

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
Officer

Legal & Democratic Services

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Direct line: 01483 523027

Date: 11 November 2022

Membership of the Overview and Scrutiny - Resources

Cllr Stephen Mulliner (Chair)
Cllr Joan Heagin (Vice Chair)
Cllr Jerome Davidson
Cllr Brian Edmonds
Cllr David Else

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

Substitutes

Cllr Christine Baker

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

Dear Councillor

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

DATE: MONDAY, 21 NOVEMBER 2022

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

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

Yours sincerely

Stephen Rix,
Executive Head of Legal & Democratic Services (Interim) & Monitoring Officer

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(www.waverley.gov.uk/committees), where you can also subscribe to

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Waverley Corporate Strategy 2020 - 2025

Vision

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

Our strategic priorities:

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

Good scrutiny:

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

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

NOTES FOR MEMBERS

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

AGENDA

1 **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions

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**

To confirm the Minutes of the Meeting held on 7 November 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 Monday 14 November 2022.

5 **QUESTIONS FROM MEMBERS**

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

The deadline for receipt of written questions is 5pm on Monday 14 November 2022.

6 **CORPORATE PERFORMANCE REPORT Q2 (Pages 7 - 66)**

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

Jenny Sturgess and Heads of Service to highlight areas relating to this committees remit.

7 COMMITTEE WORK PROGRAMME (Pages 67 - 76)

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

Committee to receive a verbal update.

9 SUSTAINABLE PROCUREMENT POLICY (Pages 77 - 88)

This reports presents the Sustainable Procurement Policy - Following the last procurement audit, an audit recommendation was made that a procurement strategy should be drafted to ensure officers are procuring in a manner which supports the corporate strategy. Additional procurement elements are intended to be built into the councils updated economic strategy policy.

10 BUSINESS TRANSFORMATION (Pages 89 - 96)

Committee to receive a update report on the Business Transformation programme.

11 HYBRID WORKING (Pages 97 - 100)

Committee to receive an update report on Hybrid working.

12 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).

13 PROPERTY INVESTMENT ADVISORY BOARD ACTIVITY AND QUARTERLY UPDATE (Pages 101 - 110)

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 Officer

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WAVERLEY BOROUGH COUNCIL**RESOURCES O&S COMMITTEE – 21 NOVEMBER 2022****Title:****CORPORATE PERFORMANCE REPORT**
Q2 2022-2023
(July 2022 – September 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 second 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 Q2 2022-23 Corporate Performance Report July - September 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: 27 October 2022

Strategic Director: 27 October 2022

Portfolio Holders: Internal Executive Briefing meeting on 1 November 2022

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Corporate

Performance Report

Q2 2022/23

Document Version: Final

Last update: 10/11/2022 09:59

Lead Officer: Jenny Sturgess
Title: Policy and Performance Officer
Telephone: 01483 523 465
Email: jennifer.sturgess@waverley.gov.uk

1. Performance Assessment with RAG Rating (Red, Amber, Green)

The Report content has been presented in a visual format and a further explanation of the RAG rating used throughout the report can be found in the tables below.

1.1 Performance Indicators RAG Rating per Status Type

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

1.2 Service Plans, Internal Audit, Project Management

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

Action Status Types	Explanation of the Status Rating Type
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now changed.

1.3 Reporting periods

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

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

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

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

- [Corporate Dashboard](#) - page 4
- [Business Transformation](#) - page 14
- [Finance and Property](#) – page 18
- [Policy and Governance](#) – page 21
- [Housing Operations](#) – page 25
- [Housing Delivery and Communities](#) (Housing Delivery aspect only) – page 30

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

- [Housing Delivery and Communities](#) (Communities aspect only) – page 30
- [Commercial Services](#) – page 37
- [Environment and Regulatory Services](#) – page 41
- [Planning and Economic Development](#) – page 49

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 – Q2 2022/23

3.1.1 Q2 2022/23 Chief Executive's summary:

This report for Quarter 2 of 2022/23 describes performance for July to September 2022.

The chapters reflect the senior management structure that was in place and that changed on 1 October with the creation of the Joint Management Team. Future performance reports will have to be reconfigured to reflect the new structure. There may need to be a transition in presentation for the remainder of this financial year.

Ninety-nine percent of service plan actions are completed or on track. Thirty-one percent of key performance indicators were off target in quarter 2; details on mitigating action can be found within the service chapters. Staff turnover is steady over the last year, higher than during the height of the Covid pandemic and lower than before Covid. With uncertainty within the council and in public services, the workforce more generally and in the economy, we might expect to see this rise in the coming months.

Financial forecasts expect a small favourable variance in the General Fund revenue and adverse variance in the Housing Revenue Account revenue. The medium-term outlook, in the context of the economic variables, high inflation and – at the time of writing – uncertainty as to the Government's strategy for funding public services, is not optimistic. There continues to be great financial stress on many local residents and businesses, which in turn will drive demand, constrain income streams and put pressure on other costs, such as pay and pensions. Nevertheless, that Waverley BC is within its current budget year envelope is positive.

The Council joined the nation in mourning the passing of Her Majesty Queen Elizabeth II and supported the Lord Lieutenant's office in activating the various protocols as required. The Mayor, Cllr John Ward, proclaimed the accession of His Majesty King Charles III in a ceremony in the Council Chamber in Godalming.

The end of September saw the change of structure to the new Joint Management Team (JMT), shared with Guildford Borough Council, to implement the decisions of the Full Council since July 2021, supported by the governance arrangements agreed by both councils in April 2022. At this point, I would like to put on record my warm gratitude to colleagues who have been members of Waverley's senior management team over the last few years and who have ably supported councillors to steer the council's services through a time of exceptional challenge. The amazing support that councils provide to communities during times of emergency are a true test of teamwork and leadership, and I have been continually inspired by the commitment and hard work that officers have put in over the last three years. I wish all of the former senior team well in their new roles and for the future, whether within the partnership or outside of it.

The new shared structure was recruited to by the end of September. All three Strategic Director roles and ten of the twelve Executive Head roles were filled. Interim management has been put in place for Legal & Democratic Services and for Planning Development while an external recruitment campaign is underway. The WBC share of the annualised cost of the JMT is £975,000, compared with £1,346,000 for the old structure of a single chief executive, two directors and eight service heads: i.e. a recurring annual saving of £371,000. The overall saving may change further as we put in place the appropriate shared executive support to support the JMT to function effectively across two councils. In any case, the councils' in-year 2022/23 recurring financial targets for the partnership of £150,000 each (which

would be annualised as £300,000 each) are expected to be met. There will be one-off costs (such as redundancy) and savings (from other transitional short-term sharing arrangements) that will be reported when they have been settled, and which are met by the councils' relevant reserves already allocated for such workforce transformations.

Other highlights of quarter 2 were:

- Receiving four new affordable homes in Ewhurst
- Being awarded Green Flag status for ten parks and green spaces
- Opening a public consultation on options to regenerate council-owned sites in Godalming
- Challenging the Secretary of State's decision to permit exploratory oil and gas drilling at Loxley
- Running the latest round of bidding for Community Infrastructure Levy funding

We were very saddened by the news of the passing of Cllr John Gray, who had served Chiddingfold and Dunsfold since 2015.

Looking ahead, the economic situation and its impact on residents and businesses is a key concern. The council has a cost-of-living Executive working group overseeing our response. We are working with our contractor, Biffa, to understand the scale of proposed industrial action announced by the GMB union as a result of the pay negotiations between the union and Biffa, and to consider actions to minimise the impact. With all-borough and parish elections due in May 2023, the officer team has begun its preparations. These elections will include new requirements for voter identification and new ward and polling district boundaries.

Tom Horwood

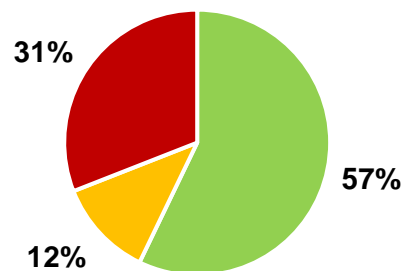
Chief Executive

3.2 Summary of All Corporate Key Performance Indicators per status

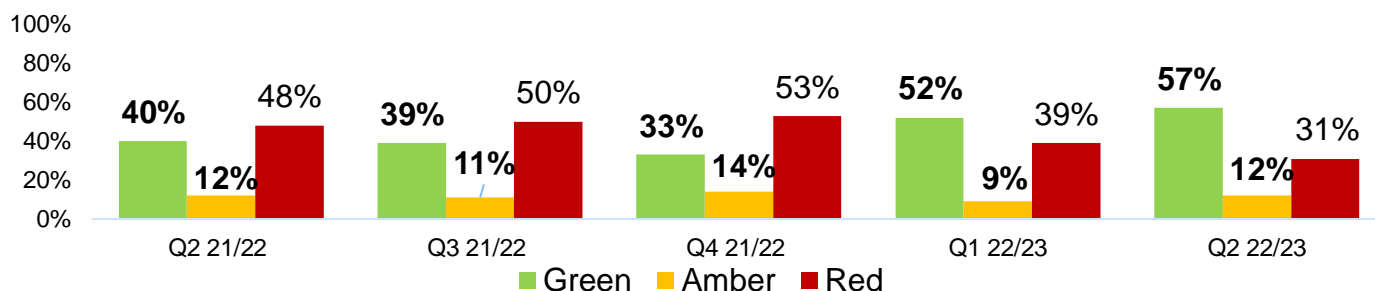
3.2.1 Table with Q2 2022/23 Summary of all corporate indicators with assigned targets

All Corporate KPIs

Total	100%	42
Green on target	57%	24
Amber - less than 5% off target	12%	5
Red - over 5% off target	31%	13
Data only	N/A	19
Data not available or paused	N/A	59



Performance indicators - % per status Q2 2021/22 to Q2 2022/23

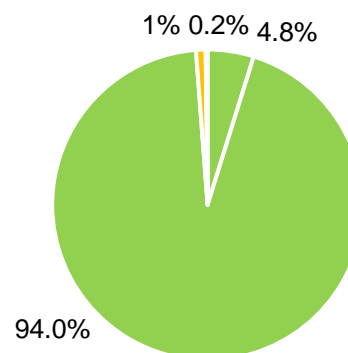


3.3 Summary of Service Plans Progress Status

3.3.1 Table with the overall Q2 2022/23 Service Plans Progress Status

Q2 update on progress of all Service Plan actions 2022/25

Total	100%	502
Completed	4.8%	24
On track	94%	472
Off track - action taken / in hand	1%	5
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0.2%	1



3.3.2 Comment:

At the end of the second quarter, 98.8% of actions were on track or had been completed.

3.4 Summary of All Internal Audit Recommendations

3.4.1 Comment:

The Internal Audit section is included for information only as the scrutiny function for this area falls under the remit of the Audit Committee, which monitors the delivery of Internal Audit recommendations at their quarterly meetings. For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 12 September 2022).

3.5 Summary of All Complaints – Q2 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	0	3	3	3	16	6	7	0
Exceeded Target	0	0	1	1	6	0	1	0
Total	0	3	4	4	22	6	8	0
% within target	100.00%	100.00%	75%	75%	72.73%	100%	87.5%	100.00%
Complaints Outcome								
Upheld	0	0	2	1	11	0	0	0
Partially Upheld	0	1	2	2	1	1	5	0
Not upheld	0	2	0	1	10	5	3	0
Level 1 Subtotal	0	3	4	4	22	6	8	0

Complaints Response Rate per Service - 95% Target								
Level 2 (15 working days)	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
On Time	0	0	2	3	9	0	6	0
Exceeded Target	0	0	0	0	0	0	0	0
Total	0	0	2	3	9	0	6	0
% within target	N/A	N/A	100%	100%	100%	N/A	100%	N/A
Complaints Outcome								

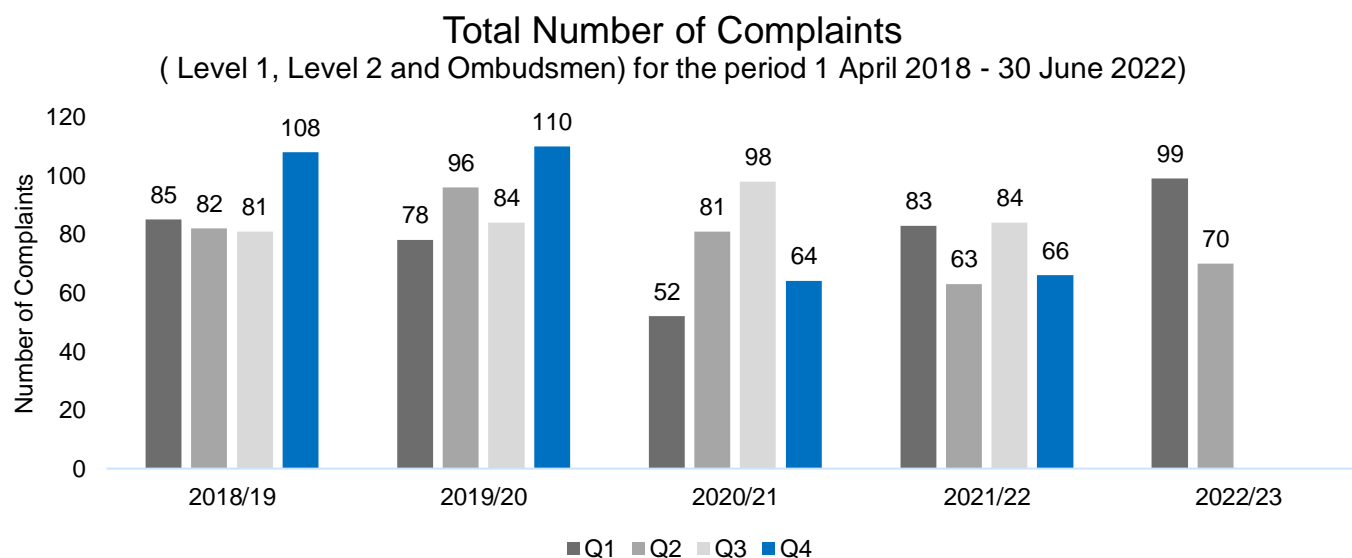
Upheld	0	0	1	1	7	0	1	0
Partially Upheld	0	0	0	1	1	0	2	0
Not upheld	0	0	1	1	1	0	3	0
Level 2 Subtotal	0	0	2	3	9	0	6	0

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

Per Service Subtotal	Business Transformation	Commercial Services	Environment and Regulatory Services	Finance & Property	Housing Operations	Housing Delivery & Communities	Planning & Economic Development	Policy & Governance
L1 + L2 + Ombudsman	0	3	7	7	32	6	15	0

	Number	Response Rate %	Target
Level 1 Total	47	80.85%	95%
Level 2 Total	20	100%	95%
Ombudsman Total	3	N/A	
Total Complaints in Q1 22/23	70		

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



3.5.1 Comment:

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](#).

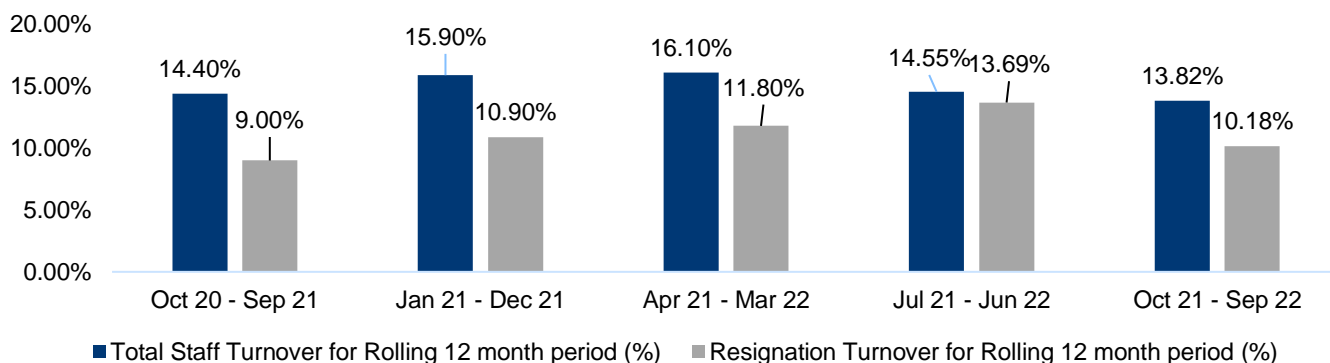
3.6 Summary of Workforce Data – Corporate Overview

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) Q2 21/22 - Q2 22/23



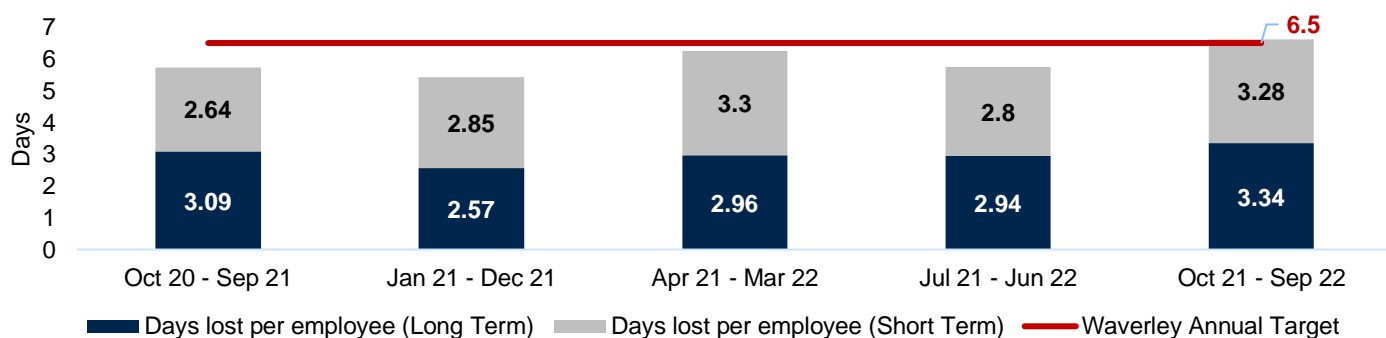
Comment: As can be seen from the above, after reaching a peak in the summer, the rate of resignations has begun to fall and is within anticipated limits. There is however continued concern at recruiting and retaining skills and capabilities to deliver Council services effectively. A detail report on recruitment and retention was sent to the Overview and Scrutiny committee in September as a supplement to the Workforce profile report in June. This recommended several actions to improve Waverley as an employer of choice and these are currently being worked on. This will continue to be a focus over the next quarter.

Sally Kipping HR Manager

3.6.2 Absence Data

Absence Data

Rolling 12 months (Q2 21/22 - Q2 22/23)



Comment: Attendance has continued to benefit from the current agile working practices at Waverley Borough Council and whilst it has slightly risen as you might expect in the Autumn, it is still within expected targets. The management of long-term sickness has seen several cases successfully resolved however this still remains an area of focus. We are aware that concerns about the cost-of-living crisis are impacting on employee’s mental health and wellbeing and as a result of that are running an active wellbeing campaign over the winter months including financial wellbeing seminars. We also expect that the Council will see sickness increase over the winter months due to flu, Covid

and other infections. We are encouraging staff to have their flu vaccine and have agreed to pay for this if they do not receive it free via the NHS.

Sally Kipping HR Manager

3.7 Finance update on budget position and progress against the delivery of General Fund Medium Term Financial Plan (MTFP) – Q2 2022/23

3.7.1 Section 151 Officer summary Q2 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 in the February budget report to Council that the most significant risk to Waverley's finances is inflation and economic volatility. In response to this, the Council has earmarked £1m of General Fund reserve as an inflation contingency on the revenue budget and an additional £1m contingency for the impact of rising costs and delivery impact on capital schemes.

The forecast shown below shows an overall favourable variance of £41k, a recovery from the last quarter adverse variance of £248k on General Fund revenue and £268k adverse variance, a recovery from the £418k adverse variance on HRA revenue budgets. This is mainly due to improvement in income from some services that are suffering from reduced usage from customers. 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.

Peter Vickers, Strategic Head of Finance and S151 Officer

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

At the end of Q2, the financial projections are within the overall MTFP agreed by Council in February 2021, but only by taking account of the inflation contingency that was agreed in the budget. Currently the inflation on utilities costs have been contained within the revenue account budget, however, they are likely to increase further later in the year, the £1m inflation contingency on the General Fund may need to be utilised 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 position has improved and is expected to be back in balance by year end depending on further utilities cost overspends materialising. 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.

Peter Vickers, Strategic Head of Finance and S151 Officer

3.7.3 General Fund Account Summary Table

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
Management Board					
Expenditure	464	464	0	-	7%
Income	-538	-538	0	-	0%
Management Board Total	-74	-74	0	-	42%
Audit					
Expenditure	212	212	0	-	0%
Income	-173	-173	0	-	0%
Audit Total	40	40	0	-	0%
Business Transformation					
Expenditure	5,386	5,376	-10	Favourable	0%
Income	-5,151	-5,159	-8	Favourable	0%
Business Transformation Total	235	217	-17	Favourable	7%
Commercial					
Expenditure	8,707	8,639	-68	Favourable	1%
Income	-5,963	-5,854	109	Adverse	2%
Commercial Total	2,745	2,843	40	Adverse	1%
Environment					
Expenditure	13,366	13,342	-24	Favourable	0%
Income	-9,215	-9,211	4	Adverse	0%
Environment Total	4,151	4,131	-20	Favourable	0%
Finance & Property					
Expenditure	28,430	28,719	4	Adverse	1%
Income	-27,827	-28,759	-472	Favourable	3%
Finance & Property Total	603	-40	-468	Favourable	107%
General Fund Housing Ops					
Expenditure	282	282	0	-	0%
Income	-282	-282	0	-	0%
General Fund Housing Ops Total	-1	0	0	-	0%
Housing Delivery & Communities					
Expenditure	4,540	4,553	13	Adverse	0%
Income	-2,203	-2,207	-5	Favourable	0%
Housing Delivery & Communities Total	2,337	2,345	8	Adverse	0%
Planning & Economic Development					
Expenditure	7,336	7,351	15	Adverse	0%
Income	-4,468	-4,432	35	Adverse	1%
Planning & Economic Development Total	2,868	2,919	150	Adverse	2%

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
Policy & Governance					
Expenditure	7,146	7,166	20	Adverse	0%
Income	-4,094	-4,037	57	Adverse	1%
Policy & Governance Total	3,052	3,129	76	Adverse	3%
Collaboration and Joint working					
Expenditure	115	115	0	-	0%
Income	0	0	0	-	0%
Collaboration and Joint working Total	115	115	0	-	0%
GF Funding					
Expenditure	265	728	463	Adverse	174%
Income	-16,335	-16,334	1	Adverse	0%
GF Funding Total	-16,070	-15,606	464	Adverse	3%
Grand Total	0	-41	-41	Favourable	

Capital

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Capital Business Transformation	883	829	-54
Business Transformation	39	39	-
Engineers ** #	390	336	-54
Facilities	25	25	-
IT	428	428	-
Capital Commercial	3,775	3,775	
Culture	31	31	-
Leisure	417	417	-
Parks & Countryside	1,971	1,971	-
Projects	1,357	1,357	-
Capital Environment	1,193	1,129	-64
Car Parks	634	570	-64
Climate Change & Sustainability	253	253	-
Environment	273	273	-
Environmental Health	33	33	-
Capital Finance & Property	4,964	4,964	-
Finance	10	10	-
Property	4,955	4,955	-

Capital GF Housing	850	850	-
Private Sector Housing	850	850	-
Capital Planning	147	147	-
Economic Development	30	30	-
Planning Policy	117	117	-
Grand Total	10,602	10,508	- 94

** 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

Budget Analysis	£'000
Opening budget	3,409
Carry forwards	3,747
Delayed external funding	1,128
New external funding	32
Vired from revenue	30
New approvals:	
- 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
Approved budget	10,602

HRA summary - Revenue

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Ops					
Expenditure	29,879	29,804	-76	Favourable	0%
Income	-35,543	-35,655	-112	Favourable	0%
Housing Ops Total	-5,664	-5,852	-187	Favourable	3%
HRA funding					
Expenditure	7,720	8,296	576	Adverse	7%
Income	-2,695	-2,695	0	-	0%
HRA funding Total	5,024	5,600	576	Adverse	11%
HRA Strategy					
Expenditure	1,445	1,324	-121	Favourable	-8%
Income	-805	-805	0	-	0%
HRA Strategy Total	640	519	-121	Favourable	-19%

Grand Total	0	268	268	Adverse
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HRA – Core Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	150	150	-
Garage Works	20	0	-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	2,934	-30
Roofing & Associated works	850	750	-100
Structural & Damp works	271	230	-41
Windows & Doors	450	450	-
Grand Total	7,302	7,111	-191

New Build/Stock Remodelling

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	666	472	-194
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	1,200	-1,300
Ladymead	4	4	-
Latent defects contingency	173	173	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,157	94
Pathfield	195	100	-95
Pre-development Expenditure	816	460	-356
HRA Feasibility Studies	590	590	-

Queensmead	1,256	200	-1,056
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Grand Total	14,361	8,658	-5,703

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 – Q2 2022-23

As we moved towards the end of Quarter 2 Service Managers began to direct their thoughts to the new structure with Business Transformation functions being transferred to four different service areas (i.e. Communications and Customer Services, Environmental Services, Assets and Organisational Development). The impact on some areas will be more immediate than on others and this has been reflected in our planning towards the end of the quarter.

IT

Almost all transformation, collaboration or harmonisation work going forward will require IT input to some degree or other. In Q2 the Team have been working closely with their counterparts in Guildford to address the shared Microsoft tenancy aspiration, this covers Office 365 functionality and will make joint working at a practical level much easier for staff working for both Councils. A “discovery” exercise has been commissioned and in Q2 we developed the brief and began the procurement process. Once complete we will know the extent of the work required to enable the two Council’s to move into a shared tenancy. It is very likely that some very significant policy alignment will be required including resolution of the “bring your own device” practice which is facilitated by Waverley but not by Guildford.

The Team is also working very hard on low code development alongside colleagues from the Business Transformation Team. The focus in Q2 was on the Citizen’s Hub, Garden Waste, and our suite of online forms.

The Citizens Hub has gone live, and this is very significant as it is a key step in the provision of a customer portal that will allow more automation and self-service with data moving seamlessly into line of business systems. The Team have been thinking how this might align with Guildford’s system as harmonization opportunities are explored given that we are on very different platforms.

We are also attending to our Disaster Recovery arrangements which will see kit installed at the Memorial Hall which will enable us to continue to function should The Burys be destroyed or incapacitated for some reason.

As is the case in many other services resources is a key challenge for the Team as we look to the future. BAU demand is at such a level that the Team are already stretched to provide the services required of them. Any additional work demanded by transformation/harmonization programmes will need to be commensurately resourced if it is to be delivered in a timely fashion.

Business Transformation Team

Q2 has been something of a hiatus for the Team. One of our two Business Transformation Officers resigned in the previous quarter and our attempts to recruit to the post were unsuccessful. This will be re-visited by the new Head of Service in Q3 in the context of the Team's role going forward.

More positively our new Information Manager has produced plans and strategies to properly manage and use our data asset and we can expect some real progress here as this stream of work comes online which will very much tie in with our low code platform.

Having effectively completed the first Business Transformation Programme of work earlier this year the Team are keen to bring forward a second tranche of work. This has effectively been put on hold whilst the management structure completed but will be very much on the agenda in Q3.

Nevertheless, in Q2 the Team:

- Completed the Economic Development Shared Prosperity Fund submission handing back the legacy work to the ED Team
- Began to re-plan the delayed movement of functionality to the Customer Services Centre (i.e. Parks/Countryside, Housing Options and Revenues demands)
- Continued the work analysing Legal spend
- Continued the work evaluating options around a corporate debt policy.

Customer Services Team

This quarter we saw the Citizen's Hub go live in the service centre which as it is developed will see transformational change for both service users and staff alike. We also saw the Garden Waste low code build go into test. This has been a very complex build involving a number of moving parts including customer records, payment systems, the contractors operating system and line of business systems and has been a real challenge for the IT, Business Transformation and Customer Service Teams who have worked together on this project. The end is in sight now and the learning will be invaluable as we move forward with other builds.

In quarter two as part of our resilience planning, we have decided to change around Team Leaders functional responsibilities so they can develop expertise in another service area. These plans will actually come into effect in Q3.

It has also been very encouraging to see a number of our Customer Service Officers benefit from the career grade opportunity introduced when we set up the Customer Service Centre. This enhances our prospects of retaining staff, which is good for the organisation, service users also benefit from the fact that our team members are developing the expertise required to meet their needs.

Engineers

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

- Working with the Environmental Services Team on this year's car park maintenance programme
- Working with the Parks and Countryside Team on pavilion improvement work with the current focus being on Lower Bourne
- Planning for the drainage and car park works at Farnham Park.

Our flood prevention work is slightly less predictable but importantly we have secured agreement with Surrey County Council for them to fund the ditch clearance work at Elstead.

Towards the very end of the quarter, we saw a flooding incident in Haslemere which was unexpected as it is not one of our identified "wet spots" which we keep under continual surveillance. We believe the incident was precipitated by some vegetation clearance work which was not removed from site and

clogged up a sewer. However, Surrey County Council are the lead flood agency, and they are investigating the incident and will report back in due course when we will see what mitigation work might be necessary to prevent a future incident.

Facilities

Council Chamber - We have now installed the power supply components which had failed and led to problems with the smooth operation of meetings on one or two occasions.

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

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

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

Cleaning - Retaining and recruiting cleaners continues to be a challenge in the current employment climate. We have worked with the Housing Service to enhance the service on our estates assisted by external funding. We have though for a number of years provided cleaning services to Godalming and Farnham Town Councils, but these are proving increasingly difficult to service and we are talking to both Councils about alternative arrangements.

David Allum, Head of Business Transformation

4.2 Key Performance Indicators Status

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

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	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	32,816	Data only
BT2	Percentage of external enquiries dealt with at first point of contact by CSC team	%	New PI for 2022/23			84.12%	82.26%	*

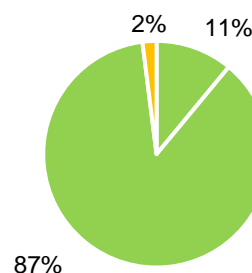
* Target for BT2 to be introduced once clear trend emerges.

4.3 Service Plans – Progress Status

4.3.1 Summary Table and Pie Chart

Q2 Business Transformation Service Plans 2022/25

Total	100%	46
Completed	11%	5
On track	87%	40
Off track - action taken / in hand	2%	1
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 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		Work continuing on all three contracts at the present. Alternative arrangements being explored with Farnham and Godalming TCs but with no agreed exit strategy as yet.

4.4 Internal Audit Actions Progress Status

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

4.5 Complaints Statistics

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

Q1 22-23 Business Transformation

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

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

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 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

No complaints were received this quarter.

4.6 Finance Position at the end of the quarter

4.6.1 Service's General Fund Account Table

Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
Business Transformation					
Expenditure	5,386	5,376	-10	Favourable	0%
Income	-5,151	-5,159	-8	Favourable	0%
Business Transformation Total	235	217	-17	Favourable	7%

Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Business Transformation	39	39	-
Engineers	390	336	-54
Facilities	25	25	-
IT	428	428	-
Capital Business Transformation	883	829	-54

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 – Q2 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, Strategic Head of Finance and Section 151 Officer

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		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	56.8%	84.9%	98.3%	29.2%	56.5%	49.5%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	43.5%	71.3%	98.1%	25.5%	49.8%	49.5%
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	98.2%	98.3%	97.4%	93.8%	96.7%	98%
F4	Time taken to process Housing Benefit new claims (lower outturn is better)	Days	11	10	11	11	10	Data only
F5	Time taken to process Housing Benefit change events (lower outturn is better)	Days	5.5	6	3	5	6	Data only

5.2.2 Comment:

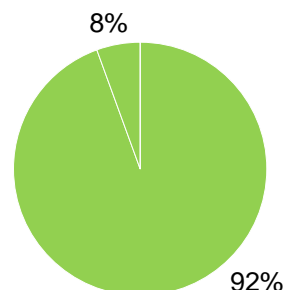
F3 – A review of the target in 2021-22 resulted in the target being lowered from 99% to 98% for Q1 2022-23. A drop in the performance of percentage of invoices paid within 30 days in Q1 was a result of staff movement and actions have been taken and performance has improved.

5.3 Service Plans 2022/23

5.3.1 Summary Table and Pie Chart

Q2 Finance and Property Service Plans 2022/25

Total	100%	36
Completed	8%	3
On track	92%	33
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred /Transferred	0%	0



5.4 Internal Audit Actions Progress Status

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

IA22/10.001.1 Policies and Procedures

IA22/10.001.2 Dedicated debt area on website

IA22/10.003.1 Monitoring Information

IA22/10.003.2 Monthly Debt Report

IA22/10.003.3 Exception Report

IA22/10.004.1 Debt Suppressions

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 12 September 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		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	3	8	4	6	4	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	2	5	3	5	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	67%	63%	75%	83%	75%	95%

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

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	2	2	0	2	3	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	2	2	0	2	3	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	100%	N/A	100%	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 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
Finance & Property					
Expenditure	28,430	28,719	289	Adverse	1%
Income	-27,827	-28,759	-932	Favourable	3%

Finance & Property Total	603	155	-643	Favourable	107%
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5.6.2 Summary Comment on General Fund position at the quarter end

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

5.6.3 Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Finance	10	10	-
Property	4,955	4,955	-
Capital Finance & Property	4,964	4,964	-

5.6.4 Treasury management

Treasury management performance is reported in the table below to the period ended September 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	£82.3m	151	£1.42m forecast	£390,000	1.21%	2.25%

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 – Q2 2022/23

Work completed during Quarter 2 included:

1. The convening of two standards panels, held in public, to consider complaints alleging misconduct by two Town Councillors within the Waverley area.
2. A review of the Council's Constitution (at the request of Full Council) and the development of proposals for change and improvement for subsequent consideration by the Standards and General Purposes Committee and Full Council.
3. Continuing to support the legal, democratic, communications and HR workstreams of the Guildford and Waverley collaboration initiative. During quarter 2 the focus was on supporting the consultation and selection process for new Joint Executive Heads of Service which took effect on 1 October 2022.
4. Supporting the establishment and first meeting of the Council's new Cost of Living Executive Working Group.
5. Coordinating the Borough Council's Community Governance Review process. During the quarter, final recommendations, which took account of the consultation process held in the previous quarter, were put to the Executive and subsequently to Full Council.
6. Supporting a busy programme of committees, including Overview and Scrutiny Committee meetings and working groups. During the quarter, the reports from the O&S working group on housing allocations were taken forward to the Executive.

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

Robin Taylor

6.2 Key Performance Indicators Status

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

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
HR1a	Total Staff Turnover for Rolling 12-month period (%) (data only)	%	14.40%	15.90%	16.10%	14.55%	13.82%	Data only
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	5.73	5.42	6.26	5.74	6.62	6.52
	ref. HR2a - Short term Sickness Absence	Days	2.64	2.85	3.30	2.8	3.34	6.52

	ref. HR2b - Long term Sickness Absence		3.09	2.57	2.96	2.94	3.28	
PG1a	The number of complaints received - Level 1 (data only)	No.	38	71	53	64	47	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	84%	83%	82%	67%	80.85%	95%
PG1b	The number of complaints received - Level 2 (data only)	No.	23	33	13	31	20	Data only
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	91%	97%	92%	87%	100%	95%
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	112	140	177	No data (see below)	108	Data only
PG3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	89.29%	75.00%	88.00%	No data (see below)	72.22%	100%
PG4a	Number of Data Protection Subject Access Requests received.	No.	2	5	5	No data (see below)	14	Data only
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	100%	100%	60%	No data (see below)	92.86%	100%
PG5a	Number of Local Land Charge searches received.	No.	516	428	392	435	506	Data only
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	15%	98.5%	100.0%	99.50%	100%	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	16.33	48 hours
PG6b	Total Number of Media Enquiries received in a quarter.	No.	New indicator for 2022/23			28	35	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	19.5	24 hours
PG6d	Total number of social media posts received in a quarter.	No.	New indicator for 2022/23			966	1010	Data only

6.2.2 Comment:

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.

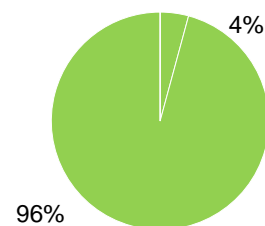
The timeliness of complaints responses at levels 1 and 2 (PG2a and PG2b) has improved but is still more than 5% off target at level 1.

6.3 response Service Plans – Progress Status

6.3.1 Summary Table and Pie Chart

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

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

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 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%

6.5.3 Summary Comment on the complaints statistics

There were no complaints received about the service.

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
Policy & Governance					
Expenditure	7,146	7,166	20	Adverse	0%
Income	-4,094	-4,037	57	Adverse	1%
Policy & Governance Total	3,052	3,129	76	Adverse	3%

6.6.2 Summary Comment

The forecast £76,000 (3%) adverse financial variance arises from expenditure on agency staffing where it has not been possible to secure permanent appointments in key roles within the service.

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 – Q2 2022/23

The second quarter of the year saw the embedding of the new responsive repairs and void contract and progress on planned and compliance works whilst working through a heatwave. Recruitment challenges continue to impact the team's resources and capacity.

The team are raising c850 responsive repairs jobs per month. The number of overdue jobs is closely monitored and managed to prevent a backlog building up. Around 200 overdue jobs are expected and manageable. It is noted that difficulties in recruitment of operatives for flooring, roofing and groundworks has had an impact on overdue jobs.

All of the 2022/23 planned works programmes have commenced with roofline works, external decorations, and the team committed to delivering 50 kitchen and 75 bathroom replacements and 105 windows and doors. Works have also started at Vernon Court to replace the damaged boundary wall, due to be completed by November 2022.

There are two vacancies within the planned works team for a Surveyor and Quality Assurance Officer– the adverts received a very low application response and no suitable applicants to interview. An interim agency officer was appointed, and the roles will be readvertised in Q3.

We have been unable to fill the Strategic Asset Manager post, a key role to deliver the housing asset management strategy and stock condition survey. An internal interim resource took over the stock condition survey project and discovered it was not as advanced as assumed. The project has since progressed with market engagement in July and August. Work has progressed on the contract specifications; care is being taken to ensure the survey covers all property details and there are clear data management directions. The tender is due to be published in December 2022/ January 2023 and surveys start April 2023. Once the survey work is commenced live data will be reported to Waverley on a regular basis which will feed into work programmes. The full survey results are expected to take up to 24 months from commencement

of the fieldwork. The stock condition survey will refresh the existing data already held on properties.

The Compliance team have progressed a range of works over the summer.

- Awarding the tender to install Carbon Monoxide detectors to all homes which contain a combustion appliance (excluding gas cookers) in the autumn.
- Retendering the gas contract for annual safety checks, servicing and responsive repairs.
- Commencing two new asbestos contracts in August, one to survey homes and the other for asbestos removal.
- Project managing fire safety works, the new programme at Falkner Court and the snagging list at Riverside Court.

An accidental fire at St James Court, Farnham saw the development of cross team project group to respond to the situation. The team communicated effectively with tenants through meetings and letters to explain the situation, notify of arising works and give assurances on the fire safety of the building.

I am pleased to see the progress the Senior Living Team have made on the action plan following the tenants consultation last year. Most actions have been completed with clearer communications to tenants and more partnership working with the Tenants Panel and property services teams, to achieve best outcomes for tenants.

The Rent Accounts Team are also facing a recruitment challenge with a vacant post since summer 2021, one officer on long term sick since January 2022 and short-term agency support. However, the team are managing to maintain rent arrears at under 1% of total rent due and continue to support and signpost tenants with financial challenges to ensure they maintain their tenancy. There has been an increase on the number of Notice Seeking Possessions served, 18 in Q2. Notices are served where tenants have not engaged with the Rent Accounts Officer to demonstrate the seriousness of arrears and to prompt contact for a conversation and repayment plan. The team will always consider the affordability of a repayment plan and consider the long-term stability of repayments.

The Housing Management team have successfully recruited four new team members, following the promotion of former officers. The new officers will complete induction training during Q3, meeting tenants, the Tenants Panel and Ward Members.

In July the Service Improvement Team hosted an awayday to assist the new Resettlement Team to identify their vision, priorities and facilitate the handover from Housing Management to Communities Service.

I continued to work with the Head of Housing Delivery and Strategy and the Head of Finance to complete a strategic review of the HRA Business Plan. Fulfilling the commitment to review the future funding challenges for new homes, stock improvements and energy efficiency of homes. The review outcomes and recommendations were drafted at the end of September and will be shared with the Landlord Service Advisory Board and Resources Overview and Scrutiny Committee in late Autumn.

I am also working with Human Resources to seek ways to address the recruitment challenge. The housing team leaders were invited to Job Description training in July to refocus and simplify person specifications and thus the application process.

The Service Improvement Team attended and gave evidence to the Executive Working Group on the Cost-of-Living Crisis. The team prepared Homes and People, the tenant's newsletter,

with a focus on the support available to those with financial challenges, as well as promoting home safety, senior living and opportunities to get involved.

And finally, I'd like to recognise the Lucas Fields project team as my Star team for Q1. Following the development of the Residents Group in January 2022, work has continued to progress on the action plan to improve the community spaces. Work has been completed on pathways to ensure the safety of residents and a new path laid to access the outdoor communal garden. I was also delighted to see the start of a green pilot project in the area. Two solar powered lamp posts have been installed to improve security. Both initiatives have been warmly received by the Residents Group and supported by local Councillors.

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

Housing Operations - Hugh Wagstaff								
KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.96%	1.18%	0.79%	0.84%	0.88%	1%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	29	28	26	28	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	99.9%	99.5%	99.9%	99.7%	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022			79%	77%	90%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	15	15	40	12	20	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022			58%	68%	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	22%	15%	32%	39%	14%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter. (higher outturn is better)	%	Suspended until July 2022					95%

7.2.2 Comment:

HO1 - as at end September total arrears £273k against estimated gross debit of £30.85m

HO2 – relet 88 homes an increase from 67 in Q1. Target remains challenging but some improvement of days.

HO3 - the Compliance Team have been managing the gas contractor's performance intensely, with a new interim Gas Contract Manager. To ensure that gas servicing and breakdowns are managed over

the winter period an action plan and risk log has been implemented. The team are also retendering the gas contract for annual safety checks, servicing and responsive repairs.

HO4 and 5 -

There continues to be challenges with the responsive repairs and voids service, but the team are working well together and seeing gentle improvement and progress in performance. It is noted that difficulties in the recruitment of operatives for flooring, roofing and groundworks has had an impact on number of overdue jobs.

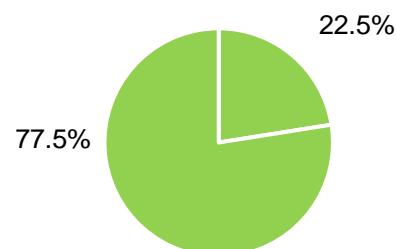
HO6 – 173 tenancy audits were completed and recorded by the team during July, August and September against quarterly target of 364 (47%). The housing management team had staff vacancies through the summer which impacted performance. Propose the amendment of KPI to reflect the number completed not % appointments kept, thus the focus will be on the number of tenant contacts against the target.

7.3 Service Plans – Progress Status

7.3.1 Summary Table and Pie Chart

Q2 Progress on Housing Operations Service Plans 2022/25

Total	100%	40
Completed	22.5%	9
On track	77.5%	31
Off track - action taken / in hand	0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: All service plan actions are on track or have been completed. The new Executive Head of Housing is reviewing and reprioritising the service plan. The Landlord Service Advisory Board received a mid-year progress review report in October 2022.

7.4 Internal Audit Actions Progress Status

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

7.5 Complaints Statistics

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

Q2 22-23 Housing Operations – Level 1 Complaints

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	22	21	29	29	22	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	21	19	25	22	16	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	95%	90.48%	86%	76%	73%	95%

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

Q2 22-23 Housing Operations - Level 2 Complaints

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	5	7	11	9	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	6	5	7	10	9	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	100%	100%	91%	100%	95%

7.5.3 Summary Comment on the statistics

There was a reduction in the total number of complaints and in the number of late responses from Q1. However, the performance is not reflected in the percentage target. The majority of complaints were regarding responsive repairs and the team faced challenges with complex investigations. Tenants were contacted and kept informed of the case progress. Of the six out of time cases there was an average of five days delay, one case 16 days overdue, a second case seven days overdue and four cases three or less days. One case related to housing management, but the tenant did not engage with the investigation during the timeframe, which resulted in an overdue response.

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
General Fund Housing Ops					
Expenditure	282	282	0	-	0%
Income	-282	-282	0	-	0%
General Fund Housing Ops Total	-1	0	0	-	0%

Housing Revenue Account					
	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Ops					
Expenditure	29,879	29,804	-76	Favourable	0%
Income	-35,543	-35,655	-112	Favourable	0%
Housing Ops Total	-5,664	-5,852	-187	Favourable	3%

Capital - HRA

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Communal & Estate works	150	150	-
Garage Works	20	0	-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	2,934	-30
Roofing & Associated works	850	750	-100
Structural & Damp works	271	230	-41
Windows & Doors	450	450	-
Grand Total	7,302	7,111	-191

7.6.2 Summary Comment

The General Fund Account relates to the budgets for Afghan, Syrian and Ukrainian Refugee Projects. The expenditure is met by central government grant funding.

The HRA revenue budget variance is due to staff vacancies, a greater than forecast income on investments and savings on cyclical maintenance programme. However, whilst looking favourable it should be noted that there is a forecast budget overspend of £576k due to inflation this year.

The HRA Capital table indicates where spend has not occurred as expected, due to delay, capacity issues or reprioritisation of work and projects.

- Garage Works – variance as planned works cancelled, following the proposal to move the portfolio to the General Fund.
- MRA programmed work - variance is due the postponement of a Metering Survey Project, which will now be included in the Stock Condition Survey, next year.
- Roof and associated works – the variance relates to energy efficiency works. There has been an initial low take up of insulation, although further promotion and targeting is now in place. Other energy works have been reprioritised as to be advised by stock condition survey.
- Structural and Damp works – variance due to reduction in programme, remodelling works not to be progressed this 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 – Q2 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

Housing D C - Andrew Smith								
KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
HD1 (NI)	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	2	3	3	4	3	<5
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	4	0	73	0	7	Data only
HD3	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	0	29	39	37	76	Data only
HD4	Total Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	30	32	82	84	104	Data only
HD4a	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.	30	30	82	63	104	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	0	2	0	21	0	Data only

8.2.2 Comment:

HD2 - In addition to the above, an off-site affordable housing contribution (commuted sum) of £245,761 was secured on the Mann & Co site, Cranleigh (Churchill developments) on 31.08.22.

A commuted sum of £267,992 was received on 22.09.22 in lieu of affordable housing at Penwerris, 51 Horsham Road, Cranleigh (WA/2018/0572)

8.2.3 Affordable Homes Delivery

The details on all affordable homes delivered during Q2 2022-23 (ref. HD4) are listed below, including information on units, tenure, location and provider

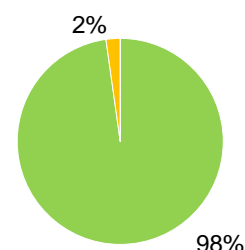
UNITS	TENURE	SCHEME	PROVIDER	COMPLETED
45	45 Affordable Rent	45 @ 5-21 Weyhill, Haslemere	Abri	16.09.22
14	14 Affordable Rent	Battershall Green, Farnham	Aster	20.09.22
4	4 Shared Ownership	Folly Hill, Farnham	Aster	08.07.22 & 22.09.22
11	11 Affordable Rent	Ockford Park, Godalming	Southern	03.08.22 & 02.09.22
3	3 Shared Ownership	Heron House, Catteshall Lane Godalming	Heylo	16.08.22 & 19.08.22
27	12 Affordable Rent; 15 Shared Ownership	West Cranleigh Nurseries (Knowle Park Initiative)	A2 Dominion	11.08.22

8.3 Service Plans – Progress Status

8.3.1 Summary Table and Pie Chart

Q2 Progress on Housing Delivery & Communities Service Plans 2022/25

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
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8.4 Internal Audit Actions Progress Status

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

IA21/17.002.2 Annual WBC Safeguarding Report

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 12 September 2022)

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	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	0	2	0	3	6	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	0	2	0	2	6	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	N/A	67%	100%	95%

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

KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	5	0	2	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	5	0	2	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	N/A	100%	N/A	100%	N/A	95%

8.5.3 Summary Comment on the statistics

All complaints were completed on time.

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

Housing Delivery & Communities					
Expenditure	4,540	4,553	13	Adverse	0%
Income	-2,203	-2,207	-5	Favourable	0%
General Fund Housing Ops Total	2,337	2,345	8	Adverse	0%

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
HRA Strategy					
Expenditure	1,445	1,324	-121	Favourable	-8%
Income	-805	-805	0	-	0%
HRA Strategy Total	640	519	-121	Favourable	-19%

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	472	-194
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	1,200	-1,300
Ladymead	4	4	-
Latent defects contingency	173	173	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,157	94
Pathfield	195	100	-95
Pre-development Expenditure	816	460	-356

HRA Feasibility Studies	590	590	-
Queensmead	1,256	200	-1056
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Grand Total	14,361	8,658	-5,703

8.6.2 Summary Comment on revenue position at the quarter end

The General Fund adverse expenditure relates to staffing.

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 – Q2 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.

It is pleasing to see the continuing growth of the health & wellbeing activities across the contract, these were the last elements of the contract to be reinstated following the pandemic.

In this quarter a working group of stakeholders carried out a site visit to an operating community hub in southeast London. The visit was extremely useful and will inform the next steps of the wider new Cranleigh leisure Centre project. Health as well as community groups attended seeing for themselves the value of an integrated approach to health further stakeholder engagement will take place over the coming months.

The release of the tender documents for the leisure contract has attracted significant interest and this quarter has been spent answering numerous clarification questions. This work will enter the final stage in quarter 3 when the tender returns are expected.

Greenspaces Team

Use of our green spaces continues to be popular during the second quarter with the team responding appropriately. The difficulties of ordering parts for playground repairs have been extreme, with lead in times stretching to months. We will continue to chase these elements and will ensure any issues are communicated through our website.

Following Surrey County Council's termination of the verge maintenance agreement from April 2023 work has begun on extrapolating the mapping detail from Waverley's main ground maintenance contract. Discussions are ongoing with our contractor regarding the impact of this decision on the remaining years of the contract. In addition, work has begun on a communications plan for the transfer of maintenance responsibilities back to Surrey as the specification for the cutting regime could be significantly different and some land abuts Waverley owned land where consideration will need to be given on how we manage the interface.

Building Control & Street naming

Building Control plan checks have improved this quarter and it is pleasing to announce a successful appointment of a new surveyor taking the team back to its full complement from quarter 3 onwards. Work continues of understanding the impact of the impending changes to Building Control regulations with members of the management and team attending webinars regarding these changes. The full impact is not yet known but there will invariably be an impact upon how the service operates going forward.

Performance remains strong with income levels remaining in line with budget however it expected to be hit in future quarters as the rising cost of living and construction costs slows the construction market. Although largely out of our hands the team are aware of these risks and continue to focus on increasing market share.

Waverley Training Services (WTS)

It has been a strong quarter for WTS and it was especially pleasing to see so many of our learners attend the graduation service at Guildford Cathedral. It is a demonstration of the skills and commitment of both the learners and the tutors to see so many successful and happy faces. This quarter has seen the service maintain its Matrix Accreditation, which is a quality assurance assessment, and ensures that the funding agencies continue to use WTS

Projects

Brightwells Yard continues to be constructed with the finished product now starting to emerge. It was disappointing to see Marks & Spencer leave the scheme however we have been assured that there is still a significant commercial interest in the scheme but as yet have not been given names of any operators.

Early engagement continued throughout this quarter on the Central Godalming Regeneration Scheme with a large response received to the online questionnaire; open days at 69 High Street and the webinar. All these comments will be used to inform the project going forward.

Finally, a grant submission was made to the Arts Council (MEND2) for the repairs needed to the Museum of Farnham. We have also met Arts Council representatives on site to go through the details of the scheme. More information has been requested but we won't know the outcome of the bid until early in 2023.

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		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q1 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	297,147	282,963	333,920	370,120	373,127	370,993
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	No.	No service	No service	No service	2,415	2,920	Data only
C4	Percentage of complete building control applications checked within 10 days (higher outturn is better) (P8)	%	92%	98%	94%	73%	93%	80%
C5	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1625	1598	1552	1541	1512	Data only
C6	Total number of Careline calls per quarter (data only, no target set)	Calls	5660	6734	7250	5733	5359	Data only
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	100%	100%	100%	100%	100%	95%
C8	Apprentice overall success rate per quarter (higher outturn is better)	%	75%	75%	75%	75%	75%	75%
C9	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	75%	80%	70%	70%	70%	70%
C10	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	25	25	28	18	18	Data only
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	80%	45%	100%	100%	97.62%	95%

9.2.2 Comment:

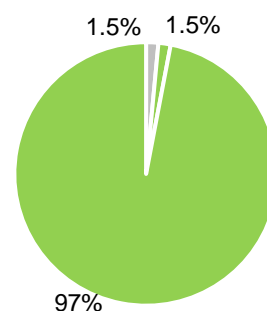
All KPI's are positive, and the teams continue to work hard to maintain this level.

9.3 Service Plans – Progress Status

9.3.1 Summary Table and Pie Chart

Q2 Progress on Commercial Services Service Plan 2022/25

Total	100%	67
Completed	1.5%	1
On track	97%	65
Off track - action taken / in hand	0.0%	0
Off track - requires escalation	0.0%	0
Cancelled / Deferred / Transferred	1.5%	1



Comment:

All service plans are complete 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	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	1	2	4	1	3	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	1	4	1	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	50%	100%	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	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	0	1	0	0	0	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	0	1	0	0	0	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	100%	N/A	N/A	N/A	95%

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
Commercial					
Expenditure	8,707	8,639	-68	Favourable	1%
Income	-5,963	-5,854	109	Adverse	2%
Commercial Total	2,745	2,843	40	Adverse	1%

Capital

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

Culture	31	31	-
Leisure	417	417	-
Parks & Countryside	1,971	1,971	-
Projects	1,357	1,357	-
Capital Commercial	3,775	3,775	-

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 3.

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 – Q2 2022/23

Quarter 2 saw a significant return to normality in spite of increasing cases of Covid infection in the community. What can be seen from the reports below is that the long-term impact of Covid and the way it has changed some businesses and ways of working significantly and in the longer term. Getting businesses back on track continues to be extremely challenging, and we have had to deal with some significant incidents and accidents as well during this quarter. I have to thank all of team for their continued enthusiasm and commitment to maintaining and delivering quality services in spite of the additional pressures they have been under, and I am sure Members would wish to do the same.

Environmental Health Food and Safety Team

The Food and Safety team has continued to work in accordance with the Food Standards Agency timetable to recover its full food hygiene inspection service. As a result, 124 inspections of food business have been undertaken during Q2. The standards of food hygiene within businesses have been reported by officers as mixed, with many small caterers struggling to employ a stable workforce and deliver necessary training to support good food hygiene practices. This is against the backdrop of an increase in the number of new food businesses opening within Waverley with 53 new food business registrations being received during the quarter. Of the 124 food businesses inspected, 14 were rated as unsatisfactory (FHRS rating of 0,1,2), 75 received written warnings and 3 hygiene improvement notices were issued. 20 revisits were also undertaken to ensure that standards were improved.

During the quarter, the service has seen an increase in complaints from the public about hygiene standards observed within food businesses (12), and also complaints about alleged food poisoning (12). Official notifications have remained fairly stable with 67 infectious disease investigations taking place. However, there has been an increase in cases of more serious infectious disease including those involving STEC E. coli, Paratyphoid and Legionella.

With regard to health and safety enforcement, the service has undertaken a 'Gas Safety in Catering Premises Project' during Q2. In line with national guidance 14 of the most high-risk catering settings have been contacted to confirm their compliance with gas safety requirements. Of these, 11 have required follow-up inspection, with two premises being issued an improvement notice to formally deal with non-compliance, and prohibition notice to deal with imminent risk to health.

The service has received 19 accident notifications during Q2, one being categorised as major, resulting in the service of a prohibition notice for imminent risk and proceeding to formal investigation. Alongside this the service is awaiting Crown Court dates for pursuance of an ongoing major accident investigation involving a Waverley based business premises.

Environmental Protection Team

During Quarter 2 of 2022/3 the Environmental Protection Team dealt with the following requests for service:

Complaint type	2021/22 full year	Qtr 1 2022/23	Qtr 2 2022/23
Noise complaints	426	133	167
Planning consultations	907	183	192
Requests for information	521	97	106
Temporary Event Notice Consultations	559	286	143
Premise License Consultations	59	20	18
Bonfire Complaints	120	32	21
St Trading requests for service	119	16	21
Pest control complaints	100	13	18
Various other requests for service	498	114	142
Total	3309	894	828

The Environmental Protection Team have also:

- Dealt with 28 more complex cases
- Resolved a long running case about noise from deliveries to a supermarket during the night, working with Planning
- Progressed collation of 3 prosecution bundles of information, and a bundle for an appeal against conviction
- Been to Licensing Committee in respect of 2 street trading applications (a third was pulled at the last minute)
- Served 1 notice to try and progress a long running bonfire complaint
- Reviewed numbers of land contamination reports for the Dunsfold development, and tendered for expert opinion
- Worked to inspect and issue animal welfare activity licences. In April 2022 43 activities were licensed.
- Published the ASR 2022, reviewed feedback from Defra and wrote a report for Members
- Started work on a tender to manage our air quality monitoring stations and data

- Worked with consultants and an Air Quality Steering Group to progress a review of the Council's Air Quality Action Plan and develop a Clean Air Strategy for Waverley. The first stakeholder meeting took place on 13 September.
- Worked with the Surrey Air Alliance to:
 - put a revised programme to Defra for a project to promote EV taxis
 - support SCC's application on behalf of local authorities in Surrey for a Defra grant to raise awareness about solid fuel burning and impacts on air quality
 - support Surrey Hartlands CCG on development of a paediatric asthma toolkit, including air quality impacts

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 is slowly recovering following the fare increase agreed in June, but cost of living and fuel cost continue to impact the trade. New applicants taking knowledge tests have increased from 6 in the 1st Qtr. to 10 in the 2nd Qtr. Routine driver and vehicle checks were also carried out over the quarter and 9 new taxi complaints were investigated. 5 House to House Collections and 12 Street Collections were approved.

Temporary Event Notices have dropped to 135 applications during the quarter after the surge in the 1st Qtr. due to the Queen's Jubilee.

Licensing Act 2003 applications have remained constant with 4 new premises licence applications, 2 applications for variations of licence conditions, 5 applications for minor variations, 2 transfers of premises licence, 18 variations of designated premises supervisor (DPS) and 3 joint transfer and vary DP applications were processed.

The licensing team also carried out 14 routine inspections of licensed premise and 15 joint inspections with the Police following complaints from residents.

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

5 House to House Collections and 12 Street Collections were approved.

Emergency Planning – Q2:

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

The council's resilience was tested during responses to heathland fires, very dry conditions and most recently water outages. The team worked closely with other agencies and Guildford Borough Council colleagues to ensure we were ready to respond when requested by the Emergency Services. During one particular incident, response staff worked extremely hard over a weekend period during a large water outage to ensure the community continued to receive support throughout. Work is underway between emergency planning teams at Guildford and Waverley Borough Councils to review and combine emergency plans and procedures moving forwards.

Events Safety has continued to be a key focus during Q2, particularly due to multiple upcoming bonfire events which required a Safety Advisory Group meeting. The team organised and participated in

Safety Advisory Groups assessing the safety risks for bonfire events in Farnham, Cranleigh and Chiddingfold, alongside partner agencies and Emergency Services.

In the background, the team has continued to complete their corporate Health and Safety responsibilities, finalising the review process for H&S policies and procedures, auditing and strengthening health and safety governance and reporting systems in place, as well as working with Housing colleagues to achieve safety compliance across WBC housing stock.'

Environmental Services

The Environmental Services Team has continued to work with our waste contractor to improve services around Waste and recycling and street cleansing, as the recovery from covid continues. We have seen a number of small but high impact covid outbreaks, with the impact arising from the immediacy of the covid cases causing short notice cancellations and the need for supervisors and other staff to be employed into driver roles. This is on top of the national shortage of HGV drivers which continues to impact the service, and although Biffa have allocated a number of trainee driver roles to the Waverley contract, these will not flow through the system for some time as yet.

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

Although the defined missed bin numbers are low, repeat disruption in some locations has continued to be an issue; as previously reported, caused by unfamiliar drivers and crews being deployed to collection rounds due to the issues raised above. In addition, some rounds were being affected more often than others and officers have asked Biffa colleagues to ensure that where operationally possible, the impacts of such issues i.e. short notice round cancellation and recovery; are spread more evenly across the Borough.

The garden waste service has seen customer numbers drop during the year, and whilst there seems to be no clear pattern for this, it may be caused the extremely dry summer, with little waste for many customers, or perhaps for some, the cost-of-living increases. We have also seen significant increases to the cost of waste bins that we purchase and will look to increase our prices to those buying bins to make up for this in the budget setting process.

In terms of street cleansing, we saw some issues with longer term absence through non-work-related injury and illness, which impacted especially on street litter bins emptying. However, the general standard has been very high, with additional support provided for specific events such as Britain in Bloom inspections.

Officers also finalised an agreement giving more flexibility in cleansing of already clean streets, with the aim of improving response to cleansing complaints and incidents.

It should be noted that we were also advised very early of a dispute between Biffa and some its staff who are members of the GMB and that planning has been ongoing since August for potential industrial action.

In addition to the contracted services, the officer team has also been improving the effectiveness of our work around envirocrimes. This work is very resource intensive but the clear request from councillors has been moved forward further, with every fly tip being examined for contact evidence and both Fixed Penalty Notices and prosecutions being moved forward. As well as littering and abandoned vehicle cases the Borough is seeing significant numbers of fly tips of quite obviously commercial waste, especially in the A3 corridor and around Cranleigh, and we are in the process of obtaining approval for covert CCTV use in some areas.

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. People within Waverley are now using electronic payments more than cash. We have hit the milestone of a million electronic transactions to pay for parking within our carparks since January, this month.

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

We have refurbished 4 carparks within this quarter with Tanners Lane Haslemere, Chestnut Ave Haslemere, Queen Street Godalming and St James in Farnham getting much needed updates to allow our carparks to be a safe environment for all users. South Street Farnham currently being worked on with a lift refurbishment and new staircase to improve access to the lower level of the car park, this is due to complete by the end of the year.

Sustainability Team

The second annual update of the Carbon Neutrality Action Plan was reported to the Services Overview and Scrutiny Committee on 20 September and then to the Executive on 4 October. 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 has been necessary in updating the document.

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.

Discussions are continuing with our waste contractor to examine the potential options for decarbonising the waste collection fleet.

Working with SCC, Q2 saw the completion of stakeholder engagement for the Waverley Local Cycle and Walking Infrastructure Plan (LCWIP). Scheme prioritisation and detailed measures were finalised, in preparation for LCWIP document review, delivery and adoption in Q3.

In addition to the progress on the overall (cycle route) infrastructure plan, SCC secured funding for the detailed design of the key Guildford – Godalming Greenway spinal route. WBC secured an additional £75k of funding from the UK Shared Prosperity Fund to support design and construction of the related Godalming Greenway Gateway.

Richard Homewood, Executive Head of 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		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
E1*	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	5.16	4.80%	4.77%	4.33%	Received Quarter in Arrears	5.00%

E2a	Average number of days to remove fly-tips (lower outturn is better)	Days	3	2	3	3	2	2
E2b	Number of fly tipping incidents in a quarter (Data only)		162	169	244	182	163	Data only
E3	(NI 195) Improved Street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	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 (lower outturn is better) - New from Q1 20/21		34	68	42	tbc	60	40
E4b	Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) - New from Q1 20/21		54	48	66	tbc	69	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100%	78.57%	81.25%	88.89%	100%	100%
E6	Food businesses with a 'Scores on the door' of 3 or over (higher outturn is better)	%	91.05%	90.43%	89.40%	89.87%	90.16%	Data only
E NI191*	Residual household waste per household (lower outturn is better)	kg	89.5	96	93	82.4	Received Quarter in Arrears	90.00
E NI192*	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	60.50%	57.20%	56.1%	60%	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 1, now available, has shown further improvement against a target of less than 5% and is better than Qtr4 of the previous year, Residual Waste per household in Qtr 1 has decreased significantly and is now on target and is below the target of 90kg per household. The recycling rate in Qtr 1 has improved once more and has exceeded the target once again.

E2a, E2b – Performance on clearing fly tips has improved in Qtr 2 and 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.

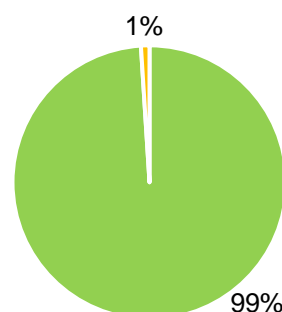
E4a, E4b – Missed bin figures for Qtr 2 are provided but must be viewed with caution due to issues with the customer reporting software which is letting residents report a missed bin before the lorry turns up to empty it, even if the lorry is just an hour later than normal, so the figures include reports of missed bins that were not missed but simply picked up later than usual.

10.3 Service Plans – Progress Status

10.3.1 Summary Table and Pie Chart

Q2 Progress on Environmental & Regulatory Service Plans 2022/25

Completed	0%	0
On track	99%	89
Off track - action taken / in hand	1%	1
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0
Total	100%	90



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 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 Dec 2022	Working with SCC, Q2 saw the completion of stakeholder engagement for the Waverley Local Cycle and Walking Infrastructure Plan (LCWIP). Scheme prioritisation and detailed measures were finalised, in preparation for LCWIP document review, delivery and adoption in Q3. In addition to the progress on the overall (cycle route) infrastructure plan, SCC secured funding for the detailed design of the

						key Guildford – Godalming Greenway spinal route. WBC secured an additional £75k of funding from the UK Shared Prosperity Fund to support design and construction of the related Godalming Greenway Gateway.
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10.4 Internal Audit Actions Progress Status

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

IA22/08.002.1 Reconciliation – Progress is being made on this between the accountancy and Waste Teams who are dealing with the challenges of different software systems unable to ‘talk’ to each other. A manual fix is being developed to resolve the communication issue and facilitate reconciliation.

IA22/08.003.1 Disputed invoices – The definition of missed bins will be reviewed, and a revised definition agreed with Biffa. This will then be taken to Mgt Board for approval before agreeing a formal variation to the contract. Invoicing for bin returns and missed bins was suspended during the Covid pandemic but no progress has been made on this review due to the maintenance of the service being prioritised during the pandemic.

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 12 September 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	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	3	6	6	13	4	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	1	3	4	8	3	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	33%	50%	67%	62%	75%	95%

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

KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	4	0	2	3	2	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	3	0	2	2	2	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	75%	N/A	100%	67%	100%	95%

10.5.3 Summary Comment on the statistics

Responding to several level 1 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
Environment					
Expenditure	13,366	13,342	-24	Favourable	0%
Income	-9,215	-9,211	4	Adverse	0%
Environment Total	4,151	4,131	-20	Favourable	0%

Capital

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Car Parks	634	513	-121
Climate Change & Sustainability	253	253	-
Environment	278	278	-
Environmental Health	33	33	-
Capital Environment	1,198	1,077	-121

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

The financial position at the end of Qtr 2 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 – Q2 2022/23

Development Management

Following the performance improvements in Q1 2022/23 we continued to implement the action plan into Q2. However, there was a slight decline in performance in this quarter due to the decision during

the Covid period to suspend the use of “extensions in time”. Many of these ‘backlog’ applications came to the determination stage during Q2 and had a detrimental effect on performance figures.

Moving forward, we have a project team actively addressing these applications and we anticipate that this approach, coupled with further service improvements, will produce an improvement in performance from October onwards.

The Business Support team are now, as a matter of course, validating applications within 5 days of receipt during Q2, which shows the continued improving result of the standardisation model. As part of an ongoing project of re-formed delivery, the business support team have been assigned projects-based work to address and rectify individual working processes and as such are working through appeals-based procedures now with officers.

As part of the Business Managers full process review, and in the interest of monitoring performance metrics to improve accountability, internal performance statistics were reviewed for accuracy and growth benefit. An explanation of the results of this review are dealt with in the accompanying covering report. We are proposing to replace P6 with two PIs relating to the pre-application advice service and the removal of performance indicators P123(a), P151(a) and P153(a) which are no longer relevant.

The redesigned pre-application service was launched in August 2022 and has been well received to date. This discretionary service now offers a tiered system of Bronze, Silver, Gold and Platinum with differing delivery date options ranging from 21 days to 42 days. These target dates are being measured and will be recorded on the Q3 performance report.

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

Resourcing is still a significant local and national challenge. However, with a plateau of applications over the summer period and the process now adopted, we are starting to see a small relief in officer caseloads and subsequent application management.

Appeals in Q2 showed a positive improvement and continues along the line of an improving trend of performance across the service.

Performance in undertaking enforcement investigations was below target and reflects a lengthy period of the Team having been an officer down since January. A new officer was finally appointed in September, and we expect to see an improvement in the recorded stats in Q3.

The continued focus is on service delivery with a strong customer and partner relationship growth model. There is ongoing training of our business support team to further bolster planning officer support. This has been coupled with regular process reviews to enable standardised and professional messaging, ensuring a more effective and improved customer experience along the life of a planning application.

Planning Policy

The main workstream within the Planning Policy Team during Q2 was participating in the Examination of Local Plan Part 2 (LPP2), with public hearings taking place on two separate sessions in July and September. The hearings have now concluded, and the Inspector’s post hearings correspondence is

anticipated in October 2022. A robust review of our Five-Year Housing Land Supply (5YHLS) data and assumptions on deliverability has been undertaken and the findings/data and the final Position Statement is ready for publication. The Climate Change and Sustainability SPD was also progressed towards adoption in October 2022. In addition to the charging, collection and distribution of CIL, there has been a focus on assisting bids for CIL money, ahead of the bidding deadline in October.

The priority of the Planning Projects Team in Q2 has been the provision of heritage and design advice on planning applications and pre-app consultations. The team participated in the LPP2 examination hearings and has continued to manage the Council's involvement in a number of planning projects including Dunsfold Park, where an important milestone was reached at the end of September when work started on site for the new road and roundabout. Work also progressed on monitoring s106 agreements and organising the biennial design awards ready for judges' site visits in October.

Economic Development

The "Click it Local" contract and Enterprise First agreements have both now concluded. However, a new business support contract with IncuHive went through tender process and has now been agreed.

The Council received notification from DEFRA in September that it has been awarded £400,000 grant funding from the Rural England Prosperity Fund, which is complementary to the UK Shared Prosperity Fund. It provides capital funding to:

- support new and existing rural businesses to develop new products and facilities that will be of wider benefit to the local economy.
- support new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy.

The team is required to submit a prospectus to Government by 30th November outlining proposed interventions to be delivered through this funding.

Following on from the award of the UK Shared Prosperity Fund, the team has been working to establish the governance arrangements stipulated as part of the funding agreement. The Local Economic Advisory Forum (LEAF) is being developed to discuss projects to be funded, comprising partners across a range of sectors. The first meeting is scheduled for November 2022.

The team is continuing to support those progressing the emerging Business Improvement District proposals for Cranleigh, Farnham and Godalming.

Sally Busby, Business & Performance Manager

Abi Lewis, Executive Head of Regeneration and Planning Policy

11.2 Key Performance Indicators Status

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

KPI	Description	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	81%	87%	89.6%	90.4%	80.95%	100%

P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure) (higher outturn is better)	72%	40%	55.6%	100%	92.86%	80%
P151 note	13 out of 14 major applications determined within time or within agreed time extensions						
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	23%	28%	59%	93.1%	82.80%	80%
P153 note	77 out of 93 non-major applications determined within time or within agreed time extensions						
P123 (NI)	Processing of planning applications: Other applications (higher outturn is better)	16%	46%	60%	91.5%	89.32%	90%
P123 note	368 out of 412 other applications determined within time or within agreed time extensions						
P2	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	Data Not Available	53%	65%	88.10 %	81.82%	80%
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) (lower outturn is better)	Data Not Available	29.5%	34.3%	37.5%	20.70%	30%
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	Data Not Available	5.7%	8.0%	0.0%	0.00%	10%
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	37.5%	0.7%	0.96%	0.65%	1.38%	10%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	75.0%	78.8%	80.0%	82.4%	57.14%	75%
P6	Percentage of pre-application advice provided within 28 days target (higher outturn is better)	Data Not Available	41%	10%	0%	11.43%	Data only
P7	Actual number of dwellings commenced (all housing providers) (higher outturn is better)	70	60	37	77	103	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147							Backlog
P8	Actual number of dwellings completed (all housing providers) (higher outturn is better)	226	119	137	202	214	147
Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147							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) – A dip in performance stats due to the decisions to not seek Extensions of time during the covid period this is reflective of an unfortunate decision and not the amount applications being determined. Improvement anticipated to show again in Q3

P151 (Processing of major applications) – 13 out of 14 Major applications were determined within 13 weeks or with an agreed extension of time, which highlights the continued improvements made.

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 with 89.3%

P2 – (Processing of residual applications) – Target met with 81.8%

P3, LP152, LP154 – (Appeals performance) – Overall appeals performance in Q2 was a vast improvement.

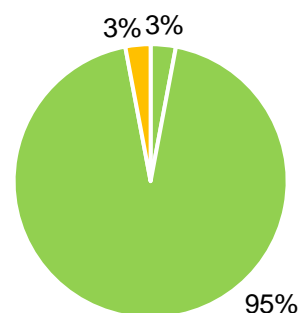
P4 - The Enforcement Team has been operating with a vacant Enforcement Officer position for some months and it is remarkable that performance has been maintained up until this quarter. This quarter has seen some complex and significant cases coming to a head (mostly involving applications to the High Court) that have required a great deal of officer attention. This, in turn, has impacted upon the Team’s performance. The vacancy has recently been filled and it is expected that performance will return to normal levels next quarter.

11.3 Service Plans – Progress Status

11.3.1 Summary Table and Pie Chart

Q2 Progress on Planning & ED Service Plans 2022/25

Total	100%	79
Completed	3%	2
On track	95%	75
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
SP22/25 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	30/06/2022	Economic Development Team	Ongoing		<p>New business support contract with IncuHive via tender process March 2022.</p> <p>Click It Local contract and Enterprise First ended.</p> <p>Will review pre-March 2023 Business South contract</p>

SP22/25 P17.2	Monitor delivery and success of agreed projects funded through the Additional Restrictions Grant (ARG)	30/03/2022	Economic Development and Finance Teams	Ongoing		Delayed due to UKSPF project
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11.4 Internal Audit Actions Progress Status

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

IA20/08.001 Target Response Times - The measuring of response times will be recorded per member request, in the final roll out of the Horizon enforcement module. Currently in snagging with developers. Suggested new date subject to regressions testing: Dec 31, 2022

IA20/08.002 Out of Date Enforcement Plan - Agreed to be Implemented as presented to November O&S Committee re 12/09/2022 AC

IA22/13.002.1 Raw Data from Building Control

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 12 September 2022)

11.5 Complaints Statistics

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

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	9	11	10	10	8	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	7	9	9	4	7	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	78%	82%	90%	40%	87.5%	95%

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

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	11	19	4	13	6	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	10	18	3	11	6	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	90.9%	94.7%	75.0%	84.6%	100%	95%

11.5.3 Summary Comment on the statistics

Level 1 – Our performance against the Level 1 response time target has greatly improved. Significant focus has been delivered against, not only customer service, but also accurate message management throughout the life of a planning application, with a view to reducing the overall complaints received.

Level 2 – further to last quarters unsatisfactory performance delivery, the Business & Performance Manager now reviews the complaints dashboard, monitoring delivery of response and actions points associated with received complaints. The current stats show the positive results from this new action process.

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
Planning & Economic Development					
Expenditure	7,336	7,351	15	Adverse	0%
Income	-4,468	-4,432	35	Adverse	1%
Planning & Economic Development Total	2,868	2,919	50	Adverse	2%

11.6.2 Summary Comment on General Fund position at the quarter end

The Planning Service budget does show an overspend despite diligent management within the Quarter. Ongoing reliance on Interim agency cover in Manager roles (interim Development Lead and an interim Planning Policy Manager) continue as necessary to process the large influx of officer reports requiring 'in time' sign off coming through from backlog and continued Local Plan Part 2 proceedings.

The relaunch of the redesigned Pre-App service has been well received and the income from such is improving across the quarter. Income from planning applications has improved this last month with the submission of large development schemes that have been proposed for some time. There are further developments in discussion with our Strategic Sites team and/ or in Pre-App process that have the potential to offer a positive improvement for the forth coming quarter.

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 present.

Capital

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

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Resources Overview & Scrutiny Committee 2022/23 - work programme

Part 1 of 4: Recommendations made

#	Agenda Item	Recommendation	Meeting date	Made to	Agreed?	Details
R22-09-27-11	Annual Complaints Report	Resources O&S notes the information on performance at 5.1 of the report that 84% of all closed complaints were responded to within the target timescales and would welcome the outcome table at 6.1 showing a three year trend in subsequent reports. It recommends to the Executive that the performance on response times to handling complaints is improved in the coming year.	27/09/22	Executive	Agreed	The Executive hoped the O&S would work with them to devise constructive strategies to deliver improvement.
R22-09-27-14	Property Investment Advisory Board – Update Report	That the Executive receive a detailed report on Wey Court East to explain the rationale for the revised fit-out costs and to comment on the adequacy of the accompanying increase in the rent that is proposed.	27/09/22	Executive	Agreed	This will be undertaken in due course.
R22-06-20-10.1	Housing Allocations Task and Finish Group	That the Executive implement the Group’s recommendations that with regard to the Housing Allocations policy: 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	20/06/22	Executive	Agreed	These recommendations were deemed compatible with the aims and objectives of the allocations policy.

		<p>threshold to Affordable Home Ownership Schemes notably shared ownership.</p> <p>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.</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 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-	Godalming Regeneration	That the Executive accepts the recommendations in para 2 of the report to:	20/06/22	Executive	Agreed	

20-15.1	Project: Update	i) Agree to change the name of the Burys Development Project to the Central Godalming Regeneration Project. 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.				
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Part 2 of 4: Other resolutions

#	Agenda Item	Resolution	Meeting date	Status	Actioned to	Timescale	Details of current status
6.1	Corporate Performance Report Q.1 2022-23	Respond to Cllr Hyman's query about i-gels in relation to video conferencing and costs involved with potentially changing to other technology in the future.	27/09/2022	Completed	Business Transformation team	November 2022	The i-gels are not a recent purchase and are fully depreciated. Many were purchased second hand. The replacement will be a combination of a) an alternative thin client which have been tested with Teams and Zoom and b) laptops.
6.2	Corporate Performance Report Q.1 2022-23	Circulate updated Business Transformation dashboard.	27/09/2022	Complete	Business Transformation team	November 2022	Sent by email to all committee members.
6.3	Corporate Performance Report Q.1 2022-23	Respond to Cllr Mulliner on the projected savings from the BT Programme	27/09/2022	Pending	Business Transformation team	November 2022	This inquiry has been sent to the team for response.
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	Comments shared with the Board's chair via Executive Briefing.
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	Completed	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.
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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	Tom Horwood	Standing	N/A
R2	Business Transformation	Receive an update on progress and savings realisation	Robin Taylor	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	Marieke van der Reijden	Standing	N/A
R4	Property Investment quarterly report (exempt)	Receive an item detailing the performance of property portfolio	Marieke van der Reijden	Standing	N/A
R5	Hybrid Working	To receive updates on how the Council is responding to the opportunities and challenges presented by remote working	Robin Taylor	Standing	N/A
R6	Housing Development Update	Receive an update on the current council housing developments.	Louisa Blundell	Standing	N/A
1	Service Plans 2023 - 26	Scrutinise the three-year rolling service plans for the service areas under the remit of this Committee.	Executive Heads of Service / Louise Norie	Jan 2023	Feb 2023
2	General Budget 2023-24 and Medium-Term Financial Plan	Consider the draft budget and MTFP	Peter Vickers	Jan 2023	Feb 2023

	2023/24 - 2026/27				
3	Housing Revenue Account Budget Paper 2022-23	Scrutinise the draft Housing Revenue Account– Revenue Budget and Capital programme 2022/23	Andrew Smith	Jan 2023	Feb 2023
4	Capital Strategy 2023/28	Consider the draft Capital Strategy 2022/27 incorporating Treasury Management Strategy and Asset Investment Strategy	Peter Vickers	Jan 2023	Feb 2023
5	Asset Management	To receive a briefing on asset management within the HRA	Andrew Smith	Mar 2023	N/A
6	Homelessness Strategy, Action Plan and Update Report	Scrutinise a revised Strategy and Action Plan, and review an update on the Council's effort to prevent homelessness in the past year	Andrew Smith / Michael Rivers	Nov 2022	N/A

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	N/A	N/A	Mark Mills	Discontinued due to imminent arrival of HRA strategic review	Discontinued	N/A
Housing allocations policy	The objective of the review is to confirm that the allocation scheme: <ul style="list-style-type: none"> • is fit for purpose and delivering fair, transparent and efficient access to social housing • reflects current statutory and regulatory requirements, and • reflects local housing need 	<ul style="list-style-type: none"> • Does the scheme meet statutory and regulatory requirements? • Who has been successful in accessing social housing? • Do stakeholders understand the scheme? • Does the scheme reflect local housing need? 	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">• is managed by team with sufficient resources to administer it effectively						
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WAVERLEY BOROUGH COUNCIL

RESOURCES OVERVIEW AND SCRUTINY

21/11/2022

Title:

Sustainable Procurement Policy

Portfolio Holder: Cllr Mark Merryweather, Portfolio Holder for Finance, Assets & Commercial Services

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

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 Following the last procurement audit, an audit recommendation was made that a procurement strategy should be drafted to ensure officers are procuring in a manner which supports the corporate strategy. Additional procurement elements are intended to be built into the councils updated economic strategy policy.
- 1.2 Having reviewed the corporate strategy it was felt the only objective that the procurement function could adequately influence was the council's climate agenda.
- 1.3 As part of a working group comprised of other District and Borough officers, Orbis procurement and a wider array of stakeholders, the framework for the sustainable procurement policy was produced, to then be tailored to each specific councils needs.
- 1.4 The policy places a requirement, where appropriate and proportionate, on suppliers to meet various requirements, which broadly include reporting on, mitigating against, preventing and minimising negative impacts on the environment.
- 1.5 The policy also expands on officers obligations under The Public Services (Social Value) Act 2012 to consider the wider societal benefits which can be incorporated into their contracts as part of the procurement process.
- 1.6 Officers should be informed and aware of the cost implications of any additional requirements placed on bidders and ensure financial viability before commencing a procurement.

2. Recommendation

That the Committee endorse the action plan set out in Annexe 1 and recommend its approval by the Executive.

3. Reason for the recommendation

To adopt a sustainable procurement policy to reflect best practice in the industry and support the Council's corporate objectives.

4. Relationship to the Corporate Strategy and Service Plan

4.1 The policy directly supports the Council's corporate objectives.

5. Implications of decision

5.1 Resource (Finance, procurement, staffing, IT)

No direct financial implications arise from this report. Implementation of the policy will be achieved using current resources.

Through compliance with the CPR's Waverley will continue to seek achievement of value for money with public funds.

5.2 Risk management

5.3 Legal

The Council is required to secure best value and follow relevant legislation in undertaking procurement, ensuring open competitive approaches. However the Council is entitled through a number of enactments including the Public Services (Social Value) Act 2012 to take into account some factors which are not directly related to the straight delivery of the contract (eg wider than price and direct performance matters). Accordingly the proposed policy fits within this framework balancing the need to secure best value with the Councils wider aspirations and corporate framework.

5.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report.

5.5 Climate emergency declaration

Directly supports the councils climate ambitions.

6. Consultation and engagement

6.1 Input sought from all council services and external stakeholders

7. Other options considered

7.1 No other options considered

8. Governance journey

8.1 A decision on this item will be taken by the Executive at their meeting on November 29th 2022.

Background Papers

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

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Agreed and signed off by: 27.10.2022

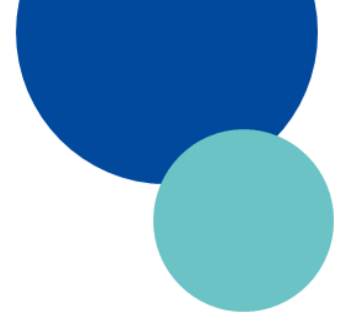
Legal Services:

Head of Finance:

Strategic Director:

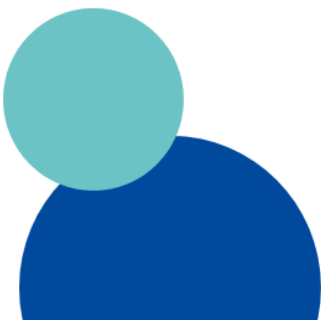
Portfolio Holder:

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Waverley Borough Council
**Sustainable Procurement
Policy**

Latest version number: 0.1
Latest publication date: XX.XX.XX



Document Information & Governance

Approval & Publication:

Approving Body	Approval route requirement	Publication Type	Publication requirement	Review frequency	Document owner	Next Review Date
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0.1	Draft	22/07/22	Initial draft with comments sought from all services	PT
0.1	Draft	06/10/22	Comments incorporated from Climate Advisory Board	PT

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Introduction

This document draws upon the work of

- a working group consisting of environmental and procurement officers from other District and Borough councils as well as Orbis Procurement (representing Surrey County Council, East Sussex County Council and Brighton & Hove City Council);
- scrutiny of ethical and sustainable procurement policies of other organisations;
- comments from members of the Waverley Borough Council Climate Emergency Board and others.

Sustainable procurement is the commissioning, purchase and management of goods, works and services in a way that reduces or negates negative impacts within the supply chain. This policy should be read in conjunction with the council's Strategic Response to the Climate Emergency - Carbon Neutrality Action Plan 2020 – 2030 and the councils Contract Procurement Rules.

Background

Over 300 councils in the UK have declared a climate emergency with the majority pledging to better the 2050 requirements set by the government. On 18 September 2019 Waverley Borough Council declared a climate emergency acknowledging the urgency to act and committed to becoming a carbon neutral council by April 2030.

Data released by [Oxygen Finance](#) in April 2022 stated that Nationally, Local Authority supply chains are responsible for over 10% of UK carbon emissions which equates to 43,666,540 tonnes of CO₂ emitted during 2020/2021.

Local Authority supply chains are estimated to account for up to 96% of their total carbon footprint. Emissions (90% in Waverley's case) from goods, works and services procured by the council form part of the "scope 3" emissions and, where possible, we are seeking to decarbonise these in line with council specific carbon reduction targets.

The procurement of goods, works and services is an area within the councils influence which is capable of driving significant carbon reductions and improving the natural environment. Officers should refer to the councils Greenhouse Gas Emissions Annual Report to better understand the services which are significant contributors to the councils emissions.

The council is committed to ensuring their operations are environmentally sustainable and resilient to future change. The council recognises that a healthy and properly functioning environment is a foundation of a thriving economy, employment stability, prospering communities and personal wellbeing. The council is aware that their procurement of goods, works and services will have environmental implications, both in their respective local areas and around the planet and, as a result, the council is actively working to reduce and minimise these negative effects where possible.

This policy will set out the Councils' expectations of prospective suppliers in line with their own environmental commitments. In addition to this it will also establish how sustainable procurement is broader than just environmental considerations and encompasses the benefits that can be achieved and supported by including social value in the councils award criteria, as defined in The Public Services (Social Value) Act 2012.

As a result of this policy, environmental and societal considerations will be built into the procurement and delivery of goods, works and services through specifications, tender questions, evaluation criteria, key performance indicators and clauses of contracts.

This policy will be reviewed on an annual basis and updated as and where required.

Scope and Aims

The scope of this policy covers the councils expectations of prospective suppliers in procurement activities performed by the council including commissioning, procurement and contract management. This policy aims to minimise negative and promote positive environmental and societal impacts, where possible, within the councils supply chain. This will be done by:

- Engaging with the market to identify opportunities and encourage innovative solutions;
- Evaluating social value and environmental implications and their relation to council targets in commissioning, design and procurement processes including qualification and evaluation of bidders;
- Building commitments and targets into relevant supplier contracts, these may include carbon focused outcomes that align with the councils' carbon targets for example;
 - Monitoring and measuring supplier performance against contractual environmental commitments; and
 - Seeking opportunities for continuous improvement with suppliers throughout the life cycle of the contract.

The measures referenced in this policy are not exhaustive and if officers are aware of subject specific measures that can be taken, these should be considered as part of the procurement process. The expectation is that this policy will be in addition sector specific best practice and all applicable legislation, including but not limited to suppliers obligations under the Modern Slavery Act 2015 and the Equality Act 2010.

Expectations

Where relevant, affordable and appropriate to the contract and decided on a case by case basis, the council expects prospective suppliers to:

Climate Change Mitigation

- Commit to mitigating impact on climate change throughout operations through carbon reduction initiatives as well as encourage and support this practice throughout their own supply chains, with the ultimate ambition to becoming a net zero carbon organisation by a defined date.;
- Minimise the transport requirements associated with any contract through local sourcing and servicing, efficiency improvements or transport alternatives (such as using postal services, active transport or electric vehicles) to improve air quality and reduce air pollution and carbon impact of transport operations;
- Have regard to the Clean Air Strategy For Waverley and priority actions needed to improve air quality.
- Use and procure energy-efficient processes, products, buildings and services and source electricity from renewable energy sources, green energy tariffs and low carbon fuels;
- Ensure that goods, works and services take into account changing weather impacts as a result of climate change (such as severe storms, heat waves and flooding) to mitigate against future redundancy and ensure resilience;
- Seek opportunities to work with the council to improve mitigation efforts on environmental impacts;

Organisational culture and reporting

- Increase organisational understanding in the importance of the environment and approaches to minimise negative impacts through staff training and, where appropriate, supplier training;
- Meet requirements for environmental impact improvement and reporting (such as carbon and local air pollutant emission reduction) which have been built into the specification of contracts, where appropriate, and measure and report on these requirements throughout the contract lifetime, taking corrective and remedial actions if necessary;
- Provide requested information and details of environmental impacts (including carbon emissions scopes 1 and 2 with estimations on scope 3), corporate commitments and plans for improvement during the procurement process;
- Declare any related organisational Environment Agency enforcement actions, or actions taken by similar bodies, within the previous 3 years as a result of environmental incidents or breaches in environmental permits and any associated remedial actions;
- Explore the possibility of paying staff the Real Living Wage as defined by the Living Wage Foundation;

Sustainable Resource Use and Consumption

- Avoid and minimise consumption and waste through smart design and innovation where products, packaging and assets can be easily reused, repurposed, repaired or recycled

(removing single-use plastics, where there are suitable alternatives) without jeopardising the quality of products or services provided;

- Treat and manage waste following all legal requirements and industry best practice throughout the supply chain;
- Adopt and promote circular economy principles throughout product life cycles with considerations to making and using products made from non-virgin, repurposed and local materials (where possible);
- Make, use and promote products made from natural, biodegradable and renewable materials where appropriate and avoid the use of toxic chemicals;
- Where possible and appropriate, avoid the use of materials which are scarce or at risk of becoming so and find sustainable alternatives;

Protection and Restoration of Biodiversity

- Avoid and minimise the use of products, chemicals and materials that cause habitat destruction and degradation (such as deforestation for palm oil), demonstrating industry certifications where appropriate;
- Commit to remove adverse effects on biodiversity and natural habitats, avoiding damage and achieving measurable, long-term and secured biodiversity net gain and restoring natural capital, when possible;
- Support and promote use of products, materials and services that protect and enhance native biodiversity;
- Implement measures to eliminate the escape of pollutants and waste, including litter, associated with service delivery;
- Determine and minimise the risk of negative water impact, with particular focus on water use, waste water and discharges into the water system;
- Continue to explore innovative solutions to reducing or negating environmental damage as well as promote environmental improvements during the lifetime of contracts.

Social Value

Waverley officers should ensure social value is considered when procuring contracts. The Public Services (Social Value) Act 2012 requires public authorities to have regard to economic, social and environmental well-being in connection with public services contracts, however this requirement should also be considered for works and supply contracts. Where appropriate, social value should form part of the award criteria and be evaluated alongside the other qualitative responses.

Where social value is to be built into a procurement, they should have its own tailored social value question, specific to the nature of the contract, however, examples of social value topics can include;

- The creation of local employment opportunities
- Initiatives involving local residents or institutions such as schools
- Organising or sponsoring community events
- Improving supplier diversity, innovation and resilience
- The delivery of skills based training

Compliance

Prospective suppliers may be asked to provide evidence of environmental initiatives, credentials, industry certifications, plans or commitments at the tender stage (environmental obligations and related KPI's will be contained clearly in the tender documentation) and contract delivery stages. Depending on the procurement, failure to provide these may result in lost scoring opportunities or exclusion from prequalification or tender. Where bidders make commitments as part of their tender response, such as the delivery of apprenticeships, evidence should be provided to ensure that they are delivered.

The council recognise that not all suppliers will currently be able to provide data, credentials, plans or commitments to environmental initiatives due to multiple reasons, such as organisational maturity or size. As a result, the council will aim to work collaboratively with these organisations to understand what options could be taken to support the supplier and improve any environmental considerations, both during the tender process and progressing through the lifetime of contracts.

Where it is decided that the council will work with a provider to assist in implementing environmental changes to the service, methods for how the council will do this will be included in the tender documentation. However, the council will look to gradually increase and improve environmental considerations in future procurement activity as suppliers and sectors grow in environmental maturity.

The council will aim to set performance measures that are proportional and relevant to the contract. Suppliers are expected to meet all performance measures which are built into the contract and will be required to evidence progress on their environmental commitments, which may include reporting on information from other parties in their supply chain (scope 3 emissions and material sources for example). If there is continued or significant failure to meet performance measures and sustainability obligations, remedial actions may need to be taken. This may include, but is not limited to, requests for approved carbon offset project payments, payment reductions, or lastly, contract termination.

In the unlikely event of any significant environmental incident in the supply chain, the supplier is obligated to inform the council as soon as possible. If a supplier is responsible for significant environmental damage (such as a chemical spill or illegal dumping) due to negligence or disregard within their operations, the council will take remedial actions and may seek remedies for incurred costs and retain the right to terminate the contract with the offending supplier if necessary.

Suppliers are encouraged to raise any environmental concerns, feedback or improvement opportunities they have identified with the council. Where viable, the relevant council will seek to explore and action environmental improvement opportunities with suppliers.

Definitions

Biodiversity – Biodiversity describes the variety of all life on Earth, in all its forms, interactions and interconnectedness. It incorporates all habitats and species, both rare and common, and includes genetic diversity within species.

Circular Economy – A model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended.

Climate Emergency – A declaration made by an organisation committing it to take urgent action to reduce greenhouse gas emissions and detrimental actions affecting the stability of the climate. Without action to help mitigate and reverse the effects of climate change, the impacts will be felt across the country, which will affect our services and our most vulnerable residents.

Environment Agency Enforcement Actions – Formal cautions and prosecutions carried out by the Environment Agency to enforce laws and permits that protect the environment.

Environmental Maturity – An organisation's ability to implement more ambitious, complex, robust and resilient environmentally conscious practices. Maturity differs among organisations and industries because of the unique obstacles they each must overcome.

Greenhouse Gases – A gas that contributes to the greenhouse effect and climate change by absorbing infrared radiation. Carbon dioxide, methane, nitrous oxide and chlorofluorocarbons are examples of greenhouse gases. For simplicity in this policy, we use the term 'carbon' as shorthand for all greenhouse gases.

Net Zero – Achieving a balance between the carbon emitted into the atmosphere, and the carbon removed from it. This balance will happen when the amount of carbon we add to the atmosphere is no more than the amount removed. Emissions are removed in line with the latest climate science and 1.5°C trajectory.

Scope 1 Carbon Emissions – Those emissions that an organisation makes directly. For example, emissions from fuel that is directly used while running boilers and vehicles.

Scope 2 Carbon Emissions – Emissions coming indirectly from an organisation. This is mainly the generation and distribution of electricity the organisation buys from the National Grid.

Scope 3 Carbon Emissions – Emissions associated with the goods, works and services that are produced elsewhere but consumed by the organisation. This category includes all the emissions the organisation is indirectly responsible for, up and down its supply chain.

Significant Environmental Incident – An event that would need to be reported to the Environment Agency, or similar national body, or where damage is of a nature or quantity which poses a threat to the health or safety of humans, animals or vegetation that is not expected to dissipate within twenty-four hours either naturally or by human intervention.

Social Value – Defined by the Public Services (Social Value) Act 2012 as anything that may improve the economic, social and environmental well-being of the relevant area.

WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE – RESOURCES

21 NOVEMBER 2022

Title:

Business Transformation update

Portfolio Holder: Cllr Clark, Portfolio Holder for Business Transformation

Head of Service: Robin Taylor, Executive Head of Organisational Development

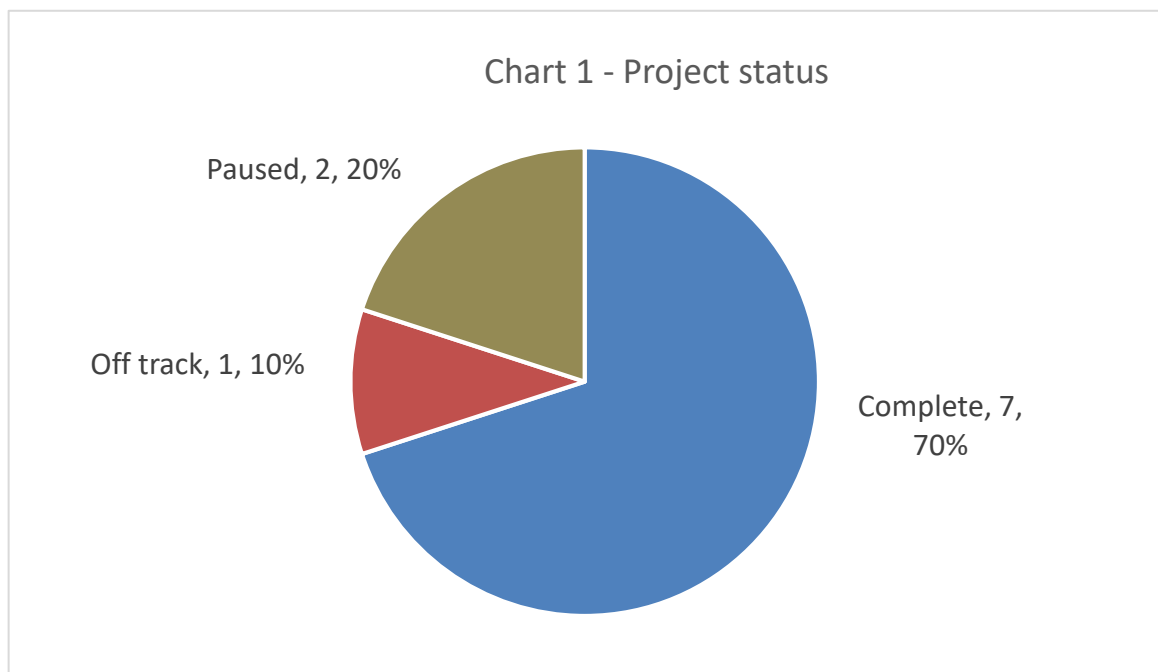
Key decision: No

Access: Public

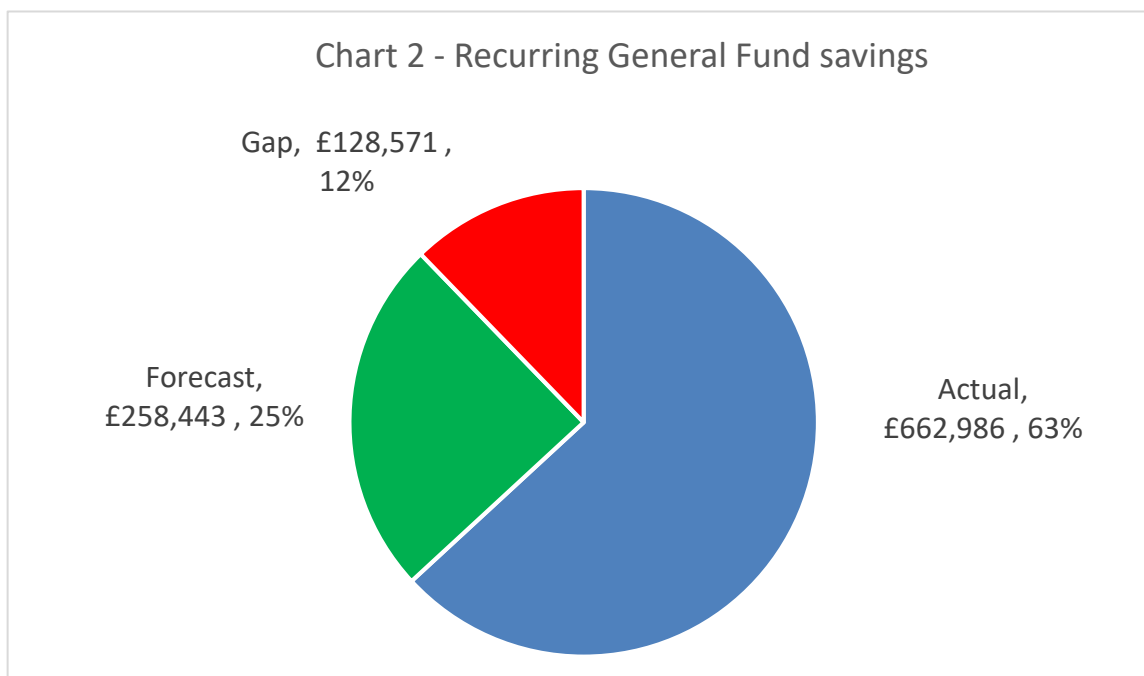
1. Purpose and summary

Backward look – status of existing business transformation projects

- 1.1 This update report is brought at the committee's request. Annexe 1 sets out the current list of business transformation projects, their progress status, recurring savings already delivered and recurring savings forecast.
- 1.2 As set out within Annexe 1, of the 10 programmes contained within the existing programme: 7 are complete; 1 is off-track and 2 have, as noted at the previous committee, been put 'on pause'.



- 1.3 The General Fund target for savings delivered by the current business transformation project was £1.05m by 2025/26. There was no specific HRA savings target but the committee will note from Annexe 1 that some HRA savings have been delivered. The recurring saving already delivered by the programme is £662,986 (2022/23). By the end of 2025/26 this recurring saving including further savings forecast is projected to reach £921,429, meaning there is a gap between the target and the forecast recurring saving of £128,571.



- 1.4 Underpinning this overall projection is a mixed picture of some overperformance (for example the staff travel project and the post/printing project) and some underperformance (for example the customer services programme and the enforcement/inspection programme). The detail of this is set out in Annexe 1.

Forward look – how will the business need to transform in the future and why?

- 1.5 Since 1 October 2022 the business transformation function, comes under the Executive Head of Organisational Development under the new Joint Management Team structure.
- 1.6 There is not currently an agreed set of business transformation projects beyond this initial set of 10 projects set out in Annexe 1. Therefore, consideration is currently being given to what the future change and transformation programme at Waverley needs to achieve and how.
- 1.7 The Executive Head of Organisational Development will consult with the Executive, colleagues and others before proposing the next steps for business transformation at the Council. Any views and ideas from this committee will be welcomed.
- 1.8 Transforming how the business of the Council is done can deliver budget savings. However, there can be a number of other strategic and practical reasons,

alongside financial necessity, for seeking to plan and deliver transformational change. These might include:

- Delivering the corporate objectives of the organisation;
- Delivering sustainable public services in challenging times;
- Bridging budget gaps where these exist;
- Delivering carbon neutral operations by 2030;
- Realising the aims of the collaboration vision, including the delivery of any agreed business cases for further change;
- Creating and sustaining an efficient and effective IT infrastructure;
- Delivering on existing transformation commitments unless these undermine the above or there is a case for suspending or rescinding these; and
- Responding to the cost of living situation in terms of services, contracts and staffing.

1.9 As well as consulting on the extent to which the above factors should be driving our approach to business transformation, consideration needs to be given to whether the next phase of business transformation projects automatically includes the 2 projects currently 'on pause' (digital transformation and enforcement/inspection).

2. Recommendation

It is recommended that the Overview and Scrutiny Committee

- (i) notes the extent to which the existing Business Transformation programme (as set out in the dashboard at Annexe 1) and the associated savings target attached to it is on course to be delivered; and
- (ii) notes that consideration is now being given to the shape and focus of the Council's business transformation programme going forward and provide any comments or recommendations in that respect.

3. Reason for the recommendation

This update report was requested by the committee.

4. Relationship to the Corporate Strategy and Service Plan

4.1 The Council's corporate strategy 2020-2025 says that the delivery of a major change programme will support the Council in achieving Financial Stability.

5. Implications of decision

5.1 Resource (Finance, procurement, staffing, IT)

As noted within this report, the financial target of the first phase of the Council's Business Transformation programme has been to deliver £1.05m over a 3 year period. To date, this has been partially achieved.

5.2 Risk management

No immediate implications arising from this report.

5.3 Legal

No immediate implications arising from this report.

5.4 Equality, diversity and inclusion

No immediate implications arising from this report.

5.5 Climate emergency declaration

No immediate implications arising from this report.

6. Governance journey

6.1 Resources Overview & Scrutiny – 21 November 2022

Annexes:

Annexe 1 – Business Transformation Programme Dashboard

Background Papers

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

CONTACT OFFICER:

Name: Robin Taylor

Position: Executive Head of Organisational Development

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BUSINESS TRANSFORMATION DASHBOARD, 7.11.22

Project	1 Staff Travel Arrangements			
Status	Complete			
On track?	Complete			
Target	150,000			
	Forecast	Actual	Recurring including fcast	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	149,275	Lease cars, ECU payments removed & mileage
2023-24			149,275	
2024-25	47,118		196,393	final ECU payments removed
2025-26	1,490		197,883	Lease cars
GF Total saving	199,241	149,275		
HRA saving		36,669		

Project	2 Planning Review			
Status	Complete			
On track?	Complete			
Target	150,000			
	Forecast	Actual	Recurring including fcast	Nature of savings
2020-21			0	
2021-22	100,000	100,000	100,000	Staff savings
2022-23	50,000	50,000	150,000	Staff savings
2023-24			150,000	
2024-25			150,000	
2025-26			150,000	
GF Total saving	150,000	150,000		
HRA saving		0		

Project	3 Building Control			
Status	Complete			
On track?	Complete			
Target	50,000			
	Forecast	Actual	Recurring including fcast	Nature of savings
2020-21			0	
2021-22		15,000	15,000	Staff savings
2022-23	16,760	2,700	17,700	Staff savings
2023-24			17,700	
2024-25			17,700	
2025-26			17,700	
GF Total saving	16,760	17,700		
HRA saving		0		

Project	4 Revenues			
Status	Complete			
On track?	Complete			
Target	80,000			
	Forecast	Actual	Recurring including fcast	Nature of savings
2020-21	52,000	52,000	52,000	Staff savings
2021-22			52,000	
2022-23			52,000	
2023-24			52,000	
2024-25			52,000	
2025-26			52,000	
GF Total saving	52,000	52,000		
HRA saving		0		

Original forecast included additional staff savings which had to be held back due to Covid-19 impact

Project	5 Housing options / Homelessness			
Status	Complete			
On track?	Complete			
Target	50,000			
	Forecast	Actual	Recurring including fcast	Nature of savings
2020-21	68,670	68,674	68,674	Staff savings & use of external funding
2021-22			68,674	
2022-23			68,674	
2023-24			68,674	
2024-25			68,674	
2025-26			68,674	
GF Total saving	68,670	68,674		
HRA saving		0		

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

Project	7 Post, printing etc			
Status	Complete			
On track?	Complete			
Target	60,000			
	Forecast	Actual	Recurring including fcast	Nature of savings
2020-21	35,650		0	
2021-22	22,500	89,264	89,264	Printer leases, Postage, Staff saving
2022-23	19,521	27,979	117,244	Staff savings
2023-24			117,244	
2024-25			117,244	
2025-26			117,244	
GF Total saving	77,671	117,244		
HRA saving		25,736		

Project	8 Customer Services Programme			
Status	Delivery			
On track?	Off Track - significant concerns			
Target	300,000			
	Forecast	Actual	Recurring including fcast	Nature of savings
2020-21			0	
2021-22	120,939	77,970	77,970	Staff savings less additional IT costs
2022-23	88,000	13,953	91,923	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	118,697	IT savings
2024-25	22,000		140,697	
2025-26	51,061		191,758	
GF Total saving	300,000	118,697		
HRA saving		11,550		

Project	9 Enforcement/Inspection			
Status	Paused			
On track?	Paused			
Target	80,000			
	Forecast	Actual	Recurring including fcast	Nature of savings
2020-21			0	
2021-22			0	
2022-23			0	
2023-24	40,000		40,000	Staff Savings
2024-25	40,000		80,000	Staff Savings
2025-26			80,000	
GF Total saving	80,000	0		
HRA saving		0		

Project	10 Where Work Happens			
Status	Complete			
On track?	Complete			
Target	100,000			
	Forecast	Actual	Recurring including fcast	Nature of savings
2020-21			0	
2021-22			0	
2022-23	30,000	16,170	16,170	
2023-24			16,170	Reduction in building running costs and rental incomes
2024-25			16,170	
2025-26			16,170	
GF Total saving	30,000	16,170		
HRA saving		0		

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	7
Paused	2

Project health status

Complete	7
On track	0
Off track - manageable	0
Off track - significant concerns	1
Paused	2

SUMMARY

GF target	1,050,000		
	Forecast	Actual	Recurring including fcast
2020-21	167,672	120,674	120,674
2021-22	286,705	332,173	452,847
2022-23	300,296	210,139	662,986
2023-24	88,000	26,774	759,760
2024-25	109,118	0	868,878
2025-26	52,551	0	921,429
	1,004,342	689,760	
Savings gap		360,240	128,571
HRA saving		73,955	
Total savings (General Fund and HRA):	£	763,715	

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WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE – RESOURCES

21 NOVEMBER 2022

Title:

Hybrid Working

Portfolio Holder: Cllr Paul Follows, Council Leader
Cllr Clark, Portfolio Holder for Business Transformation

Head of Service: Robin Taylor, Executive Head of Organisational Development

Key decision: No

Access: Public

1. Purpose and summary

1.1 On 20 June 2022, this committee received two reports relating to hybrid working at Waverley Borough Council. The [first](#) focused on the practical arrangements that had been made, in terms of facilities and ICT, to enable hybrid working by Council staff. The [second](#) set out an up-to-date profile of the Council's workforce and the approach which was being taken in terms of agile working at the Council.

1.2 As a reminder, Waverley offers most of its employees the ability to work in an agile way with a mixture of home and office working dependent on business need. Policies have been updated to reflect the lessons learned because of the Covid-19 pandemic and the enforced move to home working. The following policies and guidelines have now been implemented:

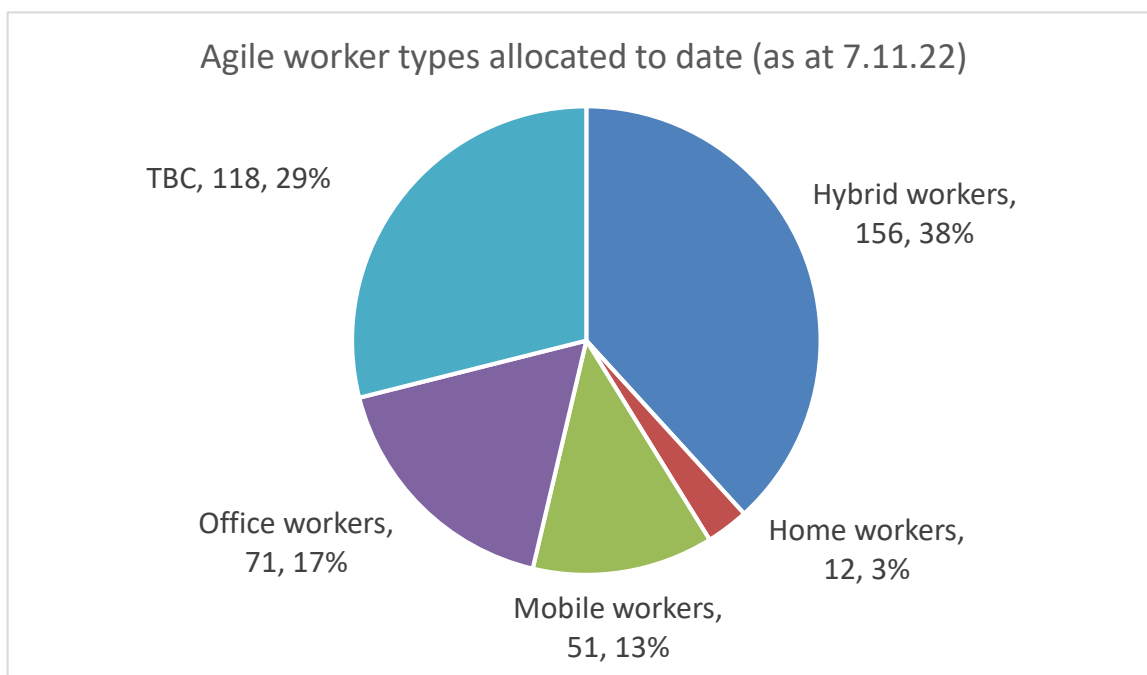
- Agile Working
- Flexible Working
- Home Working guidance
- Safe Site Working
- Safe Office Working
- Performance Management guidelines
- Leadership Competency framework

1.3 These policies and guidance provide managers with the framework to understand how to lead in a hybrid working environment. Training has been provided to all managers to support them in the implementation of the above. The intention is to remain a hybrid work force based on business and customer need.

The aims of remaining a hybrid workforce are to:

- 1) Be attractive and flexible as an employer, improving recruitment and retention;

- 2) Build on the improvements we have seen during the pandemic on staff sickness and inclusion because of flexible and home working options;
 - 3) Continue to improve on the digitalisation and accessibility of customer services to improve access to our services; and
 - 4) Build a culture of high performance and team cohesion in a hybrid working environment.
- 1.4 At the request of the committee chairman, this report provides a very brief update on the ongoing implementation of the Agile Working Policy, specifically the Council's approach to managing the different working arrangements and patterns of staff under the new policy.
- 1.5 The intent of the Agile Working Policy is to ensure that officers can work with their manager (with guidance and support from HR as required) to identify whether they are:
- Expected to work in the office all or most of the time (Office profile)
 - Expected or able to work at home all or most of the time (Home profile)
 - Expected to split their working pattern across the office or at home (Hybrid profile)
 - Expected to work primarily out in the field and only work at a desk occasionally (Mobile profile)
- 1.6 The process of identifying and recording worker types is currently underway. As expected, the most common classification is hybrid workers due to the nature of the work undertaken by the Council's directly employed staff.



- 1.7 The policy will be kept under review. However, the Council's performance in terms of sickness absence and turnover compares very favourably to the performance in District and Borough Councils across Surrey.

2. Recommendation

It is recommended that the Overview and Scrutiny Committee notes the contents of this update report.

3. Reason for the recommendation

This update report, focusing specifically on the progress of the implementation of Agile Working at the Council, was requested by the committee.

4. Relationship to the Corporate Strategy and Service Plan

4.1 The Council's corporate strategy 2020-2025 says that *'in order to meet changing circumstances we will embrace new ways of working whilst maintaining standards, improving public participation and caring for our staff'*.

5. Implications of decision

5.1 Resource (Finance, procurement, staffing, IT)

No immediate implications arising from this report.

5.2 Risk management

No immediate implications arising from this report.

5.3 Legal

No immediate implications arising from this report.

5.4 Equality, diversity and inclusion

No immediate implications arising from this report.

5.5 Climate emergency declaration

No immediate implications arising from this report.

6. Governance journey

6.1 Resources Overview & Scrutiny – 21 November 2022

Background Papers

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

CONTACT OFFICER:

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