

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

When calling please ask for:
Georgina Hall, 01483 523224

Policy and Governance

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Direct line:

Date: 11 March 2022

Membership of the Overview and Scrutiny - Resources

Cllr Stephen Mulliner (Chairman)
Cllr Joan Heagin (Vice Chairman)
Cllr Roger Blishen
Cllr Jerome Davidson
Cllr Chris Howard

Cllr Peter Martin
Cllr John Neale
Cllr Peter Nicholson
Cllr George Wilson

Substitutes

Cllr Brian Edmonds
Cllr David Else

Cllr John Gray

Members who are unable to attend this meeting must submit apologies by the end of Monday, 14 March 2022 to enable a substitute to be arranged.

Dear Councillor

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

DATE: TUESDAY, 22 MARCH 2022

TIME: 7.00 PM

PLACE: COUNCIL CHAMBER, COUNCIL OFFICES, THE BURYS,
GODALMING

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 **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 Tuesday 15 March to enable a substitute to be arranged, if applicable.

2 **MINUTES**

To confirm the Minutes of the Meeting held on 25 January 2022 and published on the Council's website.

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 Tuesday 15 March 2022.

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 Tuesday 15 March 2022.

6 **COMMITTEE WORK PROGRAMME** (Pages 7 - 14)

The Policy Overview & Scrutiny Committee is responsible for managing its work programme.

The Scrutiny Officer will lead this agenda item.

7 CORPORATE PERFORMANCE REPORT Q3 2021/22 (Pages 15 - 68)

Purpose and Summary

The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the third 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.

Recommendation

It is recommended that the Overview and 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.

Pages to note are pages 22 – 39 of the agenda report.

8 ANNUAL REVIEW OF CORPORATE KPIS SET FOR 2022-23 (Pages 69 - 82)

Purpose and Summary

The purpose of this report is to present to the Overview and Scrutiny (O&S) Committees proposed changes to the current corporate performance indicators set for the financial year 2022-23. The performance monitoring of these indicators takes place on a quarterly basis through the Corporate Performance Report which gets reviewed by the Senior Management Team (SMT), O&S Committees and Executive.

The details are set out in Annexe 1 to this report and these are reflected in the recommendations.

Recommendation

It is recommended that the Overview & Scrutiny Committee:

- 1) Endorses the proposals put forward by officers with regards to changes to the corporate performance indicators for 2022/23, as set out in Annexe 1, and
- 2) Recommends approval to the Executive for the proposals to be implemented from 1 April 2022.

9 COLLABORATION WITH GUILDFORD UPDATE

The Leader of the Council, Councillor Paul Follows, will provide a verbal update.

10 EQUALITY OBJECTIVES AND ACTION PLAN (Pages 83 - 94)

Purpose and Summary

The purpose of this report is to present to the Committee a set of new corporate equality objectives and an associated action plan and to ask for the committee's endorsement and / or any recommendations it would like to make to the Executive.

The Corporate Equality Objectives and associated Action Plan are set out in Annexe 1 to this report.

Recommendation

It is recommended that the Resources Overview & Scrutiny Committee considers the Corporate Equality Objectives and associated Action Plan as set out in Annexe 1 and makes any recommendations to the Executive.

The Corporate Policy Manager will lead this agenda item.

11 EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation of 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).

12 PROPERTY INVESTMENT ADVISORY BOARD ACTIVITY UPDATE REPORT
(Pages 95 - 102)

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.

13 PROPERTY INVESTMENT QUARTERLY REPORT

14 BURYS DEVELOPMENT PROJECT (Pages 103 - 172)

Purpose and Summary

To discuss the progress so far on the Burys Development Project.

Recommendation

It is recommended that the Overview and Scrutiny Committee considers the Burys Development Project Phase 2 report as set out in Annexe 1 to this report and makes any recommendations to the Project Sponsor or the Executive, as appropriate.

Officer contacts:
Mark Mills, Policy Officer - Scrutiny
Tel. 01483 523078 or email: mark.mills@waverley.gov.uk
Georgina Hall, 01483 523224
Tel. or email: Georgina.Hall@waverley.gov.uk

Policy Overview & Scrutiny Committee 2021/22 - work programme

Part 1 of 4: Recommendations made

#	Agenda Item	Recommendation	Made to	Agreed?	Details
22.01.25 - 7.1	General Fund Budget 2022/23 and Medium-Term Financial Plan 2022/23- 2025/26	Endorse recommendations #1-7 to the Executive in para 3.1.	The Executive	Agreed	The Executive welcomes the endorsement.
22.01.25 - 7.2	General Fund Budget 2022/23 and Medium-Term Financial Plan 2022/23- 2025/26	That the Executive explore investments in the Council's car parks to increase the income they generate.	The Executive	Partially agreed	The Executive was always looking at ways in which new income could be generated and car parks usage could be maximised.
22.01.25 - 7.3	General Fund Budget 2022/23 and Medium-Term Financial Plan 2022/23- 2025/26	Perform an additional check that the planning fees and green waste charges set out in the committee papers are correct	The Executive and Finance Team	Agreed	The checks have been completed and the particular issues identified with the planning and green waste fees have now been addressed.
22.01.25 - 9.1	Capital Strategy 2022/2027	With regards to the recommendation in para 3.1.1, approve of the 5-year Capital Strategy for 2022/2027, incorporating the Treasury Management Strategy, Prudential Indicators and Asset	The Executive	Agreed	The Executive welcomes the endorsement.

		Investment Strategy by Full Council.			
22.01.25 - 9.2	Capital Strategy 2022/2027	That the proposed delegation in para 3.1.2 be subject to annual reapproval by Full Council.	The Executive	Agreed	The Executive supported the proposal.
22.01.25 - 10	Service Plans 2022-25	That the following clause is appended to the text of action with the Reference Number SP22/25 BT5.6: <i>"whilst also respecting the reasonable wishes of those members who prefer to discharge their responsibilities using paper copies of agendas provided by Waverley Borough Council"</i> .	The Executive	Agreed	The Executive agreed the clarification. there was no intention to force Members to go paperless, only an initiative to provide the appropriate technology for those who did wish to go paperless; and to enable Members to explore technology they might not have been previously aware of.
21.11.23 - 10	Budget 2022/23 and MTFS	That informal and formal member briefings on the budget and MTFP are held in December and January respectively	The Executive and Finance team	Agreed	Briefings held.
21.11.23 - 11.1	CIL - Governance & Expenditure	Convey to Surrey County Council and the Surrey Heartlands and Farnham and North East Hampshire Clinical Commissioning Groups, that the Committee is concerned that they were not making	Surrey County Council and the Surrey Heartlands and Farnham and North East Hampshire Clinical Commissioning Groups	Agreed	Letters sent and response received from the County Council and Surrey Heartlands CCG.

		adequate bids to produce the healthcare and transport infrastructure appropriate for areas with significant development.			
21.11.23 – 11.2	CIL - Governance & Expenditure	Surrey County Council and the Surrey Heartlands and Farnham and North East Hampshire Clinical Commissioning Groups to be invited to a future meeting to discuss barriers to making bids and how WBC could support them.	Surrey County Council and the Surrey Heartlands and Farnham and North East Hampshire Clinical Commissioning Groups	Pending	Letters sent. Response received from Surrey Heartlands CCG and Surrey County Council, which the Planning Team and the Scrutiny Officer are now working on.

Part 2 of 4: Other resolutions

#	Agenda Item	Resolution	Status	Actioned to	Timescale	Details of current status
21.11.23 – 6.1	Work programme	Add Business Transformation as a standing item	Completed	Mark Mills	November 2021	Work programme amended
21.11.23 – 6.2	Work programme	Email the Scrutiny Officer with items they would like to see on the work programme	Completed	Committee Members	December 15 th 2021	Email sent to Committee Members.
21.11.23 – 9	Business Transformation Programme	Circulate updated version of the savings tables	Completed	David Allum	December 2021	Updated dashboard sent to Chair and Vice-chair

Part 3 of 4: Upcoming items

#	Title	Purpose for scrutiny	Leader Member/Officer	Date for O&S consideration	Date for Executive decision (if applicable)
R1	Collaboration with Guildford	Receive an update on the progress towards a joint management team	The Chief Executive	Standing	N/A
R2	Business Transformation	Receive an update on progress and savings realisation	David Allum	Standing	N/A
R3	Property Investment Advisory Board Activity update report	Receive a report updating the Committee on the progress and activity of the Property Investment Advisory Board	Peter Vickers	Standing	N/A
R4	Property Investment quarterly report (exempt)	Receive an item detailing the performance of property portfolio	Peter Vickers	Standing	N/A
R5	Hybrid Working	To receive updates on how the Council is responding to the opportunities and challenges presented by remote working	David Allum / Robin Taylor	Standing	N/A
1	Community Infrastructure Levy	Host a discussion with representatives of the Clinical Commissioning Groups about how to facilitate their applications for CIL funding for health infrastructure	Zac Elwood / Marissa Nash	June 2022	N/A
2	Corporate Performance Report Q.4 2021/22	To scrutinise the performance of the areas and KPIs within the Committee's remit	Heads of Service / Nora Copping	June 2022	N/A
3	Insurance Reserves	To scrutinise the Council's useable general fund reserves, including the insurance reserves and the brokerage agreement with the London Borough of Sutton	Peter Vickers	June 2022	N/A

4	Service plan development 2023 - 26	Consider the implementation of the plans approved by Executive and discuss the development of the 2023 – 26 plans	David Allum / Robin Taylor / Peter Vickers	June 2022	Feb 2023
5	Where Work Happens	Receive a report on the maintenance of an organisational culture in a time of hybrid working	Robin Taylor / Sally Kipping	June 2022	N/A
6	Asset Management strategy	Review the new strategy	Peter David	TBD	TBD

Part 4 of 4: Task and Finish groups

Subject	Objective	Key issues	Chair	Lead officer	Status	Progress	Target Completion Date
None at present							

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WAVERLEY BOROUGH COUNCIL**SERVICES O&S COMMITTEE – 21 MARCH 2022**
POLICY O&S COMMITTEE – 22 MARCH 2022**Title:****CORPORATE PERFORMANCE REPORT**
Q3 2021-2022
(OCTOBER 2021 – DECEMBER 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 third 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 Annexe 1.

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 the Council's Corporate Priorities are delivered.

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 travels to the Executive.

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 Q3 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 – standing report
Head of Finance: Internal SMT meeting on 15 February 2022
Strategic Director: Internal SMT meeting on 15 February 2022
Portfolio Holders: Internal Executive Briefing meeting on 22 February 2022

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Corporate

Performance Report

Q3 2021/22

(October – December 2021)

Document Version: Final version 25/02/2022 16:43

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

1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed (in Green)	Action was completed.
On Track (in Green)	Action is on track for completion by established due date.
Off track – action taken / in hand (in Amber)	Action has fallen slightly off target, on cost, time or quality, however corrective/improvement actions are already undertaken to bring it back on track.
Off track – requires escalation (in Red)	Action has fallen off target, on cost, time or quality and a managerial intervention/escalation is required in order to bring it back on track.
Cancelled (in Grey)	Cancelled Action Status indicates that we will no longer pursue delivery of this action.
Deferred (in Grey)	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future.
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now changed.

2 Report Sections Summary with Scrutiny Remits of O&S Committee

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

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

- [Corporate Dashboard – HR and Financial Aspects](#) - page 4
- [Business Transformation](#)- page 11
- [Finance and Property](#)- page 15
- [Policy and Governance](#)- page 18

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

- [Commercial Services](#) - page 22
- [Environment and Regulatory Services](#) - page 26
- [Housing Delivery and Communities](#) - page 32
- [Housing Operations](#) - page 36
- [Planning and Economic Development](#) – page 43

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

3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q3 2021/22

3.1.1 Q3 Chief Executive's summary:

This report covers the council's performance for October to December 2021. The chapters provide detail on each service.

The Covid pandemic continues to present challenges to the community and the council. In this quarter, we prepared for the complications of winter and maintained service delivery. The national Plan B necessitated a return to greater remote working and Full Council meetings continued to take place in person (as per legislation), but in the Wilfrid Noyce Centre in Godalming to provide greater distancing between those attending.

At the end of the quarter, the Government announced its financial settlement for local authorities. While we were disappointed that it was only a one-year settlement, the roll-over of New Homes Bonus provided an unexpected modest cushion for the coming year while we continue to transform the organisation to make the necessary medium-term savings. At the end of Q3, we are projecting a modest in-year budget surplus.

Particular highlights and events during this quarter included:

- Waverley, Farnham, Guildford, Hampshire and Rushmoor Councils supported Surrey County Council in purchasing Tice's Meadow and agreed to develop a long-term management plan.
- A draft supplementary planning document for Dunsfold Park was published for consultation.
- The toilet facilities at two of the council's green spaces won the Loo of the Year award.
- Waverley hosted climate action workshops to coincide with the COP26 climate change conference.
- The Lord Lieutenant's award recognised the contribution of Waverley and Biffa's waste services in supporting the community during the Covid pandemic.
- Two new eco-homes were opened for tenants who were previously homeless.
- Ten of Waverley's parks and green spaces were recognised by the Green Flag Award Scheme.
- The council launched its Thriving Communities Commissioning Fund for not-for-profit organisations that deliver health and wellbeing services.
- I commenced in my new role of Joint Chief Executive for Waverley and Guildford Borough Councils on 1 December. I began to meet the teams and start implementing the councils' resolutions for a single management team and an inter-authority agreement to provide the governance framework for future decision-making.

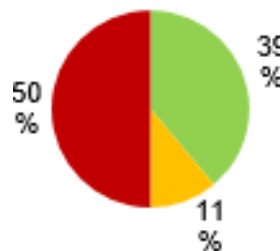
Tom Horwood, Chief Executive

4 Summary of Key Performance Indicators per status

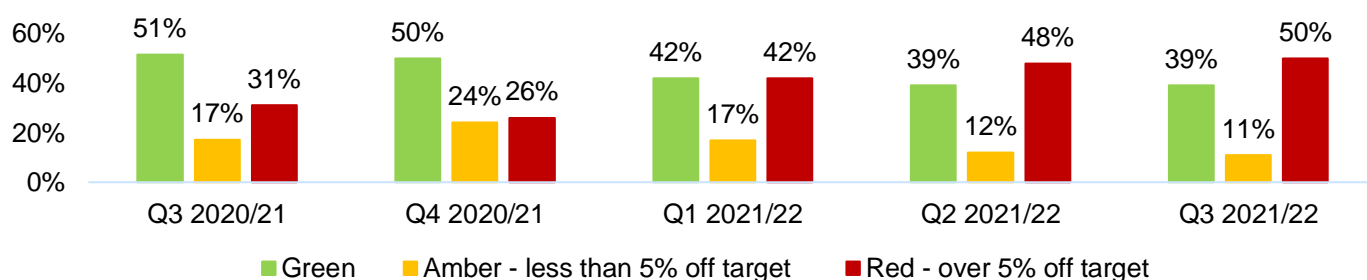
4.1.1 Table with Q3 2021/22 Summary statistic for all corporate indicators with assigned targets and the five running quarters RAG chart

All Corporate KPIs

Total	100%	36
Green on target	39%	14
Amber - less than 5% off target	11%	4
Red - over 5% off target	50%	18
Data only	N/A	21
Data not available or paused due to Covid impact	N/A	9



Performance Indicators - % per status Q3 2020/21 to Q3 2021/22



4.1.2 Comment:

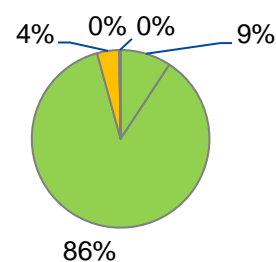
The overall performance of the key corporate indicators is still being impacted by temporary service disruption due to the pandemic and further service specific details can be found in the individual service dashboards.

4.2 Summary of Service Plans Progress Status

4.2.1 Table with the overall Q3 2021/22 Service Plans Progress Status

Q3 update on progress of all Service Plans actions 2021/2024

Total	100%	421
Completed	9%	39
On track	86%	364
Off track - action taken / in hand	4%	17
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	1



4.2.2 Comment:

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

4.3 Summary of All Internal Audit Recommendations

4.3.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this service falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#).

4.4 Summary of All Complaints – Q3 2021/22

Complaints Response Rate per Service - 95% Target								
Level 1 (10 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	0	1	3	5	19	2	9	0
Exceeded Target	0	1	3	3	2	0	2	0
Total	0	2	6	8	21	2	11	0
% within target	N/A	50.00%	50.00%	62.50%	90.48%	100.00%	81.82%	N/A
Complaints Outcome								
Upheld	0	0	2	2	12	0	0	0
Partially Upheld	0	2	4	3	3	0	5	0
Not upheld	0	0	0	3	6	2	6	0
Level 1 Subtotal	0	2	6	8	21	2	11	0

Complaints Response Rate per Service - 95% Target								
Level 2 (15 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	0	1	0	2	5	5	18	0
Exceeded Target	0	0	0	0	0	0	1	0
Total	0	1	0	2	5	5	19	0
% within target	N/A	100.00%	N/A	100.00%	100.00%	100.00%	94.74%	N/A
Complaints Outcome								
Upheld	0	0	0	0	0	0	1	0
Partially Upheld	0	0	0	1	3	1	2	0
Not upheld	0	1	0	1	2	4	16	0
Level 2 Subtotal	0	1	0	2	5	5	19	0

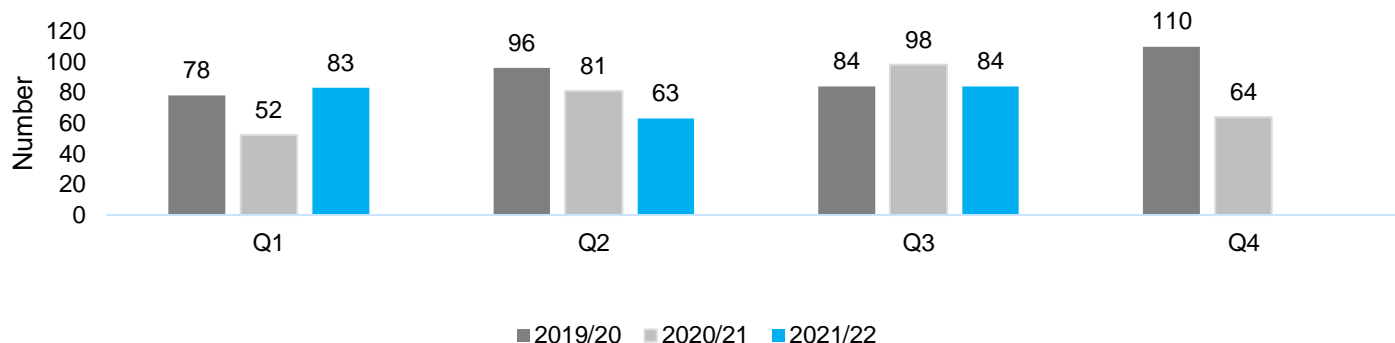
Complaints Outcome (LGSCO and HOS)								
Ombudsman Escalations	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
Upheld	0	0	0	0	1	1	0	0
Partially Upheld	0	0	0	0	0	0	0	0
Not upheld	0	0	0	0	0	0	0	0
Ombudsman Subtotal	0	0	0	0	1	1	0	0

Per Service Subtotal	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
L1 + L2 + Ombudsman	0	3	6	10	27	8	30	0

	Number	Response Rate	Target
Level 1 Total	50	72.47%	95%
Level 2 Total	32	98.95%	95%
Ombudsman Total	2	N/A	
Total Complaints in Q3 21/22	84		

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

Total Number of Complaints (Level 1, Level 2 and Ombudsman) for the period 1 April 2019 to 31 December 2021



4.4.1 Comment:

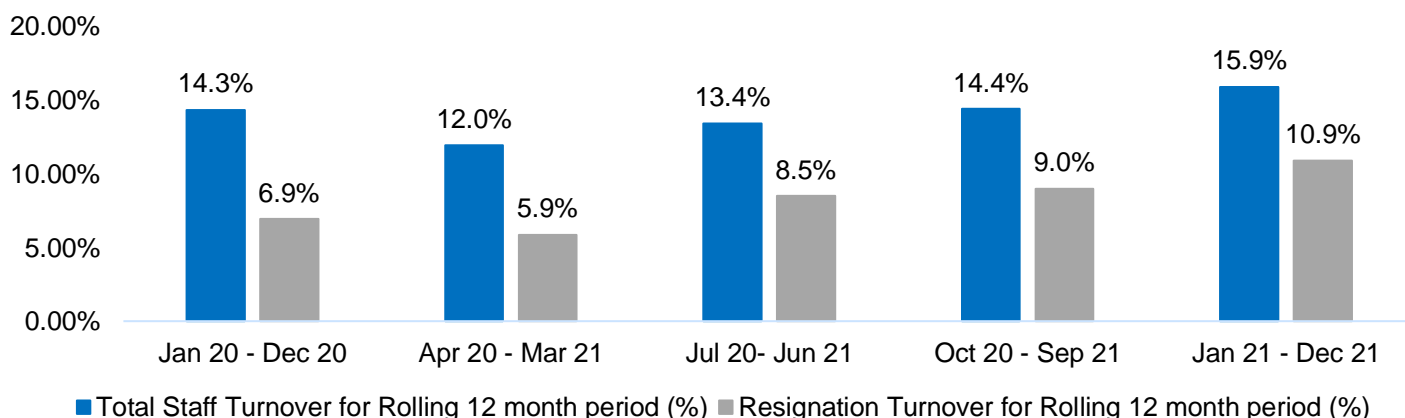
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the [Policy and Governance Dashboard](#). The chart above illustrates the three yearly complaints trends analysis.

4.5 Summary of Workforce Data – Corporate Overview

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

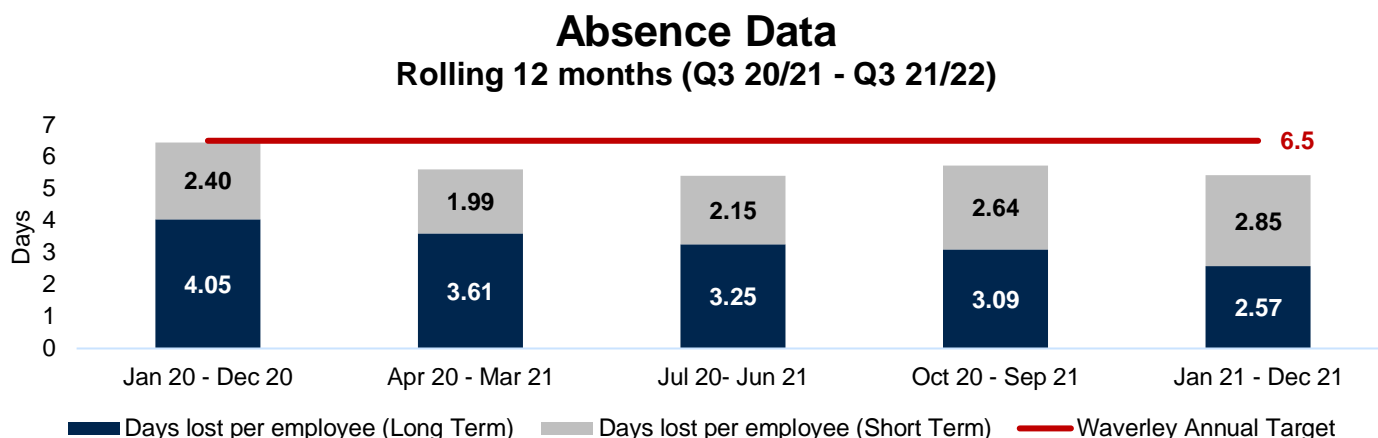
4.5.1 Staff Turnover

Staff Turnover % Rolling 12 months (Q3 20/21 - Q3 21/22)



Comment: Job vacancies are at a record high across various sectors in UK as per the latest [Office of National Statistics Labour Market Overview report](#). This reflects in the rise in resignation turnover due to various employment opportunities opening up. It is anticipated that the labour market will continue to recover with the relaxation of many coronavirus restrictions.

4.5.2 Absence Data



Comment:

The HR team is 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.

4.6 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q3 2021/22

4.6.1 Section 151 Officer summary Q3 2021/2022

Overall, the performance against budget has been positive and the projections on the main income areas are favourable. The use of car parks is recovering strongly compared to estimate, which is reflected in an improved income position in the table below, however total car park income is still £1.3m (25%) down on its pre-pandemic level. However, the Council agreed a revised tariff structure from 1 November and a projected additional £0.3m income will help offset this shortfall, this is reflected in the latest projection. The main cost areas are holding up well against budget and Heads of Service are closely monitoring staff costs on a month-by-month basis, supported by finance colleagues and with oversight by Management Board. Control over staff costs has been effective and projections for the year are within the £17m overall approved budget. In March, the Senior Management Team undertook a budget challenge exercise to identify the detailed savings to deliver the unidentified savings target included in the 21/22 budget, and to propose further efficiency and income gains for future years. This was a successful process, and the projection below reflects the over-achievement against the target in 21/22 net of diverting budget to address work demands and backlog clearance in the planning service. The collaboration with Guildford Borough Council was approved in July 2021 and the project is underway with a joint Chief Executive appointed in December. The table below summarises the collaboration and the savings and costs will be monitored in future quarterly performance reports. Frequent and effective monitoring will be essential in Q4 as budget uncertainty continues to be a major risk to the Council, particularly with rising inflation.

Graeme Clark, Strategic Director and S151 Officer

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

At the end of Q3, 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 has been comprehensively reviewed as part of the budget report considered by Council in February 2022.

Graeme Clark, Strategic Director and S151 Officer

4.6.3 General Fund Account Summary Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Management Board				
Expenditure	504	8	2%	Adverse
Income	- 509	-	0%	Favourable
Management Board Total	- 5	8	-160%	Adverse
Audit				
Expenditure	172	2	1%	Adverse
Income	- 158	-	0%	-
Audit Total	14	2	14%	Adverse
Business Transformation				
Expenditure	5,200	- 30	-1%	Favourable
Income	- 4,992	6	0%	Adverse
Business Transformation Total	208	- 24	-12%	Favourable
Commercial				
Expenditure	8,621	- 48	-1%	Favourable
Income	- 5,090	69	-1%	Adverse
Commercial Total	3,531	21	1%	Adverse
Environment				
Expenditure	11,850	- 97	-1%	Favourable
Income	- 8,509	- 568	7%	Favourable
Environment Total	3,341	- 665	-20%	Favourable
Finance & Property				
Expenditure	28,328	8	0%	Adverse
Income	- 27,596	- 16	0%	Favourable
Finance & Property Total	732	- 8	-1%	Favourable
Housing Operations				
Expenditure	34	- 2	-6%	Favourable
Income	- 34	2	-6%	Adverse
Housing Operations Total	-	-	-	-
Housing Delivery & Communities				
Expenditure	4,351	28	1%	Adverse
Income	- 2,046	-	0%	-
Housing Delivery & Communities Total	2,305	28	1%	Adverse
Planning & Economic Development				
Expenditure	7,912	32	0%	Adverse
Income	- 4,963	216	-4%	Adverse
Planning & Economic Development Total	2,949	248	8%	Adverse
Policy & Governance				
Expenditure	7,121	- 14	0%	Favourable
Income	- 4,292	37	-1%	Adverse
Policy & Governance Total	2,829	23	1%	Adverse
General Fund Sub-Total	15,904	- 367	-3%	Favourable
General Fund Funding				
Expenditure	786	166	21%	Adverse
Income	- 16,490	- 48	0%	Adverse
General Fund Funding Total	- 15,704	118	-1%	Adverse
Collaboration				
Expenditure		81	-	Adverse

Income		-	33	-	Favourable	
Collaboration Total		-	48	-	Adverse	
Overachievement of target saving	-	200	-	117	59%	Favourable
General Fund Total		-	-	318	-	Favourable

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations				
Expenditure	26,181	281	1%	Adverse
Income	- 34,170	- 339	1%	Favourable
Housing Operations Total	- 7,989	- 58	1%	Favourable
Housing Delivery & Communities				
Expenditure	8,788	37	0%	Adverse
Income	- 1,431	-	0%	
Housing Delivery & Communities Total	7,357	37	1%	Adverse
Housing Funding				
Expenditure	1,385	- 20	-1%	Favourable
Income	- 753	-	0%	-
Housing Funding Total	632	- 20	-3%	Favourable
Housing Revenue Account Total	-	- 41	-	Favourable
Grand total	-	- 359	-	Favourable

5 Service Dashboard – Business Transformation (remit of Policy O&S)

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

5.1 Key Successes & Lessons Learnt, Areas of Concerns

5.1.1 Q3 2021/22 Summary from Head of Service

Business Transformation Team

Low Code - Developing low code solutions to facilitate process re-engineering and enable automation is a fundamental and ongoing part of the Teams work. The most significant build is Garden Waste which reached the early stages of the testing period but has required a major data re-set. Other builds during the quarter included the Desk Booking System, Complaints and Freedom of Information.

Information Manager - We put a business case forward as part of the budget setting process to create this post. Data is an increasingly important facet to the organisation and dedicated expertise is now very much a requirement. Subject to budget sign off we will be moving to recruitment in Q4 to fill this gap.

Paperless Agendas - Given the climate and fiscal priorities facing the Council we began the survey process to test member's appetite for accelerating this initiative. This will conclude in Q4, and a way forward determined.

Web Audit - In Q3 the Cabinet Office initiated an audit process focused on accessibility. As a result of the initial audit, we have had a number of actions to respond to and we are being re-audited in Q4.

Out of Hours Review - The Team are carrying out an analysis of out of hour payment arrangements as there has not been a single overriding policy covering this area and it is expected that there may be quite some variation across the piece. It is not clear yet whether this will generate a cost or a saving.

Agency - Given the high levels of spend of agency staff the Team have been reviewing arrangements across the organisation as at present we have a range of arrangements in place. In Q4 we will be coming forward with some recommendations for the future which will include authorisation, procurement and monitoring. Although we expect to drive efficiency, cashable savings are not anticipated.

IT Team

Recruitment - This is becoming more challenging across the piece, and we can expect this to be particularly the case in IT where the applicant fields are historically small. This is exemplified by our recent attempt to recruit to the IT Trainer post where we had just one applicant who did not meet the person specification and was not interviewed. We are re-advertising and hoping for a better response.

Guildford - The Team worked on collaboration matters, starting with shared domains, e-mail and calendar issues. We can expect this area to be an ongoing demand for the service.

Cyber - Defending the Council from cyber-attacks is a daily challenge and we frequently find ourselves been tested. This is an issue for all local authorities with the effects often being disastrous if the cyber-attack is successful. There was a nation-wide deeply embedded trojan style threat presented last quarter that has taken a lot of time to repel. This is the primary risk for the service, and I have asked that the Risk Register reflects this. More positively Q3 saw us make a bid for government grant which we heard in Q4 was successful. Given we are looking at £100k this is a major success.

Low Code - The Team work very closely with the IT Team on low code builds. From time to time we do need external expertise to assist us with this work and we are putting together an in year bid to help us accelerate this critical area of work.

Video Conferencing - Post Covid remote working is here to stay which is creating different demands for the Team. We have not reached a steady state given government advice to work from home has impacted on behaviours, but we recognise that we will need to invest in our video conferencing facilities over and above the two permanent and two mobile zoom facilities we already have. We have submitted a capital bid accordingly.

Customer Services Team

Waste Collection - After a very difficult year we saw some stabilisation of call numbers into the Customer Service Centre, although missed bins continues to be the biggest driver of customer contact into the centre. We can also see there is a clear correlation between round completion and call numbers.

Recruitment - We have seen a lot of turnover in the Team which is not necessarily a bad thing with a number of people moving on to more senior positions elsewhere in the Council and with the quality of new appointments being good. However, we are seeing a very clear reduction in applicant numbers which if it continues will present us with a problem.

Career Grade - Part of our staff retention strategy has been to create a career grade to enable staff to move up one grade if they can meet specified criteria. That process was launched in practice in Q3.

Phase 2 - We still have operational areas which did not initially move into the Customer Services Centre and we are working up a timetable for them to do so. For Parks/Countryside this could be Q4. For Housing Options, we are looking at Q1 2022/2023 and for Revenues Q3 2022/2023.

Engineers

Elstead - There is a flooding issue in the village caused by a combination of the topography and development patterns. Although responsibility should really rest with riparian owners Surrey CC have agreed to fund the work which is scheduled to begin in Q4.

Farnham - There are some very localised issues in Farnham with each site affecting a relatively low number of properties. Surrey CC are the lead agency, but we do get a number of local residents making contact in a bid to accelerate a response.

Pavilions - The Team are working on improvement plans for a number of facilities after in year funding was secured. A capital bid has been made for 2022/2023 which could see the programme be extended.

Burys Project - The Team will be feeding into the options appraisal particularly as one of the options is considering refurbishment.

Facilities

Cleaning Recruitment - The recruitment of cleaners has often been challenging and the situation in Q3 was acute with the specialist agency we use being unable to source any cleaners. Given the heightened focus on cleaning standards driven by the pandemic this is a cause for concern.

Farnham Town Council - FTC have let us know that they are intending to bring the cleaning service back in-house. There will be TUPE implications for up to three employees and we are talking to the Town Council to facilitate the process.

Bourne Mill Depot - We have had a massive clear-out at the Depot storage area to release space for bin storage. We have shredded 6 tonnes of redundant paperwork.

Water Procurement - The new contract neared completion in Q3 also involving Farnham Town Council, Chiddingfold Parish Council and Cranleigh Parish Council. We expect to move into a new contract in Q4.

Council Chamber - Although there are no major systemic equipment issues, we do regularly see problems with either the webcast or video conferencing equipment. We think some of this may be down to the complex set up process, so we are working on some simplified guidance to help with that.

David Allum, Head of Business Transformation

5.2 Key Performance Indicators Status

5.2.1 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 and it is expected that some information can be reported as of Q1 2022/2023.

This service consists of the following teams: Facilities, IT, Customer Services, Property and Engineering, Business Transformation.

5.3 Service Plans – Progress Status

5.3.1 Summary Table and Pie Chart

Q3 Business Transformation Service Plans 2021/24

Total	100%	39
Completed	46%	18
On track	51%	20
Off track - action taken / in hand	3%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0

Comment: At the end of quarter three the service has completed 46% of its actions, and apart from one off track action listed below, the remaining actions are progressing on track for completion.

5.3.2 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
SP21/24BT14	Business Transformation Programme - Service Reviews are completed.					
SP21/24BT14.2	With the relevant service manager comprehensively review Building Control operating model, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-3	31-Aug-21	Business Transformation Manager (WC)	Off track - action taken/ in hand		Review 95% completed. Savings achieved still to be quantified

5.4 Internal Audit Actions Progress Status

Comment: There were no outstanding actions for this service area at the end of Q3.

5.5 Complaints Statistics

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

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

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

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

5.5.3 Summary Comment on the statistics

There were no complaints received about the service this quarter.

5.6 Finance Position at the end of the quarter

5.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Business Transformation				
Expenditure	5,200	- 30	-1%	Favourable
Income	- 4,992	6	0%	Adverse
Business Transformation Total	208	- 24	-12%	Favourable

5.6.2 Summary Comment

The adverse income is related the central office rent income. The budget was increased for additional police lease income, but this is now not expected until 2022/23. The £30k savings expenditure is on the establishment budget due to vacancies.

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

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

6.1 Key Successes & Lessons Learnt, Areas of Concerns

6.1.1 Q3 2021/22 Summary from Head of Service

The Housing Benefit service has continued to be busy post covid, including the impact of the Furlough Scheme ending in October 2021 and the team have managed to maintain a consistent service. There is pressure on the business rates collection as the significant number of businesses, being taken out of ratings last year by the government in response to the Covid pandemic, came back into liability at the end of July. The lower recovery figure indicates the financial cash flow difficulties these businesses are experiencing. Business rate collection capacity has been increased to ensure that all businesses falling into arrears are engaged.

Peter Vickers, Head of Finance and Property

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		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q3 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	84.3%	97.5%	28.9%	56.8%	84.9%	74.3%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	71.1%	95.9%	20.2%	43.5%	71.3%	74.3%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98.5%	98.3%	98.3%	98.2%	98.3%	99%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	11	10	10	11	10	20
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	4	5	7	5.5	6	9

6.2.1 Comment:

F1 & F2: The council tax and business rate collection rates have been under pressure during this year. The council tax collection rate has caught up. However, the business rate collection is still behind reflecting the cash flow challenges that business are facing from the series of lockdowns. Additional support is now in place to reach out to the businesses who are behind.

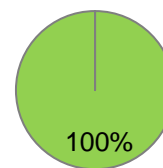
F3: whilst the very high bar 99% figure is never quite achieved, this is a great good news story. Prior to implementing Proactis (an electronic automated invoice processing service) the rates were around 70%. This is a significant efficiency improvement in invoice processing across all services that also delivered a real cash saving of £15,000. The small margin of 1.5% of invoices not being processed within the 30 days is due to a mixture of a few pockets of slow cultural change and staff turnover across the council resulting in new staff learning the process.

6.3 Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

Q3 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 track for delivery.

6.3.2 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.

6.4 Internal Audit Actions Progress Status

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

- IA21/05.003.1 Procurement Strategy

Note there has not been an Audit Committee since November 2021. For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#) report page 12.

The Procurement Strategy will be included in the following documents: Economic Development Strategy, which is delayed, the Contract Procurement Regulations update due to be considered at the March Audit Committee, and a Sustainable Procurements Strategy is being currently being developed.

6.5 Complaints Statistics

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

KPI	Description		Q3 20-21	Q4 20-21	Q4 20-21	Q2 21-22	Q3 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	0	3	3	8	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	0	1	2	5	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	50%	N/A	33%	67%	63%	95%

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

KPI	Description		Q3 20-21	Q4 20-21	Q4 20-21	Q2 21-22	Q3 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	0	0	2	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	0	0	2	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	100%	100%	95%

6.5.3 Summary Comment on the statistics

Whilst the team prioritise complaints to ensure an early resolution, the nature of the complaints usually requires review of externally supplied data and dialogue that can take some time to conclude. All complaints above relate to council tax and housing benefits matters which are technical by their nature.

6.6 Finance Position at the end of the quarter

6.6.1 Service's General Fund Account Table

Service	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Finance & Property				
Expenditure	28,328	8	0%	Adverse
Income	- 27,596	- 16	0%	Favourable
Finance & Property Total	732	- 8	-1%	Favourable

6.6.2 Summary Comment on General Fund position at the quarter end

The services are performing well and managing to contain cost pressures within budget. The commercial property portfolio is performing as reported separately to O+S, including the West Wickham M&S.

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

Year	Average Investment	Average days Invested	Annual interest	Budget	Rate of return %	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
21/22	£79m	177	£455k forecast	£220,000	0.56%	0.25%

The Treasury Management Strategy contains several Treasury Management Parameters (TMPs) that set out the framework with for all treasury management investments and are reported on quarterly by exception as required by the Treasury Management Code of Practice. There are no exceptions to report, and all investment activity is within the parameters approved by Council in February 2021.

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

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

7.1 Key Successes & Lessons Learnt, Areas of Concerns

7.1.1 Q3 2021/22 Summary from Head of Service

In addition to a busy programme of business-as-usual activity during the reporting period, Policy and Governance:

- Returned to an acceptable level of performance in respect of turnaround times for local land charges, following the implementation of a targeted improvement action plan to deal with serious service issues earlier in the year (see key performance indicator PG5b).
- Delivered the first phase of the governance review project by developing proposals in relation to Overview and Scrutiny, Executive Working Groups and the Standards and General Purposes Committee to Full Council in October 2021 and implementing those proposals once full approval had been given.
- Developed proposals for consideration by the Standards and General Purposes Committee to revise and improve the Council's arrangements for dealing with standards allegations against borough and town and parish councillors.
- Worked with colleagues in Guildford BC to lead and support the process of creating and recruiting to the new post of Joint Chief Executive of both Councils.
- Coordinated the work of the Council's cross-party member working group to review and engage with the Local Government Boundary Commission's review of Waverley Borough Council's electoral arrangements, culminating in the submission of a formal and detailed response at the end of the quarter.
- Supported or commissioned a range of all councillor briefings and training sessions on a range of subjects including Planning; Covid; Housing Affordability and Emergency Planning.
- Welcomed the Council's new Electoral Services Manager, Chailey Gibb.
- Successfully delivered the Dunsfold Parish and Waverley Cranleigh East by-elections on 7 October 2021.
- Successfully delivered the Godalming Town Council By-Election and Bramley Neighbourhood Plan Referendum on 18 November 2021.

Robin Taylor, Head of Policy & Governance

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		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q3 Target
HR1a	Total Staff Turnover for Rolling 12-month period (%) (data only)	%	14.34%	11.95%	13.40%	14.40%	15.90%	Data only

KPI	Description		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q3 Target
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.45	5.60	5.40	5.73	5.42	6.52
	ref. HR2a - Short term Sickness Absence	Days	2.4	1.99	2.15	2.64	2.85	6.52
	ref. HR2b - Long term Sickness Absence		4.1	3.61	3.25	3.09	2.57	
PG1a	The number of complaints received - Level 1 (data only)	No.	71	43	51	38	71	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	84%	77%	69%	84%	83%	95%
PG1b	The number of complaints received - Level 2 (data only)	No.	24	17	30	23	33	Data only
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	88%	100%	93%	91%	97%	95%
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.		New PI from Q1 21-22	90	112	140	Data only
PG3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%		New PI from Q1 21-22	95.55%	89.29%	75.00%	100%
PG4a	Number of Data Protection Subject Access Requests received.	No.		New PI from Q1 21-22	2	2	5	Data only
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%		New PI from Q1 21-22	50%	100%	100%	100%
PG5a	Number of Local Land Charge searches received.	No.		New PI from Q1 21-22	575	516	428	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%		New PI from Q1 21-22	0%	15%	98.5%	100%

7.2.2 Comment:

PG2a (Level1 response) – This is an overarching corporate indicator summarising performance of all services. The individual performance details can be found in the complaint section of each service specific dashboard. The response rate at level 1 remained at the similar level to Q2. A new complaints handling software system (written in Low Code) has been introduced in 2021 and it is hoped that further performance improvements will be seen in 2022.

PG3b (FOI and EIR response) - The demand has increased and has been exceptionally high again in Q3. That is coupled with the challenge for colleagues across the Council to respond to that increased demand within the statutory timescales, and an end-of-life IT system that makes the process inefficient. We are currently testing the new Low Code system, which will address that.

PG5b (Land Charge Searches response) – As expected, performance has now returned to much higher levels. The significant jump in performance between quarter two and three is as a result of the targeted action plan described in previous quarterly reports.

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q3 Policy & Governance Service Plans 2021/24 Progress

	100%	83
Completed	4%	3
On track	96%	80
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 three all actions are still progressing on track for completion.

7.3.2 Detailed Table presenting specific Service Plans actions on exception basis

No exceptions to report.

7.4 Internal Audit Actions Progress Status

Comment: At the end of the third quarter there were nine outstanding Internal Audit Actions for this service area. These have all since been progressed.

- IA21/16.001.3 Form revision – Ethics
- IA21/16.001.4 Staff Induction – Ethics
- IA21/16.002.1 Update Register – Ethics
- IA21/16.002.2 Main Contact – Ethics
- IA21/16.003.2 Consistent figures in both codes – Ethics
- IA21/16.004.1 Standards Committee – Ethics
- IA21/17.006.3 New Starters and Volunteers – Safeguarding
- IA21/17.007.3 Refresher E- Learning Module – Safeguarding
- IA21/17.007.3 Mandatory E- Learning Module – Safeguarding

Note there has not been an Audit Committee since November 2021 For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#) report page 12

7.5 Complaints Statistics

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

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

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

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

7.5.3 Summary Comment on the complaints statistics

There were no complaints received about this service area in Q3 2021-22.

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
Policy & Governance				
Expenditure	7,121	- 14	0%	Favourable
Income	- 4,292	37	-1%	Adverse
Policy & Governance Total	2,829	23	1%	Adverse

7.6.2 Summary Comment

The forecast saving on expenditure is in relation to savings on Democratic Representation budgets and staff travel savings. The forecast adverse variance on income is related to an underachievement of the legal income and the loss of a government grant in elections.

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

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

8.1 Key Successes & Lessons Learnt, Areas of Concerns

8.1.1 Q3 2021/22 Summary from Head of Service

I had hoped to report significant progress in a return to normal trading this quarter. However, the new Omnicom variant had a significant impact on several of the sections within Commercial Services during this quarter, primarily Leisure and Careline. It is hoped that although the impact has been great it will be short lived and will not have a long-lasting impact upon commercial services.

Parks & Countryside

In this quarter we were able to bring forward important policies for both scrutiny and adoption. The Tree and Woodland Policy gained much support and is a welcome strategy to aid our climate emergency objectives. This policy will run in tandem with the emerging Biodiversity strategy that is being supported by Surrey Wildlife Trust. The consultations have taken place and the strategy will come forward for scrutiny in the final quarter of this year.

The Planning Tree Service operated under Greenspaces throughout this quarter, however elements of the service were still part of the Planning Service. The split created delays in the sign-off of some TPOs which has impacted the KPIs this quarter. We are focused upon these elements, and I am confident as the service develops with a full team that KPIs will improve significantly going forward.

Leisure Centres

The leisure centre usage and user confidence was growing throughout this quarter until the arrival of the Omnicom variant and the subsequent announcement mid-December. The announcement in mid-December destroyed consumer confidence and any increases seen earlier in the quarter evaporated as user numbers dried up as residents were keen not to ruin their Christmas. The variant has set the leisure centre recovery back and forced both parties to re-evaluate the forecasts for the final quarter. The impact, although great, is hoped to be short lived, and performance can improve in preparation for the next financial year. In addition to covid there was another significant impact on trading this quarter with the rise in energy costs significantly impacting performance of the sites; again, we hope this stabilises to assist in forecasting going forward.

Throughout this quarter preparations took place for the relaunch of the Friday Night Project in Cranleigh and the launch of the Farnham equivalent. These will start in the final quarter of the year, and we are hopeful of support from the community.

Building Control

This has been a tough quarter for Building Control as it has been impacted by the slowing of the construction as a result of supply issues and cost increases, the reduction in planning applications coming through the system and the usual Christmas slowdown of the industry. We have maintained our market share but because of the aforementioned reasons the market itself was somewhat curtailed during this period. The service will not hit its income target this year, so all efforts are being made to control costs and prepare for a return to normal work levels in the final period of this year and into the next financial year.

Careline

The service has still not recovered from the Covid impact and unfortunately a member of staff left in the early part of this quarter whose role was focused on growth. We are currently out to advert and hope to fill this post to aid recovery in the next quarter and year.

To aid this increase in clients we are advertising extensively in the next quarter to increase awareness and promote the value of the service to the community.

Waverley Training Services (WTS)

WTS has continued to perform well, and the team have responded impressively to the new ways of working and helping the learners to achieve in this changing environment. Numbers are lower than that of pre-pandemic figures but with the return of our business development officer we will be looking to increase numbers as the education sector adapts to the new teaching landscape. Not only have learners continued to achieve, the financial performance of the operation has been maintained during this challenging time, which reflects the strong leadership and governance of the service.

The Memorial Hall has been successful in attracting funding to 'decarbonise' the Hall, creating energy efficiencies and renewable energy supplies for the future. The project has started, and work will begin onsite in the next quarter. The Hall itself has bucked the trend and is trading ahead of budget and because of its key user groups has continued to stay open throughout all restrictions.

The Borough Hall has unfortunately not performed as well, we were able to host this year's pantomime which was well attended but the Hall has suffered significant event cancellations that will impact the usually strong end of year performance.

We are working with consultants to look at the museum service in Farnham, the conclusion of which will come forward in the final quarter of this year. We hope to bring forward an operating model that also assists with the much-needed repairs of Willmer House, the current location for the museum.

Significant progress has been this quarter on key corporate projects such as Brightwells, The Burys Project and Woolmer Hill. Projects of this magnitude create challenges to be overcome and the strong project management team have worked hard to ensure these projects continue to progress.

Kelvin Mills, Head of Commercial 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		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q3 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	81,438	Data not available	205,308	297,147	282,963	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	No service	No service	No service	No services	No service	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	86%	77%	67%	92%	98%	80%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1689	1635	1629	1625	1598	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	5929	6273	5484	5660	6734	Data only

KPI	Description		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q3 Target
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%	76%	75%	75%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	71%	71%	70%	75%	80%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	21	30	33	25	25	Data only
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	96%	96%	91%	80%	42%	95%

8.2.2 Comment:

C1 – The post covid reality shows that the centres' visitors numbers have not yet returned to pre-pandemic level and a proposal to change the target to reflect the new reality will be put forward ahead of 2022/23 financial year data collection.

P5 – Whilst the performance figures have dropped significantly, most of the reduction was caused by applications being determined 1-2 days over the 8 weeks' time period. These were caused in the main by delays in sign offs of these applications due to temporary resource issues, which has now been addressed. We expect the performance figures to steadily improve in the next quarter with a full complement of staff directed to reducing the overall legacy load of the service.

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q3 Progress on Commercial Services Service Plans 2021/24

Total	100%	58
Completed	2%	1
On track	98%	57
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment: At the end of Q3 all actions are currently progressing on time for delivery.

8.3.2 Detailed Table presenting specific Service Plans actions on exception basis

There were no exceptions to report.

8.4 Internal Audit Actions Progress Status

Comment: At the end of the third 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

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

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

KPI	Description	Data Type	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	2	0	1	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	2	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	100%	N/A	100%	95%

8.5.3 Summary Comment on the statistics

Only one Level 1 complaint has taken longer to respond, skewing the overall response rate due to a small total number. The reason why the complaint was not dealt with in a timely manner has been reviewed and will not be repeated.

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
Commercial				
Expenditure	8,621	- 48	-1%	Favourable
Income	- 5,090	69	-1%	Adverse
Commercial Total	3,531	21	-1%	Adverse

8.6.2 Summary Comment on General Fund position at the quarter end

The majority of the forecast underspend on the expenditure budget is related to an overachievement of staff vacancy savings through focused management. The forecast adverse variance on the income budget is largely related to an underachievement of both Building Control income and Careline income compared to budget. This is offset in part by an overachievement of income forecast for Memorial Hall.

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

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

8.7 Key Successes & Lessons Learnt, Areas of Concerns

8.7.1 Q3 2021/22 Summary from Head of Service

Q3 comment

The impact of Covid 19 continued to be felt across the Environmental and Regulatory Services teams, and there were early signs of a gradual return to 'normality' but the arrival of a new variant and increasing infection rates rapidly reversed that trend.

The refuse, recycling and street cleaning services remained fragile with continuing crew shortages due to sickness and recruitment difficulties continued to put pressure on them. 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 and in the run up to Christmas reuse and recycling collections services were maintained by diverting staff from street cleaning to backfill absences. Pressures were added to by a national shortage of heavy goods vehicle drivers due to a backlog in driver testing and by increasing demand from the retail and home delivery sectors. Our contractor did however manage to keep all services running with some minor delays, compared to a number of our neighbouring local authorities who have had to suspend some of their services.

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

Car parking income has shown signs of sporadic recovery in this quarter with an upward trend overall as more people are returning to work and venturing out to shop etc. Work is continuing on the fine details around the Brightwells multi-storey car park and how we will operate it in future. The revised parking charges were introduced in this quarter and there have been a number of issues raised as a result, which officers are working to resolve. Our phase of the South Street car park refurbishment is completed, and the developers have completed their work on the Brightwells road widening. The lift refurbishment and the new staircase to improve access to the lower level of the car park is still to follow and officers are liaising with the developers on the design of the new staircase to the lower level of the car park.

As the restrictions on businesses were gradually being relaxed and were then re-introduced, Environmental Health and Licensing Teams have again been engaging with businesses to ensure compliance and this has continued to impact on their ability to engage in their normal regulatory inspection programmes. This continues to be challenging and demanding on the staff who are also trying to maintain 'business as usual' as far as possible, whilst remaining supportive to businesses that have struggled. Additional funding has continued to be provided to recruit additional staff to support this increased workload, but recruitment remains problematic as almost all local authorities are trying to recruit at the same time.

Investigations into the serious accidents which occurred in Quarter 2 have continued and in one case officers are preparing evidence for legal proceedings.

Two significant licensing policy reviews were concluded during the quarter. The Gambling Policy Review and the Sex Establishment Review were considered and approved by Council in December 2021.

The Environmental Protection Team continues to be involved in several complex nuisance cases which will shortly be heard by the Magistrates Court.

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

Work on the annual review of the Carbon Neutrality Action Plan has been underway during this quarter in preparation for a report to the Services Overview and Scrutiny Committee in January and the Executive and Council meetings in February 2022. Work on extending the network of electric vehicle charging, cycle shelters and cycle greenways has continued, and work is underway to investigate the use of PV arrays on some of our larger buildings and a feasibility study is being commissioned into solar farms on a number of possible sites across the borough. The Transport Projects Officer has been busy working with the County Council and Town and Parish Council colleagues on a wide range of transport infrastructure projects and the development of the cycle network. We have been successful, in partnership with other Surrey councils, in bidding for a grant to promote the uptake of EV Taxis and Private Hire cars and have been working on the plans to implement the scheme.

Once again, I must thank all of the staff in the Environmental and Regulatory Services for keeping 'business as usual' going as the Covid restrictions were gradually relaxed during this quarter. I think it is important not to under-estimate the pressure that has put on both staff and our contractors and thanks must go to all of them for their efforts during unprecedented times.

Richard Homewood, Head of Environmental & Regulatory Services

8.8 Key Performance Indicators Status

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

KPI	Description	Data Type	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q2 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	5.00%	3.91%	4.74%	5.16	Data not available	5.00%
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	4	Data not available	2	3	2	2
E2b	Number of fly tipping incidents in a quarter (Data only)		234	228	180	162	169	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	93%	89.71%	Monitoring on pause	Monitoring on pause	Monitoring on pause	90%
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) -		30.0	46	28.0	34	68	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better)		26.0	44	41	54	48	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	78%	100%	78.57%	100%
E NI182	Satisfaction of business with local authority regulation	%	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	Monitoring on pause	85%

KPI	Description	Data Type	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q2 Target
	services (higher outturn is better)							
E NI191	Residual household waste per household (lower outturn is better)	kg	96.00	103.00	92	89.5kg	Data not available	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	61% Provisional	54.00%	59.8%	60.5%	Data not available	54.0%

8.8.2 Comment:

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

E2a, E2b – Performance on clearing fly tips was back on target during this quarter in spite of the continuing impacts of Covid on the waste service overall. Fly tip numbers appear to have stabilised at a lower level compared to during the peak of the first Covid lockdown in quarters 2 and 3 of 2020/21. This could in part be due to the re-opening of the SCC Community Recycling Centres.

E3 – Environmental Cleanliness monitoring remains suspended and street cleaning is currently on a reactive service as opposed to scheduled cleaning basis as the service continues to prioritise refuse and recycling collections.

E4a, E4b – Missed bin performance has failed to meet the targets but this is perhaps not surprising given the disruption caused to the service as a result of Covid infections.

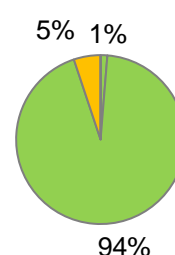
E5 - During the period 1 October 2021 to 31st December 2021, 14 higher risk (A&B) food premises inspections were due to be carried out. Of these 11 inspections were carried out within 28 days of being due. This equates to 78.57%. The three businesses not inspected within 28 days of being due were two care settings where access was restricted due to Covid and a catering business where access was restricted due to refurbishment.

NI182 – This national indicator was dropped several years ago by the Government because it was felt it offered little value, but we had continued to measure it at Waverley. It involves sending questionnaires to businesses after inspection to canvas their satisfaction with the inspection process. We have another measure we report on to the Chief Executives Benchmarking report which we feel is more meaningful. This is the **Percentages of Food Businesses with a score on the doors rating of 3 or more** for Waverley currently stands at **90.43%**. We would regard this as a more meaningful measure of the success of the food inspection service and would propose this as a replacement for NI182.

8.9 Service Plans – Progress Status

8.9.1 Summary Table and Pie Chart

Total	100%	78
Completed	1%	1
On track	94%	73
Off track - action taken / in hand	5%	4
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



Comment:

The majority of actions are progressing on track for completion before the year end. A handful of actions have fallen off-track and further details have been listed below.

8.9.2 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
SP21/24ES8	Effective implementation of improvements to waste, recycling and street cleaning service following contract mobilisation					
SP21/24ES8.6	Introduce dual litter / recycling bins in key locations to promote recycling	31-Oct-21	Richard Homewood	Off track - action taken / in hand	31 Oct 22	Some dual Litter bins introduced on a trial basis for review before embarking on a wider programme of installation.
SP21/24ES10	Improve local arrangements to support the Council's legal responsibility under the Civil Contingencies Act (CCA) 2004 . . .					
SP12/24ES10.4	Ensure the Emergency Planning, Resilience and Safety Officer becomes NEBOSH certified to allow for increased competency on health and safety matters within the organisation.	31-Dec-21	Emergency Planning Officer (TE)	Off track - action taken / in hand	31-Mar-22	NEBOSH course completed. Awaiting NG2 result
SP21/24ES11	Continue to build and grow Waverley's Business Continuity Management Planning					
SP21/24ES11.2	Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.	18-Aug-21	Emergency Planning Officer (TE)	Off track - action taken / in hand	31-Mar-22	Electronic survey of HoS and service managers developed. Will be released when Covid response stood down.
SP21/24ES18	Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.					
SP21/24ES18.1	Lead the Inspection and Enforcement Business Transformation Review	31-Aug-21	Head of Environmental & Regulatory Services (RH)	Off track - action taken / in hand	30-Jun-22	More detailed analysis of current activity required before proposals can come forward. Interviews with service managers and HoS arranged for Qtr. 3 / 4
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 Environmental & Regulatory Services (RH)	Completed – Order made by Council on 20 April 2021	Achieved	N/A

8.10 Internal Audit Actions Progress Status

Comment: At the end of third quarter there were two outstanding Internal Audit Actions for this service area, and both were related to the Lone working Review.

IA22/04.001.2 E-Learning Lone working training to be provided – Currently procuring an appropriate course for this as it is not provided within the ‘Surrey Learn’ training packages.

IA22/04.005.1 Building Control use of outlook with Horizon – Creating an interface between the two systems is proving a complex challenge to implement and may need to be reviewed as a deliverable action. In the interim ‘StaySafe’ can identify any officer in difficulties or in distress.

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

8.11 Complaints Statistics

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

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

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

KPI	Description	Data Type	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	5	0	0	4	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	5	0	0	3	0	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	75%	N/A	95%

8.11.3 Summary Comment on the statistics

All three of the complaints not responded to in this quarter related to food waste collections at a time when the team including the supervisor were heavily engaged with the contractor in trying to maintain the front-line services. Whilst the issues were resolved at operational level the responses to the complainants were delayed due to the focus on front-line performance.

8.12 Finance Position at the end of the quarter

8.12.1 Service’s General Fund Account Table

Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Environment				
Expenditure	11,850	- 97	-1%	Favourable
Income	- 8,509	- 568	7%	Favourable
Environment Total	3,341	- 665	-20%	Favourable

8.12.2 Summary Comment on General Fund position at the quarter end

The forecast saving on the expenditure budget is mainly in relation to the overachievement of staff vacancy savings. Much of the forecast overachievement of income is in relation to car parking income, this is offset slightly with a forecast underachievement in licencing income.

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

This service area includes the following teams: Asset Management, Housing Management, Property Services, Rent Account and Senior Living. The service is also supported by the Service Improvement Team.

9.1 Key Successes & Lessons Learnt, Areas of Concerns

9.1.1 Q3 2021/22 Summary from Head of Service

During the third quarter of 2021/22 the team managed a full range of activities and initiatives to improve services, homes and communities for tenants.

The Community Development team drew on funding from developers Thakeham, to work with Community Orchard Project South East (COPSE) and residents at Ockford Ridge to develop a new orchard at Eashing Cemetery. 12 stone fruit (plum, cherry and greengage) trees were planted to form the start of a trail. Over the next five years a further 60 saplings will be added. The project will protect and enhance the environment and create a haven for wildlife and residents alike.

The Property Service team promoted the benefits of PV solar panels by contacting all tenants at the 460 homes with solar panels. They shared some top tips to make sure they make the most of the free electricity generated during the day. General information on energy saving tips were also included and published on the Waverley [website](#).

I was delighted to be advised by the Station Commander from Surrey Fire and Rescue Authority, that the enforcement notice was withdrawn at one of our Senior Living Schemes. When fire safety risks were raised the team worked promptly to resolve immediate issues and procure works to mitigate the risks. The Station Commander stated, *“The work undertaken so far, coupled with the assurances you have given me around the completion of ongoing works, along with the presence of the Evacuation Management Team are sufficient for me to consider that enforcement action is no longer the most appropriate course to take.”* Work to remove the timber ceiling and install a new fire alarm system has been completed and compartmentation works have started. I thank the residents for their understanding and patience with the intrusion of works and visitors as we ensure their current and future safety.

It was pleasing to see the first family from Afghanistan settle, in their new home, in the borough, this quarter. The Housing Management team worked with the community to furnish the home and give a warm welcome to the family. The new Support Officer is assisting the family to form local connections and integrate into the community. The Council has pledged to support five to ten families over the next two years, subject to available suitable homes. The team are delighted to be able to contribute to the humanitarian initiative and support Afghan refugees.

The whole Housing Operations team were invited to complete the NHS Making Every Contact Count Training. The training is to support anyone who wants to make better life choices to improve their health and wellbeing. MECC focuses on the lifestyle issues that, when addressed, can make the greatest improvement to an individual’s health. As well as signposting and encouraging residents to improve their health, the team members have successfully quit smoking, reduced alcohol intake and become more active.

Quarter Three was also a reflective and planning time as we completed preparatory work for the Housing Revenue Account budgets and service plan. Reviewing tenants’ feedback and local and national issues to inform the development of budgets and plans.

I worked with Democratic Services, the Leader, Portfolio Holder for Housing and Housing Service Improvement Team to create the Landlord Services Advisory Board. The Board was formed under the Executive Working Group protocol to promote tenant and leaseholder engagement in decisions

relating to the Council's housing stock and to provide assurance that regulatory requirements are met. The first meeting was held in December with board members gaining awareness and discussing the housing operations performance and HRA budget.

For Quarter Three I recognise the Tenants Panel and Tenant Involvement Officer as my Star team. They have continued to engage with tenants bringing issues to my attention and held a successful hybrid AGM in October. Tenants attended in person and virtually to hear Cllr Follows and myself speak on our commitment to improving the responsive repairs service and listening to tenants. In addition, they played an integral role in the development of the new Landlord Services Advisory Board.

Hugh Wagstaff, Head of Housing Operations

9.2 Key Performance Indicators Status

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

KPI	Description	Data Type	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.96%	0.96%	0.87%	0.96%	1.18%	1% 2021/22 0.7% 2020/21
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	60	36	26	29	28	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.88%	99.40%	99:90%	100%	99.90%	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	93%
HO4b*	Responsive Repairs: Average number of days to complete a repair (lower outturn is better) *	Days	Replaces HO4 until April 2022		14	15	15	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	Suspended until April 2022	78%
HO5b*	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	Replaces HO5b until April 2022		22%	15%	32%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	N/A	N/A	91%	Data not available	Data not available	97%

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

9.2.2 Comment:

The team have continued to be challenged during the year with the aftermath and ongoing impact of pandemic on tenants' income and contractors' resources.

At the end of December there were £355k arrears against an expected annual rent roll of £30m. 400 tenants have reported a financial impact due to COVID-19 and there has been an increase in UC applications with 632 new claims since 1 March 2020. Around 1,350 tenants are in arrears with 85% of

tenants in arrears owing less than £500. 50% of the arrears is due to 15% of tenants in arrears. Since the reintroduction of notices and possession action in October 2021 the team are carefully considering the larger arrears cases to seek legal remedies to collect the arrear. The team currently have one Rent Account Officer vacancy which with the Christmas period has impacted on the team's performance.

There were three homes without gas certificates at the end of December- however all these were visited and updated in early January.

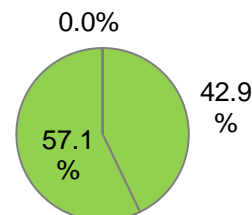
The responsive repairs and voids contract is becoming more established; however, the Christmas period and staff illness has impacted the performance.

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q3 Progress on Housing Operations Service Plans 2021/24

Total	No	%
Completed	9	43
On track	12	47
Off track - action taken / in hand	0	0
Off track - requires escalation	0	0
Cancelled / Deferred / Transferred	0	0



Comment: The team are progressing with service plan actions. Completing all three actions to ensure the service is financially robust and meeting the needs of residents by working with tenants to implement the 2021 rent increase and reviewing the Recovery, Change and Transformation project. The team have also worked with partners to deliver health and wellbeing initiatives.

9.3.2 Detailed Table presenting specific Service Plans actions on exception basis

N/A

9.4 Internal Audit Actions Progress Status

At the end of third quarter there were two outstanding Internal Audit Actions for this service area:

IA21/15.003.1 Clear policy of the recharging of utilities- Service charges re Leasehold Flats

IA21/19.007.3 Review of Reports - IT systems administration

The utility recharge policy is dependent on other documents highlighted within the audit – all due to be completed by revised target date 31 March 2022.

The review of reports action was completed on 27 January by requesting the Systems Administrator to provide quarterly reports for Heads of Housing to proactively review Agresso permissions.

9.5 Complaints Statistics

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

Q3 21-22 Housing Operations – Level 1 Complaints

KPI	Description		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	34	20	16	22	21	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	24	17	15	21	19	Data only

KPI	Description		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	71%	85%	94%	95%	90.48%	95%

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

Q3 20-21 Housing Ops - Level 2 Complaints

KPI	Description		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	11	8	6	5	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	7	11	8	6	5	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	88%	100%	100%	100%	100%	95%

9.5.3 Summary Comment on the statistics

It is of note that during 2021/22 where the target has not been met – only one case has made a difference due to the low number of cases.

60% of level one complaint cases have been upheld or partly upheld and the housing service was found to be at fault. The majority of complaints related to heating services and jobs not completed. However, given the volume of responsive repairs completed, this amounts to the minority proportion of cases. The team review all complaints with contractors and endeavour to ensure identified service failures are not repeated.

9.6 Finance Position at the end of the quarter

9.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable	
Housing Operations					
Expenditure	34	- 2	-6%	Favourable	
Income	- 34	2	-6%	Adverse	
Housing Operations Total	-	-	-	-	

Housing Revenue Account					
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable	
Housing Operations					
Expenditure	26,181	281	1%	Adverse	
Income	- 34,170	- 339	1%	Favourable	
Housing Operations Total	- 7,989	- 58	1%	Favourable	

9.6.2 Summary Comment

The general fund budget relates to the Afghan Refugee Project. The expenditure is met by central government grant funding to balance the budget.

Income and expenditure balanced within HRA business plan.

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

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

10.1 Key Successes & Lessons Learnt, Areas of Concerns

10.1.1 Q3 2021/22 Summary from Head of Service

Communities

The Thriving Communities Commissioning Fund opened to applicants on 14 October 2021 and closed on November 22; thirty-three applications were received from 31 organisations. All applications were considered by a dedicated Panel, consisting of internal and external stakeholders. Many of the applications were of a very high standard which meant some challenging decisions had to be made. Twenty-four organisations have been provisionally allocated funding, dependent on the Council's budget setting process.

The Household Support Fund was announced by the Government in late autumn to support vulnerable households in need during this winter, Waverley's allocation is £247k. The fund is designed to help ease financial pressures on residents in need by providing short-term help over the winter period with food, fuel bills and other essentials. A proportion of the funding is ring-fenced to support households with children.

The Communities Team have been working with voluntary sector organisations, community stores, and other Council services to ensure that our residents most in need are able to access this fund as quickly and easily as possible. The scheme runs until 31 March 2022 or until all funds have been allocated.

The Safer Waverley Partnership (SWP) Executive is preparing a 3-year, annual rolling plan for 2022/25 with a focus on five key priority areas that will direct partnership activity. The SWP Partnership Plan will be scrutinised by the Overview and Scrutiny Services Committee in due course.

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

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

Housing Delivery

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

Following concerns raised by some tenants about poor drainage in their rear gardens at Site A, Ockford Ridge, consultants have investigated, and remediation works are being undertaken by the contractor.

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

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

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

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

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

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

All surveys and reports are being prepared to inform designs and preparation for 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. They were handed over on 22 October 2021, immediately occupied and the tenants are being supported by the Council's Rough Sleeper Support Officer.

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

The Housing Strategy and Enabling Team continued to progress a new Affordable Homes Delivery Strategy. Members were invited to presentations by Icen and Three Dragons in December. The consultants had produced reports on affordability of housing in the borough and the viability of First Homes requirements. Both reports will form the evidence base for the new Strategy. Consultation on the Strategy will be live on 27 Jan 2022 and will run until 24 February 2022. It is anticipated that the final Strategy will be taken to full Council for adoption on 26 April 2022.

We welcome Legal and General Affordable Homes (L&G) and Stonewater as two new affordable partners to the borough, where work has started on sites at Woodside Park, Godalming (L&G) and further phases at Sturt Farm, Haslemere (Stonewater). The new social rented homes at Sturt Farm will meet the need of households who are on the lowest incomes.

The Council's first modular homes were completed in Farncombe during Q3 and provide self-contained safe accommodation for rough sleepers and those under threat of rough sleeping as well as delivering positive health and wellbeing outcomes for those occupying the homes.

The remaining thirty affordable housing completions during quarter 3 were delivered by our affordable housing partners, Aster, Southern Housing and Clarion.

The Council's approach to the implementation of First Homes was agreed, in preparation for the scheme going live in December. It is anticipated that the first scheme with a First Homes requirement will be West Cranleigh Nurseries, which is currently going through the planning process.

Housing complaint investigations, licensing and other housing regulatory work carried out by **the Private Sector Housing Team** remains steady. Since the last quarterly report there have been four new requests for public health funerals to date. The team has successfully introduced the new Fit and Proper Person requirement for managers of caravan sites.

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. New grant enquiry rate is now at its highest level since the home improvement policy was revised 4 years ago.

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 were 3 households in temporary accommodation at the end of December 2021). The team faced the highest number of homeless approaches for Quarters 2 and 3 since new legislation was introduced in 2018. Coupled with staff shortages this placed the team under considerable pressure with very high caseloads. Senior officers in the Options Team therefore continued working on exceptionally complex homelessness cases to help manage the workload and the concern is that this is not sustainable.

On a positive note, the secondment of the rough sleeper support post has settled well into her role and has helped support rough sleepers placed in emergency accommodation as well as raise the profile of the Housing Options Service to rough sleepers in the community. Officers intend to support a bid to the DLUHC in Feb 2022 for a further 3 years funding for this and other services targeted at rough sleepers. A housing options co-ordinator will join the team at the end of January 2022. This will help with workload to a degree, but the training required will inevitably take a long time given the complexities of the role.

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of December there were 1087 applicants on the Housing register – compared to Quarter 3 2021 of 1079.

The Service Improvement Team arranged the NHS Making Every Contact Count (MECC) Training for the wider housing service. The training supports anyone who wants to make better life choices to improve their health and wellbeing. MECC focuses on the lifestyle issues that, when addressed, can make the greatest improvement to an individual's health. As well as signposting and encouraging residents to improve their health, the team members have successfully quit smoking, reduced alcohol intake and become more active.

Quarter Three was also a reflective and planning time for the Service Improvement Team as preparatory work for the Service Plan and Housing Revenue Account budgets was completed. This involved reviewing tenants' feedback and local and national issues to inform the development of budgets and plans.

Working with Democratic Services, the Leader and Portfolio Holder for Housing the Housing Service Improvement Team developed the Landlord Services Advisory Board. The Board was formed under the Executive Working Group protocol to promote tenant and leaseholder engagement in decisions relating to the Council's housing stock and to provide assurance that regulatory requirements are met. The first meeting was held in December with board members gaining awareness of fundamental landlord functions, discussing performance and the Housing Revenue Account Budget.

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

KPI	Description	Data Type	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	8	4	105	4	0	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	0	43	49	0	29	Data only
HD4 (HD4a+HD4b)	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	28	39	48	30	32	Data only
HD4a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.			45	30	30	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.			3	0	2	Data only

10.2.2 Comment:

Good progress has been made across all homelessness and delivery services.

10.2.3 Affordable Homes Delivery

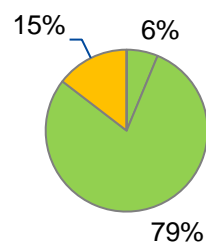
The details on all affordable homes delivered during Q3 2021-22 (ref. HD4) are listed below, including information on units, tenure, location and provider

- 2 Affordable Rented units at Badgers Close, Farncombe (WBC)
- 3 Affordable Rented units at Green Lane, Farnham (Aster)
- 7 Affordable units at Crondall Lane, Farnham (Aster)
- 2 x Affordable Rent and 2 x Shared Ownership units at Ockford Park, Godalming (Southern)
- 6 x Affordable Rent and 10 x Shared Ownership units at Horsham Road, Cranleigh (Southern)

10.2.4 Summary Table and Pie Chart

Q3 Progress on Housing D & C Service Plans 2021/24

Total	100%	48
Completed	6%	3
On track	79%	38
Off track - action taken / in hand	15%	7
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



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

10.2.5 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24HDC1	The Ageing Well Strategy (2020-2024) and Action Plan is reviewed to reflect current needs and priorities.					

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities.	30-Sep-21	Community Services Manager (KW)	Off track - action taken/ in hand	Ongoing and depends on Services O&S timetable	Working with Health & Wellbeing officers to review following effective partnership work during the pandemic.
SP21/24HDC1.2	The Ageing Well Action Plan 2020 - 2024; will be incorporated in the proposed Waverley Safe and Healthy Communities Strategy and Action plan ensuring current and future services and activities reflect and meet the need of the borough's older residents in the light of the pandemic.	30 Sept 21	Community Services Manager (KW)	Off track - action taken/ in hand	1.11.22	Safer and Healthy Communities Strategy is not now going ahead. Ageing Well Action Plan will be incorporated into WBC Health and Wellbeing Strategy.
SP21/24HDC11	The service meets the needs of all tenants and their families.					
SP21/24HDC11.5	Undertake lessons learnt and outcomes review of HRA Recovery, Change and Transformation Project	31-Jan-22		Completed		
SP21/24HDC3	The organisations funded through Service Level Agreements are delivering the agreed outcomes.					
SP21/24HDC3.2	Carry out Organisational Health Checks on organisations with whom the Council has current Service Level Agreements . . .	30-Nov-21	Community Services Manager (KW)	Off track - action taken/ in hand		No longer required: superseded by Thriving Communities Commissioning Fund
SP21/24HDC4	The Waverley Community Safety Strategy priorities are delivered in partnership.					
SP21/24HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6.	30-Jun-21	Community Services Manager (KW)	Off track - action taken/ in hand	Ongoing	Involves Home Office and revising actions/objectives
SP21/24HDC7	Deliver new affordable homes: Housing Strategy: Objective 1: Increase delivery of well designed, well-built affordable housing.					
SP21/24HDC7a.1	Draft and adopt new Housing Strategy to sit under new Corporate Strategy and keep pace with national government policy and local housing need.	30-Sep-21	Housing Strategy and Enabling Manager (AL/EL)	Off track - action taken/ in hand	1.4.22	Work progressing with Executive on Affordable Homes Delivery Strategy; currently out for consultation and scheduled for adoption by Full Council in April 2022.
SP21/24HDC8	Prevent homelessness and provide housing advice and assistance for all households in need					
SP21/24HDC8.2	Draft and adopt Revised Preventing Homelessness Strategy and Action Plan	30-Sep-21	Housing Needs Manager (MR),	Off track - action taken/ in hand	31.3.23	Draft and consult on revised Preventing Homelessness

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
	(Scheduled for end of Strategy life)					Strategy and Action Plan ahead of 5-year deadline in June 2023
SP21/24HDC9	Regulating private landlords					
SP21/24HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1.	30-Sep-21	Private Sector Housing Manager (SB)	Off track - action taken/ in hand	31.1.22	Policy and Schedule drafted. Due to go to Management Board in February 2022.

10.3 Internal Audit Actions Progress Status

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

- IA20/10.002 Comparison to the Electoral Role - HMOs
- IA20/10.003 Customer services questionnaire and send to Landlords - HMOs
- IA21/17.001.3 Online reporting tool - Safeguarding
- IA21/17.005.2 Safeguarding on council's contract managers agenda- Safeguarding
- IA21/17.006.2 Elected members to receive, and confirm reading safeguarding policy

Progress on each outstanding action has been logged on Pentana software system. Extensions of time (31 March 2022) have been requested for IA20/10.002 and IA20/10.003.

10.4 Complaints Statistics

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

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

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

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

10.4.3 Summary Comment on the statistics

All Complaints were dealt with on time.

10.5 Finance Position at the end of the quarter

10.5.1 Service's General Fund Account Table

General Fund Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	4,351	28	1%	Adverse
Income	- 2,046	-	0%	-
Housing Delivery & Communities Total	2,305	28	1%	Adverse

10.5.2 Summary Comment on General Fund position at the quarter end

The overspend on GF of £28k on expenditure relates to staffing. This is predominately related to restructure costs within the Community Safety Team.

10.5.3 Housing Revenue Account Table

Housing Revenue Account				
Services	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Delivery & Communities				
Expenditure	1,385	-20	-1%	Favourable
Income	-752	0	0%	-
Housing Delivery & Communities Total	632	-20	-3%	Favourable

10.5.4 Summary Comment

There is now a £20k saving on the expenditure line: this is made up of mainly staffing savings from the Service Improvement Team.

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

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

11.1 Key Successes & Lessons Learnt, Areas of Concerns

11.1.1 Q3 2021/22 Summary from Head of Service

It was another very challenging and testing quarter for Planning & Economic Development, mainly as a result of having to deal with fallout from the introduction of our new end-to-end software system and very significant backlogs both in validation and determination of planning applications at a time when overall submissions were increasing. This, understandably, put great pressure on officers and led to a large number of complaints. Actions were implemented to directly address the backlogs and the picture by the end of the quarter was looking much more positive, in terms of the direction of travel of the Service and Q4 performance should, therefore, see a marked improvement across the board. There were some notable successes, most particularly in terms of getting Local Plan Part 2 (LPP2) to a place where it was agreed by Full Council so it could be formally submitted to the Secretary of State for Examination. Having an adopted LPP2 will greatly assist all aspects of Planning & Economic Development.

Development Management

- In Q3 we received around 650 new applications during the quarter and issued decisions for around about the same number, meaning that the applications backlog did not increase.
- Overall, caseloads were relatively steady, but it is notable they have started to grow exponentially at the start of Q4 and this will require careful resource management.
- Record high officer caseloads in Applications and Enforcement Team - 42% increase from end of previous quarter to end of Q3, mainly as the result of faster validation and applications progressing through the system more quickly.
- Increasing number of applications being received by officers whilst still in time and therefore being determined in time – albeit still some way to go in terms of meeting our performance targets and Planning Improvement Action Plan is in place.
- Horizon issues being consistently resolved and in turn is becoming a much more effective and efficient system than the old one, but overall performance still impacted by the very significant registration and validation delays experienced in Q1 and Q2.
- New five-point check for applications introduced to make communicating progress on determination easier for Customer Service Centre and more customer focused.
- Communication with agents and applicants starting to improve leading to a significant decrease in informal complaints (albeit we received a high number of formal complaints in Q3, mainly due to validation and processing delays).
- Sickness absence within Development Management did mean a delay in implementing team changes/improvements and two principal officers and a senior planner left during the quarter. This resulted in cases being re-allocated which caused some short-term delays to decision making. We were however able to successfully appoint to two senior posts and a vacant Principal role, increasing this post to full time hours, which helped for consistency and capacity.
- Five agency planners covering maternity leave and vacant Senior/Planning officer roles.
- Real struggles in filling vacant establishment posts, either with permanent or temporary staff.
- Appeals performance in Q3 very encouraging overall.
- Two very complex, expensive, and time-consuming public inquiries held in December.

- Focus for Q4 will be on improving processes and procedures, ensuring adequate officer cover, reducing Development Management backlogs, and working proactively and positively with developers and housebuilders to bring forward sustainable development on allocated sites.

Planning Policy

- In Q3 the Policy Team was mainly focused on LPP2 and taking this through a targeted Reg.19 public consultation and through the various Committee stages.
- LPP2 was formally submitted to the Secretary of State for Examination in Public (EiP) at the end of December.
- Dunsfold Park Supplementary Planning Document (SPD) progressed through a four-week public consultation phase and various iterative processes to get it to a stage where it could be submitted for approval. Full Council in February 2022.
- Five-Year Housing Land Supply Position Statement published during the quarter.
- Very positive progress on Neighbourhood Plans in Q3, including making Haslemere NP .
- Focus for Q4 will be on readying LPP2 for EiP in Summer 2022, developing and adopting the Sustainable Development/Climate SPD, and making further progress with supporting communities in bringing forward their Neighbourhood Plans. A robust review of our Five-Year Housing Supply data and assumptions on deliverability will also be necessary.

Economic Development

- In Q3 the tender for the business support contract went live, offering support to key sectors providing numerous training and marketing opportunities. Retail, tourism, hospitality, and film sectors. Pushing covid support grants to business community.
- The focus for Q4 will be to deliver spend of Welcome Back Fund £222,000, Surrey Empty Homes £70,000, and Additional Restrictions Grant £500,000. We will also begin work on the new Economic Development Strategy, which was delayed due to the need to place our focus on business support and Covid-recovery during the pandemic. Work will commence in earnest with our local business community on developing Business Improvement Districts for the key settlements within the borough. We will also investigate collaborative working with GBC.

Planning Business Support Team

- In Q3 focus was on a project to eliminate the planning application backlog from 697 recorded in July 2021. It was completed by 2021 year-end when the validation backlog was all but eliminated. Finalising the development project of the Planning Application/Development Management module within Horizon. Issues with the applications portal slow down were identified and were addressed in collaboration with IT.
- The focus for Q4 will be to: maintain the positive validation position; review and streamline planning processes and procedures to streamline case journey; improve customer experience and communication; commence implementation of Service CRM (Customer Relationship Management) system for unified vision case update; Horizon enforcement module rollout and adoption; and further development of Horizon across the service.

Zac Ellwood, Head of Planning & Economic Development

11.2 Key Performance Indicators Status

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

KPI	Description	Data Type	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q3 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	95%	96%	57%	81%	87%	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)	%	50%	90%	80%	72%	40%	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	New PI introduced from Q1 2021/22	27%	0%	33%	Data only
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	81%	88%	90%	23%	28%	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	New PI introduced from Q1 2021/22	16%	5%	14.7%	Data only
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	92%	86%	90%	16%	46%	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	New PI introduced from Q1 2021/22	10%	5%	40%	Data only
P2	Processing of all other residual *applications - % determined within its target (Internal) (higher outturn is better)	%	76%	80%	62%	Data Not Available	53%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	25%	29%	Data Not Available	Data Not Available	29.5%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	5.0%	3.3%	Data Not Available	Data Not Available	5.7%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.0%	1.3%	Data Not Available	Data Not Available	0.7%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	72%	74%	Data Not Available	75.0%	78.8%	75%

KPI	Description	Data Type	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q3 Target
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	15%	15%	Data Not Available	Data Not Available	40.1%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	23	75	141	70	60	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-397	-345	-403	-422	-490	Backlog
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	145	109	175	226	119	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147		No	-18	-54	10	25	-18	Backlog

* P2 ref. residual applications – all the remaining applications excluding major, non-major and others

11.2.2 Comment:

P1 (Total planning applications determined) – Q3 saw an improvement on the previous two quarters but is still something that needs to be closely monitored in respect of the ‘planning guarantee’

P151 (Processing of major applications) – Dip in performance predominantly as a result of previous months’ significant validation delays, increase in application numbers and staffing issues

P153 (Processing of non-major applications) – Dip in performance predominantly as a result of previous months’ significant validation delays, increase in application numbers and staffing issues

P123 (Processing of other applications) – Dip in performance predominantly as a result of previous months’ significant validation delays, increase in application numbers and staffing issues

P2 – (Processing of residual applications) – Dip in performance predominantly as a result of previous months’ significant validation delays, increase in application numbers and staffing issues

P3, LP152, LP154 – (Appeals performance) – Q3 saw a continuation of the very encouraging appeals performance seen over the past 18 months or so.

P7 & P8 (Housing delivery) – This was a disappointing quarter in respect of housing delivery – although various actions have been put in motion to seek to accelerate this, including:

- Creation of Strategic Sites DM Team to work more closely with developers in respect of sites allocated in Local and Neighbourhood Plans
- Positive and proactive engagement with the current and future landowners of Dunsfold Park
- Implementing the Housing Delivery Action Plan 2020
- Active, high-level membership of the Surrey Developer Forum
- Progressing a number of new Neighbourhood Plans (Chiddingfold, Haslemere, Bramley, etc.)
- Refreshing and updating our pre-application planning advice service
- Measures to improve speed of determining applications to discharge conditions

Please note the number of completed dwellings recorded in the Council’s corporate monitoring reports and the Five-Year Housing Land Supply Position Statement differ. This is because the annual Five-Year Supply Position Statement includes completions from data sources collected annually including Council Tax, Street Naming and Numbering, S.106/ CIL data and officer site visits. This data is not always available for the quarterly data returns for the corporate monitoring reports.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q3 Progress on Planning & ED Service Plans 2021/24

Total	100%	71
Completed	6%	4
On track	86%	61
Off track - action taken / in hand	7%	5
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	1%	1

Comment: The majority of actions are progressing on track for completion except for five actions which have currently fallen off track and further details are provided below

11.3.2 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
SP21/24P6	Customer satisfaction with Planning Service is improved.					
SP21/24P6.4	Effective rollout of actions in Development Management Improvement Plan	30-Nov-21	Business Support Team	Off track - action taken/ in hand	31-Mar-22	Primary functions of DM Imp. Plan have been signed off. CRM remains
SP21/24P7	New Horizon IT system is fully embedded into day-to-day practices and refined to ensure efficient and effective use of the technology.					
SP21/24P7.1	New system embedded as the main system for Development Management/Enforcement	30-Sep-21	Business Support Team	Off track - action taken/ in hand	31-Mar-22	DM aspect is now in final snagging however is an improved and functioning end to end system. Enforcement aspect to be completed by 31/03/2022, awaiting IT upgrade to proceed.
SP21/24P7.2	Internal audit and review of Horizon System and functionality undertaken	30-Sep-21	Business Support Team	Off track - action taken/ in hand	31-Mar-22	Work in Progress now with SIA.
SP21/24P13	Local Plan Part 2 completed and adopted in accordance with agreed milestones.					
SP21/24P13.3	Prepare and adopt Climate Change/Carbon Reduction Supplementary Planning Document (SPD)	31-Dec-21	Planning Policy	Off track - action taken/ in hand	31-Mar-22	External consultants now instructed. Aiming for Full Council adoption as a material planning consideration in July 2022
SP21/24P18	Support healthy town centres by developing Business Improvement Districts and other initiatives.					
SP21/24P18.3	Install footfall counters in the four main settlements and evaluate data to identify trends and issues so we can respond accordingly.	31-Oct-21	Economic Development Team	Completed	30-Nov-21	All four counters installed and providing data. Funding identified for year two.
SP21/24P18.4	Secure funding to deliver a scheme to provide e-Cargo Bikes for communal use by business for sustainable local deliveries	30-Sep-21	Economic Development Team	Transferred	30-Sep-21	No further action required. Moved to Sustainability team.
SP21/24P21	Supporting sustainable business and employment growth in our urban and rural areas and responding to the challenges of Covid 19 and Brexit.					

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP21/24P21.1	Deliver the Economic Development Covid-19 Action Plan	31-Oct-21	Economic Development Team	Completed	31-Mar-22	Delivered October 2021. Connectivity Strategy element brought into scope of Economic Development Strategy 2022-32
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	Business Support Team	Completed	N/A	Completed on time
SP21/24P22.2	Review Scheme of Delegation and DM sub-scheme of Delegation	30-Nov-21	Business Support Team	Off track - action taken/ in hand	31-Mar-22	In progress, collating elements from Dev. Leads for HoS to review and submit as appropriate.

11.4 Internal Audit Actions Progress Status

Comment: At the end of Q3 there were four outstanding Internal Audit Actions for this service area:

- **IA20/17.001.2** Functionality of the new Planning Database – Planning Fee Income
 - Horizon if now a functional end to end planning system in final snagging stage.
- **IA20/17.002.2** Recording of Pre-Application Advice – Planning Fee Income
 - Pre-App service restarted with launch of new tiered structure due to go live in April 2022
- **IA21/01.001** Account Setup – Planning comments on Portal
 - Cost exercise that was stalled due to Horizon delays. Requote necessary due to time delay, discussion in place with HoS and IT/Civica to progress
- **IA21/01/002** Declarations – Planning comments on Portal
 - (As above) Cost exercise that was stalled due to Horizon delays. Requote necessary due to time delay, discussion in place with HoS and IT/Civica to progress

Please note there has not been an Audit Committee since November 2021. For further details please refer to the [Progress on the implementation of Internal Audit Agreed Actions \(from the Audit Committee 8 November 2021\)](#) report page 4 to 10.

11.5 Complaints Statistics

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

KPI	Description		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	13	14	26	9	11	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	12	10	14	7	9	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	92%	71%	54%	78%	82%	95%

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

KPI	Description		Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	9	4	19	11	19	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	4	17	10	18	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	89%	100%	89%	90.9%	94.7%	95%

11.5.3 Summary Comment on the statistics

Although the complaint response rate at Level 1 still remains in red (over 5% off target) great improvements have been made in the past three quarters to bring it to over the 80% level. Level 2 responses almost met the target, despite a significant increase in complaint numbers over the previous quarter – believed to be as a result of ‘catch up’ on earlier Level 1 complaints, particularly in Q1 when the new software system went live.

Performance against these KPIs should be viewed in the context of an outward-facing and publicly high-profile service that had to respond to more complaints over Q3 than any other Service within the Council at a time when planning application numbers also markedly increased.

11.6 Finance Position at the end of the quarter

11.6.1 Service’s General Fund Account Table

Service	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Planning & Economic Development				
Expenditure	7,912	32	0%	Adverse
Income	- 4,963	216	-4%	Adverse
Planning & Economic Development Total	2,949	248	8%	Adverse

11.6.2 Summary Comment on General Fund position at the quarter end

The forecast overspend on expenditure is in relation to spend on appeals.

The adverse variance on income is related to an underachievement of planning application income. Despite an increase in application numbers overall, the majority of these were householder applications commanding a much smaller fee that does not actually cover the cost of processing these. Planning fees are set nationally and the last time these were increased was in January 2018.

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WAVERLEY BOROUGH COUNCIL**SERVICES O&S COMMITTEE – 21 MARCH 2022**
POLICY O&S COMMITTEE – 22 MARCH 2022**Title:****ANNUAL REVIEW OF CORPORATE PERFORMANCE INDICATORS SET
FOR 2022/23****Portfolio Holder: All Portfolio Holders****Head of Service: All Heads of Service****Key decision: No****Access: Public****1. Purpose and summary**

The purpose of this report is to present to the Overview and Scrutiny (O&S) Committees proposed changes to the current corporate performance indicators set for the financial year 2022-2023. The performance monitoring of these indicators takes place on a quarterly basis through the Corporate Performance Report which gets reviewed by the Senior Management Team (SMT), O&S Committees and Executive.

The details are set out in Annexe 1 to this report and these are reflected in the recommendations.

2. Recommendation

It is recommended that the Overview & Scrutiny Committee:

- 1) Endorses the proposals put forward by the officers with regards to changes to the corporate performance indicators for 2022/23, as set out in Annexe 1, and
- 2) recommends approval to the Executive for the proposals to be implemented from 1 April 2022.

3. Reason for the recommendation

The organisation conducts an annual review of the corporate performance indicators to evaluate their continued appropriateness in the light of any new legislation or changes to organisational needs and priorities.

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.

5. Relationship to the Corporate Strategy and Service Plans

The Corporate Performance Indicators were developed to serve as a measure for key goals and objectives specified in the [annual service plans 2022-2025](#) and the current [Corporate Strategy 2020-25 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. The collection of the data proposed in this report already takes place using the current resources therefore no additional staffing implications will result from the introduced indicators.

6.2 Risk management

There are no risk management implications in the report.

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 [Climate Emergency](#) was declared by the Council in September 2019. This report does not have direct climate change implications, however the service plans prepared by the services in the autumn have taken into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) and [Climate Emergency Action Plan](#).

7. Consultation and engagement

This annual report goes through an internal sign off process by the Senior Management Team in January/February. The formal scrutiny stage starts with the Overview and Scrutiny Committees at the March committee cycle and ultimately travels to the Executive to seek final approval.

8. Other options considered

No other options were appropriate.

9. Governance journey

The Overview and Scrutiny Committees will pass on their comments and recommendations on the proposed indicator set for 2022/23 to the Executive for approval.

Annexes:

Annexe 1 Annual Review of Corporate KPIs Set 2022-23 – Annexe 1 - Final 23 Feb 2022

Background Papers

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

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Agreed and signed off by:

Legal Services: N/A – standing report

Head of Finance: Internal SMT meeting on 15 February 2022

Strategic Director: Internal SMT meeting on 15 February 2022

Portfolio Holders: Internal Executive Briefing meeting on 22 February 2022

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Annual Review of the Corporate Key Performance Indicators Set for 2022-23

Final version: 11/03/2022 09:11

KPI Review Status	Assigned Colour
New KPI Proposed	Marked in blue
Changes Requested	Marked in pink
No Change Proposed	Marked in white

1 Introduction

1.1 Background information

The Council measures progress and performance against its plans and priorities using a range of measures and the ongoing monitoring of key performance indicators (KPIs) is part of that process. Over the years, the organisation has adopted, and reported on, a set of key performance indicators. The aim of these KPIs is to indicate how successful we are in the delivery of our services against set targets, which is an essential part of performance management and the scrutiny process. The indicators are included in the corporate performance report reviewed quarterly by the Senior Management Team, Executive and O&S Committees. Data on all corporate indicators is stored in a corporate performance monitoring application called Pentana.

1.2 Annual review

Once a year the organisation engages in a review of KPIs in order to ensure that they are still fit for purpose. This exercise takes place in January and February with proposals travelling to O&S Committees in March, followed by the formal approval by the Executive at the end of March / early April.

The collection of any new indicators begins at the start of every new financial year, on the 1 April. In-year amendments to indicators are discouraged for consistency reasons and any changes should be carried out as part of the annual review, unless governmental or legislative directives require a mid-year adjustment.

1.3 Targets & Data only KPIs

Our key drivers for setting up performance indicators with specific targets are:

- Governmental requirements – targets are imposed on the local authority (in the performance report indicated as (NI) = National Indicator), some services, more than others, are bound by these returns.
- Contractual obligations – targets are agreed with our suppliers as part of the service contract and remain for the duration of that contract.
- Organisational need to drive performance – certain targets are agreed in order to drive performance to a desired level.

We also include some indicators without targets, labelled as 'Data only' which indicate volume of work and allow us to spot patterns and trends. Quite often the KPIs will show a

specific number, such as the number of fly tipping incidents or complaints received, which may not be within the council's control therefore setting a performance target is not practical. These type of indicators are often paired with another target driven indicator which concentrates on how effectively we dealt with an issue. For example, have we removed the fly tips in a timely manner or responded to the complaint within the set target? Data only indicators are also used when a new indicator is introduced, and the performance trend needs to be analysed first in order to establish the correct baseline for future target setting.

1.4 New Indicators

When the officers consider the introduction of a new performance indicator they first try to:

- establish if we have access to a reliable data source required to produce regular statistics e.g. on a quarterly basis, and also to ascertain if there are resources available to carry out this task in the future
- find out if other authorities or agencies collect similar data (useful as a starting point and for future benchmarking)
- specify a clear definition, formula guidance/measurement method and format (e.g., number, %)
- decide if the aim is to minimise or maximise the output (higher value or lower value is considered better)
- decide if this indicator will be driven by a specific target or set up as 'data only'

1.5 Sections summary & 2022/23 proposals

The current set of key corporate performance indicators has been reviewed by each service with the new 2022/23 proposals listed below in sections 2 to 9. The proposals have been reviewed by the Senior Management Team. The Overview and Scrutiny Committees are asked to scrutinise the following proposals and pass on their comments to the Executive and officers.

Policy O&S scrutiny remit for:

- [Business Transformation](#) – page 3
- [Finance and Property](#) – page 3
- [Policy and Governance](#) – page 4

Services O&S scrutiny remit for:

- [Commercial Services](#) – page 5
- [Environmental Services](#) – page 6
- [Housing Delivery and Communities](#) – page 7
- [Housing Operations](#) – page 7
- [Planning and Economic Development](#) – page 9

2 Business Transformation – Policy O&S

2.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed changes
BT1	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	Data Only	N/A	Customer Service	New Indicator to be introduced from 1 April 2022
BT2	Percentage of external enquiries dealt with at first point of contact by CSC team	%	To be introduced once clear trend emerge	Customer Service	New Indicator to be introduced from 1 April 2022

2.2 Comment

There are two new indicators proposed for this service area related to monitoring of Customer Service Centre. During 2022/2023 (once the collection mechanisms have been developed) we will also seek to add:

- Time taken to respond to enquiries
- Customer Satisfaction Rate

3 Finance & Property – Policy O&S

3.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed changes
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	Varies	Revenues and Benefits	Target Change to 29%,57%,85 %, 98%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	Varies	Revenues and Benefits	Target Change for Q4 from 99% to 98%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	99%	Financial Management	Target Change to 98%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	Data only	Revenues and Benefits	No change
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	Data only	Revenues and Benefits	No change

3.2 Comment

It is proposed to change the targets for the existing KPIs as per below:

- **F1** – the current variable quarterly targets are equally spread throughout the year, which is representative for non-domestic rates, but not of council tax where the majority pay over the first 10 months period. It is therefore proposed to change the variable targets to 29% in Q1 (currently 24.8%), 57% in Q2 (currently 49.5%), 85% in Q3 (currently 74.3%) and 98% in Q4 (currently 99%).
- **F2** – In the past 6 years, the Q4 collection rates have performed at between 95% and 98%. This is considered good performance; however, the current 99% target puts it in the underperforming category which is not reflective of the work being done by the team. It is therefore suggested that the target be lowered from 99% to 98% from 1 April 2022.

- **F3** – In the past 8 years the team has consistently achieved a target between 98% and 98.8% which is considered good performance; however, the 99% target puts it in the underperforming category even when there are no further improvement actions required. It is therefore suggested that the target be lowered from 99% to 98% from 1 April 2022.

4 Policy and Governance – Policy O&S

4.1 Proposal for 2022/23 for Business Transformation Service

KPI	Description	Data Type	Target	Responsible Team	Proposed changes
HR1a	Total Staff Turnover for Rolling 12-month period (%) (data only)	%	Data only	HR Team	No change
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.52	HR Team	No change
	ref. HR2a - Short term Sickness Absence	Days	6.52	HR Team	No change
	ref. HR2b - Long term Sickness Absence			HR Team	No change
PG1a	The number of complaints received - Level 1 (data only)	No.	Data only	Corporate Policy Team	No change
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	95%	Corporate Policy Team	No change
PG1b	The number of complaints received - Level 2 (data only)	No.	Data only	Corporate Policy Team	No change
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	95%	Corporate Policy Team	No change
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	Data only	Legal Team	No change
PG3b	Percentage of FOI and EIR requests responded to within 'statutory timescale'.	%	100%	Legal Team	No change
PG4a	Number of Data Protection Subject Access Requests received.	No.	Data only	Legal Team	No change
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	100%	Legal Team	No change
PG5a	Number of Local Land Charge searches received.	No.	Data only	Legal Team	No change
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	100%	Legal Team	No change
PG6a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	48h	Communications & Engagement	New KPI proposed from 1/04/2022
PG6b	Total Number of Media Enquiries received in a quarter.	No.	Data only	Communications & Engagement	New KPI proposed from 1/04/2022
PG6c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	24h	Communications & Engagement	New KPI proposed from 1/04/2022

4.2 Comment

There are three new indicators proposed for introduction from 1 April 2022, aimed to monitor performance of the Communications and Engagement team

5 Commercial Services – Services O&S

5.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	448,000	Leisure	Target Change to 370,993
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	Data only	Leisure	No Change
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	80%	Building Control	No Change
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	Data only	Careline	No Change
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	Data only	Careline	No Change
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	95%	Careline	No Change
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	75%	Waverley Training Services	No Change
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70%	Waverley Training Services	No Change
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	Data only	Waverley Training Services	No Change
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	95%	Parks & Countryside	No Change

5.2 Comment

There is only one change put forward for this service concerning the target data for our Leisure Centres (C1). The services were heavily impacted by the pandemic and a new target during the recovery period of 370,993 visits is suggested. Included below are calculations explaining officers' rational for this new target figure.

Qtr	Pre-Pandemic Visit Numbers	% off to account for gradual growth and recovery of the services	New total
Q1 19-20	506,862	60.00%	304,117
Q2 19-20	459,216	75.00%	344,412
Q3 19-20	464,452	100.00%	464,452
New Averaged Total Target for 2022			370,993 *

* Sum of 3 quarterly totals (last pre-pandemic figures collected) divided by 3 to get a new quarterly target figure (304,117 + 344,412 + 464,452 = 1,112,981 / 3 = 370,993). This is to account for the post-pandemic recovery period, whilst still being aspirational. The highest performance recorded post-Covid was in Q2 2021/22 with a total of 297,147 visits to our leisure centres.

Additionally, the KPI P5 has been transferred from Planning services.

6 Environmental Services – Services O&S

6.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	5.00%	Environmental Services	No Change
E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	2	Environmental Services	No Change
E2b	Number of fly tipping incidents in a quarter (Data only)		Data only	Environmental Services	No Change
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	90%	Environmental Services	No Change
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21	No.	40	Environmental Services	No Change
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21	No.	40	Environmental Services	No Change
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	Environmental Health	No Change
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	85%	Environmental Health	Proposal to discontinue this measure on 31/03/2022 and replace with E6
E NI191	Residual household waste per household (lower outturn is better)	kg	90.00	Environmental Services	No Change
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	54.0%	Environmental Services	No Change
E6	Food business with a 'Score on the door' of 3 or over (higher outturn is better)	%	To be established	Environmental Health	New Indicator to be introduced – already used

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
					for internal monitoring

6.2 Comment

The officers propose to discontinue the indicator E NI182 for which we struggled to obtain statistics since April 2020 and in its place introduce another more meaningful measure E6 showing the % of premises with a food 'score on the door' of 3 or above.

7 Housing Delivery and Communities – Services O&S

7.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	5.0	Homelessness Prevention Team	No Change
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	Data only	Housing Enabling Team	No Change
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	Data only	Housing Enabling Team	No Change
HD4	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	Data only	Housing Enabling Team	No Change
HD4a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.	Data only	Housing Enabling Team	No Change
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	Data only	Housing Enabling Team	No Change

7.2 Comment

There are no changes proposed to the current indicator set for 2022/23.

8 Housing Operations – Services O&S

8.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	1%	Rents Account Team	No Change

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	20	Repairs and Voids Team	No Change
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100%	Compliance Team	No Change
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	93%	Repairs and Voids Team	Change of the target to 90%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better) *	Days	7	Repairs and Voids Team	Temporary contract measure – will be discontinued from 31/03/2022
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	78%	Repairs and Voids Team	No Change
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	10%	Repairs and Voids Team	Temporary contract measure – will be discontinued from 31/03/2022
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	97%	Housing Management	Change of the target to 95%

8.2 Comment

The justification for target changes have been listed below:

- HO1 retained at the same level to reflect challenges of rent collection following pandemic, increase in number of UC applicants and pressures as cost of living rises.
- HO2 retained pre pandemic target for new contract to commence April 2022
- HO3 retained legislative target
- HO4 a new responsive repairs contractor and tenant feedback market researcher is commencing April 2022. 90% target based on average 2019/20 performance
- HO4b and HO5b – temporary measures introduced for an interim contractor and no longer needed from April 2022 as a new contract begins with a return to HO4 and HO5.
- HO5 a new responsive repairs contractor and tenant feedback market researcher is commencing April 2022 - retain pre pandemic target
- HO6 target has not been met due to challenges on reporting. It is proposed that a slightly lower target is used which is still challenging but more achievable

9 Planning & Economic Development– Services O&S

9.1 Proposal for 2022/23

KPI	Description	Data Type	Q2 Target	Responsible Team	Proposed Changes
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	100%	Development Management	No Change
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)	%	80%	Development Management	No Change
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)	%	Data only	Development Management	No Change
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	80%	Development Management	No Change
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)	%	Data only	Development Management	No Change
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	%	90%	Development Management	No Change
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)	%	Data only	Development Management	No Change
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	80%	Development Management	No Change
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	%	30%	Development Management	No Change
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	10%	Development Management	No Change

KPI	Description	Data Type	Q2 Target	Responsible Team	Proposed Changes
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	10%	Development Management	No Change
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	75%	Development Management	No Change
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	%	Data only	Development Management	No Change
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	No	147	Planning Policy	No Change
	Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147	No	147	Planning Policy	No Change
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	No	147	Planning Policy	No Change
	Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147	No	147	Planning Policy	No Change

9.2 Comment

There are no changes proposed to the current indicator set for 2022/23, although Economic Development indicators are currently being considered and might be introduced mid-year or in 2023/24.

10 Lead Officer contact details

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WAVERLEY BOROUGH COUNCIL**RESOURCES O&S COMMITTEE – 22 MARCH 2022****Title:****CORPORATE EQUALITY OBJECTIVES 2022 – 25**

Portfolio Holder: Cllr Penny Marriott
Head of Service: All Heads of Service
Key decision: No
Access: Public

1. Purpose and summary

The purpose of this report is to present to the Committee a set of new corporate equality objectives and an associated action plan and to ask for the committee's endorsement and/or any recommendations it would like to make to the Executive.

The Corporate Equality Objectives and associated Action Plan are set out in Annexe 1 to this report.

2. Recommendation

It is recommended that the Resources Overview & Scrutiny Committee considers the Corporate Equality Objectives and associated Action Plan as set out in Annexe 1 and makes any recommendations to the Executive.

3. Reason for the recommendation

To gain the views and input from the Resources O&S Committee before the Equality Objectives are considered by the Executive and Council.

4. Background

4.1 Under the Equality Act 2010, the Council has a number of both general and specific duties. The general duties state that a local authority, in the exercise of their functions, must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not, tackling prejudice and promoting understanding.

4.2 Advancing equality of opportunity means:

- removing or minimising disadvantages suffered by people with protected characteristics due to having that characteristic
- taking steps to meet the needs of people with protected characteristics that are different from people who do not have that characteristic (including taking account of a disability).
- encouraging protected groups to participate in public life and in any other activity where participation is disproportionately low.

4.3 Protected characteristics are as follows:

- Age
- Disability
- Pregnancy and maternity
- Religion or belief
- Race
- Sex
- Sexual orientation
- Gender reassignment
- Marriage and civil partnership

4.4 In addition to general duties under the Equality Act, a local authority also has two specific duties.

1. Publish equality information annually to demonstrate compliance with the general equality duty. The information has to include information relating to people with protected characteristics who are:

- Employees
- Affected by its policies and practices

All information should be published in an accessible manner. The Council publishes an annual workforce report on the Council's website to meet this duty.

2. Prepare and publish one or more equality objectives we think we can achieve in order to carry out our General Equality Duty, at least every four years.

The Council's original equality objectives were first published in 2012 and although they have been reviewed since there have been no major changes.

4.5 Last year the Corporate Equality Group, which consists of a number of staff from across the organisation together with the Portfolio Holder for Equality, Diversity and Inclusion, started to develop a new set of equality objectives. The collective ideas were refined during a number of sessions and were then presented to the Managers Group and lastly the Senior Management Team. Set out at Annexe 1 are the proposed Corporate Equality Objectives for consideration by this committee. In addition to the high-level objectives, there are a number of commitments it is proposed the Council will focus on in the next two years. In order to assess progress on these commitments, an Action Plan has been developed which will be monitored by the Corporate Equality Group and reviewed six-monthly.

5. Relationship to the Corporate Strategy and Service Plans

The Corporate Equality Objectives underpin the Corporate Strategy and are reflected in the Council's commitment to "promote the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth" and to provide "high quality public services accessible for all".

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

There are no associated resource implications.

6.2 Risk management

There are no risk management implications in the report.

6.3 Legal

The Council's specific and general duties under the 2010 Act are set out within the body of this report. The Council has a statutory duty to publish its equality objectives.

6.4 Equality, diversity and inclusion

The equality, diversity or inclusion implications are set out in this report.

6.5 Climate emergency declaration

This report does not have direct climate change implications.

7. Consultation and engagement

The Equality Objectives have been developed through a process of staff engagement and are now coming to the Overview & Scrutiny Committee to be scrutinised before travelling to the Executive and Council for approval.

8. Other options considered

No other options were appropriate.

9. Governance journey

The Overview and Scrutiny Committee will pass on their comments and recommendations to the Executive before final approval at Council.

Annexes:

Annexe 1 Corporate Equality Objectives and associated Action Plan

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:

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Agreed and signed off by:

Legal Services: 3 March 2022

Head of Finance:

Strategic Director: 15 February 2022

Portfolio Holder: 28 February 2022

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Corporate Equality Objectives 2022-25

We recognise the value and worth of everyone who lives and works in the borough and we will actively promote diversity and equal opportunities for all, regardless of age, race, disability, religion or belief, sex, pregnancy and maternity, sexual orientation, marriage and civil partnership, gender reassignment, income or wealth, upholding the provisions of the [2010 Equalities Act](#).

We will actively promote:

- LGBTQ+ rights
- the celebration of multiculturalism reflecting the cultural diversity within the borough and beyond
- religious toleration of all religions, beliefs and none
- the needs of young and older people across the Borough
- the right of all disabled people to access services without discrimination and to recognise that not all disabilities are visible
- gender equality and the use of gender-neutral language wherever appropriate in all council publications
- positive role models for minorities and those groups affected by discrimination
- the elimination of abusive language and behaviour towards vulnerable groups across the borough, including bullying, discrimination and harassment
- the eradication of poverty and social disadvantage within the borough.

To ensure we are meeting our commitments the Council has an agreed set of **Equality Objectives**.

- Provide high quality public services which are accessible to all; delivered fairly and with an understanding of where need is greatest.
- Work with partners to develop cohesive communities where equality, diversity and inclusion are respected and championed in accordance with the principles above and discrimination is eliminated.
- We actively welcome into Waverley those world citizens who are seeking refuge in the UK from war, repression, natural disasters, extreme hunger and poverty.
- Welcome and respect difference and recognise the performance benefits that a diverse and engaged workforce brings and build a culture in which the contribution everyone makes is valued, recognised and celebrated.
- People feel safe to challenge discriminatory behaviour and discriminatory language and we respond swiftly and transparently to any such allegations.

We will focus our activity in the next two years on the following outcomes:

- We engage with and understand our communities to ensure our services are accessible and focused on the greatest need and that steps are taken wherever possible, to eliminate poverty and social disadvantage.

- By using feedback we will identify unfair treatment and take steps to correct this, taking a zero tolerance approach to bullying, discrimination and harassment.
- The Council has a culture in which the contribution everyone makes is valued, recognised and celebrated and everyone feels comfortable to be themselves.
- We provide an accessible and inclusive working environment and practices where all are treated fairly, consistently and with respect.
- The Council has an effective equality impact assessment process to ensure our services and policies do not discriminate or unfairly impact our residents and staff
Each of these commitments will be implemented through the following Action Plan.

Waverley Equality, Diversity and Inclusion Action Plan 2022/23

The following action plan focuses on achieving our priority outcomes for 2022-2023. Progress will be monitored by the Corporate Equality Group at each of its meetings and the Plan will be reviewed at six months and after one year.

We engage with and understand our communities to ensure our services are accessible and focused on the greatest need.

	Actions	By when	Lead Officer	What we did	Evidence	Further Actions	RAG Rating
1.1	Use insight gathered from 2021 Census to identify key EDI issues and disseminate this information to services.	Starting when Census information is released in spring 2022	Louise Norie				
1.2	Ensure there is up-to-date EDI guidance on the Hub on Backstage, including: <ul style="list-style-type: none"> • EqIA toolkit and guidance • an updated set of monitoring questions • Quarterly workforce stats • Use of language 	1 May 22 1 April 22 Quarterly 1 June 22	Louise Norie/Sally Kipping				
1.3	Adhere to the Public Sector Bodies Accessibility Regulations and take action to remedy shortcomings on the Council's website reported by the Cabinet Office survey in 2021.	April 30 2022	Vanessa de Chazal				
1.4	Implement provisions of the Armed Forces Act 2021 coming into force in the summer of 2022.	August 2022	Louise Norie/				

Michael
Rivers

2. By using feedback we will identify unfair treatment and take steps to correct this, taking a zero-tolerance approach to bullying, discrimination and harassment.

	Actions	By when	Lead Officer	What we did	Evidence	Further Actions	RAG Rating
2.1	Following the conclusion of any upheld complaints involving allegations of discrimination relating to protected characteristics reported through the Corporate Complaints process or grievances, these will be reviewed to consider lessons learnt by a group consisting of HR Manager, Chair of CEG and Corporate Policy Manager.	Review progress quarterly – March, June, September, December.	Sue Petzold/ Sally Kipping				
2.2	Ensure staff are aware of the 'Report it' mechanism on Backstage and any complaints of harassment and bullying are responded to quickly and action taken appropriately.	Review progress quarterly – March, June, September, December.	Tinaz Erenler				
2.3	Review the Active Citizens initiative at the end of the first year to ensure it is meeting its objectives.	November 2022	Kate Ferguson				
2.4	Undertake a biennial staff survey to gain insight on Waverley's role as an equal opportunities' employer and follow this up with relevant focus groups.	April 2023	Sally Kipping				

3. The Council has a culture in which the contribution everyone makes is valued, recognised and celebrated and everyone feels comfortable to be themselves.

	Actions	By when	Lead Officer	What we did	Evidence	Further Actions	RAG Rating
3.1	Enable more staff to feel confident to declare information on protected characteristics so as to Improve the quality of our staffing data and continue to publish quarterly workforce analysis.	October 2022	Sally Kipping				
3.2	Analyse the need and identify the most appropriate EDI training for all staff and Councillors including procurement of quality training and measures to ensure its completion. Undertake training.	August 22 Oct/ Nov 22	Kate Ferguson/ Sally Kipping				
3.3	Support the development of staff networks, where there is an interest, for people with protected characteristics to develop their role and profile.	Review June, October 2022 and February 2023	Sally Kipping				
3.4	Support Councillors to build their knowledge and awareness of EDI issues including establishing an informal Councillor EDI Group.	June 2022	Cllr Penny Marriott/ Louise Norie				
3.5	Continue to promote EDI areas of interest throughout the year, raising awareness of different protected characteristic groups, including the celebration of festivals and marking anniversaries and promoting relevant national initiatives.	Throughout 2022. Review at each CEG meeting.	Corporate Equality Group				

4. We provide an accessible and inclusive working environment and practices where all are treated fairly, consistently and with respect.

	Actions	By when	Lead Officer	What we did	Evidence	Further Actions	RAG Rating
4.1	Provide on-going support for colleagues with disabilities who require reasonable adjustments to deliver their roles effectively.	Review progress quarterly – June, September, December, March.	Sally Kipping				
4.2	Strengthen our recruitment processes to focus on attracting the best talent and minimise potential sources of bias, such as diverse recruitment panels, anonymous shortlisting.	Review progress quarterly – June, September, December, March.	Sally Kipping				
4.3	Continue monitoring and taking action to narrow the Gender Pay Gap.	December 2022	Sally Kipping				
4.4	Ensure our approach to agile working benefits all staff and supports improved productivity and wellbeing.	March 2023	David Allum/ Sally Kipping				

5. The Council has an effective equality impact assessment process to ensure our services and policies do not discriminate or unfairly impact our residents and staff

	Actions	By when	Lead Officer	What we did	Evidence	Further Actions	RAG Rating
5.1	Ensure services are equipped to assess, and understand the importance of, the equality implications of their policies and service decisions through Equality Impact Assessments.	Review progress at each CEG meeting.	Louise Norie				
5.2	Ensure equality impact assessments are undertaken to inform the decision making process by monitoring committee reports going to SMT, Management Board and Committees and that the sign off process for EqlAs is clear.	Review progress at each CEG meeting.	SMT/ Louise Norie				
5.3	Ensure training is available on equality impact assessments and taken up by all staff involved in service development.	May 2022	Kate Ferguson				

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