary Table and Pie Chart

Q1 Progress on Finance & Property Service Plans 2021/24

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



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

5.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

5.4 Internal Audit Recommendations Progress Status

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

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

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

5.5 Complaints Statistics

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

Q1 20-21 Finance & Property - Level 1 Complaints

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

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

Q1 20-21 Finance & Property - Level 2 Complaints

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

5.5.3 Summary Comment on the statistics

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

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

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

5.6.2 Summary Comment on General Fund position at the quarter end

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

6 Service Dashboard – Policy & Governance

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

6.1 Key Successes & Lessons Learnt, Areas of Concerns

6.1.1 Q1 2021/22 Summary from Head of Service

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

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

Robin Taylor, Head of Policy & Governance

6.2 Key Performance Indicators Status

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

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

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

6.2.2 Comment:

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

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

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

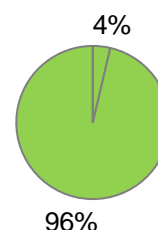
At its worst, the turnaround times were above 50 working days. Through targeted case resolution and contact with customers, agency staff recruitment to cover staff vacancies and staff working extended hours, this was brought down to 22 working days and further improvements are expected to show in the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

6.3 Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Q1 Policy & Governance Service Plans 2021/24 Progress

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



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

6.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

6.4 Internal Audit Recommendations Progress Status

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

6.5 Complaints Statistics

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

Q1 20-21 Policy & Governance - Level 1 Complaints

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

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

Q1 20-21 Policy & Governance - Level 2 Complaints

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

6.5.3 Summary Comment on the statistics

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

6.6 Finance Position at the end of the quarter

6.6.1 Service's General Fund Account Table

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

6.6.2 Summary Comment

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

7 Service Dashboard – Commercial Services

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Q1 2021/22 Summary from Head of Service

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

Leisure Centres

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

Waverley Training Services (WTS)

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

Careline

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

Building Control

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

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

Parks & Countryside

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

Headline Figures Weekend 13 – 14 June

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

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

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

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

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

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

Count of Complaint / Compliment / Concern

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

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

Kelvin Mills, Head of Commercial Services

7.2 Key Performance Indicators Status

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

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

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

7.2.2 Comment:

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

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

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q1 Progress on Commercial Services Service Plans 2021/24

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



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

7.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

7.4 Internal Audit Recommendations Progress Status

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

7.5 Complaints Statistics

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

Q1 20-21 Commercial Services - Level 1 Complaints

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

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

Q1 20-21 Commercial Services - Level 2 escalations

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

7.5.3 Summary Comment on the statistics

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

7.6 Finance Position at the end of the quarter

7.6.1 Service's General Fund Account Table

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

7.6.2 Summary Comment on General Fund position at the quarter end

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

8 Service Dashboard – Environmental and Regulatory Services

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

8.1 Key Successes & Lessons Learnt, Areas of Concerns

8.1.1 Q1 2021/22 Summary from Head of Service

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

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

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

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

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

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

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

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

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

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

Richard Homewood, Head of Environmental & Regulatory Services

8.2 Key Performance Indicators Status

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

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

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

8.2.2 Comment:

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

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

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

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

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

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

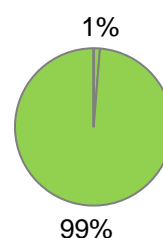
Residual household waste is exceeding the target again in Qtr.1 as a consequence of the continuing 'work from home if you can' advice from the Govt and people producing more waste at home rather than at work or using hospitality venues. Tonnages of Dry mixed recycling are up 11.3%, Food waste up 14.6%,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

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q1 Progress on Environment Service Plans 2021/24

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



Comment:

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

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

Detailed Table presenting specific Service Plans actions on exception basis

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

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

8.4 Internal Audit Recommendations Progress Status

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

8.5 Complaints Statistics

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

Q1 20-21 Environmental Services - Level 1 Complaints

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

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

Q1 20-21 Environmental Services - Level 2 escalations

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

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

All complaints closed in Q1 were dealt with on time.

8.6 Finance Position at the end of the quarter

8.6.1 Service's General Fund Account Table

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

8.6.2 Summary Comment on General Fund position at the quarter end

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

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

9 Service Dashboard – Planning and Economic Development

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

9.1 Key Successes & Lessons Learnt, Areas of Concerns

9.1.1 Q1 2021/22 Summary from Head of Service

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

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

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

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

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

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

Zac Ellwood, Head of Planning & Economic Development

9.2 Key Performance Indicators Status

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

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

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

9.2.2 Comment:

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

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

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

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

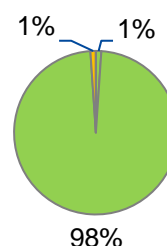
In terms of P7 and P8, the number of dwellings commenced and completed within the quarter both showed a healthy and encouraging uplift. However, despite having met last year's Housing Delivery Test, the Council is currently unable to demonstrate a five-year supply of deliverable housing. We have a Housing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

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q1 Progress on Planning & ED Service Plans 2021/24

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



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

9.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

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

9.4 Internal Audit Recommendations Progress Status

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

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

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

9.5 Complaints Statistics

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

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

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

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

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

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

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

9.5.3 Summary Comment on the statistics

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

9.6 Finance Position at the end of the quarter

9.6.1 Service's General Fund Account Table

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

9.6.2 Summary Comment on General Fund position at the quarter end

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

10 Service Dashboard – Housing Delivery and Communities

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Q1 2021/22 Summary from Head of Service

Communities

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

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

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

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

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

Housing Delivery

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Andrew Smith, Head of Housing Delivery and Communities

10.2 Key Performance Indicators Status

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

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

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

10.2.2 Comment:

Good progress has been made across all the delivery services

10.2.3 Affordable Homes Delivery

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

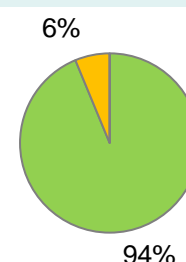
- 17 affordable homes at Longhurst Park completed by Southern (all for shared ownership) in phases from April-June 2021
- 18 affordable homes at Ockford Park, Godalming completed by Southern (9 x Shared Ownership and 9 x Affordable Rent) in phases on 28.04.21 (AR) and 14.05.21 (SO)
- 6 affordable homes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

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

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

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



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

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

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

10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

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

10.6.2 Summary Comment on General Fund position at the quarter end

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

10.6.3 Housing Revenue Account Table

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

10.6.4 Summary Comment

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

11 Service Dashboard – Housing Operations

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Q1 2021/22 Summary from Head of Service

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Hugh Wagstaff, Head of Housing Operations

11.2 Key Performance Indicators Status

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

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

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

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

11.2.2 Comment:

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

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

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

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

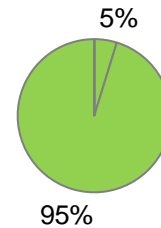
The Housing Management Team have continued to complete tenancy audits in person (where appropriate) and over the phone. Audits enable us to build an ongoing relationships with tenants, clarify and confirm any tenancy issues, support and signpost for tenancy sustainment and prevent tenancy fraud.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q1 Progress on Housing Operations Service Plans 2021/24

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



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

11.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

11.4 Internal Audit Recommendations Progress Status

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

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

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

11.5 Complaints Statistics

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

Q1 20-21 Housing Ops - Level 1 Complaints

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

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

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

Q1 20-21 Housing Ops - Level 2 Complaints

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

11.5.3 Summary Comment on the statistics

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

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

11.6 Finance Position at the end of the quarter

11.6.1 Housing Operations General and Revenue Accounts Tables

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

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

11.6.2 Summary Comment

Income and expenditure as expected within HRA business plan.

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WAVERLEY BOROUGH COUNCIL

OVERVIEW & SCRUTINY COMMITTEE – VALUE FOR MONEY AND CUSTOMER SERVICE

13 September 2021

OVERVIEW AND SCRUTINY BIENNIAL REPORT 2019/20 AND 2020/21

Head of Service: Ms Louise Norie, Corporate Policy Manager

Key decision: No

Access: Public

1. Purpose and summary

1.1 To enable the Committee to comment on the report on its activities in 2019/20 and 2020/21.

2. Recommendation

2.1 That the Committee endorse the report included as annexe 1 whilst making any suggestions for amendments.

3. Reason for the recommendation

3.1 To provide the rest of the Council and the Waverley community with an accurate picture of the activities of the Overview and Scrutiny Committees.

3.2 To provide councillors sitting on the Overview and Scrutiny Committees with an opportunity to reflect on what has worked well, where there are lessons to be drawn and where improvements could be made.

4. Background

4.1 Annual Scrutiny Reports were published for the municipal years 2017/18 and 2018/19. However, the strain on the capacity of officers and committee members prevented a report being produced for 2019/20. Therefore, this report covers both 2019/20 and 2020/21.

4.2 An earlier draft of the Biennial Report for 2019/21 and 2020/21 was presented to the Overview and Scrutiny Co-ordinating Board. This Board is comprised of the chairs and vice-chairs of the Overview and Scrutiny Committees. They asked for modest changes. Subject to these being made, the Board unanimously endorsed the report.

5. Relationship to the Corporate Strategy and Service Plan

5.1 Overview and scrutiny is an independent, Member led function that facilitates and achieves democratic accountability for public services. As such, it seeks to ensure that the work of the Council fully meets the Council's corporate priorities.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

There are no resource implications of this report.

6.2 Risk Management

No risks arising from the recommendations of this report have been identified.

6.3 Legal

There are no legal implications from this report.

6.4 Equality, diversity and inclusion

There are no direct equality and diversity implications from this report.

6.5 Climate emergency declaration

There are no direct climate change implications from this report.

7. Consultation and engagement

7.1 Discussed in paragraph 4.2.

8. Other options considered

8.1 The Council could decline to report on O&S's activities. However, this would deprive councillors and residents of a resource for understanding this aspect of the Council's activity.

9. Governance Journey

9.1 Once the report has been considered by the Community Wellbeing, Environment, Housing and Value for Money Overview and Scrutiny Committees it will return to Co-ordinating Board. They will review any comments from the Overview and Scrutiny Committees and make a decision on the final contents of the report before submission to the Council.

Annexes:

Annexe 1 – Overview and Scrutiny Biennial Report 2019/20 and 2020/21

Background Papers

There are no background papers, as defined by Section 100D (5) of the Local Government Act (1972)

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OVERVIEW AND SCRUTINY BIENNIAL REPORT 2019/20 AND 2020/21

WAVERLEY BOROUGH COUNCIL



August 2021

Contents

Note.....	3
Forward by Cllr Peter Martin (Chair of Value for Money & Customer Service Overview & Scrutiny and Co-ordinating Board).....	3
2019/20 meeting cycle	3
Impact of Covid-19	4
Crosscutting issues in the 2019/20 and 2020/21 cycles.....	4
Working Groups	4
Budget (Value for Money: June 2019 - January 2020)	4
Green Spaces Strategy (Environment: September 2019 – June 2020).....	5
Housing Design Standards (Housing: January – May 2021).....	5
Procurement (Housing: March – July 2020).....	6
Service Level Agreements (Community Wellbeing: November 2019 - date).....	6
Community Wellbeing O&S Committee 2019/21	6
Environment O&S Committee 2019/21.....	8
Housing O&S Committee 2019/21	10
Value for Money & Customer Service O&S Committee 2019/21	12
Overview and Scrutiny governance.....	14
Officer contact	14

Note

This report will cover a two-year period, 2019/20 and 2020/21 due to the disruption to the regular committee cycle in 2020 resulting from Covid-19 which meant that an Annual Report for 2019/20 was not produced.

Forward by Cllr Peter Martin (Chair of Value for Money & Customer Service Overview & Scrutiny and Co-ordinating Board)

It is my pleasure to introduce this report on what has been a unique two years for Overview and Scrutiny at Waverley Borough Council. It covers the activities of the committees from May 2019 to April 2021. I doubt any reader will need reminding that during this time we saw Covid-19 arrive in the UK and the imposition of national lockdowns for the first time in the country's history. Delivering a programme of scrutiny meetings amidst a pandemic has posed many challenges. For example, holding meetings remotely. I would like to thank both the councillors who sit on the committees and the officers who support us for rising to the occasion.

Despite this difficult backdrop, Waverley's Overview and Scrutiny process has continued to grow in ambition and maturity. As you will be able to see from the discussion below, there have been a number of well received pieces of in-depth from Task and Finish groups. In addition, greater use of the call-in procedure has allowed for extra scrutiny of potentially contentious issues.

During this time, we also said goodbye to our Yasmine Makine, who had been supporting these committees since 2017. In January of this year Mark Mills joined us as our new Scrutiny Officer. Let me take this opportunity to welcome Mark and to thank Yasmine for her tireless work on our behalf and wish her well in her new role at Guildford Borough Council.

At the time of writing, the committees' work for the 2021/22 municipal year has already begun with a number of special meetings and call-ins and provisional programmes drawn up for the September meeting cycle. In light of this, I can say with confidence trust that Overview and Scrutiny will continue to provide a valuable service to the residents of Waverley Borough in the year ahead.

2019/20 meeting cycle

The local elections of May 2019 brought significant change to the membership of Overview and Scrutiny (O&S) as 33 new councillors joined the Council. 23 of these new members and 16 returning members formed the re-established O&S committees as of Annual Council May 2019. This significant change to the membership meant that only ten members of the new O&S committees had sat on an O&S committee in the previous council cycle.

The election also resulted in a new administration with four parties being represented on the Executive. The Conservative Group became the principal opposition and took on the chairmanship of the four O&S committees. The Council's Constitution states that the Chair and Vice Chair of an O&S committee must not be from the same party and so the Vice Chairmanships were allocated by political proportionality to those parties not in principal opposition.

2019/20 started with an introduction session held in June 2019 as part of the Council's wider induction process. The Government's O&S guidance had been published in May 2019 and so formed part of the materials used, alongside the Local Government Association (LGA) Scrutiny workbook and handbook specific to Waverley. After this introduction, the O&S committees began with Environment O&S meeting first on 17 June 2019. The first cycle of meetings focused on items designed to introduce members to the Council's services and explore the interests and priorities of

each of the committees. To this end each committee received presentations from Heads of Service outlining the services within their respective remits and the priorities and challenges for the coming year.

The committee work programme was also a major item on these first meeting agendas as members decided which topics to carry over from the previous year. There were some topics identified by the previous committees which had not yet been scrutinised and so committee members were briefed on these and used them to help decide the work programme for the next few meetings.

Impact of Covid-19

The impact of Covid-19 in March 2020 resulted in the decision on 19 March 2020 to suspend all committee meetings. One of the impacts of this was that the year ended mid-cycle with the Environment, Community Wellbeing and Value for Money and Customer Services O&S committees yet to have their fifth and final committee meeting.

Meetings of O&S resumed in June and these have been held on-line until the resumption of meetings in person commenced in May 2021. Despite the brief interruption, thirty-seven of the forty overview and scrutiny meetings scheduled for the 2019/20 and 2020/21 still went ahead. Committee members and officers adjusted rapidly to holding meetings online and the Committees were able to play a constructive role in scrutinising the Council's response to Covid-19 and its plans for recovery (see below).

Crosscutting issues in the 2019/20 and 2020/21 cycles

Since the resumption of Overview & Scrutiny meetings, there have been a number of items which each committee has considered:

- **Corporate Performance.** The Committees continued to receive quarterly updates on the Council's key performance indicators. In May/June 2021, they conducted their annual review of these indicators.
- **Recovery, Change and Transformation.** Regular reports have been received on the Council's programme for responding and adapting to the impact of Covid-19. The final round of these reports detailing the closure of this programme were received in June 2021.
- **Updates from Heads of Service.** Each regular meeting the Committee received an update from Heads of Service whose responsibilities overlapped with the Committee's remit, enabling councillors to better understand the operational context for policy-making.
- **Revised Waverley Corporate Strategy 2020-2025.** Each committee considered the sections of the report relevant to its remit in September and November 2020. The committees made a number of recommendations such as the inclusion of specific targets on carbon reduction.
- **Service Plans.** In the March 2021 meeting cycle, each Committee reviewed the Service Plans relevant to their remit.

Working Groups

Budget (Value for Money: June 2019 - January 2020)

Chair: Cllr Stephen Mulliner

The Budget Strategy Working Group (BSWG) was set up by the Value for Money and Customer Service O&S Committee but with membership drawn from all four O&S committees. Following the

2019 election, the Working Group was re-established with all, but one, new members. Given the over-arching scope of the Group, membership was again drawn from all four O&S committees.

The Group undertook, with the agreement of the Executive, an exercise in participatory budgeting. MEL Research carried out 600 face-to-face interviews with residents using a standard questionnaire to determine their priorities in relation to a range of options open to the Council to increase its income and reduce its costs. The face-to-face interviews averaged 10 minutes in length. The same questionnaire was made available online and was completed by 750 individuals. This exercise showed that: 1) the awareness of the financial pressures faced by Councils nationally varied by socio-demographic group, 2) that residents showed a preference towards maintaining environmental services, 3) residents preferred to see the Council raise money through investments rather than increasing council tax or fees and charges, and 4) a tendency to suggest that the Council should look internally for further savings.

The Working Group on the 2020/21 Budget made the following recommendations which were incorporated into the Medium-Term Financial Plan (MTFP):

1. Providing the Surrey County Council application to the Secretary of State in relation to the expansion of Godalming Leisure Centre car park is not, on enquiry, expected to encounter difficulties in securing approval, that the design work preparatory to a planning application should be commissioned without delay, subject to Leisure Programme Board approval.
2. The MTFP be modelled in at least the level of detail contained in the BSWG spreadsheet with updated estimates for new cost and income items accompanied by prudent timing estimates.
3. Transformation costs should be carefully estimated with regard to both quantum and timing and included in the MTFP model.
4. The MTFP should be extended to 2023/24 to reflect the fact that it is the first year in which retained Business Rates are forecast to make no contribution.

[Green Spaces Strategy \(Environment: September 2019 – June 2020\)](#)

Chair: Cllr Brian Edmonds

A Green Spaces Strategy is a document that guides and directs the delivery and management of the Council's green spaces. The Group met approximately once a month between November 2019 and March 2020 supported by the Policy Officer for Scrutiny, the Green Spaces Projects and Promotions Officer and a Democratic Services Officer. The Group also studied examples of Green Spaces Strategies of other local authorities and considered the different elements of the strategies. Given the inherent links between Planning and the provision of green spaces, the Group also invited Planning Policy Officers to one of its meetings. The Group made 17 recommendations on the structure and content of the Strategy and 6 recommendations on matters not directly related to the Strategy but on linked issues. The Executive accepted these recommendations in full.

[Housing Design Standards \(Housing: January – May 2021\)](#)

Chair: Cllr David Else

This group considered the standards that new council properties should be built to. It considered written evidence and heard from witnesses from the Council, a developer and an energy assessor. The review had a strong focus on means of improving energy efficiency and reducing operational CO₂ emissions. It produced recommendations which were accepted with minor modifications by the main committee in June 2021. These included retaining the space standards suggested by the 2018,

whilst adopting a SAP rating of 100 in preference to Passivhaus as the Council's default zero-carbon standard. They are due to be presented to the Executive in September 2021.

Procurement (Housing: March – July 2020)

Chair: Cllr Peter Marriott

This Group reviewed the requirements and approach to be taken in the specification and procurement of a new Housing Maintenance contract. A representative from Faithorn Farrell Timms (FFT), the specialist consultant procured to support the Council in the procurement of the contract, attended both meetings of the Group and provided expert advice on procurement, specification and the social housing maintenance market. At its first meeting the Group learnt about the previous procurement process. Guided by a presentation from officers, at its second meeting the Group considered a range of possibilities relating to the delivery model (including a shared service delivery model), the procurement and the specification of the contract.

It made the following recommendations:

1. Quality/Price split of 60/40 in the marking process for tenders.
2. Customer Satisfaction to be measured throughout contract.
3. Site visits to be considered to gain a perspective of previous work completed. (amendment to remove carried out and add considered)
4. Average Price Approach to evaluate quotes
5. Incentives and Penalties not to be included in the contract
6. Operatives to be tasked to raise safeguarding concerns when appropriate
7. Council to take initial call from tenant and job passed through to contractor (this could be reviewed once trust has been built)
8. Customer satisfaction to be obtained through 3rd party to avoid bias.
9. Alternative delivery option to be laid out in contract. (in case we need to change our operating model)

Service Level Agreements (Community Wellbeing: November 2019 - date)

Chair: Cllr Jenny Else

The Working Group on Service Level Agreements for the voluntary and community sector resumed its deliberations in January 2021 after a break in meetings due to Covid-19. In March 2021, a revised scoping document was approved to reflect changing circumstances, notably the setting up of an Executive Working Group to consider the issue of future funding pressures in this area. The Working Group produced an interim report designed to provide principles which could inform the Executive Working Group's more detailed deliberations. These were accepted by Community Wellbeing O&S and Executive in June 2021. The SLA Working Group will reconvene to scrutinise the Executive Working Group's recommendations in August 2021.

Community Wellbeing O&S Committee 2019/21

Chair: Cllr Kevin Deanus

Vice Chair: Cllr Kika Mirylees

The Committee has considered the future of Farnham Museum and Wilmer House on several occasions. As a result of this in-depth examination, the Committee made a recommendation to the Property Investment Advisory Board to commission a report on the condition of Wilmer House and an options appraisal for the Museum's collection. This recommendation was accepted and at the time of writing procurement exercises for these two pieces of work are ongoing.

In September 2019, the Committee scrutinised the Ageing Well and Health and Wellbeing action plans. These documents set out an overarching framework for different service areas but especially the communities and leisure teams to promote the welfare of Waverley residents. The Committee broadly welcomed both documents. However, the Committee suggested making the Health and Wellbeing plan clearer by consolidating the actions. Cllrs Jenny Else, George Wilson, Val Henry and Steve Cosser agreed to attend the stakeholder workshop on the Ageing Well action plan on behalf of the Committee.

The Committee discussed a report on mental health in Waverley in March 2021. This report led them to recommend a Suicide Prevention Action Plan for the borough and that the Council should do more to sign-post residents towards resources to improve mental health. These recommendations were accepted by the Executive in June 2021.

In January 2020, the Committee considered a report on youth provision within the borough. As a result, the Committee members agreed to share best practice within their communities. This work stream was subsequently developed by Farnham Town Council’s Younger People Task Group.

Other items considered by the Committee not discussed elsewhere in this report included:

Item	Date	Details
Update on the Changes to Health Arrangements	Sep 19	The Committed was briefed on the organisation of the Surrey Heartlands Integrated Care Partnerships which brings together NHS, local authority and voluntary organisations working on health and social care. The Committee welcomed the emphasis on prevention and requested ongoing updates on the Partnership’s progress.
Leisure Investment Programme	Sep 19, Jun 20, Sep 20	The Committee kept a watching brief on proposed capital investments in the Borough’s leisure centres especially Farnham, Godalming and Cranleigh.
Safer Waverley Partnership	Annual	The Safer Waverley Partnership (SWP) is a statutory partnership of organisations who work together to create strategies and practical interventions to reduce crime, disorder and anti-social behaviour in Waverley. While reviewing the 2019 Partnership Plan, the Committee warned against relying solely on social media to communicate with the public. In 2020, the Committee requested more ‘SMART’ targets, more explicit discussion of rural crime and that engagement with young people should be conducted by the partnership as a whole.
Cultural Strategy Action Plan Update	Nov 19, Jan 20,	The Committee noted the outputs delivered in the existing Cultural Strategy Action Plan and agreed to the initiation of a consultation process to refresh the Action Plan for the following three years. In response, to comments from the Committee, the Plan was adjusted to provide a wider geographic spread of events.

Museum of Farnham Working Group Update - The Future of The Museum	Jun 20	In response to the findings of an Executive Working Group, the Committee recommended that: a) repairs to Wilmer House be carried out b) the future of Farnham Museum be considered at a future date. c) some of the capital budget which had been set aside in 2017/18 for the museum repairs be used to contract a specialist bid writer to produce funding applications for the conservation works. d) O&S did not need to decide on the future of the building and/or museum as this is a tactical decision for Council.
Leisure Centre Investment, Farnham -Call-In	Nov 20 (special meeting)	The call-in resolved not to refer the decision back to the Executive but asked for its concerns about the closure of particular facilities to be reported back to the Executive.
Anti-social Behaviour Public Space Protection Order	Mar 21	The Committee endorsed the proposal for a new Public Space Protection Order in Godalming but asked the Executive to note their concerns about the order potentially displacing anti-social behaviour and preventing outdoor socialising.

Environment O&S Committee 2019/21

Chair: Cllr Carole Cockburn

Vice Chair: Cllr Martin D'Arcy

The Council's declaration of a Climate Emergency in September 2019 presaged a significant amount of policy development in related areas. These were scrutinised by the Committee, which also took a lead in highlighting the importance of other environmental issues affecting the Borough such as air quality and biodiversity.

Selected items considered by the Committee included:

Item	Date	Details
An Overview of Article 4 Direction	Sep 19	The Committee examined proposals to restrict permitted development rights at Beacon Hill and in Cranleigh, Haslemere, Farnham and Godalming Town Councils. The Committee supported the rationale for the Direction but asked for clarification on the scope of permitted development rights.
Air Quality Status	Sep 19	The Committee was briefed on the reissued air quality data for the borough and the steps being taken to improve it. The committee welcomed the report and approved the proposed membership of the Waverley Air Quality Steering Group and Farnham Air Quality Working Group.
Public Space Protection Orders	Sep 19	The Committee welcomed the proposal for the introduction of a Public Space Protection Order in relation to dog controls.
Domiciliary Care Food Provision	Nov 19	This item explored the Environmental Health Team's contribution to the maintenance of food hygiene standards by care homes and similar organisations.

(Food Hygiene Checks)		
Electric Vehicles Strategy	Nov 19, Mar 21	The Committee considered the strategy to ensure there was adequate provision of electric vehicle charging infrastructure as part of the Council's commitment to reducing emissions in the Borough. The Committee raised issues including the cost to consumers, the aesthetics of chargers and their impact on the wider grid infrastructure.
Strategic Car Parking Review	Nov 19	The Committee scrutinised progress towards a review of off-street parking within the Borough. Members asked officers to ensure this report dovetailed with the Electric Vehicles Strategy.
Planning Appeals Performance and Costs Arising from Judicial Reviews	Jan 20	Having reviewed this report, the Committee reflected that it was probable that the Council was not highlighting its policies enough and that pre-apps were important to the process so that officers and members understood the issues involved before the application hearing.
Update on Progress of Local Plan Part 2	Jun 20	The Committee discussed how the outstanding Neighbourhood Plans could be developed and brought to fruition in order to drive LPP2. Whilst referendums were at that time delayed until 6th May 2021, it was hoped these might be able to happen sooner if government guidance was updated.
Climate Change Strategy and Action Plan	Jun 20 Sep 20	Following the declaration of Climate Emergency by Full Council on 18 September 2019, a draft strategy and action plan were endorsed by the Executive on 3 March 2020 and the documents were made available for public comment. The Committee received an update on the Action Plan in June and expressed concern that there had been no consultation with the Committee before the public consultation commenced. In September the Committee received a further updated Plan and whilst welcoming the progress made with the Action Plan, repeated their concern regarding the need for more structure and measurable targets.
Household Recycling Centre Issues and Proposals	Jun 20	The Committee supported the recommendations set out in the report to remove banks for co-mingled recycling at bring sites as soon as possible to avoid any ongoing additional payments to Biffa and to remove banks for textiles and WEEE (waste electrical and electronic equipment) shortly following the introduction of the kerbside textiles and WEEE collections.
Pesticides Policy	Jun 20	The Committee welcomed recommendations to phase out the use of pesticides by the Council and the deployment of alternatives. The Committee asked that the Towns and Parishes were fully consulted on the document as it was important for there to be a full 'buy-in' from all partners.
Local Plan Part 2 - Site Allocations and Development	Sep 20	The Committee commended the Pre-Submission version of Local Plan Part 2. However, they also made a substantial number of comments and observations on a wide range of issues and asked the Executive to consider these.

Management Policies		
Carbon Neutrality Action Plan	Nov 20	The Committee noted the action plan and asked for their comments on how the consultation was reported and on specific technologies to be considered.
COVID-19 Impact on Air Quality	Mar 21	Following a request by the Committee, it was provided with information on how levels of nitrogen dioxide had altered during 2020 in light of lockdowns. The Committee asked officers to look into co-ordination on air quality initiative with the County Council and Town Council.
Bin Provision and Funding Policy	Mar 21	The Committee endorsed the proposal that residents should be charged for replacement waste containers.
Electric Vehicle Strategy	Mar 21	The Committee made a range of comments on the proposed Strategy, in particular asking the Executive to consider how the need for electric vehicles to be charged would interact with the provision of parking spaces for vehicles more generally.

Housing O&S Committee 2019/21

Chair: Cllr Richard Seaborne

Vice-chair: Cllr Peter Marriott

From the beginning of the new cycle the Housing O&S Committee members expressed interest in understanding more about how Waverley works with vulnerable residents in housing need, particularly those with serious mental health conditions. Transform Housing & Support is a local charity with whom Waverley works very closely in order to house some of Waverley's most vulnerable residents. Representatives from Transform Housing & Support were invited to present to committee members immediately before the Committee meeting 20 November 2019 and delivered an informative and educational session which developed members' understanding of the topic. Involvement of external partners is important to the community leadership role of O&S as it broadens understanding of the issues facing residents and the context in which the Council operates.

2019/20 was the first budget year after the imposed 5-year freeze on social rents was lifted. At its January 2020 meeting the committee scrutinised the budget proposals and the Housing Revenue Account (HRA) Business Plan that would later go onto Executive and Council for approval. Given the complex nature of budget setting and the newness of most committee members, officers held an information session directly before the committee meeting to clarify any technical questions to enable debate at the committee meeting to be focused on policy and budgetary decisions. The committee scrutinised the proposed HRA budget and Business Plan and benefitted, as it did very meeting, from the attendance and input of Tenants' Panel members.

In January 2021, the Committee reviewed and endorsed the Housing Revenue Account budget proposals for the 2021/22 financial year.

In March 2021, the Committee received an in-depth presentation on the Asset Management Strategy from the Asset Management Manager. The Committee considered this to be a matter of great strategic significance and in light of this asked for and received a standing update on the delivery of the strategy.

As a result, the Committee now receives three standing updates on:

- Housing development
- Repairs and maintenance
- Asset management

As a development of its routine monitoring of Corporate Performance, the Committee asked for more detailed information on how the Housing Service responded to, and learned lessons from, complaints. A report on this topic was considered in June 2021.

Other items considered by the Committee, not discussed elsewhere in this report included:

Item	Date	Details
Waverley Housing Strategy 2018-23: Year 1 Achievements	Sep 19	The Committee were briefed on the progress against targets after one year of implementing the Strategy.
Homelessness updates	Sep 19 Jul, Sept and Nov 20	<p>The Committee asked for regular updates on the progress of the homelessness situation in the Borough and the implementation of the Council’s Action Plan in this regard, especially in light of the “Everyone In” declaration by central Government in March 2020 due to the Covid-19 situation.</p> <p>9/19: The Committee noted the update and congratulated the officers on their success in implementing their strategy.</p> <p>7/20: The Committee felt that homelessness was an ongoing issue that may have lasting effects for quite a while so requested updates at the next two meetings in September and November.</p> <p>The Committee recommended that requests by the Housing Team for any resources needed to keep on top of the homelessness situation to be given serious consideration.</p> <p>9/20: The Committee resolved to escalate concerns about resource capacity to house more homeless people over the winter period were the Covid situation to deteriorate further.</p> <p>11/20: The Chairman asked the Executive to encourage the Council’s Planning team to support modular homes schemes so that there was no delay in being able to provide extra emergency accommodation.</p>
Housing Revenue Account Budget	Jan 20	Endorsed the recommendations but requested a rewording to clarify the degree of delegation to borrow additional sums being proposed.

Review of Asbestos Management Audit	Jan 20	The Committee received a report outlining the Council's Asbestos Internal Audit and the progress achieved to date. The Committee sought clarification on several points and then noted the report.
Housing Elements of Draft Climate Emergency Action Plan	Mar 20	The Committee thanked Officers for the work on developing the Climate Change action plan for Housing. The outcome of this Action Plan informed the Committee's Working Group on Housing Design Standards undertaken in the following municipal year.
Corporate Performance Report Q4 2019/20	Jul 20	The Committee endorsed the request from the Housing Team for budget spend to understand what is needed to bring Waverley's homes up to a satisfactory level in relation to Carbon efficiency.
Waverley Housing Strategy 2019-20 Update	Sep 20	The Committee noted the contents of the report, and that a new Housing Strategy was being drafted to which the Committee would have the opportunity to contribute at an early stage
Anti-social behaviour policy	Nov 20	The Committee recommended changes to clarify the scope of the policy and add an additional section on the role of councillors.
Tenant Involvement Strategy	Nov 20	The Strategy provided details on the support available to Waverley's council tenants to become involved in policy decisions affecting them. Terry Daubney, the Tenants Panel Representative on the Committee, agreed to liaise with Cllr Keen regarding Councillors engaging with tenants.
Tenants Panel Updates	Mar 21	The Chairman of the Tenants' Panel, Terry Daubney, reported on the Panel's actions and achievements during 2020/21 and shared their future plans for 2021/22. The Committee resolved to: <ul style="list-style-type: none"> • highlight the committee's concerns regarding the isolation of elderly people to the Community and Wellbeing Overview and Scrutiny Committee. • endorse Mr Daubney's comments. • request the Chairman of the Tenants' Panel report back to the committee again at its November 2021 meeting.

Value for Money & Customer Service O&S Committee 2019/21

Chair: Cllr Julia Potts (June – September 2019), Cllr Peter Martin (Sept 2019 – date)

Vice Chair: Cllr Joan Heagin

The Committee has now assumed sole responsibility for scrutinising the General Fund Budget 2021/22 and Medium-Term Financial Plan 2021/22 - 2024/25. On both occasions it endorsed the proposed recommendations from the Executive to Council. The Committee also tasked a Budget Working Group calling on experience from all four committees [see above]. The impact of Covid-19 had significant implications for the Council's budget and the Committee considered in-year variations in relation to this.

The Committee had recurring items to scrutinise on the Council’s Business Transformation programme and its Property Investment programme. It also conducted its annual reviews of complaints.

The period of this report also saw the first call-in to this Committee. At a special meeting in September 2020, the Committee considered the options appraisal legal fees relating to the site of the Broad Water Park Golf Course. It resolved not to refer the matter back to the Executive.

Other items considered by the Committee not discussed elsewhere in this report included:

Item	Date	Details
Draft Commercial Strategy	Sep 19	The Committee considered the draft Commercial Strategy which aimed to identify and undertake appropriate activities for financial gain to generate funding for the better provision of the local services and facilities for residents. The Committee agreed that the draft strategy was a good starting point, which could be improved by drawing out the key projects most likely to bring the largest income, as well as looking at more creative angles to expand the existing customer base. The Committee therefore agreed to request that a more developed draft of the strategy be brought to its next meeting in November.
Income Generation Projects Update	Sep 19	Having reviewed the draft Commercial Strategy, the Committee agreed that an update on income generation items should include a standing item on the Committee’s future agendas.
Customer Services Project Update	Sep 19	The Committee asked for a review of the validity of the data that had been collected and an assessment of the implications of the timing of the data collection exercise and of decreasing staff buy-in to determine whether this affected the reliability of the data.
Scoping of Cost Implications of Planning Appeals	Nov 19	Subject to certain comments, the Committee endorsed the proposed structure and content of the report.
Staff Survey Results	Nov 19	The Committee received a presentation from the Head of Policy and Governance on the results of the 2019 staff survey, with specific focus on staff morale and the link to staff sickness. This followed on from the red sickness indicator (HR2) highlighted in the Quarter 1 Performance Report.
Planning Appeals Performance and Costs Arising from Judicial Reviews	Jan 20	This report had been prepared in response to Councillor interest in the cost implications of both planning appeals and judicial reviews relating to planning matters. In response, committee members requested that accessibility issues with the new online planning system be investigated.
Capital Strategy 2020/2021	Jan 20	The Committee broadly accepted the Corporate Strategy but expressed concerns over the move to investment in residential property.
Contingency Revised Budget 2020/21	Jul 20	The Committee received a report on the alterations made to the Council’s budget in response to the fiscal impact of Covid-19 and

		the first lockdown. The Committee forwarded comments to the Executive on topics including: <ul style="list-style-type: none"> • Lobbying the Government for more support • The presentation of revenue cost savings to prevent the appearance of double-counting
ICT Strategy	Jan 21	The Committee scrutinised the Strategy setting out the vision for the Council’s ICT service for the next three years.

Overview and Scrutiny governance

On 20th April 2021, Full Council made the following resolution:

- *“agrees to the principle of moving to a governance structure whereby Waverley Borough Council no longer operates four overview and scrutiny committees but instead operates two overview and scrutiny committees, ‘corporate’ and ‘community’, and a new Housing Landlord Services Board whilst retaining the existing constitutional ability to establish informal OS working groups (as set out in section 4.2); and*
- *“asks the Standards Committee to develop and recommend to Full Council for adoption the necessary proposed constitutional amendments to achieve this change, including terms of reference for the new committees.”*

The Council’s Standards Committee will develop details of proposals for the transition. A report containing observations and recommendations from the Overview and Scrutiny Coordinating Board will be submitted to the Standards Committee alongside officer reports.

Officer contact

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WAVERLEY BOROUGH COUNCIL

ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

20 SEPTEMBER 2021

VALUE FOR MONEY OVERVIEW AND SCRUTINY COMMITTEE

13 SEPTEMBER 2021

Title:

Parking Charging Strategy Review

Portfolio Holder: Cllr. Nick Palmer Portfolio Holder for Operational and Enforcement Services
Cllr Mark Merryweather, Portfolio Holder for Finance, Assets and Commercial Services

Head of Service: Richard Homewood, Head of Environmental & Regulatory Services

Key decision: Yes

Access: Public

1.0 Purpose and summary

1.1 This report reviews the current parking-charging regime following the strategic review of car parking carried out in 2019/20 and makes recommendations for the future charging strategy.

2.0 Recommendation

2.1 That the Executive note the report and.

- I. Recommend the proposed strategic tariff structure set out in Annexe C to the Council.
- II. Recommend the proposed 50% discount in pay and display charges to incentivise the move to ultra-low and zero emission vehicles in 6.4 below.
- III. Acknowledge the need to review the tariff structure on an annual basis to assess.
 - a. general patterns of use across car parks to assess whether the charging strategy has achieved its desired objectives and whether the tariff structures need to be modified
 - b. patterns of use in the Brightwell's Yard car park and any changes required to charging regimes, (e.g., Evening and Sunday charges?)
 - c. the uptake of discounted charges for Ultra Low Emission (ULEV) and Zero Emission (ZEV) vehicles, its impact on income levels and whether the level of discount needs to change.

3.0 Reason for the recommendation

3.1 To ensure Waverley Borough Council's (WBC) car parks.

- meet the conflicting demands of different users,
- maximise parking availability and meet consumer requirements in each of the four main settlements,
- prioritise the needs of local residents and businesses over the demand stemming from commuters,
- improve access to services and support for local economic vitality and vibrancy of town centres
- contribute to the Carbon Neutrality Action Plan by encouraging a switch to low or zero emission vehicles and modal shift to more sustainable forms of transport.

3.2 To ensure that income from parking charges is maintained at a level that ensures adequate off-street parking provision to deliver the above and contributes to the Medium-Term Financial Plan to ensure the full range of services to protect and enhance the environment in the borough can be supported.

4.0 Background

4.1 Members will recall that in 2019 the Council commissioned a strategic review of its Off-Street Parking Strategy. That review was documented in a Base Case Technical Report (November 2019) and a Stage 2 Recommendations Report (December 2019).

4.2 The report highlighted that the role of towns is changing, and retail can no longer be relied on to form the basis of a centre's vitality. National and international evidence suggests that while tariffs do influence behaviour, it is the ease of finding a space and space availability that is the more significant factor in influencing where people choose to shop, work, or establish businesses.

4.3 Research from the Association of Town and City Management concluded:

"...the general availability of spaces is felt to be more important than cost in their overall decision about visiting. Traffic flow and parking signage have as much, if not greater, effect on their decision to visit the town centre, how long they spend there, and how much money they spend." – **Association of Town & City Management**

4.4 People want to be able to find a space, when they need it, where they want it, and at a reasonable price that relates to their destination. Customers expect to pay for parking in larger village, town, or city centres because these places offer a variety of shopping, cultural and leisure experiences and they generally know that demand needs to be managed and car parks need to be maintained. In general, it is what a place offers that dictates the tariff, not the tariff which dictates the success of a place.

4.5 There is a misconception that free parking will help town centres thrive. Experience in other local authorities has shown that to the contrary, free parking merely clogs up town centres with long stay parking leaving little or no space for

short stay shoppers and visitors. The consultant's report on strategic recommendations concluded that

'In terms of revenue to WBC, providing 1/2 hour free would result in lost income of c550k p.a. (net of VAT) and 1 hour, c£1.15M (net of VAT) with no guarantee of any demonstrable economic benefit. This is therefore not an option that could reasonably be recommended'.

4.6 The National Planning Policy Framework states:

"In town centres, local authorities should seek to improve the quality of parking so that it is convenient, safe and secure, alongside measures to promote accessibility for pedestrians and cyclists".

4.7 Parking Policy drivers have informed the work and the proposals for parking charges. It is important that charging policies are consistent with the Council's Vision for the Borough.

4.8 The WBC Corporate Strategy 2020-25 states that the Council will promote: -

- a financially sound Waverley with infrastructure and services fit for the future,
- a strong, resilient local economy, supporting local business and employment
- effective strategic planning and development management which supports the planning and infrastructure needs of local communities
- a sense of responsibility for our environment, promoting biodiversity and protecting our planet

4.9 The Local Plan sets out development and growth for the Borough which will have implications for whether estate is fit-for-the-future and if sufficient parking will be available in the coming decade.

4.10 Surrey County Council's Local Transport Plan includes its own policies and a strategy for parking, include strategies for managing air quality, congestion, parking, electric vehicle and travel planning.

4.11 It is essential that the future charging strategy for WBC car parks supports these strategic objectives and ensures that tariff structures:

- are used to make more efficient use of the car parks and meet the conflicting demands of different users,
- maximise parking availability and meet consumer requirements in each of the four main settlements,
- prioritise the needs of local residents, and businesses over the demand stemming from commuters,
- improve access to services and support for local economic vitality and vibrancy of town centres

- contribute to the Carbon Neutrality Action Plan by encouraging a switch to low or zero emission vehicles and modal shift to more sustainable forms of transport.
- Maintain income at a level that ensures adequate off-street parking can be provided to deliver the above and contributes to the Medium-Term Financial Plan to ensure the full range of services to protect and enhance the environment in the borough can be supported.

- 4.12 Work had begun on evaluating the recommendations of the Stage 2 Recommendations Report but the introduction of Lockdown measures in response to the Covid-19 pandemic led to those discussions being put on hold. As an interim measure some adjustments were made to tariff structures to try addressing some of the immediate issues such as affordable parking for local employees. These changes were officially introduced from 1 April but did not actually take effect until charges and enforcement were re-introduced on 1 July. These current charges are set out in **Annexe B** to this report.
- 4.13 The Base case technical report included detailed analysis of current charges and use of the car parks in Waverley and considered this in the context of national, regional, and local policies. The report compared charges with those of neighbouring and similar local authorities. The consultants also engaged with businesses, communities and town and parish councils to better understand the complexity and diversity of needs for parking across the borough.
- 4.14 The reports examined a broad and far-reaching range of issues around the long-term development and improvement of parking facilities in Waverley and their management, which will need to be explored further at an appropriate time. These issues include a review of the adequacy and provision of disabled parking bays and the provision of parent and child bays,
- 4.15 The impact of the Covid-19 pandemic has been far reaching and it is not possible to predict accurately when and what the future shape of the 'new normal' might look like. Evidence between lockdown periods was that parking demand was recovering relatively quickly until the new restrictions were introduced. The vaccination programme is now underway and there is already evidence that parking demand is recovering quite quickly as it progresses. What cannot be predicted accurately is whether it will return to previous levels and what changes there will be in the nature of that demand.
- 4.16 Whilst the current financial climate, due to the impact of the Covid-19 pandemic, is not right for considering the long-term infrastructure and investment opportunities for our car parks it does however provide an opportunity for the Council to consider some of the low-cost measures that might support that recovery. The consultant's reports identified for instance, a need to use charging strategies to free up space in the more popular town centre car parks for shoppers and visitors by limiting stays and/or increasing charges whilst addressing the need for cheaper parking for local employees in those car parks further out of the town centres where historical use is less. This is something that can be implemented at low cost, but which has the potential to make a big difference.
- 4.17 Some key conclusions can be drawn from the Base Case and Stage 2 Reports in relation to these issues were that:
- Because of the rural nature of Waverley and limited local bus and rail services there is a heavy reliance on the car, and it is likely to remain the most popular transport mode for some time.

- Parking charges in Waverley were at the lower end of the scale when compared to neighbouring or similar authorities.
- Parking availability (not cost) was consistently raised during consultation as the constraint on the ability of residents from a wider area to use the different high streets and that this was affecting footfall.
- To be effective, different approaches may need to be applied to Waverley's different and distinct town and village centres.
- Affordable parking for local employees is a significant issue for businesses.
- A tailored parking charging strategy for each of the main centres, and other areas where relevant, is needed to maximise the use of existing capacity and provide additional capacity where needed and practicable.
- Measures to influence behaviour and encourage modal change to more sustainable transport options including low emission or zero emission vehicles, public transport, cycling and walking alongside measure to manage parking demand and availability.

5.0 Review of Parking Charges

- 5.1 The review of parking charges in 2020 made some progress in addressing these issues by:
- introducing a flat rate after 4 hours in Cranleigh car parks to make all day parking affordable for local employees.
 - introducing lower rates in Riverside 2 and 3 car parks in Farnham to make all day parking affordable for local employees.
- 5.2 To further address these issues, officers have reviewed the feedback from the consultation with the different communities, reviewed historical usage data prior to the pandemic, reviewed historical income trends and how income has 'flexed' during and between lockdowns. For each of the four main settlements officers have proposed a categorisation of car parks into user types and explored other options for accommodating the other issues such as cheaper parking for local workers, incentivising the switch to low or zero emission vehicles and modal shift.
- 5.3 Creating a turnover of spaces (churn) in the more popular shopper car parks in each settlement would help ensure a continuous supply of available parking for short stay shoppers. Limiting waiting times, where appropriate could achieve this but data in the consultant's Base Case Report did show that there was a limited demand for longer stay parking in these car parks alongside the short stay parking. A significant increase in charges after four hours could achieve the same effect as introducing limited waiting, whilst allowing some flexibility (at an increased cost) for those who wished to stay longer rather than park farther away from the town centres.
- 5.4 Allowing cheaper long stay parking in car parks a little further way from the town centres would accommodate visitors who wish to stay for longer periods and making outlying car parks cheaper would accommodate the needs of local employees who need all day parking. Officers have therefore applied these principles in the proposals where considered appropriate.
- 5.5 Finally in Haslemere, Godalming and Farnham there are clearly elements of commuter parking in WBC car parks to differing degrees, where Network Rail parking provision is not sufficient, or the Waverley car parks are cheaper. The car parks used by commuters need to provide a competitive offer but not be undersold.

- 5.6 Whilst the introduction of more short stay car parks has been considered the advice from the consultant was that, were they introduced, income levels could never be replaced by increased short stay churn unless tariffs were increased significantly. His recommendation was to proportionately increase long stays charges by more, using charges to deter long stay parking in the more popular shoppers' car parks whilst still allowing it for those willing to pay the premium.
- 5.7 This proposed approach would create five categories of car park including the existing short stay parking in South Street Farnham and Snoxhall Fields in Cranleigh:
- Short Stay car parks – South Street, Farnham and Snoxhall Fields in Cranleigh.
 - Shoppers' car parks – town centre car parks where tariffs after four hours increase significantly to discourage longer stay parking and create churn, whilst still allowing flexibility for those who are prepared to pay more to stay for longer, than they would have to pay in car parks farther out.
 - Long Stay Premium car parks - slightly farther out from the town centres where people can stay for longer at a lower price than the town centre car parks. Primarily aimed at visitors who wish to spend the day in the town and can walk into the town centre and other attractions.
 - Long Stay Economy car parks – outlying car parks where local employees and other who need to spend all day in town on a regular basis can park at lower more affordable prices.
 - Long Stay Commuter car parks - near to rail stations where all day parking is available at a competitive rate compared to the station car parks
- 5.8 The proposed categorisation of car parks in each settlement and the rationale for proposing these is set out in **Annexe A** to this report along with additional measures that might be appropriate in each to address the particular issues in each settlement. The current parking charges are set out in **Annexe B**. Based on these proposed categorisations a proposed pricing structure is set out in **Annexe C**.
- 5.9 This proposal seeks to ensure a churn of spaces in town centre car parks in the three main towns by making them all significantly more expensive after four hours compared with car parks further out of the town centres. Uniform pricing structures are proposed for these 'shoppers' car parks. These proposed charges would effectively direct the different types of user to the most appropriate car park for their needs and accommodate the requirements of all users whilst maximising the use of available parking space in all car parks.
- 5.10 At the same time the proposals recognise the different character of Cranleigh and the pricing structure for Cranleigh within the proposal is intended to continue to recognise its community's particular needs.
- 5.11 This is a significant step in progressing some of the recommendations from the consultant's report and will deliver an appropriately structured approach to charging that will help support the local economies and local communities.
- 5.12 It is important to recognise that these proposals are not a flat rate increase across all car parks. In introducing a strategic approach to car park charging, some car

parks are moving into a different category of car park to manage the type of user and as a consequence will face more significant increases than those which remain in the same use category. This is essential if the strategy is to succeed in maximising the use of parking spaces to support the local economy.

- 5.13 Based on historical usage data, pre Covid-19 implementing the proposed strategic charging structure in Annexe C could generate around £1.2m in a full year.
- 5.14 Given that the Government's Covid-19 restrictions are being relaxed incrementally and the community is adjusting gradually to the 'new normal' we cannot assume parking demand will reach normal levels in 21/22. Weekly monitoring of usage and income data has shown a widely fluctuating picture over the past year. Whilst usage is increasing since most Covid restrictions were removed on 19 July, there are still fluctuations which make projecting income difficult. We have therefore made some conservative and prudent assumptions in respect of the recovery of parking demand between now and the end of March 2022.
- 5.15 In setting the budget for 2021/22 it was projected that parking demand would recover to 40% of historical usage in quarter 2, 50% in quarter 3 and 60% in quarter 4 of 2021/22. The budget assumes income of £3.5m in 2021/22. Were we to introduce the new charges part way through quarter 3 (1 November), it is estimated that the proposed increases in Annexe C could generate around £320k in additional income in the remainder of 2021/22. If the charges were not introduced until 1 December 2021 the proposals would generate around £260k in additional income.
- 5.15 Concerns have been expressed in the past regarding consumer resistance to increases in parking charges. Past experience has shown that whilst there be some initial short-term reaction, usage levels quickly recover and there has not been any long term behaviour changes.
- 5.16 Increasing parking charges and incentivised parking charges for ultra-low emission vehicles and electric vehicles can be implemented using a 21-day notice. These will not require an amendment to the Parking Places Order.

6.0 **Incentivising Ultra Low Emission and Zero Emission vehicles.**

- 6.1 In order to encourage and support the transition to Ultra Low Emission (ULEV) and Zero Emission (ZEV) vehicles officers have been investigating options for reduced or frozen hourly rates for such vehicles. The RingGo payment service can offer a facility to charge a different fee as the user registers the vehicle details on the system or provides the registration number, which can be used to determine the vehicle emissions and charge a reduced hourly rate as appropriate.
- 6.2 With our current pay and display machines, it is not possible to offer this facility for pay and display or card users. Officers will make further enquiries and advise on the potential cost of facilitating this in due course.
- 6.3 The introduction of reduced or frozen charges for ULEV or ZEV would have limited impact initially, but it would have to be reviewed regularly as the proportion of such vehicles grows and its impact on overall income levels monitored closely.

- 6.4 It is however recommended that reduced or frozen charges for ULEV and ZEV be introduced as part of this review. It is recommended that this discount is set at 50% initially and is subject to annual review.

7.0 Relationship to the Corporate Strategy and Service Plan

- 7.1 The recommendations of this report will help support the Corporate Strategy's aims to 'support a strong, resilient local economy, supporting local businesses and employment' and 'taking action on the Climate Emergency and protecting the environment'.

- 7.2 By helping to address the budget shortfall it will also contribute to ensuring 'a financially sound Waverley, with infrastructure and resilient services fit for the future.'

8.0 Implications of decision

8.1 Resource (Finance, procurement, staffing, IT)

- 8.1.1 The updated Medium Term Financial Plan details the revised projections and assumptions for the four-year period. The latest MTFP projections show a £7.9m increase in the projected net budget shortfall for the four-year period compared to last February. Income from parking charges needs to support the Medium-Term Financial Plan and ensure off-street parking provision and the full range of services to protect and enhance the environment in the borough can be supported in accordance with the law. Further detail on the law is provided in 8.3 below. Details of the current parking income and expenditure can be found at [Waverley Borough Council - Data transparency](#)

- 8.1.2 The recommended increases to parking charges have the potential to generate additional income for this purpose. The amount of additional income in 2021/22 will depend on several factors including the success of the Covid-19 vaccination programme and progress with the Government's road map, the extent to which working, and life behaviours change, the rate of recovery of parking demand and how far that recovery leads to previous levels of car park use and demand.

- 8.1.3 Indications from the partial recovery between lockdowns and the early signs of recovery since 18 May as we proceed along the road map to recovery, suggest that it will eventually recover to near previous use levels but predicting the timescale and sustainability of that recovery is more difficult.

- 8.1.4 For the purposes of this report, the projected recovery has been assumed as 50% in quarter 3 and 60% in quarter 4. The projected income, which each option would generate in 2021/22, if introduced in quarter 3 and based on these assumptions, is set out in paragraphs 5.10 to 5.13 above.

- 8.1.5 The recommended tariff structure is estimated to generate in the region of £320k at the projected recovery rates, if implemented on 1 November 2021. This would make a significant contribution to bridging the budget deficit.

8.2 Risk management

- 8.2.1 The proposals in this report and the projections are made against a backdrop of uncertainty about the recovery from the Covid-19 pandemic and the success of the vaccination programme.
- 8.2.2 There are also risks associated with predictions on what 'normal' activity might look like afterwards, with potential changes in working patterns and retail behaviour. The latest indications suggest that parking demand is gradually recovering. We have made cautious assumptions on this in 8.1.4. The charges would need to be reviewed if demand were to perform significantly worse, for example if the Government ordered a new lockdown.

8.3 Legal

8.3.1 In accordance with section 32 of the Road Traffic Regulation Act 1984, the Council has the power to provide car parks. Section 35 of the Act allows the Council to make orders in respect of parking places for their conditions of use and the charges that apply.

8.3.2 The use of any surplus is governed by Section 55 of the Road Traffic Regulation Act 1984 which specifies that the surplus may be used for:-

- (a) the making good to the general fund of any amount charged to that fund (to make good any deficit in the Special Parking Account) in the 4 years immediately preceding the financial year in question,
- (b) meeting all or any part of the cost of the provision and maintenance by the local authority of off-street parking accommodation, whether in the open or under cover,
- (c) the making to other local authorities or to other persons of contributions towards the cost of the provision and maintenance by them, of off-street parking accommodation, whether in the open or under cover,
- (d) if it appears to the local authority that the provision in their area of further off-street parking accommodation is unnecessary or undesirable, the following purposes—
 - (i) meeting costs incurred, whether by the local authority or by some other person, in the provision or operation of, or of facilities for, public passenger transport services,
 - (ii) the purposes of a highway or road improvement project in the local authority's area,
 - (iii) in the case of a London authority, meeting costs incurred by the authority in respect of the maintenance of roads maintained at the public expense by them,
 - (iv) the purposes of environmental improvement in the local authority's area,
 - (v) in the case of such local authorities as may be prescribed, any other purposes for which the authority may lawfully incur expenditure,

8.3.3 Details of the current parking income and expenditure can be found at [Waverley Borough Council - Data transparency](#)

8.4 Equality, diversity, and inclusion

- 8.4.1 The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions to have due regard to:
- (i) the need to eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010.
 - (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not; and,
 - (iii) foster good relations between those who have protected characteristics and those who do not

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

- 8.4.2 The Council is committed to all of the above which will be considered and included within the parking strategy as it is developed improving the quality of life and wellbeing for all residents in respect of socio-economic and health determinants.

8.5 Climate emergency declaration

- 8.5.1 It has been widely recognised at national, regional, and local levels that because of the rural nature of Waverley and limited local bus and rail services there is a heavy reliance on the car, and it is likely to remain the most popular transport mode for some time. The effective management of off-street parking as proposed will assist in mitigating the impact of motor vehicles on the local environment and the community.
- 8.5.2 The proposed reduced charges for ULEV and ZEV will incentivise motorists to switch from diesel and petrol vehicles as set out in the Carbon Neutrality Action Plan.
- 8.5.3 These proposals are accompanied by work underway to progressively introduce electric vehicle charging points in Waverley Borough Council car parks.
- 8.5.4 Work is also underway in partnership with the local cycle forums to introduce a network of cycle shelters across WBC car parks and to develop cycle routes across the borough to encourage modal shift to more sustainable forms of transport.

9.0 Consultation and engagement

- 9.1 Extensive consultation was carried out with the public, elected Members, Town, and Parish Councils during the development of the parking strategy by the consultants. The feedback from this consultation is reflected in the Base Case Technical Report and the Stage 2 Recommendations Report on which these recommendations are based.
- 9.2 Cllr Nick Palmer, Portfolio holder for Operational and Enforcement Services, wrote to all Councillors on 9 June setting out the rationale for the proposed increases and sharing the draft report with them. Following a query regarding how the estimated income figures in the report were calculated and on car park usage, a further email was sent to all councillors on 21 June providing the data requested. Apart from this request for further information there has been little

feedback received from members apart from one or two concerns about the slow recovery of car park use. This was of course prior to the easing of Covid restrictions on 19 July and we are seeing a greater increase in usage since then.

10.0 Other options considered

10.1 A range of options were considered during the preparation of the Base Case Technical Report and the Stage 2 Recommendations Report. The introduction of a new structure of parking charges is considered essential if parking is to be managed efficiently to support the local economies and communities in our borough effectively.

11.0 Governance journey

11.1 Parking Charging Strategy Review:

Report to VfM O&S	13 September 2021
Report to Env O&S	20 September 2021
Report to Executive –	22 September 2021
Report to Council –	22 September 2021
Notice Published –	23/30 September 2021
Charges Introduced –	1 November 2021

Attachments

Annexe A	Proposed categorisation for car parks and other measures
Annexe B	Current parking charges
Annexe C	Proposed Strategic tariff structure

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Parking Charge strategy for Waverley's car parks

Proposed categorisation for car parks and other measures

1.0 Introduction

1.1 The Base Case Technical Report and the Stage 2 Recommendations Report produced for the Council as part of its parking strategy review concluded that:

- I. Because of the rural nature of Waverley and limited local bus and rail services there is a heavy reliance on the car, and it is likely to remain the most popular transport mode for some time.
- II. To be effective, different approaches may need to be applied to Waverley's different and distinct town and village centres.
- III. Affordable parking for local employees is a significant issue for businesses.
- IV. A tailored parking charging strategy for each of the main centres, and other areas where relevant, is needed to maximise the use of existing capacity and provide additional capacity where needed and practicable.

1.2 Officers have reviewed the feedback from the consultation with the different communities, reviewed historical usage data prior to the pandemic, reviewed historical income trends and how income has 'flexed' during and between lockdowns. For each of the four main settlements officers have proposed a categorisation of car parks into user types and explored other options for accommodating the other issues such as cheaper parking for local workers, incentivising the switch to low or zero emission vehicles and modal shift.

1.3 In recognition of the issues identified in 1.1 above and the work undertaken as set out in 1.2 above, set out below are proposals for revising parking charges in each main settlement to reflect their particular needs.

1.4 In summary, the following categorisation of car parks is recommended:

- Short Stay car parks – Existing established short stay car parks
- Shoppers' car parks – town centre car parks where tariffs after four hours increase significantly to discourage longer stay parking and create churn, whilst still allowing flexibility for those who are prepared to pay more to stay for longer, than they would have to pay in car parks farther out.
- Long Stay Premium car parks - slightly farther out from the town centres where people can stay for longer at a lower price than the town centre car parks. Primarily aimed at visitors who wish to spend the day in the town and can walk into the town centre and other attractions.
- Long Stay Economy car parks – outlying car parks where local employees and other who need to spend all day in town on a regular basis can park at lower more affordable prices.
- Long Stay Commuter car parks - near to rail stations where all day parking is available at a competitive rate compared to the station car parks. In Farnham and Haslemere Network Rail has significantly increased the amount of commuter

parking they provide in recent years, and there is provision in Farncombe, which offsets the demand for this type of parking in WBC car parks to a greater or lesser degree.

Godalming

- Shoppers car parks - Crown Court; Mint Street; Mill Lane; South Street
- Long Stay Premium – Queen Street, Croft Road
- Long Stay Economy – Meadow,
- Long Stay Commuter – North Street; Station Lane, Milford

Farnham

- Short Stay – South Street
- Shoppers car parks - South Street; Brightwell’s Yard; Central; Lower Hart and Leisure Centre
- Long Stay Premium – Wagon Yard, Upper Hart
- Long Stay Economy – Riverside 1,2,3; St James,

Haslemere

- Shoppers car parks - High Street
- Long Stay Premium – Chestnut Avenue
- Long Stay Economy – Tanners Lane; Weyhill (short stay area)
- Long Stay Commuter – Weydown Road; Weyhill (long stay area)

Cranleigh

- Short Stay – Snoxhall Fields
- Long Stay Economy – Village Way; Stocklund Square

2.0 Godalming car parks

2.1 The Stage 2 Recommendations Report concluded that:

- The car parks are generally extremely well used and space availability throughout the day is an issue. More spaces will be needed to accommodate future demand and projected population increases
- There is a surplus of disabled spaces on off-street car parks based upon existing demand
- Removal of recycling bins on car parks would increase capacity.
- Existing parking layouts should be reviewed to assess whether more efficient configuration would provide additional capacity
- Free on street spaces add to congestion impact amenity and space for pedestrians and cyclists
- The consultation highlights that there is a perceived lack of affordable parking for retail workers. Due to capacity issues, it is not practical to accommodate this on existing WBC car parks. Consideration should be given to identifying a new site close to the

town centre. The car park at Wharf Road (Homebase/Pets at Home) Retail Park is currently underutilised and the potential use of some of this car park for worker parking should be investigated with the owner as an early option.

- Lack of rail parking in Godalming appears to have reduced use of the station resulting in growth at other stations on the route. This issue is likely to worsen as populations increase unless more parking is provided at the Station.
- Demand for parking at Farncombe station would also appear to outstrip supply.

- 2.2 Crown Court given its location and ready access to the High Street is the obvious shoppers' car park. 90% of ticket sales are for one, two or three hours. It operates at or near capacity for the 10.00am to 4.00pm period and there is clearly a need to generate a 'churn' during this period. Historically there are several season tickets issued for this car park and some longer stay users. These might be commuters using the nearby Godalming Station or local employees. Further work is needed to clarify this and investigate an alternative location for these season ticket holders, but it is recommended that Crown Court be classed as a shoppers' car park.
- 2.3 Mint Street, Mill Lane and South Street are also close to the High Street and once again between 80% and 90% of the tickets purchased in these car parks are for one, two or three hours. There is some limited longer stay sessions, more notably in Mill Lane, but these all used predominantly used as shoppers' car parks.
- 2.4 Queen Street and Croft Road car parks are farther away from the High Street and straddle Flambard Way. Whilst there is still a trend toward one-, two-, and three-hour ticket purchases, there is also a more even spread throughout the day suggesting that these are car parks where those who work in the town might park. Making these Long Stay Premium car parks might encourage those long stay and season ticket holders to park here and free up space in Crown Court for shoppers and visitors.
- 2.5 North Street car park is adjacent to Farncombe station and 89% of the ticket purchases are for all day parking, with only 11% for one or two hour stays, which suggests it is predominantly a commuter car park. The all-day charge in North Street is £5.50 whereas the Network Rail car park charge is £8.00. This would suggest there is scope to increase the charge whilst remaining competitive with Network Rail.
- 2.6 Meadow car park is some distance from the High Street and is a mixture of short stay (61% tickets purchased for two or three hours) and long stay (39% tickets purchased for the whole day). The car park already has a flat rate from 4 hours onwards. This could be allocated as a Long Stay Economy car park where these flat rate charges would help low paid local employees.
- 2.7 The Burys office car park is available to the public at the weekends and adds to capacity for shoppers and visitors over the weekend. Occupancy rates on Saturdays peaks at around 36% suggesting it adds sufficient capacity for the influx of weekend shoppers.
- 2.8 Station Lane car park in Milford is an outlying car park and 63% of the ticket purchases are for the whole day, suggesting they are commuters. The remaining 37% are one- and two-hour tickets which are probably shoppers visiting the local amenities. There is a very low flat rate fee from three hrs onwards, which could be increased significantly if the long stay parking is commuters. Further investigation is required to understand who the long stay customers are.
- 2.9 In conclusion, for Godalming the following categorisation of car park is recommended:

- Shoppers car parks - Crown Court; Mint Street; Mill Lane; South Street
- Long Stay Premium – Queen Street; Croft Road; The Burys (Sat only)
- Long Stay Economy – Meadrow,
- Long Stay Commuter – North Street; Station Lane, Milford

3.0 Farnham car parks

3.1 The Stage 2 Recommendations Report concluded that:

- The car parks, particularly those in prime locations, are generally extremely well used and space availability throughout the day is an issue.
- The Brightwell's development will increase the number of parking spaces but the scheme will also increase parking demand. More spaces will be needed to accommodate future demand and projected population increases.
- There is a surplus of disabled spaces on off-street car parks based upon existing demand
- There is considerably lower demand for the Riverside car parks, which could be improved with better promotion, and charges that are attractive for town workers. This may also release spaces in prime car parks for short stay use.
- Lack of rail parking is an issue and there is a perception that rail users must use town centre car parks, reducing the number of spaces available for short stay visitors.

3.2 In the 2020 charges review a flat rate was introduced in Riverside 2 and 3 after 4 hours to address the issues for all day parking low paid local employees. Discounted season tickets have been offered to University students to encourage use of these car parks and this scheme could be extended to local employees. Uptake has been limited and there is a need to promote this lower cost parking as part of the 2021 review.

3.3 The key issue here is to free up spaces in the centre of the town for short stay shoppers and visitors by creating 'churn'. At present, only one car park in Farnham is short stay (South Street). 80% of the tickets purchased in South Street are for 1 or two hours. This car park along with the new Brightwells Yard multi-storey car park will be the focus for parking for shoppers and visitors to the new Brightwell's development.

3.4 Members will be aware that the Brightwells Yard multi-storey car park is under construction to serve the residential, retail and leisure facilities in Brightwells development. Waverley Borough Council will manage the public areas of this car park.

3.5 The availability of car parking will be a key consideration for potential occupiers of the retail and leisure units in the Brightwell's development. A lack of sufficient parking for customers will affect the viability and attractiveness of the units to businesses and ultimately the commercial success of the development. The charging regime for the new Brightwells Yard car park and the adjacent, recently refurbished South Street car park will therefore need to assure potential occupiers of the retail and leisure units that parking will be available for their customers throughout the week including evenings and weekends.

3.6 Given the amount of residential accommodation on the site there is a risk of parking spaces in the public car park being taken up by residential users particularly during evenings and at weekends unless an appropriate charging regime is in place. One of the underlying principles during the viability assessment of the Brightwells development has been that to

ensure the availability of parking for retail and leisure customers into the evenings and at weekends.

- 3.7 Whilst South Street should remain short stay, it is recommended that Brightwells Yard is designated as a shoppers' car park and that the higher tariff structure after four hours is used to create 'churn' instead of introducing limited waiting. This will need to be kept under review and should issues arise regarding availability of parking spaces for evening and Sunday visitors due to residential parking then the introduction of evening and Sunday charging may have to be considered.
- 3.8 Central car park is the focus for shoppers and visitors to the High Street shopping area. Again 94% of the tickets purchased in Central car park are for 1, 2 or 3 hours. Making Central car park a shopper's car park will help ensure 'churn' and encourage longer stay users to look further afield for cheaper long stay parking.
- 3.9 Wagon Yard car park is slightly farther out from the town centre and the range of ticket purchase extends beyond three hours, this suggests that whilst a significant number of customers in this car park are short stay shoppers and visitors there is some use as a long stay car park. It is suggested therefore that this car park would fall into the Long Stay Premium car park category.
- 3.10 Visitors to the supermarket and the adjacent shopping areas predominantly use lower Hart car park. Again 98% of tickets purchased are for up to three hours. Occupancy rates indicate it is almost at full capacity throughout the day. It is recommended therefore that this should be designated as a shoppers' car park (max 4 hours).
- 3.11 The adjacent Upper Hart is also occupied at or near capacity for much of the day but has a broader spread of ticket purchase with longer stays. It is recommended that this is designated a Long Stay Premium car park.
- 3.12 The other Waverley car parks in Farnham, St James and Riverside 1 are located adjacent to the trading estates and are low cost and used by local employees. It is recommended that these are designated Long Stay Economy car parks. Leisure centre users use the Leisure Centre car park predominantly and 98% of tickets are for 2 hours. Prices beyond 3 hours increase significantly to deter long stay parking and this seems to work. Making this a short stay car park would not have an adverse impact on the Leisure Centre use and will further ensure 'churn'.
- 3.13 In conclusion for Farnham the following categorisation of car park is recommended:
- Shoppers car parks - South Street; Brightwell's Yard; Central; Lower Hart and Leisure Centre
 - Long Stay Premium – Wagon Yard, Upper Hart
 - Long Stay Economy – Riverside 1,2,3; St James,

4.0 Haslemere car parks

- 4.1 The Stage 2 Recommendations Report concluded that:

- Most WBC car parks in the centre of Haslemere operate close to capacity suggesting that there is insufficient parking capacity in Haslemere town centre to meet existing demand at peak times.
- Existing parking layouts should be reviewed to assess whether more efficient configuration would provide additional capacity
- The car parks closest to the railway station had plenty of capacity compared with Godalming and Farnham.
- The introduction of charges at Wey Hill would help manage demand and the availability of spaces for local visits and workers
- The free car parks supporting the smaller district centres were generally well occupied but did have spaces available despite being free to use. Whilst car parks are free it is difficult to manage usage and the facilities as being subsidised due to the costs of supervising and maintaining them.

4.2 High Street car park was resurfaced in 2018/19 and the layout was revised to improve circulation and increase capacity. As concluded in the Stage 2 report it operates at or near capacity throughout the day. 93% of tickets purchased are for one or two hours indicating a high turnover.

4.3 Chestnut Avenue car park is similarly busy but at slightly lower occupancy rates and whilst 77% of tickets are purchased for one or two hours there is a broader spread of purchase beyond two hours through to all day parking.

4.4 Tanners Lane car park differs in that 56% of the tickets are purchased for the full day, with the other 24% purchased for one or two hours. This car park slightly farther out from the shopping areas lends itself to parking for local employees.

4.5 Weydown Road is recognised as a commuter car park with 96% of tickets purchased for the whole day during the week and 88% for the whole day on Saturdays.

4.6 Charges have yet to be introduced at Weyhill, but this has been delayed whilst the longer-term future of the site is considered. The car park is divided into a short stay section for shoppers and visitors, and a long stay area, which is predominantly used by commuters. The scope for introducing charges in the short term for both the short and long stay sections whilst that discussion continues should be a serious consideration. Long stay parking should be priced slightly below the nearby Network Rai car park and be in line with Weydown Road car park. There is a demand for cheaper longer stay parking for local low paid employees and provision for this could be made through a bespoke permit scheme.

4.7 In conclusion, for Haslemere the following categorisation of car park is recommended:

- Shoppers' car park - High Street
- Long Stay Premium – Chestnut Avenue
- Long Stay Economy – Tanners Lane; Weyhill (short stay area)
- Long Stay Commuter – Weydown Road; Weyhill (long stay area)

5.0 Cranleigh car parks

5.1 The Stage 2 Recommendations Report concluded that:

- The village presents different challenges to the other main settlements as shop vacancy rates are increasing resulting in a decline of parking demand.

- Supply of parking is not a material issue but affordable parking for local workers is.
- As there is no railway station in Cranleigh the impact of commuter demand is not an issue.
- Prices are low compared with many neighbouring authorities. The very high occupancy on many car parks suggests that tariffs are too low in the prime areas of the town centres.
- Evening and Sunday charges are charged by many neighbouring councils and are unlikely to affect footfall if set at a reasonable level. Pricing should however be set according to local needs.
- Some provision should however be made for low paid workers to make parking charges accessible.

5.2 Cranleigh has two main public car parks, Village Way and Stocklund Square. There is also a third car park, Snoxhall Fields, owned by the Parish Council but managed by Waverley Borough Council.

5.3 Working with the Parish Council and the local Chamber of Commerce adjustments were made to parking charges in Village Way and Stocklund Square it was confirmed that over 95% of the tickets purchased were for up to four hours. In addressing the need to make provision for long term parking by low paid workers a flat rate of £4 after 4 hours was introduced in the 2020 review of charges.

5.4 This approach seems to have been effective at addressing the needs of local employees. Village Way and Stocklund Square are predominantly shopper and visitor car parks but in the absence of pressure from commuter parking and any alternatives for long stay parking limits on length of stay are not recommended.

5.5 Snoxhall Fields provides parking for users of the parks and open spaces as well as shoppers and local employees. In order to ensure these leisure users, have access to parking in Snoxhall Fields, the parking is currently restricted to short stay (3hrs maximum Mon – Fri and 4hrs maximum on Saturdays).

5.6 Given the particular characteristics of Cranleigh, Village Way and Stocklund Square do not fit neatly into any of the three categories but are more aligned to the Long Stay Economy car parks. Snoxhall Fields is a short stay car park for the reasons outlined above.

6.0 Season Tickets, Residents' Permits and Contract Permits.

6.1 Season Tickets, Residents' Permits and Contract Permits prices were not increased in April 2020 and have not therefore increased for several years. It is recommended that a 15% increase is applied across the board for all types of permit as the permit prices already reflect the popularity and demand for each location. Proposed prices for these are also set out in Annexe C to the report.

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Proposed Tariff Structure – November 2021

Location and car park	Charging Days	Tariff												Season Tickets		Residents' Permits		Contract Permits			
		1Hr	2Hrs	3Hrs	4Hrs	5Hrs	6Hrs	7Hrs	8Hrs	9Hrs	10Hrs	10.5Hrs	1 Month	6 Months	Annual	6 Months	Annual	6 Months	Annual		
														1 Month	6 Months	Annual	6 Months	Annual			
Farnham	Mon - Sat	£1.10	£2.20	£3.60	£5.00	£6.50	£8.00	£10.00	£13.00	£16.00	£20.00	£22.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Leisure Centre	Mon - Sat	£0.80	£1.60	£2.80	£3.60	£4.50	£8.00	£8.00	£8.00	£8.00	£10.00	£10.00	£110.00	£630.00	£1,145.00	£163.00	£296.00	£693.00	£1,260.00		
Upper Hart	Mon - Sat	£1.10	£2.20	£3.60	£5.00	£6.50	£8.00	£10.00	£13.00	£16.00	£20.00	£22.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Lower Hart	Mon - Sat	£1.10	£2.20	£3.60	£5.00	£6.50	£8.00	£10.00	£13.00	£16.00	£20.00	£22.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Central	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£85.00	£490.00	£890.00	£163.00	£296.00	N/A	N/A	N/A	
St James	Mon - Sat	£0.80	£1.60	£2.80	£3.60	£4.50	£8.00	£8.00	£8.00	£8.00	£8.00	£10.00	£122.00	£702.00	£1,277.00	£163.00	£296.00	N/A	N/A	N/A	
Wagon Yard	Mon - Sat	£1.10	£2.20	£3.60	£5.00	£6.50	£8.00	£10.00	£13.00	£16.00	£20.00	£22.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Brightwells Yard	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£73.00	£419.00	£762.00	£163.00	£296.00	N/A	N/A	N/A	
South Street	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£73.00	£419.00	£762.00	£163.00	£296.00	N/A	N/A	N/A	
Riverside 1	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£73.00	£419.00	£762.00	£163.00	£296.00	N/A	N/A	N/A	
Riverside 2	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£73.00	£419.00	£762.00	£163.00	£296.00	N/A	N/A	N/A	
Riverside 3	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£73.00	£419.00	£762.00	£163.00	£296.00	N/A	N/A	N/A	
Farnham Locality Office	Mon - Sat	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	£693.00	£1,260.00		
Goddalming	Mon - Sat	£0.80	£1.60	£2.80	£3.60	£4.50	£8.00	£8.00	£8.00	£8.00	£8.00	£10.00	£122.00	£702.00	£1,277.00	£163.00	£296.00	N/A	N/A	N/A	
Queen Street	Mon - Sat	£1.10	£2.20	£3.60	£5.00	£6.50	£8.00	£10.00	£13.00	£16.00	£20.00	£22.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Mill Lane	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£89.00	£508.00	£925.00	£163.00	£296.00	N/A	N/A	N/A	
North Street M-F	Mon to Fri	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
North Street Sat	Saturday	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Station Lane Millford	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£37.00	£210.00	£382.00	£163.00	£296.00	N/A	N/A	N/A	
Mint Street	Mon - Sat	£1.10	£2.20	£3.60	£5.00	£6.50	£8.00	£10.00	£13.00	£16.00	£20.00	£22.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
South Street	Mon - Sat	£1.10	£2.20	£3.60	£5.00	£6.50	£8.00	£10.00	£13.00	£16.00	£20.00	£22.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Crown Court	Mon - Sat	£1.10	£2.20	£3.60	£5.00	£6.50	£8.00	£10.00	£13.00	£16.00	£20.00	£22.00	£122.00	£702.00	£1,277.00	£163.00	£296.00	N/A	N/A	N/A	
Croft Road	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£110.00	£630.00	£1,145.00	£163.00	£296.00	N/A	N/A	N/A	
Meadow	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£48.00	£275.00	£500.00	£163.00	£296.00	N/A	N/A	N/A	
Council Offices	Saturday only	£0.80	£1.70	£4.40	£4.50	£5.40	£6.50	£7.50	£8.70	£10.00	£11.00	£12.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Haslemere	Mon - Sat	£1.10	£2.20	£3.60	£5.00	£6.50	£8.00	£10.00	£13.00	£16.00	£20.00	£22.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
High Street	Mon - Sat	£0.80	£1.60	£2.80	£3.60	£4.50	£8.00	£8.00	£8.00	£8.00	£8.00	£10.00	£110.00	£630.00	£1,145.00	£163.00	£296.00	N/A	N/A	N/A	
Chestnut Avenue	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£85.00	£490.00	£890.00	£163.00	£296.00	N/A	N/A	N/A	
Tanners Lane	Mon - Sat	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	£98.00	£560.00	£1,018.00	£163.00	£296.00	N/A	N/A	N/A	
Weydown Road	Mon to Fri	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Weydown Road	Saturday	£0.80	£1.60	£3.00	£4.20	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£6.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Cranleigh	Mon - Sat	£0.80	£1.60	£3.00	£4.00	£4.50	£4.50	£4.50	£4.50	£4.50	£4.50	£4.50	£85.00	£490.00	£890.00	£163.00	£296.00	N/A	N/A	N/A	
Village Way	Mon - Sat	£0.80	£1.60	£3.00	£4.00	£4.50	£4.50	£4.50	£4.50	£4.50	£4.50	£4.50	£110.00	£630.00	£1,145.00	£163.00	£296.00	N/A	N/A	N/A	
Stocklund Square	Mon - Sat	£1.00	£1.60	£3.00	£4.00	£4.50	£4.50	£4.50	£4.50	£4.50	£4.50	£4.50	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Snoohall Fields (M-F)	Mon - Fri	£1.00	£1.00	£1.00	Max 3 hours	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Snoohall Fields Sat	Saturday	£1.00	£1.00	£1.00	£1.00	Max 4 hours	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Shoppers																			
		Long Stay Premium																			
		Long Stay Economy																			
		Long Stay Commuter																			

WAVERLEY BOROUGH COUNCIL

**VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW AND SCRUTINY
COMMITTEE**

13 SEPTEMBER 2021

Title:

Property Investment Advisory Board update

Portfolio Holder: Cllr M Merryweather, Portfolio Holder for Finance, Assets and Commercial Services

Head of Service: Peter Vickers, Head of Finance and Property

Key decision: No

Access: Public/Part Exempt

1. Purpose

- 1.1 The purpose of this report is to update the Value for Money and Customer Service O&S Committee (the Committee) on the progress and work of the Property Investment Advisory Board (PIAB), which advises the Executive on property investment matters. The update is detailed in Exempt Annexe 1.
- 1.2 This report also give the Committee an update on the performance of the current portfolio projected to the end of the financial year (Exempt Annexe 2).

2. Recommendation

It is recommended that the Committee notes the property investment activity and makes any observations or recommendations to the Portfolio Holder and/or Executive as appropriate.

3. Reason for the recommendation

The PIAB works on behalf of, and advises, the Executive regarding property investment matters and decisions. This report provides an overview of the work of the PIAB to the Committee whose role it is to scrutinise the decisions of the Executive.

4. Relationship to the Corporate Strategy and Service Plan

- 4.1 The Service Plan for Finance and Property Services (2021-2024) aims to manage the commercial portfolio to increase revenue in line with the Medium Term Financial Plan (Outcome 7). As well as managing the diverse operational asset base with the aim of gaining maximum benefit from the assets the Council holds.

5. Implications of decision and consultation and engagement

5.1 Resource (Finance, procurement, staffing, IT)

The performance of the property portfolio is detailed in exempt annexe 2.

6.2 Risk management

Risk is mitigated in accordance with the Property Investment Strategy by having a balanced property portfolio with diversity through class and location, having exit strategies for each investment and obtaining inflation protected income growth.

6.3 Legal

There are no legal implications arising directly from this report.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. Equality impact assessments are carried out when necessary across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

The income from the property portfolio supports service delivery and the Council's Corporate Objectives including with regard to the Climate Emergency declaration. The Council is committed to prioritising property investment that has a positive impact on the environment and aligns with the Council's values whilst delivering the required financial return.

7. Consultation and engagement

7.1 This is an update report on the progress of the PIAB and no decision is being made at this committee.

8. Other options considered

8.1 The Council's property assets will continue to be reviewed for investment opportunities and new opportunities identified in pursuit of a balanced portfolio. The property portfolio will undergo continual monitoring of performance.

9. Governance journey

9.1 The PIAB reports to the Executive with its advice regarding property investment. This report was produced for the Committee to note the PIAB's recent activity.

Annexes:

Exempt Annexe 1 – Property Investment – update

Exempt Annexe 2 - performance of the current portfolio

Background Papers

There are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

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Agreed and signed off by:

Legal Services:

Strategic Director:

Portfolio Holder:

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