

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

When calling please ask for:  
Kisi Smith-Charlemagne, Senior Governance  
Services Officer

**Policy and Governance**

E-mail: [kimberly.soane@waverley.gov.uk](mailto:kimberly.soane@waverley.gov.uk)

Direct line: 01483 523258

Date: 16 September 2022

**Membership of the Overview and Scrutiny - Resources**

Cllr Stephen Mulliner (Chairman)	Cllr Chris Howard
Cllr Joan Heagin (Vice Chairman)	Cllr Peter Martin
Cllr Roger Blishen	Cllr John Neale
Cllr Jerome Davidson	Cllr Peter Nicholson
Cllr Brian Edmonds	Cllr George Wilson
Cllr David Else	

**Substitutes**

Cllr Christine Baker

**Members who are unable to attend this meeting must submit apologies by the end of Monday, 19 September 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, 27 SEPTEMBER 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](http://www.waverley.gov.uk/webcast).

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

Agendas are available to download from Waverley's website ([www.waverley.gov.uk/committees](http://www.waverley.gov.uk/committees)), where you can also subscribe to updates to receive information via email regarding arrangements for particular committee meetings.

Alternatively, agendas may be downloaded to a mobile device via the free Modern.Gov app, available for iPad, Android, Windows and Kindle Fire.

Most of our publications can be provided in alternative formats. For an audio version, large print, text only or a translated copy of this publication, please contact [committees@waverley.gov.uk](mailto:committees@waverley.gov.uk) or call 01483 523351

This meeting will be webcast and can be viewed by visiting [www.waverley.gov.uk/webcast](http://www.waverley.gov.uk/webcast)

---

## **Waverley Corporate Strategy 2020 - 2025**

### **Vision**

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

Our strategic priorities:

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

---

### **Good scrutiny:**

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

- is led by ‘independent minded governors’ who take ownership of the scrutiny process; and,
- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.

---

## **NOTES FOR MEMBERS**

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

### **AGENDA**

1      **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions

2      **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.

3      **MINUTES** (Pages 7 - 14)

To confirm the Minutes of the Meeting held on 20 June 2022 and published on the Council’s website.

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 20 September.

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 20 September 2022.

6      **CORPORATE PERFORMANCE REPORT Q1** (Pages 15 - 78)

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

Jenny Sturgess and Heads of Service to highlight areas relating to this committees remit (pages to note are Pages [ ] of the Agenda papers).

7 COMMITTEE WORK PROGRAMME (Pages 79 - 86)

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

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

8 COLLABORATION WITH GUILDFORD

The Committee are to receive a verbal update.

9 BUSINESS TRANSFORMATION (Pages 87 - 94)

***The Committee receives a regular update on the progress and BT Programme savings realisation. This report seeks to provide a written update on the current status of the Business Transformation Programme.***

**Recommendation**

***Members are invited to comment on the content of the report.***

10 WORK FORCE PROFILE UPDATE (Pages 95 - 116)

The purpose of this report is to provide a supplementary report following the Workforce Profile submission to the Overview and Scrutiny Committee in June 2022. At that meeting, Councillors asked for more information relating to recruitment and retention. This supplementary report provides that.

11 ANNUAL COMPLAINTS REPORT (Pages 117 - 142)

This report is in two parts. The first part concerns complaints to the Local Government and Social Care Ombudsman about Waverley's Services in 2020/21. This discharges the Monitoring Officer's duty under section 5(2) of the Local Government and Housing Act 1989 to submit a formal report to the Council on complaints where, following an investigation, the LGSCO has found maladministration or service failure.

The second part of the report concerns complaints by Waverley's tenants to the Housing Ombudsman Service.

12 HOUSING DEVELOPMENT UPDATE (Pages 143 - 146)

The report provides the Committee with an update on Housing Development since the last report in June 2022.

13 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).

14 PROPERTY INVESTMENT ADVISORY BOARD ACTIVITY AND QUARTERLY UPDATE REPORT (Pages 147 - 156)

The purpose of this report is to update the Resources O&S Committee (the Committee) on the progress and work of the Property Investment Advisory Board (PIAB), which advises the Executive on property investment matters. The update is detailed in Exempt Annexe 1.

This report also gives the Committee an update on the performance of the current portfolio projected to the end of the financial year (Exempt Annexe 2).

**Officer contacts:**  
**Mark Mills, Policy Officer - Scrutiny**  
**Tel. 01483 523078 or email: mark.mills@waverley.gov.uk**  
**Kisi Smith-Charlemagne, Senior Governance Services Officer**  
**Tel. 01483 523258 or email: kimberly.soane@waverley.gov.uk**

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW AND SCRUTINY - RESOURCES - 20 JUNE 2022

(To be read in conjunction with the Agenda for the Meeting)

**Present**

Cllr Stephen Mulliner (Chairman)	Cllr Peter Martin
Cllr Joan Heagin (Vice Chairman)	Cllr John Neale
Cllr Jerome Davidson	Cllr Peter Nicholson
Cllr David Else	Cllr George Wilson
Cllr Chris Howard	

**Also Present**

Councillor Peter Clark, Councillor Mark Merryweather and Councillor Richard Seaborne

1 APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 1)

There were no apologies for absence.

2 DECLARATIONS OF INTERESTS (Agenda item 2)

There were no declarations of interest.

3 MINUTES (Agenda item 3)

The minutes of the meeting held on 22 March 2022 were confirmed as a correct record.

4 QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 4)

There were no questions received from members of the public.

5 QUESTIONS FROM MEMBERS (Agenda item 5)

There were no questions received from Members of the Council.

6 COMMUNITY INFRASTRUCTURE LEVY (Agenda item 6)

At the invitation of the Chairman, the Surrey County Council Cabinet Member for Transport, Infrastructure and the Economy Councillor Matt Furniss addressed the Committee in relation to the County Council's CIL bids in Waverley, the comments which had been received on their unsuccessful bids and the action being taken to improve those bids which included meeting with Waverley officers. Lauren Pennington, NHS Frimley CCG addressed the Committee, welcoming any advice on how to improve their CIL bids.

Committee members welcomed their attendance and expressed some concern over the impact on residents of their unsuccessful CIL bids and highlighted the work of Town and Parish Councils in respect of obtaining CIL funding. In response, Councillor Furniss suggested that the application criteria could be reviewed, including implementing a two stage application process involving an initial

expression of interest followed by a detailed application if that expression of interest was accepted. The Chairman advised that the comments would be passed to the Council's CIL Advisory Board for consideration.

At the invitation of the Chairman, Jules Wilmhurst-Smith, Surrey Heartlands CCG addressed the Committee, advising external support had been procured to assist with strategic planning of CIL bids. In response to a question, he advised that the CCG engaged where appropriate with neighbouring CCGs on projects which had cross-border implications.

The Chairman thanked the speakers for the contributions and encouraged them to continue to work with Waverley officers.

## 7 CORPORATE PERFORMANCE REPORT Q4 2021-22 (Agenda item 7)

On behalf of the Committee, that Chairman thanked the Policy and Performance Officer for her support to the Committee and wished her well for her new role in the Council.

The Committee received the report and presentations from the Chief Executive and relevant Heads of Service.

In response to questions from the Committee, the Head of Finance and Property made the following comments:

- There was a typographical error on page 19 of the report, paragraph 3.71. The figure for General Fund overall income and expenditure, including £21m of housing benefits income from Government paid to recipients, should be £56m and not £45m. If the housing benefits inflows and outflows are removed, the figure is reduced to around £35m.
- Additional grant funding in the Environment service had been carried forward to future years for funding of projects.
- The Committee could request an additional column on the General Fund Account Summary Table to show projected outturn.
- A schedule of grant funding dispersed across the year would be circulated to the Committee for its information.

In response to a question from a Committee member, the Head of Policy and Governance advised that the Council was experiencing a national trend with staff turnover and an ageing workforce. There were challenges with recruitment in a buoyant employment market and there were measures in place to address this which were addressed in the Workforce Profile item later in the agenda.

In response to a Member question, the Chief Executive drew the Committee's attention to the commentary and detail throughout the report on any indicators which were RED.

**RESOLVED that an additional column to the General Fund Account Summary Table to show projected outturn.**

## 8 COMMITTEE WORK PROGRAMME (Agenda item 8)



The Committee noted the work programme.

9 COLLABORATION WITH GUILDFORD (Agenda item 9)

The Committee noted an update from the Chief Executive on the collaboration with Guildford Borough Council. Key milestones had been achieved and the Joint Appointments Committee would be making recommendations to both Councils on the appointments of the joint Director roles. The next stage would be to carry out the consultation on the joint Management Team and an all Member briefing would be taking place shortly.

10 HOUSING ALLOCATIONS TASK & FINISH GROUP (Agenda item 10)

Councillor Wilson, Chairman of the Housing Allocations Task & Finish Group, presented the report which set out the recommendations of the group. He thanked the officers involved in supporting the work of the Group and expressed concern over the housing benefit rates in Farnham, being lower due to its proximity with Aldershot and that he would be writing to the Secretary of State to express his concern.

The Committee welcomed the report and was noted that those on the housing waiting list with housing related debt would need to have a payment plan in place, and be under £500, in order to be considered for housing. The Committee sought clarification whether recommendation 4 related to Waverley related housing debt or also incorporated private sector housing debt. It was proposed that this be clarified, with the final wording of the recommendation to be approved by the Chairman and Vice-Chairman.

RESOLVED

That the report included as Annexe 1 be agreed and its recommendations be commended to the Executive, subject to clarification that recommendation 4 related to Waverley housing debt:

1. The Council should keep the income threshold at £60,000 per annum and the savings threshold at £30,000. However, this should be reviewed by the Resources Overview and Scrutiny committee or another appropriate O&S committee within 12-18 months.
2. Establish a process to signpost applicants who are unable to join the housing register due to the income or savings threshold to Affordable Home Ownership Schemes notably shared ownership.
3. Maintain the existing position that children will only be accommodated in one home even if a 50/50 residence arrangement exists. An exception will be made if there is a court order in place requiring this or if Surrey County Council Children's Services (or an equivalent organisation elsewhere) provide compelling evidence that a second home is required.
4. Only housing related debts such as rent arrears and deposit scheme debts should be taken into account when considering eligibility for inclusion on the housing register and allocation of housing. Other debts

such as council tax or housing benefit overpayments would be disregarded for this purpose.

5. Given the administrative burden in checking debts and that the average time someone is on the register is 2-3 years, it makes sense that checks at application stage are more light touch given an applicant's debts status can change so much over time.
6. Establish a process by which the Housing Options team signpost applicants unable to join the housing needs register due to debts to local debt advice charities.
7. The Chair of the Housing Allocations Group and the Chair of Resources Overview and Scrutiny to write a joint letter the Secretary of State for Housing, Levelling Up and Communities to reiterate the need for the importance of ensuring the Local Housing Allowance (LHA) rates properly reflect rents in Farnham.

11 HOUSING DEVELOPMENT UPDATE (Agenda item 11)

The Committee considered the update from the Head of Housing Delivery and Communities.

At the invitation of the Chairman, Councillor Seaborne spoke on this item, seeking clarification on the length of the procurement process and proposing that the Executive include the challenges with the procurement in the performance commentary.

The Committee welcomed the update, noting the length of time it took contractors to work on their proposals and the delays caused by material shortages and inflation. The Committee stressed the need for effective communication with both the Overview and Scrutiny Committee and residents about delays and the need for continuity in terms of scrutiny.

12 BUSINESS TRANSFORMATION (Agenda item 12)

The Committee noted an update from the Head of Business Transformation. BT1 was largely complete and BT2 was due to commence, in part waiting for the new Joint Management Team to be in place before elements of the programme could be agreed. In response to a question from the Chairman relating to a projected shortfall in savings to be achieved, the Head of Business Transformation advised that further savings were hoped to be achieved and therefore the actual shortfall may not be that significant.

13 HYBRID WORKING (Agenda item 13)

The Committee noted an update from the Head of Business Transformation on the Council's response to the opportunities and challenges presented by hybrid working.

Some Committee Members expressed concern over productivity levels, recruitment and staff wellbeing through working from home. In response, the Chief Executive

advised that employers needed to develop a way of working that responded to people entering the workforce who had an expectation of being able to work flexibly; and he highlighted the challenges with recruitment and attracting talent. The Council was monitoring closely approaches taken by other councils and the need to keep services viable and reduce the impact on climate change by reducing office space.

Given the remarks by the Head of Policy and Governance about the age profile of the Waverley workforce and the need to recruit younger officers, Members underlined the importance of new recruits being able to work with and learn from senior colleagues in person in their first few months of Waverley employment.

In response to Member questions, the Head of Business Transformation advised that technology was in place to ensure staff remained connected and contactable when working from home but that additional training may be required for some staff. The Head of Policy and Governance advised that staff were provided with support if they wished to work from home, including technology and advice on the national scheme and feedback received in the Staff Survey indicated that staff do feel supported. It was noted that there were costs to working from home and costs to travelling into the office and staff were weighing up those costs in light of the cost of living crisis.

The Committee felt that it was too early to determine what shape the hybrid way of working would take and that more caution should be demonstrated in future iterations of the report.

14 WORK FORCE PROFILE (Agenda item 14)

The Committee noted the report which provided an update on the workforce profile for 2021/22.

The Committee expressed some concern over the number of resignations, which was in part due to staff retiring, and asked that information from exit interviews on reasons for resignations be brought back to the Committee. The Committee also expressed concern over the challenges faced by the Council in respect of recruitment and retention; and the gender diversity in some grades.

It was suggested that a fifth aim be added to the recruitment and retention action plan on maintaining performance levels in new ways of working. The Head of Policy and Governance advised that the recruitment and retention action plan was not the most appropriate place for this aim, however stressed that this was a priority for the Council.

RESOLVED that a further report be brought to the next meeting which:

- i) examined data from exit interviews and identified key trends;
- ii) examined the long term impact of career breaks and maternity leave on the gender pay gap; and
- iii) addressed the key issues facing the Council in terms of recruitment and retention.

15 GODALMING REGENERATION PROJECT: UPDATE (TO FOLLOW) (Agenda item 15)

The Committee received a report of the Head of Commercial Services, setting out recommendations to the Executive to seek funding for the next phase in the Godalming Regeneration Project.

The Chairman expressed concern over the financial viability of the project as the Committee had not seen any analysis of either the capital and revenue implications. This created concern about the wisdom of spending £164,000 on Phase 3 work before even the potential viability of the project had been established.

At the invitation of the Chairman, the Portfolio Holder for Finance, Commercial and Assets advised that the detail would be available when the Phase 3 work had been carried out. Current assessments were indicative only and the purpose of Phase 3 was to develop capital and revenue models. It was important that the Council retain control by developing the sites itself rather than a private developer.

At the invitation of the Chairman, Councillor Hyman spoke on the report and expressed concern that it was proposed to spend money before an assessment of the viability had been carried out and the appropriate assessments should be carried out before being considered by the Executive and Council.

Some Committee Members expressed concern over the proposed development of the Crown Court site and objected to any reduction in parking or loss of public realm space. It was noted that the proposals would provide further detail on the project and there would be an opportunity to comment as part of the consultation process. Given the absence of any financial viability information, the Committee was only narrowly in favour of supporting the recommendation for a supplementary estimate.

RESOLVED that the Committee recommends that the Executive accepts the recommendations in paragraph 2 of the report to:

- i) Agree to change the name of the Bury's Development Project to the Central Godalming Regeneration Project; and
- ii) Recommend to Council to approve a supplementary estimate of £164,000 to progress the project to the Phase 3 stage, including preliminary public engagement, to be funded from the Property Investment reserve.

## 16 ANNUAL SCRUTINY REPORT (Agenda item 16)

The Chairman advised that although the Annual Scrutiny Committee was an officer report reflecting on what scrutiny had taken place, he had proposed an amendment to the Chairman's foreword, to express his view that there could have been more of an opportunity for the Committee to be involved before the Guildford Collaboration project commenced.

RESOLVED that the Annual Scrutiny Report attached at Annexe 1 to the Committee report be endorsed.

## 17 EXCLUSION OF PRESS AND PUBLIC (Agenda item 17)

RESOLVED

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 item 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 item, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in Paragraph 3 of the revised Part 1 of Schedule 12A to the Act, namely: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

18 PROPERTY INVESTMENT ADVISORY BOARD ACTIVITY REPORT AND QUARTERLY PERFORMANCE (Agenda item 18)

The Committee noted the report.

**The meeting commenced at 7.00 pm and concluded at 9.26 pm**

**Chairman**

This page is intentionally left blank

**WAVERLEY BOROUGH COUNCIL****SERVICES O&S COMMITTEE – 20 SEPTEMBER 2022**  
**RESOURCES O&S COMMITTEE – 27 SEPTEMBER 2022****Title:****CORPORATE PERFORMANCE REPORT**  
**Q1 2022-2023**  
**(April 2022 – June 2022)**

---

**Portfolio Holder:** All Portfolio Holders  
**Head of Service:** All Heads of Service  
**Key decision:** No  
**Access:** Public

---

**1. Purpose and summary**

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

**2. Recommendation**

It is recommended that the Overview & Scrutiny Committee:

- considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to the Joint Management Team 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 Summary with Scrutiny Remits of O&S Committees' 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 resulting from 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. Service Plans, which are monitored in this report, 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 Joint Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and any recommendations made travel to the Executive for consideration and response. The corporate key indicator set presented in this report is reviewed on an annual basis in January/February. Service Plans, the delivery of which get monitored through this report, are reviewed on an annual basis between September and November each year, with the new proposals for the year ahead coming to the January O&S cycle.

**8. Other options considered**

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

**9. Governance journey**

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

**Annexes:**

Annexe 1 Q1 2022-23 Corporate Performance Report April - June 2022

---

**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:** Jenny Sturgess  
**Title:** Policy and Performance Officer  
**Telephone:** 01483 523 465  
**E-mail:** jennifer.sturgess@waverley.gov.uk

**Agreed and signed off by:**

Legal Services: N/A – standing report  
Head of Finance: Internal SMT meeting on 16 August 2022  
Strategic Director: Internal SMT meeting on 16 August 2022  
Portfolio Holders: Internal Executive Briefing meeting on 23 August 2022

This page is intentionally left blank



# Corporate Performance Report Q1 2022/23

**Document Version: Final version**

**Last update: 12/09/2022 15:13**

---

Lead Officer: Louise Norie  
Title: Corporate Policy Manager  
Telephone: 01483 523 464  
Email: [louise.norie@waverley.gov.uk](mailto:louise.norie@waverley.gov.uk)

---

## 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	<b>Up to 5%</b> off target – Officers investigate the causes of underperformance to establish if an improvement action is required.
Red	<b>More than 5%</b> off target – Officers investigate the causes of underperformance to establish if an improvement action is required.

### 1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed – on track (in Green)	Action was completed: on time, within the budget & resources achieving desired outcome.
On Track (in Green)	Action is on track to complete on time, within the budget & resources and expected to achieve desired outcome.
Completed – off track (in Amber)	Action was completed but off track meaning that: Was delivered not on time or/and Requiring additional budget or resources or/and Not fully achieving desired outcome
Off track – action taken / in hand (in Amber)	Action has fallen slightly off target: on time or/and budget or resources or/and or quality, however corrective/improvement actions are already being undertaken to bring it back on track.
Partially Completed	Action has not been fully achieved
Off track – requires escalation (in Red)	Action has fallen significantly off track: on time or/and budget or resources or/and quality and a managerial intervention/escalation is required in order to bring it back on track.
Cancelled (in Grey)	Cancelled Action Status indicates that we will no longer pursue delivery of this action.

Action Status Types	Explanation of the Status Rating Type
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.

### 1.3 Reporting periods

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

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

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

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

- [Corporate Dashboard](#) - [page 4](#)
- [Business Transformation](#) - [page 14](#)
- [Finance and Property](#) – [page 20](#)
- [Policy and Governance](#) – [page 24](#)
- [Housing Operations](#) – [page 28](#)
- [Housing Delivery and Communities](#) (Housing Delivery aspect only) – [page 34](#)

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

- [Housing Delivery and Communities](#) (Communities aspect only) – [page 34](#)
- [Commercial Services](#) – [page 41](#)
- [Environment and Regulatory Services](#) – [page 45](#)
- [Planning and Economic Development](#) – [page 53](#)

## 3 Corporate Dashboards – Summary of All Services

### (remit of Resources O&S)

### 3.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2022/23

#### 3.1.1 Q1 2022/23 Chief Executive's summary:

This is the performance report for the first quarter of the financial year, i.e. April to June 2022. Detail can be found in the service chapters.

At this early stage of the year, we forecast a small (3%) adverse variance on revenue, which we will need to bring back on track. While the variance is modest at this stage, the management team is concerned at the state of the UK economy and its implications: i.e. lower income, higher costs, increasing demand on our services from those who find themselves in hardship and delays from supply chain disruption. We will continue to plan for scenarios and report risks.

Highlights of the last quarter included:

- Supporting more than 400 Ukrainian guests and 200 sponsor families
- Received a grant from the Local Authority Treescapes Fund and used it to plant 7,200 new trees.
- Agreed the core document that forms the basis of the collaboration with Guildford Borough Council.
- Implemented the new Council Tax energy payment scheme.
- Announced a reduction of 75% in the use of glyphosate pesticide.
- Supported No Mow May.
- Opened new bike shelters in council-owned car parks.
- Supported residents to celebrate HM The Queen's platinum jubilee.
- Elected Cllr John Ward as new Mayor.
- Expressed disappointment at the Secretary of State's decision to allow oil and gas exploration at Loxley Well and considered how to challenge this.
- Launched a re-design planning pre-application advice service and improved planning applications performance.

Looking ahead, risks and issues we are considering include:

- the economic downturn and its impact on local residents, as well as on the council
- difficulties in recruiting across a range of professions
- uncertainty of government policy with new national political leadership expected soon
- preparations for the polling district review, implementing the boundary review and the 2023 elections
- the next stage of the collaboration with Guildford Borough Council, with the creation of the Joint Management Team in October

I am grateful to so many colleagues who continue to work hard to deliver good local public services.

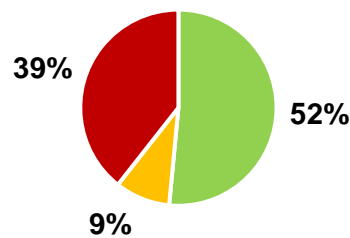
Tom Horwood – Chief Executive

### 3.2 Summary of All Corporate Key Performance Indicators per status

#### 3.2.1 Table with Q1 2022/23 Summary of all corporate indicators with assigned targets

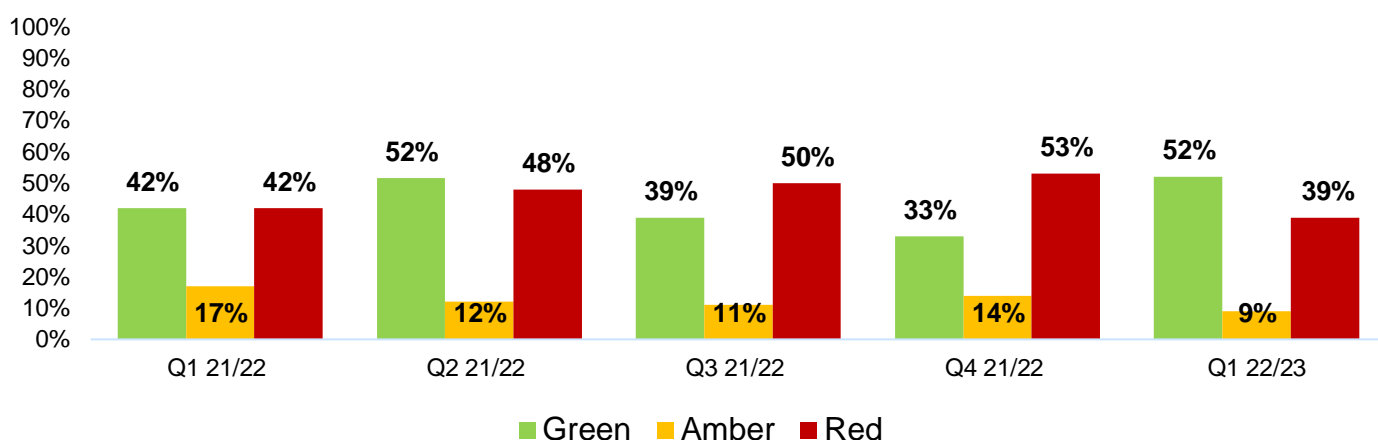
All Corporate KPIs

<b>Total</b>	<b>100%</b>	<b>33</b>
<b>Green on target</b>	<b>52%</b>	<b>17</b>
<b>Amber - less than 5% off target</b>	<b>9%</b>	<b>3</b>
<b>Red - over 5% off target</b>	<b>39%</b>	<b>13</b>



<b>Data only</b>	<b>N/A</b>	<b>27</b>
<b>Data not available or paused due to Covid impact</b>	<b>N/A</b>	<b>41</b>

#### Performance indicators - % per status Q1 2021/22 to Q1 2022/23

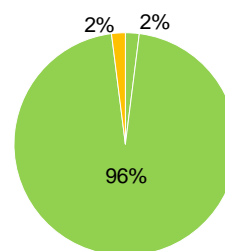


### 3.3 Summary of Service Plans Progress Status

#### 3.3.1 Table with the overall Q1 2022/23 Service Plans Progress Status

Q1 update on progress of all Service Plans actions 2022/2025

<b>Total</b>	<b>100%</b>	<b>502</b>
<b>Completed</b>	<b>2%</b>	<b>8</b>
<b>On track</b>	<b>96%</b>	<b>484</b>
<b>Off track - action taken / in hand</b>	<b>2%</b>	<b>10</b>
<b>Off track - requires escalation</b>	<b>0%</b>	<b>0</b>
<b>Cancelled / Deferred /Transferred</b>	<b>0%</b>	<b>0</b>



#### 3.3.2 Comment:

At the end of the first quarter, 98% of actions were on track or had been completed. 2% of actions had missed their original target but action has been taken to bring these back on track. The service specific details on service plans progress can be found in the individual service dashboards.

### 3.4 Summary of All Internal Audit Recommendations

#### 3.4.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this area falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details please refer to the latest [Review of Progress](#) in the implementation of Internal Audit Actions (from the 13 June 2022).

### 3.5 Summary of All Complaints – Q1 2022/23

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	1	1	8	5	22	2	4	1
Exceeded Target	0	0	5	1	7	1	6	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>13</b>	<b>6</b>	<b>29</b>	<b>3</b>	<b>10</b>	<b>1</b>
% within target	100.00%	100.00%	61.54%	83.33%	75.86%	66.67%	40.00%	100.00%
Complaints Outcome								
Upheld	1	1	2	2	21	1	3	
Partially Upheld			9	1	3		3	
Not upheld			2	3	5	2	4	1
<b>Level 1 Subtotal</b>	<b>1</b>	<b>1</b>	<b>13</b>	<b>6</b>	<b>29</b>	<b>3</b>	<b>10</b>	<b>1</b>

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	-		2	2	10	2	11	-
Exceeded Target			1	0	1	0	2	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>11</b>	<b>2</b>	<b>13</b>	<b>0</b>
% within target	N/A	N/A	66.67%	100.00%	90.91%	N/A	84.62%	N/A
Complaints Outcome								
Upheld	0	0	2	0	4	0	0	0
Partially Upheld	0	0	0	0	2	0	4	0
Not upheld	0	0	1	2	5	2	9	0
<b>Level 2 Subtotal</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>11</b>	<b>2</b>	<b>13</b>	<b>0</b>

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	0	0	1	0
Partially Upheld	0	0	0	0	0	0	0	0
Not upheld	0	0	0	0	0	1	1	1
Not investigated	0	0	0	0	0	0	0	0
<b>Ombudsman Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>1</b>

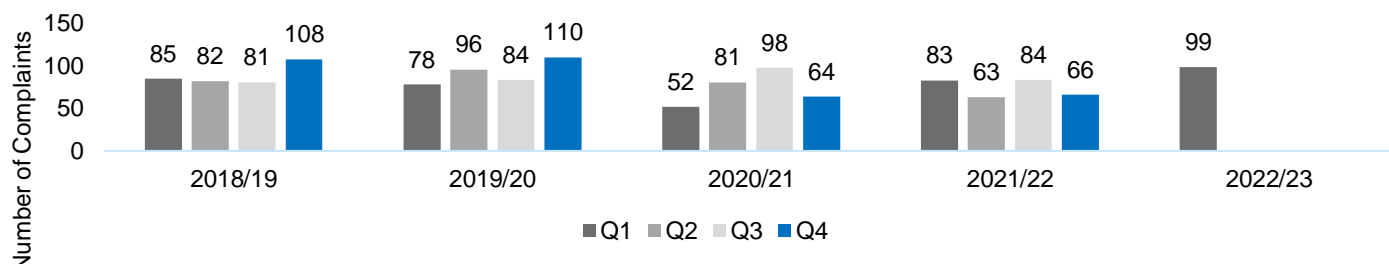
Per Service Subtotal	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
<b>L1 + L2 + Ombudsman</b>	<b>1</b>	<b>1</b>	<b>16</b>	<b>8</b>	<b>40</b>	<b>6</b>	<b>25</b>	<b>2</b>



	Number	Response Rate %	Target
Level 1 Total	64	68.75%	95%
Level 2 Total	31	87%	95%
Ombudsman Total	4	N/A	
<b>Total Complaints in Q1 22/23</b>	<b>99</b>		

\*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 Ombudsmen) for the period 1 April 2018 - 30 June 2022)



### 3.5.1 Comment:

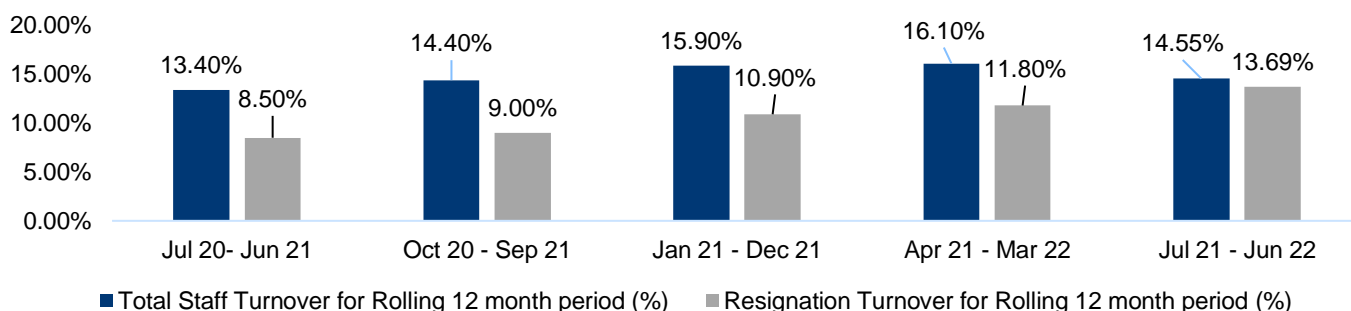
Further details of service specific performance can be found under individual dashboards, with the information on corporate complaints indicators performance included in the [Policy and Governance Dashboard](#).

## 3.6 Summary of Workforce Data – Corporate Overview

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

### 3.6.1 Staff Turnover

**Percentage of Total Staff Turnover**  
(Rolling 12 months) Q1 21/22 - Q1 22/23

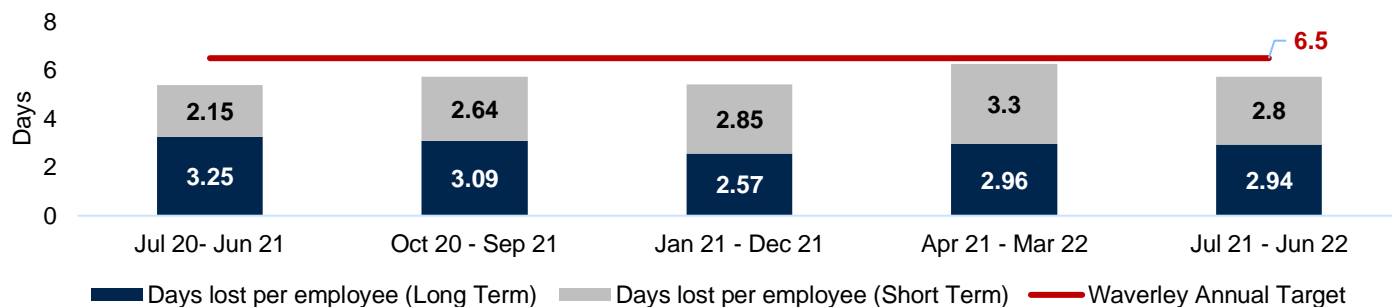


**Comment:** As anticipated, the employment market in the Southeast continues to be very competitive and this has seen an increase in turnover particularly at technical specialist levels. There is a plan in place to mitigate this. It is likely however that this increase will peak in the autumn and then reduce in the winter.

### 3.6.2 Absence Data

## Absence Data

### Rolling 12 months (Q1 21/22 - Q1 22/23)



#### Comment:

Sickness absences have remained at low levels despite spikes for absence related to Covid-19. Mental Health absence in particular has improved, supported by the continued agile working practices which have now been formalised into HR policy.

## 3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q1 2022/23

### 3.7.1 Section 151 Officer summary Q1 2022/2023

The tables below show the latest forecast against budget, guided by actuals to date, for the General Fund and HRA, revenue and capital budgets. It was identified the February budget report to Council that the most significant risk to Waverley's finances is inflation and economic volatility. In response to this, the Council has earmarked £1m of General Fund reserve as an inflation contingency on the revenue budget and an additional £1m contingency for the impact of rising costs and delivery impact on capital schemes.

The forecast shown below shows an overall adverse variance of £248k on general fund revenue and £418k on HRA revenue budgets. This is mainly due to above-budget inflation on costs and income from some services that are suffering from reduced usage from customers, which is likely to be due to households cutting back on non-essential spend due to cost-of-living impact. These figures are net positions after allowing for additional forecast income generated from cash investments which have benefited from rising interest rates.

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

In summary, whilst a concerning picture is emerging, this was anticipated and the Council is in a reasonable position to address these challenges at this stage of the financial year.

**Graeme Clark, Strategic Director and S151 Officer**

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

At the end of Q1, the financial projections are within the overall MTFP agreed by Council in February 2021, but only by taking account of the inflation contingency that was agreed in the budget. With inflation continuing to rise and utilities costs likely to increase further, the £1m inflation contingency on

the General Fund will need to be reviewed mid-year to ensure that it is sufficient to protect services and provide the cushion against cost volatility. At this stage, the various savings and efficiency programmes are on track to deliver but this will be closely monitored during the year. The HRA will need action to bring it back into balance in the light of the forecast utilities cost overspends, Management Board will review this and the strategic review of the HRA business plan will make recommendations as appropriate. The Council finished the 21/22 financial year in a strong position against budget on both General Fund and HRA which gives further confidence in the base budget for 22/23.

**Graeme Clark, Strategic Director and S151 Officer**

### 3.7.3 General Fund Account Summary Table

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
<b>Management Board</b>					
Expenditure	464	433	-31	Favourable	7%
Income	-538	-538	0	-	0%
<b>Management Board Total</b>	<b>-74</b>	<b>-106</b>	<b>-31</b>	<b>Favourable</b>	<b>42%</b>
<b>Audit</b>					
Expenditure	212	212	0	-	0%
Income	-173	-173	0	-	0%
<b>Audit Total</b>	<b>40</b>	<b>40</b>	<b>0</b>	<b>-</b>	<b>0%</b>
<b>Business Transformation</b>					
Expenditure	5,363	5,367	4	Adverse	0%
Income	-5,151	-5,159	-8	Favourable	0%
<b>Business Transformation Total</b>	<b>212</b>	<b>208</b>	<b>-4</b>	<b>Favourable</b>	<b>2%</b>
<b>Commercial</b>					
Expenditure	8,758	8,713	-45	Favourable	1%
Income	-5,964	-5,870	94	Adverse	2%
<b>Commercial Total</b>	<b>2,795</b>	<b>2,843</b>	<b>48</b>	<b>Adverse</b>	<b>2%</b>
<b>Environment</b>					
Expenditure	13,361	13,370	9	Adverse	0%
Income	-9,210	-9,144	66	Adverse	1%
<b>Environment Total</b>	<b>4,151</b>	<b>4,225</b>	<b>75</b>	<b>Adverse</b>	<b>2%</b>
<b>Finance &amp; Property</b>					
Expenditure	28,293	28,297	4	Adverse	0%
Income	-27,670	-28,142	-472	Favourable	2%
<b>Finance &amp; Property Total</b>	<b>623</b>	<b>155</b>	<b>-468</b>	<b>Favourable</b>	<b>75%</b>
<b>General Fund Housing Ops</b>					
Expenditure	282	282	1	Adverse	0%
Income	-282	-282	0	-	0%
<b>General Fund Housing Ops Total</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
<b>Housing Delivery &amp; Communities</b>					
Expenditure	4,540	4,539	-1	Favourable	0%
Income	-2,203	-2,204	-1	Favourable	0%
<b>Housing Delivery &amp; Communities Total</b>	<b>2,337</b>	<b>2,336</b>	<b>-2</b>	<b>Favourable</b>	<b>0%</b>
<b>Planning &amp; Economic Development</b>					
Expenditure	7,208	7,251	44	Adverse	1%
Income	-4,468	-4,373	94	Adverse	2%
<b>Planning &amp; Economic Development Total</b>	<b>2,740</b>	<b>2,878</b>	<b>138</b>	<b>Adverse</b>	<b>5%</b>
<b>Policy &amp; Governance</b>					
Expenditure	7,146	7,144	-2	Favourable	0%
Income	-4,094	-4,055	39	Adverse	1%
<b>Policy &amp; Governance Total</b>	<b>3,052</b>	<b>3,089</b>	<b>37</b>	<b>Adverse</b>	<b>1%</b>
<b>Collaboration and Joint working</b>					
Expenditure	115	115	0	-	0%
Income	0	0	0	-	0%
<b>Collaboration and Joint working Total</b>	<b>115</b>	<b>115</b>	<b>0</b>	<b>-</b>	<b>0%</b>
<b>GF Funding</b>					
Expenditure	269	751	481	Adverse	179%
Income	-16,258	-16,287	-28	Favourable	0%
<b>GF Funding Total</b>	<b>-15,989</b>	<b>-15,536</b>	<b>453</b>	<b>Adverse</b>	<b>3%</b>
<b>Grand Total</b>	<b>0</b>	<b>248</b>	<b>248</b>	<b>Adverse</b>	

## Capital

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
<b>Capital Business Transformation</b>	<b>879</b>	<b>849</b>	<b>-30</b>
Business Transformation	39	39	-
Engineers ** #	390	360	-30
Facilities	25	25	-
IT	424	424	-
<b>Capital Commercial</b>	<b>2,569</b>	<b>2,569</b>	
Culture	8	8	-
Leisure	402	402	-
Parks & Countryside	1,142	1,142	-
Projects	1,017	1,017	-

<b>Capital Environment</b>	<b>1,193</b>	<b>1,129</b>	<b>-64</b>
Car Parks	634	570	-64
Climate Change & Sustainability	253	253	-
Environment	273	273	-
Environmental Health	33	33	-
<b>Capital Finance &amp; Property</b>	<b>4,964</b>	<b>4,964</b>	<b>-</b>
Finance	10	10	-
Property	4,955	4,955	-
<b>Capital GF Housing</b>	<b>850</b>	<b>850</b>	<b>-</b>
Private Sector Housing	850	850	-
<b>Capital Planning</b>	<b>147</b>	<b>147</b>	<b>-</b>
Economic Development	30	30	-
Planning Policy	117	117	-
<b>Grand Total</b>	<b>10,602</b>	<b>10,508</b>	<b>- 94</b>

\*\* Bus Shelters £24k - To fund from the Maintenance Sinking Fund on a bid basis

# Rowleys Roof £85k - To be approved in principle - to be reviewed as part of a wider development project for the site

<b>Budget Analysis</b>	<b>£'000</b>
Opening budget	3,409
Carry forwards	3,747
Delayed external funding	1,128
New external funding	32
Vired from revenue	30
<b>New approvals:</b>	
- 69 High Street (February 2022)	2,528
- Fairground (March 2022)	50
- Pump house (March 2022)	50
- Broadwater lease (May 2022)	30
- Godalming Regeneration Project (July 2022)	164
Cancelled project – Broadwater Park Access	-565
<b>Approved budget</b>	<b>10,602</b>

## HRA summary - Revenue

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
<b>Housing Ops</b>					
Expenditure	29,872	29,886	-13	Favourable	0%
Income	-35,543	-35,578	-34	Favourable	0%
<b>Housing Ops Total</b>	<b>-5,666</b>	<b>-5,711</b>	<b>47</b>	<b>Favourable</b>	<b>1%</b>

<b>HRA funding</b>					
Expenditure	7,683	8,296	576	Adverse	7%
Income	-2,615	-2,695	0	-	0%
<b>HRA funding Total</b>	<b>5,068</b>	<b>5,600</b>	<b>576</b>	<b>Adverse</b>	<b>11%</b>
<b>HRA Strategy</b>					
Expenditure	1,403	1,334	-111	Favourable	-8%
Income	-805	-805	0	-	0%
<b>HRA Strategy Total</b>	<b>598</b>	<b>529</b>	<b>-111</b>	<b>Favourable</b>	<b>-17%</b>
<b>Grand Total</b>	<b>0</b>	<b>418</b>	<b>418</b>	<b>Adverse</b>	

## HRA – Core Capital

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Communal & Estate works	150	150	-
Garage Works	20	20	-
Health & Safety Works	795	795	-
MRA Prog Decent Homes Occupied Properties	700	700	-
MRA Prog Decent Homes Void Properties	630	630	-
MRA Prog Disabled Adaptations Occupied Properties	472	472	-
MRA Programmed work	2,964	2,964	-
Roofing & Associated works	850	850	-
Structural & Damp works	271	271	-
Windows & Doors	450	450	-
<b>Grand Total</b>	<b>7,302</b>	<b>7,302</b>	<b>-</b>

## New Build/Stock Remodelling

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
85 Aarons Hill Starter Homes (Land adj)	666	666	-
Badgers Close Modular Homes	5	5	-
Borough Wide Refurbishment	216	216	-
Hartsgrove	88	88	-
Housing Development-Turners Mead	62	62	-
HRA Property Purchase	2,500	2,500	-
Ladymead	4	4	-

Latent defects contingency	83	83	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,063	-
Pathfield	195	195	-
Pre-development Expenditure	816	816	-
Queensmead	1,256	1,256	-
S106 Affordable Housing Properties	2,469	2,469	-
Zero carbon retrofit pilot	981	981	-
<b>Grand Total</b>	<b>14,271</b>	<b>14,271</b>	<b>-</b>

## 4 Service Dashboard – Business Transformation (remit of Resources O&S)

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

### 4.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 4.1.1 Summary from Head of Service – Q1 2022-23

##### **Business Transformation Team**

There have been some changes in Team personnel in recent quarters to update on. Our long-standing Web Manager has left us to join our partners at Surrey County Council and we expect we will have some contact with her in her new role going forward. She was replaced by one of our experienced Business Transformation Officers and so our new web manager has been able to hit the ground running. One of his immediate areas of focus is the translation of on-line forms, so they are low code compliant, tie into the customer portal and thus allow a much more connected customer experience.

The vacant Business Transformation Officer post was filled by a staff member who was with us on a temporary contract. Sadly, for us, she has been tempted back into the private sector and we now have a vacancy in this area.

However, we have gained an Information Manager, who will be well known to Members in her previous position in the Policy and Performance Team. Our new Information Manager has been appointed in recognition of the vital role data plays as a corporate asset as we increasingly digitalise our service offer.

Corporately we are clearly approaching a time of transition and whilst we have some new projects to populate a second Business Transformation Programme, which we have initiated, there is an expectation that once the new Joint Management Team is in place there will be some fresh priorities in accordance with the collaboration agenda.

Legal Services - We have begun the “discovery” work on this project which is focused for the moment on the analysis of spend and this is underway.

Corporate Debt Review - Again we are in the early stages and after initial meetings with colleagues involved in this area of work the next step is to agree the Project Initiation Document to inform activity here on in.

Inspection/Enforcement - Whilst still “live” the forthcoming changes in management and Lorna’s departure have deferred work in this area which will pick up again in Q3.

Economic Development - This has been the main area of focus for the Team in Q1 and will continue to be so in Q2. Having originally been brought in to support the Economic Development Team in the production of their Economic Development Strategy it then became apparent that there was much to do if we were to submit a successful and credible application to access the Shared Prosperity Fund available to the authority as part of Central Government’s levelling up agenda. This has required a great deal of work in a relatively short period of time and has thus consumed a large part of the Team’s resources during Q1 and extending in to Q2 when the submission must be made.

##### **IT Team**

As the collaboration with Guildford develops it is not a surprise to find the IT Team at the forefront of thinking when it comes to the practicalities of “merger” with IT systems being so often intrinsic to progress. The immediate focus is on the shared e-mail/calendar system for members of the new Joint Management Team and future “shared” employees. This will require both a short-term fix and a long-



term solution. There is then the question of how employees from one organisation access system held information from the other given the governance and security protocols in place. This will require both a policy and technical solution.

We are also in the early stages of understanding key differences in our architecture and what that might mean as regards future opportunities. One example is that Waverley's customer contact is based on the Liberty Create low code system whereas Guildford's is via the Salesforce product.

Video Conferencing - We are continuing to look at the options for expanding video conferencing beyond the two fixed Zoom rooms and the two mobile Zoom facilities we currently have. Teams looks to be the most likely avenue for this. At the same time, it has become clear that our i-gels have limitations when it comes to video conferencing, and we may need to look at different technology going forward. That is likely to emerge in Q2/3.

On a day-to-day basis Low Code and Cyber Resilience continue to be two areas of activity demanding our attention on a daily basis.

### **Customer Services Team**

The phased transition of services into the Customer Services Centre is not yet complete and we have Parks/Countryside, Housing Options and Revenues all due to transfer during the course of this year. This process has been delayed for the time being due to the emerging Economic Development priority the Team has had to respond to and will be re-visited before too long.

The Team for the first time, have begun to submit performance data for Member scrutiny. One of the indicators is simply a measure of activity and we can see from this that every working day we are receiving 650 items of customer demand which we have to resource if we are to respond in a timely fashion. Low Code will help with this, and we are looking forward to going live on Garden Waste which should happen in Q2.

Meanwhile as the collaboration project rolls out, we have received and made visits with colleagues in Guildford to look at the strengths and weaknesses of the various systems employed.

### **Engineers**

Flood Management - Our excellent working relationship with Surrey CC, the Environment Agency and Thames Water continues to pay dividends. We are close to the next phase of work in Elstead, and drainage clearance planned there should help mitigate future flood risk. The value of effective clearance and maintenance has been demonstrated elsewhere in the borough in Cranleigh where recent incidents of flooding have been kept to a minimum as a result of preventative maintenance. In Alfold, Surrey CC have done some fine work in bringing one of the ponds back in to use and we are hoping the improved drainage facility will help mitigate problems experienced in this area in times of heavy rainfall. However, at present it is a shortage of water that is the issue and we are now at amber drought alert.

The Team are assisting the Environmental Services Department with an increased programme of car park maintenance this year. We have seven schemes in the pipeline mainly focused on re-surfacing. We are also supporting the Housing Department with some projects including cess pit maintenance.

Farnham Park - We are preparing for work here to both the car park and the drainage system. This is scheduled for late Q2/early Q3 after the cricket season has concluded.

### **Facilities**

Energy - In common with just about every other consumer in the country we have been hit with some very significant projected increases in our energy costs which are going to bring with them some budget implications. Despite switching off services on the second floor it looks as if our costs are going

to triple. We will need to monitor usage more carefully, but it seems almost certain it is the international price rises that are behind the spike.

Fleet - We have acquired a second EV pool car which has been added to the fleet. Our Building Control service is now seeking to move to fleet provision in the future and we are developing a business case to meet their requirements. The alternatives we are looking at are either second hand EVs or possibly a car club arrangement.

Tenants - Having seen a number of expressions of interest for space on the second-floor fall through due to financial constraints on the interested parties we have had some new enquiries which are subject to negotiation. We have also leased part of the Wharf Car Park to a contractor working in the area and this is generating welcome income.

Depot - We have over recent months been rationalising the equipment/documentation stored at Farnham Depot with a view to releasing space for bin storage. This exercise is largely complete in terms of the depot although we still have a lot of documentation to sort through which has temporarily been moved to The Burs.

**David Allum, Head of Business Transformation**

## 4.2 Key Performance Indicators Status

### 4.2.1 Comment:

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

As a result of the [Annual Review of Corporate Performance Indicators Set for 2022/23 conducted in January to February 2022](#) a new set of indicators monitoring Customer Service performance have been introduced from this quarter.

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
BT1	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	No	New PI for 2022/23				38,599	Data only
BT2	Percentage of external enquiries dealt with at first point of contact by CSC team	%	New PI for 2022/23				84.12%	*

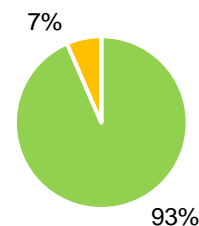
\* Target for BT2 to be introduced once clear trend emerges.

## 4.3 Service Plans – Progress Status

### 4.3.1 Summary Table and Pie Chart

#### Q1 Business Transformation Service Plans 2022/25

Total	100%	46
Completed	0%	0
On track	93%	43
Off track - action taken / in hand	7%	3
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



#### Comment:

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

### 4.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 BT3.4	Deliver additional cleaning to the housing estate as resourced by Covid funding	31-Mar-2022	Facilities Manager (SH)	Off track - action taken/ in hand		Now on track. Additional estate cleaning being delivered and an external contract for deep cleaning is being launched by the Housing Service.
SP22/25 BT4.1	Continue to provide cost effective cleaning services to the Housing Department and Godalming Town Council. Cease the contract with Farnham Town Council.	30-Jun-2022	Facilities Manager (SH)	Off track - action taken/ in hand		Services still being provided to Housing and GTC. No date agreed as yet for ceasing the FTC contract.
SP22/25 BT5.5	Complete DR installation at the Memorial Hall	30-Jun-2022	Infrastructure Manager (JH)	Off track - action taken/ in hand	Q3	Equipment now installed. Action complete.

### 4.4 Internal Audit Actions Progress Status

**Comment:** There were no outstanding actions for this service area at the end of Q1.

### 4.5 Complaints Statistics

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

**Q1 22-23 Business Transformation**

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	0	0	0	1	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	0	0	0	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	100%	95.00%

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	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 15 working days target)	%	N/A	N/A	N/A	N/A	N/A	95.0%

**4.5.3 Summary Comment on the statistics**

One complaint was received this quarter which was responded to on time.

**4.6 Finance Position at the end of the quarter****4.6.1 Service's General Fund Account Table**

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Business Transformation</b>					
Expenditure	5,363	5,367	4	Adverse	0%
Income	-5,151	-5,159	-8	Favourable	0%
<b>Business Transformation Total</b>	<b>212</b>	<b>208</b>	<b>-4</b>	<b>Favourable</b>	<b>2%</b>

**Capital**

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Business Transformation	39	39	-
Engineers	390	360	-30
Facilities	25	25	-
IT	424	424	-
<b>Capital Business Transformation</b>	<b>879</b>	<b>849</b>	<b>-30</b>

## 4.6.2 Summary Comment

The forecast variance has come about as we have reduced maintenance spend this year to The Burys pending the planned re-development.

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

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

### 5.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 5.1.1 Summary from Head of Service – Q1 2022/23

**The Housing Benefit** service is performing to plan and within capacity. The high demand on the service experienced last year continues to feature.

**The Revenues Team:** Council tax statistics indicate that the collection rate has returned to pre lockdown levels. Business rates collection has improved upon last year but is still down on pre pandemic levels and businesses are struggling to overcome the impact of the pandemic. The team has successfully implemented and administered the mandatory and discretionary elements of the Energy Rebate Scheme.

**The Asset Management:** the team have a busy workload including progressing the investment in several regeneration projects at various stages of development to support the high street and bring in much needed affordable housing, in line with the new Capital Strategy approved at Council in February 2022.

*Peter Vickers, Head of Finance and Property*

### 5.2 Key Performance Indicators Status

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	28.9%	56.8%	84.9%	98.3%	29.20%	29%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) <b>(higher outturn is better)</b>	%	20.2%	43.5%	71.3%	98.1%	25.5%	29%
F3	Percentage of invoices paid within 30 days or within supplier payment terms <b>(higher outturn is better)</b>	%	98.3%	98.2%	98.3%	97.4%	93.8%	98%
F4	Time taken to process Housing Benefit new claims <b>(lower outturn is better)</b>	Days	10	11	10	11	11	Data only
F5	Time taken to process Housing Benefit change events <b>(lower outturn is better)</b>	Days	7	5.5	6	3	5	Data only

#### 5.2.2 Comment:

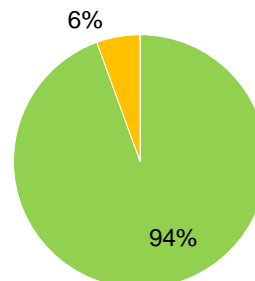
F3 – A review of the target in 2021-22 resulted in the target being lowered from 99% to 98% for Q1 2022-23. A drop in the performance of percentage of invoices paid within 30 days was a result of staff movement and actions have been taken and performance is expected to improve.

## 5.3 Service Plans 2022/23

### 5.3.1 Summary Table and Pie Chart

#### Q1 Finance and Property Service Plans 2022/25

Total	100%	36
Completed	0%	0
On track	94%	34
Off track - action taken / in hand	6%	2
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



### 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
SP22/23 F3.2	Implement a centralised financial systems and processes controls team to develop the effectiveness of corporate financial systems infrastructure, income and debt management, manage the Civica and Agresso systems integrity, development and administration	30-Jun-2022	Financial Services Manager (WS)	Off track - action taken/ in hand	To be determined	Key elements of the controls team are in place and operational. Full-service structure will be determined as part of GBC collaboration.
SP22/23 F3.4	Re-establish a debt recovery/collection service in house (or in collaboration with GBC) in readiness for the Reigate and Banstead notice to terminate the temporary recovery service agreement on 31/3/2022	30-Jun-2022	Financial Services Manager (WS)	Off track - action taken/ in hand	To be determined	Service is operational inhouse and effective. Permanent service structure will be determined as part of GBC collaboration.

## 5.4 Internal Audit Actions Progress Status

**Comment:** At the end of the first quarter there were three outstanding Internal Audit Actions for this service area relating to Debt Management.

IA22/10.003.1 Monitoring information

IA22/10.003.2 Monthly Debt report

IA22/10.003.3 Exception Report

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 June 2022)

## 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		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	3	3	8	4	6	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	2	5	3	5	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	33%	67%	63%	75%	83%	95%

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	2	2	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	2	2	0	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	N/A	100%	100%	N/A	100%	95%

### 5.5.3 Summary Comment on the statistics

Whilst the team prioritises 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.

## 5.6 Finance Position at the end of the quarter

### 5.6.1 Finance Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Finance &amp; Property</b>					
Expenditure	28,293	28,297	4	Adverse	0%
Income	-27,670	-28,142	-472	Favourable	2%
<b>Finance &amp; Property Total</b>	<b>623</b>	<b>155</b>	<b>-468</b>	<b>Favourable</b>	<b>75%</b>

### 5.6.2 Summary Comment on General Fund position at the quarter end

Services are performing within budget and capacity.

### 5.6.3 Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000



Finance	10	10	-
Property	4,955	4,955	-
<b>Capital Finance &amp; Property</b>	<b>4,964</b>	<b>4,964</b>	<b>-</b>

#### 5.6.4 Treasury management

Treasury management performance is reported in the table below to the period ended 30 June 2022.

Year	Average External Daily Investment	Average days invested in year	Annual interest receipts (ext)	Ext. Budget (excl.£170k HRA)	Rate of return%	Bank base rate
14/15	£57m	79	£374,229	£330,000	0.65%	0.50%
15/16	£60m	93	£473,981	£330,000	0.77%	0.50%
16/17	£66m	93	£489,461	£430,000	0.73%	0.25%
17/18	£68m	92	£448,907	£285,000	0.65%	0.50%
18/19	£70m	117	£667,617	£463,146	0.92%	0.75%
19/20	£77m	177	£906,000	£630,000	1.12%	0.10%
20/21	£77.5m	156	£660,137	£630,000	0.86%	0.10%
21/22	£79m	176	£502,657	£220,000	0.60%	0.75%
22/23	£73.4m	112	£1.077m forecast	£390,000	1.00%	1.25%

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

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

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

### 6.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 6.1.1 Summary from Head of Service – Q1 2022/23

Achievements during Quarter 1 included:

1. Welcoming and supporting the new Mayor and Deputy Mayor and organising the Annual 'Mayor-Making' Council meeting and the Mayor's civic service.
2. Coordinating and advising managers and staff on the Annual Performance Agreement Meeting process. With the support of the Business Transformation team, the team implemented an improved online process.
3. Holding the Frensham and Dockenfield By-Election and the Ewhurst and Ellens Green Neighbourhood Planning Referendum.
4. Delivering training to Borough and Haslemere, Godalming, and Farnham Town Councillors on the LGA model code of conduct.
5. Continuing to support the legal, democratic, communications and HR workstreams of the Guildford and Waverley collaboration initiative. During quarter 1 the focus was on finalising the Inter Authority agreement and Risk Assessment, establishing a new Joint Governance Committee and supporting the consultation and selection process for new Joint Strategic Directors.
6. Coordinating the Borough Council's Community Governance Review process. During the quarter, selection criteria by which stage 1 consultation responses could be evaluated was agreed by Council. Stage 2 of the consultation took place, within the quarter, between 3 May and 10 June.
7. The Council welcomed Stephen Rix as its interim Borough Solicitor. Stephen and I have subsequently appointed a new Deputy Borough Solicitor and have also made other interim appointments and acting up arrangements to ensure the legal team continues to be able to deliver high quality advice and support during a time of increased demand and when we have not been in a position to fill all team vacancies on a permanent basis.
8. The adoption of a new pre-election period publicity policy.

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

Robin Taylor, Head of Policy and Governance

## 6.2 Key Performance Indicators Status

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
HR1a	Total Staff Turnover for Rolling 12-month period (%) <b>(data only)</b>	%	13.40%	14.40%	15.90%	16.10%	14.55%	Data only
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	5.40	5.73	5.42	6.26	5.74	6.52
	ref. HR2a - Short term Sickness Absence	Days	2.15	2.64	2.85	3.30	2.8	6.52
	ref. HR2b - Long term Sickness Absence		3.25	3.09	2.57	2.96	2.94	
PG1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	51	38	71	53	64	Data only
PG2a	The % of complaints responded to on time - Level 1 <b>(higher outturn is better)</b>	%	69%	84%	83%	82%	67%	95%
PG1b	The number of complaints received - Level 2 <b>(data only)</b>	No.	30	23	33	13	31	Data only
PG2b	The % of complaints responded to on time - Level 2 <b>(higher outturn is better)</b>	%	93%	91%	97%	92%	87%	95%
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	90	112	140	177	No data (see below)	Data only
PG3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	95.55%	89.29%	75.00%	88.00%	No data (see below)	100%
PG4a	Number of Data Protection Subject Access Requests received.	No.	2	2	5	5	No data (see below)	Data only
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	50%	100%	100%	60%	No data (see below)	100%
PG5a	Number of Local Land Charge searches received.	No.	575	516	428	392	435	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	0%	15%	98.5%	100.0%	99.50%	100%
PG6a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23				5.76	48 hours

PG6b	Total Number of Media Enquiries received in a quarter.	No.	New indicator for 2022/23	28	Data only
PG6c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	New indicator for 2022/23	13.42	24 hours
PG6d	Total number of social media posts received in a quarter.	No.	New indicator for 2022/23	966	Data only

### 6.2.2 Comment:

It has not been possible to report Q1 data in respect of PG3a, 3b, 4a and 4b due to the migration to a new Freedom of Information system during the quarter and issues experienced with the reporting functionality after going live. The team is continuing to collect data in respect of the percentage of Freedom of Information Requests (FOIs), Environmental Information Regulation Requests (EIRs) and Data Protection Subject Access Requests and the aim is to report full data for both quarter 1 and 2 in quarter 2.

It is pleasing to see the good performance on land charges turnaround times (PG5b) holding steady within the quarter. We continue to monitor this area of work carefully. Thank you to Nina Wahlberg for acting up as team manager and keeping a close eye on this important KPI.

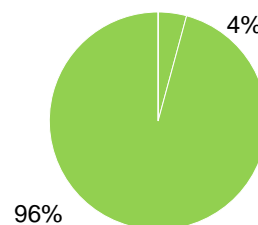
It is disappointing to see performance in responding to level 1 and 2 complaints (PG2a and PG2b) drop in Quarter 1. Pages 6 & 7 of the report sets out how each service area has performed in relation to this.

## 6.3 response Service Plans – Progress Status

### 6.3.1 Summary Table and Pie Chart

Q1 Policy & Governance Service Plans 2022/25

Total	100%	95
Completed	4%	4
On track	96%	91
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 6.3.2 Detailed Table presenting specific Service Plans actions on exception basis

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

## 6.4 Internal Audit Actions Progress Status

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

## 6.5 Complaints Statistics

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

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

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	1	0	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	1	0	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	N/A	N/A	N/A	N/A	95%

### 6.5.3 Summary Comment on the complaints statistics

There was only one level 1 complaint received about this service area in Q1 and this was dealt with on time.

## 6.6 Finance Position at the end of the quarter

### 6.6.1 Policy & Governance Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Policy &amp; Governance</b>					
Expenditure	7,146	7,144	-2	Favourable	0%
Income	-4,094	-4,055	39	Adverse	1%
<b>Policy &amp; Governance Total</b>	<b>3,052</b>	<b>3,089</b>	<b>37</b>	<b>Adverse</b>	<b>1%</b>

### 6.6.2 Summary Comment

Of the forecast income variance, £32,000 arises from a projected underperformance in legal services income. In the main, this is because it has been necessary to outsource a larger than normal proportion of work during periods of high demand and low capacity in the team (due to unfilled staffing vacancies).

## 7 Service Dashboard – Housing Operations (remit of Resources 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.*

### 7.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 7.1.1 Summary from Head of Service – Q1 2022/23

The new financial year started with the commencement of the new responsive repairs and voids contact with Ian Williams. Since the new contract started on 1 April c2400 jobs have been completed (av 800 a month) and 584 jobs have been requested and in progress however, are 238 overdue.

The Property Services team are working hard with Ian Williams to manage the contract and secure operatives and managers to fulfil the contract promises. Challenges with recruitment for roofing and flooring operative has caused delays and impacted performance.

The interim contract had not been closed with over 300 jobs outstanding with a value of c£200k. This work was expected to be complete by the end of June. The team are working closely with Ian Williams to develop an updated action plan to close the contract as soon as possible – to complete all works outstanding for tenants and close the budget.

The voids performance remains a challenge due to a number of longer-term vacancies. The team are reviewing the end-to-end process to maximise the use of the notice period and ensure current outgoing tenants leave their home in good repair for reletting. The majority of spend on empty homes has been carpentry and preparing for decoration – areas which are generally the tenants responsibility.

We appointed a new Gas Contract Manager in June – unable to recruit directly we've employed a temporary consultant. I'm delighted to see an improvement in the performance of the gas safety checks with only four homes with an overdue safety check at the end of June.

The Compliance Team continue with the routine fire risk assessment and identification of issues to provide greater safety. Work started, in Faulkner Court, Farnham in June. The work can be completed with the tenants in situ and there is no requirement for waking watch fire wardens. Fire Safety works have also been identified at Blunden Court, Bramley. Preparing for work to start in September 2022.

The Housing Management team supported the Homes for Ukraine project. With little guidance or notice they commenced a programme of home visits and DBS checks to ensure safe homes for our Ukrainian guests. This work became a priority and impacted the capacity of the team to complete proactive work ie tenancy audits. The Homes for Ukraine and refugee support projects were handed over to new Resettlement team in the Housing Delivery and Communities service in July 2022.

We have also recruited a temporary officer to resolve backlog of Tenancy audits. Their priority is to confirm details of under occupiers to advice the EasyMove officer, who can target support to tenants who wish or need to move for health or social reasons.

The Housing Management team also have the support of a new Anti-Social Behaviour Officer through joint funding with the Communities team.

The housing fraud investigation work during the quarter has resulted in six properties being recovered from tenants who were not using the properties in accordance with the tenancy terms and conditions. Five of these properties were a result of action taken by the council as the tenants were

not residing at the properties. The remaining property had been sublet to others whilst the tenant was residing abroad. This work has successfully enabled six households on the housing register to be allocated a home to live in. This work reinforces Waverley's stance that our properties should be used in accordance with our tenancy terms and condition. The support from our tenants is paramount in ensuring that this is achieved. Tenants are asked to raise any concerns they may have relating to housing tenancy fraud at <https://www.waverley.gov.uk/Services/Pay-Report-Apply/Report-it/Report-council-housing-fraud>.

I am working with Head of Housing Delivery and Strategy and Head of Finance to complete a strategic review of the HRA Business Plan. When setting the budget last year, we committed to a review to consider future funding challenges for new homes, stock improvements and energy efficiency of homes. The review outcomes and recommendations will be shared with the Landlord Service Advisory Board and Resources Overview and Scrutiny in late Autumn.

During April and May the Service Improvement team ran a significant and large-scale Tenancy Review consultation. The team consulted on the future use of flexible tenancies, amendments to the conditions of tenancy and updated Tenancy Policy and Tenancy Strategy. The results were presented to the Landlord Service Advisory Board in June. The Board advised the Co Portfolio Holder to stop using Flexible tenancies, adopt the tenancy policy and update the tenancy agreement. Work is now in place to give notice to all tenants of the change in tenancy conditions from 5 September 2022. All flexible tenants are invited to register to convert from a flexible to secure tenancy (project to run from September to December). Letters will be staggered over the last week of July and first week of August. Further information available [www.waverley.gov.uk/tenancyreview](http://www.waverley.gov.uk/tenancyreview)

Eight members of the Housing Service attended the Chartered Institute of Housing Conference in Brighton in May. Hearing direct from the CIH Chairman, Regulator for Social Housing, Housing Ombudsman and DLUC. Key themes and discussions were held on the cost of living crisis, supply of affordable homes, future of regulation, building safety, tenant engagement and the importance of data and communications. These themes are all reflected in the Housing Service Plan for 2022/23 as part of our ongoing service improvements.

A Senior living away day was held in May to review the roles and responsibilities of the team, the needs of residents and future of the service. The awayday was arranged following the LSAB discussions on the outcomes of the Senior Living consultation. The team have faced many challenges during covid and following the withdrawal of support funding. The team identified key areas of responsibilities, ways to promote the service and identified risks to the service. A new Housing Graduate Management Trainee has been recruited to work with the team to develop and manage the improvement project.

Officer and Tenants Panel representatives support a review of the Allocation Scheme by an O&S task and finish group. They provided tenants views, context and background information. The group reported their findings to Resources O&S in June. Recommendations regarding income thresholds, joint residency and debt were made.

The wider team have also been working effectively with tenants at Lucas Fields. A new residents group has been created, with officers, residents and support from Cllr Keen. The Tenant Involvement Officer and Housing Graduate Management Trainee have created an action plan to address issues raised by the group and improvements are being made, including new street signs, formation of Neighbourhood Watch and improved access to water meters.

I continue to face the challenge of recruiting to vacant posts. The 2021/22 outturn report identified that savings were generally due to staff costs savings, but this has an impact on our ability to deliver services and improvements. No applicants were received for the compliance roles despite numerous



advertises and therefore I have had to appoint consultancy staff, to the gas and electric officer posts at a premium payment. I am working with Human Resources to simplify the recruitment process and promote opportunities.

### **Hugh Wagstaff, Head of Housing Operations**

## **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**

<b>Housing Ops - Hugh Wagstaff</b>								
KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	0.87%	0.96%	1.18%	0.79%	0.84%	1%
HO2	Average number of working days taken to re-let 'normal void' property <b>(lower outturn is better)</b>	Days	26	29	28	26	28	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time <b>(higher outturn is better)</b>	%	99.9%	100%	99.9%	99.5%	99.91%	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	Suspended until April 2022				79%	90%
HO4b	Responsive Repairs: Average number of days to complete a repair <b>(lower outturn is better)</b>	Days	14	15	15	40	12	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	Suspended until April 2022				58%	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days <b>(lower outturn is better)</b>	%	22%	15%	32%	39%	8%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	91%	Suspended until July 2022				95%

\* Suspended until April 2022. The collection of data to be restarted from Q1 2022-23.

### **7.2.2 Comment:**

**HO1** - as at end June total arrears £258,708 against estimated gross debit of £30.85m



**HO2** - We completed and relet 67 properties in Quarter 1. Although there is still a backlog of voids from the Interim contract, a steady improvement is being seen, from a turnaround in April of 14 properties within 33 days to 22 properties within 26 days in June. Of the 26 properties in June, 2 were large voids and equated to a total of 170 working days. If these 2 properties were removed, the remaining 20 properties hit the target of 20 days. We are working with Ian Williams to continue improvements with the completion of works.

**HO3** The Compliance Team have been managing the gas contractor's performance intensely, and with a new interim Gas Contract Manager now in place who is working closely with the contractor performance has been improving. To ensure that gas servicing and breakdowns are managed over the winter period an action plan and risk log has been implemented.

**HO4b and HO5b** – The new Responsive Repairs and Voids Maintenance contract commenced in April 2022 however the outstanding jobs from the old contract has had an impact on service delivery coupled with on-going recruitment issues, which is a problem throughout the sector with trades extremely difficult to attract. Alongside this an interim management structure has had to be implemented due to inability to recruit to key manager posts. Ongoing work with the contract has seen the backlog cleared and focus is now on enhancing the service delivery and continuous improvement moving forward.

## 7.3 Service Plans – Progress Status

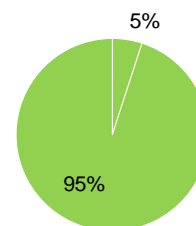
### 7.3.1 Summary Table and Pie Chart

#### Housing Operations – Q1 2022/23

**Comment:** All service plan actions are on track or have been completed. The Housing Asset Management Strategy was adopted by Council and the independent responsive repairs transactional survey was introduced in April 2022.

#### Q1 Progress on Housing Operations Service Plans 2022/25

Total	100%	40
Completed	5%	2
On track	95%	38
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



## 7.4 Internal Audit Actions Progress Status

At the end of the first quarter there was one outstanding Internal Audit Action for this service area. IA 22 / 06.002.3 Review Interim Measurement at 1.2.

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 June 2022)

## 7.5 Complaints Statistics

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

#### Q1 22-23 Housing Operations – Level 1 Complaints

Q1 22-23	Housing Operations							
KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	16	22	21	29	29	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	15	21	19	25	22	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	94%	95%	90.48%	86%	76%	95%

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

#### Q1 22-23 Housing Operations - Level 2 Complaints

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	6	5	7	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	6	5	7	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	100%	100%	100%	91%	95%

### 7.5.3 Summary Comment on the statistics

The majority of complaints were regarding responsive repairs. As commented above the team's focus was to close the interim contract and start new contract in Q1. This led to a delay in formal responses been issued and cases closed on the system. However, tenants had been contacted and actions commenced in all cases.

## 7.6 Finance Position at the end of the quarter

### 7.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>General Fund Housing Ops</b>					
Expenditure	282	282	0	Favourable	0%
Income	-282	-282	0	-	0%
<b>General Fund Housing Ops Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Favourable</b>	<b>0%</b>

#### Housing Revenue Account

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Housing Ops</b>					
Expenditure	29,879	29,866	-13	Favourable	0%
Income	-35,543	-35,578	-34	Favourable	0%

<b>Housing Ops Total</b>	<b>-5,664</b>	<b>-5,711</b>	<b>-47</b>	<b>Favourable</b>	<b>1%</b>
--------------------------	---------------	---------------	------------	-------------------	-----------

## Capital - HRA

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Communal & Estate works	150	150	-
Garage Works	20	20	-
Health & Safety Works	795	795	-
MRA Prog Decent Homes Occupied Properties	700	700	-
MRA Prog Decent Homes Void Properties	630	630	-
MRA Prog Disabled Adaptations Occupied Properties	472	472	-
MRA Programmed work	2,964	2,964	-
Roofing & Associated works	850	850	-
Structural & Damp works	271	271	-
Windows & Doors	450	450	-
<b>Grand Total</b>	<b>7,302</b>	<b>7,302</b>	<b>-</b>

### 7.6.2 Summary Comment

The General Fund budget related to the Afghan, Syrian and Ukrainian Refugee Projects. The expenditure is met by central government grant funding.

The variance in the HRA revenue budget is due to staff vacancies and a greater than forecast income on investments in Quarter One.

The team are forecast to spend the Capital budgets during the financial year.

## 8 Service Dashboard – Housing Delivery and Communities (remit of Resources and Services O&S)

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

### 8.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 8.1.1 Summary from Head of Service – Q1 2022/23

##### Ukraine

Addressing the Ukrainian crisis has become a significant area of work within the Housing Delivery and Communities Service, drawing in the Communities and Homelessness Teams. Waverley has always 'topped the leader board' with numbers of sponsors registering to host Ukrainian guests, with 221 sponsors registered and 438 guests now living within the borough (*figures at 8 August 2022*).

It was agreed that the Council should appoint a Resettlement Team to provide dedicated and bespoke support to Ukrainians residing in Waverley, and also absorb the work currently being undertaken with Syrian and Afghan refugees. Two Resettlement Managers were appointed at the end of June 2022, following successful internal recruitment. Two administrative posts have also been created and one postholder is Ukrainian. The Team also has dedicated finance support.

The current focus of the Team is to clear the backlog of home visits to ascertain suitability of sponsor properties and DBS checks, and then conduct welfare visits and rematching sponsors and guests where necessary. Considerable partnership working is ongoing with local community groups, the towns and parishes, and other stakeholders, including Citizens Advice Waverley.

It needs to be noted that the initial requirement to sponsor guests was for six months. The Resettlement Team is working with sponsors and guests to determine housing options following the end of the initial period. This is by no means straightforward.

##### Communities

Waverley was allocated £235,764 (including administration costs) in the April – September 2022 tranche of the Household Support Fund. This has a greater focus on supporting residents aged over 64. The tranche has been separated into two allocation pots: one third for general applications and two thirds for funding for people of pensionable age. The pot for residents of pensionable age will be disseminated mainly to residents in receipt of Council Tax Benefit. Residents not in receipt of Council Tax Benefit can apply to the general pot or through Age UK Surrey.

The Team has begun to work with the Town and Parish Councils and local community groups to support Ukrainians who are now residing in Waverley through the Family Scheme and Government's 'Homes for Ukraine' Scheme. The support includes advice, signposting and funding to set up local and targeted services. Funding has been disseminated to local groups so that they can provide English lessons to help Ukrainian guests settle into the community and find employment as well as supporting local 'welcome' activities, events and job fairs. The team is working with the Council's Resettlement Team to host four sponsor and guest engagement events across the borough in September. These events will also be an opportunity to discuss a range of issues - especially future housing options.

Having delivered the Thriving Communities Commissioning Fund, the Team has ensured the 24 funded organisations have agreed the terms of their partnership agreements and performance monitoring arrangements.

The 2022/2023 key priority areas and partnership activity for the Safer Waverley Partnership (SWP) 3-year annual rolling plan for 2022/25 have been developed and agreed. The Partnership Plan will be scrutinised by the Overview and Scrutiny Services Committee in due course.

The ASB Officer has started to develop a Corporate Anti-Social Behaviour Policy with processes and procedures and coordinate training across all services. Consultation on the draft Policy will commence later in the year.

## **Housing Delivery**

### *Development*

Contractors have started on site at Ockford Ridge (Site C), Aarons Hill (Godalming) and the contract is being finalised for the five sites at Chiddingfold.

These schemes will deliver a total of sixty new homes, built to the Council's Design Standards that were adopted in July 2021.

An event was held at Laurel Close (Site B) Ockford Ridge on 26 July to mark the official handing over of the homes and was attended by the Mayor and Leader.

Work continues on the deep retrofit refurbishment of seven homes at Ockford Ridge. Consultants' reports have taken time to secure, and tenders should go out at the beginning of September 2022.

The Housing Revenue Account (HRA) Strategic Review continues, and the initial report is due for completion by the end of September 2022. Only schemes in contract are being actively progressed while the Review takes place. Predevelopment work, however, is continuing on schemes in Churt, Elstead, Ewhurst and at Riverside Court in Farnham, as well as two further sites at Ockford Ridge.

### *Strategy and Enabling*

The Affordable Homes Delivery Strategy 2022-2025: *Build More; Build Better; Build for Life* was unanimously approved by full Council on 26 April 2022. This document sets out the Council's vision to build and help deliver more affordable and sustainable homes for all types of households in need. The strategy prioritises affordability, and in particular, lower rents, which are much needed in Waverley in the context of very high house prices and a national cost-of-living crisis. Closer joint working with affordable housing providers and partner organisations will be key to delivering the strategy action plan.

Officers continued to work with Legal and Planning Services on the complex issue of Affordable Housing Additionality, which is becoming more common due to Homes England funding being made available for additional affordable housing. Monitoring of sites with additionality began on 1 April, and a 6-monthly update will be presented to Executive in November of this year.

Officers began work on revisions to the Affordable Housing Supplementary Planning Document this quarter. The updated document will reflect the lower rent levels in the Affordable Homes Delivery Strategy, national policy changes e.g. First Homes, and the preferred tenure split for affordable housing. Subject to Executive approval, public consultation on the changes is planned for 19 September to 31 October 2022.

Eighty-four affordable homes were completed during this quarter; 21 by Waverley and 63 by our affordable housing partners, A2, Aster, Clarion, Landspeed, Southern and VIVID.

Work started on site on 37 affordable homes at Sturt Farm, Haslemere (Stonewater). There were no new planning permissions for affordable housing this quarter.

### *Private Sector Housing*

Housing regulatory work has remained steady in quarter 1, with a drop in complaints about living conditions but an increase in complaints about harassment and illegal evictions and also HMOs. Two formal notices have been served in Quarter 1.

There were only two requests for public health funerals.

There was a drop in grant enquires compared to the previous quarter, but the level is still higher than in Q1 2021/22. There has been a steep rise in grant approvals, from 21 to 34.

The online caravan site register has been completed and privacy notices updated.

### *Homelessness and Housing Options*

The Housing Options and HomeChoice Teams continued to prevent homelessness during the quarter (there were 4 households in temporary accommodation at the end of June 2022).

The staff continue to be under pressure due to demands on the service and staff shortage. The team is currently advertising a vacant Specialist Housing Options Officer post and although appointing an additional Housing Options Officer, the successful candidate pulled out. Recruitment is proving increasingly difficult.

The work with rough sleepers is developing well and Officers were successful in a bid to the Department of Levelling Up, Housing and Communities submitted in February 2022 for a further 3 years funding for the Rough Sleeping Support Officer role and other services targeted at rough sleepers.

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 June 22 there were 1066 applicants on the Housing register – compared to 1034 in June 2021.

The Homechoice Team will be implementing an IT upgrade in July 2022 and are continuing to build on the success of the Easy Move/Transfer Officer work that encourages those under occupying family sized homes to move to smaller accommodation to release much needed larger homes.

**For the update on the work of the Service Improvement Team, please see the Housing Operations Performance Report.**

***Andrew Smith, Head of Housing Delivery and Communities***

## 8.2 Key Performance Indicators Status

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q4 Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter <b>(lower outturn is better)</b>	No.	1	2	3	3	4	5.0
HD2	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	105	4	0	73	0	Data only

HD3	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	4	0	29	39	37	Data only
HD4	Total Number of affordable homes delivered by the Council and other providers (gross) <b>(Data only - higher outturn is better)</b>	No.	48	30	32	82	84	Data only
HD4a	Number of affordable homes delivered <b>other providers</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	45	30	30	82	63	Data only
HD4b	Number of affordable homes delivered by the <b>Council</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	3	0	2	0	21	Data only

### 8.2.2 Comment:

The Council completed 17 homes at Laurel Close, Ockford Ridge and acquired four homes from Brookworth Homes at The Green, Ewhurst.

### 8.2.3 Affordable Homes Delivery

The details on all affordable homes delivered during Q1 2022-23 (ref. HD4) are listed below, including information on units, tenure, location and provider

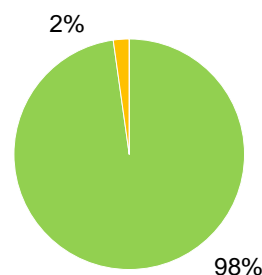
UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
21	Affordable rent	Lorimer Avenue (Berkeleys), Cranleigh	VIVID	29.04.22 & 11.05.22
2	Affordable rent	Hewitts, Cranleigh	Clarion	17.05.22
13	4 AR; 9 SO	Ockford Park, Godalming	Southern	25.05.22 - 15.06.22
4	Shared ownership	Horsham Rd, Cranleigh	Southern	14.04.22
3	Shared ownership	Cranleigh Nurseries (Knowle Park)	A2	May / June 2022
7	Shared ownership	Battershall Green, Farnham	Aster	13.04.22
11	7 AR; 4 SO	Folly Hill, Farnham	Aster	20.05.22 - 30.06.22
2	Shared equity	Chanrossa, Ewhurst	Landspeed	20.05.22
17	14 AR; 3 SO	Ockford Ridge	WBC	Phased April - June
4	Affordable rent TBC	Chanrossa, Ewhurst	WBC	19.05.22

## 8.3 Service Plans – Progress Status

### 8.3.1 Summary Table and Pie Chart



Total	100%	49
Completed	0%	0
On track	98%	48
Off track - action taken / in hand	2%	1
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 8.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 HDC7.2	Update Affordable Housing Supplementary Planning Document (SPD) for new affordable housing	30-Jun-2022	Housing Strategy and Enabling Manager	Off track - action taken / in hand	Spring 2023	It is proposed the SPD will be out for consultation from 19 September-31 October 2022

### 8.4 Internal Audit Actions Progress Status

**Comment:** There were no outstanding Internal Audit actions for this service area at the end of the first quarter of 2022/23.

### 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	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	0	2	0	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	0	2	0	2	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	N/A	100%	N/A	67%	95%

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	0	5	0	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	0	5	0	2	Data only



<b>Level 2</b>	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	N/A	N/A	100%	N/A	100%	95%
----------------	--	---	-----	-----	------	-----	------	-----

### 8.5.3 Summary Comment on the statistics

One Level I complaint was delayed by two days, due to the time taken to gather all information required.

## 8.6 Finance Position at the end of the quarter

### 8.6.1 Housing Delivery & Communities Service's General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Housing Delivery &amp; Communities</b>					
Expenditure	4,540	4,539	-1	Favourable	0%
Income	-2,203	-2,204	-1	Favourable	0%
<b>General Fund Housing Ops Total</b>	<b>2,337</b>	<b>2,336</b>	<b>-2</b>	<b>Favourable</b>	<b>0%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>HRA Strategy</b>					
Expenditure	1,445	1,334	-111	Favourable	-8%
Income	-805	-805	0	-	0%
<b>HRA Strategy Total</b>	<b>640</b>	<b>529</b>	<b>-111</b>	<b>Favourable</b>	<b>-17%</b>

### Capital – General Fund

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Private Sector Housing	850	850	-
Capital GF Housing	850	850	-

### Capital - HRA

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	666	666	-
Badgers Close Modular Homes	5	5	-

Borough Wide Refurbishment	216	216	-
Hartsgrove	88	88	-
Housing Development-Turners Mead	62	62	-
HRA Property Purchase	2,500	2,500	-
Ladymead	4	4	-
Latent defects contingency	83	83	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,063	-
Pathfield	195	195	-
Pre-development Expenditure	816	816	-
Queensmead	1,256	1,256	-
S106 Affordable Housing Properties	2,469	2,469	-
Zero carbon retrofit pilot	981	981	-
<b>Grand Total</b>	<b>14,271</b>	<b>14,271</b>	<b>-</b>

### 8.6.2 Summary Comment on revenue position at the quarter end

For General Fund the favourable variance on expenditure is due to a forecast saving on establishment in relation to vacancy savings. The favourable variance on income relates to a forecast overachievement on income on HMO license income.

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

### 8.6.3 Summary Comment on capital position at the quarter end

There are no variances forecast on capital at the moment. However, this will change once the strategic review process has been completed and budgets reprofiled. At this point either savings will be declared or carry forwards requested.

## 9 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).*

### 9.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 9.1.1 Summary from Head of Service – Q1 2022/23

##### **Leisure**

Usage of our leisure centres continues to improve, although slowly, however the membership sales have continued to be positive throughout this quarter. The greatest operational challenge being faced by the service now is the increase in energy costs that are way above business projections, we will be meeting the contractor later this year to work through options.

The final elements of the leisure contract tender were also completed to allow the works to be tendered in the second quarter. This included a market testing day that showed some significant interest in the Contract. This has been a major piece of work that has been delivered on schedule to allow tender award late 2022 / early 2023 giving enough time for contractors to start July 2023. Discussions between Surrey County Council, Woolmer Hill School and ourselves continued regarding The Edge with all requested information sent to the school and SCC.

##### **Greenspaces Team**

This first quarter has been extremely busy for the Greenspaces Team. We have seen record number of visits to our beauty spots such as Frensham Ponds, our play areas and all our greenspaces. This increased usage creates greater work levels as wear and tear of play equipment, machinery, landscaped areas and pitches and the team have handled the workload impressively. At Frensham Ponds we have had to use external enforcement and parking teams to support the rangers on hot days and help reduce anti-social behaviour and the risk of wildfires. We would like to thank the communications team for their support as the messaging and press releases have helped immensely.

It was also pleasing to see the launch of Film Waverley at the University of Creative Arts, it was the result of some positive collaborative working with colleagues in economic development and Creative England. Managed well this can create an income stream for our greenspaces and raise the profile of the area.

##### **Building Control & Street naming**

This has been a very strong first quarter income wise for the team with application numbers increasing to beat the change in regulations. On the flipside this has created a challenging workload for the team at a time of annual leave and they have struggled to hit the plan check target of 80% achieving 73%. I would like to thank the team for their efforts. We expect this to only be a blip with performance rising in the next quarter.

In this quarter I am pleased to report we appointed a new Building Control Team Leader to replace the Principal Surveyor, who is retiring. This appointment brings additional resource and knowledge to the team and will focus on increasing our market share, line management and covering our more complex applications.

##### **Projects**

The projects team have continued to press forward with key corporate projects. However, we are now experiencing the results of construction inflation and uncertainty in the market. Tender prices are

coming back significantly higher than forecast and the team will work closely with Finance in the coming months to analyse and prioritise projects reflecting the current market conditions.

### **Kelvin Mills, Head of Commercial Services**

## **9.2 Key Performance Indicators Status**

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
C1	Total number of visits to Waverley leisure centres ( <b>higher outturn is better</b> )	Visits	205,308	297,147	282,963	333,920	370,120	370,993
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter ( <b>higher outturn is better</b> )	No.	No service	No service	No service	No service	2,415	Data only
C4	Percentage of complete building control applications checked within 10 days ( <b>higher outturn is better</b> ) (P8)	%	67%	92%	98%	94%	73%	80%
C5	Total number of Careline clients ( <b>data only, no target set - higher outturn is better</b> )	Clients	1629	1625	1598	1552	1541	Data only
C6	Total number of Careline calls per quarter ( <b>data only, no target set</b> )	Calls	5484	5660	6734	7250	5733	Data only
C7	Critical faults dealt with within 48 hours per quarter ( <b>higher outturn is better</b> )	Faults %	100%	100%	100%	100%	100%	95%
C8	Apprentice overall success rate per quarter ( <b>higher outturn is better</b> )	%	75%	75%	75%	75%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected ( <b>higher outturn is better</b> )	%	70%	75%	80%	70%	70%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) ( <b>higher outturn is better</b> )	No.	33	25	25	28	18	Data only
P5	Percentage of tree applications determined within 8 weeks ( <b>higher outturn is better</b> )	%	91%	80%	45%	100%	100%	95%

### **9.2.2 Comment:**

C1 - It is positive to see an increase in usage of the leisure centres post Covid closures and social distancing measures being removed. The position in Waverley is reflective of the leisure industry nationwide and we hope to see continued gain in memberships and attendance figures.

C4 - Performance on the plan checks is lower than anticipated due to high workload as a result of the influx of full plan applications being submitted before the regulations (FLOS – F = Ventilation L = Energy efficiency O = overheating S = Infrastructure for electric vehicles) came into force from June to allow them to work to the old regulations, which are less costly.

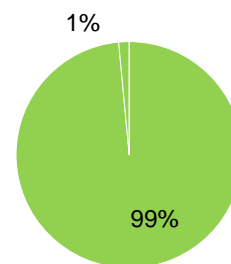
C8/C9 – It is pleasing to see that success rates are being achieved on time however the next two quarters will be challenging as we enter the final months of the academic year. We hope to have mitigated the impact of Covid, however across the industry achievement rates have dropped.

## 9.3 Service Plans – Progress Status

### 9.3.1 Summary Table and Pie Chart

#### Q1 Progress on Commercial Services Service Plans 2022/23

Total	100%	67
Completed	1%	1
On track	99%	66
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



#### Comment:

All service plan actions are completed or on target.

## 9.4 Internal Audit Actions Progress Status

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

## 9.5 Complaints Statistics

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	2	1	2	4	0	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	1	1	4	1	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	50%	100%	100%	95%

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	0	1	0	0	Data only

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

## 9.6 Finance Position at the end of the quarter

### 9.6.1 Service's General Fund Account Table

Services	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
<b>Commercial</b>					
Expenditure	8,758	8,713	-45	Favourable	1%
Income	-5,964	-5,870	94	Adverse	2%
<b>Commercial Total</b>	<b>2,795</b>	<b>2,843</b>	<b>48</b>	<b>Adverse</b>	<b>2%</b>

### Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Culture	8	8	-
Leisure	402	402	-
Parks & Countryside	1,142	1,142	-
Projects	1,017	1,017	-
<b>Capital Commercial</b>	<b>2,569</b>	<b>2,569</b>	<b>-</b>

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

There is a small adverse financial performance based on elements across the service, however Careline is currently struggling membership wise and we are looking to market harder over the coming months, staffing levels have been controlled to reflect the drop in income.

Capital expenditure over the coming year will become clearer in quarter 2.

## 10 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.*

### 10.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 10.1.1 Summary from Head of Service – Q1 2022/23

There have been early signs of a gradual return to ‘normality’ during the first quarter of 2022/23. The arrival of a new variant and increasing infection rates did however further impact on a number of areas of the teams work as can be seen from the reports below. Whilst it has been an extremely challenging start to the year, I have to thank all of team for their enthusiasm and commitment to maintaining and delivering quality services in spite of the additional pressures they have been under, and I am sure Members would wish to do the same.

#### Environmental Health Food and Safety Team

The Environmental Health and Safety team has continued to work during Q1 on the recovery of the food inspection service in accordance with the Food Standards Agency timetable.

125 routine food hygiene inspections have been conducted in Q1 and there has been a general improvement noted in standards. A reduced number of businesses have been awarded a food hygiene rating of unsatisfactory (7). Four hygiene improvement notices have been issued to two premises failing to improve. The service has introduced a Poor Performer mentoring scheme during the quarter to target previously poor performing food businesses, offering advice on how to improve standards. This has played a part in reducing the number of low Food Hygiene Rating Scores issued.

The increase in foot fall across food businesses post Covid has resulted in notable increase in allegations of food poisoning (10) in the period and increased complaints from the public and customers relating to hygiene and premises standards in food business. The increase is largely unsupported by investigations and may be due to increase in non-food related community infections which mimic food poisoning, such as norovirus. In respect of infectious diseases, the service has received 72 (non-Covid) notifications.

The number of new food businesses registering with the food service is still significant with 37 registrations in Q1.

There has also been a significant number of event consultations requiring input on Public Safety measures. This increase is a reflection on the desire for public events such as Guilfest, Staycation, Chidfest and the like being reintroduced post Covid controls.

From a health and safety perspective, 30 accidents were notified to the service. One ongoing serious accident investigation is being taken forward for prosecution.

#### Environmental Protection Team

During Quarter 1 of 2022/3 the Environmental Protection Team dealt with the following requests for service:

Complaint type	2021/22 full year	Qtr 1 2022/23
Noise complaints	426	133
Planning consultations	907	183



Requests for information	521	97
Temporary Event Notice Consultations	559	286
Premise Licence Consultations	59	20
Bonfire Complaints	120	32
St Trading requests for service	119	16
Pest control complaints	100	13
Various other requests for service	498	114
Total	3309	894

- During Q1 the Environmental Protection Team have also been dealing with 37 more complex cases since the beginning of April
- Been in court on several occasions and secured separate convictions in respect of an odour nuisance from a takeaway and noise nuisance involving a barking dog (this is the first time we have used the Noise App to corroborate evidence). A Criminal Behaviour Order was also gained to control noise, another first. Additionally, 2 formal notices were served.
- Been to Licensing Committee four two times regarding applications for street trading consents
- Negotiated noise management plans for 4 bigger events where concerns were raised about noise
- Provided advice and led an investigation regarding an oil leak from a council house contaminating the garden and nearby ponds/wildlife.
- Worked on the Air Quality Annual Status Report which was published on 8 August and submitted to Defra
- Held initial meetings with consultants and agreed a timetable and actions to take forward a review of the Council's Air Quality Action Plan and to develop a Clean Air Strategy. The first stakeholder meeting will take place on 13 September.
- Reviewed and gave advice on further remediation reports for the Dunsfold development.
- Have started work to review of the Council's contaminated land strategy.

## Licensing

Licensed premises and the taxi and private hire trade were two of the worst hit business areas during the covid pandemic.

The taxi trade has been slow to recover and has been impacted by rising fuel costs and a shortage of drivers since the relaxation of Covid restrictions with only 6 new applicant staking knowledge tests in Q1. Following consultation during Q1, a taxi fare increase was agreed by the Executive at its meeting on 7 June. Routine driver and vehicle checks were also carried out over the quarter and 11 House to House Collections and 14 Street Collections were approved.

The relaxation of Covid restrictions saw an unprecedented rise in Temporary Event Notices with over 250 applications during the quarter and 214 events actually taking place. This upsurge put considerable pressure on the team, which also had to deal with 14 new premises licence applications, 5 applications for variations of licence conditions and 6 applications for minor variations.

The licensing team is a small team (equivalent to approximately four full time posts) and they also carried out 42 routine inspections of licensed premise out of office hours and 7 joint inspections with the Police following complaints from residents nearby.



Joint enforcement initiatives with Trading Standards officers also found alcohol, sweets and toys with non-compliant foreign language labelling at 5 premises and food with non-approved additives at one of the premises.

Pavement Licensing which was transferred to the Borough Council during Covid to help support businesses, is to remain with borough and district councils going forward and slight amendments to the current policy approved by the council will need to be made to reflect the change from a temporary to a permanent arrangement.

## **Emergency Planning**

Our Emergency Planning and business continuity response plans have been tested throughout the year in supporting the community and running business as usual in parallel and overall, we feel the council working with partner agencies has performed extremely well.

The resilience of the council's responses has been tested further with heathland fires and water and power outages and with the current very dry summer the team has been liaising closely with other agencies to ensure it is ready to respond should the emergency services require the council's support. Procedures for communicating with other agencies and with local communities are also under review to ensure residents are better informed in the event of a major incident.

Events safety has become a key focus during Q1 as restrictions were relaxed and there was an upsurge in requests for events. The team participated in assessing the safety risks at over 50 large events with colleagues on the local Events Safety Advisory Group, including as Guilfest, Staycation, Chidfest

In the background the team has also continued to work away quietly reviewing health and safety policies and procedures, auditing and strengthening health and safety governance and reporting arrangements and working with Housing colleagues to achieve fire safety compliance across WBC housing stock.

## **Environmental Services**

The Environmental Services Team has continued to focus on returning the refuse and recycling services to some form of normality. The contractor does however continue to be hit by Covid sickness absences, the impact of the national driver shortage and increasing fuel and labour costs.

The Waste and Cleansing contract provides alternate weekly waste and recycling collections to all 55,000 households in the Borough and food waste collections to all house and some flats. In addition, we have around 19,000 customers on the paid for garden waste service. Together, this gives rise to around six million individual collections from our residents every year. In quarter one there were around 1.5m collections due of which 99.9% were made successfully with most of the 0.1% missed rectified within the required time scale. Repeat missed bins have continued to be an issue mainly caused by unfamiliar drivers and crews being deployed to rounds due to sickness absence and the use of agency drivers.

The contract also provides for cleansing of streets, litter picking, emptying of street litter bins, as well as clearing fly tips across the Borough. These services remained fragile with continuing crew shortages due to Covid sickness absences and recruitment difficulties. 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 used were unfamiliar with the area. In the run up to Christmas refuse and recycling collections services were maintained by also 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 for drivers from the retail and home delivery sectors and this is likely to continue for at least another year.

Tonnages of dry mixed recycling, food waste and residual waste are showing a slight reduction but continue to be much higher than normal due to more people working from home. These increased

volumes continued to add pressure on our contractor by increasing working hours and vehicle journeys to the transfer stations.

Street cleaning in some areas has inevitably suffered due to the diversion of resources but we have ensured the contractor has been targeting town centres and problem areas to maintain standards as far as possible and we are in discussion with the contractor about a 'return to normal and the most effective use of street cleaning resources going forwards. It is planned to move to a better response to reported issues and spent less resource on cleaning what are effectively already clean streets.

In addition to these services the team has also had to deal with 182 fly tips including a significant number of asbestos fly tips during quarter 1. There have been a number of successful investigations resulting in penalties being imposed.

The team also investigated our first case relating to litter thrown from a vehicle, where on the basis of video evidence provided by a following motorist, a fixed penalty notice was served on the offender who paid up promptly rather than appear in court.

### **Parking Services**

Car parking income continues to show signs of recovery with an upward trend overall as more people are returning to work and venturing out to shop etc.

The Brightwells Yard multi-storey car park is approaching completion and some residential parking is starting to be used as the first residential units are occupied. Officers are working with Crest Nicholson on the final details of the public parking areas in readiness for opening later this year.

The council's phase of the South Street car park refurbishment is completed and the developers have completed their work on the Brightwells road widening. Work on the lift refurbishment and the new staircase to improve access to the lower level of the car park is now underway.

### **Sustainability Team**

Work on the second annual update of the Carbon Neutrality Action Plan was started in Q1 and will be presented to the Executive and the Overview and Scrutiny Committee later this year. The delivery of the Action Plan requires close working with all the services across the organisation and a great deal of engagement with partners, contractors, and stakeholders such as Surrey County Council and the town and parish councils in the borough.

The team secured external funding of almost £1m during the year to support carbon reduction initiatives. One of the larger projects was the decarbonisation of the Memorial Hall in Farnham by installing an Air Source Heat Pump and a Solar Panels has almost been completed. At the same time the team has been delivering projects such as the bike shelter pilot and EV charging point roll out programme. Solar projects opportunities for leisure centres, car parks and potentially a solar farm are also currently being assessed and officers are actively pursuing external funding opportunities.

Officers are also working with our waste contractor to examine the potential options for decarbonising the waste collection fleet.

The expansion of the team over the past year has given Waverley the opportunity to actively shape sustainable transport in the area by working closely with Surrey County Council, and towns and parish councils and the Farnham Infrastructure Programme. The Local Cycling and Walking Infrastructure Plan for Waverley are nearing completion after extensive consultation. The Guildford and Godalming Greenway, including the section of the Greenway that will run through the Philips Memorial park has also at an advanced stage.

***Richard Homewood, Head of Environmental & Regulatory Services***

## 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		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
E1*	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	4.74%	5.16	4.80%	4.77%	Received Quarter in Arrears	5.00%
E2a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	2	3	2	3	3	2
E2b	Number of fly tipping incidents in a quarter ( <b>Data only</b> )		180	162	169	244	182	Data only
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting ( <b>higher outturn is better</b> )	%	Monitoring on pause	Monitoring on pause	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 ( <b>lower outturn is better</b> ) - New from Q1 20/21		28	34	68	42	tbc	40
E4b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 20/21		41	54	48	66	tbc	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	78%	100%	78.57%	81.25%	88.89%	100%
E6	Food businesses with a 'Scores on the door' of 3 or over ( <b>higher outturn is better</b> )	%	N/A	91.05%	90.43%	89.40%	89.87%	Data only
E NI191*	Residual household waste per household ( <b>lower outturn is better</b> )	kg	92	89.5	96	93	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	59.80%	60.50%	57.20%	56.1	Received Quarter in Arrears	54.0%

#### 10.2.2 Comment:

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

The MRF rejection rate for Qtr 4, now available has again achieved the target of less than 5% and is better than Qtr3, Residual Waste per household had decreased slightly in Qtr 4 but still exceeds the target, but this may have been due to the Xmas period. The recycling rate in Qtr 4 exceeded the target once again although it has dropped slightly compared to Qtr3 of last year.

**E2a, E2b** – Performance on clearing fly tips slipped again in Qtr 4 due to the very high levels of sickness absence with our contractor due to Covid and the prioritisation of refuse collections. Fly tip numbers have dropped significantly during this quarter which is the normal trend after the post-Christmas peak during Qtr4 each year.

**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. We are in discussion with the contractor with a view to refocussing on street cleaning issues.

**E4a, E4b** – Missed bin figures for Qtr 1 are not available due to issues with the customer reporting software which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports of missed bins that were not missed but simply picked up later than usual.

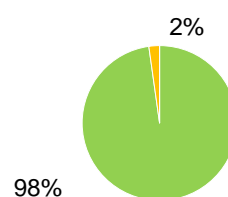
**E5** – Performance on inspection of high-risk food premises improved as the team refocussed its energies after Covid enforcement activity was scaled down.

**E6** - Percentages of Food Businesses with a score on the doors rating of 3 or more for Waverley continues to improve as the food inspection service implements it's recovery plan in accordance with the Food Standards Agency timetable.

## 10.3 Service Plans – Progress Status

### 10.3.1 Summary Table and Pie Chart

Total	100%	90
Completed	0%	0
On track	98%	88
Off track - action taken / in hand	2%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 10.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Original Due Date	Lead Officer	Status	New Revised Date	Action taken to rectify
SP22/25 ES 7.4	Carry out a business process review to improve customer focus across all areas of the Council's Parking functions,	31-Mar-2022	Environmental & Parking Services	Off track - action taken / in hand	31 March 2023	The review of parking services was suspended whilst the Business Transformation Team

	introducing online and self service facilities where appropriate to improve efficiency and customer journeys.		Manager			focused on other higher priority projects.
SP22/25 ES 17.7	Work with SCC and other partners to develop proposals for a network of cycle routes across Waverley, to try to ensure that by 2030 all towns and population centres are connected by dedicated cycle routes. Seek funding opportunities to facilitate their implementation. CNAP - T4	31-Mar-2022	Sustainability Manager	Off track - action taken / in hand	30 Sept 2022	Significant progress has been made on the Local Cycling Walking Infrastructure Plans by the newly appointed Sustainable Transport Planner who has been working with consultants and Surrey CC. Some of these plans will shortly be adopted.

## 10.4 Internal Audit Actions Progress Status

**Comment:** There were two outstanding actions for this service area at the end of Q1. These outstanding actions have now been completed.

IA22/08.004.1 Relationship management

IA22/08.004.2 Exchange of letters

For further details, please refer to the most recent [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 June 2022)

## 10.5 Complaints Statistics

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	3	6	6	13	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	3	4	8	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	33%	50%	67%	62%	95%

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

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	4	0	2	3	Data only

KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	3	0	2	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	N/A	75%	N/A	100%	67%	95%

### 10.5.3 Summary Comment on the statistics

Responding to several complaints has involved a significant level of investigation across several departments before a substantive response can be provided. Efforts are being made to improve performance on responses.

## 10.6 Finance Position at the end of the quarter

### 10.6.1 Service's General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
<b>Environment</b>					
Expenditure	13,361	13,370	9	Adverse	0%
Income	-9,210	-9,144	66	Adverse	1%
<b>Environment Total</b>	<b>4,151</b>	<b>4,225</b>	<b>75</b>	<b>Adverse</b>	<b>2%</b>

## Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Car Parks	634	570	-64
Climate Change & Sustainability	253	253	-
Environment	273	273	-
Environmental Health	33	33	-
<b>Capital Environment</b>	<b>1,129</b>	<b>1,129</b>	<b>-</b>

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

The financial position at the end of quarter 1 is favourable mainly due to improved parking income figures combined with some salary savings from vacancies whilst recruitment is underway.



## 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 Summary from Head of Service – Q1 2022/23

##### **Development Management**

Following a very challenging and torrid 2021/22, it is very encouraging to see such a marked improvement in DM performance across the board at the start of the new financial year, with our targets for the three statutory national KPIs for the speed in determining Major, Non-Major and Other applications all having been exceeded.

We are now very much on the right trajectory and our marked improvement in the speed of registering and validating applications has been maintained during Q1 2022/23, with the vast majority of applications having been validated within 5 working days of receipt and no meaningful backlog of new applications awaiting attention. Furthermore, our new, bespoke software system is now well integrated and is working effectively and improvements to assist performance are being rolled out.

The speed of decision making has clearly showed a marked improvement in this past quarter, including, notably also, in terms of those applications where an extension of time has not been sought, and the applications backlog is steadily being reduced with a total of around 800 applications on hand with officers at the time of writing (August), but we must not be complacent and overall officer caseloads still remain high, requiring careful resource management and resulting in the need for continued support from agency staff. A 'Planning Improvement Action Plan' is in place and various strands are being implemented and we have been liaising closely with the national Planning Advisory Service (PAS), with particular focus on our performance in response to non-major applications, which dipped dramatically in 2021. PAS provided us with four days of specific support from an independent planning expert that has culminated in a written review from them based on the application of the PAS Development Management (DM) Challenge Toolkit with particular emphasis on the sections on Performance Management, Workload Management, Team Management, Receipt and Validation, Consultation and Allocation, and The Officer Report. The toolkit aims to provide a 'health check' for Planning Authorities and act as a simple way to develop an action plan for improvements to their Development Management service. A further, more focused 'DM Action Plan' is now under development that picks up and builds on the various recommendations in this independent review.

The Service is still experiencing significant difficulty in filling vacant establishment posts, either with permanent or temporary staff, which inevitably impacts on performance and although we have been actively looking at creative ways to address this issue – including considering placing our advertisements on alternative job websites and direct approaches to potential candidates through LinkedIn - this is by no means a problem that is unique to Waverley. Our neighbouring authorities are experiencing similar issues due to a current national shortage of available planners.

Appeals performance in Q1 was off target with 37.5% (3 out of 8 appeals) being allowed contrary to the Council decision and this is an area that will need to be closely monitored. However, it was reassuring to note that no appeals relating to Major development were allowed during the quarter.

Performance in undertaking enforcement investigations remained strong, despite the Team having been an officer down since January.

Focus for Q2 2022/23 is on further reducing Development Management backlogs and working proactively and positively with developers and housebuilders to bring forward sustainable development on allocated sites in the development plan (including Neighbourhood Plans). Recruitment is a key area for attention also, with a number of existing key posts currently being vacant.

### **Planning Policy**

The permanent Planning Policy Manager retired during the quarter and an experienced interim manager has been brought in for an initial period of six months to lead the Policy Team.

The main workstream within the Planning Policy Team during Q1 was in preparing the council for the Examination in Public on Local Plan Part 2 (LPP2), with public hearings having taken place in July.

A robust review of our Five-Year Housing Land Supply (5YHLS) data and assumptions on deliverability has been undertaken and the findings/data is now being double checked for accuracy. The initial intention had been to publish the 2022 5YHLS Position Statement (base date 1 April 2022) by mid-July, but work pressures from the LPP2 hearings have, regrettably, delayed this and the final Position Statement will now be published in August/September of this year.

Following the formal adoption of the Dunsfold Park SPD earlier this year, discussions are ongoing with the landowners and Rutland DAL to bring forward the necessary infrastructure to unlock housing delivery, including the new vehicular access from the A281, which is due to commence construction from September 2022.

Focus for Q2 2022/23 is on the LPP2 EIP arrangements for the additional hearing session on housing supply and Habitats Regulations Assessment (HRA) scheduled for 6 September and responding to the Inspector's further questions. We will make further progress with supporting communities in bringing forward their Neighbourhood Plans, including the Ewhurst & Ellen's Green and Elstead NPs. Work will also begin on assessing the policies in Local Plan 1 and our spatial strategy to see if it requires updating via a Local Plan Review and further support and engagement on Dunsfold Garden Village will take place.

### **Economic Development**

With huge support from the council's Business Transformation Team work was taken forward to put together a bid for the UK Shared Prosperity Fund (UKSPF). In addition, work continued on developing the new Economic Development Strategy for Waverley.

Focus for Q2 2022/23 is to consult on and further develop the ED Strategy and to continue engagement with Cranleigh, Farnham and Godalming to develop Business Improvement Districts (BIDs). The Project Initiation Documents for the various initiatives identified within the UKSPF bid will also be developed and the projects will start to be delivered.



## Planning Business Support Team

Focus for Q2 2022/23 is on maintaining the positive validation position; reviewing and streamlining planning processes and procedures and improving the customer experience and communication. Improvements to the front-end (customer facing) part of our planning applications portal are being developed and the planning appeals process is being streamlined and standardised for the purposes of accountability and traceability and to assist auditing.

**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

Planning - Zac Ellwood								
KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
P1	Percentage of all planning applications determined within 26 weeks ( <b>higher outturn is better</b> )	%	57%	81%	87%	89.6%	90.4%	100%
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure) ( <b>higher outturn is better</b> )	%	80%	72%	40%	55.6%	100%	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 ( <b>higher outturn is better</b> )	%	27%	0%	33%	33.3%	25%	Data only
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks ( <b>higher outturn is better</b> )	%	90%	23%	28%	59%	93.1%	80%
P153a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed ( <b>higher outturn is better</b> )	%	16%	5%	14.7%	43.1%	74.5%	Data only
P123 (NI)	Processing of planning applications: Other applications ( <b>higher outturn is better</b> )	%	90%	16%	46%	60%	91.5%	90%

<b>P123a</b>	Processing of planning applications: Other applications - % determined within 8 weeks, not including those applications where a time extension has been agreed <b>(higher outturn is better)</b>	%	10%	5%	40%	34.2%	57.10%	Data only
<b>P2</b>	Processing of all other residual applications - % determined within its target (Internal) <b>(higher outturn is better)</b>	%	62%	Data Not Available	53%	65%	88.10%	80%
<b>P3</b>	All planning appeals allowed out of all planning appeals determined (cumulative year to date) <b>(lower outturn is better)</b>	%	Data Not Available	Data Not Available	29.5%	34.3%	37.5%	30%
<b>LP15 2</b>	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) <b>(lower outturn is better)</b>	%	Data Not Available	Data Not Available	5.7%	8.0%	0.0%	10%
<b>LP15 4</b>	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b>	%	Data Not Available	37.5%	0.7%	0.96%	0.65%	10%
<b>P4</b>	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	Data Not Available	75.0%	78.8%	80.0%	82.4%	75%
<b>P6</b>	Percentage of pre-application advice provided within 28 days target <b>(higher outturn is better)</b>	%	Data Not Available	Data Not Available	41%	10%	0%	Data only
<b>P7</b>	Actual number of dwellings commenced (all housing providers) <b>(higher outturn is better)</b>	No	141	70	60	37	77	147
<b>Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147</b>		No						Backlog
<b>P8</b>	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	No	175	226	119	137	202	147
<b>Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147</b>		No						Backlog

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

## 11.2.2 Comment:

### Quarter 1 performance

**P1 (Total planning applications determined within 26 weeks)** – Some improvement was seen against this target in Q1, reflective of the overall upward trajectory.

**P151 (Processing of major applications)** – 20 out of 20 Major applications were determined within 13 weeks or with an agreed extension of time, which represents a massive improvement over the final

three quarters of the 2021/22 financial year. Of these, fifteen applications were the subject of an agreed extension of time in writing.

**P153 (Processing of non-major applications)** – Again, the figure of 93.1% (515 out of 553) determined either in 8 weeks or within an agreed extension of time represents a huge improvement over the previous quarter.

**P123 (Processing of other applications)** – Target met for the first time since Q1 2021/22

**P2 – (Processing of residual applications)** – Performance significantly improved in Q1 2022/23

**P3, LP152, LP154 – (Appeals performance)** – Overall appeals performance in Q1 was off target with 37.5% (3 out of 8 appeals) being allowed contrary to the Council decision. No appeals relating to Major development were allowed during the quarter.

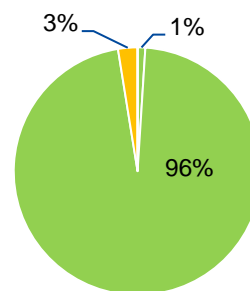
**P7 & P8 (Housing delivery)** – The data on completions (202 dwellings within Q1) is encouraging and exceeds the quarterly target of 147 by some way, but this must be seen in the context of an existing delivery backlog. The commencement figure for Q1 is disappointing and may be reflective of the current economic situation and the significant increase in the cost of materials. The trends will be monitored very closely within the Service. It is also acknowledged that our methodology of collecting data on commencements may not be as robust as it could be. We are seeking to directly address this going forward and will provide a further update and cumulative backlog figures in the Q2 reporting.

## 11.3 Service Plans – Progress Status

### 11.3.1 Summary Table and Pie Chart

Q1 Progress on Planning & ED Service Plans 2022/25

Total	100%	79
Completed	1%	1
On track	96%	76
Off track - action taken / in hand	3%	2
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



### 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
SP22/25P5.4	Planning Enforcement Plan reviewed, scrutinised, adopted, published and implemented in compliance with NPPF, legal framework and new Local Plan.	31 Mar-2022	Development Manager (BHS)	Off track - action taken / in hand	30-Nov-2022	Draft Local Planning Enforcement Plan (LPEP due to be considered by Services O&S on 20/09/2022 and then referred on with any resultant changes to

						Executive on 01/11/2022. Completion date may change again dependent on whether the Executive wish for the LPEP to be publicly consulted on prior to its adoption.
SP22/25 P16.5	Undertake a formal review our contracts with Enterprise First, Business South, Visit Surrey and Click It Local and seek to establish more robust Service Level Agreements to maximise the value of support to new and existing business and ensure VFM from the Council's financial contributions	30-Jun-2022	Economic Development Team	<b>Off track - action taken / in hand</b>	31-Dec-2022	To be reviewed and taken forward under new JMT and associated Service Plan(s)

## 11.4 Internal Audit Actions Progress Status

**Comment:** There were no outstanding Internal Audit Actions for this service area at the end of this quarter.

## 11.5 Complaints Statistics

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	26	9	11	10	10	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	14	7	9	9	4	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	54%	78%	82%	90.00%	40.00%	95%

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-2	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	19	11	19	4	13	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	17	10	18	3	11	Data only

<b>Level 2</b>	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	89%	90.9%	94.7%	75.0%	84.6%	95%
----------------	--	---	-----	-------	-------	-------	-------	-----

### 11.5.3 Summary Comment on the statistics

Level 1 – Our performance against the Level 1 response time target was very poor and is a matter of concern, particularly in view of our clear focus within Planning & Economic Development on improving communications and the overall customer experience. The less than satisfactory performance can be partially attributed to our main priority being on getting planning applications through the system and formally determined, but it is imperative that this is not at the expense of other important workstreams, including dealing with corporate complaints. This has been discussed with the Development Leads within Development Management and the expectations in this regard have been made clear.

Level 2 – The number of Level 2 complaints received in the Service was significantly higher than in Q4 of 2021/22 but this is believed to be reflective of the large number of Level 1 complaints dealt with during Q3 of the last financial year and the latency between a Level 1 reply being sent and a follow up complaint under Level 2 being received. Two out of the thirteen Level 2 complaints were responded to shortly outside the internally set timeframe, which is naturally disappointing but was as the result of a misunderstanding over the target dates.

In view of the substandard performance in this area of work, we are introducing a system of new internal checks and balances within the Planning & Economic Development to ensure that the Corporate Complaints response deadlines are clearly recorded in our own processes and alerts are automatically generated – thereby reducing the risk of human oversight or error. This will be overseen by the Business & Performance Manager, going forward.

## 11.6 Finance Position at the end of the quarter

### 11.6.1 Service's General Fund Account Table

Service	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
<b>Planning &amp; Economic Development</b>					
Expenditure	7,208	7,251	44	Adverse	1%
Income	-4,468	-4,373	94	Adverse	2%
<b>Planning &amp; Economic Development Total</b>	<b>2,740</b>	<b>2,878</b>	<b>138</b>	<b>Adverse</b>	<b>5%</b>

### 11.6.2 Summary Comment on General Fund position at the quarter end

Budgets within Planning & Economic Development have been prudently managed from the start of the financial year, albeit there was a slight overspend within Q1, mainly as the result of our continued enforced reliance on agency staff on high hourly/daily rates, including bringing in an interim Development Lead and an interim Planning Policy Manager, who put in necessary additional hours in the run up to the public examination into Local Plan Part 2. The interim Development Lead left at the beginning of July and now the LPP2 hearings have ended, the high level of expenditure on agency support is reducing accordingly and should be reflected in the Q2 figures.

Income is still not keeping pace with our approved budget estimates, despite overall planning submissions remaining relatively high. However, we have recently received, or are anticipating, some larger applications generating bigger submission fees during Q2, which should assist in this regard. Furthermore, the new pre-application advice service was launched in July creating an enhanced income stream to the Service which will be reflected in the Q2 financial reporting.

Both income and expenditure will continue to be very closely monitored at a high level going forward in liaison with the Service accountant(s), as per at present.

## Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Economic Development	30	30	-
Planning Policy	117	117	-
Capital Planning	147	147	-

# Resources Overview & Scrutiny Committee 2022/23 - work programme

## Part 1 of 4: Recommendations made

#	Agenda Item	Recommendation	Meeting date	Made to	Agreed?	Details
R22-06-20-10.1	Housing Allocations Task and Finish Group	<p>That the Executive implement the Group's recommendations that with regard to the Housing Allocations policy:</p> <ol style="list-style-type: none"> <li>1) The Council should keep the income threshold at £60,000 per annum and the savings threshold at £30,000. However, this should be reviewed by the Resources Overview and Scrutiny committee or another appropriate O&amp;S committee within 12-18 months.</li> <li>2) Establish a process to signpost applicants who are unable to join the housing register due to the income or savings threshold to Affordable Home Ownership Schemes notably shared ownership.</li> <li>3) Maintain the existing position that children will only be accommodated in one home even if a 50/50 residence arrangement exists. An exception will be made if</li> </ol>	20/06/2022	Executive	Agreed	These recommendations were deemed compatible with the aims and objectives of the allocations policy.

		<p>there is a court order in place requiring this or if Surrey County Council Children’s Services (or an equivalent organisation elsewhere) provide compelling evidence that a second home is required.</p> <p>4) Only housing related debts such as rent arrears and deposit scheme debts to Waverley Borough Council, housing associations and to private landlords should be taken into account when considering eligibility for either inclusion on the housing register or the allocation of a property. Other debts owed to the Council such as council tax or housing benefit overpayments would be disregarded for these purposes. Housing related debts to private sector landlords is currently under review.</p> <p>5) Given the administrative burden in checking debts and that the average time someone is on the register is 2-3 years, it makes sense that checks at application stage are more light touch given an applicant’s debts status can change so much over time.</p> <p>6) Establish a process by which the Housing Options team signpost applicants unable to join the housing needs register due to</p>				
--	--	--	--	--	--	--



		<p>debts to local debt advice charities.</p> <p>7) The Chair of the Housing Allocations Group and the Chair of Resources Overview and Scrutiny to write a joint letter the Secretary of State for Housing, Levelling Up and Communities to reiterate the need for the importance of ensuring the Local Housing Allowance (LHA) rates properly reflect rents in Farnham.</p>				
R22-06-20-15.1	Godalming Regeneration Project: Update	<p>That the Executive accepts the recommendations in para 2 of the report to:</p> <p>i) Agree to change the name of the Burys Development Project to the Central Godalming Regeneration Project.</p> <p>ii) Recommend to Council to approve a supplementary estimate of £164,000 to progress the project to the next phase (3), including preliminary public engagement, to be funded from the Property Investment reserve.</p>	20/06/2022	Executive	Agreed	

## Part 2 of 4: Other resolutions

#	Agenda Item	Resolution	Meeting date	Status	Actioned to	Timescale	Details of current status
6.1	Community Infrastructure Levy	Convey Cllr Furniss' comments about a two stage application process to the CIL Advisory Board	20/06/2022	Completed	Principal Planning Officer	August 2022	
7.1	Corporate Performance Report Q.4 2021-22	Add an additional column on the General Fund Account Summary Table to show projected outturn	20/06/2022		Head of Finance and Property	September 2022	
14.1	Work Force Profile	A further report to be brought to the next meeting which: i) examines data from exit interviews and identified key trends; ii) examines the long term impact of career breaks and maternity leave on the gender pay gap; and iii) addresses the key issues facing the Council in terms of recruitment and retention.	20/06/2022	Completed	Head of Policy & Governance / Human Resources	September 2022	On the agenda for September 2022 meeting

## 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
R6	Housing Development Update	Receive an update on the current council housing developments.	Louisa Blundell	Standing	N/A
1	MTFP mid-year review	Review the progress of the Medium-Term Financial Plan 2022/23 – 2025/26	Graeme Clark / Peter Vickers	Extraordinary meeting	Nov 2022
2	Corporate Performance Report Q.2 2022/23	To scrutinise the performance of the areas and KPIs within the Committee's remit	Heads of Service / Jenny Sturgess	September 2022	N/A
3	Homelessness Update Report	Receive a report on the Council's effort to prevent homelessness in the past year	Andrew Smith / Michael Rivers	Nov 2022	N/A

4	Housing Revenue Account Business Plan Strategic Review	Review the financial plan for the Council's housing	Hugh Wagstaff	Nov 2022	Feb 2023
5	Service plan development 2023 - 26	Consider the implementation of the plans approved by Executive and discuss the development of the 2023 – 26 plans	Heads of Service	Nov 2022	Feb 2023

## Part 4 of 4: Task and Finish groups

Subject	Objective	Key issues	Chair	Lead officer	Status	Progress	Target Completion Date
Housing Revenue Account	To scrutinise the upcoming strategic review and stock condition survey of Waverley's Council homes	TBD	TBD	Mark Mills	Research and education prior to formal start	Awaiting formal start	January 2023
Housing allocations policy	The objective of the review is to confirm that the allocation scheme: <ul style="list-style-type: none"> <li>• is fit for purpose and delivering fair, transparent and efficient access to social housing</li> <li>• reflects current statutory and regulatory requirements, and</li> <li>• reflects local housing need</li> </ul>	<ul style="list-style-type: none"> <li>• Does the scheme meet statutory and regulatory requirements?</li> <li>• Who has been successful in accessing social housing?</li> <li>• Do stakeholders understand the scheme?</li> <li>• Does the scheme reflect local housing need?</li> </ul>	Cllr George Wilson, Cllr Michaela Wicks (vice-chair)	Michael Rivers / Mark Mills	Completed	Report accepted by Executive in July 2022	June 2022

	and affordability, and <ul style="list-style-type: none"><li>• is managed by team with sufficient resources to administer it effectively</li></ul>						
--	--	--	--	--	--	--	--

**WAVERLEY BOROUGH COUNCIL**

**OVERVIEW AND SCRUTINY COMMITTEE - RESOURCES**

**27 SEPTEMBER 2022**

**Title: BUSINESS TRANSFORMTION PROGRAMME UPDATE**

**Portfolio Holder: Cllr Clark, Portfolio Holder for Business Transformtion**

**Head of Service: David Allum, Head of Business Transformation**

**Key decision: No**

**Access: Public**

**1. Purpose and summary**

1.1 The Committee receives a regular update on the progress and BT Programme savings realisation. This report seeks to provide a written update on the current status of the Business Transformation Programme.

1.2 The Business Transformation Programme was established to identify and deliver £1M savings as part of the Council's overall budget strategy, and in particular focussed on a suite of projects aimed at achieving new, more efficient, and cost-effective ways of working to ensure Waverley is fit for the future.

1.3 The BT programme originally identified ten projects, which have been progressing through the discovery, define, design, delivery, and complete project management stages. The most recent BT Programme dashboard (28/8/22) noted actual savings of £689,759. The detailed BT costs and savings in the attached BTP dashboard.

1.4 The current status of projects within the BT Programme is:

	<b>Project</b>	<b>Status</b>	<b>Comment</b>
1.	Staff Travel Arrangements	Complete	Profiled savings continued to be accumulated. £199,241 (general fund) forecast to be saved
2.	Planning Review	Complete	£150,000 saved
3.	Building Control	Complete	£17,700 saved
4.	Revenues	Complete	£52,000 saved
5.	Housing Options / Homelessness	Complete	£68,674 saved
6.	Digital Transformation	Paused	Project discovery with a few possible projects paused pending appointment of JMT.
7.	Post, Print, Scanning	Complete	£117,244 saved

8.	Customer Services Programme	Delivery	Ongoing project – more activities to be moved into the Customer Services Centre and increased customer self-service. £118,697 actual savings has been delivered
9.	Enforcement & Inspection	Paused	Project paused ahead of JMT strategic direction
10.	Where Work Happens	Complete	£16,170 saved. Ongoing working to improve video conferencing functionality for staff. Whilst the project has completed there is ongoing BAU work to deliver income from letting released space.

\* £ as per BT Dashboard 28/8/2022

1.5 The overall general fund saving summary is:

GF target	1,050,000		
	Forecast	Actual	Actual Cumulative
2020-21	167,672	120,674	120,674
2021-22	286,705	332,173	573,521
2022-23	300,296	210,139	1,236,506
2023-24	88,000	26,774	1,926,266
2024-25	109,118	0	2,616,025
2025-26	52,551	0	3,305,784
	<b>1,004,342</b>	<b>689,759</b>	
<b>Savings gap with target</b>	45,658	360,241	

- 1.6 In addition, the BT Programme projects have also delivered £62,405 savings to the Housing Revenue Account (HRA)
- 1.7 Work continues on the projects with the Customer Services Programme to establish and deliver the remaining £181,000. Additionally, there remains the possibility of delivering a reduction in building running costs or income generation from letting released floor space to the Where Work Happens Project as part of business as usual work.
- 1.8 In addition to the formal programme of projects, the Business Transformation Team has undertaken informal discovery work to provide management information on a range of activities with a view to establishing the value of a more detailed project or to baseline current practice and/or costs.
- 1.9 The ongoing establishment of a Guildford/Waverley Joint Management Team is having some impact on progressing BT programme projects, due to the possible changes in the leadership community and ensuring decisions are taken in line with any revised strategic direction, in particular noting the interest in bringing forward business cases for Guildford/Waverley collaboration opportunities. As a result, the BT Team have been refocussed onto a combination of; discovery work to establish the Waverley Borough Council situation for specific projects, other



key priorities and digital transformation (in particular to progress self-service channels for some activities)

- 1.10 It is expected that the Transformation programme will be invigorated again in the autumn, following the appointment of the Joint Management Team.

## **2. Recommendation**

Members are invited to comment on the content of the report.

## **3. Relationship to the Corporate Strategy and Service Plan**

- 3.1 The Business Transformation Programme contributes to the medium Financial Plan and seeks to save £1M over a three-year period, as part of the overall budget strategy.

## **4. Implications of decision**

### **4.1 Resource (Finance, procurement, staffing, IT)**

No implications.

### **4.2 Risk management**

No implications.

### **4.3 Legal**

No implications

### **4.4 Equality, diversity and inclusion**

No implications.

### **4.5 Climate emergency declaration**

No implications.

## **Annexes:**

Annexe 1 – Business Transformation Programme Dashboard (22/8/22)

---

## **Background Papers**

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

---

## **CONTACT OFFICER:**

Name: David Allum  
Position: Head of Business Transformation  
Telephone: 01483 523338  
Email: [davidallum@waverley.gov.uk](mailto:davidallum@waverley.gov.uk)

Agreed and signed off by:

Legal Services: date

Head of Finance: date

Strategic Director: date

Portfolio Holder: date

This page is intentionally left blank

**BUSINESS TRANSFORMATION DASHBOARD Updated: 22/8/2022**

Project	1 Staff travel costs			
Status	Complete			
On track?	Complete			
Target	150,000			
	Forecast	Actual	Actual Cumulative	Nature of savings
2020-21	11,352		0	Lease cars
2021-22	43,266	49,938	49,938	Lease cars, ECU payments removed & mileage
2022-23	96,015	99,337	199,213	Lease cars, ECU payments removed & mileage
2023-24			348,488	
2024-25	47,118		497,763	final ECU payments removed
2025-26	1,490		647,038	Lease cars
<b>GF Total saving</b>	<b>199,241</b>	<b>149,275</b>		
HRA saving	36,669			

Project	2 Planning review			
Status	Complete			
On track?	Complete			
Target	150,000			
	Forecast	Actual	Actual Cumulative	Nature of savings
2020-21			0	
2021-22	100,000	100,000	100,000	Staff savings
2022-23	50,000	50,000	250,000	Staff savings
2023-24			400,000	
2024-25			550,000	
2025-26			700,000	
<b>GF Total saving</b>	<b>150,000</b>	<b>150,000</b>		
HRA saving	0			

Project	3 Building Control			
Status	Complete			
On track?	Complete			
Target	50,000			
	Forecast	Actual	Actual Cumulative	Nature of savings
2020-21			0	
2021-22		15,000	15,000	Staff savings
2022-23	16,760	2,700	32,700	Staff savings
2023-24			50,400	
2024-25			68,100	
2025-26			85,800	
<b>GF Total saving</b>	<b>16,760</b>	<b>17,700</b>		
HRA saving	0			

Project	4 Revenues			
Status	Complete			
On track?	Complete			
Target	80,000			
	Forecast	Actual	Actual Cumulative	Nature of savings
2020-21	52,000	52,000	52,000	Staff savings
2021-22			104,000	
2022-23			156,000	
2023-24			208,000	
2024-25			260,000	
2025-26			312,000	
<b>GF Total saving</b>	<b>52,000</b>	<b>52,000</b>		
HRA saving	0			

Project	<b>5 Housing options etc</b>			
Status	Complete			
On track?	Complete			
Target	50,000			
	<b>Forecast</b>	<b>Actual</b>	<b>Actual Cumulative</b>	<b>Nature of savings</b>
2020-21	68,670	68,674	68,674	Staff savings & use of external funding
2021-22			137,348	
2022-23			206,022	
2023-24			274,696	
2024-25			343,370	
2025-26			412,044	
<b>GF Total saving</b>	<b>68,670</b>	<b>68,674</b>		
HRA saving	0			

Project	<b>6 Digital transformation</b>			
Status	Paused			
On track?	Paused			
Target	30,000			
	<b>Forecast</b>	<b>Actual</b>	<b>Actual Cumulative</b>	<b>Nature of savings</b>
2020-21			0	
2021-22			0	
2022-23			0	
2023-24	30,000		0	Efficiency savings through better use of IT
2024-25			0	
2025-26			0	
<b>GF Total saving</b>	<b>30,000</b>	<b>0</b>		
HRA saving	0			

Project	<b>7 Post, printing etc</b>			
Status	Complete			
On track?	Complete			
Target	60,000			
	<b>Forecast</b>	<b>Actual</b>	<b>Actual Cumulative</b>	<b>Nature of savings</b>
2020-21	35,650		0	
2021-22	22,500	89,264	89,264	Printer leases, Postage, Staff saving
2022-23	19,521	27,979	206,508	Staff savings
2023-24			323,752	
2024-25			440,995	
2025-26			558,239	
<b>GF Total saving</b>	<b>77,671</b>	<b>117,244</b>		
HRA saving	25,736			

Project	<b>8 Customer Services Program</b>			
Status	Delivery			
On track?	Off track - significant concerns			
Target	300,000			
	<b>Forecast</b>	<b>Actual</b>	<b>Actual Cumulative</b>	<b>Nature of savings</b>
2020-21			0	
2021-22	120,939	77,970	77,970	Staff savings less additional IT costs
2022-23	88,000	13,953	169,893	Original systems turn off IT savings & new IT savings - 6 month delay in Firmstep forms being turned off - full saving in 24/25
2023-24	18,000	26,774	288,590	IT savings
2024-25	22,000		407,287	
2025-26	51,061		525,983	
<b>GF Total saving</b>	<b>300,000</b>	<b>118,697</b>		
HRA saving	11,550			

Project	<b>9 Enforcement/Inspection</b>		
Status	Paused		
On track?	Paused		
Target	80,000		
	<b>Forecast</b>	<b>Actual</b>	<b>Actual Cumulative</b>
2020-21			0
2021-22			0
2022-23			0
2023-24	40,000		0
2024-25	40,000		0
2025-26			0
<b>GF Total saving</b>	<b>80,000</b>	<b>0</b>	
HRA saving	0		

Project	<b>10 Where Work Happens</b>		
Status	Completed		
On track?	Completed		
Target	100,000		
	<b>Forecast</b>	<b>Actual</b>	<b>Actual Cumulative</b>
2020-21			0
2021-22			0
2022-23	30,000	16,170	16,170
2023-24			32,340
2024-25			48,510
2025-26			64,680
<b>GF Total saving</b>	<b>30,000</b>	<b>16,170</b>	
HRA saving	0		

**SUMMARY**

GF target	1,050,000		
	<b>Forecast</b>	<b>Actual</b>	<b>Actual Cumulative</b>
2020-21	167,672	120,674	120,674
2021-22	286,705	332,173	573,521
2022-23	300,296	210,139	1,236,506
2023-24	88,000	26,774	1,926,266
2024-25	109,118	0	2,616,025
2025-26	52,551	0	3,305,784
	<b>1,004,342</b>	<b>689,759</b>	

<b>Savings gap</b>	45,658	360,241
--------------------	--------	---------

HRA saving	62,405
------------	--------

This was a wider scoped project around The Burys which is now removed from this stream.

**Project stage analysis**

Not yet started	0
Discovery	0
Define	0
Design	0
Delivery	1
Complete	6
Paused	2

**Inflight projects health status**

Complete	6
On track	0
Off track - manageable	0
Off track - significant concerns	1
Paused	2

This page is intentionally left blank

**WAVERLEY BOROUGH COUNCIL**  
**RESOURCES OVERVIEW AND SCRUTINY**  
**SEPTEMBER 2022**

---

**Title:** SUPPLEMENTARY REPORT: RECRUITMENT AND RETENTION

---

**Portfolio Holder:** Councillor Paul Follows

**Head of Service:** Robin Taylor, Head of Policy and Governance

**Key Decision:** No

**Access:** Public

---

## **1. Purpose and Summary**

The purpose of this report is to provide a supplementary report following the Workforce Profile submission to the Overview and Scrutiny Committee in June 2022. At that meeting, Councillors asked for more information relating to recruitment and retention. This supplementary report provides that.

It should be noted that councillors also asked a separate question on the gender pay gap. That question is answered in the section below.

### **Gender Pay Gap**

Please find attached a copy of our deep dive into the gender pay gap that shows the reasons behind the gap in more detail.

In the O&S committee meeting in June, Councillors asked whether maternity or parental leave contributes to the pay gap. There is no evidence of this, however there is no doubt that caring responsibilities do contribute to the gender pay gap (nationally as well as for us as an employer) as it is recognised that women are more likely to be carers than men, and that part time working because of caring responsibilities tends to attract lower pay. Waverley counteracts this by having generous flexible and agile working available at all levels in the organisation, however historically the most senior roles were primarily taken by men. Prior to 1 August 2022 only 9% of our SMT is female however we have already seen that the collaboration with Guildford for the Joint Management Team has attracted more women into senior roles.

Please see below some options to continue this work:

- Considering whether to offer enhanced paternity or shared parental leave

- Offering more flexible working at senior level roles
- Offering leadership development targeted at women

Waverley have been running a women's group at middle management level for the last year to combat the gender pay gap and encourage women into more senior positions. We have recently completed the women's development programme that was very well received and have nominated two women for the Solace programme into senior leadership positions in local government.

### **Recommendation**

The Committee is asked to note this report and to make any comments or recommendations to the Executive based on its contents.

### **2. Reason for Recommendation**

To enable the Committee to scrutinise the information they requested at their June 2022 meeting.

### **3. Relationship to the corporate Strategy and Service Plan:**

A key part of Waverley's HR Strategy for 2018-2023 includes developing an evidence-based approach to HR through the monitoring and analysis of HR data in order to address current and future challenges for our services. The HR Strategy links to the Policy & Governance Service Plan, which feeds into the Corporate Plan.

This report provides an answer to Councillors supplementary questions relating to recruitment and retention and the gender pay gap and also makes some additional recommendations based on the research carried out.

### **4. Implications of decision**

#### **5.1 Resource (Finance, Procurement, Staffing, IT)**

This report is for the Council's information and there are no financial, procurement, staffing or IT implications.

#### **5.2 Risk Management**

#### **5.3 Legal**

The strategies, policies and procedures which are linked to the information contained in this report comply with relevant employment law. This report and related data will be presented to Legal services for review.

#### **5.4 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.

### **5.5 Climate emergency declaration**

There are no direct climate impacts of the data in this report.

## **5. Consultation and engagement**

The report will be presented to Overview and Scrutiny committee and their comments and recommendations will be noted.

## **6. Other options considered**

Not applicable.

## **7. Governance journey**

This report is prepared by Human Resources and will be presented to the SMT and Overview and Scrutiny committee.

### **Annexes:**

Annexe 1 – Gender Pay Gap Deep Dive

Annexe 2 - Recruitment and Retention Supplementary Report 2022

---

### **Background Papers**

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

---

### **CONTACT OFFICER**

Sally Kipping  
HR Manager  
Tel. 01483 523499  
Email: [sally.kipping@waverley.gov.uk](mailto:sally.kipping@waverley.gov.uk)

This page is intentionally left blank

## Gender Pay Gap Reporting – April 20 to March 21

### Gender Pay Gap Definitions

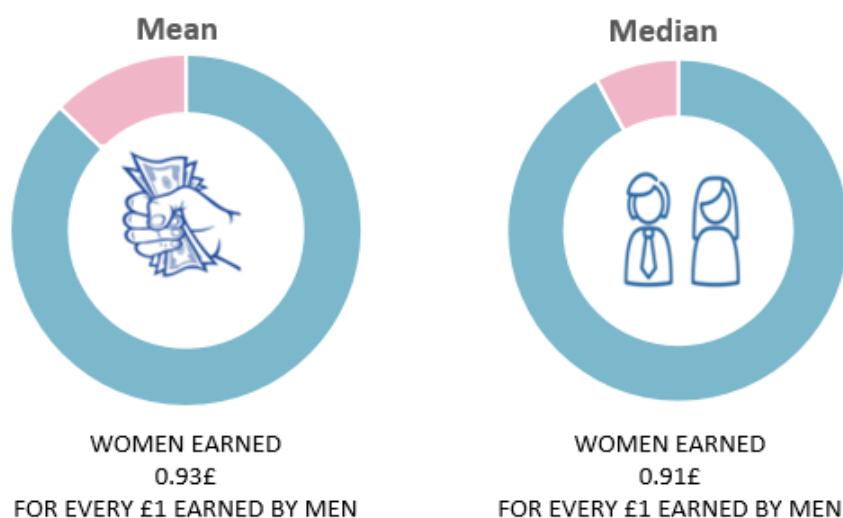
The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men’s earnings.

- The **mean pay gap** is the difference between average hourly earnings of men and women.
- The **median pay gap** is the difference between the mid-point in the range of hourly earnings of men and women, when arranged from lowest to highest.

### Gender Pay Gap figures for 2020/21

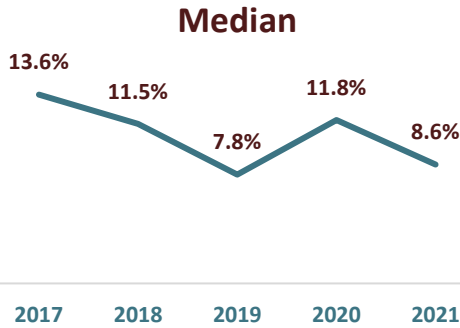
This is our annual gender pay gap report for the **snapshot date of 31<sup>st</sup> March 2021**.

- Our mean gender pay gap was 6.82%
- Our median gender pay gap was 8.56%
- Although the council does not pay bonuses as such, our mean gender “bonus” gap (as per the gender pay gap guidelines) was -320.83%
- Our median gender “bonus” gap was 0%
- The proportion of male employees receiving a “bonus” was 1.9% and the proportion of female employees receiving a bonus was 3.1%.



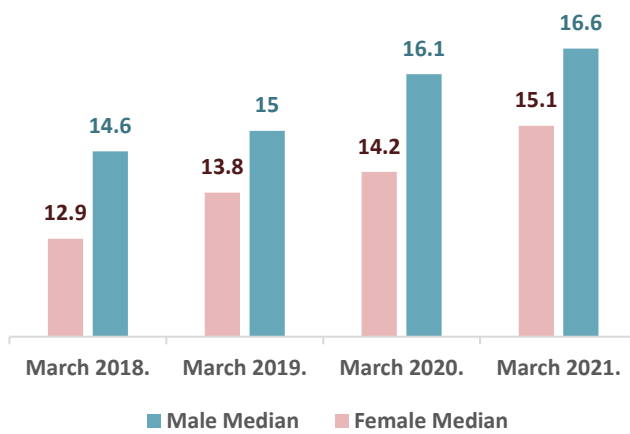
Due to local government job evaluation and pay scales, men and women in similar jobs are on the same pay grade.

**Comparison with previous years**

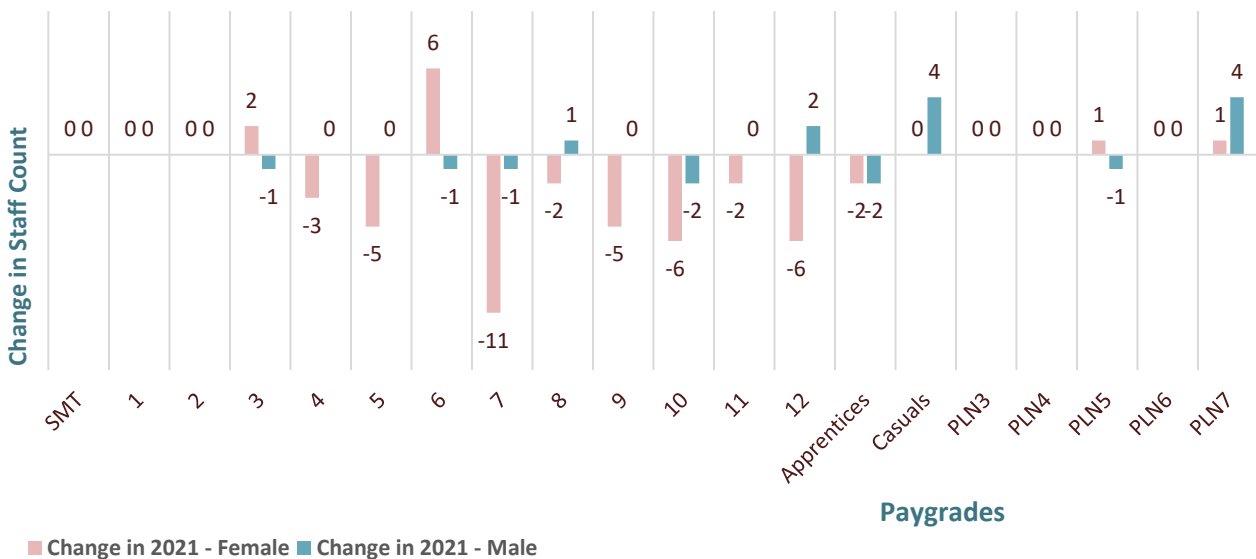


Year	Mean	Median
2017	16.6%	13.6%
2018	14.5%	11.5%
2019	15.4%	7.8%
2020	14.5%	11.8%
2021	6.8%	8.6%

**Male vs Female Median Comparison**



This graph illustrates, the difference in male Vs female median hourly pay over the years. We have seen slight rise and fall in the difference over the years. In 2021, the difference has reduced in comparison to previous evaluation period.



The above graph represents the change in the number of male and female staff hired at different Hay evaluated grades in 2020 and 2021. Although the female vs male composition of total staff is nearly the same (65:35 in 2020 and 63:37 in 2021) in these two years the distribution of the staff across pay grades has changed. Please note there was a reduction in average total staff count in 2021.

Gender	2019	2020	2021
Female	67.2%	65.5%	62.7%
Male	32.8%	34.5%	37.3%
<b>Total Staff Count</b>	<b>448</b>	<b>446</b>	<b>415</b>

Some noteworthy factors that influenced the 'Difference in Median' to fall in 2021 in comparison to 2020 are:

- Reduction in average total staff count.
- Increase in the number of female staff in paygrades 3 and 6, that fall in the upper and upper middle quartiles.
- Significant decrease in the number of female staff in the paygrades 9, 10, 11 and 12 that fall in the lower and lower middle quartiles.
- There is a minor increase in the percentage of full time female staff and minor decrease in percentage of male full-time staff count in comparison to 2020.

2021				2020		
Gender	Count	FT Staff Count	Percentage	Count	FT Staff Count	Percentage
Female	260	134	51%	292	145	50%
Male	155	125	80%	154	126	82%

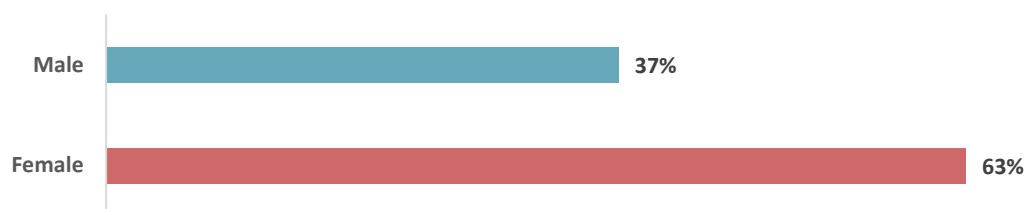
### Gender Pay Gap by Quartile

The gender pay gap by quartile shows the proportion of male and female employees in quartile pay bands, which are calculated by dividing the workforce into four equal parts. A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group.

The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

<b>Quartile/Gender</b>	<b>Female</b>	<b>Male</b>	<b>What is included in this band?</b>
<b>Lower Quartile</b>	<b>69%</b>	<b>31%</b>	All employees whose standard hourly rate is within the lower quartile
<b>Lower Middle Quartile</b>	<b>66%</b>	<b>34%</b>	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
<b>Upper Middle Quartile</b>	<b>60%</b>	<b>40%</b>	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
<b>Upper Quartile</b>	<b>56%</b>	<b>44%</b>	All employees whose standard hourly rate is within the upper quartile

Total Waverley staff relevant for the gender pay gap calculation in the snapshot date of 31<sup>st</sup> March 2021 were 415. A breakdown by gender is given below.



The table above shows our workforce divided into four equal-sized groups based on hourly pay rate. The Lower quartile includes the lowest-paid 25% and upper quartile covers the highest-paid 25% of our staff. If we had no gender pay gap, there would be an equal ratio of men to women in each band. However, instead, 69% of the employees in Lower Quartile are women and 31% men. The percentage of male employees increases throughout the remaining bands, from 34% in band B to 44% in upper quartile.

At Waverley Borough Council we are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. Also as mentioned above, due to local government job evaluation and pay scales, men and women in similar jobs are on the same pay grade.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles attract different salaries.

### Quartile figures from previous years for comparison

Quartile	Gender	2021 March	2020 March	2019 March	2018 March	2017 March
Lower Quartile	Female	69%	73%	73%	78%	71%
	Male	31%	27%	27%	22%	29%
Lower Middle Quartile	Female	66%	70%	69%	72%	77%
	Male	34%	30%	31%	28%	23%
Upper Middle Quartile	Female	60%	62%	69%	68%	68%
	Male	40%	38%	31%	34%	32%
Upper Quartile	Female	56%	57%	57%	58%	54%
	Male	44%	43%	43%	42%	46%

### Our “Bonus” Gender Pay Gap

“Bonuses” include anything which relates to profit sharing, productivity, performance incentive, and commission. Whilst Waverley Borough Council does not award bonuses for performance as they are commonly understood, we have two types of payment that government guidance considers “bonuses”; these are Golden Hello payments, and Long Service Award vouchers.

## Bonus figures for 2020/21

In 2020/21, **eleven** employees received payments which the government guidance considers bonuses: 3 of these payments were made to male employees, and 8 of these were to female employees. Women earned £1 for every £1 that men earned when comparing median bonus pay. Their median bonus pay is equal to men's.

When comparing mean bonus pay, women's mean bonus pay is 320% higher than men. The gap is calculated using all such payments made to staff between April 2020 and March 2021. This figure is likely to change significantly from year to year due to the very small number of individuals included in the calculation.

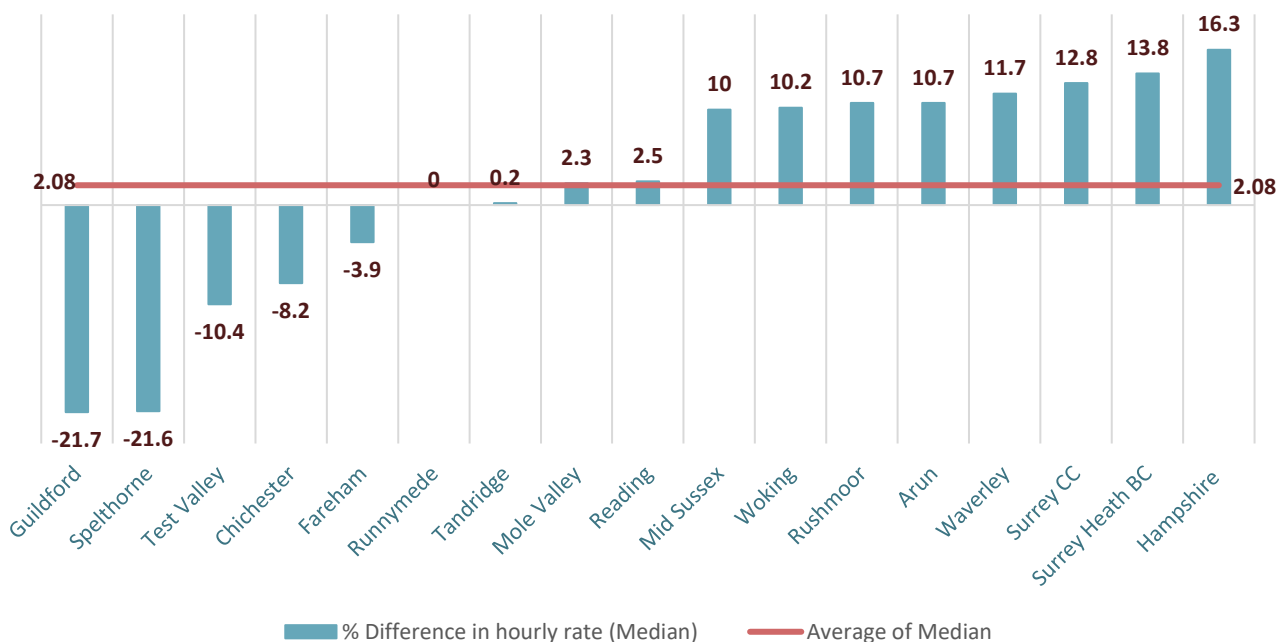
The proportion of male employees receiving a bonus is 1.9%. The proportion of female employees receiving a bonus is 3.1%.

## Benchmarking

2021 pay gap figures are not yet available for all councils, so the following is based on the 2020 figures. These show that, among 16 nearby district councils, \*

- Waverley was 4th highest on proportion of women in top pay quartile.
- Waverley had the fourth highest median gap in favour of men.
- Waverley had the 4th highest proportion of women in the lowest pay quartile.

## Median Gender Pay Gap



\* Arun District Council, Chichester District Council, Fareham Borough Council, Guildford Borough Council, Hampshire County Council, Mid Sussex District Council, Mole Valley District Council, Reading Borough Council, Runnymede Borough Council, Rushmoor Borough Council, Spelthorne Borough Council, Surrey County Council, Surrey Heath Borough Council, Tandridge District Council, Test Valley Borough Council, Woking Borough Council

This page is intentionally left blank



# Recruitment and retention supplementary report August 2022

SALLY KIPPING (HR MANAGER) & GRACE DA COSTA  
(GRADUATE TRAINEE)

The logo for Waverley Borough Council is located in the bottom right corner. It features a large blue circle with a smaller, lighter blue circle overlapping its top-left edge. The word "Waverley" is written in a white, cursive script font across the middle of the blue circle. Below it, the words "BOROUGH COUNCIL" are written in a white, uppercase, sans-serif font. A white curved line underlines the text.

Waverley  
BOROUGH COUNCIL

## Overview:

### Background

During the Overview and Scrutiny Committee on 20 June 2022, Councillors asked several additional questions relating to recruitment and retention. These were:

1. An examination and analysis of exit interview data
2. An examination of recruitment data to identify numbers of applicants, numbers of interviewees, successful hires, numbers of drop out at interview, numbers who are successful but then do not start (either because they decline offer or for any other reason)
3. Information relating to our actions to retain people who resigned.
4. Interventions to improve recruitment and retention at Waverley in 2022.
5. The perception within the marketplace of Waverley as an employer.
6. Whether collaboration has a positive, neutral or negative impact on retention/recruitment

This supplementary report to the Workforce Profile aims to answer the above questions.

### Current employment market – external factors affecting recruitment and retention

The UK recruitment and retention market has been unsettled in recent years due to the pandemic. The ONS report: 'Employment in the UK: July 2022' highlighted the following trends in the UK's employment market:

- the employment rate, which refers to the percentage of the labour force that is currently employed, is now increasing in both the public and private sector but is still lower than pre-pandemic levels.
- the number of part-time employees has increased over the last 3 months.
- the rise in the employment rate in the public sector is largely due to the ongoing response from the NHS and Civil Service to the pandemic.
- there has been a rise in employment in local government.
- low employment rates are however still impacting younger age brackets, particularly those who are attempting to enter the professional market place for the first time (for example immediately following university).
- job advertisements and selection events are not always show casing the full benefits of a post, or highlighting flexibility which might attract a younger cohort.
- redundancy rates in the UK are decreasing and are at record low levels – below pre-pandemic levels.

The pandemic has been a major factor contributing to the low employment rates in the UK. Lockdowns slowed people's lives down, giving them time to reassess their careers and job satisfaction levels. People realised the importance of a good work/life balance and took the opportunity to reassess their career goals, making more time for family and friends. This has led to some people leaving work altogether or lowering their working hours see: [The Great Resignation: How employers drove workers to quit - BBC Worklife](#)

A recent survey among HR Managers identified what their current priorities are in 2022. The top 3 priorities are:

- Diveristy and Inclusion – 70%
- Employee Retention – 55%
- Career Management – 53%

(Source: Summit Events)

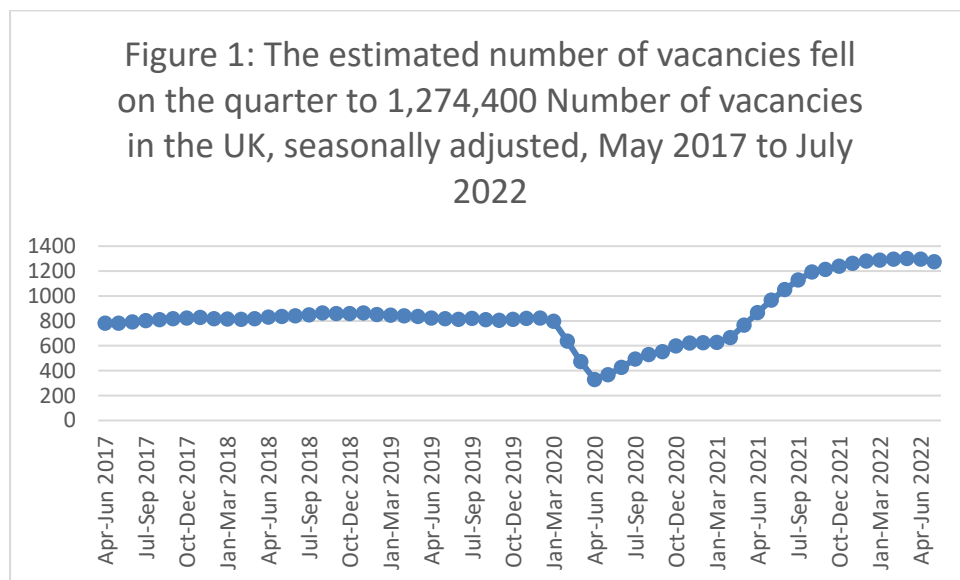
This shows the current focus on career development, in terms of what learning and development is offered and its management, to improve employee retention.

However the cost of living crisis has begun to see this trend reverse and the expectation is that as the UK heads for a recession, unemployment begins to rise and retention improves as people prefer the security of their current employer.

In terms of the recruitment market, nationally employers are struggling to fill positions. The CIPD ‘Labour Market Outlook’ report, from Spring 2022 stated that 45% of employers have hard-to-fill vacancies.

However this trend has begun to reverse. The ONS report from August 2022: [Vacancies and jobs in the UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/economy/employmentandunemployment/vacancies) shows that the number of vacancies are beginning to fall (although still 60.2% above the pre-pandemic level January – March 2020). The overall trend can be seen here which shows vacancy rates over the last 5 years:

Source: ONS.Gov.uk



Even though the employment rate is still lower than pre-pandemic, it is rising which means that there are fewer people in the recruitment pool competing for an increased number of vacancies.

In recent years flexibility in terms of location and hours has become increasingly important in terms of attracting to a role. There are trends within the employment market of people transferring to part-time work, leaving more inflexible roles or rejecting roles due their lack of

flexibility. Most UK employers have become open to offering flexibility of hours and location, responding to this trend.

We also know that people prefer to work for organisations that are demonstrably committed to equality, diversity and inclusion. The Council have published their EDI objectives and they are uploaded to our website after Council meetings. We are also improving our communication of our commitment to being a Disability Confident Employer and our commitment to the Armed Forces Covenant (see 'actions taken to date').

It is important to recognise that those who are less experienced within the job market (particularly those just starting out in their careers) do prefer working in the office from a networking, social and learning perspective. It could be concluded that there are two clear trends emerging – those who are more experienced and need less social and learning interaction preferring home working, and those who are less experienced and need more social and learning interaction preferring office working. If we are to maximise the career development of newer workers, a balance that meets the needs of both must be reached.

### **Waverley's experience of the current job market**

Waverley is actively trying to recruit a number of roles. This is partly due to turnover we have seen at specialist and middle manager level. We have made a number of changes to the way we communicate for attraction and these are seeing positive results particularly for administrative, customer care and entry level roles. However roles that require Local Government specialist knowledge are proving particularly hard to recruit. Between July and August 2022 we have seen the following jobs attract few if any applications/successful applicants:

- Waste Manager
- Strategic Assessts Manager
- Health and Safety Officer

This lack of applications for specialisms will impact on Council performance and result in increased costs in relation to the need to rely on interim and agency staff.

### **An examination of exit interview data**

#### **Exit interview data – manager's interviews**

Since the beginning of this calendar year, all departing managers have been interviewed to ascertain their reasons for leaving in more detail.

- 3 expressed a break down of relationship with their line manager
- 2 left for promotion and to focus on their key professional interest
- 1 was not confident in their new leadership team
- 1 left for career development
- 1 expressed concern about high levels of demand in their department
- 1 left to be nearer home in location due to their caring responsibilities

Relationships with line managers are really key as is the ability to have career development and opportunities.

One manager commented that the experience of the pandemic had developed managers in a way never before anticipated or experienced and had allowed relatively junior officers to take greater accountability and experience in complex project management and leadership. This had enabled them to showcase those skills in interviews and obtain promotions that they may not have otherwise anticipated.

An important theme throughout the exit interview responses is the repeated evidence that people leave Waverley to improve access to professional development opportunities. 44% of staff members who completed the exit interview were with Waverley for between 2-5 years. 62.5% of them resigned due to finding a new job and 'lack of career opportunity' being the second most common reason for resigning. Borough Councils (and any SME) do experience turnover as people grow in their careers and seek promotions at larger organisations. However it is worth consideration that through working closer with Guildford, it may be possible to improve opportunities at working across Councils. Improving the quality of conversations that line managers have with officers to make sure they understand and take advantage of our learning and development offer is identified as one of the key recommendations to improve retention.

### **Exit interview data – survey**

Since January 2022, the HR team have improved the exit interview survey data by refreshing the questions asked. This shows the following:

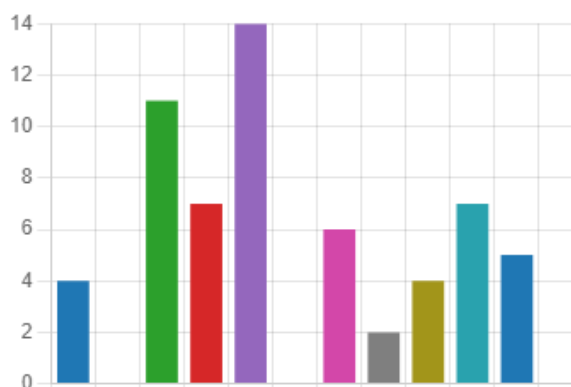
- Most people leave Waverley in the first 5 years of employment. The peak is 2-5 years.
- Most leavers are aged between 20 and 30 years old.
- Most people resign because they have a new role.
- 92% of people had 1:1s with their line managers and over 90% found those conversations helpful
- 90% had the right training to do their job effectively
- Everyone who answered the survey commented on the positive team relationships at Waverley.

We ask people what prompted them to start to look for a role. Their responses are below:

11. What are the factors which influenced your decision to either start looking for employment elsewhere, or making plans to leave Waverley? (Please select up to 3 reasons)

[More Details](#)

● Location of Waverley	4
● Relationships with colleagues	0
● Lack of career opportunity	11
● Work / life balance	7
● Pay	14
● Relationship with Line Manager	0
● Working Conditions	6
● Relationships with Councillors	2
● Cost of Living in Waverley	4
● Changes within the council	7
● Workload too high	5
● Workload too low	0



The data above reinforces a need for an improvement in our learning and development offer to staff, to improve retention and to actively promote vacancies internally. Offering more mentoring, job shadowing, short term placements and internal secondments will also support this. By doing this the number of staff who are influenced to start looking for employment elsewhere because of 'Pay' may start to fall as officers take advantage of internal promotions. This will result in staff feeling more financially satisfied, so won't need to look for employment elsewhere for financial security.

In conclusion, from exit interview data from all staff and specifically managers, it is clear that there is a need for an improvement in the active promotion of learning and development opportunities for staff, to improve retention within the organisation.

**An examination of recruitment data**

There has been evidence, from our recruitment tracker, which indicates our job advertisements and other attraction techniques are not attracting people with the correct skill sets to complete an application for the role. There could be a number of reasons for this including:

- Pay rates being uncompetitive
- Benefits not being sufficiently attractive
- Job profiles being unclear or requiring knowledge and skills that are rare or too technical/specialist

- The recruitment process being too slow

We have seen that for some job roles there have been several attempts to recruit. Some roles are now being filled by agency workers, which is less cost effective for the organisation.

To counteract this, we have taken a number of actions to make sure that applications are easier to access, apply for and are demonstrating everything that Waverley can offer, in the short and long term (for career development). (Please refer to 'actions taken to date' section).

### When people resign

At the point of resignation, officers have made the decision to leave to go to another employer, usually with an employment offer that they have accepted. Persuading an officer to stay at this point can hold a degree of employment risk and is usually regarded as poor HR practice as the psychological contract between employer and employee has been broken. However, due to the need to improve retention, we have taken steps recently to speak to people who have resigned to offer them improvements to see if we can retain them. The offers made have included:

- Secondments in our partner Council, Guildford, to expand their knowledge, skills and employability
- Increases in pay by offering an extra increment
- Support for their family and personal life
- Greater flexibility in hours
- Extending a period of notice whilst we recruit a successor

Only the extension of the period of notice has been successful for two staff who were leaving Waverley's employment without another role to go to.

A better approach is to try to resolve issues and improve workplace engagement before the point of resignation. For this reason, managers have been encouraged to really consider engagement opportunities and in particular:

1. Improve performance management conversations making them far more person focused and considering career development and wellbeing.
2. Improve flexible and agile working offerings and making them focused on business need as opposed to a 'one size fits all' approach.
3. Improve team cohesion by encouraging more face-to-face interaction.
4. Improve our benefits offering through review and refresh as needed.
5. Improving conversations between line managers and officers about career development, particularly for those between 1-5 years' service.

We are aware that our engagement levels are comparatively high as evidenced in our engagement survey, however we are also aware that due to market forces, our financial reward for some jobs at some levels is being severely challenged in the market. This is evidenced in our exit interview data. We are also aware that people leave for career development reasons, again evidenced by our exit interview data. Please refer to our recommendations below in relation to these.

## Perception in the marketplace of Waverley as an employer

Waverley is perceived as a good employer; supported by both internal and external data, however there are signs that this view could be deteriorating.

### Internal perception

Waverley's 2021 Staff Engagement Survey showed that:

Statement	Employees who agreed with statement (%)	2019 Staff Engagement Survey (%)
'Waverley is a good employer'	89	96
'Waverley has a good reputation as an employer'	85	94
'Waverley has a good reputation locally'	70	80
'Waverley is an equal opportunities employer'	95	96

- 'Friendly' and 'supportive' were the most repeated words throughout the Survey.
- 8% of Managers feel as though their views are not listened to – exit interview analysis supports this as part of the reason why managers are leaving Waverley.
- Retaining Female senior staff – Survey shows that outdated views and paternalistic treatment can be felt in more senior roles, some perceived sexist views or treatment.

### External perception

On Glassdoor, a job board where current and former employees anonymously review companies, Waverley was reviewed as follows:

- 71% of employees who wrote a review said they would recommend Waverley as an employer to a friend.
- This shows that employees still have a positive perception of Waverley as an employer even on external sites, where it might be expected that reviews are more candid than on internal surveys.

On Indeed, another employment website that includes employee reviews:

- An average of 4.1 out of 5 stars was given by employees to Waverley for their work-life balance.
- Recurring words used in reviews on this site are "very helpful and friendly", "like a family", showing employees believe Waverley is a good employer.

### Comparing Waverley as an employer with other Councils in Surrey

- Even though a high percentage of staff would recommend Waverley to a friend, they rank lower on this measure in comparison to other Councils in Surrey.
- The following table shows the % of employees who would recommend their Council to a friend as an employer on Glassdoor:



Council in Surrey	Employees who would recommend employer to a friend (%)	No. reviews
<b>Waverley Borough Council</b>	<b>71%</b>	<b>16</b>
Guildford Borough Council	88%	13
Surrey Heath Borough Council	100%	4
Woking Borough Council	86%	11
Surrey County Council	71%	219

In conclusion even though currently, Waverley is viewed a good employer from internal and external data, this perception is deteriorating, as shown in the differences between the 2019 and 2021 Staff Engagement Surveys. Also comparatively, from the sample reviewed, other Councils in Surrey are viewed as better employers by their staff than Waverley is.

We are already taking actions to improve the perception of Waverley as an employer (see 'actions taken to date - retention'). By improving our performance agreement process and providing regular 1:1s, staff are given opportunities to highlight issues which can then be actioned. This is especially important with the changes brought by the Waverley Guildford collaboration. These actions will improve the perception of Waverley as a good employer, as we will be providing certainty and support to employees.

### The impact of collaboration and change on recruitment and retention

In 2021 Staff Engagement Survey:

- Some of the largest words (meaning that they were most repeated) in response to the statement, 'When you think about the future relationship with Guildford Borough Council, what three words come to mind?' were: uncertainty, redundancies, change and challenging.
- This shows that there could be a challenge with retention throughout the collaboration process.
- Although another highly repeated word was opportunity.

7/26 (27%) people who have completed exit surveys specifically gave 'changes within the Council' as a reason for leaving.

This does indicate that the collaboration is having a negative impact on retention.

### Actions taken to date

We have made several changes to our recruitment and retention process as a result of our strategy. These have included:

#### Recruitment

- Simplifying our applications forms and our recruitment process
- Re-vamping our advertisements and advertising platforms to make them more attractive and accessible

- Improving our attraction communications (for example we are developing an applicant pack and a pre-employment pack).
- Outlining our benefits to potential applicants in our 'Thinking of working at Waverley?' pack which particularly emphasises our learning and development benefits and continued professional development
- Putting line managers at the heart of people recruitment so that relationships are built early on in employment.
- Asking members of staff to network our job opportunities to encourage officers to act as our own recruiters
- Looking across to Guildford to begin to think about how we can share opportunities
- Emphasising that we are a disability confident employer
- Emphasising that we are committed to the Armed Forces Covenant
- Updating our benefits and welcome letter to be more informative and attractive.

The above actions have seen the number of applications improve and a reduction in hard to fill posts, although technically specialist posts are still very hard to attract to.

## Retention

- Improving our performance agreement process and in particular the quality of manager conversations
- Improving our manager capability through more accessible training
- Improving the accessibility of all our benefits including specific hubs on wellbeing, learning and development and benefits.
- Improving retention of managers - holding exit interviews with departing managers to understand the reasons for leaving in a more detailed way so that we can tailor our approach.
- Improving our Performance Management meetings – focused discussion on learning and development individual might need for their job role and for job progression (from staff engagement survey 2021).

A trend we have seen develop at Waverley includes front line workers having a greater need to work in the office and their managers working more from home. Managers must expect to provide visible and supportive leadership to their staff, particularly those in front line roles who might expect to see difficult conversations increase as the cost of living impacts lives.

## Recommendations section

The workforce profile made several recommendations which we are acting upon. All of these will support recruitment and retention. In addition to the above, we would add supplementary recommendations including:

1. Ongoing support and reassurance to managers during collaboration
2. The development of peer support networks across Waverley particularly for those who are newer in service
3. Improved conversations between line managers and officers about career development with more uptake of secondments, job shadowing, mentoring and internal vacancy promotion.

## Conclusion

This report has been prepared to inform Council members and officers. Questions, observations, and feedback are welcomed.

This page is intentionally left blank

**WAVERLEY BOROUGH COUNCIL**

**RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

**27 SEPTEMBER 2022**

---

**Title:**

**Complaints to the Local Government and Social Care Ombudsman and Housing Ombudsman Service about Waverley's Services in 2021/22**

---

**Portfolio Holder:** Cllr Paul Follows, Leader of the Council, Policy & Governance, Communications and Emergency Response

**Head of Service:** Robin Taylor, Head of Policy and Governance

**Key decision:** No

**Access:** Public

**1. Purpose and summary**

1.1 This report is in two parts. The first part concerns complaints to the Local Government and Social Care Ombudsman about Waverley's Services in 2020/21. This discharges the Monitoring Officer's duty under section 5(2) of the Local Government and Housing Act 1989 to submit a formal report to the Council on complaints where, following an investigation, the LGSCO has found maladministration or service failure.

1.2 The second part of the report concerns complaints by Waverley's tenants to the Housing Ombudsman Service.

**2. Recommendation**

It is recommended that the Resources Overview and Scrutiny Committee notes the information in this report and passes any comments to the Executive.

**3. Reason for the recommendation**

To ensure the views of the Committee are received and considered by the Executive.

**4. Background**

4.1 **Part 1 – Complaints about Waverley's services received and closed by the Local Government and Social Care Ombudsman (LGSCO) in 2021/22**

4.1 The LGSCO's annual review letter for 2021/22 is attached as Annexe 1

4.2 During the period April 2021 to March 2022 the Ombudsman conducted four detailed investigations and upheld two complaints (50%) about Waverley’s services. This compares with 51% for similar authorities. The two complaints that were upheld are summarised in Annex 2.

4.3 In addition to providing statistics on complaints and enquiries received by the LGSCO about Waverley’s services in 2021/22 (set out in full below) the letter:

- Confirms that the LGSCO encourages early resolution of complaints and gives credit to those organisations that accept fault and find appropriate ways to put things right.
- Confirms that the LGSCO continues to focus on the outcomes of complaints and what can be learned from them.
- Draws attention to the approach taken by the Ombudsman in using three key annual statistics, namely complaints upheld, compliance with the Ombudsman’s recommendations and satisfactory remedies provided by the authority, which are then used to work out an average level of performance across similar authorities.
- Encourages officers and elected members to use the Ombudsman’s interactive map at [Your council's performance](#) so they can gain valuable insights into service areas and early warning signs of problems.
- Expresses concern once again about the under-resourcing of complaint functions in local authorities, a trend that has been exacerbated by the challenges of the pandemic and encourages authorities to consider how complaints are prioritised in terms of capacity and visibility.
- Confirms that the LGSCO is working in partnership with the Housing Ombudsman Service to develop a joint complaint handling code. Both organisations are working to consolidate their approaches thereby simplifying guidance to enable organisations to provide an effective, quality response to each and every complaint. Once launched the LGSCO will assess local authorities’ compliance with the joint code and report on their performance in the annual letter.

4.4 The following tables give comparative information for 2021/22 and the three previous years. *Please note that the data provided for complaints received differs from the data for complaints closed since not all complaints received in one year will be closed in the same year.*

Complaints and enquiries received about Waverley’s services

Year	Benefits and tax	Corporate and other services	Environment Services	Highways and transport	Housing	Planning	Other	Total
2021/22	1	4	0	0	3	13	0	21
2020/21	1	0	2	0	4	6	0	13
2019/20	0	4	0	2	3	7	0	16
2018/19	3	1	0	0	0	9	1	14

## Decisions made by the LGSCO

Year	Detailed investigations		Advice given	Closed after initial enquiries	Incomplete or invalid	Referred for resolution	back local	Total
	Upheld	Not upheld						
2021/22	2	2	1	11	0	4		20
2020/21	3	1	1	7	0	1		13
2019/20	2	2	2	5	1	4		16
2018/19	1	0	0	9	2	1		13

### **Part 2 – Complaints about Waverley’s landlord and leasehold services closed by the Housing Ombudsman Service in 2021/22**

- 5.1 The Housing Ombudsman Service (HOS) is responsible for investigating complaints about the landlord function of a local authority, while complaints about homelessness and housing allocations remain within the remit of the LGSCO.
- 5.2 In line with the LGSCO’s approach, the HOS will only investigate a complaint once the complainant has completed the authority’s complaints procedure. However, before approaching the Ombudsman the complainant currently has the option of raising their concerns with a ‘designated person’ (ie a Waverley Councillor, an MP or Waverley’s Designated Tenants Panel). The complainant can ask the designated person they have chosen to review their complaint and consider whether the matter can be resolved. If the designated person is unable to resolve the complaint, they can refer the complainant’s concerns to the HOS for further investigation.
- 5.3 The HOS does not monitor the effectiveness of the designated person scheme, and with effect from 1 October 2022 complainants will no longer have to either refer the complaint to a designated person or wait eight weeks following the date of the landlord’s final response letter before referring the matter to the HOS. The aim of this legislative change is to ensure that social housing tenants are not disadvantaged and have direct access to the Ombudsman, in addition to expediting the overall complaints process. After 1 October 2022, complainants can still take advice from individuals who would fall within the current definition of designated person, but this will not be considered to be part of the Ombudsman’s formal process.
- 5.4 As a result of this change, Waverley’s Designated Tenants Complaints Panel will be renamed the Customer Experience Group and will review tenants’ feedback on the services they have received from the Housing Service with the aim of making recommendations for improvement. The Council would like to thank the members of the panel for all their work over the past few years in helping to resolve tenants’ complaints under the designated person scheme.
- 5.5 In 2021/22 two complainants asked Waverley’s Designated Tenants Complaints Panel to review their complaints under the designated persons process. Neither complaint was upheld by the Panel. One of the complainants then referred their complaint to the HOS which found no evidence of maladministration, while the other complainant did not take any further action regarding their complaint.

- 5.6 The HOS has yet to publish information on the outcome of complaints made about Waverley in 2021/22 and therefore it is only possible to provide members with information taken from the Council's own records.
- 5.7 In 2021/22 the HOS closed investigations into three complaints received from tenants. In one case the HOS found the redress offered by Waverley was reasonable and asked Waverley to re-offer a compensation previously declined by the complainant. The other two complaints were not upheld. A summary of the complaint that was upheld is attached as Annexe 3.
- 5.8 With effect from March 2021 the HOS now publishes all their decisions on the cases they have investigated and a link to these decisions can be found [here](#) .

## **HOS Complaints Handling Code**

- 5.9 The HOS Complaints Handling Code was first published in 2020/21 and has since been revised. An easy reference guide to the changes can be found [here](#) . Landlords are required to self-assess against the Code annually and publish this on their website. Waverley's self-assessment will be published in October.

### **6. Relationship to the Corporate Strategy and Service Plan**

- 6.1 Ombudsman complaints can result in action to improve processes and systems which, in turn, can improve service delivery and achieve better value for money and improve the health and well-being of our residents and communities.

### **7. Implications of decision**

#### **7.1 Resource (Finance, procurement, staffing, IT)**

Occasionally an Ombudsman will recommend the payment of financial compensation to a complainant to remedy their complaint.

#### **7.2 Risk management**

Ombudsman complaints can highlight areas where there are reputational and operational risks.

#### **7.3 Legal**

There are no legal implications associated with this report.

#### **7.4 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. However, Ombudsmen investigations can help to ensure that the Council delivers its services to all customers in a fair and equal way, and that any shortfall is rectified immediately.



## **7.5 Climate emergency declaration**

There are no implications in this report that relate to carbon neutrality.

## **8. Consultation and engagement**

Not applicable.

## **9. Other options considered**

Not applicable.

## **10. Governance journey**

The report and observations from the Resources Overview and Scrutiny Committee will be submitted to the next meeting of the Executive

### **Annexes:**

Annexe 1 – LGSCO Annual review letter for Waverley 2021/22

Annexe 2 – Summary of complaints upheld by the LGSCO in 2021/22

Annexe 3 – Summary of complaint upheld by the HOS in 2021/22

etc

---

### **Background Papers**

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

### **CONTACT OFFICER:**

Name: Sue Petzold

Position: Corporate Complaints Officer

Telephone: 0148 3523202

Email: sue.petzold@waverley.gov.uk

Agreed and signed off by:

Legal Services: date

Head of Finance: date

Strategic Director: date

Portfolio Holder: date

This page is intentionally left blank

20 July 2022

*By email*

Mr Horwood  
Chief Executive  
Waverley Borough Council

Dear Mr Horwood

### **Annual Review letter 2022**

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2022. The information offers valuable insight about your organisation's approach to complaints. As such, I have sought to share this letter with the Leader of your Council and Chair of the appropriate Scrutiny Committee, to encourage effective ownership and oversight of complaint outcomes, which offer such valuable opportunities to learn and improve.

### **Complaint statistics**

Our statistics focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong:

**Complaints upheld** - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic.

**Compliance with recommendations** - We recommend ways for organisations to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.

**Satisfactory remedy provided by the authority** - In these cases, the organisation upheld the complaint and we agreed with how it offered to put things right. We encourage the early resolution of complaints and credit organisations that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data, and a copy of this letter, will be uploaded to our interactive map, [Your council's performance](#), on 27 July 2022. This useful tool places all our data and information about councils in one place. You can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

### **Supporting complaint and service improvement**

I know your organisation, like ours, will have been through a period of adaptation as the restrictions imposed by the pandemic lifted. While some pre-pandemic practices returned, many new ways of working are here to stay. It is my continued view that complaint functions have been under-resourced in recent years, a trend only exacerbated by the challenges of the pandemic. Through the lens of this recent upheaval and adjustment, I urge you to consider how your organisation prioritises complaints, particularly in terms of capacity and visibility. Properly resourced complaint functions that are well-connected and valued by service areas, management teams and elected members are capable of providing valuable insight about an organisation's performance, detecting early warning signs of problems and offering opportunities to improve service delivery.

I want to support your organisation to harness the value of complaints and we continue to develop our programme of support. Significantly, we are working in partnership with the Housing Ombudsman Service to develop a joint complaint handling code. We are aiming to consolidate our approaches and therefore simplify guidance to enable organisations to provide an effective, quality response to each and every complaint. We will keep you informed as this work develops, and expect that, once launched, we will assess your compliance with the code during our investigations and report your performance via this letter.

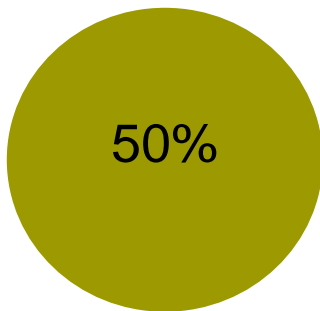
An already established tool we have for supporting improvements in local complaint handling is our successful training programme. We adapted our courses during the Covid-19 pandemic to an online format and successfully delivered 122 online workshops during the year, reaching more than 1,600 people. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

Yours sincerely,



Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

### Complaints upheld



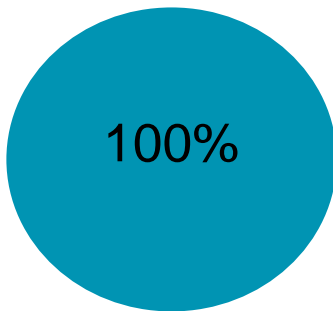
**50%** of complaints we investigated were upheld.

This compares to an average of **51%** in similar organisations.

**2**  
upheld decisions

Statistics are based on a total of **4** investigations for the period between 1 April 2021 to 31 March 2022

### Compliance with Ombudsman recommendations



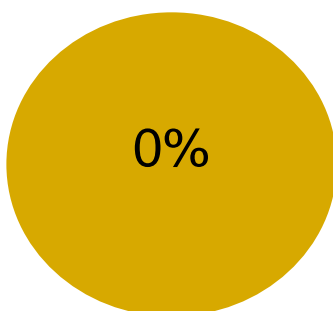
In **100%** of cases we were satisfied the organisation had successfully implemented our recommendations.

This compares to an average of **100%** in similar organisations.

Statistics are based on a total of **2** compliance outcomes for the period between 1 April 2021 to 31 March 2022

- Failure to comply with our recommendations is rare. An organisation with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

### Satisfactory remedy provided by the organisation



In **0%** of upheld cases we found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **20%** in similar organisations.

**0**  
satisfactory remedy decisions

Statistics are based on a total of **2** upheld decisions for the period between 1 April 2021 to 31 March 2022

This page is intentionally left blank

**Outcome of complaints about Waverley’s services upheld by the Local Government Ombudsman in 2021/22**

Details of complaint	Outcome	Lessons Learned/Action Taken
<p>Concern expressed about the Council’s response to a homelessness application made on behalf of a vulnerable 17 year old who was referred to Children’s Services without officers first finding out more about the young person’s circumstances, and the extent to which Children’s Services could provide assistance.</p>	<p>The Council found to be at fault for not providing more assistance to the 17 year old. However, this did not cause personal injustice because even if officers had contacted Children’s Services this would not have made any difference to the progress of the assessment within Children’s Services who were able to provide the accommodation needed.</p>	<p>Service improvement needed and completed.</p> <p>Evidence was provided to the LGSCO within three months of the final decision that Waverley had reviewed its procedures to ensure appropriate support and information provided in response to approaches by or on behalf of homeless 16 to 25 year olds.</p>

<b>Details of complaint</b>	<b>Outcome</b>	<b>Lessons learned/action taken</b>
<p>Council failed to give the complainant's family enough help with their housing situation and they were living in an unsuitable and overcrowded property.</p>	<p>The Council should have arranged for a complete Housing Health and Safety Rating System (HHSRS) assessment and then should have reviewed the complainant's priority banding if statutory overcrowding was identified.</p>	<p>The Council to carry out an HHSRS assessment at Mrs C's property within six weeks of the Ombudsman's final decision.</p> <p>If the HHSRS assessment identified a category 1 overcrowding hazard the Council should within one month of the outcome of the assessment:</p> <ul style="list-style-type: none"> <li>a) review the complainant's priority banding including its discretionary consideration of an award of Band B due to exceptional circumstances and backdate any award to January 2021 and provide the outcome of this review to the complainant in writing; and</li> <li>b) review its decision not to fund works to make the outhouse habitable and provide the outcome of this review to the complainant in writing.</li> </ul> <p>Council asked to provide the Ombudsman with information about what steps it is taking to source larger temporary accommodation and procure more 4 plus bed social housing properties in its area within three months of the final decision.</p> <p>All recommended actions completed.</p>





This page is intentionally left blank

**Complaint by Waverley tenant upheld by Housing Ombudsman Service in 2021/22**

Details of complaint	Outcome	Lessons learned/action taken
<p>Tenant dissatisfied with Waverley's response regarding their:</p> <ul style="list-style-type: none"> <li>• Reports of a leak and subsequent repair and redecoration works</li> <li>• Request for compensation for damage to the tenant's property</li> </ul>	<p>Waverley recommended to re-offer the £400 compensation previously refused by the tenant, and reimburse the tenant if they carried out further ceiling works on the basis of £26 per square metre.</p>	<p>Waverley needs to ensure that compensation claims are responded to in line with its compensation policy - <i>now under review</i>.</p> <p>Accurate records to be kept regarding repairs and in particular where the out of hours service is involved. <i>Advice to relevant officers in preparation</i>.</p> <p>Waverley to consider having a repairs policy in place with reference to the HOS spotlight report on complaints about repairs –<i>now under consideration</i>.</p>

Details of complaint	Outcome	Lessons learned/action taken
<p>Tenant dissatisfied with the Council's offer of compensation in respect of detriment caused following its agreement to carry out adaptations at the property.</p>	<p>Council ordered to reimburse the tenant £400 for work in the kitchen which the tenant had already paid for and pay compensation of £1,155 for the inconvenience, frustration and distress suffered during the course of the adaptation work.</p> <p>Council to carry out a learning exercise by engaging with the contractor that supervised the wetroom to explore further how the service failings came about.</p>	<p>Lessons learned as a result of the complaint discussed in detail with the Council's new contractors, Iam Williams.</p> <p>Agreed that the service failings were due to poor communications and a lack of management by both the former contractor and their sub-contractor.</p> <p>Following actions agreed:</p> <ul style="list-style-type: none"> <li>• Each installation will be treated as a "project" – tasks to complete the installation of a shower will be broken down and given owners and time targets.</li> <li>• The installation "project" will be explained in detail to the tenant including the timings and possible disruption.</li> <li>• A risk assessment will be undertaken to identify the level of supervision / oversight is required i.e. the more complex the job the more supervision is required.</li> <li>• The contractor will have a "project manager" who manages the installation of the shower by the subcontractor.</li> <li>• The project manager will liaise daily with the subcontractor to monitor progress.</li> <li>• The project manager will also liaise with the tenant informing them of any delays.</li> <li>• Appointment of a client officer (Aids and Adaptions Officer) who will monitor the progress of the work and carry out inspections in line with the risk assessment.</li> </ul>

		<ul style="list-style-type: none"><li>• The tenant to be given the client's contact details to enable them to escalate any concerns.</li><li>• The works will be post inspected by the project manager and the client.</li><li>• The tenant will be asked to complete a satisfaction survey</li><li>• The Contract Manager's monthly performance report to the Operations Manager will include a section on aids and adaption works, identifying any service delivery issues.</li></ul>
--	--	---

This page is intentionally left blank

## **WAVERLEY BOROUGH COUNCIL**

### **RESOURCES OVERVIEW & SCRUTINY 27 SEPTEMBER 2022**

---

**Title:**

**Review of Complaints Closed in 2021/22**

---

**Portfolio Holder:** Cllr Paul Follows, Leader of the Council, Policy & Governance, Communications and Emergency Response

**Head of Service:** Robin Taylor, Head of Policy & Governance

**Key decision:** No

**Access:** Public

---

**1. Purpose and summary**

This report provides a summary of the complaints received by Waverley that were closed during 2021/22, the Council's performance in responding to those complaints and, where applicable, the lessons learned. Complaints about Waverley's services received by the Local Government and Social Care Ombudsman and the Housing Ombudsman in 2021/22, are addressed in a separate report on this agenda.

**2. Recommendation**

It is recommended that the Resources Overview and Scrutiny Committee considers the information in this report and passes any comments and recommendations to the Executive.

**3. Reason for the recommendation**

To allow the Committee to consider the complaints dealt with in 2021/22 and draw to the attention of the Executive any issues that require further attention.

**4. Background**

4.1 Since 1 April 2018 the Council's complaints' process comprises two stages, level 1 and 2. If the complainant remains unsatisfied at the end of Level 2 they have the option of taking the matter to the Local Government and Social Care Ombudsman or the Housing Ombudsman.

4.2 The tables below show the number of complaints closed during 2021/22 at each level and the percentage of the total number of complaints for each service.

4.3

Service	Level 1	%
Business Transformation	2	1%
Commercial Services	9	5%
Environmental and Regulatory Services	16	8%
Finance and Property	18	9%
Housing Delivery and Communities	3	2%
Housing Operations	88	46%
Planning and Economic Development	56	29%
Policy and Governance	0	0%
<b>Total</b>	<b>192</b>	<b>100%</b>

Service	Level 2	%
Business Transformation	0	0%
Commercial Services	3	3%
Environmental and Regulatory Services	6	6%
Finance and Property	4	4%
Housing Delivery and Communities	5	5%
Housing Operations	26	27%
Planning and Economic Development	53	54%
Policy and Governance	1	1%
<b>Total</b>	<b>98</b>	<b>100%</b>

66% of all complaints closed in 2021/22 were resolved at Level 1 compared with 64% the previous year.

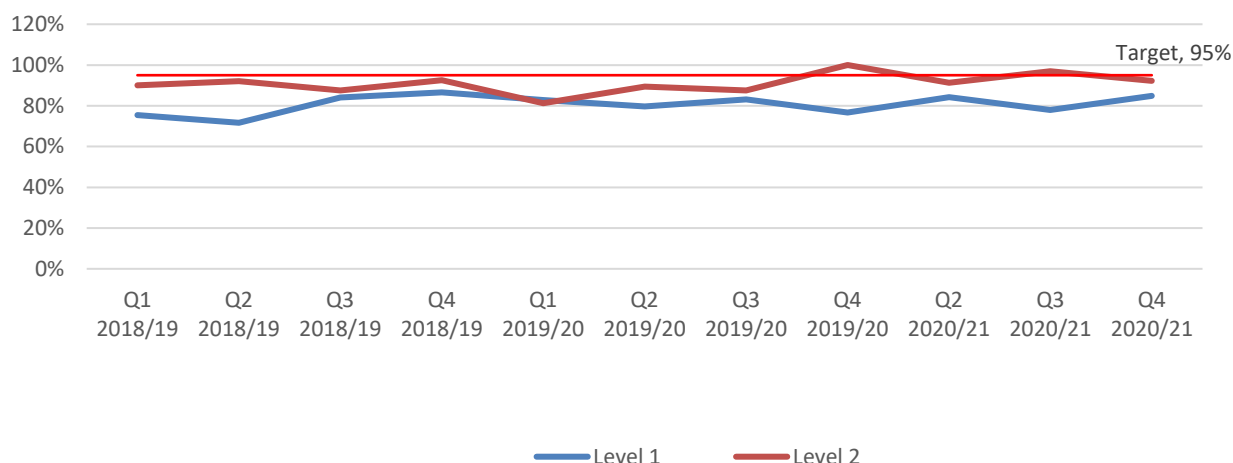
4.4 Housing Operations and Planning and Economic Development received the highest number of complaints, a total of 114 and 109 respectively. This is an increase when compared with the total of 106 and 76 for 2020/21. As in previous years, the majority of the Housing complaints concerned property maintenance and responsive repairs and in Planning they concerned Development Management.

## 5. **Waverley's performance in responding to complaints**

5.1 The corporate target currently states that 95% of all complaints should be responded to within 10 working days of receipt at Level 1 and within 15 working days of receipt at Level 2. This target has been in place for many years and continues to set a challenging level of performance. The following table shows the performance over the past three years.



### Performance of Responding to Level 1 and Level 2 Complaints 2018/19 - 2021/22



5.2 In 2021/22 84% of all closed complaints were responded to within the target timescales which is the same percentage for 2020/21. Performance at each level was as follows:

Level 1 - 79%

Level 2 - 94%

5.3 Officers have discussed whether there is a case for changing the target, but it has been concluded that it should be possible to improve performance by closer monitoring of complaints by the individual Service Complaints Administrators and the increased use of automatic reminders which are now possible following the implementation of a new database.

## 6. Outcome of complaints closed in 2021/22

6.1 The following table gives information on the outcome of the complaints closed in 2021/22.

Service	Not upheld	Partly upheld	Upheld	Total
Business Transformation	0	1	1	2
Commercial Services	10	2	0	12
Environmental and Regulatory Services	3	7	12	22
Finance and Property	13	6	3	22
Housing Delivery and Communities	4	2	2	8
Housing Operations	49	16	49	114
Planning and Economic Development	70	25	14	109
Policy and Governance	0	1	0	1
<b>Total</b>	<b>149</b>	<b>60</b>	<b>81</b>	<b>290</b>

The assessment of whether a complaint is upheld, partly upheld or not upheld is often a subjective matter, and this judgement is made by the officer investigating

the complaint. Overall, 51% complaints were not upheld, 21% were partly upheld and 28% were upheld. As in previous years, the majority of housing operations complaints that were partly upheld or upheld concerned the service provided by contractors in respect of responsive repairs and property services.

## **7. Remedying complaints**

7.1 When seeking to remedy a complaint that has been upheld or partly upheld, the Council follows the advice of the Local Government and Social Care Ombudsman that the remedy offered should, as far as possible, put the complainant back in the position he or she would have been in but for the fault that has been identified. An apology will always be offered but in appropriate circumstances the complainant may be reimbursed for any expenditure they have incurred as a result of poor service by the Council or its contractors.

## **8. Lessons learned from complaints**

8.1 Learning lessons from complaints is an important part of improving Waverley's services and these are recorded on the complaints database. Lessons learned are looked at and actioned on a case-by-case basis. Changes that need to be made to policies, procedures or other administrative processes are identified by the officer investigating the complaint. These changes are then discussed with the relevant Head of Service who will ensure that all necessary action is taken to avoid a recurrence of the problems identified by the complainant.

8.2 Annexe 1 gives some examples of lessons learned in 2021/22. Many lessons learned concerned procedural/administrative issues and the need to improve communications with the customer.

## **9. Relationship to the Corporate Strategy and Service Plan**

9.1 Investigating complaints provides the Council with an opportunity to keep under review and improve the quality of its services to the community and is a key part of understanding residents' need. Lessons learned from complaints help the Council to meet its priorities of promoting high quality public services accessible for all and the health and wellbeing of our communities.

## **10. Implications of decision**

**10.1 Resource (Finance, procurement, staffing, IT)**  
None

**10.2 Risk management**  
Complaints can highlight areas where there are reputational and operational risks.

**10.3 Legal**  
There are no legal implications associated with this report. The Council's complaints handling process complies fully with best practice and the most recent guidance from the Local Government and Social Care Ombudsman. The process also meets the requirements of the Housing Ombudsman Complaint Handling Code

#### **10.4 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. However, complaints investigations can help to ensure that the Council delivers its services to all customers in a fair and equal way, and that any shortfall is rectified immediately.

#### **11. Climate emergency declaration**

There are no implications in this report that relate to carbon neutrality.

#### **12. Consultation and engagement**

Not applicable.

#### **13. Other options considered**

None.

#### **14. Governance journey**

The report and observations from the Resources Overview and Scrutiny Committee will be submitted to the next meeting of the Executive.

#### **Annexes:**

Annexe 1 – Lessons learned from complaints closed in 2021/22

---

#### **Background Papers**

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

---

#### **CONTACT OFFICER:**

Name: Sue Petzold  
Position: Corporate Complaints Officer  
Telephone: 0148 3523202  
Email: sue.petzold@waverley.gov.uk

Agreed and signed off by:  
Legal Services: date  
Head of Finance: date  
Strategic Director: date  
Portfolio Holder: date

This page is intentionally left blank

**Examples of lessons learned from complaints received in 2021/22**

Council Tax

- Wording of council tax reminders to be revised to avoid any ambiguity.

Housing

- Contractors need to improve communication with tenants about the progress of repairs.
- When arranging the succession of a tenancy correct procedures need to be followed regarding any rent arrears.
- Cooker connections should be in place before a property is relet.
- Contractors need to respond more quickly to reports of leaks.
- Central Heating Contractors need to be provided with more information about vulnerable tenants.
- Issuing recharge invoices should be avoided in the week leading up to Christmas.
- Policy on dealing with welfare calls from tenants in supported living accommodation to be prepared in consultation with residents.

Commercial Services

- Rangers need to repeat educational roadshows at more sensitive countryside sites.

This page is intentionally left blank

**WAVERLEY BOROUGH COUNCIL**

**OVERVIEW & SCRUTINY COMMITTEE - RESOURCES**

**27 September 2022**

---

**Title:**

**HOUSING DEVELOPMENT UPDATE**

**[Portfolio Holders: Cllr Nick Palmer & Cllr Paul Rivers]**

**[Wards Affected: Borough Wide]**

---

**Ockford Ridge**

Site A – Whitebeam Way: 37 new homes (delivered)

Site B – Laurel Close: 17 new homes (delivered)

Site C: 30 new homes (contractor appointed – started on site)

Site D: 16 new homes (delivered)

Site E: est. 14 new homes (pre-development)

Site F: est. 20 new homes (pre-planning / development)

*Site A – Whitebeam Way*

Drainage remediation works completed in eleven gardens and garden reinstatement works are underway. Engagement with tenants of all 37 homes will continue as will monitoring of garden drainage as we move into Autumn/Winter months.

*Site B - Laurel Close*

Waverley took handover of the final home on Site B on 5 September. The handover of the ground floor adapted flat had been delayed due to issues with Thakeham Partnerships supply chain for windows and doors. A photo call was held, and press release issued marking the successful completion of the development.

*Site C (67 – 84 Ockford Ridge)*

12 x 1 bed flats

4 x 3 bed houses

14 x 2 bed houses

Waverley Borough Council have entered into a JCT Design and Build Contract with Thakeham Partnerships Limited following completion of design works under a Pre-Contract Services Agreement. Thakeham took handover of the site as planned on 22 August 2022 and site set up and ground works have commenced.

Residents living in the cul-de-sac and 'show homes' adjacent to the site were offered appointments to meet with Waverley officers and Thakeham Construction Director and Site Manager to find out more about the proposed site set up and delivery of the scheme and answer any questions they may have. A 'drop in event' was also arranged at St Marks Community Centre.

#### *Site E (89- 94 Ockford Ridge)*

The last remaining tenant has now moved and is settled into their new home. Two properties in use under license remain occupied with the lease arrangements expected to end and properties cleared by the end of October. The Estates and Development Teams continue to engage with neighbours who share a boundary with the site to resolve encroachment matters and provide a clear legal boundary. Officers (procurement and development) and appointed employers' agent have met to discuss the procurement route for appointment of a build contractor, with further investigation required by our Procurement Officer.

#### *Site F (119-134 Ockford Ridge)*

An application has been made for pre-application advice and a meeting arranged with the planning officer so that our appointed architects can present the proposed scheme. Formal written pre-application advice will then be issued and subject to this advice officers will progress with preparation of information to be shared at a 'drop in' consultation event in the Autumn.

#### *Refurbishment*

##### Phase 4 – Deep retrofit (6 x 2 bed / 1 x 3 bed)

The tender for a contractor to deliver the deep retrofit of seven homes at Ockford Ridge was issued with a closing date of 9 September. Subject to receipt of tenders a period of assessment and clarification by officers and our employer's agent will follow. On completion of this process a final report recommending a preferred contractor will be issued. The only tenant remaining in their home to be refurbished has now moved to a new temporary decant home.

#### **Land next to 85 Aarons Hill, Godalming**

4x 1-bed flats

Ermine Construction continue to undertake pre-construction works, preparing detailed construction drawings and energy assessments to ensure that when delivered the homes are net zero in operation under a pre-contract services agreement. Contract documents have been issued to Ermine for signing.

#### **Chiddingfold**

Hartsgrove: 2 x 1 bed flats, 2 x 2 bed houses, 2 x 3 bed houses

Pathfield: 2 x 1 bed flats, 9 x 2 bed houses



Queens Mead: 1 x 1 bed flat, 1 x 2 bed flat, 6 x 2 bed house  
Turners Mead: 2 x 2 bed houses

The build contractor appointed to deliver the 27 homes, W Stirland, continued to undertake pre-construction works through a pre-contract services agreement until August when we received notification that they looking to sell the business as a going concern but if a purchaser could not be found they were at risk of going into administration. Financial due diligence was undertaken prior to entering into the pre-contract services agreement and no concerns were flagged through these checks.

Working with our employer's agent at BPG and the Technical Director at W Stirland, officers have obtained all drawings and information prepared through the pre-contract services agreement. All sites remain secure with Heras fencing.

W Stirland continue their discussions with parties interested in acquiring the business with existing contracts and potential contracts such as the one with the Waverley. Whilst the JCT contract has been prepared, copies have not been signed so officers continue to engage with W Stirland, monitoring and reviewing the position. Depending on the outcome going forward officers will issue a letter to residents advising them of any change.

Waverley Housing Development Officers were notified by a resident at Queens Mead that the daffodils located on land due to be incorporated into the new development had been planted in memory to former residents. The Waverley Community and Estates Development Team arranged for Community Orchard South East (COPSE) team to dig up and the large number of bulbs for storage until completion of the new housing scheme. COPSE received thanks for their hard work from several residents who were pleased the bulbs had been saved, helping to preserve memories of past residents.

### **Churt – Parkhurst Fields**

4 x 2-bed houses

Planning permission is in place, and it is planned that the site will be bought forward with Crossway Close (subject to planning)

### **Churt – Crossways Close**

2 x 1-bed flats  
2 x 2-bed flats  
2 x 3-bed houses  
6 x 2-bed houses

A planning application has been submitted for this site. Architects have submitted drawings with revisions to the original scheme as requested by the current planning officer considering the application and further meeting has been arranged to discuss.

### **Springfield, Elstead**

4 x 1 bed maisonette  
13 x 2 bed houses

3 x 3 bed houses  
3 x 1 bed flats  
3 x 2 bed flats

The developed designs for the site were submitted for further pre-application and a meeting was held so that the architect could present the scheme with the new planning officer considering the proposals for the site. Informal feedback was received ahead of issue of written advice which included a request for provision of a daylight / sunlight and overlooking survey which has been commissioned.

### **Downhurst Road, Ewhurst**

Landscape architects have been appointed to work with other members of the design team to prepare hard and soft landscaping proposals for the scheme. Engineers continue to liaise with SCC Highways to ensure the proposals for the new road entrance to the scheme is acceptable. Engagement with the sole leaseholder on the acquisition of the property continues. Structural movement caused by subsidence of the void homes continues to be monitored. The front and rear property boundaries been fully hoarded, and structural movement caused by subsidence of the void homes continues to be monitored.

Other pre-development sites are in progress. Discussions with developers on acquisition of affordable homes through S106 agreements have paused whilst the HRA Business Plan Review is completed. Two sites where the Council had expressed an interest and officers were working with developers to progress the acquisition of the homes to heads of terms and land and build agreements have fallen away.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank